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# State of Workplace Wellbeing and Interest for International Student-designed Sports Services in Organizations across Kajaani



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## **Abstract**

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The goal of this thesis was to find organizations in and around Kajaani that would be interested in receiving student lead sports services in English. The goal was to improve the chances for sports and leisure management students in Kajaani to find partners and clients for projects, practical training, or other study related matters. The other purpose was to study the workplace wellbeing and how students could be of assistance in developing it. The commissioning party for this work was the Kajaani University of Applied Sciences.

The research questions for the thesis were: What is the state of workplace wellbeing in Kajaani? Is there a need for student planned and organized sports and wellbeing services? Can students have a positive effect on workplace wellbeing?

The method used to collect the data was an internet-based survey combining qualitative and quantitative data collection. The link to the survey was distributed to recipients via e-mail. The online survey consisted of eighteen questions in total; the questions were related to workplace wellbeing in the respondent organizations and how the organizations improve it, how the respondents have felt about the student organized services, in English or otherwise and how willing would the respondents be to receive services and what kinds. The results were analyzed by observing the data and then introducing the ensuing results. After that, the hypotheses were discussed: why these answers are the way they are.

The survey was used to ask the respondents about their own estimate for the workplace wellbeing in their organization. On a scale from zero to a hundred the average was 61,25. Most respondents reported investing in workplace wellbeing in one way or another and some were able to point out how investment has benefited their organization. Based on the responses, most respondents claimed that employees or other workers sit less than an hour at a time. In addition, the results indicated that the respondents showed mild interest for sport services lead by students. Half of the respondents had worked with Finnish sports- and leisure management students within the past three years, and most were satisfied, or mostly satisfied with student work. None of the respondents had worked exclusively with international students in the past and half of the respondents felt somewhat ready to work with or receive services from international students, while another half claimed that they are not ready at all. The most popular services when asked about what kinds of sport services would be the most interesting for the respondents, were different sport tryouts that would be arranged by students and informing the organizations of exercise, nutrition, and sleep, by taking them to the organizations themselves.

The survey had a small response rate; with eight organizations out of sixty-one responded. To further research the possibilities for international students, a further study is recommended.

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## 1 Introduction

*Finnish Institute of Occupational Health defines workplace wellbeing as safe, healthy, and productive work, that is being performed by competent workers and working communities in a well led organization. Workers and working communities feel that their work is meaningful and rewarding, and their work supports their life management. (Työterveyslaitos 2020.)*

The UKK-institute of Finland, an organization for promoting public health has laid out recommendations for working aged as well as other age groups. Recently the recommendations have changed to give more emphasis to light exercise. With the given new emphasis, more value is given to light exercise, is especially beneficial for those who do not do much exercise in the first place. The Change was justified from the research done by the U.S Department of Health and Human Services in 2018. The Current recommendations also include the statement that one should receive enough recovering sleep. (UKK-institute 2019.)

The new recommendations state, that working aged person (18 – 64-year-old) should have muscle exercise and body control twice a week, strenuous exercise 1 hour and 15 minutes in a week, or brisk exercise for 2 hours and 30min per week. In addition to these the new recommendations include the instructions for light exercise “as often as possible”, take break from remaining still (sitting) as often as you can and have enough recovering sleep. These new recommendations reflect on the concerns over prolonged sitting and not recovering enough. (UKK-institute 2019.)

Why have the recommendations changed? Maybe the reason is that because the population in the western countries is getting more sedentary the new recommendations must be toned down? This is not the case, but rather new studies show that less exercise can lead to positive outcomes, if done regularly. (Vasankari 2019.)

The commissioning party for this work was Kajaani University of Applied Sciences. On their strategic view up until the year 2030: “Visio30”, the school labels as three of their strategic views the

- attractive and affluent University community
- Effective education for the needs of are of operation
- Nationally and globally interesting partner for the top areas of expertise of its choosing

The school states in the strategic view its mission is to educate professionals for the needs of its area of operation, and by extension ensure that it stays attractive, competitive and a valuable place to live and do business (KAMK 30 Strategia, 2020).

The Theoretical background for this thesis comes from researching the phenomena of workplace wellbeing. The theory part will discuss literature and research that has been done on the subject. The theory subject will then merge with the research part when discussing is there a need for sport services and could student lead sport services be of help to assist in workplace wellbeing. The Other major point of the necessity of this thesis is to discover interest that would be able to cooperate with foreign students. If it were the case that foreign students could not communicate in Finnish, finding out partners, that would be able to consult them in English would be beneficial for their learning.

The Research problems in this thesis are as follows:

- A. What is the state of workplace wellbeing in Kajaani?
- B. Is there a need for student planned and organized sport and wellbeing services?
- C. Can students have a positive effect on workplace wellbeing?

The Analysis part of this thesis was done via a questionnaire to the local organizations, that was sent to them by an E-mail. Methods and planning that went into the questionnaire will be entailed and in what time it was sent and why and how were the questions chosen. After which the results and data of what the questionnaire will be discussed.

## 2 Workplace wellbeing

As the attention to the workers wellbeing has increased, so have the disability pensions decreased from the half point of 90-ies. However, for some reason the amount of disability pensions due to mental health issues has increased. (Sosiaali- ja terveystieteiden ministeriön selvityksiä 2005:25)

The average length for work is 16km, despite this even 1 – 2 km trips are done with a car by 47% of Finns. Encouraging work commute with bike or on foot offers a new avenue to expand the health of working individuals. The Benefit of a working commute in a physical manner is that it is done regularly. (Työterveyslaitos 2020.) When combined with the new recommendations, that encourage to have as much light exercise as often as possible worker can reap the benefits without even giving it much of a thought.

The need for raising awareness of healthy lifestyle choices is still prevalent in the working aged population. For this, students of sports and leisure management could have a role in delivering informational events and engage the workers to change their habits.

### 2.1 The Elements of workplace wellbeing.

World health organization defines health as complete state of wellbeing, that is comprised of three elements. The elements being psychological-, social- and physical wellbeing. (WHO constitution, signed on 22 July 1946 by the representatives of 61 States and entered into force on 7 April 1948.) These elements are also prevalent in in other research and articles e.g. (Virolainen 2012; Yang, Tang, Duan & Zhang 2015). Usually depending on the research or subject along with these three there is usually one or two elements that arise as a separate element for wellbeing. For example, separating spiritual element as its own element. (Virolainen 2012, 26 – 27). Virolainen states in his book, that most other researchers and writings often combine spiritual wellbeing as part of psychological, or social wellbeing. Another example is separating the element of organizational wellbeing, which largely entails the properties of working community in which collective whole is working towards a common goal. Organizational wellbeing would for example entail: the joy of working, safety, common goals, flexibility etc. (Saarikko 2019.)

While not using the exact wording, the Finnish institute for health and welfare (THL). Raises similar elements that affect an individual's wellbeing. Wellbeing is listed to be composed of one's health, material wellbeing and experienced wellbeing. Furthermore, elements that affect individuals' wellbeing are social relations, social capital, the amount of happiness one experiences and the ability to self-actualize. Elements affecting societies wellbeing as a collective whole are listed separately. (THL 2019.) In this thesis workplace wellbeing will be observed from the standpoints of psychological, social, and physical aspects. Discussing these factors separately is difficult, because of their interconnectedness, but for the sake of a clear narrative we are doing just that in the following text.

### 2.1.1 Psychological

Psychological workplace wellbeing entails all the psychological capital that a worker possesses is being cared for, and entrusted that worker is mentally capable of doing their job. Persons psychological capital is one of key component for maintaining positive attitude towards work. The capital is born out of individuals experiences and factors present at their lives at any given moment. (Li & Ren-Cheng Zhang 2019.) Stress has a diminishing effect on persons psychological capital and thus happiness. Maintaining health and wellbeing is more than just eliminating those factors that cause stress, like bullying in the workplace, or obnoxious working conditions. While getting rid of these most certainly plays a part, positive workplace wellbeing also means having positive experiences, motivation, workflow, and the innate sense that one can affect their working conditions. In Finland, the ergonomic realities of working place are largely regulated and managed, but especially recently psychological fatigue has been a topic of discussion. One of the largest factors causing such fatigue is reportedly hurry and lack of time (Virolainen 2012, 18). Not only is it important to minimize the risk factors that exist in working life. Such as rush for one, but it is also important to balance the working life with meaningful free time and sleep. It is important to note that for most if not all people it is important to be part of a community, in most modern examples this translates to a working community. In a working community that a worker feels satisfied and feels safe and secure and feels that they have a chance to affect working conditions, they cumulate psychological capital, which has positive ramifications to all aspects of life.

Work is important for most individuals. But the quality of work also has a great effect on the sense of feeling that we have. Those who are unemployed tend to have poorer mental image and sense of happiness than those who are employed, but interestingly it has been found that those who

work in workplaces with poor psychosocial quality, are only on level, or worse than those who are without a job altogether. (Butterworth et. al. 2011.)

Why are there then individuals who continue working in conditions that are causing them to feel worse? It is likely that there are as many reasons as there are people. It could be that most employed people simply see employment, no matter how taxing to be a preferable option to being unemployed. However, on study: "The psychosocial quality of work determines whether employment has benefits for mental health: results from a longitudinal national household panel survey" a person's mental faculties surprisingly did not improve from just having any job but were rather affected negatively. Only moving from unemployment to employment with high psychosocial quality ensured enhanced mental wellbeing. (Butterworth et al. 2011.) On some cases changing employment has revealed itself to be a positive decision and has improved workers mental wellbeing (Nykänen 2007, 50)

## **Stress**

*In Finland, a quarter of workers experience significant amount of stress at work. This is mid-tier by European standards (22%) (Työterveyslaitos 2019).*

Modern working life has been described as hectic and stressful. While the overall safety and comfort and workers' rights have improved over the last decade or so, the working life has changed. Working life often requires workers to be developing and updating their skills, as well as to be flexible, have social awareness and able to adapt into changing situations and environments. e.g. (Nordic Business Forum 2019; Nykänen 2007,40; Punto 2018; Tolvanen 2018). Not everyone is necessarily able to adapt as well to these prerequisites as others. If that is the case, it is integral that workers recognize harmful stress factors within themselves and take necessary steps to minimize factors causing them stress.

It is unlikely that any of us manages to live life completely free of stress. Stress is after all very natural response to anything unexpected. Its purpose is to ready our body and mind for the coming challenge. When we talk about stress, we usually mean stress in the negative sense, however it can also refer to the heightened sense of being, that we get when working. In this context it is usually referred to as motivation, eagerness, and ability to take on a challenge (Nykänen 2007, 40). Another word for useful stress could be for example "pressure", that is when you strain yourself to achieve goals in given time (Virolainen 2012, 31).



When discussing stress, we usually refer to the negative kind of stress. When stress is referred in the following text, it will be referring to work-related overwhelming type of stress, with negative effect on workers well-being. World Health Organization (WHO) defines work-related stress as follows:

*Work related stress is the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope.*

The definition given here holds true when discussing the changing work demands. Changing assignments without enough time to prepare and cope are one major stress factors at workplace. Another work-related stress factor is of course the inability to be sure whether employment continues or not. When discussing work-related stress important topics are also ability to control one's own work and most of all support from co-workers and supervisors (e.g. WHO; Nykänen 2007; Virolainen 2012).

Social support has major role as a mediating factor for people in working life as sharing one's burden can mitigate the effect of work-related stress and thus protect workers psychological capital (Li & Ren-Cheng Zhang 2019, 8). Work-related stress is a major factor for persons overall well-being and ability to keep working and when not properly dealt with, can manifest itself as sick leaves, or even depression. According to Finterveys-2017 research, that was issued by National Institute for Health and Welfare of Finland every fifth female and 15% of male workers have felt major psychological load in their work (Koponen et al. 2017). Stress has many effects not only on the individual, but also on the overall populace and working life. Stress related issues cause many hidden costs and absences, which are recognized and should be dealt with as a major factor causing wasted working hours (Stranks 2010). In Finnish private sector alone the costs of work that is left undone due to absences are around 3,6 billion euros (Jensen & Lönberg 2019).

Finnish Institute of occupational Health (Työterveyslaitos, or ttl) lists on its website several psychological stress factors. The Factors that are present at their webpage are:

- *Work goals are unclear*
- *Too much work, or hurry*
- *No possibility to change or control the amount, or pace of work*
- *No possibility to develop or learn anything new*
- *Constant interruptions or obstacles that distract*

- *Responsibility for other people or economic factors is disproportionate to the possibilities for action.*
- *Not enough feedback and appreciation*
- *Constant change and uncertainty of continued employment*

Most of the factors listed at the webpage of Finnish Institute of occupational make appearances in other writings and research as well. E.g. (Stranks 2010, 163, 167), (WHO), (Virolainen 2012, 32 – 35). The Exact wording differs, but elements that appear in most discussions and articles about causes of work-related stress are similar. For example, the uncertainty about one's role and relevance at the workplace, the continuation of employment, lack of feedback and bad relations with co-workers.

Combating work-related stress is problematic because everyone experiences stress differently. Worker with less psychological capital and less positive factors in life might be experiencing harmful stress, while a person with more capital has more positive outlook on life and may see the stress factors as a challenge. (Virolainen 2012, 31.) Of course, individual's personality type has also a part to play as no two people react in same way to stress. Person with a more ambitious personality might experience more work-related stress than someone with carefree personality type (Stranks 2010, 166).

Stress has a negative effect in overall health, for example physical issues like neck pains, headaches, palpitations, sweating etc. and psychological issues like depression and anxiety (Stranks 2010, 167). Continuous stress also brings with it a multitude of other problems, like unhealthy eating habits, smoking and drinking (Virolainen 2010, 32). Unchecked prolonged stress is a risk factor that can in worst cases increase mortality (Kivimäki et al. 2018). Several unhealthy habits like smoking and high cholesterol due to unhealthy diet can cause a plaque to gather in blood vessels, while stress can be a catalyst that causes the plaque to become dislodged and carry into the heart and other organs (Työterveyslaitos 2018). Meaning that prolonged stress when left unmanaged can cause a serious health hazard. Therefore, it is also imperative that together with promoting healthy life choices, supervisors should also pay attention to not stress their workers too much.

How does one then prevent work-related stress? On Finnish Institute of occupational Health website (Työterveyslaitos) there are some listed ways:

- Divide your time and energy evenly for your work and free time

- Make sure you have enough time for recovery every day
- Evaluate your own wellbeing and life situation regularly
- Tackle issues by thinking what you could do differently, have resilience
- Bring up the issues with the factions who are involved
- Share your experiences with others
- Seek help from healthcare if the situation does not get better

On the website there also exists some ways to regulate and treat stress if some has already started to accumulate. To put the ways shortly they include the evaluating current situation, changing the working conditions, strengthen the workers own resources and monitoring and evaluating the effects of the actions taken. (Työterveyslaitos 2019.) While active lifestyle is important in order to avoid stress related habits from occurring, exercise and cardiovascular fitness has also been proven to have positive effects in fighting of burnout symptoms (De Moraes, Calais & Lopes Verardi 2019).

There have been findings that physical exercise is able to protect body from stress on a cellular level. Briefly explained, the Study refers to telomeres, which are DNA – protein sequence that cap the end of chromosomes. The Shortening of said chromosomes either due to chronic stress, or aging is said to be linked for example creation of cancer cells and aging. Vigorous exercise activates telomerase enzyme, which acts as protector for telomeres and adds telomeric DNA to shortened telomeres. Stressed individuals, who did not exercise regularly reported having lower telomerase activity. (Puterman et al. 2010.) Work related exhaustion has also been found to correlate with shorter telomeres (Työterveyslaitos 2012).

Exercise has many positive benefits to a person's wellbeing. While the physical factors are obvious, the mental effects on people's wellbeing should not be forgotten. Exercise can improve workers psychological wellbeing by reducing depression and uplifting self-esteem. For many sports and exercises are a way to get their minds of things that bother them. Exercise in moderation is shown to improve one's mental faculties and ward of depression even in longer periods of time. A single moderate exercise session can uplift a person's mood for weeks. Regardless of their age and can reduce the period of depressive episodes. (Mavrić 2014, 34.) Even if physical activity does not necessarily correlate with better mental wellbeing, there is evidence to suggest that it has positive effect in reducing anxiety and dealing with symptoms of depression (Bell, Audrey, Gunnell, Cooper & Cambbell 2019).

### 2.1.2 Social

Social wellbeing at workplace can be a bit difficult to define with a single all-encompassing terminology. The term social wellbeing can mean lot of things and bring up different images to different people. Generally, it could mean that one has positive relations to coworkers, and they are easy to approach with regards to work related matters and such.

Humans are fundamentally social beings. All of us wish to know a sense of belonging and to be loved and accepted. Failure to find a peer group or integrate into existing communities can result in declining mental health, which like discussed before can cascade into declining physical health.

Social wellbeing at workplace means that workers have the ability and desire to interact with their co-workers. People can approach one another easily and they are generally easy to work with. It is not unusual for workers to know each other in a non-working basis as well. Generally, many people feel that when you know someone's personal life, you have easier time to approach your co-worker in working related matters as well (Virolainen 2012). While having co-workers to be easily approachable and generally pleasing to work with, does not necessarily mean that there is no conflict whatsoever in the workplace. But it is important distinction to make that in a functional working community its members can solve their differences without prolonged schisms.

#### **Need of belonging**

Human beings have a natural tendency to feel a sense of belonging and be a part of expanded community. Community in this thesis refers to a coalition of people who are somehow aiming towards a similar goal. Working community shares a goal to be the best productivity group possible. While society today may place high value on individuals' accomplishments, the need to be a part of community is constant. For some working community may be the only meaningful community they belong in.

Human beings' social development is not set in stone, and most of us must constantly monitor our attitude, behavior, and relations to other people. One could say that human beings are in constant state of development when it comes to social process. (Rauramo 2008.)

In terms of social wellbeing workplace can benefit from having exercise programs and activities that enhance group dynamics and social interaction. Ossi Auras' study according to Harri Virolainen (2012), explains that workers appreciate workplace exercise programs very much. They are a natural method to meet and interact with coworkers and sometimes other people outside of

the workplace and/or other branches. This had positive effect on working climate and interactions with workers as well as higher ups.

Sustained managed exercise programs can have many positive effects on working community. Not the least of which can be the improved effects on working climate and satisfaction (Virolainen 2012). However, Auras according to Virolainen also makes note that for workplace exercise programs to have a lasting effect in the working community, it would require at least 90% of the workers to take part in the exercise programs.

While the workplace should encourage workers to take part in activities, it is usually not a good idea to try and force them into it. Well-meaning idea can turn into health terrorism if it pits workers against each other. (Koivu according to Kupila 2010).

### 2.1.3 Physical

Human body is designed to exercise and to have an active life. This can be examined from the various ailments one might develop if one does not exercise enough. Such as obesity, coronary heart diseases and various joint problems. Not to mention the less serious but nonetheless uncomfortable neck and shoulder area pains caused by remaining in a seated position at any given time. These are largely the result from being seated for a prolonged amount of time and can be largely mitigated by exercise and managing stress.

Not only is exercise important for effectively warding off illnesses regarding to lifestyle, it also has a positive effect on persons mental wellbeing, stress management and is linked to maintaining human body's functionality as we age (Akande, van Wyk & Osagie 2000).

Physical wellbeing is a massively important factor of workplace wellbeing. At the workplace, this palate of wellbeing entails working conditions, (as in organized, cleanliness and safety) the ergonomics of the workplace and physical properties of the tasks associated with work. Depending on the tasks at the workplace the risks associated to workplace wellbeing are different. On a more routine motoric tasks on industrial work, the risks can be the repeated muscle movements, which lead to strains on specific muscle groups. While on the office work, prolonged sitting can result in issues. (Virolainen 2010, 17.)

On both cases worker could benefit from changing assignments towards something else or taking a break occasionally. Work as many people know it is either sitting down, or repeated movement.

That is really the key here, work equals routine and while routine is what enables us to become good at what we do, human body is not a machine that can do the same thing repeatedly without suffering any kind of consequences. Body craves for a break from monotony and therefore it is important to give oneself some breaks. Preferably the quality of the break should mirror that of the task of what the worker is currently doing at their work. Someone who works mostly while sitting might benefit from stretching and small amounts of exercise, while someone whose work requires lot of activity might benefit more from simply powering down for a while.

Good physical health correlates on many aspects at the workplace, like maintaining energy levels and agility. Maintaining physical health via exercise is important also through intermediary effects, like improved night sleep for example.

## **Sitting**

Sitting down for prolonged periods in some cases begins already at preschool, where it might be the case that children spend their day while sitting down, or at the very least not moving. This trend continues when children move into school system and are expected to follow the teaching, while sitting down. Working life has also moved increasingly into clean indoor work and work is in many cases done in front of a computer (UKK-institute 2019).

While the adverse effects of sitting down are many, they are characterized by the idea of being passive. The Posture and muscle tensions are largely caused by the poor positions and the prolonged time spent in those positions. Taking a break from sitting down is important regardless whether you are an active person, or not. Active lifestyle is not necessarily enough to ward off ill effects of prolonged sitting. In fact, it could be stated that one can have an active lifestyle and still be sitting too much. (Matusiak-Wieczorek, Lipert, Kochan & Jegier 2020.) Sitting has become the new smoking, in a figurative sense, as really these two are not directly comparable, other than the vague statement that they are both bad for you.

What health problems can sitting cause then? The health detriments are linked to sedentary behavior problems and problems caused by spending too much time in one position. For example, sitting has been linked to medical issues, like type 2 diabetes, to which excessive sitting seems to nearly double the risk of Overall prolonged sitting down has been found to be connected to cardiovascular and metabolically conditions, as well as even cancer. (Vallance 2018.)

## **Alternatives**

It would stand to reason that worker who is actively engaged in work, would be glued to their station, and sit high amount. It has been found however, that being actively engaged in one's own work is associated with lower occupational sitting times (Munir et al. 2015). This refers to employees with high personal energy and drive. It could be saying that these kinds of workers are more likely to take care of their wellbeing and have regular breaks and replenish their energy and associate with coworkers. From this we can at least assume that by paying attention to the overall mood and atmosphere of the workplace and the attitude of workers, one could make sure that the adverse effects of sitting down are nullified. In other words, workplace must ensure that workers needs are taken care of so that they are engaged in their work and thusly more interested in taking care of themselves as well.

One way one could reduce worker sitting times is to install sit-stand workstations. This refers to desk equipment that is height adjustable. This would allow workers to choose when commit work when sitting and when standing. However, ergonomics of the working place would have to be taken into consideration.

Other methods over decreasing the amount of sitting done at a workplace are for example to maintain awareness that sitting for too long periods is harmful and encourage workers to take breaks and stretch their limbs and engage in light exercise. Office spaces and other indoor workplaces could pay attention of the availability of space and equipment that enable workers to use their breaks effectively.

Exercise is also important for national economy. Sedentary behavior is thought to cause around 2 billion euro costs every year just in health care lone. On top of that additional costs come from declined productivity, lost working hours and premature deaths. These are thought to cause similar amount of costs to economy (Vasankari 2018).

## 2.2 Economic impact of workplace wellbeing

Workplace wellbeing has a definite impact on the economy of the workplace. Workplace wellbeing and economic results are linked to how employers feel and how motivated they are to continue their work. Sometimes it is difficult to evaluate the effects of actions that are aimed towards enhancing workplace wellbeing, as some of them are fast acting and some are more easily observed over long period of time. Workers and employers have self-reported that work engagement has enabled them to achieve more personal goals and workplace exhaustion was linked to poor achievements (Ahola 2018, 43).

Hahtela (2015) according to Mankinen (2016) describes a good working place culture in her dissertation. The dissertation explains that good working place culture consists of employer wellbeing, the good care experienced by the clients and the effects on the costs of said care. The Dissertation was about from the field of health care. In the dissertation it is proclaimed, that when workplace culture was good, the clients had fewer negative experiences and were better cared for as individuals (Hahtela 2015 according to Mankinen 2016). Employees also had less workplace accidents, over hours and sick leaves which shows as savings in the unit. Workplace wellbeing



was also lifted as one element for motivated employees get more things done than those employees who shun their work. Working unit with fewer resources have the capabilities to succeed if employees feel well and work well together. (Hahtela 2015 according to Mankinen 2016.)

There has been some concern over the generational shift when current aging working generation moves to retirement. For much of the 21<sup>st</sup> century the phenomenon of worsening dependency ratio has been dubbed the “Pension-crisis” or “Eläkepommi” in Finnish. In order for us to maintain our services as they are, one solution has been to raise retirement age (e.g. Uusi Suomi 2009; Kauppalehti 2019). As the retirement age raises, the amount of disability pensions has been estimated to raise a bit (Valtionvarainministeriön julkaisuja 2020:13, 263). Though it is difficult to estimate the effects of these changes in the long run. In any case it is important to pay attention to the wellbeing at workplaces. Raising retirement ages does not help, if people are dropping off from working life due to not being able to meet the health requirements any longer.

Mankinen 2016 raises in her dissertation the case of Lassila and Tikanoja, a company who was able to considerably cut down their business costs by trying to increase the wellbeing of workers (Mankinen 2016, 17). Savings come from decreased costs in sick leaves, absences, and compensations, as well as increased results. So, it is important to emphasize on workers wellbeing.

Due to the increased interest in keeping the workers functional particularly in western countries, it is important to figure out factors that affect workers to stay and to leave. Jorgen Goul Andersen for example names the mechanisms at work in withdrawal from the workforce as push, pull, jump, stay and stuck. (Andersen J. according to Andersen L. & Sundstrup 2019, 2.) Those mechanisms that enable early withdrawal are push, pull, and jump, and those that enable late withdrawal are stay and stuck. These terms refer to withdrawal from work life before retirement age and after. Further dissected the mechanisms are as follows:

Push – Refers to factors that re actively pushing worker out of the workforce e.g. Poor health, or working conditions

Pull – Refers to factors that are pulling worker out of the workforce e.g. attractive retirement schemes and other benefits

Jump – Refers to factors that encourage workers to realize their needs and wants outside of workforce

Stay – Factors that encourage workers to stay in the workforce, such as good salary, good working conditions, sense of fulfillment

Stuck – Factors that discourage workers from withdrawing, due to fear of social isolation, or poor economic situation (Andersen J. according to Andersen L. & Sundstrup 2019, 2).

Out of all these mechanisms the ones that workplaces can affect the most are the voluntary choice options (Stay) and involuntary withdrawal mechanisms (push). While pull and stuck factors are largely based on economy situation, by increasing the voluntary choice of actively continuing working can have beneficial influence on the nation's economy.

To increase these factors organizations, need to put effort into making sure what are the effects that make work pleasant and manageable. The matters that ensure that work is done well are largely the same as the matters that enhance health, and therefore save in sick absence costs (Ahola 2011, 66–67,119. according to Kukkonen 2019). Absences are a major cause for unfinished work costs in organizations. Costs of unfinished work have been going down between 2008 and 2018 in larger organizations. In Finnish private sector alone the costs of work that is left undone due to absences are around 3,6 billion euros. (Tekemättömän työn vuosikatsaus 2019.) If Finnish private and public sectors would be able to pull of the same, the savings for the entire economy would be around 1,5 billion euros in a year (Tekemättömän työn vuosikatsaus 2019).

### 3 Promoting health at work

Health promotion has many benefits for the workplace, both on individual and organizational level. Some benefits are immediately apparent, while others take longer to notice. Workplace wellbeing can be raised with many actions, Suonsivu (2014) according to Mankinen (2016) lists that workplace wellbeing can be affected with job dining, actions that promote physical health, for example gym, no smoking workplace, accident prevention and rehabilitation. Also, various break opportunities in the Finnish work system can be beneficial when worker can enjoy them.

Wellbeing and mental health at the workplace can be enhanced by having development conversations with employees, so that everyone could have a chance with the organization's functions. Proper induction is also important when introducing new customs and assignments. Working in a supportive and cooperative workplace is also imperative for employee's wellbeing. One method that some workers have discovered to be good way to enhance wellbeing, is when employer, or supervisor actively encourages the worker to try their best and is incorruptible and fair. A Good leader is also capable of changing their views and can be flexible if need be. (Suomen Mielenterveys ry.)

Naturally, health promoting is different in different workplaces because the demands of different workplaces are different. Someone who constantly moves around and stands in their work, wants to sit down and rest while recovering. Someone who sits all day benefits from exercising. Someone who works with people might want to be alone on their free time, while someone who works alone might want to see their friends on free time. (Työterveyslaitos – Workcast terveyttä työpaikoille). Health promoting should consist more of motivating employees with various ways to examine their life choices and try adjusting them to a healthier direction (Työterveyslaitos – Workcast terveyttä työpaikoille).

The main point of workplace wellbeing is not in singular activations like events and refreshment days, but it is in everyday working life in open communication, trust and cooperation and possibility to suggest new things without fear of being ridiculed (Janhonen & Taipale 2016; Koli 2016). Much of the individual's workplace wellbeing is made of their personal life choices and the spirit of the community, but as just as much attention from the leader step is necessary. Because of how different every individual is and how every workplaces demands are different, there is really no all-encompassing recommendation on how much exercise, sleep, nutrition etc. is needed. On a societal and political level, we can give out recommendations and legislation can ensure that all workers have equal chances for worker healthcare, but when it comes to individual's wellbeing,

showing genuine interest for workers can come a long way (Työterveyslaitos – Workcast terveystä työpaikoille).

### 3.1 Examples of health promotion at workplace

Healthier lifestyle can be reinforced in many ways in the workplace. One the most common benefits aimed towards enabling workers to use their free time is the “**sports banknote**”. The Banknote can be used as currency in gyms and other sport facilities that have committed to the system. The note allows the sport businesses to focus on their customers and not have to commit time to making agreements with businesses separately. Simultaneously employers did not need to commit into looking sport recreation facilities that would commit into organizing services for the staff. It also allows workers the levity to choose the sport facility they want to spend their notes in. (Smartum 2018.)

Starting from the 90-ies the people behind the note realized, that workplace wellbeing would become a major competitive factor among businesses of varying sizes. From the year 2004 onwards, the note has been exempted from taxation.

Digital devices have opened a new avenue when it comes to offering sport benefits. For example, smartum has an electric system that allows the employer to monitor the use of benefits downloaded into the app. Expired benefits are returned to the employers account from which they can be redistributed to workers. (Smartum tuotteet) From a technical standpoint the use of mobile devices and other electronics can make the use and distribution of worker benefits easier and more streamlined.

Many instances from private- and government sector have taken part in the nationwide “Fiksusti töihin” or “come to work smartly” forum. That encourages workers to commute in a way that is good for the environment and for themselves. The purpose of the forum is to increase cooperation with employers- employees, municipalities, environmental workers, workplace wellbeing and sports organizers, sustainable commute actors, and service providers. (HSL 2020.) Other goals are to recognize obstacles for sustainable and active commute and removing those obstacles and raise awareness on the matter (Työterveyslaitos 2020).

In the forums webpage there are lots tips for employers and news of what others have done to improve their sustainable commute. For example, tips for workplace as a walk and cyclist enabling

workplace. Tips include providing shower and or rooms in which workers can change from their gear, bikes provided by the workplace, places for bike storage away from the rain, bikes that are able to be borrowed, bike maintenance twice a year, information about cycling during winter and campaigns and playful competition. (Fiksusti Töihin! 2020).

An Example of a company that has taken on a similar excursion is Valmet. In their “fiksusti töihin” actions Valmet managed to increase the amount of commute done by walking and cycling by 18% and 25% respectively. (Valmet & Mobinet Oy 2018.) Among other things, in the program when it comes to enhancing to working commute via physical means, social- bicycle rooms were developed; workers were given the opportunity to try out electric bikes and a cycling themed week was promoted.

Other examples could be something simpler, like giving the opportunity to stand during meetings. Creative ideas can be put to action when workstation leadership shows genuine care for wellbeing and workers feel like they are in a workplace where ideas are encouraged.

### 3.2 Workplace health promotion “TYKY”

Workplace health promotion or TYKY (*From Finnish: Työkykyä ylläpitävä toiminta*) refers to activity, that is organized to promote and maintain staffs work ability and functionality, together with various organizational cooperative parties (Virolainen 2012, 147). The Activity can refer to improving the conditions of worker or improving their skills.

Finnish law states that employee must organize work health plan for the workers and maintain the health and safety of workers working in the business (Työterveyshuoltolaki 2luku 4§ 2001/1383) This includes maintaining the health and functionality of workers, by taking necessary actions, in order to make sure that workers are feeling well and are able to continue working to the best of their abilities. However, the law does not state specifically what these actions are and leaves the finer nuances up to the organization’s management.

Usually TYKY (I am going to be referring workplace health promotion to as TYKY from now on) is managed by human resources department of the workplace, or by some team specifically appointed to organize TYKY activity. However, activities are developed in cooperation with staff and cooperative parties. TYKY means more than just organizing refreshment days for staff. It means

contacting and showing genuine concern over workers wellbeing by addressing the problems regarding to health before they appear and manifest. For example, by campaigning and raising awareness of ill effects of sitting down or organizing small workplace exercise sessions.

In Finland working life sometimes one comes across term TYHY, or työhyvinvointia edistävää toimintaa (workplace wellbeing promotion) in some instances terms TYKY and TYHY are used interchangeably. There is some difference between the terms, as TYHY can be read as somewhat an umbrella term under which TYKY belongs. As far as legislation goes, the law only knows TYKY.

### 3.2.1 Meaning and influence of TYKY

Promoting workplace wellbeing is not simply the matter of having a single day in a year in which workers are able to do something fun and take off. Promoting workplace wellbeing requires longer term planning and evaluation on multiple angles. (Virolainen 2012.)

A Good workplace health promoting day, or “TYKY-day” usually consists of professional startup, which encourages people to interact and ponder on the condition of the workplace and ends up in an activity usually done in a group, and consists of some cultural and/or sport activity, or something involving relaxation for the team (Kinnunen 2017).

Challenges for the organizers are many. Organizers must consider the budget, content, and time. As organizers usually only have only one day, or less to execute their plans, it would be beneficial to keep the contents of the TYKY-day in one place to avoid unnecessary relocation. One must consider also that unless people working at the establishment are all well-known sport enthusiasts the content of the day must be fit for everyone. Activities would be good to include some form of togetherness and improve workers wellbeing. It goes without saying that no one should be excluded or made to feel bad about themselves. Another tip would be to try to think of something that people at work would not necessarily try out themselves, or by themselves. It is mostly up to the workplace, what kind of day they will organize, but it usually pays itself back to not be cheapskate at organizing. The TYKY-day does not have to be anything extravagant, or exquisite and such may not meet the idea of cooperative activities anyway, but sometimes it may be beneficial to pay outside organizer to arrange activity for the group, such as guided tour on a museum, bike tour, or if the workers are known to be adventurous one could try something more extreme, like paintball for example. (Kinnunen 2017.)

Examples of the content for TYKY-day

- Culture (Tours, local history tours, art exhibit etc.)
- Science (Science fairs, Science museum exhibits etc.)
- Sports (Curling, Pilates, Kettlebell, Group workouts, Various organizations may have tailored packages for work groups.)
- Trips (Canoeing, hiking, Bike tours etc.)
- Seminars, attractions, fairs etc.
- Something arranged at the workplace, where someone comes to hold a lecture about reorganizing workplace etc. (tykypaiva.net.)

From a sport students' point of view, it would be the most interested in figuring out what kind of sport services would students be able to produce. While it is unlikely that anyone would hand the reigns of the entire content of a TYKY day in the hands of students, as they most certainly would likely want to have their money's worth, students could design at least partly various activities suitable for working place people. In cooperation with teachers, or other service providers students can get valuable experience working with sport service and hobby providers.

The Students have successfully organized events for workers before, for example the VALMET adventure race in 2017 where students from the international sports and leisure management organized various tasks for workers of VALMET as part of their studies. The Students independently contacted various businesses in Kajaani in the hopes of getting to use their rooms and equipment for a limited reward. What the businesses got out of the deal was mostly exposition and free marketing. The Tasks were something akin to the reality tv program "The Amazing Race".

Other ways students have worked for the enhancement of workplace wellbeing in Kajaani include various workplace exercise sessions and health awareness seminars. Therefore, finding out the interest for such services in the future, would in its part further cement KAMK as a major provider of wellbeing in the region and would correlate with the school's strategy for the near future.

### 3.2.2 Workplace exercise and breaks

In this thesis when referring to workplace exercise, it means every type of exercise done during working hours. Be it guided group activities, or individually done stretching exercises that break

the work done sitting down, or work done in another position. While different work fields have different needs for workplace exercises, since there still exists work tasks that require a lot of manual labor.

In best case scenario the plans for workplace wellbeing and the actions taken to increase activity in workers in both their free time and working place as well as make them think about healthier life choices, should both encourage those that are less likely to spend their free time in physically active hobbies to start doing so, and to continue encouraging those that are already active. We must accept that not everyone can be interested in sports, but it is still imperative that they retain their health and functionality despite this.

Taking breaks from prolonged sitting was covered earlier in this thesis, but break exercise has other important values as well. Taking a break from work and combining that with exercise might be even more important for work performance than simply relaxing. Intense bouts of exercise that inflict slight exertion have been shown to improve upon the cognitive capabilities of workers and affect positively on their overall mood. (Wollseifen et al. 2016.)



#### 4 Purpose and goals of the survey

The purpose of this thesis was to map out the need for student lead sport services in Kajaani, particularly in English. In addition, the survey maps the general state of workplace wellbeing and what kind of influence it has for organizations. The survey method was an online survey sent to various organizations in Kajaani and select municipalities around it.

The goal for the commissioning party was to enhance the working life connections with sport and leisure management students in Kajaani university of applied sciences, adding to this it would be beneficial for the students and school to know what kinds of services are the most attractive. Theoretical background for this thesis comes from workplace wellbeing, and how exercise can enhance it.

The authors personal competences in regards of this thesis, when comparing them to the competences set for the sport and leisure management students are related to learning competence, ethical competence, working community competence and innovation competence. By completing and analyzing the survey the author aims to improve the ability to retrieve and analyze information critically and estimating the ethical faculties of analyzing the data. The author aims to improve working community competences by utilizing survey techniques based on research. The author aims to apply the theory of exercises influence on workplace wellbeing into the questionnaire and show tolerance persistence and competence in prolonged project work.

The research problems were as follows:

- a. What is the state of workplace wellbeing in Kajaani?
- b. Is there a need for student planned and organized sport and wellbeing services?
- c. Can students have a positive effect on workplace wellbeing?

## 5 Survey process

The Survey in question is a qualitative study because it is trying to answer questions of is there interest, what kind of interest, and where. These come back to the research questions previously mentioned. However, surveys are often associated more with quantitative studies, therefore some of the data collected go more in line with it. To find out the results I used internet survey sent via e-mail. I felt that this way I could the most questions and answers in a manageable format.

I started the research by collecting addresses of potential contacts. At the end of the search for addresses I had a list of 62 potential contacts. Some companies address I could not find anymore, some had ceased operation, some had changed their name, or fused with some other company. For others it was a matter of trying to find the local offices contact information, as I was not planning to extend my survey outside of Kainuu.

What I hoped to achieve at the end of this survey was to have a picture of how many and what kind of services would the clients be interested in receiving, if any. I was not planning to gather contact information and immediately start offering them services, but rather a something of a general idea of the state of needing services in the region.

The survey was constructed partly qualitative and partly quantitative research principles. Out of all the questions in the survey qualitative data is represented by questions ten, eleven, fourteen, sixteen, seventeen and eighteen. The quantitative questions were represented by five, six, seven, eight, nine, twelve and thirteen. With some overlap between the two as questions included a fillable screen for "other" choice, if there ever was the case that respondent could think of an answer outside of the ones provided in the survey. Excluding the questions from the start that are to establish the type of respondent.

### 5.1 The Questionnaire

The Questionnaire form was made using a website called "kyselynetti" what influenced the choice of such tool for me was rather simple. I searched for the internet for a tool that would be able to send a questionnaire for several sites at once. The software allowed me to send reminders for those that had not yet replied, which is an important factor when wanting to conduct a survey that involves multiple opportunities for answering (Kananen 2015, 210). When I first began the

project my supervising teacher and I had no set tool in mind, so what I wanted to use was largely left to my own judgement.

### **Final survey form**

The Final survey form starts with a brief explanation of what the survey is for and a small introduction to the topic of workplace wellbeing. The Questions at the beginning are more about the organization answering, as a method of trying to get information about them and then possibly in the analysis phase I might have been able to draw conclusions, whether or not the type of organization, the average age of personnel of the organization, or the size of the organization has affected the answers in one way or another.

The next questions are about the topic of workplace wellbeing, what are the values and economic impact for the organization that is answering. This goes in line with the theoretical part of my thesis. The Survey questions whether the workplace wellbeing has had economic impact on the organization what kinds of methods they have used to improve workers workplace wellbeing, if any at all. The survey asks about sitting down and whether the organization as paid notice to it and how? The organization also has the chance to list some things what they think are challenges for the improvement of workplace wellbeing. While these questions may seem challenging and some of them may be things that the answering party may not want to divulge, I wanted to get an idea of what kind of basis would the corresponding parties have on workplace wellbeing and that would also bridge to the next part which would be about student lead sport and welfare services. Naturally, I also did this to answer the research question, or problem posed in this thesis, that being finding out the state of workplace wellbeing in Kajaani. Questions were meant to make answerer think if there would be possible need for such services. Even if the questions were mandatory in order to finish the questionnaire, I included a possible option of "I'm not certain", or "I don't remember" for those who genuinely couldn't tell or would rather not divulge.

Last set of questions were about the sport instructor students and the services they could provide. Starting off with questioning about the history of cooperation with organizations, if they had any that is and then moving onto questioning what would be the most interesting services that the organizations would be interested in. Due to this thesis being primarily about finding out whether there is a need for student lead sport services, the survey questions on multiple times for all sports students and international sport students. These survey questions are primarily to bring about the research problem, or question of finding out the need for such services, or lack thereof.

Simultaneously these questions are about the last research problem of can students have a positive effect on workplace wellbeing, should there be an occurring theme of answers that would indicate that the preferred services the respondents are wishing for are related to workplace wellbeing.

Last two questions are about the budget workplace wellbeing. First the organizations own investment and what kind of investment would they be willing to make for the school, if they chose to use services provided by students. These were largely optional and were more about finding out if they would be interested in paying for the services. This could also bridge into the information they filled in earlier in the survey and would give indication of what kinds of investments organizations have.

An online survey requires an invitation. Much like the survey itself, it was important to keep the text short and succinct, to keep the attention of the possible correspondent. Confidentiality and transparency are important factors in making the invitation, so I explained what the data will be used for and added my own contact information and the information of the organization, that I am associated with (this being the general information of the school). Credibility and confidentiality are always increased by adding contact information to the end of the e-mail (Kananen 2015, 211).

I sent a suggestion of an invitation e-mail to my supervising teacher in 2.9 and the next day I received a few suggestions to add into the invitation, as well as green light to send the survey to the parties I had gathered.

## 5.2 Sending the survey and the progress

The questionnaire was sent on the morning of fourth day of September. Out of the sixty-two contacts I had collected, sixty-one received the message. One message could not be sent. The Program did not state a reason for this, but it could be due to outdated contact information.

After sending the survey to the corresponding parties, I began waiting for replies. The initial period of answering I had in mind was one week. As is to be expected with internet surveys, the number of responses left much to be desired (Kananen 2015, 209, 219). Fourth day that I sent the first invitation was Friday. Instead of sending the reminder exactly a week from the first I

opted to wait through the weekend and send the reminder message in the afternoon on fourteenth day of September. The Best times to send a survey are Monday afternoon and on other days early in the morning (Kananen 2015, 219).

Even after second week the number of responses had not increased at all, so in order to compensate for this I sent one more reminder, urging those who had not yet responded, but still had interest to reply. This invitation I sent on twenty second of September. This yielded two more responses on the week that followed. It is customary in online surveys for those who are interested in replying to do so immediately (Kananen 2015, 208, 219). According to Jorma Kananen (2015) in online surveys, approximately 50% of responses are received the first day and the rest within a week.

When making an online survey there is always the chance of getting limited number of replies. The reasons for this may vary. Those who open their e-mail invitation typically respond immediately, or they do not. Often it is the case, that if people do not respond right away, they simply forget all about it. Other reasons could be due to outdated e-mail addresses, which tend to shift quite frequently, or e-mail spam filters. Response rates have also been decreasing constantly. (Kananen 2015, 208, 219.)

### 5.3 Response rates

The Response rate I set my mind into was around 30%. This was the most optimistic evaluation, as usually surveys with very specifically targeted answer groups can manage even 30% and even then, it is often in regard of a defined research object (Kananen 2015, 219). I fell short of the goal of 30%, with the number of answers I received in the end being total of eight answers, which translates into around 13% response rate. The Usual answer rate for online surveys typically tends to land somewhere between 10 – 15% (Kananen 2015, 219). The response rate I ended up with, while not unusual for an online survey, leaves me with little data to form a comprehensive picture of the needs and wants of businesses in the region.

Note that it could be argued that the low response rates could indicate that there is no interest currently for sport services that are planned and executed by students, international or otherwise, I think it is more in line with the fact that online surveys do not gather many replies in the first place. The response rates have only been dropping constantly too (Kananen 2015, 219). There could be a chance that the pandemic has affected the response rates, but that would enter

the realm of heavy speculation that is worth a research of its own, and almost impossible to consider in this thesis. The data was analyzed using inductive content analysis method.

## 6 Results

The final number of questions was eighteen. This is a bit more than is perhaps needed. The maximum amount according to Jorma Kananen (2015) for example considers it to be fifteen. However, I feel that the amount increased when I asked for answer to both sports students and international students separately. As well as asking for the investment both for organization itself and for the students. I did try to increase the likelihood of answering with the principles listed in the book of Kananen (2015). The Sample size was determined by the contacts I managed to receive. The sampling did not have a particular niche if the respondents had workers of some kind and might possibly have the possibility to receive services from students. There was no recruitment involved as the sample size and local experts warranted the use of online survey.

### 6.1 What is the state of workplace wellbeing in Kajaani?

The First questions were about introducing the respondent. This was so that the author could get possible info on if there was some specific pattern or answer that was prevailing in the following answers. The author is not naming the respondents here and focus on analyzing the pure data that they have provided.

Most of the responders are local operators with two of respondents answering that they operate also elsewhere in Finland. (Figure 1.) None answered that they would have any operation outside Finland.

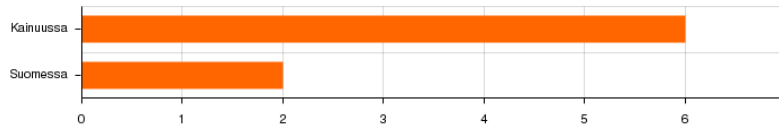


Figure 1. The reach of the respondents

Like mentioned before, most of the replies came from organizations that work in the social field, arranging peer support and care services for different age groups in the region. With only one respondent being something else. Due to the general nature of the target group, that being all organizations in the region, there was large divide between the amount of personnel and age groups. Answers ranged from two workers to two hundred and seven members. The survey did not specify if the personnel working in the organization had to be workers per say, and there was an option to specify that the personnel were volunteering members. The questionnaire asked them to specify the number of employees in the local office. The purpose was to find out whether the size of business, or other organization would affect the answers in one way or another.

However, due to the particular nature of the one respondent that specified that the amount of members consists of peers, that tends to tip the scale of the next answer, which was to specify the general age of your workers, towards the age group of sixty, or over that. Most of these are active members in this respondent organization, rather than workers, or clients. The next largest age group would be the ages between 30 and 39.

### **Workplace wellbeing**

As a part of my thesis the author researched the theory about workplace wellbeing and seeing into finding out if students would somehow be able to assist in developing it. These culminate into research questions previously presented and the theory part previously, that presented the topic and what effects can exercise have for it. The survey included a series of questions that would make the respondent think about the current state of their workplace and what challenges they see to it.



Out of all the respondents four answered that they actively try to break the sitting down of their employees, which is in line with the topic of lessening the amount of sedentary behavior. The survey did not specify in the question whether the breaking of sitting is lead somehow, or if employees themselves govern when it is appropriate to stand up and stretch or do some other activity. None of the respondents answered having had arranged any break exercise, which might leave something open for the students to plan for. One respondent claimed to have planned TYKY activity. (Figure 2.)

Out of respondents five explained that they engage in development discussions with their employees. While the question did not specify the content of such discussions, provided that the question itself maps out the workplace wellbeing in the organization, in this case it means anything from how the workers themselves can help themselves develop, and how can the working environment be improved. Out of the methods that leave it up to the workers how to improve their own condition are the exercise and culture bills, that four answered to have had handed out. One respondent answered that they have not put any emphasis on workplace wellbeing (Figure 2.)

Other (Muuta) methods listed by four respondents included peer support and advice, Kaiku-initiative and electric tables, workplace wellbeing team programs that break the workday, wellbeing happenings and services.

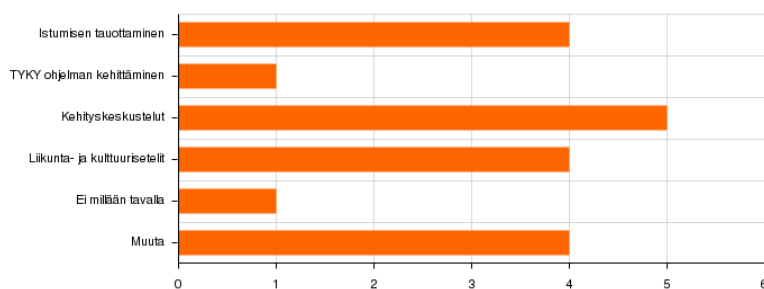


Figure 2. Methods used by respondents to increase workplace wellbeing

Whether putting emphasis on workplace wellbeing has had any effect on the economic status of the organization was evaluated by the respondents in the next question. This means positive or negative.

Two respondents reported that work performance has increased and another two reported that sickness absences have decreased. Out of all respondents four could not tell if investing in workplace wellbeing has had any noticeable effect and one said that it has had no noticeable effect. (Figure 3.)

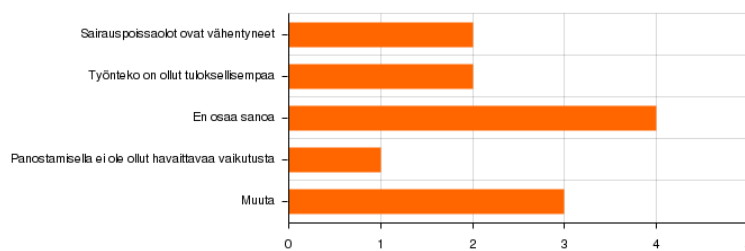


Figure 3. Economic impact of investing in workplace wellbeing

One choice was open ended question box so the respondents could explain other ways in which investing in workplace wellbeing has affected the organizations economy. While not immediately related to economy, the listed things have given implication that investment has yielded positive results. The listed things were:

- Taking part in volunteering according to one's capabilities (Perhaps implying that improved wellbeing has enabled members to take part more actively.)
- Team spirit has improved
- The Amount of humor has increased

### **Sitting and sedentary behavior**

On the topic of sitting down and how it affects workplace wellbeing the respondents were told to answer how much they estimate that their workers, employees, or members sit down continuously. While it is true, that we only have the honesty of the respondent to go by, the amount

seems to be that majority at least take a break from sitting down hourly. Three respondents (37.5%) answered that their employees sit less than an hour periodically, two (25%) answered that they sit 1 – 2 hours, another two (25%) answered they sit 2 – 3 hours, Nobody answered they would sit more than 3 hours. Out of all the respondents one (12,5%) could not be sure how many hours are spend sitting. (Figure 4.)

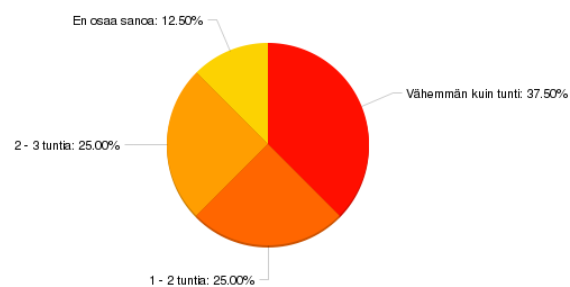


Figure 4. The amount spent sitting down in organizations

### Challenges for workplace wellbeing

Respondents were instructed to list in an open-ended manner, things that they thought would pose a challenge for workplace wellbeing. Perhaps unsurprisingly the most prevalent themes in the answers for listing challenges for workplace wellbeing were age-related and problems related with musculoskeletal system, with noise and lack of time being less prevalent. What is positive is that there were no answers that would implicate toxic work environment.

### Overall workplace wellbeing

The Overall amount of wellbeing was measured using a simple scale of 0 to 100 in which respondents were able to list how they feel the workplace wellbeing is. The arithmetic average of workplace wellbeing landed in 61.25. Most answers landed in 70. (Figure 5.)

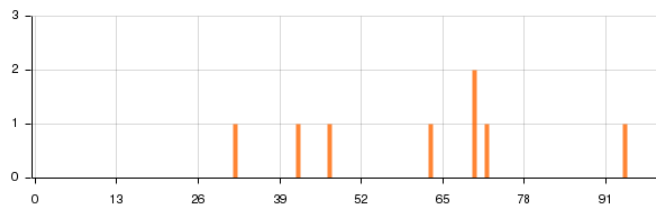


Figure 5. Overall workplace wellbeing

This is perhaps the most direct question when discussing the overall state of workplace wellbeing. With the respondents giving out the answer in one concrete number. While combining the principles of qualitative and quantitative principles the qualitative questions have laid credence for the clean stated numerical value provided by the respondent. Of course, this number is based on the feeling of whoever may have been answering the survey at the time and wellbeing is not entirely something that can be just simply accurately measured and compared. The effects of workplace wellbeing can be portrayed in a numerical way as was handled in question about economic impact on workplace wellbeing and working conditions.

### 6.2 Is there a need for student planned and organized sport and wellbeing services?

The functional part of this thesis leans on the basis that sport students from the University of applied sciences of Kajaani are serving and offering sport and welfare related services in the region. Part of the survey was to find out if there is any basis to this claim. Much like in previous questions the following questions tackle the research issues of is there a need for such services and can students have an effect in workplace wellbeing.

## Student cooperation

The respondents were told to list in which way, if any sport students have cooperated with the respondent, within the past three years. Again, there was the possibility to choose more than one answer.

Four respondents reported to have taken part or have had workers take part in group exercise sessions arranged by students. Two reported to have taken part in lectures that teach about wellbeing and ways to improve it. Nobody reported having had students in practical training or working during the summer. (Figure 6.)

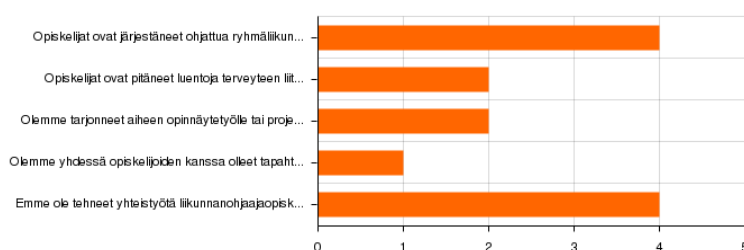


Figure 6. Student cooperation

Two reported having had offered either a thesis topic, or other project topics for students and one reported having been cooperating with students in organizing an event. Four reported having had no cooperation with sport students. (Figure 6.)

There was also the option to choose that students have cooperated with us in some other way, but none had filled anything in this choice.

## International students

As continuation to the previous question the respondent were to answer if they had had experience working with international students. None had had any experience. Albeit there is a possibility that respondents had worked with international students in the activities listed in the previous question but had not engaged them in conversation. Meaning that if there had been mixed projects, it could be simply that Finnish students had done all the talking. Although it is just as possible, that this group of respondents genuinely has only interacted with Finnish sport and leisure management program.

### Overall experience of sport student designed services (Finnish and International)

Seven respondents answered this question. Most of the respondents answered that they have had positive (3 respondents, or 43,86%), or mostly positive (one, or 14.29%). However, three could not say one way or another (42.86%). (Figure 7.) The question was not mandatory, so those who answered previously having not had any cooperation with sports students are not likely to have answered this way.

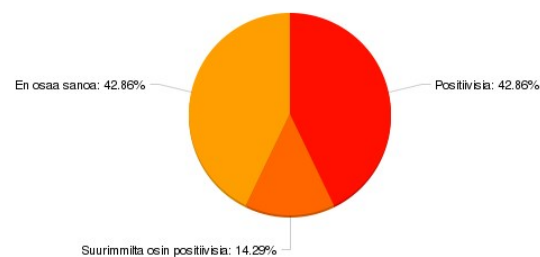


Figure 7. Experience about student organized sport and leisure services

### Readiness to work with international students

Respondents were simply told to fill in how ready would they be to work with international students. The Choices were very much, somewhat, and not at all. Half of the respondents answered

that they are somewhat ready, while half answered not at all. (Figure 8.)

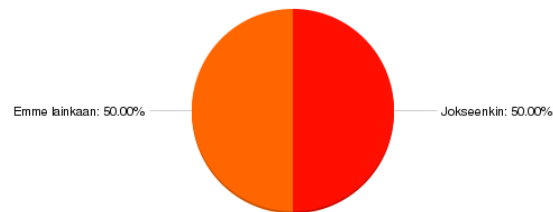


Figure 8. Readiness to work with international students

### 6.3 Can students have a positive effect on workplace wellbeing?

Her respondents were told to fill out what kinds of services would they be interested in the most.

The Choices were as presented:

- Personal training (Henkilökohtainen liikunnanohjaus)
- Activation towards self-monitored workplace activity (Omaehtoiseen työpaikkaliikuntaan aktivoiminen)
- Activating the workers into exercise hobbies e.g. Different sport tryouts (Työntekijöiden aktivoiminen harrastustoimintaan esim. lajikokeilut)
- Instructed break exercise (Ohjattu taukoliikunta)
- Instructed group activities outside of workplace (Ohjattu ryhmäliikunta työpaikan ulkopuolella)
- Health lectures at workplace (Terveyslunnot työpaikalla)
- Health lectures outside of workplace (Terveyslunnot työpaikan ulkopuolella)

- Campaigns towards health and wellbeing (Kampanjat terveyden edistämiseksi)
- Sport activity-oriented days for employees e.g. TYKY (Liikuntaohjelmaa sisältävä teema-päivä työntekijöille esim. TYKY-päivä)
- Events that lecture about health and wellbeing (Terveydestä luennoivat tapahtumat)
- Written instructions and other handouts about healthy choices in nourishment, rest, and exercise (Kirjallisia ohjeita jaettavaksi työpaikoille ravitsemuksesta, levosta ja liikunnasta)
- Other

Respondents could fill out in each part if this interests them a lot, quite much, somewhat, or not at all. Respondents answered in accordance with how much the services presented would interest them. (Figure 9.)

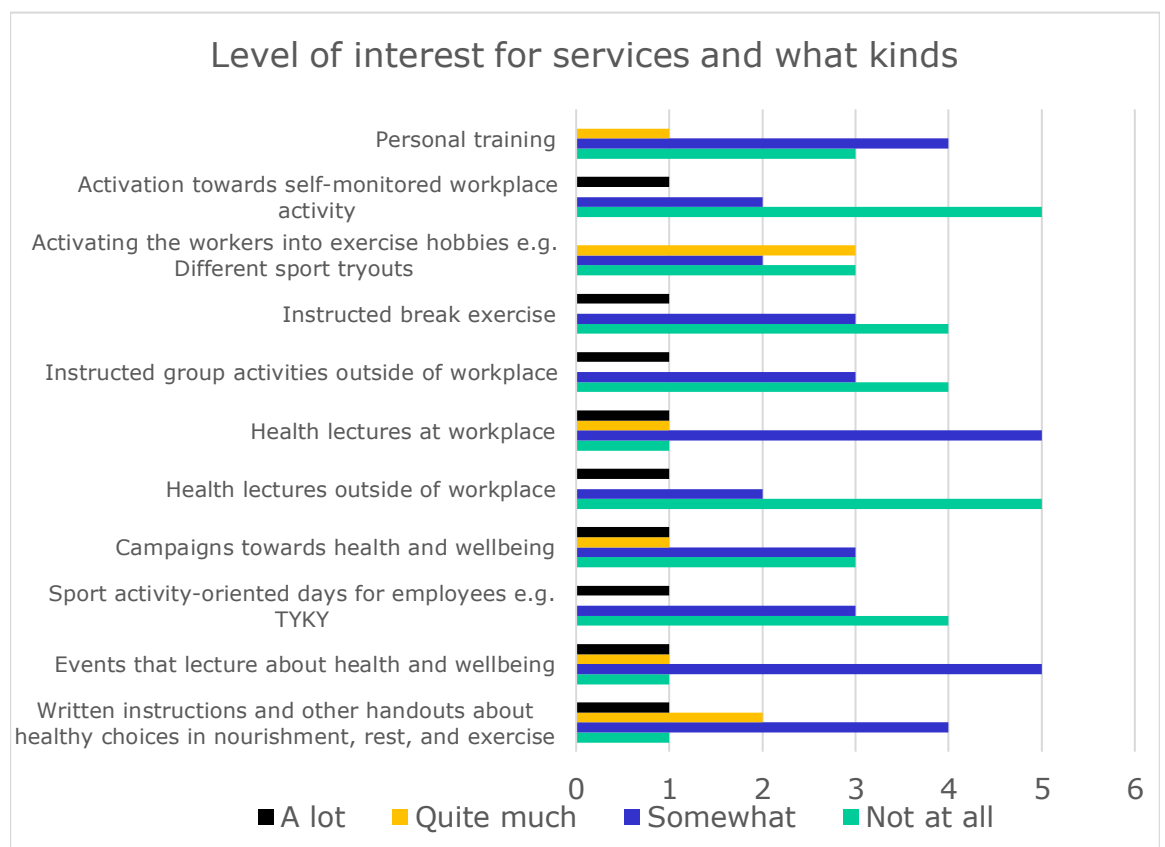


Figure 9. Interest in various types of services



### **Investment in workplace wellbeing**

The last two questions were about asking about the monetary investment in workplace wellbeing. This was only to put a raw estimate and was by no means mandatory. The first question was about the organizations own investment in workplace wellbeing. Had there been more answers there may have been a chance to evaluate on theory part on how much is the rough amount that is spent on workplace wellbeing and if that has had any effect on how those respondents have answered the previous questions. The second question was to evaluate the kind of investment the respondents would have for student organized sport services. There were no decipherable answers for this question.

### **Final word about the questionnaire**

To receive as many replies as possible I used methods listed in the book of Kananen (2015) In the book Kananen describes ways to improve the usually low response rates to internet surveys. The Methods I used, were to keep the e-mail text short and succinct, sending the e-mails in the morning and sending the repeat invitations, as well as promoting transparency and confidentiality by adding my information on the invite and the info of the organization I was working with.

Some methods I did not use or used to much lesser extent. Like using the word invitation in the e-mail invite. I wrote the message in Finnish and used words like “welcome” and “a chance to participate”. I feel that these are similarly welcoming and seek attention from the people scouring through their e-mail, although perhaps the amount of replies I got speaks differently.

Targeting the research correctly is also a method to increase likelihood of receiving replies (Kananen 2015, 209). In this thesis I feel like it was difficult to employ this method, due to not having any discrimination over which organizations receive the invite and who do not. The idea was to ask response from any organization that would be interested in receiving student led services and projects. This is also the reason why I did not employ the personalizing the e-mail method as I felt that it would have been too time consuming to write individual response to all respondents, not to mention the program I used was built primarily for sending one invite to all-in-one swoop.

While I mentioned before about the length of survey being eighteen questions, which at least according to Kananen can be considered a lot. While I believe I gave a reasonable explanation to why I did so, I also added open ended questions which are also not necessarily something that should be added, neither should matrixes (Kananen 2015, 210). Therefore, I cannot say that I used

the method of short survey one hundred percent, even though I am satisfied with the outlook of the survey.

Lastly, I did not promise any reward, even though that is a good way to encourage responses (Kananen 2015, 210 – 211). This is mostly due that I did not have anything that I could have given or promised. As this is a student conducted survey for a thesis and I did not have any resources in my disposal.

## 7 Discussion

Out of all the correspondents who replied, the majority were registered associations (ry). Interestingly none were companies, or limited associations (oy). Most of the organizations that answered were on the social and/or healthcare side and many organized peers supports for clients. Perhaps these could be indicatives that such service providers are more interested in responding surveys that are about health care and peer support.

When questioned about having placed investment in workplace wellbeing, curiously one respondent answered that they have not put any emphasis on workplace wellbeing, however seeing that the sample size is rather small as is the amount of answers. This means pinpointing it down to the single respondent that has total of two workers, which is to say that the resources to tackle both are rather minimal. It is likely that it is left largely up to themselves how to improve their wellbeing. As presented in the theory of workplace wellbeing in the case Lassila & Tikanoja, a company managed to cut down costs by emphasizing on workplace wellbeing and therefore making the work more comfortable and productive (Mankinen 2016, 17). The question here draws its justification from the theory base of this thesis and the previous assumption is that there would be similar answers by the respondents. Nobody reported having had increased expenses which could be considered a plus and could be viewed that emphasizing on workplace wellbeing has had a good impact on the economy of the organization. It is also in line with the assumption that emphasizing on workplace wellbeing has a positive effect on economy of the workplace. However due to having no actual businesses that would have answered, we cannot really estimate if there were any gains made in profits.

When questioned about economic impact of investing in workplace wellbeing, two respondents reported that work performance has increased and another two reported that sickness absences have decreased. Out of all respondents four could not tell if investing in workplace wellbeing has had any noticeable effect and one reported that it has had no noticeable effect. It is curious to note however that these latter two have some overlap in answers, so it is likely that one of these choices is arbitrary, as they ended up meaning almost the same thing when one was supposed to be more of a neutral answer in which one could not be certain if there has been a change in overall workplace wellbeing, and the other a more of a negative tone of there is certainty that it has had no noticeable effect on workplace wellbeing. While overall positive that these two choices were not made often, clearer questioning must be made in the future.

In question about the effect of investing in workplace wellbeing and its effects in economy, there was an open-ended question box, where respondents could fill out other ways investment has affected them. The intent was that the answers would be about how else has the investment in workplace wellbeing affected the economy of the workplace, since it was listed as the else option in the question about economy. However, the respondents seem to have thought that they could list however investing in workplace wellbeing has had impact in workplace.

The amount of answers is not much to go by, but perhaps there is a chance that sports students could offer investment in campaigns and projects aimed towards lessening sitting down. For example, student lead break exercise sessions have been a part of sports student's classes and have been organized for the municipality's workers. Not to mention the technological aspect. Like the "Jumppakamu" service, which is at least partly constructed by sports students (Jumppakamu). When questioned about Age-related and musculoskeletal system problems correlate heavily with the overall theme of having to keep engaging and encouraging into active way of life and to keep our aging population functional. Exercise and active lifestyle have many benefits for working age population both mental and physical (UKK-institute).

Interestingly both the worst workplace wellbeing and best workplace wellbeing answers (referring to the question in which the state was directly asked) came from similar organizations that have similar objective and same amount of personnel. However, when looking at the answers in the question about challenges about workplace wellbeing, only the one with low amount of perceived workplace wellbeing had answered the question.

In the question where the respondent's willingness to work with international students was questioned, which was situated fifty-fifty. There was no common factor who answered what. There was both reluctance and acceptance for both in organizations of all age groups. Age group is specifically mentioned due to the previous assumption that perhaps organizations with older people would be less willing to work with international students due to language barrier, but the results give no implication of this being the case.

Based on the answers in question questioning about what kinds of services would be the most valued. Interestingly TYKY-day did not garner many likes from the respondents, which could indicate that organizations aren't interested in taking on these services from students, or the organizations would prefer some other program on TYKY-days, or the respondents have no TYKY-days.

In the questions about respondent's own investment in workplace wellbeing. Curiously, there were only two answers and they were both simple question marks, without any elaboration. Perhaps this is telling of respondents not understanding the question. This may be due to the language used while phrasing the question, the attempt was to form the sentence without bluntly just stating "How much money would you pay for this?" Since the last question was about monetary investment, that would lead them to think the same was for the following question. Perhaps a more direct approach would have been more appropriate for this part.

Based on the limited number of replies the state of workplace wellbeing is in relatively good state. Based on the statistic in figure 6, which measured the answers given in a simple 0 to a 100 format most answered 70. Similarly, organizations that answered gave examples of how they are improving workplace wellbeing and it pays to mention that four out of eight had put more effort into breaking sustained sitting down for long periods. Out of respondents two out of eight claimed that the amount of workplace absences had decreased due to investment in workplace wellbeing, which while not many responds in real numbers could be taken as a positive note and an encouragement for further investment. Any challenges for workplace wellbeing listed by the respondents were mostly related in aging and Musculo skeletal system. Both of which can be at least lessened, and deterioration slowed down with exercise. Time management is largely up to workers themselves though.

When assessing the ethnicity, criticality, and reliability of this questionnaire, I turn my attention to the reliability assistance presented in the paragraph of final words about the survey. I am referring to the instructions presented in the book of Jorma Kananen. Considering the survey form is the only source of connecting tissue between me and my respondents the reliability issue becomes mainly whether I managed to sell the reliability in the invitation to the research. I have already critically analyzed what I did in the invitation.

When measuring ethicality, the author is in no way or shape inhibited in a matter the state of Finnish Advisory Board on Research Integrity. The Author has observed the topic and has done as possible to report the findings in a matterly order and without withholding anything. The author has researched what resources he needs and has critically evaluated the functionality of learning tools at his disposal. The topic has been observed and restricted to a degree. However, the topic of workplace wellbeing remained a little off. While conducting research the author has communicated with his supervising teacher and has followed good research ethic to best of his capabilities. The questionnaire, or survey has not dealt with personal information and the survey that

was sent was completely voluntary. The commissioning party and the author have made a deal that has been followed. The author has to the best capability marked and informed of the resources that he used. (Arene 2020).

For the questionnaire, the main concern was to structure it so that the questions wouldn't be misleading, or that they wouldn't only give the view of only single person answering the question and would rather give some idea of the total situation of the company and would lead them to answer honestly. Because of the wide range of organizations and in what kinds of operations they dealt with it is difficult to create a questionnaire that would cater to every organization simultaneously. For example, a workplace in which most of the work is physical would have no need to think much about how many hours is spent sitting down. While the number of responses is not unusual for an online survey, it would have given more basis on the answers to the research questions.

Ethicality of this survey has been followed to my best intention. Basic principles of transparency and voluntary answering from the side of respondents have been guiding the process. (KAMK Opinnäytetyöpakki). At no point was I planning to sell or use the gathered data on purposes any other than for the thesis research. At no point were the respondents pressured, or tricked into answering, nor were they given the implications of falsehoods. The purpose of the survey was presented to the respondents factually. Survey itself was voluntary and in questions that were not necessary for the data collection were left voluntary to answer. The questions in the survey explained the reasoning behind them and gave the respondents something to work with, without leading them in their answers. I have presented my sources as accurately as possible, and all theory that I have presented has been credited to the responsible parties. I believe that good research ethic has been followed.

The authors personal competences in regards of this thesis, when comparing them to the competences set for the sport and leisure management students are related to learning competence, ethical competence, working community competence and innovation competence. By completing and analyzing the survey the author aims to improve the ability to retrieve and analyze information critically and estimating the ethical faculties of analyzing the data. The author aims to improve working community competences by utilizing survey techniques based on research. The author aims to apply the theory of exercises influence on workplace wellbeing into the questionnaire and show tolerance persistence and competence in prolonged project work. These were the competences listed in the school's study guide for students (KAMK Study guide). For the most

part the author has been following these and achieve competences. Survey method testing and improved data retrieval have been observed thanks to materials from Kananen (2015) which detailed the process of receiving data and what could be done to improve chances of getting more responses. Analyzing data has been observed somewhat, while the author understands the differences of qualitative and quantitative data and inductive and deductive content analysis the usage of these is left a bit ambiguous.

While it can be said based on the answers that sport students have been a part of the community and benefited the respondents, there were too few answers given to immediately say that there would be need for student led services. It is positive to note that of those who had worked with sport students in the past three years most found the experience and services to be positive. None of respondents responded having worked with international students, so that limits the experience of respondents into one category, that being the Finnish students. The replies received when questioning respondent's willingness to receive sport services in English, were mixed. Half said they are not willing at all and half said they are somewhat willing. So, there was not much enthusiasm shown here. These answers might be telling of not wanting exclusively international students leading projects in English. However, the respondent numbers are small and students from sports and leisure management program have been working and contributing previously and likely will continue to do so. In any case there was not apparent willingness to pay for the services.

Sport students have the capabilities to enable better workplace wellbeing for sure. Based on the answers alone it is difficult to say in what way. In responses there was some overlap between those respondents who feel their workplace wellbeing is on a high level and between those who had received services from sport students in the last three years. While this is not enough to go by due to the number of responses, it does cautiously uplift the claim that sport students can have positive effect on workplace wellbeing. When looking at the responses over what kinds of services would be the most of interest, many replied being somewhat interested in attending lectures and events that promote health and wellbeing (Figure 9.).

Perhaps more so than ever, now that we have entered uncertain times in which distance work is becoming more common due to circumstances, and group exercise and hobbies are riskier than usual. Sport students can be of use when designing new ways to break exercise in their own homes. Students have already been a part of "Älyllä aktiiviseksi"-initiative and its derivative Jumpakamu, which is a collection of exercise videos that instruct exercises.

There is no telling how the pandemic affected the response rates, but it would stand to reason that people would have had more pressing matters at hand than responding. To be able to build a better overall picture and study the resources that organizations can use for student services, further studies are needed.



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## Appendix 1. Survey sent to the organizations

**KAMK:in opiskelijoiden tuottamat liikuntapalvelut alueen organisaatioille****Sivu 1**

Tämän kyselyn tarkoituksena on kartoittaa työhyvinvoinnin tasoa, haasteita, sekä millä keinoin organisaatiot edistävät työntekijöidensä hyvinvointia Kajaanissa ja lähialueilla.

Työhyvinvoinnin dosentti Marja Liisa Mankan mukaan, kun ihminen voi hyvin työssään hän on tuottavampi, sairastaa vähemmän ja keksii uusia ideoita työn tekemiseksi. Henkilöstön työhyvinvoinnin tukeminen kannattaa, sillä hyvinvoiva työvoima on organisaatiolle kilpailuvallti. Työhyvinvointia voi lisätä kukin pienillä teoilla, kuten istumisen vähentämisellä. FinTerveys 2017 tutkimuksessa ilmeni Suomalaisten aikuisten istuvan noin 7 tuntia päivässä, millä on merkittäviä seurauksia kansanterveydelle.

Toisena tarkoituksena on mitata Kajaanin opiskelijoiden suunnittelemien ja toteuttamien liikuntapalveluiden kiinnostusta Kajaanissa. Kysely suoritetaan osana Kajaanin ammattikorkeakoulun opinnäytetyötä. Työn toimeksiantajana toimii KAMK.

Osana opintojaan Kajaanin ammattikorkeakoulun Liikunnanohjaajaopiskelijat suorittavat oikeiden asiakkaiden kanssa työelämä projekteja mm. Liikuntapalveluita työntekijöille, liikuntatahtumia ja valmennusta. Kyselyllä pyritään selvittämään missä määrin ja millaisista palveluista ollaan kiinnostuneita. Yhdistämällä tämä työhyvinvoinnin teoreettiseen osuuteen saamme selkoa opiskelijoiden suunnittelemien palveluiden merkityksestä työhyvinvoinnille.

Vastatkaa kyselyyn vain kerran. Pakolliset kysymykset on merkitty tähdellä. \*

Kyselyyn vastaamiseen kuluu muutama minuutti.

**Organisaationne nimi \***

**Organisaationne tyyppi \***

**Missä kaikkialla organisaationne toimii?**

Voitte valita useamman

- Kainuussa  
 Suomessa  
 Ulkomailla

**Millaisia palveluita organisaationne tuottaa?****Henkilöstönne lukumäärä**

Mikäli organisaatiossanne on useampia toimipisteitä, laittakaa tähän paikallisen toimipisteenne henkilöstö.

**Organisaationne ikärakenne**

Mikäli organisaatiossanne on useita toimipisteitä, listatkaa tähän paikallisen toimipisteenne suurpiirteinen ikäjakauma.

Lukumäärä

alle 30 vuotiaita

30 - 39 vuotiaita

40-49 vuotiaita

50-59 vuotiaita

60 vuotiaita tai yli

**Panostatteko organisaationne työhyvinvointiin joillakin seuraavista tavoista? \***

Voitte valita useamman ja lisätä muita tapoja.

- Istumisen tauottaminen
- Ohjattu taukoliikunta
- TYKY ohjelman kehittäminen
- Kehityskeskustelut
- Liikunta- ja kulttuurisetelit
- Ei millään tavalla
- Muulla tavalla, miten?



**Onko työhyvinvointiin panostamisella ollut vaikutusta organisaationne talouteen? \***

Voitte valita useamman ja lisätä muita tapoja.

- Kulut ovat kasvaneet
- Sairauspoissaolot ovat vähentyneet
- Työnteko on ollut tuloksellisempaa
- En osaa sanoa
- Panostamisella ei ole ollut havaittavaa vaikutusta
- Emme ole panostaneet merkittävästi työhyvinvointiin
- Muuten, miten?:

**Miten pitkään arvioisitte työntekijöidenne istuvan yhtäjaksoisesti? \***

- Vähemmän kuin tunti
- 1 - 2 tuntia
- 2 - 3 tuntia
- Enemmän kuin kolme tuntia
- En osaa sanoa

**Millaisia haasteita näette työhyvinvoinnin kehittämiseksi?****Millaiseksi arvioisitte työyhteisönne työhyvinvoinnin tason?**

Huono  Erittäin hyvä

Liikunnanohjaajaopiskelijat tekevät osana opintojaan yhteistyötä useiden kunnallisten ja yksityisten palveluntarjoajien kanssa. Tämä on osa laajempaa opiskelu strategiaa, jonka tarkoituksena on vahvistaa opiskelijoiden työelämävalmiuksia.

Oletteko tehneet yhteistyötä liikunnanohjaajaopiskelijoiden kanssa viimeisten kolmen vuoden aikana? \*

Voitte valita useamman.

- Opiskelijat ovat järjestäneet ohjattua ryhmäliikuntaa
- Opiskelijat ovat pitäneet luentoja terveyteen liittyvistä aiheista
- Liikunnanohjaajaopiskelijat ovat suorittaneet työharjoittelunsa meillä, tai osan siitä
- Liikunnanohjaajaopiskelijat ovat olleet meillä kesätöissä
- Olemme tarjonneet aiheen opinnäytetyölle tai projektiopinnoille
- Olemme yhdessä opiskelijoiden kanssa olleet tapahtumajärjestäjänä
- Emme ole tehneet yhteistyötä liikunnanohjaajaopiskelijoiden kanssa
- Emme osaa sanoa
- Muuten, miten?:

KAMK:issa opiskelee vuosittain useita kansainvälisiä opiskelijoita, joiden opiskelukielenä on pääosin englanti. Osana kyselyä kartoitetaan olisiko toimijoilla valmiuksia toimia opiskelijoiden kanssa englanniksi. Yhteistyökumppaneiden löytäminen mahdollistaisi opintojen suorittamisen paikkakunnalla ja mahdollisesti edistäisi myös työllistymistä valmistumisen jälkeen.

Oletteko tehneet yhteistyötä kansainvälisten liikunnanohjaajaopiskelijoiden kanssa viimeisten kolmen vuoden aikana? \*

Vastatkaa tähän kyllä, mikäli ryhmässä on ollut sekaisin esimerkiksi vaihto-oppilaita ja suomenkielisiä oppilaita.

Millaisia kokemuksia teillä on opiskelijoiden suunnittelemista liikuntapalveluista (Suomenkielisten, ja kansainvälisten)?

Vastatkaa tähän mikäli olette tehneet yhteistyötä opiskelijoiden kanssa viimeisten kolmen vuoden aikana.

- Positiivisia
- Suurimmilta osin positiivisia
- Negatiivisia
- Erittäin negatiivisia
- En osaa sanoa

Miten valmiita olisitte tekemään tai jatkamaan yhteistyötä kansainvälisten opiskelijoiden kanssa? \*

Valitse

Liikunnanohjaajaopiskelijat osana opintojaan ovat suunnittelemassa aktiviteetteja alueen toimijoille usein projektiopintoina, tai työharjoittelunsa aikana. Esimerkiksi taukoliikuntatuokiot kunnan työntekijöille ja aktiviteettien suunnittelu VALMET yrityksen TYKY-päivään.

Kiinnostaako teitä mitkään alla mainituista? \*

	Ei lainkaan	Jonkin verran	Melko paljon	Erittäin paljon
Henkilökohtainen liikunnanohjaus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Omaehtoiseen työpaikkaliikuntaan aktivoiminen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Työntekijöiden aktivoiminen harrastustoimintaan esim. lajikokeilut	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ohjattu taukoliikunta	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ohjattu ryhmäliikunta työpaikan ulkopuolella	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Terveysluennot työpaikalla	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Terveysluennot työpaikan ulkopuolella	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kampanjat terveyden edistämiseksi	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Liikuntaohjelmaa sisältävä teemapäivä työntekijöille esim. TYKY-päivä	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Terveydestä luennoivat tapahtumat	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kirjallisia ohjeita jaettavaksi työpaikoille ravitsemuksesta, levosta ja liikunnasta	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Oma ehdotus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Millainen on taloudellinen satsauksenne työhyvinvointiin?

Halutessanne voitte laittaa tähän arvion, mutta se ei ole välttämätöntä.

€ vuodessa

Millaisella satsauksella olisitte valmiit vastaanottamaan opiskelijoiden suunnittelemaa palveluita?

€

**Sivu 2**

Kiitoksia vastauksistanne!

» **Redirection to final page of KyselyNetti (muuta)**