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SOCIAL INTERACTION SKILLS AS A CORE OF
ORGANIZATIONAL WELL-BEING

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SOSIAALISET VUOROVAIKUTUSTAITOJEN ORGANISAATION HYVINVOINNIN KESKIÖNÄ

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Tämä opinnäytetyö on tehty yhteistyössä logistiikkapalveluja tarjoavan yrityksen kanssa, työ on toteutettu yrityksessä ennen työskennelleen työntekijän näkökulmasta ja sen tarkoituksena on luoda ymmärrystä organisaation sisäisestä vuorovaikutuksesta sekä siitä, kuinka vahvasti se vaikuttaa organisaation kokonaisvaltaiseen hyvinvointiin.

Vuorovaikutusta voidaan kuvailla tapana vaikuttaa toiseen yksilöön tai ihmisryhmään. Vuorovaikutustaitoihin luetaan puhuminen, kuunteleminen, kehonkieli, tunneäly sekä sosiaaliset taidot. Vuorovaikutus on sanallista ja sanatonta, sen avulla on mahdollista vaikuttaa yksilöön tai ryhmään positiivisesti, luomalla luottavainen ja avoin ympäristö kommunikoinnille, itsensä ja ideoiden ilmaisulle jonka seurauksena hyvinvointi sekä motivaatio kasvaa ja kehittyy. Vuorovaikutuksella on myös mahdollista vuorostaan vaikuttaa negatiivisesti, luomalla epäluottettava ja kireä ympäristö, missä henkilö kokee kommunikoinnin mahdottomaksi sekä itsensä arvottomaksi, jonka seurauksena hyvinvointi ja motivaatio kärsii.

Opinnäytetyö on jaettu kahteen osaan, ensimmäisessä osiossa käsitellään vuorovaikutustaitojen tärkeys yleisesti sekä johtoryhmän ja työntekijän silmin. Toinen osio käsittelee organisaation kokonaisvaltaista hyvinvointia joka pitää sisällään henkilöriskienhallintaa, sisäisen motivation rakentamista yksilö- ja tiimijohtamisen näkökulmasta sekä organisaatio käyttäytymisen perustaa.

Opinnäytetyössäni vastaan mm. näihin kysymyksiin: Miten analysoida työntekijöiden hyvinvointia? Miten sosiaaliset vuorovaikutustaidot ovat yhteydessä organisaation kokonaisvaltaiseen hyvinvointiin?

Viitekehystenä toimii sosiaalisen vuorovaikutuksen, johtajuuden, työhyvinvoinnin sekä organisaatio käyttäytymiseen perustava kirjallisuus, työhyvinvointikysely, johtoryhmän haastattelu sekä aiemmat henkilökohtaiset kokemukset työntekijänä alati muuttuvassa ja hektisessä työympäristössä.

SOCIAL INTERACTION SKILLS AS A CORE OF ORGANIZATIONAL WELL-BEING

A case study of logistics provider company x

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This thesis is created in collaboration with a logistics provider company. The process has been done from employee perspective who previously worked for the company, the aim is to create an understanding of the organization's internal interaction and how greatly it affects the organization's overall well-being.

Interaction can be described as a way of influencing another individual or a group of people. Interaction skills include speaking, listening, body language, emotional intelligence, and social skills. Interaction is verbal and non-verbal, it makes it possible to influence an individual or a group positively by creating a confident and open environment for communication, expression of oneself and ideas, as a result of which well-being and motivation can grow and develop. In other hand, interaction has a possibility to have a negative effect by creating an unreliable and tense environment where communication is impossible and people feel themselves unworthy, as a result of which often leads to decreased employee well-being and loss of motivation.

The thesis is divided into two parts, the first part considers the importance of interaction skills in general throughout the eyes of the management team and the employee. The second section deals with the overall well-being of the organization, which includes Health and Life risk management, building of internal motivation from the perspective of individual employee and team management, and the basis of organizational behavior.

In this thesis, one will answer at least to these questions: How to analyze the well-being of the employee's? How social interaction skills are connected to organizational well-being?

The reference framework relates on literature written of social interaction, leadership, well-being at work and organizational behavior. Employee well-being survey and an interview with the management team was conducted to gather as much reliable insights as possible, one's past personal experiences as an employee in an ever-changing and hectic environment assists with understanding and in analyzing process.

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1 INTRODUCTION

The purpose of this thesis is to find out how organizations internal interactions back up organizational well-being. The topics are divided into social interaction skills in management and employee level and into work well-being. These topics were chosen as the personnel is the key to organizations success. When the leadership is interactive and the personnel is motivated and prosperous, organizations comprehensive well-being and efficiency increases.

The author of the thesis has previously worked for the case company in various tasks inside the production and realized how easily this kind of “easy” job can overburden employees. The author has a great curiosity towards humanity, social interactions, and well-being and for this reason, she was eager to conduct a research covering these factors. The topic was broadly discussed with the management and production personnel and the personnel appeared to be keen to take part of work well-being survey that is conducted anonymously. The research group consists of permanent and agency-hired production employees and its operations manager. In total 22 employees took part of the work well-being survey; the operations manager was interviewed afterwards as the forming of interview questions was dependable of the survey results.

During the thesis process, the company suddenly faced a loss of their biggest customer that employed almost half of their permanent employees and nearly 20 agency-hired employees. To make it clearer, the thesis process started in April 2019, when the author proposed her idea to the companys’ management and its personnel, the idea back then was about organization’s layout model development – concentrating only to the outbound department of their biggest customer. After the idea was accepted one created the work well-being survey and discussed it with the management, questions were formed by the author and later accepted by the former site manager. The execution of surveys took place in July 2019 and the analyzing process was done afterwards.

Then, finally it was time to start to write the theory and do the rest of the process but then the information about losing their biggest customer was shared, which naturally led to employer/employee negotiations and integrated organizational change. This impacted tremendously the whole thesis process as the topic was changed from

organization's layout model development to the current topic – **social interaction skills as a core of organizational well-being**. In other words, the process was frozen for six months and it was defrizzed again in March 2020. The author did not want to create research around something that would not bring added value to the company, or to her – so one decided to turn the ship around and create the thesis around *social interactions* and *organizational well-being*. The change of the topic certainly needed a lot of time and thought in order to form, which slowed down the whole process considerably as one was already done plenty of work towards the previous topic, she was not willing to start from the scratch. After some serious brainwork, an idea occurred, and one was able to reorganize the plan how to proceed and take advantage of the previous work. Without further ado, after overcoming the obstacles one is extremely satisfied with the outcome and will present the findings and recommendations to the case company after the process is fully finished.

1.1 Purpose and project objectives

The purpose of this research is to understand how social interaction skills at workplace back up organizational well-being and how employee well-being impacts organization's efficiency. The subject of this research is the personnel of the organization and process objective is to conduct a clear understanding concerning social interaction, leadership, organisational behaviour and work well-being. The research consists of a survey for production employee's and operations manager interview. The case company has the desire to know and learn more about social interactions skills in order to balance organizational well-being. One reciprocal objective is to include employees into the development and decision-making processes. There is a large-scale of factors influencing organizational efficiency of a logistics provider company and one of the principals is well-being of the employees. Prosperous personnel and solid internal interaction skills are organization's key to success.

Research questions

1. How to analyse the well-being of the employee's?
2. How social interaction skills are connected to organisational well-being?

1.2 Boundaries of the research

When creating a research around social interactions and organizational well-being, certain boundaries have to be set for the project. In general, when talking about organizational well-being it keeps inside for example. organisations effectiveness, and that is mainly about different meters and ways of measuring cost-effectiveness. However, these are not enough and that is why it is crucial for people to understand that social interactions, leadership and work well-being are closely connected to organizations efficiency levels and in this thesis, one will talk about how these factors together create an efficient and prosperous organization. In other words, this thesis does not handle any meters measuring cost-effectiveness. The major concerns from surveys and interviews will be addressed and handled accordingly.

1.3 Conceptual framework

The aim is to improve company X's organisational well-being by improving social interactions inside the work community. When organizational well-being is developed, and personnel feel to be treated as equals and appreciated their work stamina increases and efficiency rises. Conceptual framework describes the main concept and process steps of the thesis. Everything starts from the case company e.g. workplace where all the interactions take place between management and employees, transparent interaction between management and employees have been proved to enhance work well-being as employees will feel more grounded and valued when they are incorporated, acknowledged and heard. Work well-being is one of the core factors affecting organizational efficiency, and still many organization's fail to implement it into their strategy, and that is what this research is about. One will observe, analyse and create recommendations and a conclusion to the case company about an efficient and prosperous organization which can be reach with transparent interactions and continuous renewal

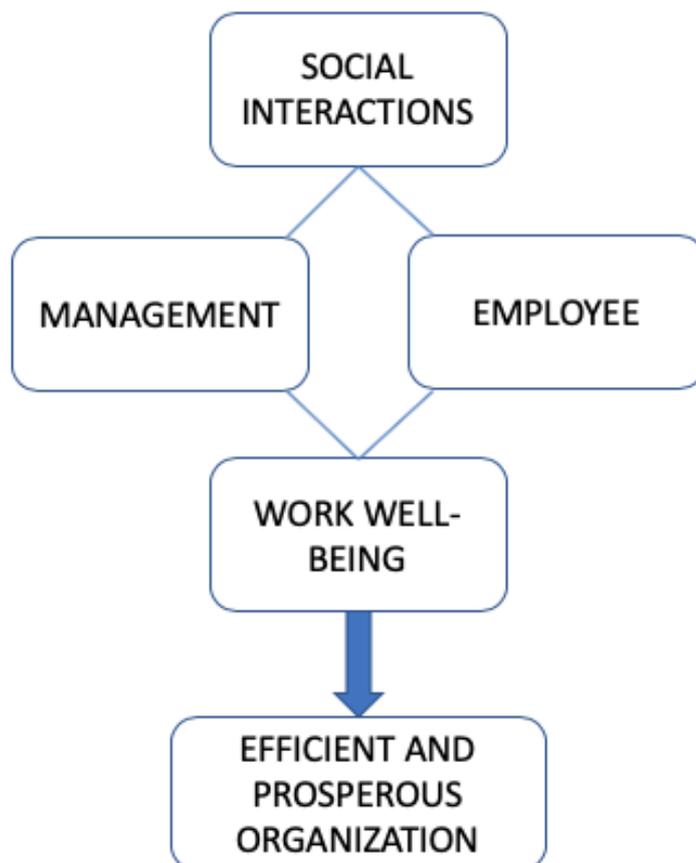


Figure 1. Conceptual framework

2 LOGISTICS PROVIDER – COMPANY X

2.1 Background

This thesis is executed in collaboration with a logistics provider company which will hold name company X in this thesis. The author has been working in various tasks inside the company for few years and has the knowledge of different operations. The company is one of world's leading provider of contract logistics services located all around the world and they have more than 2500 logistics centres and terminals across the globe. Their key solutions include – storage services, fashion logistics solutions, internal logistics, domestic distribution and international transportation. The aim of the company is to create added value to their customers by providing them with global industry's best practices, development resources, quality and security programs. The concentration of this thesis will be in one of their logistic centres located in Western-Finland. The company has made short-term developments with minimum costs during the last 1,5 years. Although, it seems that these developments have not been enough and there have been complaints from their production personnel concerning constant rush and pressure towards them. For this reason, one decided to create the thesis around social interactions at workplace as work well-being is greatly misunderstood success factor. "It has been noticed that companies and other work organizations success is being measured only by finances, even though social interactions at workplace should be the core of operational development process." (Pyöriä 2014, 7)

2.2 Current situation

In now days more than ever before companies are using agency-hired workforce as the world's economic balance is like a child learning how to drive a bike – unsecure. However, when companies are using agency-hired workforce, opportunities and challenges occur and one of the biggest challenges is how to ensure organizational well-being in order to assure employee engagement and a high level of operations. Company X is using agency-hired workforce and it has certainly created challenges for them, for example. with quality of work, employee engagement, motivation, transparency, equality and information flow. For this reason, basic warehouse processes are not included in the thesis as it was noted that the company might rather need some fresh ideas concerning the importance of social interactions as a key to enhance organizational well-being and to build a bridge from that to organization's efficiency.

Today's generation is totally different than it was 30 years ago, this generation is more interested by things that bring value to their life. Now, one might think – What are the things that bring value to people's lives then? To start with the fact that each and every one of us are different and for that reason personal values differ. It is possible to point out some generalizations though – the way one studies or works reflects to one's personal set of values, the way how one feels something to be special or important defines the order of prioritizing, one's personal set of values are present within all decisions of life. And one big decision of people's lives is – what, where and how one wants to work. In order to be satisfied and live a balanced, happy and healthy life one must understand his/her own values.

It is not easy to find the balance between personal and working life and that is the basic idea behind this research – to analyse how employees between different generations feel whilst working in a hectic and constantly changing working environment and how to balance their total well-being. The research is conducted with data gathering from employee and management point of view in order to gain insights concerning emotions, values, ideas and how the company operates in general. By bringing together the voice and opinions from employee's and the management it will help with the process of pointing out possible necessities that might need some extra attention. These could be about insufficient leadership, or how to increase effectiveness by employee engagement and how to maintain the motivation of the

personnel by sustaining organizational well-being in general in order to aim for the best operative quality.

3 ORGANIZATIONAL BEHAVIOR

3.1 Definition of Organizational behavior

To be able to understand how certain behaviors take place, one has to understand what organizational behavior keeps inside. First of all, what is an organization? The definition of organization by Richard L. Daft is described as “organization is a means to an end, and it has to be designed to accomplish that end.” (Daft. 2015, 13) One can think it “as a tool or a machine to get things done and to achieve a specific purpose. The purpose will vary between organizations, but the central aspect of an organization is the coordination of people and resources to collectively accomplish desired goals.” (Daft. 2015, 13) What one must understand is that organizations are not places or buildings, organizations are totally made up by people and their relationships with each other. Organizations can only exist when people inside of it interact together and when they interact with their customers, suppliers, competitors, and other elements of the external environment. (Daft. 2015, 13)

But then, what is organizational behavior? “It is a field of study that investigates the impact that individuals, groups, and structure have on behavior within organizations, and it’s main focus is on applying all the knowledge by making the organization run more effectively.” (Robbins., S., P., Judge., T., 2011, 9) “At its most basic level, organizational behavior is concerned with the study of the behavior of people within an organization setting. It involves the understanding, prediction and control of human behavior but precisely speaking, organizational behavior aims to improve productivity by reducing absenteeism, turnover and deviant workplace behavior: and to increase job satisfaction within organization.” (Robbins., Stephen P., Judge., Timothy A. 2011, 30)

Common definitions of organizational behavior are generally along the lines of the study and understanding of individual and group behavior and patterns of structure in order to help improve organizational performance and effectiveness. However, the

fact is that people are the main resource of any organization. As stated earlier by Daft 2015, organization can only exist when people inside of it interact together and when they interact with their external environment. “In today’s increasingly dynamic, global and competitive environment, understanding human behavior at work and effective management of the people resource are even more important for organizational survival and success.” (Laurie J. Mullins., Christy, G., (2016), 3) Although, there are areas of overlap among various social sciences and related disciplines such as economics and political science, the study of human behaviour can be viewed in terms of three main disciplines – psychology, sociology and anthropology. All of them have made a great impact to the field of organizational behaviour (*see figure 5*).

“A **psychological** approach is all about the members of the organization. The main concept of it is to see an individual as a whole person that has a ‘personality system’, including, for example, perception, attitudes and motives. These aspects are crucial, but not enough alone, they do not provide approach that is wide enough for understanding management and organizational behaviour. The main concern is not about complex details of an individual’s differences but within the behaviour and management of the organisation’s personnel.

A **sociological** has a wide-ranging emphasis on human behaviour in society. Sociological aspects can be important. The main focus is on the analysis of social structures and positions in those structures – for example, social interactions between the management team and employees. There have been a lot of criticism from sociology writers concerning traditional views of organisation and management. Many of the criticism and limitations of to which sociological writers refer are justified and help to promote healthy academic debate. However, the arguments made are to be presented in the abstract but are lacking the constructive ideas on how actions can be taken to improve organisational performance.

Anthropologists are more about the science of humanity and the study of human behaviour as a whole. However, the main focus of organizational behaviour is on the cultural system, beliefs, customs, ideas and values within a group or society, and the comparison of behaviour among different cultures – for example, the importance to Muslim women of wearing trousers to work. Humankind is made to depend on their culture, it gives them security and stability and when in unfamiliar environments they are more likely to suffer from adverse reactions.” (Laurie J. Mullins., Christy, G., (2016), 4-5)

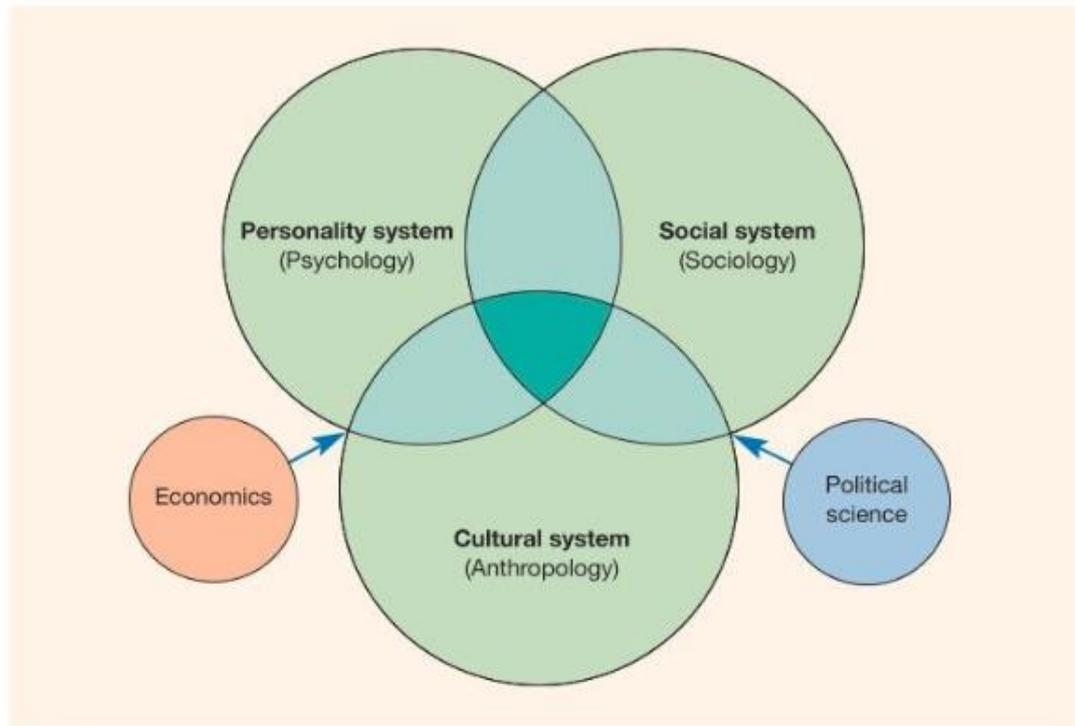


Figure 5. Organizational behaviour: a multidisciplinary approach, Laurie J. Mullins., Christy, G., (2016), 5

“Although, psychology, sociology and anthropology are relevant aspects of organizational behavior, one must consider the importance and utilization of philosophy, ethics and the law when managing people.” (Laurie J. Mullins., Christy, G. 2016, 5) There have been generalizations providing some valid information concerning human behaviour, however, quite many of those have proven to be misleading. This is because, human behaviour changes within persons and that explains why people are not alike. Organizational behaviour uses systematic study to improve predictions of behaviour over intuition alone. The fact is that, people are different and that is why the behaviour of people cannot be generalized. Although, this does not mean that one is not able to make any predictions or reasonably accurate explanations of human behaviour. What it means, is that organizational behaviour concept must reflect situational, or contingency, conditions. “One can say x leads to y , but only under conditions specified in z – the contingency variables.” (Robbins., Stephen P., Judge., Timothy A. 2011, 14)

What the science of organizational behaviour does, it applies general concepts to a particular situation, person, or a group. A good example, “the scholars would avoid stating that everyone likes complex and challenging work (the general concept). Why?

Well, because not everyone wants challenging job. Others prefer routine over varied, or simple over complex.” (Robbins., Stephen P., Judge., Timothy A. 2011, 14) And again, one is back at the starting point – humans are different. What is attractive to another might not be to another. What one needs to do is to use organizational behaviour as a continuous framework using situational variables to explain cause-and-effect relationship (Robbins., Stephen P., Judge., Timothy A. 2011, 30). “Organizations shape people’s lives, and a well-informed manager can shape organizations.” (Daft 2015, 17)

3.2 The importance of organizational behavior context in understanding interactions and well-being at workplace

To be able to understand why people act in a certain way in a certain situation one must be able to understand the concept of organizational behavior. “Human relationships are characterized by the patterns of how people share energy and information flow. Whether one is studying parent-child relationships, romance, friendships, schools, communities, and societies. The examinations happen within the ways in which energy and information are exchanged. These patterns of communication within culture and within homes, among many people or between two individuals, are always mediated by a flow of information that rides upon shifts in energy.” (Langer, E. J., Ie, A., Ngnoumen, C. T., & Langer, E. J. 2014, 35-36)

When talking about organizations internal interaction and well-being, the concept of organizational behavior steps in. In today’s world the challenges of managing people include the fact that the global recession has brought to the forefront the challenges of working with and managing people during uncertain times (Robbins., Stephen P., Judge., Timothy A. 2011, 15). Which in short means the opportunities of using organizational behaviour concepts have become more relevant for the managers. “The world has become a global village. In the process, the manager’s job has changed.” (Robbins., Stephen P., Judge., Timothy A. 2011, 16) During the time of 1960’s and 70’s people used to work from Monday to Friday approximately 8 to 9 hours per day – this does not apply for today’s world and that is why many employees are complaining about the line between working life and life outside of work to be blurred, creating more and more personal issues and stress. When this kind of issues

and stress occur in employees lives it has a great impact of their work well-being, and this is something managers have to work and balance with.

It is up to the individual, group, and organization to create such an open, trustworthy and transparent work environment where interaction is at the heart of the organization in order to assure well balanced work well-being and organization's sustainability and effectiveness in a long run. Daft 2015 has stated in his book that "organizational behaviour is the micro approach to organizations because it focuses on the individuals within organizations as the relevant units of analysis. Organizational behaviour examines concepts such as motivation, leadership style, and personality and is concerned with cognitive and emotional differences among people within organizations." For this reason, it is crucial to study the theory of organizational behaviour when implementing a research concerning social interactions and organizational well-being as the topic keeps inside the key concepts of organizational behaviour – motivation, leadership style, and personality and how it is concerned with the cognitive and emotional differences amongst people.

4 SOCIAL INTERACTION SKILLS

4.1 Definition of interaction

Interaction can be described as a way of influencing another individual or a group of people. Interaction skills include speaking, listening, body language, emotional intelligence, and social skills. There is no interaction without a message, in other words, interaction is verbal and non-verbal communication between people. It is talking and listening, it is tangible interaction behavior, in other words conveying information (Isotalus. H., Rajalahti. H., 2017. Mitä vuorovaikutus on?). Interaction is a relational process, i.e. in addition to conveying information, interaction is about building a relationship. Therefore, interaction is also about how individuals position themselves in relation to each other and how they communicate this to each other (Isotalus., H., Rajalahti., H., 2017. Mitä vuorovaikutus on?). There are certain everyday views concerning interaction and its development, which are not valid. The statement saying “Our chemistries does not meet with him/her” is the mostly used of, the content though, is not backed up with science. There is no such chemistry between people that could define the quality of interaction. People who interact with each other’s, can represent different cultures and they can have totally different interests, different way of expressing things, different values and attitudes, which can create difficulties among the meetings (Klemola. U., Talvio. M., 2017, 2.)

If one believes that chemistries between two people cannot meet up, she is giving up of the aim to achieve a better quality of interaction. It is important to remember, that there is always a possibility to develop interaction skills. Interaction is based upon genuine will to respect and value oneself and others. The aim is to understand the starting points of the one who you interact with. It is mostly about the attitude towards yourself and others. (Klemola. U., Talvio. M., 2017, 3) It has been said that interaction skills will be the skills everyone should have in the future. And that is why interaction skills are the cornerstones of the new basic education according to the National Finnish Curriculum (Klemola. U., Talvio. M., 2017, 4). Interaction is basically shaped and dictated by emotions and feelings of the present situation and that is why each individual must develop those skills. By simply studying and learning interaction skills, one is able to deepen and support its personal relationships.

When operating in teams, interaction is a constantly present manner, some research has been done which indicates that by affecting to teams internal and external communication there is an ability to increase productivity inside the teams. Functioning network enriches the abilities and economical values of all parties and trust between parties inside networks increases when operating together. This means that the parties understand other actions and respect each other's differences. Interaction is transparent and open. Actions are self-steering and equal (Sydänmaanlakka 2009, 147). Teams that are able to achieve functioning network with trust, appreciation and transparency are more likely going to operate in a higher level. Pentti Sydänmaanlakka 2014 has stated in his book "Tulevaisuuden Johtaminen 2020" that in a surprising operational environment strategy develops within actions and interactions rather than during the planning phase.

During the last twenty years a world has moved into a network economy that demands different network leadership. Traditionally companies have been seen as bureaucratic and hierarchical organizations – in other words, closed systems. In today's world organizations should be seen as open systems that continuously renew, require transparency and ability to be self-steering. It is time to take down hierarchies and get used to co-operating operations and equality within networks. (Sydänmaanlakka 2014) And that is why it is crucial for the organizations management to understand how great the impact of their actions is to the relations and atmosphere inside the work community.

Superior is always the one in charge of information sharing, she/he is in charge of creating an open interaction culture to support and encourage employees as an individual and as a team (Joki 2018, 123-124). The balanced interaction has to be planted inside to each and every individual in order to implement it to teams – Management is responsible of implementing the strategy and vision to the minds of employees in such a way that everyone understands it in order to achieve better employee engagement. "The course remains correct when matters and connections between are clear." (Sydänmaanlakka 2014, 104) Organization's with common rules and equal management system that have an open and transparent interaction culture are more likely to be well functional and prosperous (Joki 2018, 177.)

One of the main principles to have in today's world and in the future is the desire and ability to develop and implement one's own social interaction skills. The key to productive operations is an open and transparent interaction culture with incentive atmosphere accepting conversation. (Joki 2018, 131). To specify, “interaction skills are not what some have, and others do not. It is not a gift of grace; it is not a matter of charisma or any other vague quality. Nor is it a personality trait. Everyone has some kind of interaction skills, but equally everyone can develop in it and everyone is constantly evolving in it. Of course, some are in principle more talented than others - as with all skills - but by practicing or learning from their experiences, anyone can develop into an even better interaction expert.” (Isotalus., H., Rajalahti., H., 2017. Vuorovaikutusosaaminen)

To conclude what interaction is about – all kind of interaction is based on communication between individuals, it is exchanging and conveying information between people. Without interaction, there cannot be relationships between people – the nature of the relationship is reflected in interaction. For this reason, organizations must focus on internal interaction, without interaction and without a relationship between the manager and the employee there cannot be leadership. Interaction is like the oil in machinery, a basic process inside the organization without which it cannot function. Cooperation, group activities and organizational building are all based on interaction which allows the entire organization to run more smoothly or, due to its shortcomings, more frictionally. (Isotalus., H., Rajalahti., H., 2017. Johtajien näkemykset vuorovaikutuksesta työssään). And as Aarnikoivu 2016 has stated in her book “Contradictions inside the work community and personnel motivation issues almost invariably stem from lack of communication and social interaction, or a lack of it altogether” (Aarnikoivu., 2016, 42). To be able to avoid these contradictions organizations should implement the importance of interaction inside their culture.

4.2 Management & Leadership

Leaders are like practical psychologists balancing on top of a rope and their job is to lead an example. Leaders' interaction keeps inside a wide range of different tasks and they need to know how to expressively express themselves, either verbally or nonverbally in order to gain the trust. One of the key functions of nonverbal communication is the expression of emotions. For example, A leader who expressively uses nonverbal communication is typically found out to increase their charismatic impressions. A charismatic impression in turn increases a leader's ability to motivate and persuade others. A useful way for the leader to understand its employees is to observe their feelings in order to handle them. (Isotalus., H., Rajalahti., H., 2017. Puhuminen ja kuunteleminen)

Management faces a huge number of different communication tasks and situations. And their interactions include discussions, interviews, responding, informing, negotiations, problem solving, decision making, a thrive to make an impact, and the list continues. The manager interacts with individuals and with groups of different sizes as well as in front of the entire work community. In addition to these, the managements interaction keeps inside a wide range of communication relationships with executives, supervisors, customers, the management teams, the board and other stakeholders. "It can be said that almost the whole spectrum of interaction skills is part of a leader's job." (Isotalus., H., Rajalahti., H., 2017, Johtajan tarvitsema vuorovaikutusosaaminen).

When the organization has common rules inside the community, and the rules are based upon appreciation and respect of others, an open interaction culture will take place and engage not only the management team but as well the employees and as a result, the organization will operate more effectively. The management is in charge of creating a safe and open atmosphere for everyone to express their ideas, to share their knowledge and skills to other's. This kind of openness and trust can be built up by organization's fair-minded actions, where the respect, appreciation and support of each other's is clearly to be seen. By creating this kind of atmosphere, the organization will most likely promote employee well-being and comfort (Joki 2018, 179-180).

The communication style of a democratic leader encourages employees to interact and set goals for action together. A democratic leader relies on the ability of employees to make decisions. Nor does she/he see other suggestions as a threat but believes that ideas of others and discussion will improve the outcome. Such a leader also easily gives positive feedback and often has good listening skills. Studies have found such a leader to be most effective because it increases the productivity, satisfaction, and commitment of employees. (Isotalus., H., Rajalahti., H., 2017, Johtamistyylit ja vuorovaikutus). The work community cannot operate without functioning relationships and for that reason organizational culture builds up from basic social interactions, operating modes, agreed rules, processes and values. Organizational values are core tools when developing organizations operating modes, but it is not enough to only define them. The values must be generated together in close co-operation, in a way that everyone internalizes them and are willing to use them in daily basis (Sydänmaanlakka, Hänninen 2014, 100).

Organizational culture is forwarded to new members through consequences of social interactions e.g. through stories, instructions or by copying the key person (Sydänmaanlakka 2014, 101). Leader that listens and feeds interaction, is able to strengthen internal interactions within organization by using their own example of social interaction skills and the ability to steer employees to the right direction. In today's world rapidly changing environment, these skills are the ones to stand out (Sydänmaanlakka 2014, 104). It is crucial for leaders to know how to balance communication relationships between expressing and engaging emotions and neutrality. The leader can be expected to express genuine caring and listening in the situation and to express empathy. On the other hand, the leader has to stay in a professional role, and maintain a certain neutrality to help with own coping skills, especially if there are a lot of emotional situations (Isotalus., H., Rajalahti., H., 2017. Johtajan vuorovaikutusosaaminen, Ammatillinen vuorovaikutus).

Bradford and Emerald 2008, suggest organizations to shift focus from becoming a great place to work that attracts great employees to the focus on treating employees with honor and respect, once they've sign on with the company. By doing so, employees will give the moon in return (Bradford., Emerald. 2008, 4). Some problems might occur when the senior management is too busy with spreadsheets of turnover, competitor products and the wider marketplace. At the same time, they often overlook more important driver to commercial success – Employee engagement.

Employee engagement consists of personnel's emotional and physical well-being which should always be the first area to look at if the company has a desire to improve performance. (Bradford., Emerald., 2008, 32) Leadership is all about the basics, and it can be also defined as partnership management (kumppanuusjohtajuus in Finnish). Partnership management consists of the basic and functional operation models of leadership, which have been proved to work in practice – those things enable the satisfied result and prosperous work community. In partnership management the idea is that the leader does not bind the employees, but rather supports their willingness to commit, in this way the employees are able to experience their possibilities and rights inside the work community (Aarnikoivu., 2016, 33).

The core of partnership management is solution-focus – the manager supports employee empowerment with her/his actions by acknowledging resources and progress. In addition to solution-focus the partnership management is all about emphasizing co-operation and social interactions that lead to solutions and focus to the future (Aarnikoivu., 2016, 33). As the name implies, partnership management is based on a partnership between the manager and the employee. The relationship, on the other hand, is based on mutual positive dependence. The manager is dependent on the work of the employee, and the employee is dependent on the manager's role of the employer's representative. Partnership means a win-win situation, i.e. in which both parties win in co-operation, so that the interests are the same on both sides (Aarnikoivu., 2016, 33).

In other words, partnership management is all about social interaction skills. A manager who is committed to partnership management is trustworthy and interactive – She uses dialogue in a daily basis with her employees in order to create a sense of meaning towards employees work and the emergence of a common understanding. (Aarnikoivu., 2016, 33) As Osmo A. Wiion has said “Communication fails except by chance.” A manager who is trusting, committed, interactive and meaningful is aware of this. Thus, not only through close dialogue, the manager ensures the emergence of a common understanding through questions, clarifications, and reformulations (Aarnikoivu., 2016, 33). “Managers need to develop their interpersonal, or people, skills to be effective in their jobs.” (Robbins., Stephen P., Judge., Timothy A. 2011, 30)

In order to develop interpersonal skills managers need to have an understanding of organizational behaviour context, when the organization is able to implement the framework of organizational behaviour into the employee management they will certainly gain insights of how to develop managers interpersonal skills, it can help managers to learn how to empower their employees in order to improve quality and employee productivity, it provides ideas of how to design and implement change programs, improve customer service and help employees to deal and balance with work-life conflicts. Organizational behaviour can help managers to cope in world of temporariness and learn how to stimulate innovation. – Specifically, organizational behaviour can help the manager to create ethically healthy work climate (Robbins., Stephen P., Judge., Timothy A. 2011, 30).

4.3 Employees

Biggest factor affecting to organizations efficiency is its motivated and know-how personnel and that, if something, is the key to competitive advantage. The core conflict of work-related conversation is usually the presume towards how management sees employees as productive means, that can be controlled from above with salary and compliments (Pyöriä., 2012, 23.) The fact is, that most of the people are spending the majority of their lives working and for that reason workplaces are coming more and more important for people's social and emotional networks. At workplaces one faces different personalities and ways of working and it is up to one's personal interaction skills how to manage and work in co-operation with a variety of people. When people are able to study, learn and find new ways of attitude towards their so-called difficult work-colleagues, one's own interaction changes into a positive direction which changes their actions towards the colleagues (Hämäläinen., 2015, 23).

In other hand, when that so-called difficult colleague is the team leader who constantly gives orders, doubts, acts badly and is mean to employees, it might be hard to change the attitude or develop interaction skills as the respect comes into the picture and changes the whole thing. When employees are facing this kind of attitude from management level their own attitude towards work changes or at its worst it can even paralyze employee's capability to reach up to their own highest level of working. Another way of reaction to bad behavior is called "poisoning" within the work community, the term "poisoning" means that the employee is telling rumors and lies which weakens the atmosphere at work. A Good leader is able to create an environment where employees are inspired to exceed, trust and thrive themselves without the fear of losing their job or to be criticized. (Hämäläinen., 2015, 51).

Inside organization's there have always be those so called, great employees. Their passion is to identify the company's mission and go to extremes to help the organization achieve its goals. Great employees do not care about the free coffee, they care about the company's customer service, and ways to innovate and make the world better place as a general result from their daily effort. Great employees can be hard to be around sometimes as they take setbacks personally. Great employees love to please a customer, find solution, find an even better solution, and do all these things with co-workers who are as passionate about their work as they are.

A question arises – What is that great employees want then? Well, this is what they want. They want to understand how their efforts back up the most essential goals for the company. They want to know that trust and respect flow both ways between themselves and their managers – and among their co-workers, for that matter. they want to know that they are heard, believed and acknowledged. In general people are not into knowing their operational statistics, what they want is to be noticed by the management as individuals with original, epic points of view of their own. Great employees want to push boundaries of their own potential and know that their effort with the employer is an essential part of their own life, there has to be a meaning within their daily efforts (Bradford., Emerald. 2008, 4.)

However, more than that employees want to be able to look back on their lives career path and see, “Ah, yes. I see exactly the reason why I was there at that time.” (Bradford., Emerald. 2008, 4) When employees are heard and their suggestions are incorporated into company policy, they feel true engagement at all levels and it helps them to feel that they work for something that it is theirs, rather than just a place to work. In fact, employees who work in environments where everyone’s suggestions and contributions are sought, employees feel up to ten times more valued than in companies where all ideas are generated from the top (Bradford., Emerald., 2008, 29).

Just as emotionally engaged customer equals better sales, emotionally engaged employees leads to better performance (Bradford., emerald., 2008, 32). The majority of people are able to change their work from compulsive to rewarding with a help from their manager and colleagues. In order to make the change it insists coaching from the manager and self-leadership from the employee. The content of self-leadership is discussed later in chapter 5.5. The fact is that manager’s way to coach is strictly reflected to employee’s role definition, job satisfaction and by that way to employee engagement and better performance. (Berlin 2019, 29)

5 WORK WELL-BEING

5.1 Definition of work well-being

Many authors have considered the well-being in the workplace to be the outcome of the interaction between individual characteristics and those of the working and organizational environment (Gianluca Biggio & ClaudioG. Cortese (2013). "The role of work in everyday life is so great that the line between the concepts of quality of working life and quality of life is blurred. It is pertinent to ask whether we can talk about quality of life without the concept of quality of working life." (Aarnikoivu, 2010, 11) The quality of working life should be understood as a multi-level entity consisting of many ways of working (Aarnikoivu., 2010, 11). In addition to the sharp distinction between the concept of well-being at work separately also seems somewhat questionable. How we work can be more broadly reflected in our well-being in life. Work is reflected in leisure time and leisure time is undeniably reflected in work. At best, work increases and supports well-being in leisure time, and at worst, it weakens it. Correspondingly, at best, leisure time increases and supports well-being during working hours, and at worst, it weakens it (Aarnikoivu., 2010, 12).

There are many ways to define work well-being. It consists of basic requirements of work: safety, meaningfulness and healthiness. Work well-being is a part of persons total well-being. For example. Safety at work is a part of physical well-being and it keeps inside persons healthy lifestyle (Kanerva., M., Tanska., J., 2015, 40). Work well-being is based on personal set of values. How do one adopt her work? How much do one appreciate her/his life? How about personal life? Or Free time? Family? The choices one makes concerning work is based on how one personally feels about different sectors of life, what are their values and needs (Kanerva., M., Tanska., J., 2015, 41). People want to work in order to feel good – but the question is that is it possible to increase the effectiveness of work and at the same time secure the total well-being of people? Is it possible for organization's structure and processes to operate simultaneously so parallel, that the actual work tasks are taking care of well and human needs fulfilled? What is the leaderships part in this? What is the effect of one individual inside work community? How work community effects people's lives and its mind? (Kanerva., M., Tanska., J., 2015, 53).

These questions mentioned above can all be considered in daily basis within each individual, the thing tricky thing is that how to balance leadership in order to achieve high level of performance by keeping employee well-being in the core of company's effectiveness. When a company is able to implement balanced leadership into their management it means that the company is able to tread a fine line between efficiency, renewal and well-being. Efficiency of course, is the starting point for all businesses but without effective action to learn how to balance between these factors the company has no survival potential. The fact is that efficiency alone, is not enough. If the company just focusses on efficiency, it may be fatal within a long run. What companies should do is to take a good care of continuous renewal, when the environment is changing constantly, one should change at the same speed, preferably a little bit quicker than competitors. The third and equally important objective as efficiency and renewal is well-being.

It is up to the management to take good care of individuals, teams, and the whole organizations well-being. Efficiency should always be seen as a long-term concept: it is not enough that one is effective today, one needs to be effective after one year, after five years and so on (Sydänmaanlakka 2014). And for that reason, well-being should be prioritized to the top in order to achieve long-lasting employments and competence. Management's job is to see the employee as a whole, in a comprehensive way and place the individual really in the heart of organization (Gratton 2000.) The idea behind of this is the fact that the work should energize people, not burn them out and that is why the organizations should be changed from machinery to open systems and the society should change their priorities from *growth and efficiency* to sustainability and well-being in order to avoid loss of employees to stress related issues (Sydänmaanlakka 2014). What everyone has to remember is that only affluent people are able to develop and operate effectively in a long run.

When individuals and organizations take the responsibility together concerning their well-being and its renewal, they will certainly gain better satisfactory, commitment, motivation, efficiency, less sick-leaves and longer employments from their employees. (Sydänmaanlakka 2014, 150-151). In today's world, organizations effectiveness is the key to everything and often that builds up stress – one must remember that humans are not machines and for that reason well-being as a concept should be concretized and measured systematically.

5.2 Motivation

“Motivation can be described as a total space; it is the sum of many motives.” (Vilkko-Riihelä 2008, 157) “Whereas, motive is the mental cause of action.” (Laine., V., Vilkko-Riihelä., A. 2012, 65) Motives can be conscious or unconscious, the intensify of one’s motives varies, as does the duration. Motives can be either short-term needs or long-term plans and goals. Short-term motives are related to everyday life such as (groceries, choice of food etc.) Whereas the long-term motives are related to (hobbies, educations, life companion) and can be considered as one’s personal values, worldviews or conscious planning (Vilkko-Riihelä 2008, 157.)

Motivation is about goal orientation and it is the energy upwelling from oneself, one’s personal motivation can be used as a key for changing one’s work to be more inspiring. (Berlin 2019, 236) When talking about motivation inside working life – it usually consists of one’s long-term motives. Motivation at work is generally divided into two segments: *extrinsic* motivators, and *intrinsic* motivators. As the lexicology would lead one to believe, the extrinsic motivators are concerned with the external factors affecting one. Such as salary, working conditions, job security etc. On the other hand, intrinsic motivators are considered as internal factors such as opportunities for creativity, opportunities to use one’s initiative, and how one perceives the “importance” of one’s work in the outside world (Bradford., Emerald., 2008, 14).

Studies have shown that motivation arises of simple things, that will return back to the fairness and respect of other people. It is still possible that the fairness and respect of other’s might not be carried out for variable reasons. These reasons are – constant hurry and time limits, tense competitiveness of the company, impatience of investors, poor resources and shortage of workforce. All of these consume employees work stamina which is directly linked to company’s efficiency. Constant organizational change and uncertainty of one’s work and future of one’s employment are crumbling employees base of commitment (Pyöriä 2012, 41.)

There are many factors affecting to person’s motivation and as stated earlier those factors can be either internal or external. According to motivational researches, people are more motivated by internal than external factors. Internal motivational factors are for example. The relevance of one’s work, self-development possibilities and independency (Sydänmaanlakka, Rahkamo 2014, 117). One’s own identity is built up of one’s knowledge and know-how which are defined by persons social

environments and when receiving continuous feedback. One must remember that she/he is responsible for finding her/his own excitement and commitment, willingness to develop and grow as a person. (Sydänmaanlakka 2014, 80). “When people are given autonomy over their work, they become connected to a purpose that matters and by that way feel to be a part of the team which makes them happier. Morale soared, and then the performance improves.” (L. David Marquet 2020, 7)

Happiness from salary increase does not last long. Intangible awards are always greater and bring more long-lasting effects than money. Intangible awards powers people more and bring added value to their lives, it gives a feeling of worth and relevance for people (Hämäläinen., P., 2015, 35).

“The fact is that people have good days and bad days and managers are able to affect greatly to it if they choose to. The issue becomes magnified once the focus of one’s mind is turn to subject of innovation.” (Bradford. 2008, 21) Innovation can happen only when individual people come up with creative ideas, whether alone or in groups and are then motivated by the management to discuss those ideas with colleagues, to promote and modify them in order to be able to see that they made it through a new product development evaluator processes. Such actions need the right conditions – meaning trustworthy and transparent work environment where everyone can feel safe and equal in order to express themselves. It is obvious when written on the paper, but the link between employee well-being and innovativeness need to be understood (Bradford., Emerald., 2008, 21).

On one hand, job demands can promote burnout which will have a negative effect on innovativeness, on the other hand appropriate job resources can reduce burnout, improve work engagement and have positive impact on innovativeness. It should be noted that burnout can and does occur as a result of employee engagement. Sometimes the best employees go down. It is the case for well-being that needs to be understood, and this goes back to appropriate resourcing. It needs a holistic approach and vigilance (Bradford., Emerald., 2008, 21). As stated earlier the best motivators for employees are not perks, the most effective motivators are listening skills, contribution valuing and creating a feeling to be valued as an individual with unique strengths, skills and needs. (Bradford., Emerald., 2008, 29.)

5.3 Role of stress

Humans are more complicated machines than for example. Computers. There are many factors affecting to personal well-being and one of them is stress. Let's define what stress is before proceeding any further. *“Stress is a physiological response to any change, whether good or bad, that alerts the adaptive fight-or-flight response in the brain and the body.”* (HBR Guide to Managing Stress at Work 2014, 17) Stress can be either good or bad and all humans experience it at one point of life. It is natural for humans to feel stress, and one factor what causes it, is work. Factors at work causing stress to people are usually constant rush and pressure, fear of failure or complicated and difficult tasks. Stress can be a good source of thrive when a person is trying to achieve something and that is why many people can see stress as a positive manner rather than negative. One highly common phrase is – “I thrive under pressure” or “I am like a diamond sharpened under pressure” and for that reason not all stress is counted to have a negative effect. That is why stress is divided into two categories – **eustress** and **distress**. (Järvinen., 2008, hyvä ja huono stressi) From below one can find comparison between eustress and distress.

Eustress	Distress
Elevated vital functions	Elevated vital functions
Alertness increases	Alertness increases
Thrilling & exciting tension	Alarming & distressing tension
Active testing of own abilities	Forced & against
Testing own boundaries	Crossing own boundaries
Feel of control remains	Loose control
Vital powers increase	Vital powers decrease

(Figure 2. Eustress and distress, Järvinen. 2008, hyvä ja huono stressi)

It seems to be a fact that some people love to feel the adrenalin in their veins and are doing extreme things to reach that powerful feeling of rush, for example. a benji-jump creates a feeling of fear just before jumping but when released it changes into adrenalin rush which can be defined as a eustress reaction.

“Eustress holistically activates the sensory and brain functions of the human body and produces a powerful experience of existence.” (Järvinen 2008, hyvä ja huono stressi) Positively experienced stress is motivational, it increases one’s will to live and enjoy life, it helps people to achieve things, develop abilities and test their limits. It is possible that positive stress (eustress) turns itself to negative (distress), because when human body feels tensed during a long run it starts to affect one’s physical and mental well-being. In this case, the body of one’s does not get anything out from the stress, it rather exhausts one’s reserves of strength. (Järvinen 2008, hyvä ja huono stressi)

“According to Ferris, Perrewé, Anthony, Funk, and Gilmore 2000 – extroversion, openness, respect, confidence, trust, and sincerity are political skills that will improve relations within the team by reducing stress in the workplace and are predictive of ability for success in a wide range of jobs in highly dynamic organizational environments that require flexibility.” (Gianluca Biggio & Claudio., G. Cortese 2013)

According to Benson and Proctor it is possible for people to “learn to use stress productively by simply applying the breakout principle – a paradoxical active-passive dynamic. By using simple techniques to regulate the amounts of stress one feels, one is able to increase performance and productivity and avoid burnout.” (HBR Guide to Managing Stress at Work 2014, 16-17) The problem commonly seen in working life is that “people bring to work the stress aroused by dealing with family problems, taxes, and traffic jams, as well as anxieties stemming from continuous diet of bad news that upsets them and makes them feel helpless – hurricanes, politics, child abductions, wars, terrorist attacks, environmental devastation etc.” (HBR Guide to Managing Stress at Work 2014, 18)

It is up to the members of the organization to create open and transparent culture where the trust is built within interactions and actions towards others, where there is an ability to unload one’s stress in a healthy way. For example. Companies could arrange activities that relieve stress – Yoga or a health-related lecturer once or twice a year and urge everyone to go. The problem occurs when many people feel they can’t take the time to participate, “unless the leadership and culture encourage people to join in, employees will continue to feel guilty or worry that they will be seen as slackers if they go.” (HBR Guide to Managing Stress at Work 2014, 18)

However, employees are not slackers if they attend to activities arranged by the company, they are actually making long-term decisions by attending as they will probably gain positive energy and get rid of at least some of the stress. These kinds of activities might cost some money for the company, but they are nothing when compared to the costs of absenteeism or a loss of employee to stress-related issues. The inescapable fact is that we cannot have it all, one person is not able to work full power every day without getting tired, nor they are able to pursue all of their goals simultaneously or to fulfil all dreams at once, and if trying to do so or even thinking so, one is emotionally draining herself/himself. And that is why one should carefully think about personal priorities and focus on long-term fulfilment rather than short-term success. (HBR Guide to Managing Stress at Work 2014, 89)

Stress is a very central factor contributing to people's happiness at work. Companies are offering training on how to mitigate the stress by simply focusing on its negative health effects – and then the problem occurs, people get stressed-out about being stressed-out. How one personally sees stress can dramatically change the way how it affects one. As mentioned above, stress can be a good source of thrive when trying to accomplish something if one is able to see it that way, if not then it might drive one to the door of burnout – the fact is that stress is inevitable part of work. (HBR Guide to Managing Stress at Work 2014)

Permanent disability can be defined as significant life and health risk that causes billions of expenses annually. A lot has changed during the past twenty years and one of the biggest reasons for permanent disability in Finland is mental problems. Depression can disable almost four-thousand people annually and put them into disability pension. Studies show facts that more than 400 000 employees in Finland are suffering of long-term or frequent memory- or concentration problems that occurs because of the loading of the work, that is like fifth of Finnish population. Insomnia is growing like an epidemic in Finland and it has been increasing abundantly during the 21st-century. Now days there are more than million people suffering from poor quality of night sleep and for that reason their energy levels during the day are lower than they should be. These results show that even though the world is changing rapidly around us, we as humans are not machines and we cannot meet all the needed requirements.

“The biology of humans is ancient, and someone has created us to be like this. Humans will need recovery from work, they will need peace, rest and sleep also in the future before there will be a choice to be immortal.” (Sydänmaanlakka 2014, 189) and as Dr. Paul Rosenfield, assistant clinical professor of psychiatry at Columbia University has stated “**Establishing your identity through work alone can restrict your sense of self and make you vulnerable to depression, loss of self-worth, and loss of purpose when the work is threatened,**” (HBR Guide to Managing Stress at Work 2014, 168) People are different in this manner too and some are willing to sacrifice their personal life in order to succeed in working life – usually at some point this kind of behaviour will backfire as a mental problems such as depression, insomnia or anxiety disorder which might lead to permanent disability. For some people, stress paralyzes and for some it gives a burst of energy and that is why it is crucial for people to find out their personal resources and how much they are willing to sacrifice before saying no to a new offer or to a new tasks although they would not have the time to proceed. The next chapter will concentrate more closely of understanding one’s personal resources and values that steer one’s life.

5.4 Self-Leadership

Most important thing in this world is you, and your well-being is the key to live a full, happy, healthy and successful life. It is crucial for people to understand themselves and to lead themselves intelligently. “The study of one’s relationship within oneself is concerned with the inner nature of one’s subjective life and how one focus attention, how one’s observing self, accepts the experiencing self, can be seen as a pattern of energy flow that enables information to be created.” (Langer, E. J., Ie, A., Ngnoumen, C. T., & Langer, E. J. 2014, 36)

Now days organizations are getting lower and for that reason more is expected from employees, they need to be more self-steering and have ability to bear risks, thus self-leadership is more important than before. Before one will be able to lead anyone else, she must be able to lead herself as the entire leadership begins with self-leadership. There are many reasons why intelligent leading of oneself is becoming more important and one of the reasons is constant hurry and another one is the fact that the work environment is changing rapidly and requires flexibility and ability to adapt and continuously renew. This continuous renewal is not easy for everyone and for this reason it has become essential to know how to lead yourself to assure coping with daily life. Self-leadership is getting to know oneself; it is like a journey to ourselves. One must get to know themselves to be able to perceive the reality, where we are living. One of the main goals of self-leadership is to take care of one’s well-being (Sydänmaanlakka 2014, 141).

According to Vygotsky person becomes more aware of her thoughts when she is able to verbally express herself with a help of language, a person is able to outline thoughts and get to a new level thinking, when for example. Making a hard decision becomes easier. (Klemola. U., Talvio., 2017) The basic idea of self-leadership – when self-knowledge increases, understanding of one’s personal world, feelings, needs, prejudice, believes and motives increases too, and one learns to understand her actions better. Suddenly a reason behind one’s actions can be seen. (Hämäläinen., P., 2015, 23)

Self-leadership can also be described as total wellness or well-being, term *well-being* is used in this thesis. The comprehensive well-being consists of five areas – physical (BODY), mental (MIND), social (FEELINGS), spiritual (VALUES) and professional (WORK). (see figure 2. *The Self Ltd-Model*) When the balance of these factors is secured, efficient, meaningful and healthy life can be built.



Figure 3. *The Self Ltd –model / Media.pertec.fi*

One can see from figure 2 that self-leadership consists of very concrete things. *Physical* condition consists basically of the corner stones of persons daily routines. Healthy physical conditions build up from balanced diet and exercise, sleeping routine and from a way to relax. *Mental* condition is about how the brain receive, process and see things and how a person is able to show interest and curiosity towards new things. *Social* condition is about how well a person manages their relationships between their family, spouse, children and friends and that one is able to spare some time for their own interests, for example. Hobbies. *Spiritual* condition is about how well the person balances its purpose, values, vision and actions. It means that a person has clear objectives and spiritual stimuli steering their life. All of these mentioned above support the *professional* condition, which is about having clear objectives in work, sufficient competence, ability to receive and give feedback about performance and continuous development.

The key to gain a work that inspires is to know how to lead yourself intelligently, i.e. learning how to influence and take responsibility towards own work. When a person is able to lead herself intelligently it is up to her to decide between what work to do and why the work is done. One also chooses how greatly she values the limitations, demands towards work and how the management's influences oneself, i.e. does one see herself more as an influencer or as a target of influence (Berlin 2019, 30). The importance of self-leadership has been increasing as the traditional hierarchies are vanishing and the work management discretely disappears. The employee cannot assume that the manager is always there to see and point out the necessities of the work or that the manager is responsible of taking care of everyone's inspiration, it is up to the employees to take the power and responsibility of these to themselves. Self-leadership is – journey to oneself, it is up to each and every person to find their own purpose in their personal and working life and succeed in it. When thinking about life and how to succeed in it, a person must have a clear understanding about which aspects of life one values and how those own values are attached to one another. Those assessments are not easy, but they are crucial when trying to define one's goals and desired legacy. (HBR Guide to Managing Stress at Work 2014, 91)

6 IMPLEMENTATION OF THE RESEARCH

6.1 Qualitative method

Qualitative research method was chosen for this thesis as the author has been working inside the company and has been able to observe/shadow what is going on and how things are taking care of. The core idea of qualitative research is that it comprehends why and how certain behaviours take place. How qualitative research differs from quantitative is that in qualitative method the observer can choose how to work to get the information needed. He or she can choose between one-on-one or group interviews, participant observation either in person or online, and textual analysis (paper or electronic) (Sarah J. Tracy 2020.) By using these methods, the research can occur in the field, a focus-group room, an office or a classroom. “It is not specified how long the research process has to take place, qualitative methods by definition does not need to include long-term immersion in culture or require a holistic examination of all social practices. Indeed, some qualitative studies cover the course of a single day.” (e.g. Willer et al., 2018)

Qualitative research method can also be an ongoing survey approach. In addition, researchers are able to undertake qualitative methods either over a long time or for a short duration. Whereas, in quantitative method the core idea is to transform data from conversations, media stories, facial twitches, actions, or any social or physical activity into numbers. Quantitative methodologies employ measurement and statistics to develop mathematical models and predictions. (Sarah J. Tracy 2020)

The purpose of this thesis is to analyse company x’s social interactions and how greatly it affects organizational well-being. The focus is in improving the necessities found. Qualitative research method was chosen since it assists to get better insights about how and why certain behaviours take place in order to come up with a reasonable recommendation for the future. The goal is to analyse and possibly improve internal interaction and well-being of the organization by going through employee’s and manager’s opinions, feelings and ideas about work and understanding what it is to work in a hectic and constantly changing work environment that requires a well-balanced life in general in order to succeed. After discussion with company x it was decided to use qualitative research method as it suits best for the research objectives.

6.2 Research Design, Reliability and Validity

After choosing the correct research method, one has to decide an appropriate qualitative research design for their research method. Simple way to define about qualitative method is to clarify that it actually means to conduct a qualitative research. It describes either explicitly or implicitly the purpose of the research, the role of the researcher, the stages of research, and the method of data analysis. Research design is an arrangement of conditions of collections.

The chosen research approaches for this thesis are descriptive as it is suitable for research that involve observing and describing the behaviour of the subjects without influencing it in any way and explanatory as it backs up the data and findings from the descriptive design in order to create a detailed manner. These research approach were chosen as the author of the thesis has a desire to understand people around her and generally how they feel about the world in order to create recommendations for the case company by observing and analysing organisations social interactions between management and employees, leadership, organizational behaviour- and well-being.

Reliability of the research method can be measured by considering using the same method within same circumstances and gaining the same results. In this case the method is reliable as the research is done by interviewing the management team and by creating work well-being survey for the production employees. This kind of research can be done again within the same circumstances, and assuming those would lead to same results which proves the reliability of the method. When the reliability is high it indicates that the measurement is valid. In this case the research method is valid, if the method would not be reliable then it would not be valid but as discussed above the method is reliable and that proves its validity.

6.3 Definition of work well-being survey

The target group of work well-being survey is the operational personnel of the organization and its purpose is to get an idea of how employees feel towards the work environment, well-being, coping at work, leadership and the renewal of employees. Employee well-being research gives an idea of personnel's current level of job satisfaction and how well the organization has been able to deliver development activities. It facilitates the comparison between different departments inside the organization. If similar research is implemented in a regular basis it gives beneficial information concerning the development between different subareas (Joki 2018).

Employee research is a great tool to tell the personnel that they are appreciated, cared and that their opinions matter. For that reason, it is important to let the personnel know the results. If the personnel fill in the same kind of survey year after year but there are no changes to be seen the message of caring, appreciation and importance of answering does not transmit and, the survey will lose its value and importance in employees eyes. Organizations should share the data gathered from the surveys and let the personnel know about possible developments and corrective acts (Joki 2018).

The research itself is not the absolute value, but the utilization of the research results is. The research results give a direction of what and how to develop the organization and work as a base for development plan. The problems occurred from the research are not going anywhere if there is no plan for fixing them. Employee satisfaction research and its results are company's tool for personnel work, it will guide organizations development activities into the same direction than its vision and strategy needs (Joki 2018).

There are eight different categories inside the survey, which are – work assignment, work rotation, information flow, atmosphere, equality and appreciation, reserves of strength, leadership and motivation. The survey was executed inside the company premises during two-week time in July 2019. Survey forms were placed in staff room, employees were either able to answer during their break or they were allowed to take the survey home if more private was needed. Return box for the surveys took place in the staff room too, it was a closed box so that no one were not able to see the answers. When the answering period was over, one collected the return box and take it home for analysing.

6.4 Definition of Interview

The thing everyone knows is the fact that asking the right questions to get the answers one wants is not always easy, in this chapter one will go through some general information and theory behind interviewing. Asking questions and getting answers is a much harder task than it may seem at first. The spoken or written word always has a residue of ambiguity, no matter how carefully one word's the questions and how carefully one report or code the answers. Yet interviewing is one of the most common and powerful ways in which people try to understand our fellow humans. Interviewing includes a wide variety of forms and a multiplicity of uses. The most common form of interviewing involves individual, face-to-face verbal interchange – but interviewing can also take the form of face-to-face group interchange, mailed or self-administered questionnaires, and telephone surveys. It can be structured, semi structured, or unstructured. Interviewing can be used for marketing research, political opinion polling, therapeutic reasons, or academic analysis. It can be used for the purpose of measurement, or its intent can be to better understand an individual or a group (Fontana and Prokos 2016). An interview can be a one-time brief exchange, such as five minutes over the telephone, or it can take place over multiple lengthy sessions, at times spanning days or weeks, as in life history interviewing.

“The use of interviewing to acquire information is so extensive today that it has been said that we live in an “interview society.” (Atkinson and Silverman 1997; Silverman 1993) Increasingly, qualitative researchers are realizing that interviews are not neutral tools of data gathering but rather active interactions between two (or more) people leading to negotiated, contextually based results (Fontana and Prokos 2016. 10). Semi-structured interview form was chosen for the purpose of this research. Implementation of the operations manager interview took place in April 2020. The questions were formed after analysing process of the surveys was finished and one was able to conduct a comprehensive idea of employee well-being and ask questions concerning organizations internal interactions and well-being. The interview questions were sent to the site manager via email for pre-read and after one week a phone meeting was held where the questions were discussed and answered, and the author wrote the answers down.

7 EMPIRICAL ANALYSIS

This chapter concentrates on the results of operational employees work well-being survey and its analysis. The survey consists of eight categories, which are: work assignment, work rotation, information flow, atmosphere, equality and appreciation, reserves of strength, leadership and motivation. Each category had one or two specifying questions and some questions included option to qualify why or what could be done differently. The personnel had two-week time to answer the survey and return it to closed and secured box which was located in staff room.

In total twenty-two employees took part on the survey which equals as a satisfied level, both permanent employees and agency-hired workforce had the right to answer. Company x's employee amount varies between days, weeks and months, as the company uses agency-hired workforce on top of their own permanent workforce. Factors influencing workforce needs are – estimated volume data received from the customers, high seasons, sick-leaves, annual holidays, unexpected increase of sales and economic status of the company.

Company X has been using agency-hired workforce for many years on top of their permanent workforce and some of the agency-hired workforce have been working inside the company for several years with a better contract being on and off at times. However, it is not possible to offer satisfactory contract to everyone, and thus many of the agency-hired workforce work under zero contract.

A few matters to mention here before the result observation and analysis – Employees ages, gender and employment duration. Majority of the employees (68 per cent) were aged between 18 to 38, next largest (23 per cent) went to employees aged between 39 to 48, and only four per cent of them were aged between 49 to 60. The last five per cent did not answer. Majority of employees working in the company are woman, only 27 per cent are man. Half of the employees have been working in the company for one to five years, only a small per cents of the answers were divided between less than a year or more than five years.

One can find the work well-being survey form from Appendix 1. – only in Finnish

7.1 Work Assignment & Work Rotation

There are several tasks inside warehouse, the survey questions concentrated to order picking and packing. The employees were working inside the wholesale department with either order picking or packing, some could do both. Below one can find definitions of product picking levels used inside the company.

- Floor level = AB
- High level with machine = CF
- Accessory = SMALL
- Suspension rail (coat hanger) = GOH

Results showed the breakdown between different work tasks to be huge. For example, at wholesale department only four employees were able to do CF-picking that involves high-level machine. Employees were mainly picking from AB-level where all the heavy goods are located. Only four of the employees were able to pick from all levels and operate at outbound department which equals as packing and sending the orders. There were total twenty-two answers and if only four of them were able to operate at both tasks meaning picking and packing, it shows a lack of competence between employees which relates to poor level of employee training.

The next question was about the balance of work rotation (*see Appendix 1.*) fifty-five per cent answered that the work rotation is not in balance, this is an extensive number and one can easily see the connection between work assignment and work rotation. After analyzing the results and reading feedbacks from employees one has created a conclusion, company's work rotation is nonexistent. The balance of work rotation is crucial for organizations success, especially in a physical work environment as a tired employee is not able to operate at highest level. Working in a same physical task for the whole day overburdens the employee and make them feel incapable and unworthy. When employees are overburden their motivation and engagement levels decreases, and when this occurs – operations suffer. The companies are able to avoid this by being aware of employees' strengths, weaknesses and personal values in order to divide work tasks accordingly.

Without understanding of the personnel, the management divides the work tasks by simply getting the work done – this operating mode is not effective and does not

bring added value to the company or its personnel. As Isotalus and Rajalahti 2017 have stated – In today’s constantly changing working environment the communication style of a democratic leader encourages employees to interact and set goals for action together. A democratic leader relies on the ability of employees to make decisions. Nor does she/he see other suggestions as a threat but believes that ideas of others and discussion will improve the outcome. Such a leader also easily gives positive feedback and often has good listening skills. Studies have found such a leader to be most effective because she/he is able to increase the productivity, satisfaction, and commitment of employees. (Isotalus., H., Rajalahti., H., 2017, Johtamistyylit ja vuorovaikutus). What is natural is that not all the work tasks are pleasant, still someone needs to do those, if the person doing these is always the same, it is no miracle that the motivation and quality decreases. When the leader includes its personnel to work division planning, job satisfaction increases, and people will feel more appreciated.

The thing is that – what is attractive to another might not be to another, a good example of this is that some people like challenging work and some people prefer routine over variety. Some people are totally fine with the same work task week after week but other might need variety to stay motivated. Organization’s must learn to use organizational behaviour concept as a continuous framework using situational variables to explain cause-and-effect relationship (Robbins., Stephen P., Judge., Timothy A. 2011, 30). If the organization is not able to offer variety between work tasks every day or every week it is crucial to explain why, when the employees do not have the understanding of why the operations and work division are handled in a certain way, they do not have anything to hold on to. Thus, it might leave the employees feeling incompetent and unworthy without the opportunity to develop personal skills or achieve goals which rectilinearly affects to work stamina, motivation and engagement in a negative way.

Bradford & Emerald 2008 have well stated that when employees are heard and their suggestions are incorporated into company policy, they feel true engagement at all levels and it helps them to feel that they work for something that it is theirs, rather than just a place to work. In fact, employees who work in environments where everyone’s suggestions and contributions are sought, employees feel up to ten times more valued than in companies where all ideas are generated from the top (Bradford., Emerald., 2008, 29).

7.2 Information flow

Employees were asked if the information flow is sufficient and clear enough. The results showed a great deal of breakdown, as forty-one per cent said it is not, thirty-two per cent said that it varies and twenty-seven per cent said it is clear enough. These kind of results of information flow are not very good, in a fast-phased organization it must be prioritized to the top in order to give a professional picture to its constantly changing workforce. Information flow keeps inside a lot of factors and one of them is work division, company x has been using work division board where the team leader plans work tasks for everyone and updates the board continuously during the day according to the job queue.

In the survey there was a question concerning work division board, employees gave unanimous feedback saying that it is confusing and never up to date which consumes time as one has to search someone who is able to advise what to do next. There were positive feedback concerning day-to-day meetings that are kept once every day, few hours after everyone has get to work. During these meetings information is shared from management team to employees concerning – volumes, customer feedback, possible developments and other topics. It received positive and negative feedback as when the employee is not working everyday some of the information is missed because the management team does not keep record of what has been said during earlier days. And for that reason, employees miss for example. new rules and regulations received from customers, software updates, misleading packaging amounts and other relevant information towards operations and general rules.

To make it clear, manager is always in charge of information sharing/flow, it is up to the manager to create an open interaction culture to support and encourage employees as an individual and as a team. (Joki 2018, 123-124). To specify, information flow is based on interaction and as Isotalus & Rajalahti 2017 have stated – there is no interaction without a message, in other words, interaction is verbal and non-verbal communication between people. It is talking and listening, it is tangible interaction behavior, in other words information conveying (Isotalus. H., Rajalahti. H., 2017. Mitä vuorovaikutus on?).

In logistics provider companies' employees are operating in teams, and when operating in teams – interaction is a constantly present manner. By affecting teams internal and external communication there is an ability to increase team's productivity. Functioning network enriches the abilities and economical values of all parties and when operating together, trust between parties increase. This means that the parties understand other's actions and respect each other's differences. When doing so, interaction will be transparent and open and actions are both self-steering and equal (Sydänmaanlakka 2009, 147.) Teams that are able to achieve functioning network with trust, appreciation, and transparency are more likely going to operate in a higher level. Pentti Sydänmaanlakka 2014 has stated in his book "Tulevaisuuden Johtaminen 2020" – "in a surprising operational environment strategy develops within actions and interactions rather than during the planning phase." This advice works well especially when implemented into constantly changing and rapid environment like logistics industry.

In a fast-phased working environment it is hard to keep up with the information flow and for that reason, an information flap board is crucial for the organizations operations as it will bring added value and increase efficiency and cost-effectiveness. By adding the necessary information to the board, managers will save time and effort when not obliged to repeat oneself. (This will ease employees work too as they do not have to memorize everything.) As stated in the theory, information flow is based on social interaction skills and interaction means a way of influencing another individual or a group of people. And as the previous sentence implies – **information flow** is all about interaction skills – *speaking, listening, body language, emotional intelligence and social skills.*

Without a message there cannot be any interaction, and without interaction there cannot be information flow. "It can be said that almost the whole spectrum of interaction skills is part of a leader's job." (Isotalus., H., Rajalahti., H., 2017, Johtajan tarvitsema vuorovaikutusosaaminen) That is why it is essential for the management team to build the trust between their employees with verbal and non-verbal communication, by simply listening and discussing with the employees in order to be able to convey and receive information and attain their trust. Besides information conveying interaction is about building a relationship, interaction is a relational process about how individuals position themselves in relation to others and how they communicate with others.

7.3 Atmosphere

Employees were asked is the atmosphere good inside work community and this one as well shared breakdown between results. Most common answer was yes, by holding fifty-nine per cent of the answers, the second highest answer rate was that it varies, holding thirty-two per cent of the answers given and nine per cent said that it is not. This question gave employees the opportunity to tell why and quite many answered that there has been some disagreement between the operational management team that reflects straight forward to employees work stamina.

As stated by Pentti Sydänmaanlakka 2014 – traditionally companies have been seen as bureaucratic and hierarchical organizations – in other words, closed systems. In today's world, organizations should be seen as open systems that are able to continuously renew and require transparency and ability to be self-steering. It is time to take down old hierarchies and get used to co-operating operations and equality within networks (Sydänmaanlakka 2014.) Organizations management need to be aware of how great the impact of their actions is to the relations and atmosphere inside the work community. One got the expression that in general employees have good chemistry between them, thus problems occur when a certain person is in charge. This creates uncertainty between employees and management team which deteriorates atmosphere inside the community.

Every individual must look into the mirror and understand that the way people interact is basically shaped and dictated by their emotions and feelings of the present situation and for that reason, each and every one person should develop their interaction skills. By simply studying interaction skills, one is able to deepen and support its personal relationships which will considerably ease the influence people have on one. However, problems inside the management team confuses employees – when employees are sensing and getting mixed signals from the management their work stamina suffers, and when the stamina has suffered because of tense and confusing atmosphere within the operational management – rumors start to wander in the halls which does not improve the general atmosphere. Management should lead the example of how to behave and when not able to do so, they will lose the trust of their employees– which will not be easy to gain back. When the members of the organization work together towards the common interest to build an environment with

solidarity, trust and transparency the general atmosphere at workplace should develop consistently.

7.4 Equality and Appreciation

In general, fifty per cent of employees feel to be treated as equals which thrives common good inside the work community. Although, there was some feedback from employees concerning agency-hired workforce and their contribution. Some employees felt that agency-hired workforce works harder than permanent employees in order to keep their position at the company and still they do not receive equivalent benefits than permanent employees. Agency-hired workforce felt that rules does not apply to permanent employees and some permanent employees talk behind their back.

In other hand, half of the employees felt that their contribution is appreciated, thus thirty-two per cent felt the opposite way. This creates stigma around equality and appreciation in general. In this question, employees had a chance to explain why and answers have shown that some employees felt that they have already given all they got and still more is obligated. Employees felt that they do not receive good feedback often enough. In a hectic workplace that requires employees to work according to certain time limits, rules and regulations it is necessary to treat each and every individual as unique persons who have personal strengths and weaknesses and guide them in a way that brings value to their lives.

“The fact is that people have good days and bad days and managers are able to affect greatly to it if they choose to. The issue becomes magnified once the focus of one’s mind is turn to subject of innovation.” (Bradford. 2008, 21) When individuals are able to come up with creative ideas, innovation can happen. Whether the ideas come alone or in groups they need to be motivated by the management to discuss those ideas with colleagues to be able to promote and modify them in order to be able to see, they made it through a new product evaluator development process.

Such actions need the right conditions – meaning trustworthy and transparent work environment where everyone can feel equal in order to express themselves. It is obvious when written on the paper, but the link between employee well-being and innovativeness need to be understood (Bradford., Emerald., 2008, 21.) As the employees said, some of them felt that even though they have given everything they got, still more is obligated – It should be noted that burnout can and does occur as a result of employee engagement. Sometimes the best employees go down and that is why the case for well-being needs to be understood, and this goes back to appropriate resourcing. It needs a holistic approach and vigilance (Bradford., Emerald., 2008, 21).

The management should always give stick and roses to make their employees feel appreciated. Individual feedback from manager to employee is a good way to discuss about achievements and disadvantages and make employees feel worthy – goal and development dialogue once a year is not enough, the manager should always be present to its employees by asking opinions, and feedback to aim towards transparency. Day-to-day meetings are good way for information sharing and employee encouragement – everyone receives the same compliments and information which creates equality. However, one-to-one discussions are vital for employee engagement and well-being that directly have a bearing on feelings of equality and appreciation.

7.5 Reserves of strength

This part keeps inside questions concerning employees stress- and energy levels. They were asked does the work cause stress for them, half of them said that it is not causing stress, thus forty-one per cent said that it does and nine per cent said that it varies. In this question employees had a chance to explain why and most common answers were about constant hurry and expectations to work harder and harder. After analyzing answers, one has come to a conclusion that employees who are able to operate in both tasks – product picking and packing, are feeling more stressed than for example. Employees who operate only in picking, as the workload and expected velocity is lying on to one person's shoulders too much.

Next question was about energy levels after work and does the employee have enough energy to do the basic chores after work. Yes and No answers both hold forty-one per cent of the answers and eighteen per cent said that it varies, if one answered no or that it varies, they had possibility to explain why.

After one has analyzed the answers, she has come to a conclusion that some of the work tasks are physically too heavy, considering the fact that most of the employees are woman. A proper work equipment is there to help with lifting, carrying and moving the goods, proper equipment should be available all the time, as automatization is becoming more and more popular and for that reason companies should definitely ensure the work equipment to be up to date, if not – employees will likely change the workplace into somewhere that provides required equipment to

operate safely and effectively. It seems that some employees might suffer from slight burnout as their energy levels are not enough to take care of basic chores after work. For example, go to the gym after work as the work itself is too physical. This is not a good sign; work should energize us, not burn us out. When a person is feeling too tired after work to do the basic chores, she or he might feel like the work is taking too much and by this way reduce working power at work in order to 'save' some energy after work. This kind of course of action should never be the choice to take, person should always be able to talk to the manager if she or he feels too tired or overburden in order to attain high level of operations, avoid mistakes and a loss of employee to burnout.

Without transparent interaction between the manager and the employee any changes cannot take place as the manager is not conscious of what is happening. When this kind of behavior occurs among the employees the manager is left in the dark to solve the problem without any clue of knowing what is really going on – this consumes a lot of managers time and does not add any value to their day. For this reason the management is in charge of creating a safe space and atmosphere where the employee can open up when needed – and if the employee does not want to open up but the manager feels and sees something is wrong, she or he must take the first step to find out what is going on and suggest possible actions to make things right. Every company should inform their employees about stress and how to handle it, especially in a hectic workplace that requires a lot of physical and mental effort to succeed within certain timelines, rules and regulations.

Without the knowledge of what stress can be, the employees are not able to recognize the symptoms between eustress and distress. (*see figure 2, 30*) And for this manner, it seems that some of the employees have the symptoms of distress. For example, alarming & distressing tension, actions that are forced and against one's abilities, crossing own boundaries and the decrease of vital powers. When these symptoms take place within employee she or he is in the need of rest and help of others, the problem occurs when the employee is not able to come forward with his or her sensibilities in order to make improvements towards future. That is why it is essential for the companies to inform their employees about the symptoms of *eustress* and *distress* it is the management's task to direct employees towards assistance and make sure not to overburden their employees. The companies should find ways to relieve the stress and tension amongst the work community in order to assure long lasting employments and prosperous work community that thrives for the success and takes

care of each other's. Good examples of stress relieve are – Yoga classes, meditation, health-lectures etc.

However, employees should not directly link accusations concerning their negative emotions or low energy levels towards the company. As it has been stated in the theory – understanding of Self-Leadership model is vital for everyone and the comprehensive well-being consists of five areas included in Self-Leadership model which are – *physical* (BODY), mental (MIND), social (FEELINGS), spiritual (VALUES) and professional (WORK). (*see figure 2. The Self Ltd-Model*) When the balance of these factors is secured an efficient, meaningful, and healthy life can be built for each and every individual.

First of all, the model is built up from ever so concrete things, to condense what these factors keep inside – **Physical** condition consists of the corner stones of persons daily routines – *balanced diet, exercise, sleeping routine, and a way to relax*. **Mental** condition stands on of how persons brain – *receive, process, sees, and shows interest and curiosity*. **Social** condition consists of persons ability to – *manage relationships and spare time for him/herself interest*. **Spiritual** condition is about – *having clear objectives and spiritual stimuli steering life*. All of these mentioned above support the **professional** condition – *which consists of clear objectives at work, sufficient competence, ability to receive and give feedback about performance and continuous development*. When managing to balance all the four factors mentioned above, one's professional condition should be stable too. The truth is, that is not always easy to find the balance between life and working life since people spend most of their days at work. Although, it is crucial for one's well-being to understand the fact that he/she is responsible of taking care of him/herself in order to survive in this world. No one else will not do it for us and that is why Self-Leadership model is a great tool for everyone to learn. There will be fallouts during the progress, but none of us is perfect and it is certainly acceptable to stumble, the idea is to get back up and it all starts within ourselves.

7.6 Leadership

Employees were asked about how management teams' expertise and attitude towards employees influence the work community's ability to operate. This question brought together most answers of all and quite many of them were negative. One has analysed the answers and it seems that the company has problems with incompetence management team, or at least their employees feel that way. There were many written comments of especially one person who supposed to be the one to lead the team but is not able to do so. It was taken into account that there has been competition inside the management team and that definitely has created confusion and stress amongst employees.

To quote Aarnikoivu's 2016 statement "Leadership is all about the basics." Leadership can be described as partnership management, it consists of the basic and functional operation models of leadership, which have been proved to work in practice – those things enable the satisfied result and prosperous work community. In partnership management the idea is that the leader does not bind the employees, but rather supports their willingness to commit, in this way the employees are able to experience their possibilities and rights inside the work community (Aarnikoivu., 2016, 33).

The core of partnership management is its solution-focus – the manager supports employee empowerment with her/his actions by acknowledging resources and progress. In addition to solution-focus the partnership management is all about emphasizing co-operation and social interactions that lead to solutions and focus to the future. As one can easily see, partnership management is based on a partnership between the manager and the employee. The relationship, on the other hand, is based on mutual positive dependence. The manager is dependent on the work of the employee, and the employee is dependent on the managers role of the employer's representative. Partnership means a win-win situation, i.e. in which both parties win in co-operation, so that the interest are the same on both sides (Aarnikoivu., 2016, 33).

Leader that listens and feeds interaction, is able to strengthen internal interactions within organization by using their own example of social interaction skills and the ability to steer employees to the right direction these skills stand out in today's rapidly changing operational environment (Sydänmaanlakka 2014, 104). If employees know more about company's operations than the team leader, something is clearly

wrong and for that reason, employee motivation and engagement will decrease which certainly affects organizational well-being. When employees are not able to trust the expertise and knowledge of their leader who do they ask then? Well of course from each other's – and that if something creates confusion, rumours and unnecessary hassle. Employees need solid understanding from management point of view and not differing opinions and ideas how to operate. There should not be any competition inside the management team, it is not the space where to compete towards each other, incompetence and disagreement does not arouse trust amongst the community.

When receiving feedback like this company should think about organizational change and quickly as this will most definitely affect organizational well-being and efficiency levels towards the future. – As stated in the introduction earlier, the organization went through a comprehensive organizational change early in 2020, which replaced the previous team leader with a new one – this will be discussed more broadly in recommendations chapter. The key to prosperous and efficient work community is clear, calm, confident, equal, and professional leadership that follows the steps of partnership management. If leadership lacks competence and superiors are not operating at their highest level it can overload personnel's mental capacity and at its worst push them even to permanent disability. (Sydänmaanlakka 2014, 188-189)

In today's world managers need to develop their interpersonal skills and in order to develop those skills managers need to have an understanding of organizational behaviour context. Implementing the framework of organizational behaviour to organization's management the company will certainly gain insights on how to develop managers interpersonal skills, it will help managers to learn how to empower their employees in order to improve the quality and employee productivity. The framework provides ideas of how to design and implement change programs, improve customer service and help employees to deal and balance with work-life conflicts. The context of organizational behaviour can help managers to cope in world of temporariness and learn how to stimulate innovation. – Specifically, organizational behaviour can help the manager to create ethically healthy work climate (Robbins., Stephen P., Judge., Timothy A. 2011, 30.)

7.7 Motivation

Employees were asked what keeps them motivated at work and would there be something that could increase their motivation. Two factors held the majority of answers and they were – money and feedback. Employees said that variable work tasks keep them motivated too, if there is no variety, some might get bored and as a result of that motivation decreases. One internal motivational factor to be mentioned is a decent contract and permanent employment, these are not easy to attain, especially during these economically hard times. And if the company decides to offer a better contract for only few people it generally speaking creates bad air and envy between employees which then leads to loss of unity and decreased employee engagement and motivation. A good way to equalize this kind of behaviour is to offer benefits for all employees and organize shared activities after or during working hours where everyone could participate and feel equal and appreciated. These kind of benefits and shared activities are truly essential especially when the company is using agency-hired workforce as employees might feel themselves like a complete outsider when joining a big organization. If the organization lacks the feeling of solidarity everyone will work as individuals and in his or her own interest which does not arouse motivation inside the teams. Getting the personnel together in and outside of the workplace is a good way to ensure the sense of unity and increase motivation.

People expect to get a reasonable compensation of what they do and one way to motivate employees is to offer a competitive salary. It does not have to be much more than competitors are offering, just a little bit more and many will be happy to work. However, as stated in the theory, *extrinsic* motivators are not the ones to use when trying to increase employee motivation in a long run. They will certainly bring smile to people's face, but the smile will not last long as money comes, and money goes. On the other hand, *intrinsic* motivators will bring more added value to people's lives as they will feel appreciated when receiving more responsibilities or getting the chance to show their capabilities.

As the studies have shown, motivation arises of simple things, that will return back to the fairness and respect of other people – still, it might be possible that the fairness and respect of other people could not be carried out for variable reasons. These reasons are – constant hurry and time limits, tense competitiveness of the company, impatience of investors, poor resources and shortage of workforce. All of these

consume employees work stamina which affects organizational well-being and efficiency. Constant organizational change and uncertainty of one's work and insecure future of employment are crumbling the base of commitment (Pyöriä 2012, 41.)

What employees want is – to know that trust and respect flow both ways between themselves and their managers – and among their co-workers, for that matter. they want to know that they are heard, believed and acknowledged. A good way to motivate employees is to give feedback regularly, every one of us know that it feels good to receive feedback, even better when it is positive. However, constructive criticism is essential and each and every employee should feel safe and appreciated even when a mistake occurs. Humans are not robots and mistakes happen, as one Finnish aphorism goes “virheistä oppii” and in English “you learn from your mistakes”, it is up to the whole organization to create trustworthy and transparent atmosphere where mistakes can be handled with learning rather than blaming. If mistakes are constant, then development dialogue might be in order, thus, receiving feedback regularly is everyone's right.

The majority of employees are not into seeing statistics of how well they have performed, they want to be acknowledged as individuals with original values, views and ideas. And as the studies have shown internal = intrinsic motivators to be the ones to utilize when trying to achieve better employee engagement or increased motivation levels in a long run. A good example of this is Marquet's 2020 statement “***When people are given autonomy over their work, they become connected to a purpose that matters and by that way feel to be a part of the team which makes them happier. Morale soared, and then the performance improves.***” (L. David Marquet 2020, 7)

8 OPERATIONS MANAGER INTERVIEW

This chapter concentrates in company X's leadership, interaction and work well-being. The person behind the answers is a female born in 1988, she has a long history with the company as she has previously worked as a Warehouse worker, Team leader, and a Supervisor. Having almost 13 years of experience inside the company she has recently gained the position of Operations Manager as a result of organizational change which took place at the beginning of 2020. One will go deeper into the organizational change in recommendations chapter. The upcoming interview questions concentrate on Operations Manager's personal views and opinions, the questions do not include answers from employee surveys as both the survey and the interview were answered and analysed anonymously and separately. However, survey answers had an impact to the form of the interview questions.

One can find interview questions and answers form from Appendix 2.

8.1 Interview analysis

“The mirror is a worthless invention. The only way to truly see yourself is in the reflection of someone else’s eyes.” (Voltaire 1694-1778)

This statement from Voltaire is a perfect way to start with as it describes leadership precisely. A leader cannot be a leader if not able to reflect own actions towards other’s actions. As the Operations Manager stated too *“Think that your team is like a mirror – the team operates in a way you do.”* And that really hit the point one was hoping to get out from the interview. If the manager does not have the knowledge of what an organization is she/he will not be able to lead someone else or a group of people, one must know how to lead herself intelligently, without the knowledge of own values, strengths and weaknesses one is not able to recognize any of these in others.

In order to do so, one must study and learn the basics of **organizational behaviour** framework. Let’s firstly remind ourselves what *organization* means – The definition of organization by Richard L. Daft is described as *“organization is a means to an end, and it has to be designed to accomplish that end.”* Organization can be thought *“as a tool or a machine to get things done and to achieve a specific purpose. The purpose will vary between organizations, but the central aspect of an organization is the coordination of people and resources to collectively accomplish desired goals.”* (Daft. 2015, 13)

As one can see from above, the statement of the operations manager relies heavily on the focus of the personnel, the manager has certainly understood the fact that people and the interaction between them is the key of organizations operations. After gaining the knowledge of what an organization is, one is ready emphasize the context of organizational behavior. As Robbins & Judge 2011 has stated, organizational behaviour is a *“field of study that investigates the impact that individuals, groups, and structure have on behavior within organizations, and it’s main focus is on applying all the knowledge by making the organization run more effectively.”* (Robbins., S., P., Judge., T., 2011, 9)

For as what it seems, the Operations Manager has the knowledge and experience of human behavior and she has been able to implement all three disciplines of organizational behavior into her leadership skills – psychology, sociology and anthropology. As the **psychological** approach relies on the members of the

organization the manager does too, she thinks that each and every employee is an individual and they all have variable strengths, weaknesses and values because of different personalities. The manager wants to encourage employees to understand and develop their own skills as an individual and as a team. What one senses in this is that the manager clearly belongs to the generation Y – born between (1977-1997), as she has internalized the new way of leadership and wants to belong to that new wave of change management.

When it comes to the *sociological* approach one is pleased to hear the words of interaction between the management and employee to hold such big role in the managers own values. She values and aims to respect and honour each and every individual and their opinions even though she might not share the same view. As the author is all about the human sociology, she was very pleased to hear that the manager encourages everyone to speak up and represent their ideas and views. The manager shares similar values with the author and for that reason the interview was even more pleasant as it held a semi-structured style and the conversation continued from both sides after each question. The manager wants to build trust and be as transparent as possible towards employees in order to improve employee engagement and build an open and transparent interaction culture that supports the whole organization and builds trust within teams and individuals in order to enhance organizational well-being.

The third discipline of organizational behaviour is *anthropology* which concentrates on the science on humanity and study of human behaviour as a whole, the manager sees possibilities rather than problems within different personalities and cultures. Her point of view relies on the facts that internal developments are more over about the culture, strategies, and personnel of the organization rather than in costly and large developments for example. layout changes and software developments that consume a lot of time and are expensive to implement. It is important to be able to plant the seed of change into organizational culture and its personnel, when creating rather small changes inside the structure and culture it usually leads to long-lasting transformations that bring added value to the whole organization step by step in a long run. As Mullins and Christy 2016 have stated – “Although, psychology, sociology and anthropology are relevant aspects of organizational behavior, one must consider the importance and utilization of philosophy, ethics and the law when managing people.” (Laurie J. Mullins., Christy, G. 2016, 5) And for what it seems, the new manager has the knowledge of how to use the context of organizational behaviour as a continuous

framework using situational variables to explain cause-and-effect relationship (Robbins., Stephen P., Judge., Timothy A. 2011, 30). “Organizations shape people’s lives, and a well-informed manager can shape organizations.” (Daft 2015, 17) – this is a rock-solid statement which can be seen of the operations managers answers. At this point, one is now certain of the fact that the manager uses organizational behaviour context as a base for her leadership, thus it is time to go more deeper into the Self-Leadership model.

One wants to point out how the manager sees the Self-Leadership model – she knows that logistics industry might not be the dream job for everyone and that is why it is crucial to have clear objectives and goals to aim for in order to build motivation amongst organization. She prioritizes building trust and development possibilities to her values – as they are the best internal objectives to use for employee motivation. She aims to make an impact in the field of logistics to offer a workplace where everyone can come as they are rather than to offer a “best place to work.” She wants to aim towards building a place to work where employees are at the heart of each and every development process.

The manager is the advocate of **Self-Leadership** model, which is vital in today’s world, everyone has to have understanding of oneself, and to understand that it all starts within one’s personal attitude and values. The management is there to ensure a good level of motivation, but motivation is not something to give, one has to find, develop, and implement it personally into their own life. Managers can teach and guide employees towards Self-Leadership model, but the endgame is within each and every individual. When employees are feeling low and unmotivated, they should not directly lay accusations towards the management or the workplace, what they should do is to go through their personal life, the outside of work life and look through each factor affecting to one’s well-being. These factors are – physical (BODY), mental (MIND), social (FEELINGS), spiritual (VALUES) and professional (WORK).

To emphasize the fact that logistic industry, especially the operational sector is in general quite physical, and requires strength which can be gained by having a good physical condition. In order to have a good *professional* condition one must have the balance within all other factors. To have a good *physical* condition one must sleep and eat well, exercise and take care of own body – if having problems with sleeping it is important to open up about it, to avoid developing long-lasting insomnia which significantly effects on one’s ability to concentrate. When concentration staggers one

is more likely to make mistakes that might be dangerous to oneself, work colleagues or cost a lot of money to the company. When a person is sleeping well, the chance of different risks decreases. When eating regularly one has more energy and strengths to work, and if the gym does not arouse one, it is always possible to do some light exercise at home – five to fifteen minutes a day is totally enough to make the metabolism run smoothly.

Lack of sleep directly effects one's *mental* health too, when feeling low and unmotivated to find interest towards anything, one should firstly check sleeping habits, it is a fact that even adults need 8 hours per night. Without a good night sleep, one's brain is not able to receive, process or see things in real light. Human is made to *socialise* and that is why it is essential for everyone to know how to manage their relationships. One does not have to be super social to have friends, even a small action towards someone else might be enough to build long-lasting relationships that supports one's social life. Even maintaining relationships with family, spouse and kids supports *social* condition. What everyone needs is a *spiritual* stimulus to steer their life – without it one does not know how to balance the purpose, values, visions and actions. When all of these factors mentioned above are in balance, one is able to build and support *professional* condition in order to succeed at working life. The journey to find the balance within all these factors is not easy and one does not have to do it alone, it is acceptable to ask help from others, there is no reason to feel ashamed to ask help, it is rather a strength than a weakness to be able to recognize the need for help and to be brave enough to ask for it.

It seems that the new manager is having clear objectives steering her way to lead, she aims to be a coach rather than a traditional leader, which implies that she relies on *partnership management* – as Aarnikoivu 2016 has stated, the basic idea behind partnership management is not to bind the employees, rather support their willingness to commit, which gives employees the ability to experience possibilities and rights inside the work community (Aarnikoivu. 2016, 33). As the manager has stated, she wants to empower employees with her actions by acknowledging the resources and progress, she builds trust with interaction and courage's her employees to co-operate and develop in order to find solutions for the future. In partnership management both parties win in co-operation, meaning they both share same interest towards building better future. (Aarnikoivu., 2016, 33) The manager aims to be responsive and open to new ideas and opinions; she asks the opinions of the employees and offers them

possibilities to develop their personal capabilities as much as possible. Her way of thinking is all about getting to know the team one is working with, without the knowledge of the team one is not able to support, motivate and delegate job tasks according to everyone's strengths and weaknesses. The manager sees win-win situations when connecting employees with different standards to work together as they will both learn from each other. The author is sure that employees working under her management feel safe, heard, appreciated and are able to develop themselves. Her way of management represent the new wave of leadership and she has the desired skills to be emphatic and strict when needed, as she said – *“leaders job includes a lot of human psychology”* and she is totally right with that. Each and every manager should have excellent self-knowledge and they should develop themselves continuously – without the understanding of human behaviour one is not able to lead properly.

The fact is that no one is born to be a leader, even though some of us are naturally gifted with good interaction skills we as humans are all about the continuous renewal and no one is born as a master. The whole life cycle of human being is a development process and we are never ready, that is a good thing to remember when leading people, one might and will learn something from subordinates if just willing to listen, see, and understand what other's do and say. As Stephen Covey has said “Listen with the intent to understand, not the intent to reply.” The author is sure that the new Operations manager will thrive the success of the organization by keeping interaction, employees and well-being at the core of organization's values.

As the manager said – ***“I hope to represent the new wave of leadership that centres the human resources into the core of leadership. A well functional team is already a win!”***

9 RECOMMENDATIONS

9.1 Change

Before going to the recommendations, one has to underline a sudden change during the thesis process. As stated earlier in the introduction the thesis process was frozen at the end of summer 2019 as the company was acknowledged by upcoming loss of their biggest customer. The previous topic was going to be “Layout change of outbound premises to improve company’s cost-effectiveness” – and consequently, this topic was not relevant anymore the author felt the urge to turn the ship around and construct the topic around this upcoming change taking place in the beginning of 2020. The change of topic took a lot of time and thought and was finally sorted out by the beginning of March 2020. Holding a title “Social interaction skills as a core of organizational well-being” The previous customer employed majority of company x’s employees – because of this loss the company went through a comprehensive organizational change that affected to operational workforce and its management, office personnel and the management team.

Employer/employee negotiations were held and almost half of the permanent workers faced a lay off. The operational management team was totally taken down to pieces and re-organized – by discharging the recent team leader and replacing the position with a new one. Agency-hired workforce working inside the operational department were the first to face the lay off and permanent employees followed. Addition to that, there were too many members working inside the management team of the time and all of them were no longer needed, for this reason, few of them were relocated internally inside the organization and that is how the new Operational manager was promoted from supervisor position to the current one.

As the company went through an extensive organizational change, all of the work well-being survey questions and answers where no longer practical. However, the author decided to take advantage of the survey answers anyway and deleted some of the questions and analysed the answers whilst keeping in mind the fact of upcoming changes.

9.2 Recommendations

Let us begin with the recall of the research questions – the first question was how to analyse the well-being of the employee's? and the second – how social interaction skills are connected to organisational well-being? First of all, analysing employee well-being and organizations internal interaction is not the easiest job to do, it includes a lot of study concerning social psychology, organizational behaviour and general well-being. However, the study itself is not enough, one has to observe, interact and evaluate the general atmosphere inside the organization, one must be able to place herself into both shoes – the manager and the employee and feel the energy that flows in the air.

As stated earlier, the operational management team went through a reconstruction, which discharged the recent team leader who has been causing confusion and tension amongst the community according to the survey answers and replaced the position with a new one. For this reason, giving recommendations concerning management and leadership will concentrate to generalizations not specifically to company X's management. As the analysis of the Operations manager interview already emphasizes the new manager represent the generation Y (born 1977-1997) which are all about the interaction skills, change- and human resource management.

One is pleased to recognize congruent way of thinking from the manager towards the new way of leadership, organizational development processes and human resources. As the amount of the employees decreased quite a lot from what it was, and the company is not using agency-hired workforce anymore it will be easier for the manager to get to know the team and adjust their skills into upcoming assignments.

However, in the future the company might gain a new customer that will employ more people and for this reason, it is good to consider how to effectively and affluently develop already existing internal interaction skills and organizational well-being in order to avoid absenteeism, or a loss of employee to stress-related issues. As a result of organizational change the organization now has a clean table to start with and one is sure that the new Operations manager will take full advantage of it and use the opportunity to create a work community where the atmosphere is built with transparency and trust between the employees and the management.

So that, in the future when this new possible customer is gained the company is able to operate as effectively as possible and use their resources in a way that it does not burn anyone out of the game. What one wants to point out is – logistics industry is a hectic and constantly changing environment that insists continuous renewal from the management and as well as from the employees, it is up to each and every individual to work as a team together to build a better tomorrow. No one is able to do everything by themselves and that is why it is essential to develop interaction skills in order to build relationships that arouse trust. Without interaction one is not able to build relationship and without relationship there is no trust and that is what everyone needs – trust, trust for the future, trust within the colleagues, trust towards the manager and trust especially towards oneself. Each and every individual has the right to express emotions and ideas, they have the right to develop, learn and to use their skills to create something new that might be a little bit better or a little big bigger.

The answer to the first research question: how to analyse the well-being of the employee's? – One does not have any strict suggestions for the future as the new Operations manager will without no doubt take care of her employees. However, to generalize how to analyse employee well-being one definitely wants to point out the importance of employee satisfaction survey (work well-being) which should be conducted anonymously at least once a year. It gives a great insight to employees' sensibilities, development ideas and general atmosphere inside the work community. When the survey is done anonymously employees are willing to give straight answers as there is no fear of getting stigma around telling tales. Another way to analyse employee well-being is to simply be present, the manager should interact with the subordinates in order to build trust. The manager is always in charge of creating the trust inside the organization and it does not happen if one is sitting in the office. Companies should appreciate their employees and show it, not with extrinsic rewards, rather with appreciation and trust, give possibilities to grow, learn and develop and employees will give the moon in return.

To answer to the second question: how social interaction skills are connected to organisational well-being? – What one has learned during this research process is that without interaction nothing is possible as everything is based upon it and organizations are built up from the people working and interacting inside of it. Thus, organizations are totally dependable of interactions, when the organizations are built with trust, transparency, equality and appreciation its members have the sense of unity which makes the workplace a little bit better place to come every morning. As people are working more than ever before, workplaces have become truly important for peoples' social relations. And as it was stated earlier, without interaction there cannot be relationship and without relationship there cannot be teams to work with. To cut a long story short As Maritta Joki 2018 has said – “The key to productive operations is an open and transparent interaction culture with incentive atmosphere accepting conversation.” (Joki 2018, 131) Organization's well-being is strictly linked to internal interaction culture and when in balance – the general well-being should be consistent.

What organizations should do is to raise awareness about stress and burnout, teach employees to recognize the symptoms or eustress and distress in order to avoid the loss of employees, reward them with gratitude and solidarity rather than with individual rewards. Remember that **people** are the *heart of the organization*, they are the ones that show up to work every morning even when they had a bad night of sleep, they are the ones that push their limits to reach the targets without complaining, they do all of that every day of the week and when the weekend comes they rest or celebrate that once again they get through the week and when Sunday comes many of them think in their mind – “oh no, a new week – how am I going to get through of it?” And still they do, as they wish that maybe this week, their effort will be noticed, or maybe this week will not be that hard. Without a constant reminder from the management of how valuable the employees are to company's operations and how much their effort is appreciated, employees work stamina will suffer and they might lose their power and motivation towards working. Praise the employees and aim to build a transparent working environment together where everyone can come as they are and feel safe and the organizational well-being will increase without any further extra work.

10 CONCLUSION

The findings of this research can be understood as generalizations towards social interaction skills and organizational well-being. The topic turned out to be current as in today's world more than ever before companies are forced to use agency-hired workforce which certainly demands a lot of social interaction skills from the whole organization in order to maintain organizational well-being during these constantly changing times. One was not able to find exact research concerning the topic – which certainly increased one's interest towards the research. The whole process was insightful and eye opening, one learned a lot of relevant information about the basics of organizational behaviour, interaction, leadership and well-being. The process made one to realize her interest towards social psychology and to believe herself. Although, the process faced some stumbling along, one is extremely pleased with the outcome and will continue learning and developing herself towards the future.

One quotation to end with is from one of the author's favourite philosopher's Voltaire (1694-1778) – ***“Don't think money does everything or you are going to end up doing everything for money.”***

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Employee well-being survey

Tämä kysely toteutetaan osana Satakunnan ammattikorkeakoulussa opiskelevan oppilaan opinnäytetyötä, jonka tarkoituksena on kartoittaa työntekijöiden fyysisistä sekä psyykkistä hyvinvointia työpaikalla. Kyselyyn tullaan vastaamaan anonyyminä ja vastauksista kootaan yhteenveto, jonka avulla analysoidaan nykyhetkeä ja muodostetaan kehitysideoita tulevaisuuteen. Kyselyyn vastaaminen vie noin 5 minuuttia. Kiitos jo etukäteen arvokkaista vastauksista.

Ikä:

Sukupuoli:

Työsuhteen kesto:

1. Missä työtehtävässä pääosin työskentelet?

— Keräily

— Pakkaamo

2. Onko työnkierto mielestäsi tasapainossa?

— Kyllä

— Ei, miksi? _____

3. Koetko työn olevan fyysisesti raskasta?

— En

— Kyllä, miksi? _____

4. Onko työnjakotaulu mielestäsi toimiva?

— Kyllä

— Ei, miksi? _____

5. Miten koet tiiminvetäjän pätevyyden, selkeyden ja asenteen vaikuttavan työyhteisön toimivuuteen? Onko jotain mitä mielestäsi voisi parantaa, jos on niin mitä?

6. Onko työyhteisössä mielestäsi hyvä ilmapiiri?

Kyllä

Ei, miksi? _____

7. Kohdellaanko talon omia työntekijöitä ja vuokratyöntekijöitä mielestäsi tasavertaisesti?

Kyllä

Ei, miksi? _____

8. Tuottaako työ sinulle stressiä?

Ei

Kyllä, miksi? _____

9. Riittääkö sinulla energiaa muihin askareisiin töiden jälkeen?

Kyllä

Ei, miksi? _____

10. Mikä sinua motivoi työssä? Onko jotain millä motivaatiota saisi lisättyä tai pidettyä yllä?

11. Koetko että työpanostasi arvostetaan?

Kyllä

En, miksi? _____

12. Sana vapaa!

Site Manager interview questions and answers

Question 1. What do you think is the most important skill(s) needed in leadership?

Managers answer – The possibility to develop yourself and your team in a way that you think that your team is like a mirror to you – team operates in a way you do. For me the “old” and traditional leadership way does not work anymore, it is not effective enough as it does not offer possibilities for the employees to find their strengths and to develop them and thrive as an individual and as a team. Everyone deserves a leader who interacts with its employees is motivated and transparent. Anyone does not benefit if the leader just sits in the office and does not interact with its team.

Question 2. How do you motivate your employees?

Managers answer – I personally think that having clear objectives and goals for the team, motivates them a lot. The leaders should incorporate the team into decision making and development processes as much as possible. When the leader knows its team, it is easier to see the strengths and weaknesses everyone has and to delegate the tasks accordingly– for example. To give a task for two employees, one of them already knows what and how to proceed and the other one is a newbie to the task. This way they both learn, as the newbie might think outside of the box and see new possible modes for operations and the other one gains a feeling of trust and appreciation while having the opportunity to teach a new task to someone. Logistics industry is not the easiest one to work with and a warehouse work might not be the dream employment for all and for this reason it is crucial to have clear objectives and goals to aim for. Rewarding your employees with trust and responsibilities to develop will carry a long way with motivation. The workplace should be a place where everyone can be themselves and aim to be the best version of oneself. What I would like to point out is that self-leadership is very important now days and everyone should understand that it all starts from you – the leader is not responsible of everything, it is of course leaders job to ensure a good level of motivation inside the organization but it is not her job to create it from the point zero. Self-knowledge is the key!

Question 3. Do you find it hard to make developments in such a big organization?

Managers answer – Big changes and development are of course more difficult because of the bureaucracy but how I personally see it is that quite many of the needed changes and developments starts within the organization culture and its personnel. I do not feel decision making process to be hard, the hardest part of it is the planting of the seed into the organization strategy and into personnel's mind. When little things are developed and fixed within the organization structure and for example. The operations modes are changed a bit and time is saved with that – so is money! And when there are let's say 10 of those small changes and developments it will directly affect to organizations cost-effectiveness and performance. When talking about changes, people start thinking in a big scale – Layout changes, software developments etc. However, in my opinion humans are the ones that develop themselves all the time, they try to develop everything they see around as after all we are comfort-loving and that is why the change begins within the organization culture. The issue in today's world is that there are still different generations working inside the same company, and different generations can have totally different mindset, so the changes are not so easy to implement as the old generation are not so into change than the new generation. What is certain is that change will take place within the next 20 years and it is already smouldering underneath the surface.

Question 4. How do you interact with your employees?

Managers answer – Well, we have daily meetings every morning, although in my opinion they are not so important than for example. The presence of the leader and leading by example. I think that if I can be as straightforward, honest and transparent as possible the employees will notice it and act the same. What I think is that all the information I can share with the employees, I will. In Finnish we say “tieto lisää tuskaa” and a rough translation of it could go as “knowledge adds up misery” but in my opinion it also adds up sense of unity within the work community. I aim to respect and honour each and every individual and their opinions and ideas, I might not share the same view, but employees should have the opportunity to share their ideas and views. It is not right to lynch them down.

Question 5. How do you take care of employee well-being?

Managers answer – There are external benefits for the employees working in the company, and there are a lot of them. Mainly used one is massage services. However, these external benefits are not as important as the weekday benefits. I would describe it as a rubber thread effect – when employee is flexible towards us, I want to be flexible towards them. For example. Getting day offs when needed, possible wishes for holiday times, using worktime shortening days when possible and now we have implemented flexitime into the company in order to give employees the chance to affect their working hours. The flexibility must work both ways! And of course, I need to have the capabilities to be emphatic and understanding during difficult situations. In other words, I must keep my eyes and ears open to be able to recognise deviant behaviour to response to it. Trust, honesty and respect are the keys to employee well-being. External benefits and rewards are not as rewarding than for example. Ability to develop and grow as a person. What I always keep in mind is that when having a conversation with the employee, I left him/her lead and I just kind of go along and try to make the employee feel safe with me. I could say that leading includes a lot of human psychology.

Question 6. Do you incorporate employees to decision making process? What do you think about that kind of strategy?

Managers answer – Yes, always when possible. Especially when the decisions and development concern the operations department. Even though, I have previously worked in operations I could say that “time goldens the memories” and that is why I definitely need the ideas and visions from the doers, as they are the professionals doing the job. I want to be an enabler and a coach for my team rather than a leader from old generation. When we give people possibilities to find their own thing and develop in it – that is what matters the most. It is kind of an old way to lead when all the decisions are made by the top level and then just dropped to the hands of the actual doers of the job, especially in a logistic industry. What the management should do is to explain the reasons behind the decisions in order to have better employee engagement and results.

Question 7. Which kind of leadership you want to represent?

Managers answer – A while ago I took part of training conference and one thing that resonated was a sentence saying “operative and human resource management should be in balance” And that really hit me, the leader is in charge of the operations but as the people working for the company are the key players they should be leaded accordingly. I hope to represent the new wave of leadership that centres the human resources into the core of leadership. A well functional team is already a win!

