

SELF-DIRECTEDNESS AT OP PÄIJÄT- HÄME: HOW TO ENHANCE SELF- DIRECTEDNESS?

Abstract

Author(s) Lahtinen, Camilla	Type of publication Bachelor's thesis	Published Autumn 2020
	Number of pages 43	
Title of publication Self-directedness at OP Päijät-Häme: how to enhance self-directedness?		
Name of Degree Bachelor's Degree in International Business		
Abstract <p>The purpose of the thesis is to provide information on how self-directedness can be enhanced in OP Päijät-Häme. Self-directedness and self-directed organizations have been discussed a lot during the recent years, and many companies aim to find better solutions for their current organizational structures. The research aimed to study self-directedness and provide valuable information to use as a case company's development plan.</p> <p>In this thesis, both qualitative and quantitative research approaches are used, and the thesis is done using deductive reasoning. This survey's primary data was gathered via a quantitative survey and a qualitative e-mail survey sent to the case company's staff. Secondary data was collected from books, articles, journals, and the case company's web site.</p> <p>This thesis presents theories to explain self-directedness. The definition of self-directedness is explained, and the self-determination theory is offered to create a more profound knowledge of the topic. Alongside the definition of self-directedness, the concept of the hierarchal organization structure is discussed to support the study and to understand the change that organizations go through when changing organizational structures. This thesis aims to gather information for the case company on how self-directedness is experienced and how to enhance it. In addition, it is essential to create suggestions for to case company, and the concept of TEAL organization is presented to support the recommendations.</p> <p>The results of the study showed that self-directedness is discussed, but the implementation seems complicated. The development plan was created based on the results.</p>		
Keywords Self-directedness, organizational structure, self-motivation, agile, self-managing		

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1 INTRODUCTION

1.1 Research background

From the beginning of times, people acknowledge information that is suitable for our worldview. Laloux (2014, 2) says that people thought women have fewer teeth for ages than men because Aristoteles said so. This was the worldview back then, and it seems hard to believe how limited the human mind can be. But have things changed that much? Are we still settling for truths that have been told rather than reinventing something new? (Laloux 2014, 2.)

Self-motivation, self-managing and basic needs for human well-being are the key words of new organizations. Self-directedness has become a keyword in what comes to organizational structure. Old bureaucratic and hierarchical organization structures that used to be considered effective are now considered an obstacle that stops a company's growth.

Laloux (2014, 2) states that if humans can change their minds' limitations, why will not we do the same when we talk about organizational changes. Reinventing hierarchical organizations and removing the pyramidal structure can provide an effective organization that can reach its full potential. Hierarchical organizations can be slow, bureaucratic, and emphasizing inequality. Modern, self-directed organizations are considered effective and adaptable where employees know-how is shown, and managers' level of power is reduced. The aim is to create a well-being organization, where employees are driven by internal motives, such as autonomy, relatedness, and competence.

Thesis's case company is OP Pääjät-Häme which is part of Finland's biggest financial corporation. OP Pääjät-Häme operates in Pääjät-Häme region, including offices in Lahti, Heinola, Hollola, Iitti and Nastola. (OP Ryhmä 2020a.)

Since self-directedness has become a keyword in many industries, OP Pääjät-Häme, with the help of OP Group, has started to work with the one goal in mind; to become a self-directed organization. OP Group aims that with this, it can provide better customer service. This way, it can maintain or even become bigger and larger financial corporation than it already is. (OP Ryhmä 2020d.) Because self-directedness is still a "work in progress" in the company, OP Pääjät-Häme wants to know how self-directedness is experienced and how to enhance it. This thesis is aiming to find an answer to these questions. Further suggestions are also important for the case company, and therefore suggestion plan is made based on the theory and the research findings.

1.2 Thesis objectives, research questions and limitations

The thesis objectives are the frames of the research project. The objectives present the main purpose of the study. Objectives show what the researcher aims to find out and the goals the researcher is trying to reach through the study. From the objectives of the research, the researcher can modify the research questions. (Saunders 2015, 45-46.)

The thesis will analyze the meaning of self-directedness and present how an organization can improve self-directedness. The effects of implementing self-directedness for an organization are also analyzed. Based on the results, the thesis provides suggestions, and a development plan is presented to the case company.

Research questions are an important part of the study. As the objectives present the frames of the study, research questions are the center of the study. Research questions will define the literature used, the methodology, and the whole design of the research. Research questions also help to understand what a specific study aims to accomplish. The research questions are set at the beginning, and at the end of a study, those questions are answered. Depending on the form of the questions, if it starts with why or when the answer can vary between being descriptive or fully descriptive. (Saunders 2015, 42-43.)

In this thesis, the main research question is:

- How to enhance self-directedness in the case company?

The main research question outlines the research problem, and this is the question the case company wants to get an answer to. Supporting the main research question, the thesis has also set up sub-questions for the thesis. These sub-questions aim to explain the concept of self-directedness and support the suggestions made for the case company later in this thesis.

The sub-questions for the thesis are:

- How is self-directedness experienced in the case company?
- How the organizational structure affects the company to be a self-directed organization?
- How can self-directedness improve the work in an organization?

Because this thesis aims to find out how self-directedness is experienced and how to enhance it in the case company, the whole company was sent a quantitative survey or a qualitative e-mail survey so everyone can be heard. Everyone was approached via e-mail, and e-mail addresses were found on the company website. This study's limitation is that it

was assumed the staff of the case company was presented at the company's website. Employees or employers who were not presented on the website did not receive the quantitative survey or the qualitative survey because it was not possible to get their contact information.

1.3 Theoretical framework

The theoretical part of the research needs to be logically reasoned. When the researcher has set the research questions and the research goals, the theoretical part and the literature to use must support these. (Saunders 2015, 48.)

This thesis aims to gain information on what is self-directedness in the case company now and to create a development plan. Self-directedness includes more than just the direct meaning of self-directedness. That is why concepts such as self-determination theory, resilience, and TEAL organization are presented. These are important in understanding self-directedness and, therefore, important to introduce.

It is important to know how self-directedness can be adapted in an organization, and that is why it is important to know about organizational structures. This thesis will also present and explain what hierarchical organizational structure is and how it differs from a self-directed organization. As an example of a new organizational structure the thesis presents TEAL organization, which is an ideal form of a self-directed organization.

After the research is ready and the research results are analyzed development plan with suggestions to the case company is presented. This development plan will present possible improvements in self-directedness and how to transform the case company into a self-directed organization.

1.4 Research methodology and data collection

There are different ways to approach the research, and the method is selected after the research topic is picked. Two different research approaches will be presented. These are deduction and induction. In deductive and inductive reasoning, the biggest difference is the starting point of data collection. In deductive reasoning, the research starts with the theory. According to that, the researcher modifies a research strategy, where inductive reasoning, the process starts with data collection, and the theory is built from those results. In other words, in the deductive approach, the result is supposed to be certain, and it is being proven during the study through the theory when in inductive reasoning, the result is supposed to be probable. In the inductive approach, the result can change, and it is

possible because it does not fully trust the theory and the observations made before but can change depending on the result of the study. (Saunders 2015, 145.)

When the research approach is selected, the researcher must select a research method. Research methods are qualitative and quantitative methods. The differences between qualitative and quantitative research methods are in expressions, measurement, how the research is formed, and how it is illustrated. In the quantitative method, the concepts are often expressed in forms of different variables, and the methods and measures are created to find out the meaning of something. In the quantitative method, the research is presented in numbers, and the data gained from the survey is illustrated through tables and graphs. In quantitative data, the research can be done by asking simple questions where the answers can be yes, no, or maybe. The survey can be presented as statements where the participants can value their opinion from the scale presented. (Business Research Methodology 2020.)

In qualitative research, the gathered data can be in the form of audio or word, and the results of the conducted study are often presented in the analysis. Qualitative research usually gives the researcher a much more in-depth understanding of the topic than the quantitative method. (Business Research Methodology 2020.)

Primary data is something that is gathered for some specific reason and has not existed before. Secondary data has existed before and can be found, for example, from journals, articles, books, or the internet. (Business Research Methodology 2020.)

In this thesis, both qualitative and quantitative methods are used, and the data collection methods chosen are a qualitative survey and a quantitative survey. The goal of this study is to find out how the case company can enhance self-directedness. From this point of view, the qualitative survey is being held to the number of employers and randomly chosen employees. Other employers and employees have received a survey of the topic. The survey is conducted to gain information, what staff thinks about self-directedness in the case company. The qualitative survey provides a deeper understanding of the topic.

The data of this thesis is selected from primary and secondary sources. The primary sources are the qualitative survey and the survey where data was collected from the staff members of OP Päijät-Häme. Here also, the OP Group's web site was used as a source to see what has the whole OP Group done to increase self-directedness in the company.

This thesis's secondary data is gathered from books, articles, and journals to study and present the theory around the research question.

Figure 1 presents the research methods of this thesis.

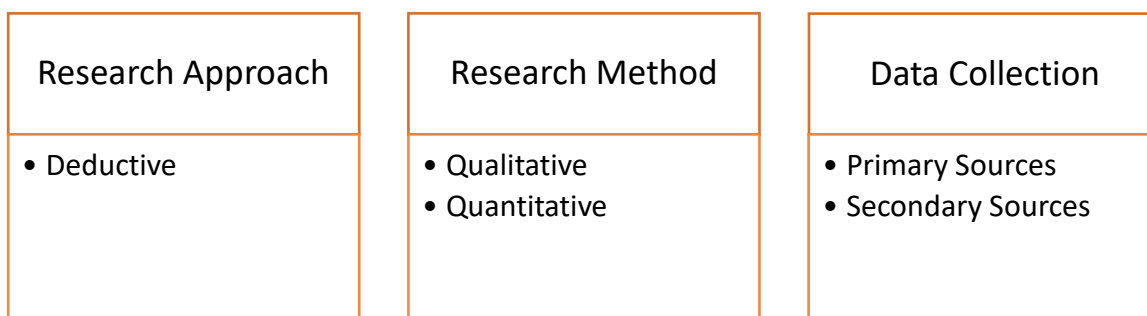


Figure 1. Research methods of this thesis

1.5 Thesis structure

The thesis consists of two main sections: a theoretical section and an empirical section. The meaning of self-directedness and theories around it are presented in the theoretical section. This section also includes the company introduction and what self-directedness is at the OP Group. Empirical findings and the research will be presented, and with these findings, the suggestions and development plan are made for the case company. Chapters CONCLUSIONS and SUMMARY will summarize the research.

Figure 2 below presents the structure of the thesis.

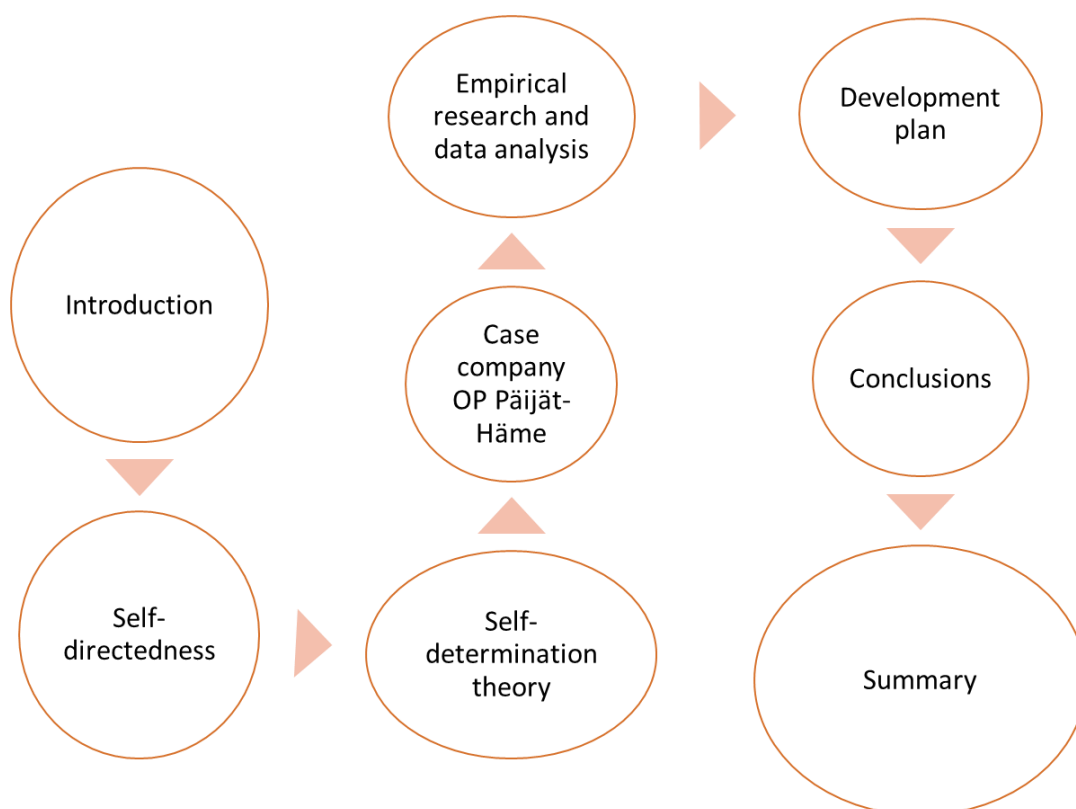


Figure 2. Thesis structure

The first chapter is the introduction of the thesis. The introduction presents the background of the thesis and the importance of it. It also introduces the research objectives and research questions, the limitations, theoretical framework, methodology and data collection methods, and the thesis structure.

The second chapter is where the concept of self-directedness is explained. The chapter looks at self-directedness through the employees and from the organization's point of view. This chapter also discusses different organization structures and what is their effect on self-directedness.

The third chapter presents the self-determination theory and its six mini theories. Self-determination theory provides more background on the concept of self-directedness. Chapter 3 also focuses on the concept of resilience since it can be connected to the self-determination theory.

The case company is presented in the fourth chapter. The whole company will be presented shortly, but the but the chapter mostly discusses self-directedness and how it is experienced at OP Group. This information is presented because it is important when analyzing the research results and when making suggestions based on the research.

The fifth chapter presents the empirical research and analysis of the research.

The sixth chapter presents the development plan with suggestions to the case company. A development plan is made by using the results of the research and model of TEAL organization.

Chapters seven and eight will conclude the research.

2 SELF-DIRECTEDNESS

This chapter introduces the reader to the concept of self-directedness and what it means in an organization. The aim is to discuss self-directedness and go through the main points that make an organization self-directed. The concept of TEAL organization is also presented.

2.1 Definition of self-directedness and a self-directed organization

There is a difference between self-directedness within an individual and self-directedness within an individual in an organization, also called self-organization. A self-directed individual can act without external control. This individual is motivated to act by him/herself without outside guidance. This is called self-motivation, which is a quality that a self-directed individual has. A self-directed individual also needs a goal that he/she is trying to reach. This can only be achieved if this individual has enough knowledge about the subject, he/she is working with. If these individual needs constant outside support, self-directedness does not occur. (Martela & Jarenko 2017,12.)

Self-directedness means that the individual can manage him/herself. This includes features that the individual usually asks from the manager, for example, time management, use of resources, and prioritizing. (Martela & Jarenko 2017, 12.)

An entirely self-directed organization is its type of organization where there is no hierarchical structure where there is a clear line between employers and employees. In a self-directed organization, employers and employees work on their task with the individuals who help them reach a particular goal. The groups are renewing all the time, depending on the tasks. This way to an organization can use its full potential; when employees can use the expertise outside their usual workgroup, it is more likely to gain results, which would not be possible because, for example, lack of knowledge. (Martela & Jarenko 2017, 12.) In a self-directed organization, the idea is that the experts should have the freedom to do their best (Martela 2017).

A self-directed organization can be recognized from these six points:

- Everyone can make decisions; everyone in the organization needs to have space and power to do so. The information must be see-through and open.
- It is crucial to eliminate the old bureaucratic organizational structure to create a new self-directed organization.
- Some rules and regulations are crucial to avoid disorder and uncertainty.

- Management, supervisors, and employees need to gain trust in each other so everyone can be confident about the company's decisions.
- Common goals need to be set for the whole organization.
- Negative rewarding is eliminated. This means monetary rewards or rewards are given to do tasks.

(Kostamo 2017.)

Ideas on how to transform into a self-directed organization are explained in chapter 6.

A self-directed organization is the opposite of a hierarchical or bureaucratic organization. The main differences are in management and communication. In a hierarchical organization, the upper management gives the orders and has given clear guidelines and rules on how to act in every situation. If something surprising happens and there are no rules or ways to act on that issue, the employee needs to confirm the action plan from the upper level. In a bureaucratic organization, the management is highly educated and, therefore, able to make the rules and give orders. (Filosofian Akatemia 2020a.)

Because of the hierarchical organizational structure, an employee doesn't only need to confirm decisions from his/her supervisor, but the supervisor may need to verify from his/her supervisor, and this goes on from the bottom to the top level. This is the worst-case scenario. In this kind of organization, it will sometimes take too long to make crucial decisions, and it is almost impossible to act fast. This does not only make communication difficult but creates untrust between the management and the employees. (Martela & Järnko 2017, 16.) In a self-directed organization, the power of management has decreased. The meaning of this is that the employees are given more power to be part of the decision-making process. Managers are now the ones who follow that their team is going in the right direction and are part of their work. Employees can now use their full potential in their field of business and show their know-how to do their best work for their organization and their clients. (Filosofian Akatemia 2020a.)

Figure 3 gives an example of a bureaucratic, hierarchical organizational structure.

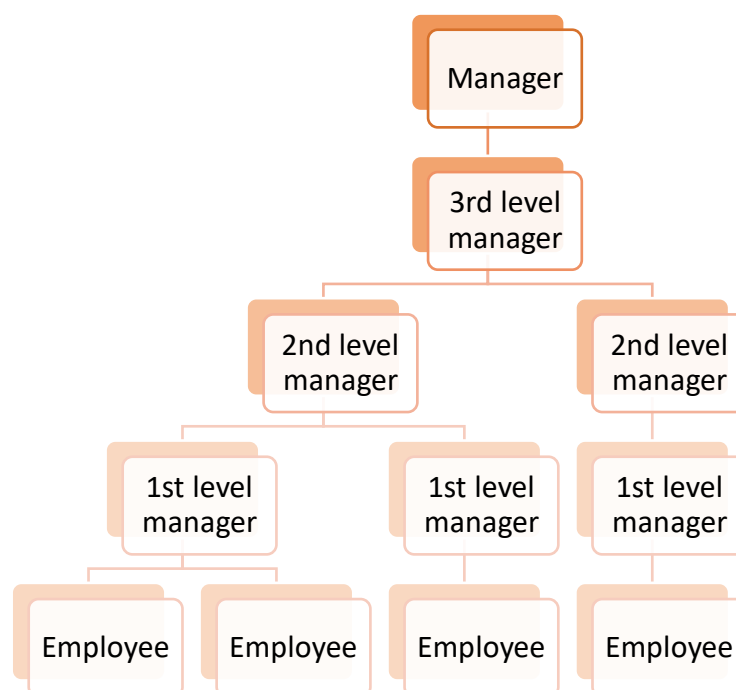


Figure 3. Example of bureaucratic organization

As mentioned before, in the earlier sub-chapter, a self-directed organization is a combination of unprompted, well-educated workers where everyone is working for the company's common good. The upper management does not make all decisions, but the employees and their supervisors can make essential decisions inside the company's guidelines. When everyone has the same power to make decisions, the flow of communication is much faster, and fast and effective decisions can be made. The most significant difference compared to a hierarchical organization is that all the company's actions are through the well-educated and responsible staff. Employees, supervisors, and management share a joint trust in each other. (Martela 2017.)

2.2 TEAL organization

The concept of TEAL organization is created by a Belgian researcher Frederic Laloux. TEAL organization is built on three essential concepts: self-directedness, greater meaning, and comprehensive. (Blomberg 2017.) Laloux created the idea of TEAL organizations through the organizational changes that have happened throughout our time. Before presenting Laloux's view of how to change the organizational structure into a TEAL organization, the thesis presents different organizational structures that Laloux presented in his book by using four colors. These colors are red, amber, orange, and green. **Red** color presents a group that is ruled from top to bottom. This group acts impulsively, and the rules come from the top. The people working at the bottom need these rules because they do not know how to act, and therefore the top tells the bottom what's need to be done and

when. **Amber** presents a group where people can control their impulses, but this is done because of their rules. This group has a clear organizational chart, and they repeat certain actions very well; therefore, they cannot change their ways easily. **Orange** stands for organizations where achievements and competing others drive people. The goal is to be better than others and to be more innovative than other competitors. Orange organizations have the idea that goals define are the employees good or not, and people will be rewarded if they complete the task well. Job descriptions define what the employees' job is and how the employee can do a certain task. A **green** group's metaphor is family. In a green organization, culture and values are important, and the organization tends to empower its employees. The green organization values every member of the organization, management, employees, and customers. (Teal Suomi 2018.)

3 SELF-DETERMINATION THEORY

This chapter discusses the self-determination theory, which is related to self-directedness and presents the meaning of self-motivation. The theory includes six smaller theories, which are also explained. Sub-chapter 3.2 discusses resilience and organizational resilience. Resilience can be connected to the core values of self-determination theory.

3.1 Definition of self-determination theory

The self-determination theory has been originally developed by Richard M. Ryan and Edward L. Deci and been later developed further with the help of other specialists. The self-determination theory studies human behavior and self-motivation, and do people do things for enjoyment and out of interest. (Cagne 2014, 3-4.)

When many companies used to, and some still use, the old carrot and stick method, you do the task, and you will be rewarded. In these cases, the employee will complete the task to get the carrot, the reward, even though the task is not motivating the employee. The manager is happy that the task is completed and will give the reward; also, the manager does not get any other joy from this, except the task is completed. In these kinds of "carrot and stick" situations, job-motivation is often low, and people might do whatever they can to be rewarded. In the worst-case scenario, this might end up in fraud and cheating. Au contraire to this, self-determination theory aims to find the motivation of the work. The theory presents how the job can be meaningful, interesting, and motivational without the carrot. This approach can lead to better performances and increase job satisfaction. (Stone et al. 2009, 77.)

In chapter two, where self-directedness was discussed, the points of how to recognize a self-directed organization was presented. There was a point about getting rid of bribery. This is a carrot and stick situation, which cannot appear in a self-directed organization. As the self-determination theory presents, people would work because of the interest and joy that comes from it, not because of the reward. In a self-directed organization, people would be self-determined and would not be rewarded just do the task, but for their good and interest and the common good for the company and the clients. This kind of carrot and stick approach can be removed, but it takes time. As discussed before the mutual trust needs to be between the management and the employees. This also helps to get rid of the CAST (carrot and stick). When the management show appreciation towards the work the employees do, this means appreciating and understanding what the work is and how meaningful it is. Recognizing the employees' work, but also management needs to

recognize their work. Motivating others can only happen if the manager is also motivated towards his/her work. (Lai 2017.)

Self-determination theory includes three important terms: competence, autonomy, and relatedness. The theory presents that these three elements are crucial for individuals' well-being, and it is not possible to be fully well without them. (Sokol et al. 2013, 23.)

Autonomy means that a person can make his/her own decisions and do what makes them feel good about themselves. Controlling individuals' actions is the opposite of autonomy; individuals should have freedom of choice. In autonomy, motivation is internal, and all the actions happen because individuals own will. Autonomy means that the person does tasks that make him/her feel good, and the goal motivates the individual. (Ryan & Deci 2006, 1557-1586.)

Competence means that the individual feels that he/she can do something and is the expert of that action. A competent person feels that he/she can commit to a certain task. This kind of person might be able to overcome obstacles in more challenging tasks because of the knowledge they have in that field of expertise. Doing something where a person feels to be good at helps psychological well-being when a person faces obstacles during the task makes them feel unwell. (CSDT 2020.)

Relatedness means that people feel good when they are connected to other people. Humans are social animals, and we want to be in connection with others. When people feel that they are being noticed and their actions are considered important, it positively impacts psychological well-being. When the atmosphere among a group of people is positive and encouraging, people can do better. (CSDT 2020.)

Frank Martela is creating a fourth step, which can be attached to autonomy, competence, and relatedness. The fourth step is benevolence. Benevolence means that people aim to do good to others, and their actions make others feel good. According to this fourth basic need for well-being argues that people enjoy when their actions help others. (Martela 2014.) The fourth step has been under examination since 2013 and is examined with Richard Ryan from the University of Sydney (Filosofian Akatemia 2020b).

The self-determination theory can be divided into six different parts or six different smaller theories: cognitive evaluation theory, organismic integration theory, causality orientation theory, basic psychological needs theory, goal contents theory, and relationships motivation theory (CSDT 2020). Since the self-determination theory has been first established over 40 years ago and ever since developed, the mini theories have been changed over time (Cagne 2017, 3).

Cognitive evaluation theory

Cognitive evaluation theory (CET) studies how people are affected by rewards. The motivation is based on the idea that people do things because it makes them feel good or gives them satisfaction. This is also called intrinsic motivation. (CSDT 2020.) When CET was first studied, the early studies showed that by giving monetary rewards instead of, for example, compliments or encouragement when achieving a task, people responded more negatively. Compliments and encouragement, on the other hand, increased the level of intrinsic motivation. (Ryan & Deci 2019, 12.) CET especially highlights the importance of autonomy in intrinsic motivation, and the theory is widely used, for example, at sports, and in education. (CSDT 2020.)

Organismic integration theory

Organismic integration theory (OIT) was created soon after the cognitive evaluation theory. Where CET concerns intrinsic motivation, OIT concerns extrinsic motivation. This means that motivation is instrumental and includes concepts of external regulation, introjection, identification, and integration (CSDT 2020). The theory does not concern the behavior but activities that help achieve a certain outcome (Ryan & Deci 2019, 15). In OIT, the scale of motives is large, and therefore some of these motives can be autonomous, and some can be controlled.

In the controlled part, the motives can be external, for example, external pressure or necessity. These controlled extrinsic motivations can be hard to manage since they depend on the external factor. Introjected regulation is also part of controlled extrinsic motivation. In this, the pressure is internal. This holds, for example, self-criticism and ego-involvement. The external motives can be hard to manage because the power coming outside may take control. Internal motivation can be as hard to manage because these individuals may have trouble handling setbacks, and criticism can affect their self-esteem. (Ryan & Deci 2019, 15-16.)

Identified and integrated regulations are the autonomous extrinsic motives. Identification means that the person understands and accepts the task's value, and integration means that the identification is in harmony with the person's other values. (Ryan & Deci 2019, 16-17.)

The second mini theory also presents the process of internalization. This means that people aim to move from external control to autonomous self-regulation. The more internalized the motivation is, the more autonomous the person is. (CSDT 2020.)

Causality orientation theory

Causality orientation theory (COT) theory explains how people are differently motivated, depending on social conditions (Ryan & Deci 2019, 22). Causality orientation theory can be divided into three different kinds of orientations. These are autonomy orientation, control orientation, and impersonal motivation. (CSDT 2020.) Autonomy orientation means that a person feels positive about the task or activity that he/she is performing and feels satisfied and happy about the outcome. The control orientation means that the control is external. This external control can be, for example, a reward for doing the task. Impersonal motivation studies how some people are motivated to avoid failure and might express anxiety to perform well. (Ryan & Deci 2019, 22-23)

Basic psychological needs theory

The fourth mini theory, also known as BPSN, concerns how psychological needs and the importance of psychological health and well-being. This theory's center is three terms that were also earlier explained: autonomy, competence, and relatedness. Through these three terms, the theory explains how satisfaction leads to well-being, and on the other hand, how frustration or failure into ill-being. (Ryan & Deci 2019, 20) The theory explains how these three elements are important, or even crucial, to achieve well-being (CSDT 2020).

Goal contents theory

Goal contents theory (GCT) theory explains how people create or internalize goals that will affect their everyday behavior and actions. When the theory was first studied, the research had two kinds of groups. The first group had extrinsic aspirations, which means, for example, fame or monetary wealth. The second group had intrinsic aspirations, which include psychological and psychical well-being and gaining good relationships. As might be clear considering this theory's basic points, people who tend to have extrinsic aspirations do not have psychological well-being. These people tend to act to gain external approval but do not act for their good; in other words, they do not have autonomy. People with intrinsic aspirations feel well because they already start to work for themselves and, through their actions, make themselves and others feel good, leaving a positive atmosphere. (Ryan & Deci 2019, 27-28).

Relationships motivation theory

Relationships motivation theory (RMT) is highly connected to the self-determination theory's third main value: relatedness (CSDT 2020). This theory aims to explain that people tend to find good relationships around them. These relationships can be personal relationships such as friends and romantic partners, or these relationships can occur at work,

which means professional relationships with colleagues. In RMT, the importance is that the relationships are based on the three core values of SDT (self-determination theory) autonomy, competence, and, as mentioned, relatedness. In relationships, people need to feel good and that the partner supports these core values. (Ryan & Deci 2019, 29.)

3.2 Resilience

Resilience means that a person adapts well to stress, trauma, threats, or any other negative issues that may come up in everyday life, work, or personal life. A resilient person can more easily grow as a person and, as discussed earlier, achieve well-being by managing efficiently negative issues. Resilience can be learned in time because it is not always part of a personality. Resilience is more of actions and behaviors, which makes it something that can be developed over time. By focusing on well-being, building connections, and psychological health, a person can become resilient and overcome challenges easier in their life. Considering this thesis, the important parts that can be done to increase resilience are moving toward goals, keeping perspective in things, and accepting change. (American Psychological Association 2012.)

When resilience alone means how a person can adapt to negative issues, organizational resilience means how an organization can adapt fast to sudden change (Denyer 2017). Organizational resilience is an ability to react fast to a negative change and create new ways to prevent negative changes. If the crisis happens, a resilient organization can turn it into an opportunity rather than face it as a threat. These two factors show if the organization is resilient. (Resilient Organizations 2020.) An organization should not use all their resources to keep the situation they are now at. The resources should also be used to create new models and action plans, and ideas on turning threats into opportunities. This strengthens the organization and enables the organization to work together and together find and recognize risks. This will enhance self-managing. (Heikkilä 2017.)

Thirteen indicators show if the organization is resilient or not. From these 13, there are three specific core indicators. The core indicators are leadership, external and internal relationships, and being change ready. (Resilient Organizations 2020.) The figure below presents a resilient organization and its indicators.



Figure 4. Indicators of a resilient organization (Resilient Organizations 2020)

The first core indicator, leadership and culture, means that management supports the decision-making process during a crisis and continuously develops new action plans. The management needs to show good leadership skills to involve staff in the decision-making process and show that organizational resilience positively impacts everyone's work. The second indicator, networks and relationships or external and internal relationships, means that the organization understands it might need external support if the crisis occurs. This also means that the information flows quickly inside the organization, and everyone knows their role in the crisis. It is also important to get rid of any barriers that might affect resilience. These can be social, cultural, and behavioral barriers. The third indicator is being change ready. This means that the organization is planning new strategies and evaluating current and possible future situations. The organization should also clearly state the priorities of each segment in the organization if the crisis occurs. (Resilient Organizations 2020.)

4 CASE COMPANY OP PÄIJÄT-HÄME

In this chapter, the case company of this theses is presented. The first sub-chapter presents the case company overall, and after that, the self-directedness and the agile policy are presented.

4.1 Introduction to the case company

The case company of this thesis is OP Päijät-Häme. OP Päijät-Häme is part of OP Group, which is the leading financial corporation in Finland. OP Group was first launched in 1902, where it started the growth and is now a financial group and a conglomerate of our digital age. (OP Ryhmä 2020a.) OP Group consists of 150 banks that are operating on their own. Overall, 12 000 employees are professionals to help their over 4 million customers in financial matters. OP also has other services for its customers. These are insurance services, healthcare services, and services in real estate, traffic, and safety. (OP Ryhmä 2020b.)

OP Päijät-Häme is one of the biggest branches of OP Group, with 108 employees. It operates in Lahti, Heinola, Hollola, Iitti, and Nastola. OP Päijät-Häme provides all the financial services, such as daily financial matters, loans, insurances, services for saving and investing, services for businesses, services for OP Private customers, and law services. (OP Ryhmä 2020c.)

OP Päijät-Häme is owned by its owner customers. Owner customers will be rewarded through the bonus system. In 2019 OP Päijät-Häme paid 4,3 million euros to their owner customers to cover services fees and insurance payments. At the end of 2019, OP Päijät-Häme had 84 289 customers, and from those 51 435 were owners. (OP Ryhmä 2020c.)

OP Päijät-Häme's value is to operate ethically, sustainably, and responsibly to create solutions for its customers in everyday life. Through this OP Päijät-Häme can provide safe and successful growth for their customers and themselves. (OP Ryhmä 2020c.)

4.2 Self-directedness in the case company and agile policy

As mentioned in earlier chapters, self-directedness has taken a big footstep in organizations' life. In 2019 OP Group started to work with self-directedness more deeply with the idea that by changing the working environment, the company can change its way of serving customers better and act as a better place to work. (OP Ryhmä 2020d.)

OP Groups head manager Timo Ritakallio stated in a blog post in 2019 that when the organization and its employees become self-directed, management's need does not

disappear but changes its form. He also states that the managers' mission is to remove the employees' barriers and give the possibility to do their best job. The aim of self-directedness in OP Group is that the management will act as guidance setting the goals but still allowing employees to work as best as possible. The time of up to bottom management is over, and autonomy replaces it. OP Group aims to achieve self-directedness by creating a trusting, open, and sharing atmosphere. Ritakallio also states that failure is part of our everyday life; these situations are a place to learn, not feel ashamed. (Ritakallio 2019.)

OP Ryhmä started to create ideas on how to implement a more self-directed way to work. OP Ryhmä also started to create an agile policy (in the company known in Finnish: Ketterä toimintamalli). Agile policy's first step was implemented in January 2019, and its purpose was to create better solutions at the services for daily customers. OP Ryhmä is aware that this will be a big journey, and they are planning more actions actively to achieve their goal, becoming Finland's leading and most attractive financial group. (OP Ryhmä 2020e.)

The agile policy in OP Ryhmä is created to implement a self-directed organization. The agile policy gives credit to teams inside the company. The aim is to create trust and support for these teams to serve their customers and create value for the company. According to OP Ryhmä, people, power, and responsibility meet every day in all these teams' expertise. (OP Ryhmä 2020e.)

This is just a beginning to create a self-directed organization for the company. OP Ryhmä believes the agile policy will increase job satisfaction and create better results for employees and better service for their customers (OP Ryhmä 2020e).

5 EMPIRICAL RESEARCH AND DATA ANALYSIS

This chapter introduces the reader to the empirical research done for the thesis and analyses the quantitative and qualitative survey results. First, the chapter presents how the research was formed, and in the end, the study results are presented and analyzed. The empirical part consists of a survey and a qualitative survey that was done for the case company.

5.1 Formulation of empirical research and data collection

As mentioned in chapter 1, qualitative research provides more in-depth data and focuses more on how people feel. Quantitative data, on the other hand, provides more numeric data that can be presented in graphs or tables. (Business Research Methodology 2020.) Because quantitative research aims to gather numeric data, the survey is often built in a way that the participants can answer to a simple "yes" or "no" or in a linear way, where the participants can put the results on a scale from 1 to 4, for example. Quantitative research often does not offer enough choices to answer the question, and it can be considered to force the participants to answer in a certain way. However, the qualitative method is a good balance because participants can answer openly and even give ideas outside the box. (Walle 2015, 11.) The most common way to conduct qualitative research is to organize an interview with the participants. There are three different types of qualitative surveys: unstructured interviews, semi-structured interviews, and structured interviews. Unstructured interviews are often very open and do not follow a "script." The participants have the freedom to say what they feel like saying. (Walle 2015, 71.) Semi-structured interviews have similar characteristics to unstructured interviews because they both have a conversational nature. Semi-structured interviews still are more controlled since the interviewer tends to control the interview in a certain direction. (Walle 2015, 72.) Structured interviews are often the quickest way to interview since the interview is strictly structured and does not provide that much to move outside the box. (Walle 2015, 73.)

In this thesis, quantitative and qualitative research approaches were used to gain the information needed to answer the research questions and do valid research. The primary data was collected through an online survey and a qualitative e-mail survey. To analyze at what level self-directedness is in the case company, the whole company needed to have the opportunity to answer that question. This was done by sending a qualitative survey to part of the case company, and the rest of the company received a quantitative survey. The survey was sent to a larger group because the numeric data is easier and faster to

analyze when the qualitative survey was sent to a smaller group. The qualitative survey aimed to receive answers to both employees and managers' point of view.

The qualitative survey was sent via e-mail to the participants, so it followed a structured interview type. Still, the participants were free to give their own opinions overall about the subjects. The qualitative e-mail survey was sent overall to 15 participants, four of them are managers, and 11 are employees. The qualitative survey consists of 12 questions about self-directedness, how their current teams are formed, decision making, and management. The qualitative survey questions were aimed to keep simple to be easy to answer. The survey was clear and simple, and its main purpose was to learn how self-directedness is experienced in the case company.

The quantitative survey also aimed to gain information do they see that self-directed organization would support their work and would they be able to make better results. The survey was done in Google Forms, and it included five statements where the respondents were able to select on a scale of one to four how they feel about each statement. The survey also included an open answer where respondents could comment on their answers and give suggestions on how to feel self-directedness can be improved. Respondents were also asked how long they have worked in the company; the scale was 0-5 years, 5-10 years, and over ten years. In the survey, the time of employment was asked, but in the qualitative survey, the participants were asked to describe what they do in the company. It was not mandatory to answer all the statements, and respondents could leave the spot blank if they are not sure how to answer or do not want to answer.

Both the quantitative survey and qualitative survey included statements and questions about the agile policy used in the OP Group. Since OP Päijät-Häme is a Finnish company and operates in Finland, the qualitative survey and the survey were done in Finnish to be easy for everyone to answer. In the thesis, the answers are presented in English. The Appendices include the qualitative survey and the quantitative survey that was done in Finnish.

The thesis process started in August 2020 by collecting the theoretical part of the research. This also continued in September. In September, the writing process started when gathering a good number of secondary data was done. The qualitative survey and the survey can be more easily done when the researcher sets clear goals, what the research aims to find, and what is the research problem. When the research background is done, research goals, and the theoretical part, the research is easier to conduct because the survey and the qualitative survey are built to answer the specific questions, valid to the research. (Walle 2015, 70.) In October, when the thesis background was done, the

quantitative survey and qualitative survey were planned and were finally conducted at the beginning of November. The respondents had seven days to answer.

Figure 5 below illustrates the data collection process.

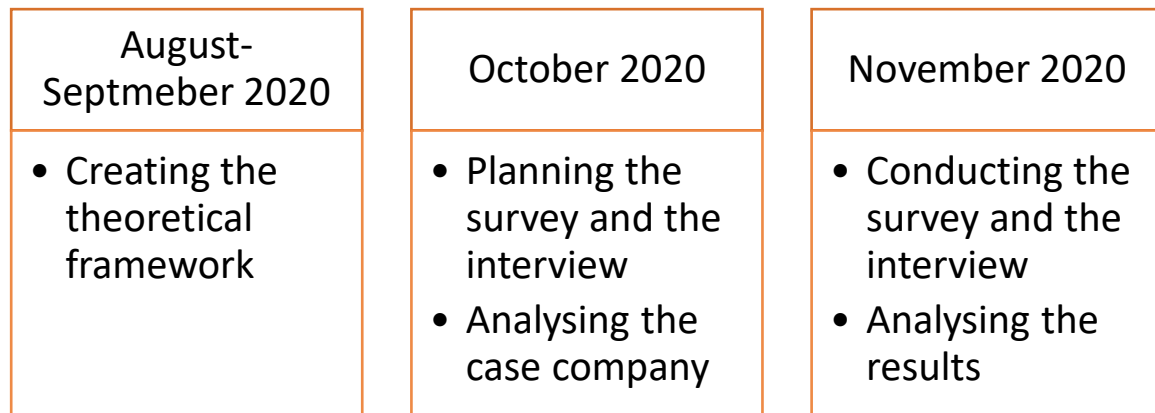


Figure 5. The data collection process of the thesis

5.2 Data analysis

In this chapter, the results of the research are analyzed. The answers to the qualitative e-mail survey and the quantitative survey are divided into separate sub-chapters.

5.2.1 Data analysis of the qualitative surveys

The qualitative survey was sent to participants via e-mail and consists of 12 questions. The e-mail that was sent also included information and background about the author of the thesis. The e-mail also explained the main purpose of the qualitative survey and what are results purpose. As mentioned before, the qualitative survey was overall sent to 15 participants, where 4 were managers, and 11 were employees. The gender of the recipients was not considered important when doing the qualitative survey, and therefore it was sent to randomly chosen participants. From these 15 participants, one manager and two employees had time to answer the qualitative survey. It was hoped to gain more answers to the qualitative survey, but the positive point is that at least one manager could be heard more in-depth. In the appendices, Appendix 4 includes the original open answers in Finnish and in English. The participants will also be referred to as participants 1,2 or 3, and their sex will not be revealed to keep the participants as anonymous as possible.

In the first question, the participants were asked to describe their job at the case company and shortly tell about the team they work at to gain background information about the participants' experience and job description at the company. The participants who answered the qualitative survey were all from different teams and had different positions. Participant 1 is the manager of a small team. Participant 2 does not have a team where strictly belongs but works for the whole organization. Participant 3 works as a specialist in a daily financial team. Secondly, the participants were asked how their team works together. Participants 1 and 3 described that their teams or the teams they work at operate well together. Both said they work together with their teams daily. Participant 1 added that each member has their fields of expertise, but they help each other and work together to reach their goals. They aim to create good results that will benefit the whole organization.

The third question aimed to find the answer to what the participants think self-directedness means and how self-directed teams operate. This question was important to know how the participants define self-directedness and then answer the following questions. All the participants had similar thoughts about how a self-directed person is self-managing his/her work and can make decisions without permission from upper management. Participant 2 stated that a self-directed person understands to make his/her own decisions about his/her work. All the participants agreed that a self-directed team operates well together and can adapt quickly to new situations. From the participants, participant 1 has the most in-depth answer. Participant 1 works as a manager, so it can be considered that self-directedness has been discussed more among the managers than the employees. Participant 1 also states that a self-directed team works well together, but everyone takes responsibility for their work. Participant 1 continues by saying that a self-directed team understands their responsibility and the value they have in the organization. The aim is to create ways of action to benefit the whole organization.

After asking about self-directedness, overall, the participants were asked what self-directedness is in the case company. This question divides participants more compared to earlier questions. Participant 1 stated:

Self-directedness is seen in OP Päijät-Häme as goals are set clearly, and the employees are encouraged to act and develop their actions autonomously.

Participant 2 said:

Partly yes, partly no. Self-directed teams and salespeople do not constantly need directions from their managers but can work independently and make good results. Also, trust and respect towards colleagues are seen. If self-

directedness does not occur, sales will not increase that much. In this case, people wait for the directions and, after that, start taking actions.

As participant 2 explained, a self-directed employee and self-directed team do not need directions from the manager all the time and, therefore, can perform better. As opposite, when self-directedness does not occur, results are not as good, and decision-making takes time because everything must be confirmed from the upper level. The participant also states that trust can be seen in the organization. Trust is also a keyword in the next sub-chapter, and it will be analyzed more later. Participant 3 said:

Self-directedness has been more of a discussion during the last few years. Although the bank still has a clear hierarchy.

Again, it can be analyzed through these responses that the management has a clearer image of self-directedness and what OP aims to be in the future when employees are not sure what is going to happen and when. When it is not clear what self-directedness in the organization would mean, it is difficult to define and recognize it at the company now.

The fifth question was if self-directedness affects the work results. Participants 2 and 3 both agreed that self-directedness would improve the results. Participant 1 also agreed to this and stated that when the goals are set, the employees can self-manage their actions. Participant 1 also believes that self-directedness would enable specialists to enjoy their work more. These results indicate that self-directedness would increase the level of performance. This can be because employees would have more power to reach the goals, and employees would be able to use their full expertise. When employees do not need to ask for every decision they want to make, but they make the decisions by themselves because they can, the employees would feel more positive about their work.

The sixth question stated if the team the participants work at would be self-directed, how the team should work so the team would operate well. The question also had a sub-question that stated how management would be seen in this kind of team.

Participant 1 said:

The manager creates the frames and makes sure that the goals are well informed and understood and follows that the team is going in the right direction. Employees need to understand the value of their work and take responsibility for their field of expertise. Communication is vital – the whole team needs to be updated on what is going on, what is doing right, what needs to be improved.

Participant 2 explained:

Flexible, autonomously, but still considering the entire team. The manager is more like guidance and a supporter.

Participant 3 thought it is important to have clear roles in the team to team's operate properly. Participant 2 said that the manager would be more guidance and pushing employees forward, rather than telling what to do. According to the answers, the participants feel that managers' role in a self-directed organization is to guide. Still, the need for a manager is crucial to avoid chaos. A self-directed organization is wanted, but the managers and the employees still want to make sure that there is some team structure. If there are questions about who will follow the work, self-directedness cannot occur because the employees feel uncertain, which can affect their level of performance.

Next, the qualitative survey had a question, how the teams are formed now. This was included in the qualitative survey because more information about the current situation was wanted to analyze the current situation. The question also had three sub-question about are employees and managers divided, are the tasks divided between the employees and managers, and do they work together daily. After question 7, questions 8 and 9 also aim to gain a deeper image of how the teams work now by asking about how the goals are set. Participant 2 did not know how to answer these questions because participant 2 does not belong to any specific team. Participant 1 said that there is a clear line between the employees and the manager, but the work tasks sometimes meet. The tasks are still divided between the employees and the manager. Participant 1 also said that the team works together daily, face to face, or in the internet, for example, in Microsoft Teams. Participant 3 also stated that they have a clear line between the employees and the manager, and the tasks are divided. The manager is often around but not daily.

As mentioned before, questions 8 and 9 concerned how the goals are set to the teams and who sets and follows them. Participant 1 said that the goals are set according to the organization's goals and employees' field of expertise, and the goals are discussed together with the employee. The goals will be set together with the manager and the employee. Participant 2 said that the goals are set by thinking about the team's size and the field of expertise, and the managers set and follow the goals. Participant 3 stated that the goals come from upper management, and the manager gives them to the employees. The manager sets these goals, and they are followed together. According to these results, the team's size and operations affect how and who sets the goals and how they are followed. The positive point is that according to participant 3, also the employee follows the goals, showing signs of self-directedness.

Next, the qualitative survey participants were asked to describe how the management happens in their team and whether the employees can make their own decisions, following the ground rules and the company's frames or the manager has set. Again participant 2 was not able to answer the question. Participant 1 said that the employees have the freedom to decide what to do in their field of expertise. Still, everything can be discussed together, and the manager shows and offers support if the employee needs help. Participant 3 said that there is a possibility to make smaller choices, but states that it is possible because of the experience and knowledge the participant possesses. In bigger decisions manager must approve the action plan. According to the answers, it seems like participant 1 provides an open and safe working environment for the employees, giving the employees ability to do their best work, and at the same time providing support if needed. Participant 3, on the other hand, shows signs of self-directedness because the participant feels comfortable making smaller decisions. Participant 1 stated in question 5 that a self-directed working environment would improve the results among specialists and make the job more interesting and satisfying. If the working environment would be more self-directed, specialists such as participant 3 would possibly make better results. This would not only improve their work but benefit the whole organization.

Question 11 aimed to find an answer if the upper management supports self-directedness. Participant 1 said that upper management is working with the self-directedness and is planning how to implement it. The participant also stated that the management supports and encourages employees to implement self-directedness in the teams and adapt self-directed features in their work. Participant 2 also said that self-directedness is on the wall, so to say, in the organization, and it is discussed a lot and aimed to make clearer to everyone. Participant 3, on the other hand, stated that management does not support self-directedness, or it does not show employees if this happens. Reasons why the answers were divided can be that participant 1, who is a manager, has been discussed the self-directedness among the management and is creating ideas on how to implement it. However, participant 1 states that self-directedness is encouraged alongside participant 2, but participant 3 does not feel this to be seen in the organization. It can be that the new policies and self-directedness are not discussed equally in all teams, which affects why all the participants do not feel that self-directedness is discussed at the company.

The last question of the qualitative survey was about the agile policy created in OP Group. The participants were asked how they experienced the agile policy used in Osuuspankki and its advantages and disadvantages. Participant 1 thinks that agile policy would have a positive impact and can be achieved through self-directed teams. The agile policy would increase the level of customer and employee experience, and the company would work

more effectively. Since the results have been good in the system unit of Osuuspankki, the results would be good also in OP Pääjät-Häme. Participant 2 stated:

Agile policy's advantages are that it is possible to target resources where they are needed. I also experience agile policy as a good change and as an enrichment factor for the sales-people. The disadvantage would be a negative reaction to change. There might also be a lack of know-how.

According to this, a change would enrich the organization, but all the employees and managers might not be educated enough to survive in a new organizational structure where self-managing and strong decision making takes place.

Participant 3 said:

The meaning is good but can easily be transformed into a joke. As a big financial organization, it seems that agile is sometimes difficult (impossible?) to achieve.

Again, the results vary between the managers and the employees. Managers have a more positive idea about the agile policy when employees are skeptical about the change. The problem here can be again that the information is not shared the same way to managers and employees. Employees might read the information from the company's website, where the data about the subject was collected for this thesis when the managers might hear "inside" information about the subject.

5.2.2 Data analysis of the quantitative survey

The survey was overall sent to 94 employees and managers, and from these, 26 answered the survey. The survey allowed to leave parts blank if the participant did not want or was not sure how to answer the question. Only statements three (making better results in a self-directed organization) and five (agile policy) had fewer answers. The participants were able to leave open responses where they were able to comment on their answers and give recommendations on how to improve self-directedness at the workplace. In the appendices, Appendix 4 includes the original open answers in Finnish and in English.

The first part of the survey was to examine how long the participants had worked in the case company. This was included in the survey to gain an overview of the participants' background in the company and to analyze whether it affects answers. The figure below presents the participants' job experience in the company. The pie chart shows that four participants have worked in the company 0-5 years, three participants 5-10 years, and 19 participants over ten years. The pie chart also shows the percentage of each segment,

and the choices are color-coded. The color codes with the headlines are below the pie chart.

1. Job experience in OP Päijät-Häme
26 responds

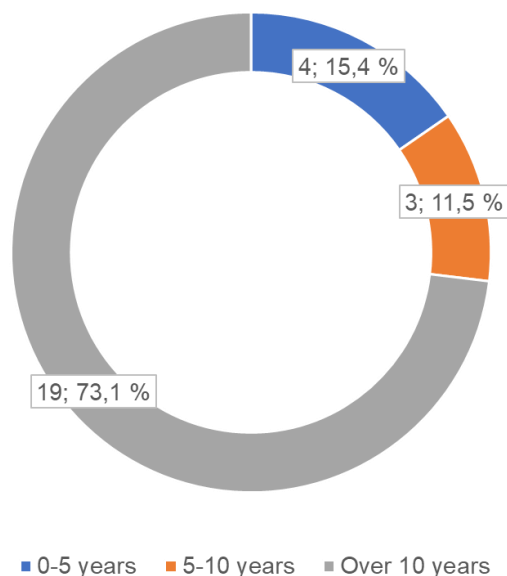


Figure 6. Job experience in OP Päijät-Häme

The results are also visualized in graphs to see if the job experience in the case company affects participants' results. The figure below shows how work experience affects the results. The figure shows graphs for every four statements.

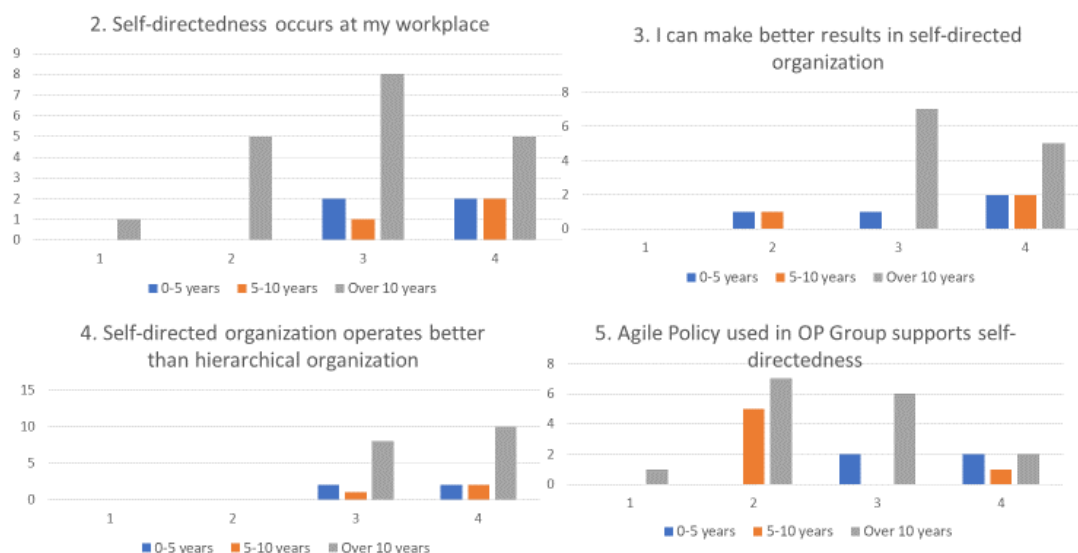


Figure 7. How work experience affects the answers for each statement

Statement 2 was about if the participant feels that self-directedness occurs at the workplace. Only 1 participant strongly disagreed, and this participant had been in the company for over ten years. In a statement, three participants answered whether they agree or disagree if their results would be better in a self-directed organization. Statement 4 the participants evaluated would self-directed organization operate better compared to a hierarchical organization. Statement 5 examined does Agile policy used is OP Ryhmä improves self-directedness. According to these graphs, the grey group (work experience in the company for over ten years) has different opinions about statement 2 and statement 5. Some of these participants do not see that self-directedness occurs in the workplace and do not think that an agile policy would increase self-directedness. However, these participants agree that a self-directed organization would operate better than hierarchical and feel that it would improve their results. Participants who have been working in the company 5 to 10 years have very different answers. They agree or strongly agree to statements 2 and 4 but have different opinions than others in statements 3 and 5. These participants agree that self-directedness is visible at the workplace, and self-directed organization would work better for them but don't all agree that self-directed organization would help them to improve results. Also, most of them do not think that the agile policy improves self-directedness. This result is like groups who have worked over ten years at the company. Participants who have been in the company less than five years seem to agree in statements 2, 4, and 5.

Statement 3, on the other hand, divides opinions. Most of the participants strongly agree that a self-directed organization would increase work results, but others do not agree. Because the participants were mostly from the group "over ten years," a clear conclusion about whether the job experience at the company affects or not. The reason why this age group feels that self-directedness does not occur in the workplace can be because they have not been educated about the subject. On the other hand, employees who have come to the company during the last five years might have discussed the subject during the job interview. It is interesting that still many participants from the group "over ten years" would prefer a self-directed organization. Groups "0-5 years" and "5-10 years" have more different opinions on whether they would perform better in a self-directed organization. This can be that some of the participants in the group "0-5 years" can be quite new in the company and are happy with the results now, so they do not think that they can do better. Group "5-10 years" have very different opinions on that statement, and this can be because for the same reason that group "0-5 years" and on the other hand part of them want to achieve more because they believe that they have more skills that they want to use. Still, the work now does not give it ability.

The second part of the survey is statement two about if the self-directedness occurs at the workplace. This statement gathered all 26 responses, and most of the participants strongly agreed or agreed that self-directedness occurs in the case company. Only one participant felt that self-directedness does not occur at all. The pie chart shows each of the segments, and the color codes are presented below. Each segment includes the number of answers and the percentage. Most of the participants, 11 (42.3%), agreed that self-directedness occurs at the workplace. After that, nine participants strongly agreed that self-directedness occurs in the workplace; this stands 34.6% of the participants. Five (19.2%) participants disagree that self-directedness occurs at the workplace, which leaves only one participant (3.8%) who does not feel that self-directedness occurs at all.

The figure below shows how the responses were divided.



Figure 8. Self-directedness occurs at my workplace

As mentioned before, most of the participants do feel that self-directedness occurs at the company. The participants did have the ability to leave open responses. Some of these were about whether the self-directedness can be seen or not. 13 participants left an open response.

Two of the participants said that there had been discussion about self-directedness, but the policy has not been implemented yet, and it still needs a lot of work. One of them felt positive about the change and stated that it possible together with everyone helping in the

company. One of the participants said that self-directedness occurs at their team, and they can do their timetables and decide about educating themselves. One other participant was also told that self-directedness is partly visible in their team because they also create timetables and decide where to work and how to work. One participant stated that it is difficult to implement self-directedness because the work is tied to office hours. According to this, depending on the teams, the level of self-directedness varies. This is also why some of the participants consider it a positive change, and some are critical, whether it would work. One participant said:

It is encouraged for shy employees to enhance self-directedness and taking responsibility. We still have too much thinking connected to the information we already have and the tiny amount of responsibility we are given. Self-direction does not eliminate the need for management but would make daily life more comfortable.

One of the participants stated that it is important to understand that each team is different, and that should be considered:

It is important to understand that each job description (and its qualifications) is different, and everyone should not be put into the same box. In many decisions, self-directedness is thrown at faces. There is a discussion, then something is done, and by this, it seems like the people are told that "trust is good, but control is the best."

This subject will be discussed more in chapter 6, where the development plan is presented.

The next statement was if the self-directed organization would help to get better results. This statement got 25 answers. Here again, most of the participants agreed or strongly agreed. None of the participants strongly disagreed, but two disagreed. The pie chart shows that 12 participants (48%) agree that self-directed organizations would improve their results positively. 11 (44%) strongly agree with this, and 2 participants (8%) disagree. None of the participants left an open response concerning this statement. Through the results, an analysis can be made that the two participants are already satisfied with the results and do not believe that they can be improved, but it is also possible that these participants do not feel that self-directed organization aims for better results. Most of the participants, on the other hand, believe that there would be better results. This can indicate that the participants would like to use all their expertise and become better at their work. A self-directed organization would offer them this chance because they would be able to make more autonomous decisions.

The figure 9 below presents the results of whether working in a self-directed organization improves results or not.

3. I can make better results in a self-directed organization
 1=Strongly disagree, 2=Disagree, 3=Agree, 4=Strongly agree
 25 responds

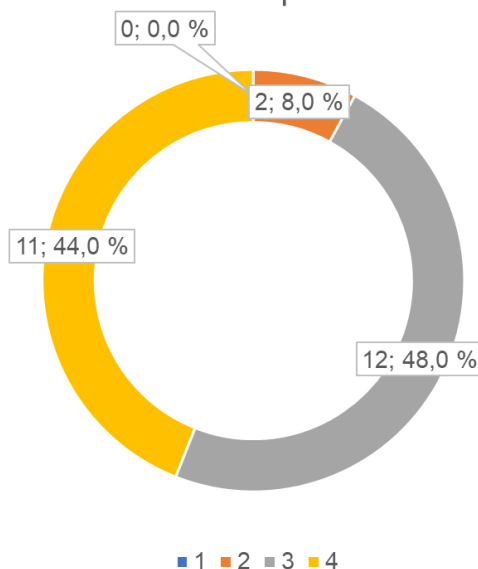


Figure 9. I can make better results in a self-directed organization

The next statement aimed to get information about what the participants think is a self-directed organizational structure better than a hierarchical organization. The differences between these two organization structures were discussed in chapter 2. All 26 participants answered this statement. All the participants either strongly agreed or agreed to this statement. 14 (53.8%) of the participants agreed strongly, and 12 (46.2%) agreed.

The figure 10 below presents the results in a pie chart.

4. Self-directed organization operates better than a hierarchical organization

1= Strongly disagree, 2= Disagree, 3= Agree, 4= Strongly agree

26 responds

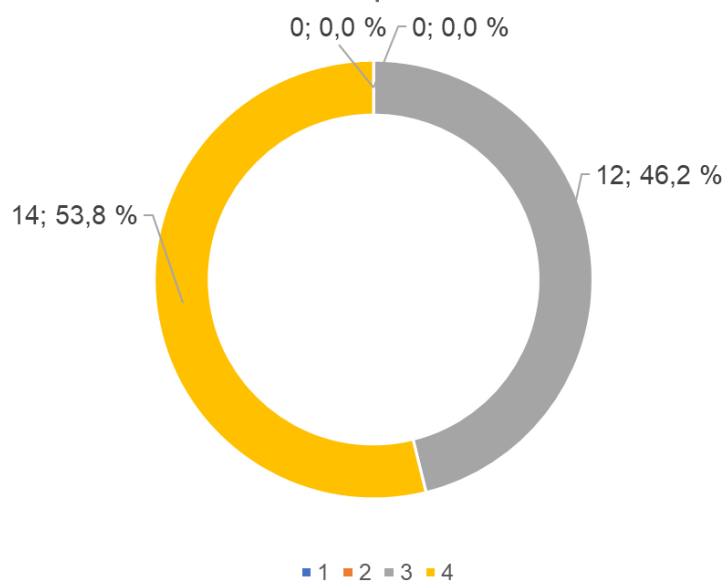


Figure 10. A self-directed organization operates better than a hierarchical organization

The result indicates that participants feel that the old-fashioned hierarchical structure does not enable the company's full potential. Having strict positions inside a company can create untrust between the management and the employees, whereas a self-directed organization structure would make a trustworthy and open atmosphere. Some participants left open answers about managing and self-directedness:

Some of the managers already enhance self-directedness and manages their team according to that. Some managers work according to old ways and supervise the lower managers' work, his/her employees, and calendars. It would be important that employees and lower managers are trusted, and self-directedness would enhance work and results. Control does not make good sales.

The employees and the management should gain trust towards each other, and the other way around.

The open answers indicate that there is a possibility that the information is not see-through, and there are problems in communication. This can be thought because some of the teams are discussing and implementing new policies, but some are not. All the teams do not have the same experiences about new policies because they are not delivered or taught to them. The answers also can indicate that the education about self-directedness

has been left to a superficial level when all of the employees or managers have not been able to implement it because they don't know how to do that. This subject will also be discussed more in-depth in chapter 6.

The last statement before open answers was about if the participants feel the agile policy used in OP Group supports self-directedness in the company. 23 of 26 participants answered this statement. Because the participants had the opportunity to leave the statements blank if they don't want to or don't know how to answer the question, it is possible that some of the participants weren't sure what is agile policy. As explained in chapter 4, where the case company was introduced, the agile policy is something that OP Group has created, but it is not implemented in OP Päijät-Häme. This statement aimed to gain knowledge of whether the participants find it as an important part of self-directedness or not. Five participants (21.7%) strongly agreed that the agile policy supports self-directedness. Eight participants (34.8%) agreed, 9 participants (39.1%) disagreed, and one participant (4.3%) strongly disagreed with this statement.

The figure 11 below presents the results for statement 5.

5. Agile Policy used in OP Group supports self-directedness
1= Strongly disagree, 2= Disagree, 3= Agree, 4= Strongly agree
23 responds

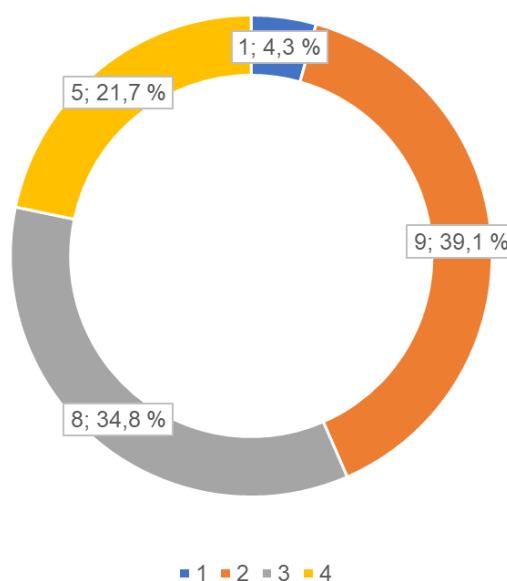


Figure 11. Agile Policy used in OP Group supports self-directedness

One of the participants said:

As an idea, Agile policy is good, but it needs upper management's commitment and ability to use and work according to the new policy.

One of the participants stated in the open answer section that agile policy does not occur at the team he/she is working at and therefore does not see that it would support self-directedness. Because the agile policy is still on its way to all OP branches, many of the participants, therefore, might not see to support it; this is considered since many of the participants still agree. It can also be indicated that the agile policy might be something that has not been discussed that much because it is not yet relevant for the case company. It is possible that the reason why the results for the fifth statement varies more than others is that agile policy explains and introduces the change. People in the company feel positive about the changes that self-directedness would bring but might not be ready for the change.

5.2.3 Comparing and analyzing the results between the qualitative survey and the quantitative survey

Overall, participants of the survey and the e-mail survey feel that self-directedness would increase their level of work, and they would be able to make better results. When self-directedness is implemented, it is still important to define clear roles to everyone, but the management should change their role to become more like guidance to employees. Many of the participants and some of the qualitative survey participants stated that there is a lack of trust between the management and the employees, and here it emphasizes that it depends on which team they work at. Some teams have already started to work self-directly, where some teams are still sticking to the old ways. Teams who are following the old ways might feel that they are not trusted, and their work must be followed. Employees want their work to be valued and to be encouraged to implement self-directedness.

The open answers at the survey and the qualitative survey answers state that there is a lack of communication. Information should be see-through and available to everyone. New ways of working and reconstructing the organizational structure would bring fresh motivation to the case company. As discussed in Chapter 3, Self-determination theory, the basic needs that the person has, create self-motivation, and leads to well-being. Employees, as well as managers, might need something new and fresh. When the motives are right, the working environment supports the actions, the results are good, and people feel good.

It was already mentioned in a sub-chapter 5.2.2. that less consistent results in statement 5 can occur because people are afraid of the change. As participant 3 stated that the whole

idea of agile policy seems like a joke in a company that size. The agile policy, TEAL organization, and even self-directedness can sound naïve if it is taken out of the textbook and implemented to a company as it is. Important is to study, train, and educate, finding out about new models and new policies and use the ones that suit them best. Again, the communication would enable the management here the concerns that the employees have.

6 DEVELOPMENT PLAN

This chapter presents the development plan for the case company. The development plan is created from the theoretical point of view and with the help of the research.

The most important thing to know when creating a self-directed organization is that it takes time. Laloux presents three ideas that will come up when changing organizations. These are self-management, wholeness, and evolutionary purpose. The change can be started by first, only implementing one of these concepts. The first step is to make sure the management is on board and optimistic about the change. If the management does not lead the way, the rest of the company will not follow. (Laloux 2017, 268.)

Self-management can be difficult for some people in the organization; this often offers employees more responsibility, which might stress out first or second-level managers. Self-management comes with responsibility; people need to start taking responsibility for their actions. The employees and the managers need to be educated and taught, so they feel that they are also a big part of the company. Laloux calls this psychological ownership. The aim of this is to make people in the organization feel that their input is worthy, and the work they do has a purpose. It is also essential to be transparent; all the information is available for everyone in the organization, and information is shared. (Laloux 2017, 269-271.)

Laloux (2017, 275) presents that there are three ways to change the organizational structure. These are creative chaos, bottom-up redesign, and pre-existing template. Because the goal of this chapter is to present a possible development plan, the thesis only presents two ways. These are pre-existing template and bottom-up redesign because these are the most suitable for the case company.

The pre-existing template approach means that the company can use existing practices about self-management. (Laloux 2017, 276.) The case company can use an outside consultant to improve self-directedness and self-management and start the organizational change. Here the employees and the management can both learn about the important concepts, educate themselves, and learn from a professional. As the case company is part of OP Group, the Group also may have an expert in this field who can do the education.

The bottom-up redesign means that the whole organization plans together with the organizational structure—this way, the whole organization's input can be considered. The organization can divide into smaller groups and discuss how to change the existing structure, what they want for the future structure, and what they need to do to achieve them. (Laloux

2017, 275-276.) This is recommended to the case company because the research showed that employees are concerned that the same implementation strategy does not suit every team. This way, teams could discuss and create a suitable model for themselves.

The main point and importance of TEAL's concept are to understand that the change takes time and cannot occur if people are not educated enough about the subject. The thesis presents a development plan through the concepts by Laloux and the results of the research. The possible steps to act are presented below.

1. Educating the management and creating a positive attitude toward self-directedness and self-managing. When the management is prepared, they can start educating the employees in the company. This education and training should involve practices about self-directedness, self-management, and trust. This step aims to make the management understand the change and the positive points of it.
2. When the management is being educated, the employees should be informed about it. Because the research showed that there is a lack of trust between the management and the employees in both ways, it would be important that the possible changes in the future would be informed clearly to everyone.
3. Educating and training employees. This step aims to make the employees understand the change and to see the benefits of the self-directed organization.
4. Creating teams and discussing which model and which features of self-directedness can be implemented at their team. At this point, the management can hear what the employees' thoughts about the change are and do they have concerns. If there are concerns, the team can think about how to overcome them. The idea is to create a safe, reliable, and see-through atmosphere.
5. Discussing the motives together. As discussed in Chapter 2, a self-directed organization does not occur if the employees are driven by external motives. The motives should be internal, and the three basic needs: autonomy, competence, and relatedness, would drive employees and managers forward.
6. Defining the roles in the new organization. Everyone needs to know what their role is, what is their job description, and how they act if the crisis occurs.

It is important to keep in mind that all the organizations are different, and the model of self-directedness one is using might not work for the case company. The case company is a large organization with different teams, and therefore the model should be well-

structured, not a creative mess. As stated in an earlier chapter, the employees still need managers, but the gap between employees and managers would be smaller.

7 CONCLUSIONS

This chapter concludes the thesis, and the research questions presented at the beginning will be answered. The validity and reliability of the thesis will be evaluated. At last suggestion plan for further research will be presented.

7.1 Answers to research questions

The thesis aims to find an answer to what is self-directedness in the case company. This was aimed to find out through the research conducted. The main research question will be answered at the end of this chapter. First, the sub-questions which support the main question are answered.

How is self-directedness experienced in the case company?

The research showed that people are divided on whether self-directedness occurs at the case company or not. Many of the participants stated that self-directedness had been a topic of discussion, but that is all when some participants stated that self-directedness is already highly encouraged in their teams. According to this, self-directedness is more encouraged rather than implemented.

The participants felt that they would make better results in the self-directed organization, and a self-directed organization is preferred over the hierarchical organization. This indicates that the change is welcomed, yet people are concerned about how it would work. As a result, the thesis suggests that the teams would discuss the possible implementation strategy together, rather than using one implementation plan for everyone.

How the organizational structure affects the company to be a self-directed organization?

If the organization is strictly structured, and there are various management levels, it can decrease the level of effectiveness. The hierarchical organization has different levels, and many decisions need to be approved by the upper management; this makes the information flow slow and can negatively affect the results. If the organization is hierarchical, self-directedness cannot occur. The level of upper management needs to be decreased and replaced with self-managing. When the level of management needs to be changed, the need for management does not go away. According to the survey, many participants feel that a self-directed organization would operate better than a hierarchical organization yet emphasizing that management's need is still there.

How can self-directedness improve the work in an organization?

In a self-directed organization, the employees and managers are given the ability to work as best as possible and make their own decisions. When the employees have the freedom to use their full expertise and make autonomous decisions, the results can improve. When people make autonomous decisions, the information flows faster, and the employee can create fast solutions that can positively affect the customers and, therefore, the whole company. Often, the employees cannot use their full potential since they are not allowed to make some decisions because upper management is smart enough to make the decisions. It is important to remember that the employees still work between specific frames the organization has set. The aim is to create a work atmosphere where employees and managers have an internal motivation that thrives them to reach the goals, and the aim is to create well-being for themselves and the organization.

Next, the main research question is answered:

How to enhance self-directedness in the case company?

The research indicates that the organization is lacking trust and sharing information. Where some teams have been discussed and even started to implement self-directedness, others have not. All the teams have not been shared the same information, or all the managers might not think of it as an essential matter, and therefore either the employees can learn about it. It also highlights the results that if self-directedness is encouraged, the managers and upper management still strictly follow the employees. Because some of the participants feel that the upper management is following them and their managers, the upper management should keep in mind that self-directedness and a self-directed organization cannot occur because of this. It is essential to have management, but it is not providing self-directedness to the employees as it is now. Some participants stated that the management says something but then does something else. Employees who have read and learned about self-directedness may be confused that the definition is different from what they experienced before. The management should define their action plan and then implement it, rather than give mixed signals about a concept that might not be concrete.

According to the research, a hierarchy is still visible in the case company. The organization should bring these barriers down and define a new organizational structure if self-directedness is something they aim to be. When the new organizational structure is implemented, everyone should know their role in the case company. Management's lower-level managers and employees need to know their place and their tasks to be able to work in a new organization. This enhances self-directedness and gives the case company opportunity to be resilient, act well, and survive a crisis. The qualitative survey presented that

there is a clear division between the managers and the employees inside a team. None of the qualitative survey participants stated that as an issue, yet the thesis presents that the atmosphere should enhance trust and encourage self-managing. According to these issues, the thesis presents that the development plan should include communication, gaining trust, and defining the roles for each member of the staff.

7.2 Validity and reliability

After the research is done, the validity and the reliability of it will be evaluated. The research consists of different norms and values, and the research should aim to follow them. Validity and reliability mean different things depending on if the research uses a quantitative or qualitative research method. (Vilkka 2017.) Because this thesis used both, both are presented.

Validity means if the research is competent, and reliability means if the research is solid. Valid research evaluates if the research is profound and are the outcomes of the research and suggestions made correct. The validity evaluates if the research found answers to the questions that were meant to be answered. In qualitative research, validity often means more how the researcher can meet the thoughts of the examines and how they meet. It is often challenging to conduct the research the same way as the researcher experiences it. In quantitative research, validity means that it should not have any systematic errors. The validity will be evaluated already when, for example, the survey is done. It must be simple and easy to answer, so the participants can clearly state their answers. The validity is measured if the researcher can include the theoretical framework into the survey. (Vilkka 2017.)

Reliability measures if the research is consistent and reliable. Qualitative research can be considered reliable if the research target and the theoretical framework can be compared. The author often creates reliability since the author's actions, choices, and conclusions are measured in the name of reliability. In quantitative research, reliability means that the results should be accurate, and no random answers occur. It is essential to keep in mind that the results can only be used to make suggestions over a similar matter, and they cannot be used in other fields of expertise or at other times. (Vilkka 2017.)

Errors may occur if, for example, the participants do not remember something correctly, but there does not necessarily affect the results. The research can be considered valid and reliable if the research group presents the universe, and the measurement does not include a lot of inconsistency. (Vilkka 2017.)

This thesis's primary purpose was to find out the answer to the main research question, how to enhance self-directedness in the case company. In the beginning, it was stated that the subject is relatively new in the case company; therefore, the theoretical framework included theories behind self-directedness to support further suggestions. Information was gathered from primary and secondary data. Secondary data was mainly collected from academic internet library, and internet sources were evaluated if they were valid. Primary data was collected from the case company, where the whole company either received the survey or the qualitative survey. Everyone in the company did not answer the survey or the qualitative survey, but the results were consistent enough to conclude and give suggestions. Because everyone did not answer the survey or the qualitative study, the research can be considered quite valid and reliable.

7.3 Suggestions for further research

This thesis also presents ideas for further research. As mentioned in chapter 2, where self-directedness was discussed, definitions of a self-directed person and self-directed organization was given. A person can be self-directed, but a self-directed organization cannot operate without self-directed individuals. When an organization starts to move from their current organizational structure into a self-directed organization, they need to take actions to ensure that the employees are ready for this change. To do this, the organization needs training and education for employees and employers. As mentioned in chapter 2, a self-directed employee needs to be educated and expert on his/her field of expertise. Even if the training is done, not all individuals can adopt a brand-new way of working. In this case, it often means that the organization needs to make changes in their staff, and they need to start resigning the staff who are not self-directed or cannot adapt to changes. This can lead to a situation where a well-educated and brilliant employee or employer gets resigned, even if in the old organization, he/she has been a critical player in the organization. The aim is that further research would answer this question: How everyone in an organization can adapt to the change of becoming a self-directed organization? It is easier to find new employees for a company when you are already looking for self-directed and employees with good know-how but changing someone's way of work or way of behaving is a challenge.

8 SUMMARY

This thesis aims to give answers to the case company and find out how self-directedness is experienced in OP Päijät-Häme and how to enhance it. The case company also wanted suggestions for the future, so a development plan was made. The development plan was made by using the empirical part of the research, and the theoretical part supported it. In the beginning, it was clear for the author and the case company that self-directedness is relatively new in the organization. Therefore, the theoretical part also included theories that support self-directedness, not only define what it means.

The theoretical part consists of definitions for self-directedness, self-determination theory, TEAL organization, and OP Group's agile policy. The theoretical part also included the introduction of the case company, OP Päijät-Häme.

The empirical part included the quantitative survey and the qualitative e-mail survey. The whole organization received either the quantitative survey or the qualitative survey via e-mail. The qualitative survey participants answered back via e-mail, and the participants of the survey answered a survey form. Both a qualitative survey and the quantitative survey aimed to determine how to enhance self-directedness in OP Päijät-Häme and how the staff experiences it. The qualitative survey allowed looking more closely at the team structures they have now. The results of the research indicated that self-directedness had been discussed yet not seen. Still, the change is welcomed, and participants of the quantitative survey and the qualitative survey participants feel it would improve the results.

The development plan was made with the theoretical part's help and combining it with the research findings. The key findings are that by education, listening, and sharing, OP Päijät-Häme could improve trust and start the organizational structure change.

The theoretical and the empirical part highlights the main issues that a self-directed organization should have. Therefore, this research's findings are valuable information to OP Päijät-Häme when designing the implementation strategy of self-directedness.

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APPENDICES

Appendix 1. Qualitative e-mail survey and cover letter

Hei,

Olen Camilla Lahtinen ja opiskelen kolmatta vuotta kansainvälistä liiketaloutta LAB ammattikorkeakoulussa. Tällä hetkellä työstän opinnäytetyötä ja aiheena on itseohjautuvuus. Suoritin Päijät-Hämeen Osuuspankissa työharjoittelun päivittäisten tiimissä tämän vuoden tammikuusta toukokuun loppuun, jonka jälkeen jäin kesäharjoittelijaksi elokuun loppuun asti.

Opinnäytetyön tarkoitus on selvittää mitä itseohjautuvuus on Päijät-Hämeen Osuuspankissa. Aiheeni valikoitu mielenkiinnostani henkilöstöjohtamiseen. Itseohjautuvuus on tämän päivän organisaatioiden ykköstitrendi ja sen kehittäminen näkyy monissa yrityksissä. Tämä opinnäytetyö toteutetaan yhteistyössä OP Päijät-Hämeen kanssa ja sillä pyritään tutkimaan kyseistä ilmiötä sekä kehittämään itseohjautuvuutta Osuuspankissa.

Haastattelun tarkoituksena on selvittää mitä mieltä te olette: mitä itseohjautuvuus on Päijät-Hämeen Osuuspankissa?

Kaikki vastaukset käsitellään anonymisti ja ovat luottamuksellisia, eikä kenenkään henkilöllisyyttä tulla kertomaan lopputyössä. Vastauksia käytetään pelkästään osana opinnäytetyön tutkimusta eikä niitä tulla luovuttamaan ulkopuolisille tahoille.

Alapuolella on 12 kysymystä liittyen tiimissä työskentelyyn sekä itseohjautuvuuteen. Vastaukset voi lähettää takaisin vastaamalla tähän sähköpostiin. Toivon saavani vastaukset takaisin viimeistään keskiviikkona 11.11.2020.

1. Kerro lyhyesti työtehtävistäsi ja kuvaile tiimiä jossa työskentelet.
2. Miten tiiminne toimii yhdessä?
3. Kerro mitä mielestäsi on itseohjautuvuus ja millaisia ovat itseohjautuvat tiimit?
4. Miten mielestäsi itseohjautuvuus näkyy Päijät-Hämeen Osuuspankissa?
5. Miten itseohjautuvuus nähdäksesi vaikuttaa tuloksiin?
6. Jos tiimisi olisi itseohjautuva, miten sen tiimin esimiesten ja työntekijöiden pitäisi työskennellä että tiimi toimii? Miten johtajuus näkyisi tiimissä?
7. Miten tiiminne on rakennettu?
 - Onko tiimissänne selkeä asettelu esimiehen ja työntekijöiden välillä?
 - Onko työtehtävät jaettu selkeästi esimiehen ja työntekijöiden kesken?
 - Työskentelevätkö esimies ja työntekijät yhdessä jokapäiväisesti?
8. Miten tavoitteet on asetettu tiimeille?
9. Kuka on vastuussa tavoitteiden asettamisesta ja niiden seuraamisesta?
10. Kerro kokemustesi pohjalta tiiminne johtamisrakenteesta. Miten päätöksenteko tiimissänne tapahtuu ja onko päätöksenteko mahdollista itse, noudattaen yrityksen antamia rajoja.
11. Miten ylempi johto tukee itseohjautuvuutta?
12. Miten näet Osuuspankissa käytetyn Ketterä-käsitteen ja toimintatavan? Mitkä ovat sen vahvuudet ja heikkoudet?

Kerro vielä lopuksi, onko sinulla ehdotuksia miten itseohjautuvuutta voisi kehittää Osuuspankissa. Kaikki ehdotukset ovat tervetulleita!

Kiitos jo etukäteen vastauksista.

Ystävällisin terveisin,

Appendix 2. Quantitative survey

11.11.2020

Mitä itseohjautuvuus on Päijät-Hämeen Osuuspankissa?

Mitä itseohjautuvuus on Päijät-Hämeen Osuuspankissa?

Itseohjautuvassa organisaatiossa päätöksenteko on hajautettu, ja työntekijät sekä esimiehet voivat tehdä päätöksiä itsenäisesti yrityksen luomien rajojen sisäpuolella. Itseohjautuvat työntekijät ovat oma-aloitteisia, osaavia ja pyrkivät luomaan hyvää tulosta organisaation ja asiakkaiden hyväksi.

Ota kantaa seuraaviin väittämiin. Vastaa asteikolla 1-4, jossa asteikko tarkoittaa: 1 = Täysin eri mieltä, 2= Osittain eri mieltä, 3= Osittain samaa mieltä ja 4= Täysin samaa mieltä.

1. Työkokemuksesi Päijät-Hämeen Osuuspankissa.

Jätä kohta tyhjäksi jos et osaa/halua ottaa kantaa asiaan.

Valitse kaikki sopivat vaihtoehdot.

- 0-5 vuotta
- 5-10 vuotta
- Yli 10 vuotta

2. Itseohjautuvuus näkyy työpaikallani.

Jätä kohta tyhjäksi jos et osaa/halua ottaa kantaa asiaan.

Merkitse vain yksi soikio.

	1	2	3	4	
Täysin eri mieltä	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Täysin samaa mieltä

3. Voin tehdä parempaa tulosta itseohjautuvassa organisaatiossa.

Jätä kohta tyhjäksi jos et osaa/halua ottaa kantaa asiaan.

Merkitse vain yksi soikio.

	1	2	3	4	
Täysin eri mieltä	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Täysin samaa mieltä

11.11.2020

Mitä itseohjautuvuus on Päijät-Hämeen Osuuspankissa?

4. Itseohjautuva organisaatio toimii paremmin kuin perinteinen hierarkkinen organisaatio.

Jätä kohta tyhjäksi jos et osaa/halua ottaa kantaa asiaan.

Merkitse vain yksi soikio.

	1	2	3	4	
Täysin eri mieltä	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Täysin samaa mieltä

5. Osuuspankissa käytetty Ketterä- toimintatapa edistää itseohjautuvuutta Osuuspankissa.

Jätä kohta tyhjäksi jos et osaa/halua ottaa kantaa asiaan.

Merkitse vain yksi soikio.

	1	2	3	4	
Täysin eri mieltä	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Täysin samaa mieltä

6. Perustele tähän vielä vastauksesi lyhyesti, ja kerro jos sinulla on antaa kehitysehdotuksia, miten itseohjautuvuutta voisi parantaa Osuuspankissa.

Google ei ole luonut tai hyväksynyt tätä sisältöä.

Google Forms

Appendix 3. Cover letter for the quantitative survey

Hei,

Olen Camilla Lahtinen ja opiskelen kolmatta vuotta kansainvälistä liiketaloutta LAB ammattikorkeakoulussa. Tällä hetkellä työstätän opinnäytetyötä ja aiheena on itseohjautuvuus. Suoritin Päijät-Hämeen Osuuspankissa työharjoittelun Triossa päivittäisten tiimissä tämän vuoden tammikuusta toukokuun loppuun, jonka jälkeen jäin kesäharjoittelijaksi elokuun loppuun asti.

Opinnäytetyön tarkoitus on selvittää mitä itseohjautuvuus on Päijät-Hämeen Osuuspankissa. Aiheeni valikoitu mielenkiinnostani henkilöstöjohtamiseen. Itseohjautuvuus on tämän päivän organisaatioiden ykköstreudi ja sen kehittäminen näkyy monissa yrityksissä. Tämä opinnäytetyö toteutetaan yhteistyössä OP Päijät-Hämeen kanssa ja sillä pyritään tutkimaan kyseistä ilmiötä sekä kehittämään itseohjautuvuutta Osuuspankissa.

Ohessa olevan kyselyn tarkoituksena on selvittää, mitä mieltä te olette: mitä itseohjautuvuus on Päijät-Hämeen Osuuspankissa?

Kaikki vastaukset käsitellään anonyymisti ja ovat luottamuksellisia, eikä kenenkään henkilöllisyyttä tulla kertomaan lopputyössä. Vastauksia käytetään pelkästään osana opinnäytetyön tutkimusta, eikä niitä tulla luovuttamaan ulkopuolisille tahoille.

Toivon saavani vastaukset takaisin viimeistään keskiviikkona 11.11.2020.

Kiitos jo etukäteen kaikille vastaajille.

Tässä linkki kyselyyn: <https://forms.gle/x6stZsGc5jDv2hED7>

Ystävällisin terveisin,

Camilla Lahtinen

Appendix 4. Open answers to qualitative e-mail survey and quantitative survey

Itseohjautuvuus näkyy OP Päijät-Hämeessä niin, että tavoitteet määritellään selkeästi ja työntekijöitä kannustetaan toimimaan rohkeasti ja kehittämään omaa toimintaansa itsenäisesti.

Translation: Self-directedness is seen in OP Päijät-Häme as goals are set clearly, and the employees are encouraged to act and develop their actions autonomously.

Osittain näkyy, osittain ei. Itseohjautuvat myyjät ja tiimit eivät tarvitse jatkuvasti ohjeita esimieheltä, vaan hommat hoituvat itsenäisesti ja tulostakin syntyy. Myös luottamus ja arvostus näkyy työhyvinvoinnissa positiivisesti. Jos itseohjautuvuutta ei ole, myyntiä ei tapahdu niin paljon. Tässä tapauksessa odotetaan aina ohjeita esimieheltä ja vasta sitten ryhdytään hommiin.

Translation: Partly yes, partly no. Self-directed teams and salespeople do not constantly need directions from their managers but can work by themselves and make good results. Also, trust and respect towards colleagues are seen. If self-directedness does not occur, sales will not increase that much. In this case, people wait for the directions and, after that, start taking actions.

Itseohjautuvuudella on annettu tilaa viime vuosina. Toisaalta edelleen pan-kissa nähtävissä selvä hierarkia.

Translation: Self-directedness has been more of a discussion during the last few years. Although the bank still has a clear hierarchy.

Esimies luo suuntaviivat, varmistaa että tavoitteet on viestitty ja ymmärretty selkeästi ja seuraa, että tiimi liikkuu oikeaan suuntaan. Työntekijöiden tulee ymmärtää oman työpanoksen merkitys ja ottaa vastuu oman vastualueen hallinnasta. Viestintä on erityisen tärkeää – koko tiimillä tulee olla ajantasainen tieto siitä, mitä tehdään oikein ja mitä on tarpeen korjata, jotta suunta on oikea.

Translation: The manager creates the frames and makes sure that the goals are well informed and understood, and follows that the team is going in the right direction. Employees need to understand the value of their work and take responsibility for their field of expertise. Communication is vital – the whole team needs to be updated on what is going on, what is doing right, what needs to be improved

Joustavasti, itsenäisesti, kuitenkin huomioiden koko tiimin tilanteen. Esimies olisi lähinnä kannustaja ja tsemppari

Translation: Flexible, autonomously, but still considering the entire team. The manager is more like guidance and a supporter.

Ketterän vahvuudet ovat siinä, että pystytään kohdentamaan resursseja sinne, missä on eniten tarvetta. Koen ketteryyden myös myyjän kannalta vaihteluna ja oman työkokemuksen rikastavana tekijänä. Heikkoutena on mahdollinen negatiivinen suhtautuminen muutoksiin. Myös osaamisessa saattaa olla puutteita.

Translation: Agile policy's advantages are that it is possible to target resources where they are needed. I also experience agile policy as a good change and as an enrichment factor for the sales-people. The disadvantage would be a negative reaction to change. There might also be a lack of know-how.

Tarkoitus hyvä, mutta kääntyy helposti myös vitsiksi. Isona finanssialan toimijana ketteryyttä on välillä vaikea (mahdoton?) saavuttaa.

Translation: The meaning is good but can easily be transformed into a joke. As a big financial organization, it seems that agile is sometimes difficult (impossible?) to achieve.