



Tiia Vähälummukka

Organizational Climate Survey

OP-Services

Helsinki Metropolia University of Applied Sciences
Bachelor in Business Administration

European Business Administration

Thesis

7 May 2012

Author Title	Tiia Vähälummukka Organizational Climate Survey OP-Services
Number of Pages Date	40 pages + 1 appendices 7 May 2012
Degree	Bachelor in Business Administration
Degree Programme	European Business Administration
Specialisation option	Human Resource Management
Instructor	Marko Korkeakoski
<p>Research has pointed out the importance of culture and climate in relation to strategy and overall success of knowledge organizations. Vision, mission, and values make up the culture but they are also the building blocks in strategic planning. It has been shown that satisfied and happy employees are more productive especially in the context of a knowledge organization.</p> <p>OP-Pohjola Group aims to be the financial sector's most attractive employer. The Group makes a strong long-term commitment to improving employee wellbeing, competence, leadership development, and rewarding practices. Personnel are encouraged to pursue professional growth throughout their careers.</p> <p>The results of the Organizational Climate Survey were mostly positive even though clear areas of improvement were found. The areas of improvement include the following: It seems that employees need to deal with too much bureaucracy. Also female employees are not satisfied with their opportunities for advancement and it seems that mission, vision, and values do not show in everyday work and procedures. Employees do not always get enough feedback from their managers. Furthermore, there is a lack of two-way communication. Regardless of these areas of improvement, the respondents are generally satisfied with OP-Services as an employer. In a big organization there are various opportunities.</p>	
Keywords	organizational climate, organizational culture, OP-Pohjola

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Appendix 1. Questionnaire and Results

1 Introduction

The objective of the Organizational Climate Survey was to empirically examine the organizational climate of ICT Development Services in OP-Services. A questionnaire survey was used and the results were examined based on secondary research on contemporary HRM. Organizational climate is part of the wider study of organizational culture that will be discussed as well.

OP-Pohjola Group is the largest financial services group in Finland. In early 2012 there has now been a significant restructure within OP-Services, a wholly owned subsidiary of the OP-Pohjola Group. OP-Services, and ICT Development Services more specifically, is the organization whose employee satisfaction and climate will be looked at in the survey. OP-Services produces, develops, and maintains the products and services of the Group. The experts of ICT Development Services work in projects for different business activities in a matrix organization. Maintaining a productive organizational climate and culture is essential in recruiting and retaining the right staff that will assure productivity and innovation in knowledge organizations, such as OP-Services.

Culture and climate has been shown to shape the attitudes of workers to knowledge initiatives, and the extent to which they are prepared to use and share their knowledge (Hislop 2005). Mission, vision, and values steer the company and the culture but are also a way of communicating to both current and potential employees. To have the best employees, companies should strive to inspire through their mission and vision.

Establishing an organization and a culture begins by the creation of vision, mission, and values, which are also the building blocks in strategic planning. Culture and strategy are therefore extremely dependent on each other. A successful strategy has to be concerned on three areas in relation to culture. These areas include which aspects of culture relate to the organization's success, how to align the various subcultures, and what elements are dysfunctional and need changing.

The results of the Organizational Climate Survey were mostly positive even though clear areas of improvement were found. It seems that employees need to deal with too

much bureaucracy. Also female employees are not satisfied with their opportunities for advancement, which shows both in opportunities for growth and in fairness and equality. It also seems that mission, vision, and values do not show in everyday work and procedures, and employees are not getting enough feedback from their managers. There is also a lack of two-way communication. Regardless of these areas of improvement, the respondents are satisfied with OP-Services as an employer since they plan to work for the organization in the future and are not actively seeking other employment. Addressing the areas of improvement would however increase satisfaction and motivation and contribute to the productivity and success of the organization.

2 Objectives and Methodology

This study set out to empirically examine the organizational climate of ICT Development Services in OP-Services, which is a wholly owned subsidiary of the OP-Pohjola Group. The main objective has been to establish an understanding of the organizational climate and satisfaction of employees working in ICT Development Services. By forming a picture of organizational climate it is possible to acquire a shallow understanding about the organizational culture. The results of the study have been compared with contemporary theory and literature in the field of HRM in order to compile suggestions for maintaining or improving a healthy organizational climate that contributes to a successful culture within the organization.

The thesis discusses organizational climate and only some areas of culture. This is because organizational culture cannot be measured from outside the organization. In order to provide an understanding of the values and assumptions of the employees one would need to be part of an organization and study and interview individuals more profoundly. Nevertheless organizational climate is included in the wider study of organizational culture and gives an idea about the satisfaction of employees on different areas of work.

Survey instruments and questionnaires that claim to measure culture only uncover some of the artifacts, some espoused values, and a few underlying assumptions. Schein (1999) gives several reasons why culture questionnaires do not reveal cultural assumptions and why in fact they cannot do so. First, the researcher does not know

what to ask about, or what questions to design. It is impossible to design a questionnaire that deals with all of the external and internal dimensions. Surveys deal with espoused values concerning working relationships, which are important aspects of the company's climate. Therefore they should be measured but not confused with culture. Secondly, asking individuals about a shared phenomenon is inefficient. In a group one learns the areas of concern as well as the intensity of feeling about them.

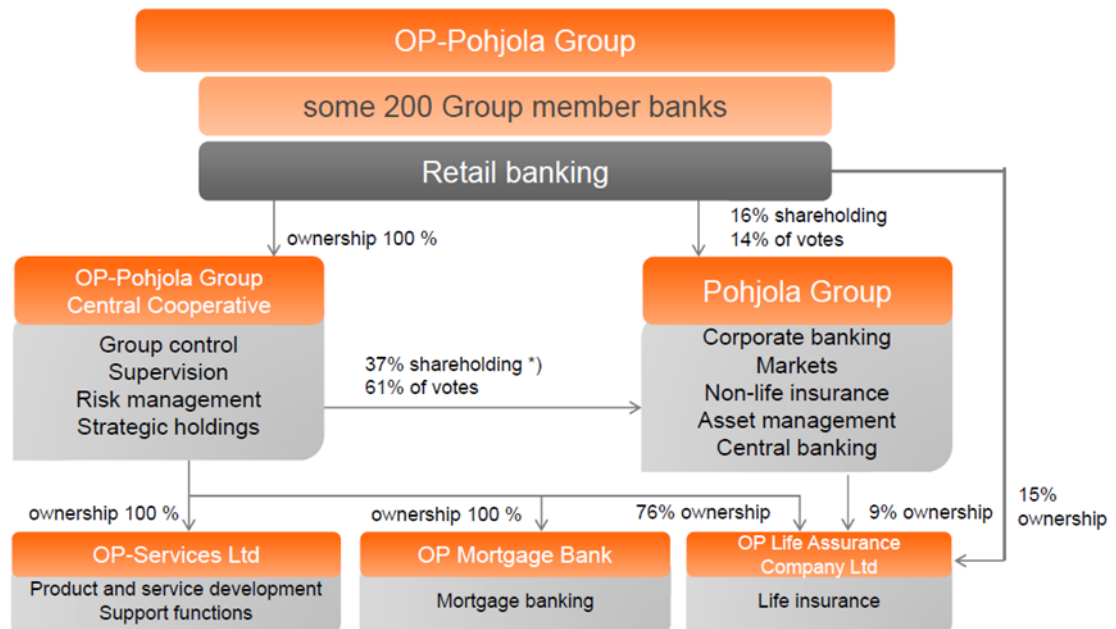
The survey does have value in identifying whether the espoused values are being met or not, and in most cases the survey data can show areas where they are not being met. To make the changes the employees desire, one needs to do a "real" culture study to see why the values are not being met and what has to change in the culture for them to be met (Schein 1999).

3 OP-Services

OP-Pohjola Group is the largest financial services group in Finland (OP-Pohjola 2011). It provides banking, investment, and insurance services. The group is made up of some 200 independent member cooperative banks and OP-Pohjola Group Central Cooperative which they own, including its subsidiaries and closely related companies. The OP-Pohjola Group Central Cooperative includes Pohjola Bank Plc., OP Life Assurance Company Ltd., Helsinki OP Bank Plc., OP Mortgage Bank, OP-Services Ltd., and OP Fund Management Company Ltd.

OP-Pohjola Group aims to be the financial sector's most attractive employer, and one of the most desired amongst major Finnish companies. In in-house activities, the Group makes a strong long-term commitment to improving employee wellbeing, competence, leadership development and rewarding practices. Personnel are encouraged to pursue professional growth throughout their careers.


OP-Pohjola Group Structure, Ownership Base and Division of Responsibilities



Credit institutions within OP-Pohjola Group are liable for each other's debts and commitments.

OP-Pohjola Group is supervised by FSA on a consolidated basis.

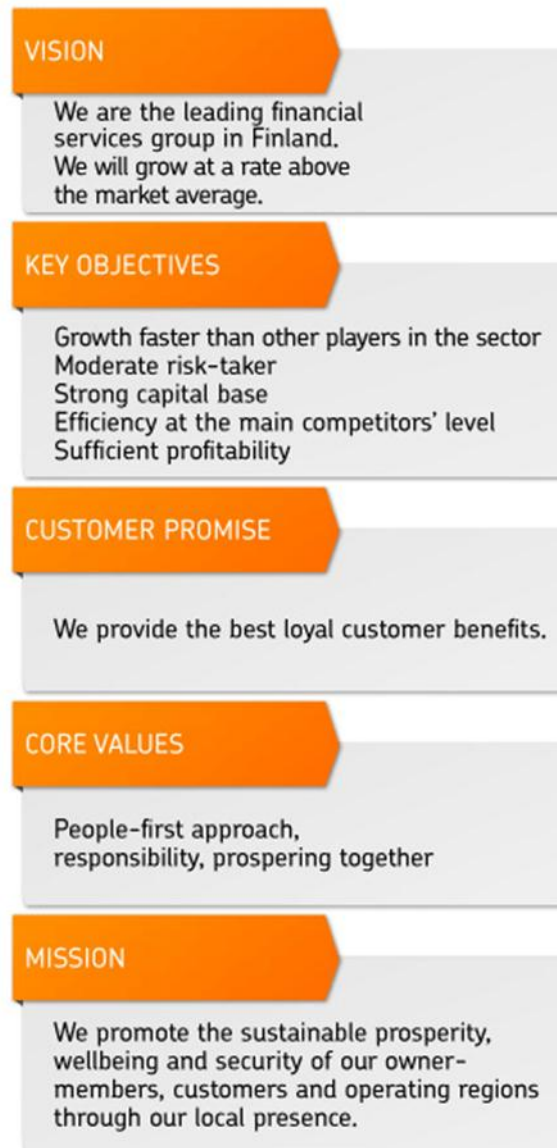
*) Includes shareholding of 0.26% by OP-Pohjola Group Central Cooperative's subsidiary, OP Life Assurance Company Ltd

OP-Pohjola 

Group Structure (OP-Pohjola 2012).

OP-Pohjola Group endeavors for responsible HR management, secure jobs, effective interaction, high job satisfaction, equal opportunities, good salary and wages, and diverse leisure activities (OP-Pohjola 2012). Strategy steers the operations, service network development and staff numbers within the group. The manifestations of responsible HRM are for instance leadership by coaching, and good opportunities for competence enhancement. Job satisfaction and equal opportunities are monitored actively through personnel surveys.

Mission, vision, and values statements for the OP-Pohjola Group can be seen below (OP-Pohjola Group 2012).



Strategy (OP-Pohjola 2012).

OP-Pohjola Group entered 2011 with a new central organization (OP-Pohjola 2012). Accordingly, OP-Pohjola Group Central Cooperative is split into two units of which OP-Pohjola Group Central Cooperative as the central institution is in charge of controlling and supervising the Group's business while OP-Services Ltd, a service company sepa-

rate from the central body, is tasked with the development and production of shared services of OP-Pohjola Group and its member cooperative banks.

OP-Services is a wholly owned subsidiary of the OP-Pohjola Group that operates in banking and insurance industries in Finland. OP-Services produces, develops, and maintains the products and services of the Group. OP-Services Ltd. develops and implements state-of-the-art solutions for the financial sector (OP-Pohjola 2011). For example, the company ensures that online and Contact Centre services work well. There are approximately 1600 employees within OP-Services half of which work in ICT Services. Within ICT Services there is a department of Competence Services, and within Competence Services ICT Development Services of over 400 employees who were the sample for this survey research.

The vision of the ICT Services in OP-Services is to be an innovative and agile partner for business activities and to support the business activities in differentiating and pioneering within the financial industry. The mission of the ICT Services on the other hand is to be an expert in both the financial aspects and technology with the ability to combine different services and facets. The organization strives to be confident and cost effective in its operations.

As mentioned earlier, OP-Pohjola Group entered 2011 with a new central organization. In early 2012 there has now been a significant restructure within OP-Services, the organization whose employee satisfaction and climate we will look at in the Survey part. Before the restructure it was concluded that within ICT Services of OP-Services, there is both technical and business knowledge and competence. Also employees seemed to have pride in the profession and operations, however, some areas of the organization were in need of a change. The operations were shattered and the ICT Services did not operate as an actual company.

The goals of the structural reform of ICT Services were to clarify responsibilities, align workloads, and continually develop competence. Regarding clarifying responsibilities, the attempt has been to remove overlapping so that projects and maintenance operations are separate. This will help with and lead to more agile arrangements and decision-making. The managers shall be responsible for both persons and substance.

The goal of aligning workloads was set in order to remove bottlenecks and lighten re-sourcing processes. The organization and employees shall invest in concluding projects. Lastly there is the goal of continual competence development which assures top of the industry knowledge of ICT in the ICT Development Services. Projects in different areas of business strengthen the expertise and service.

ICT Services adopted five leading strategic themes, one of which has been leadership and identity that has a significant effect on climate and culture. The yearly goals for leadership and identity after the restructure can be seen below.

2011	<ul style="list-style-type: none"> - the role of the supervisor has been made clear - leadership in production is in order
2012	<ul style="list-style-type: none"> - the duties between process and line management are clearer - systematic communications
2013	<ul style="list-style-type: none"> - lean and constant development in service leadership
2014	<ul style="list-style-type: none"> - formative management culture in use - the ICT organization has the ability to forecast, reform, and renew
2015	<ul style="list-style-type: none"> - OP-Pohjola is the most attractive employer in ICT

The delivering of projects and development has been focused within the ICT Development Services. The ICT Development Services is in charge of expertise and availability in defining, executing, and testing. It develops systematic work procedures and increasingly efficient software structures. It also produces development and application services. The experts of ICT Development Services work in projects for different business activities in a matrix organization. These professionals in the ICT Development Services have been the sample for the survey in this dissertation.

The ICT Development Services is a knowledge organization as the name already suggests. Therefore maintaining a productive organizational climate and culture is essential in recruiting and retaining the right staff that will assure productivity and innovation. If and when employees leave an organization, they take their knowledge with them. Staff turnover means a leakage and loss of knowledge. This is why retaining

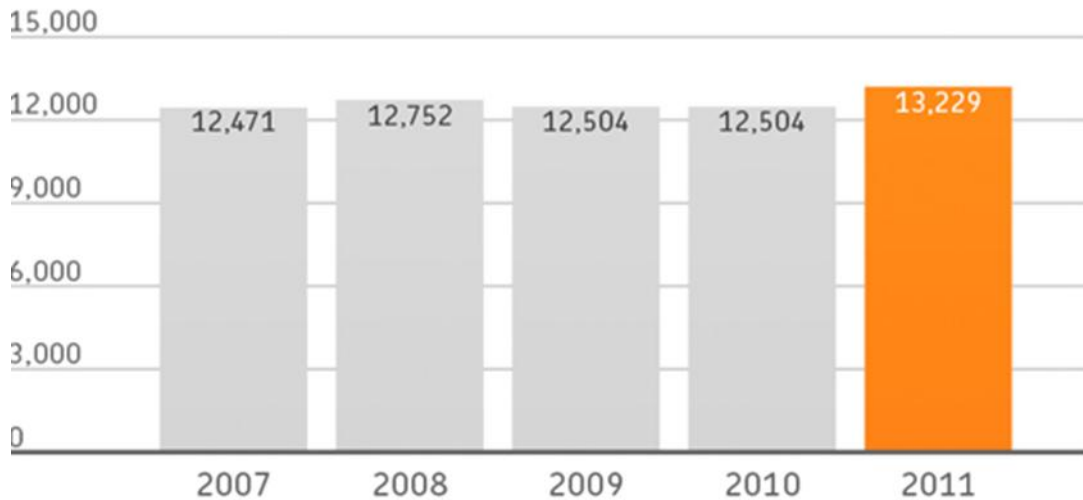
workers who possess valuable knowledge should be as important as motivating workers to participate in knowledge activities. Both retaining and motivating employees should show in the organization's knowledge management strategy. "Without loyalty knowledge is lost." (Byrne 2000, p.325 in Hislop 2005, p.130) Knowledge management again affects the way in which people work and perceive the climate and culture of the organization.

Culture has been shown to shape the attitudes of workers to knowledge initiatives, and the extent to which they are prepared to use and share their knowledge (Hislop 2005). Management can shape organizational culture by utilizing relevant HRM policies and by doing so influence the attitudes of employees towards knowledge initiatives. Trust – instead of control – is the main starting point for any knowledge work and leadership. This also requires that both parties are worthy of that trust.

A midlife organization, such as the OP-Pohjola Group, has evolved into multiple units based on functions, products, markets, or geographies. Those units are likely to develop subcultures of their own, and thus Schein (1999, p.12) divides the culture issue into three key areas. Midlife organizations should pay attention to these areas:

1. How to maintain those elements of the culture that continue to be adaptive and to relate to the organization's success.
2. How to integrate, blend, or at least align the various subcultures.
3. How to identify and change those cultural elements that may be increasingly dysfunctional as external environment continues to change.

Personnel



Personnel (OP-Pohjola 2012).

The organization of the ICT Development Services in OP-Services has changed and restructured quite drastically in early 2012. Schein (1999) argues that in all cases where cultures have to be combined, there are three possible patterns: separation, domination, or blending. Blending is usually considered to be the most desirable outcome. However what happens in practice is generally more complex and questionable. One way of blending is to create a new set of values and sell them to the various cultural units. Another way is that the new organization attempts to benchmark its various systems and procedures against each other and against externally perceived best practices to create and standardize new procedures across the organization.

Organizational culture matters because cultural elements determine also strategy and goals. It is crucial to remember that there is no right or wrong culture, except in relation to what the organization is trying to do and what the environment in which it operates allows (Schein 1999). In the case of OP-Services the main defining factor is that it is a knowledge organization. For knowledge organizations it is essential to invest in employee wellbeing to achieve productiveness, development, and innovation.

In a midlife organization the cultural elements have stabilized and the change problem grows more complicated. It now involves having to unlearn beliefs, attitudes, values, and assumptions, as well as learning new ones. People resist change because unlearning is uncomfortable and produces anxiety (Schein 1999). Schein (1999) introduces the Model of Transformative Change that has three stages. First companies should create the motivation to change. There should be a believable and trustworthy leader to explain the causes and benefits of the change. Then new concepts and new meanings for old concepts should be learned. This requires training and sharing of knowledge. All employees should feel informed about the new ways and systems. After this the new concepts and meanings are internalized.

Culture is so stable and difficult to change because it embodies the accumulated learning of a group – the ways of thinking, feeling and perceiving the world that have made the group successful. It is in the nature of human beings to dislike unpredictable or chaotic situations, therefore we fight to stabilize or normalize them. Any potential cultural change launches massive amounts of anxiety and resistance to change. If there is a need to change some elements of organizational culture, the management must recognize that they are tackling some of the most stable parts of the organization (Schein 1999).

4 Survey

The survey set out to empirically examine the organizational climate of the Competence Center in OP-Services. The main objective has been to establish an understanding of the organizational climate and satisfaction of employees working in the ICT Development Services. The list of all questions in the survey, and results for each, are enclosed (see appendix).

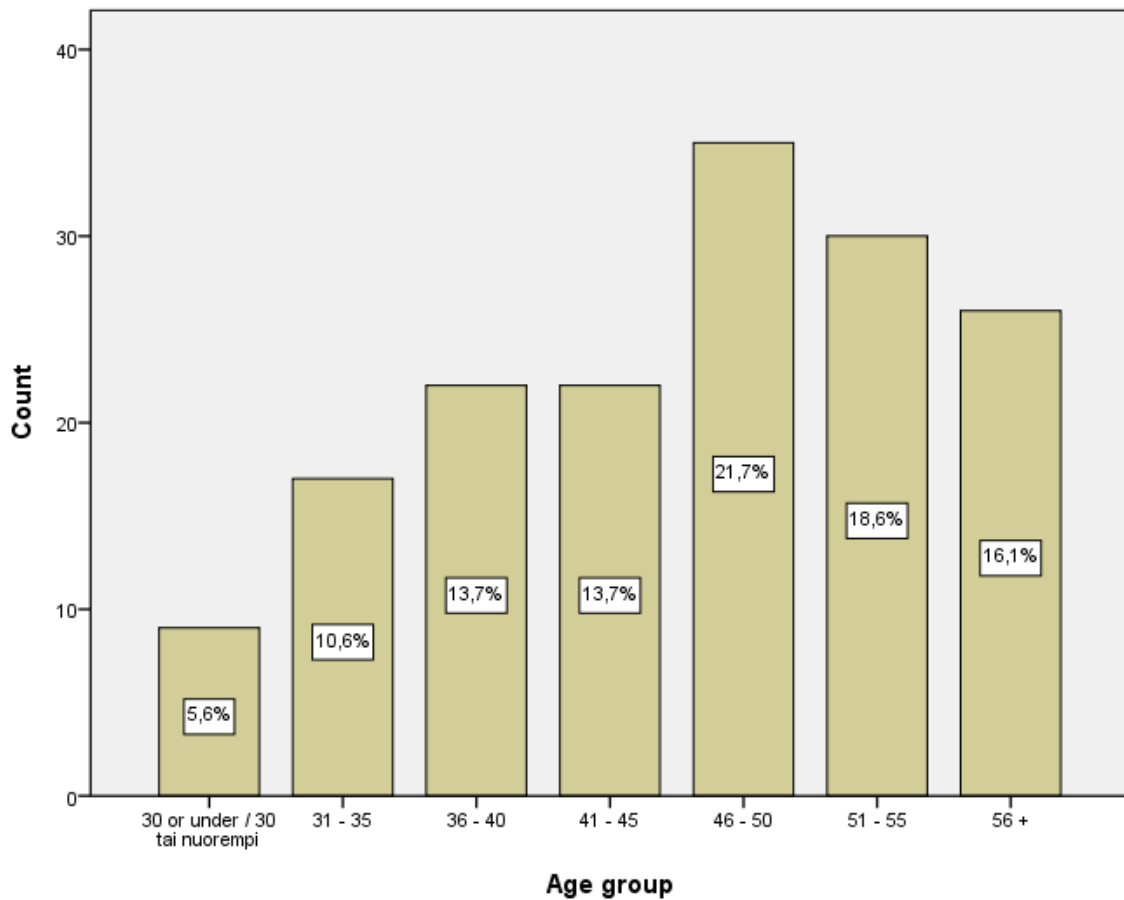
Based on the survey results it is possible to draw conclusions relating to the topics of organizational climate and culture, even though a thorough understanding of the culture would require further research. As discussed in the methodology chapter, it is impossible to design a questionnaire that could define and explain a culture, because the researcher cannot possibly know what questions to design. There are too many exter-

nal and internal dimensions within a culture, and surveys deal with espoused values concerning working relationships. These are important aspects of the climate of an organization, and so they should be measured, but not confused with culture. These findings regarding the climate can, however, give an understanding about the working atmosphere which plays an important role in the wider area of organizational culture.

The areas in the survey were: mission & purpose, feedback, teamwork, communication, resources & procedures, opportunities for growth, compensation, work/life balance, fairness & security, meaningfulness, and bottom line questions. These were chosen in order to gather information on various areas that affect the employee satisfaction and atmosphere in any organization. The questionnaire was designed to cover the most important sources of motivation, employee satisfaction, and productiveness from the employee point of view. Since it is impossible to know and cover all areas of climate, an open question was included in the end of the survey so that respondents could bring forth any aspects that might have been left out in the questionnaire.

The survey was carried out between 9th and 19th March 2012, and the questionnaire was sent to 400 employees in the ICT Development Services at OP-Services; 161 responses were received by the deadline. The percentage of replies did remain quite low at 40% even though the number of replies received was sufficient. The age group division of participants can be seen below. 60% of the respondents were female and 40% male.

For each statement there were seven possible replies: strongly agree, agree, somewhat agree, don't know, somewhat disagree, disagree, and strongly disagree. In the following analysis the results are discussed on general basis. The replies are summarized and therefore grouped into agree (including strongly agree, agree, and somewhat agree) and disagree (including strongly disagree, disagree, and somewhat disagree).



Survey Age Division.

4.1 Mission and Purpose

Questionnaire statements in this section were:

1. I am familiar with the mission, vision, and values of the company.
2. I can see the link between my work and company objectives.
3. Mission, vision, and values show in everyday work and procedures.

strongly agree (1)	agree (2)	somewhat agree (3)	don't know (4)	somewhat disagree(5)	disagree(6)	strongly disagree(7)
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Establishing an organization and a culture begins by the creation of mission, vision, and values, which are also the building blocks in strategic planning. Culture and strategy are therefore extremely dependent on each other. Mission, vision, and values are also a way of communicating to both current and potential employees. To have the best employees, companies should strive to inspire through their mission and strategy.

Companies have noticed the positive effects of culture and organizational climate in business and as a result more emphasis has been put on creating strong organizational cultures. However, Alvesson (2002) talks about how these companies too often try to simplify culture in order to make it measurable and more understandable. In many cases organizational culture has been reduced to a set of adopted and vague values that do not vary between organizations. Alvesson (2002) gives examples such as "people-company", "market-orientation", and "technological excellence", which can all be adopted in very different organizations.

Mission, vision, and values are an important part of strategic planning and determine the direction of the organization. The entire process of strategic management begins by creating vision and mission after which objectives are formulated and strategies selected.

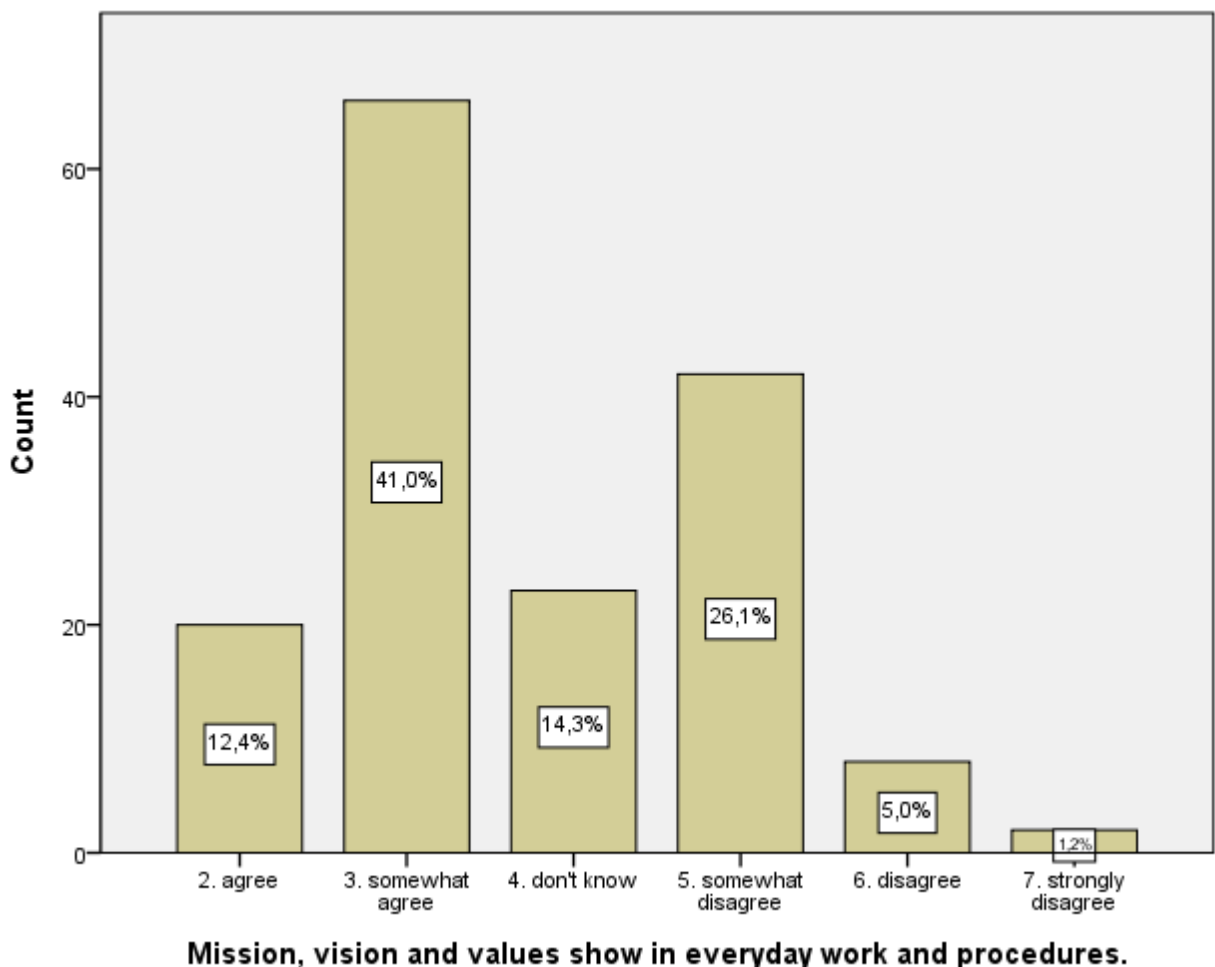
Vision outlines where the organization wants to be in the future, an ideal situation. Mission on the other hand states the purpose and reason why the organization exists in the first place. Values reflect the beliefs that the organization represents and that are shared by all the stakeholders.

Values should reflect the specific culture of a certain company, and not just the opinions of an elite group. This is why the top management cannot easily decide and implement the values that they choose. Values should live within the organization and show in everyday routines. If however the management comes to a conclusion that the values and culture do not reflect what is best for the organization, change is possible but will take time and resources.

91.3% of the respondents were at least somewhat familiar with the mission, vision, and values of the company, which is a very strong number. Only 6.2% were not familiar with the mission, vision, and values.

Furthermore a strong 85.1% sees the link between company objectives and their individual work. Again 6.2% disagreed. Even though the number of people that are not familiar with the mission, vision, and values is quite low, maybe some additional or voluntary information could be provided so that these employees feel more in connection with the organization.

In contrast, only 53.4% say that mission, vision, and values show in everyday work and procedures. 32.3% disagree, which gives the impression that the written down values might not reflect the actual culture, or at least not all employees take ownership of the common mission, vision, and values. This might result from a lack of employee engagement in the process of writing down the statements. Further research could be done to find out the underlying reasons.



4.2 Feedback

Questionnaire statements in this section were:

4. I am recognized whenever I do a good job.
5. My manager provides me with adequate feedback.
6. The feedback I receive is useful and constructive.

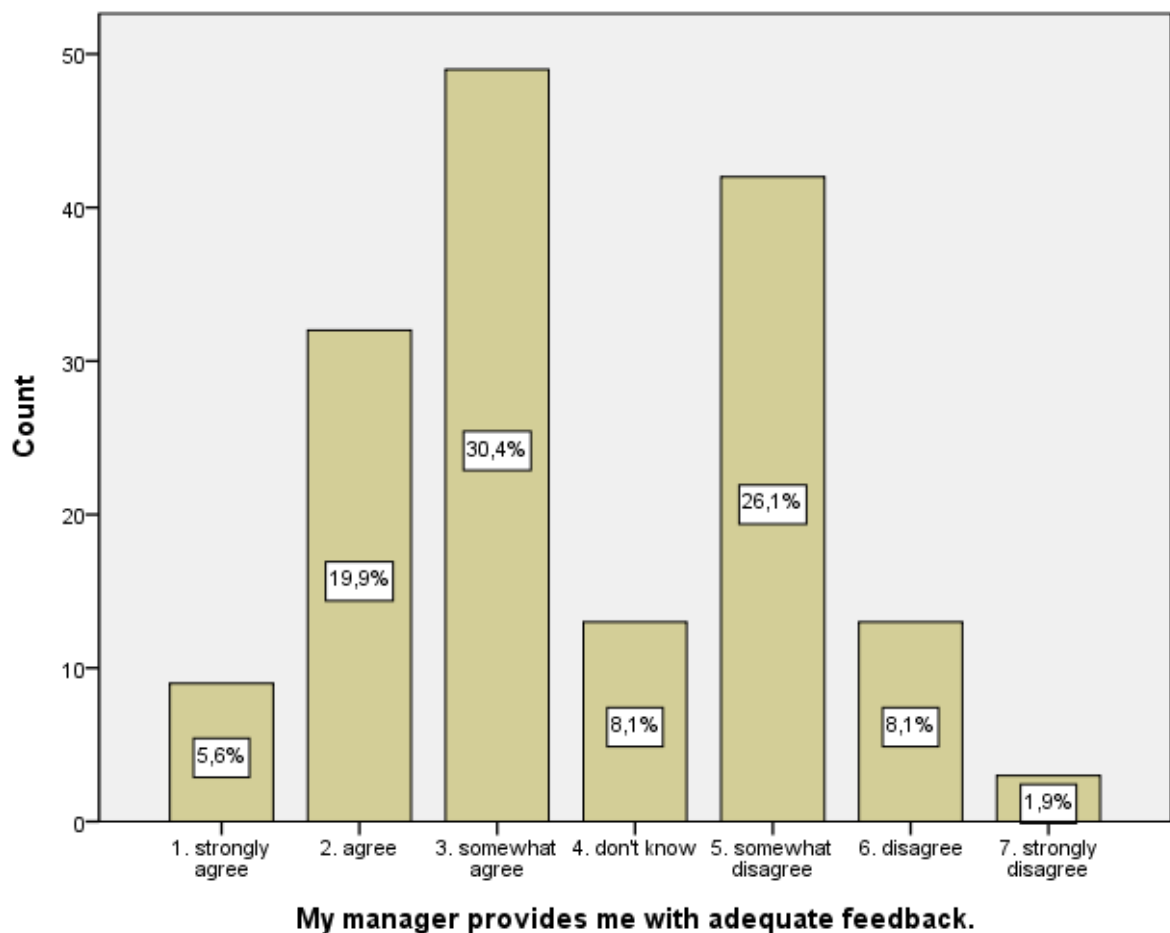
strongly agree (1)	agree (2)	somewhat agree (3)	don't know (4)	somewhat disagree(5)	disagree(6)	strongly disagree(7)
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Feedback is information about employees' performance that they can use to improve the results and the underlying process (Hiam 2003). This definition of feedback emphasizes the usefulness of the information since it helps employees make improvements in their performance. Unfortunately much of what passes as feedback in the workplace fails a simple test: It does not help people do a better job (Hiam 2003).

In the Climate Survey for OP-Services 66.5% said that they get recognition from a job well done, while 25.5% disagreed. The result is on the positive side, but still there is quite a lot to improve. Often managers do not pay attention to employees until there is a problem (Hiam 2003). From the employees' perspective, it seems like the manager is there just to catch them doing something wrong. There are case examples where showing more interest in employees' work together with an increase in positive feedback and decrease in negative comments has increased productivity dramatically (Hiam 2003). One of the survey respondents says that he/she would like the managers to visit the employees at times just to see that they are interested in the everyday work that happens in the organization.

68.3% considered the feedback they get to be useful and constructive, while 15.5% disagreed. Traditional feedback is termed controlling feedback because it relies on the manager's judgment, and the employees stop and go in response to it (Hiam 2003). In other words it is used to control performances, not to inspire them. The opposite of controlling feedback is informative feedback which gives employees enough information to decide for themselves whether the work is good or bad. Informative feedback shifts the decision-making from the manager to the employee.

It seems that the most improvement is required in relation to the statement "My manager provides me with adequate feedback". 36.0% disagreed with the statement, and 55.9% agreed. It is important to get direct feedback from a manager, however Hiam (2003) argues that in a healthy organization minority of the feedback should come from a manager. Most of feedback should come from systems and scoreboards that are implemented by the management, or better yet, that the management helps the employees create so they can monitor their own performances. This will help inspire the intrinsic motivation of employees.



4.3 Teamwork

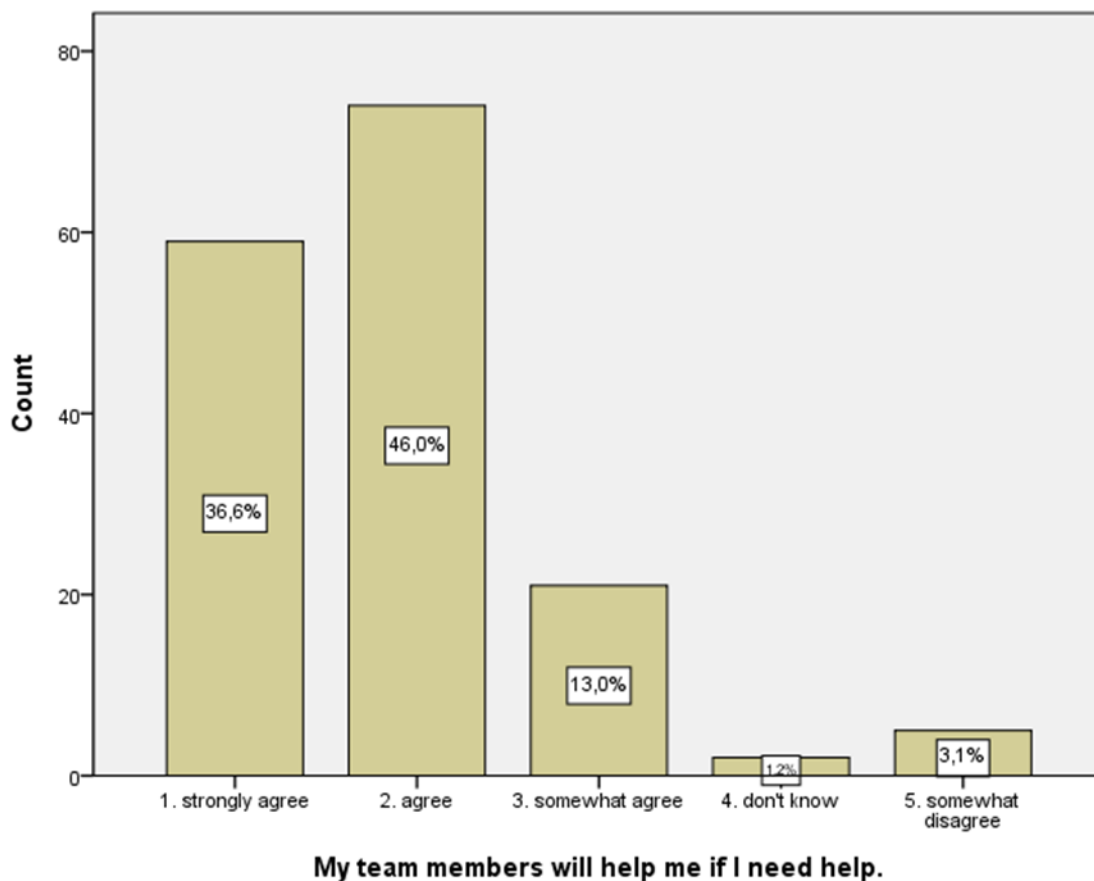
Questionnaire statements in this section were:

7. My team members will help me if I need help.
8. My team focuses on fixing the problem rather than blaming people.
9. I can trust that a manager will address any conflicts that may arise.

strongly agree (1)	agree (2)	somewhat agree (3)	don't know (4)	somewhat disagree(5)	disagree(6)	strongly disagree(7)
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Successful teamwork requires good leadership, communication, and conflict resolution. Teams ought to focus, communicate, and remain committed to the goal they are working towards. A team is a success when it can accomplish something bigger and work more effectively than a group of individuals on their own. A team is more efficient than a group of individuals, which makes teamwork so important for business.

In general, all the questions dealing with team work had quite positive results. As can be seen below, 95.7% said that they can get help from team members if needed. Only 3.1% disagreed.



Regarding the statement "My team focuses on fixing the problem rather than blaming people", 91.9% agreed, and 5.0% disagreed. Blaming is related to the chapter about feedback. Blaming can be described as the extreme form of unconstructive feedback that does not help an employee to develop or do a better job. The problematic part in a culture of blaming is that it is not just the manager that is the problem, as it usually is in feedback. Also colleagues can be the blamers. In this type of culture and climate the main issue is not whether someone actually deserves the blame. The main issue is that no one benefits from it.

59.6% could trust that a manager will solve all the conflict situations that may arise, while 15.5% disagreed. 24.8% chose to answer "don't know". There may be several reasons for why the respondents did not know how to answer. For instance, there might not have been conflicts that would have required a manager to take action, in which case the result would be positive. On the other hand it may be that the respondent is not confident that the manager would be able to solve this kind of situation when needed, which would make the result more negative.

Conflicts and disagreements are a common contaminant of positive work attitudes (Hi-am 2003). If there are unresolved conflicts in the workplace, the manager can expect motivation levels to fall. Even meaningless conflicts that do not seem important to the management can feel important to the employees. That said there is no benefit in the manager getting drawn into employees' conflicts. Usually, simple acts of asking questions, listening, and insisting on creative problem solving help to solve the situation.

4.4 Communication

Questionnaire statements in this section were:

10. I generally feel informed about the changes that affect me within the organization
11. The organization supports honest two-way communication.
12. My manager is available to me whenever I have questions or need help.

strongly agree (1)	agree (2)	somewhat agree (3)	don't know (4)	somewhat disagree(5)	disagree(6)	strongly disagree(7)
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Communication is about overcoming barriers. Organizations and individuals are attempting to interact, but the messages are often somehow lost or misunderstood (Blundel 2004). These failures in communication are expensive. The cost of ineffective communication is not only the time and resources wasted, but also the cumulative effects such as misunderstandings by the sender and/or receiver of the message.

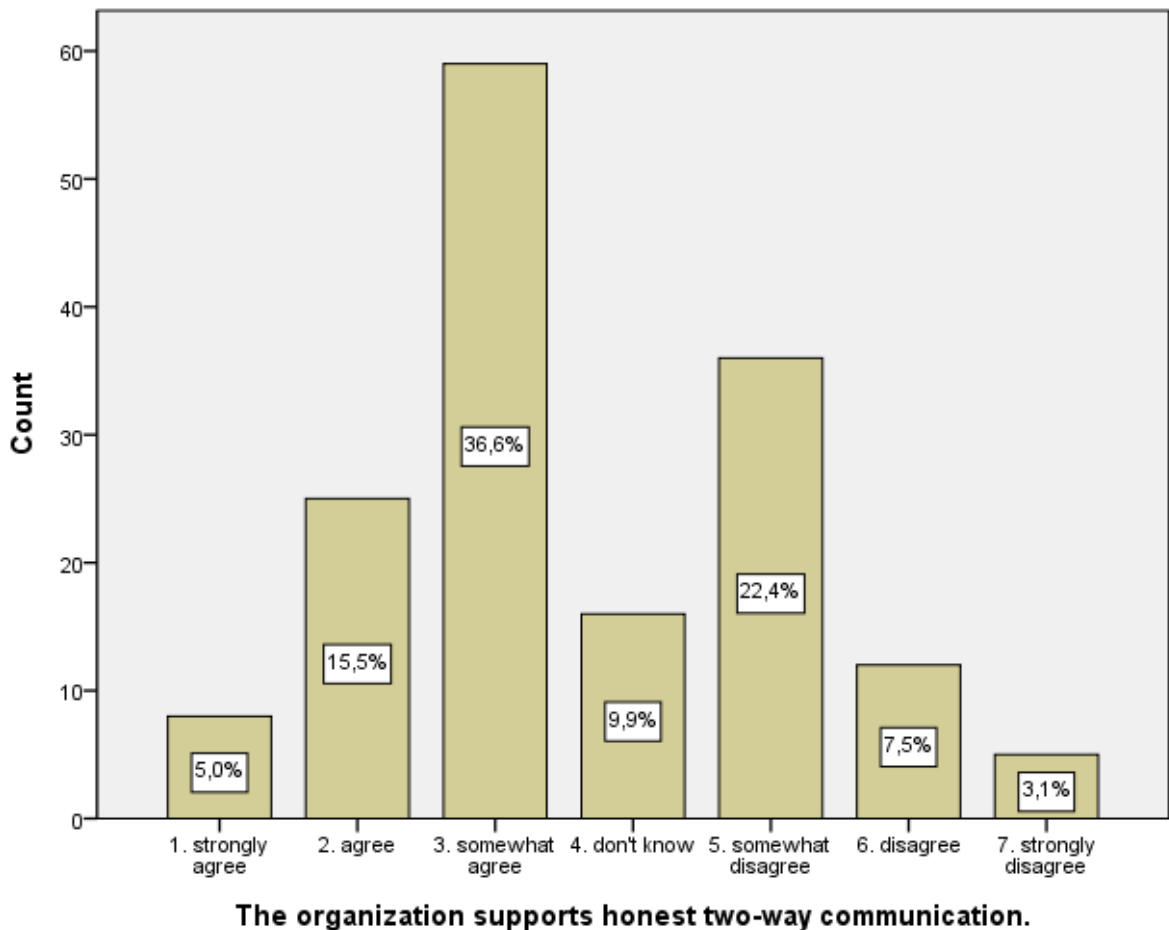
Internal communications at OP-Pohjola Group are aimed at providing personnel with true information sufficiently, in order for each staff member to be able to perform his/her duties in an appropriate way and obtain a true picture of the Group's operations, future prospects and the industry (OP-Pohjola 2012). The organization states that the internal communications support the interactive leadership culture characteristic of an expert organization, in which employees are encouraged to be actively involved in development measures and an open dialogue.

Internal communications are said to contribute to the implementation of OP-Pohjola Group's strategy through communication tools. The organization states that open internal communications prevent misunderstandings and enhance trust within the Group. At the same time, the organization strives to further develop well-established practices that support active internal communications with respect to the development and provision of services.

65.2% of the respondents reported that they feel informed about the changes that affect them within the organization, while 27.3% disagreed. Feeling informed about changes and what is going on in the organization creates a sense of belonging to the community which plays an important role in retaining employees. It might be that the organizational restructure of OP-Services shows in the results since some commented that because of the organizational restructure they are not yet familiar with their managers. One person said that for the past five year his/her manager has changed once a year, which obviously hinders the information flow between the manager and employee.

There might be reason to pay more attention to communication since 32.9% disagreed with the statement: "The organization supports honest two-way communication". 57.2%, however, agreed. Free speech and openness to communicate is especially im-

portant for knowledge organizations such as the ICT Development Services at OP-Services. One of the respondents comments that the real issues are not discussed within the organization, instead cliques are formed while individuals who verbalize their true opinions are kept outside the community. This, however, is a perception of a sole individual.



Responses to the statement "My manager is available to me whenever I have questions or need help" were quite positive. 78.9% agreed and 10.1% disagreed. From a productivity standpoint it is especially important that all employees can turn to a manager when needed since otherwise the work can come to a standstill when no one is available to provide guidance or answer questions. Failures in communication can be both a symptom of and a contributor to organizational problems. It is important to get to the cause rather than relying on cosmetic fixes.

4.5 Resources and Procedures

Questionnaire statements in this section were:

13. I have all the tools and equipment to do my job well.
14. Procedures necessary to do my job do not involve unnecessary steps.
15. I get the training I need to do my job well.

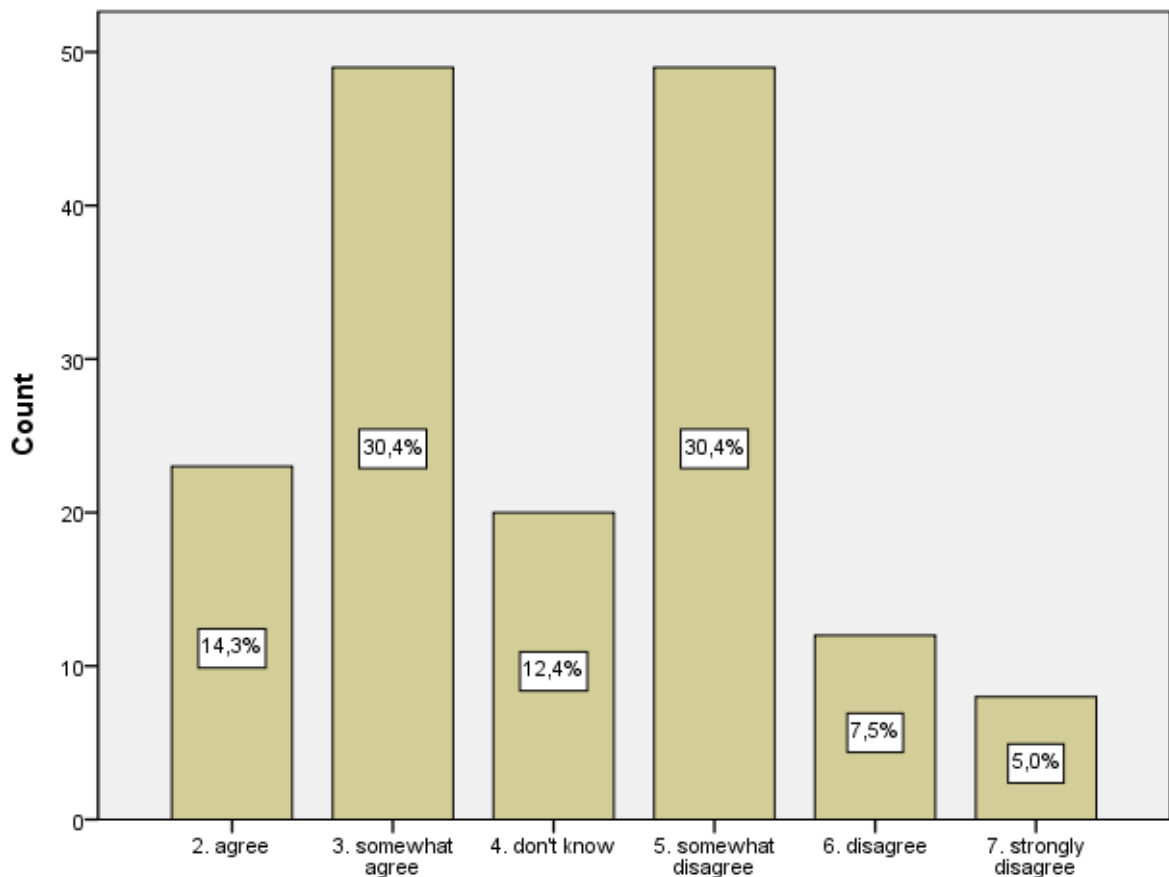
strongly agree (1)	agree (2)	somewhat agree (3)	don't know (4)	somewhat disagree(5)	disagree(6)	strongly disagree(7)
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ICT Development Services at OP-Services is a matrix organization. J.M. Morrison et. al. (2008) studied the effects of organizational culture on project management in matrix organizations. They concluded that training in project management and a set of systems and techniques may not be enough. They argue that if the culture of an organization is too bureaucratic, hierarchical, and internally-focused, project management will hardly produce the results organizations hope for. In other words matrix organizations should pay extra attention to the simplification of systems and procedures. "This study, in line with several preceding studies has added strong evidence to the notion that project management is not simply a set of tools that can be utilized to solve a particular type of work. It is a different management philosophy that the organization must be aware of and comfortable with." (Morrison 2008, p.27-36)

85.4% reported that they have all the tools and equipment to do their job well, while 14.6% disagreed. Even though the disagreeing percentage is not very high, this is an area where the number could be closer to zero. Having the physical tools and software for example, fall into the category of basic needs i.e. hygiene factors. Based on Herzberg's two factor model the hygiene factors do not increase satisfaction but a lack of them does increase dissatisfaction. Therefore it seems that 14.6% of employees are at least somewhat dissatisfied at the moment. Furthermore one of the respondents commented that the benefits in health services have decreased, which is also included in the hygiene factors and likely to cause dissatisfaction.

The next statement was "Procedures necessary to do my job do not involve unnecessary steps". The replies were quite divided, 44.7% agreed while 42.9% disagreed. It

might be that the size of the OP-Pohjola Group shows in the results since it is common that bureaucracy increases together with the size of the organization. Referring to the study of J.M. Morrison et. al. (2008), if the culture of an organization is too bureaucratic, project management will hardly produce the results organizations hope for. It could be useful to discuss further with the employees about possibilities to decrease unnecessary bureaucracy that would simplify tasks and increase both motivation and productivity.



Procedures necessary to do my job do not involve unnecessary steps.

Some of the respondents commented the statement in the open question. One said that processes are too bureaucratic and stiff and another wished to get rid of "all the ridiculous bureaucracy". One said that too much bureaucracy relates to ICT work; there are too many formal discussions with the supervisor and the real opinions of the staff are not listened to. Another person says that the shattered consistency of work creates strain and makes the days longer than they were before.

In general, companies decrease bureaucracy in order to move towards something better and more efficient. Each organization will have different barriers and advantages in the process. Decreasing bureaucracy is actually a by-product of achieving quality, efficiency, or better service for instance. The process of decreasing bureaucracy requires the commitment of senior management in order to succeed. If and when senior management has a clear understanding of what is required, and has a strong commitment, the change process can be successful. If the senior management has only little commitment, the company will be likely to quickly revert back to the undesirable state.

OP-Services could form a team or a committee to see to it that the bureaucracy problem is being looked at. The team or committee should consist of the people who will enable and manage the change. This would help the organization to achieve the change in the long run.

79.5% of the respondents said that they get the training they need to do their jobs well. 15.5% disagreed. Getting the required training is crucial for efficiency and productivity. In general, training improves job satisfaction of employees, but brings benefits to the employer organization as well as efficiency and commitment increase.

Training also improves the morale of employees as they feel more motivated and connected with the organization. More satisfied and motivated employees will produce more while absenteeism and turnover decrease. Also, a well-trained employee will be more able to work independently and requires less supervision. There will be less wastage of time and effort. Decreasing hierarchy and supervision is also one of the goals useful to knowledge organizations.

To continue with the benefits of training, it must be mentioned that training reduces the amount of accidents and errors, which again improves efficiency. When the organization provides sufficient training, the employees acquire new skills and are able to advance in their careers, which also enhances commitment to the organization that has provided the training. When employees are well trained, as they should be in knowledge organizations, they become an asset for the company.

4.6 Opportunities for Growth

Questionnaire statements in this section were:

16. There is a variety of ways for me to develop my career at OP-Services.
17. There is equal opportunity for advancement.
18. Someone at work encourages my development.

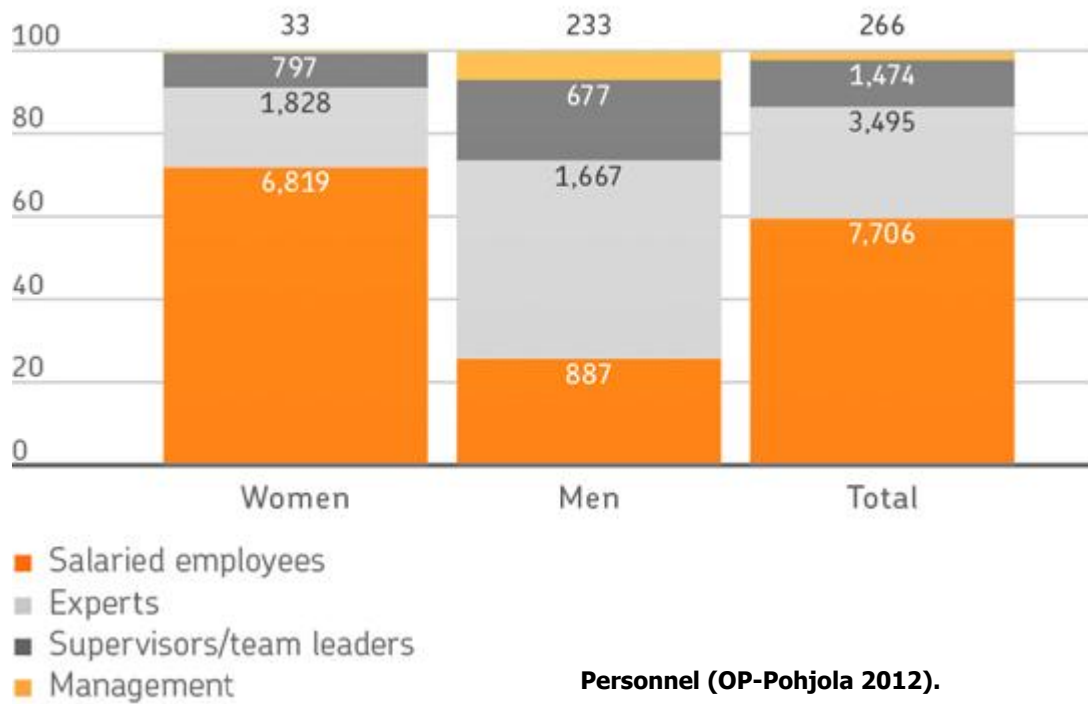
strongly agree (1)	agree (2)	somewhat agree (3)	don't know (4)	somewhat disagree(5)	disagree(6)	strongly disagree(7)
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The first statement in the area of growth was "There is a variety of ways for me to develop my career at OP-Palvelut". 59.6% agreed with the statement, while 26.1% disagreed. Having a goal and a path within the organization increases employee engagement and contribution. Employees that have a future in the organization are more likely to share and utilize their knowledge and ideas, which is essentially what all organization wish their employees would do.

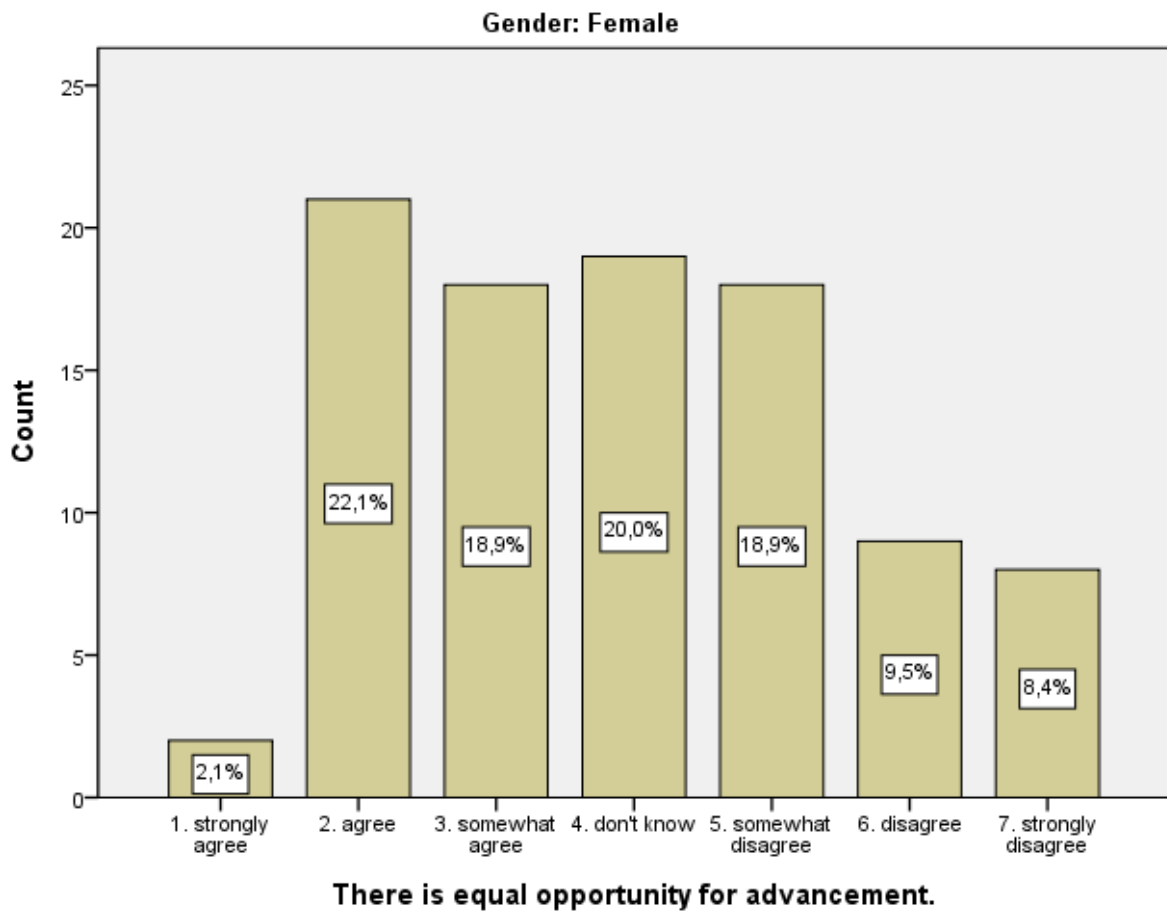
One of the respondents commented that OP-Pohjola is a good employer even though he/she is not pleased with the current position and job description; in a big organization there are various opportunities. This is the main strength of OP-Pohjola in the competition of the best employees and talent on the market. Another says that it is possible to change jobs and the job description but not to advance. He/she also claims that the organization is shattered and departments operate in different ways which creates confusion.

52.8% agreed with the next statement, "There is equal opportunity for advancement". 28.0% disagreed. Interesting is that the replies differ significantly between men and women. In men 66.7% said that there is equal opportunity for advancement and only 15.2% disagreed. In women on the other hand 43.2% agreed and 36.8% disagreed.

Gender distribution, %



Personnel (OP-Pohjola 2012).



One person commented the following for instance: "Favoring men in advancement and promotions irritates." Nowadays more and more companies are making an effort to equalize the gender bias. Equality is not strengthened for the sake of equality or female employees, on the contrary companies understand the effectiveness of diversity. Both genders are equally represented in the customer base as well as in all stakeholders of the company. Therefore it is reasonable and efficient to have both genders represented in both the pool of employees and in management.

Some global management consultancies for instance are now paying attention to hiring as many women as men since female employees are more able to relate to the issues that female clients are dealing with. It seems that quite a significant number of women (36.8%) at the ICT Development Services are not satisfied with their opportunities for advancement. This reveals a threat to employee turnover in the organization.

The last statement in this section was "Someone at work encourages my development". In terms of motivation, development, and productiveness it makes a huge difference for most people. If you are working for a corporation where you do not feel encouraged it is easy to disguise yourself into the mass of employees and not really perform or develop. 57.1% said that they are encouraged and 26.7% disagreed. One of the respondents commented that OP-Palvelut has drifted to a do-it-yourself policy in any HR related work, which decreases employee motivation.

4.7 Compensation

Questionnaire statements in this section were:

19. I am paid fairly for the work I do.
20. I am satisfied with my benefit package.

strongly agree (1)	agree (2)	somewhat agree (3)	don't know (4)	somewhat disagree(5)	disagree(6)	strongly disagree(7)
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The total compensation at OP-Pohjola consists of fixed and variable pay, the latter containing both short-term and long-term remuneration. A sufficient percentage of the

total of pay and remuneration must be fixed (OP-Pohjola 2012). The Supervisory Board defines this appropriate, reasonable balance between the fixed and variable pay.

The purpose of short-term incentive schemes is to steer, commit and encourage personnel to reach the company's annual targets and to perform well, to ensure that targets and the strategy are achieved, and to offer rewards whenever someone reaches or exceeds challenging target. OP-Services decides on its short-term incentive scheme targets on the basis of recommendations by the Central Institution's Supervisory Board (OP-Pohjola 2012).

Paying incentives and how to pay them is a controversial topic since there seems to be two schools of thought. The traditional and more common view is the one OP-Pohjola also represents when saying that employees are encouraged to perform well. Employees are usually paid incentives based on yearly goals. If an individual or a department manages to reach a certain goal, then they get the bonus for their efforts.

Some companies and researchers now find this thought pattern inefficient. There have been studies that show that most people actually become inefficient when incentives are directly tied to performance. D. Ariely et. al. (in Pink 2009) studied incentives and their effects on students on different continents. The students were asked to play various games that require creativity, motor skills, and concentration, and three levels of rewards were offered: a large reward for performing exceptionally well, a medium reward and a small reward. The researchers concluded that as long as the task involved only mechanical skill, bonuses worked as they would be expected: the higher the pay, the better the performance. But once the task called for even rudimentary cognitive skill, a larger reward led to poorer performance in eight of the nine tasks examined.

Results like these indicate that companies should pay incentives based on the performance of the entire organization. This way the pressure of the incentive would not stand in the way of creativity. Also, when incentives rely on overall performance, managers are encouraged to support each other instead of only paying attention to their own silo and targets.

60.9% considered that they are paid fairly while 32.9% disagreed. Furthermore 67.1% were happy with their benefits and 24.2% were not. The organization should concentrate on intrinsic benefits such as opportunities for advancement, learning, and self-development. The salaries on the other hand should be competitive and match what is required from the employees. This is a key factor in attracting and retaining the best employees and talent.

4.8 Work / Life Balance

Questionnaire statements in this section were:

21. My workload is appropriate.
22. I have the opportunity to do what I do best every day.
23. I enjoy coming to work.

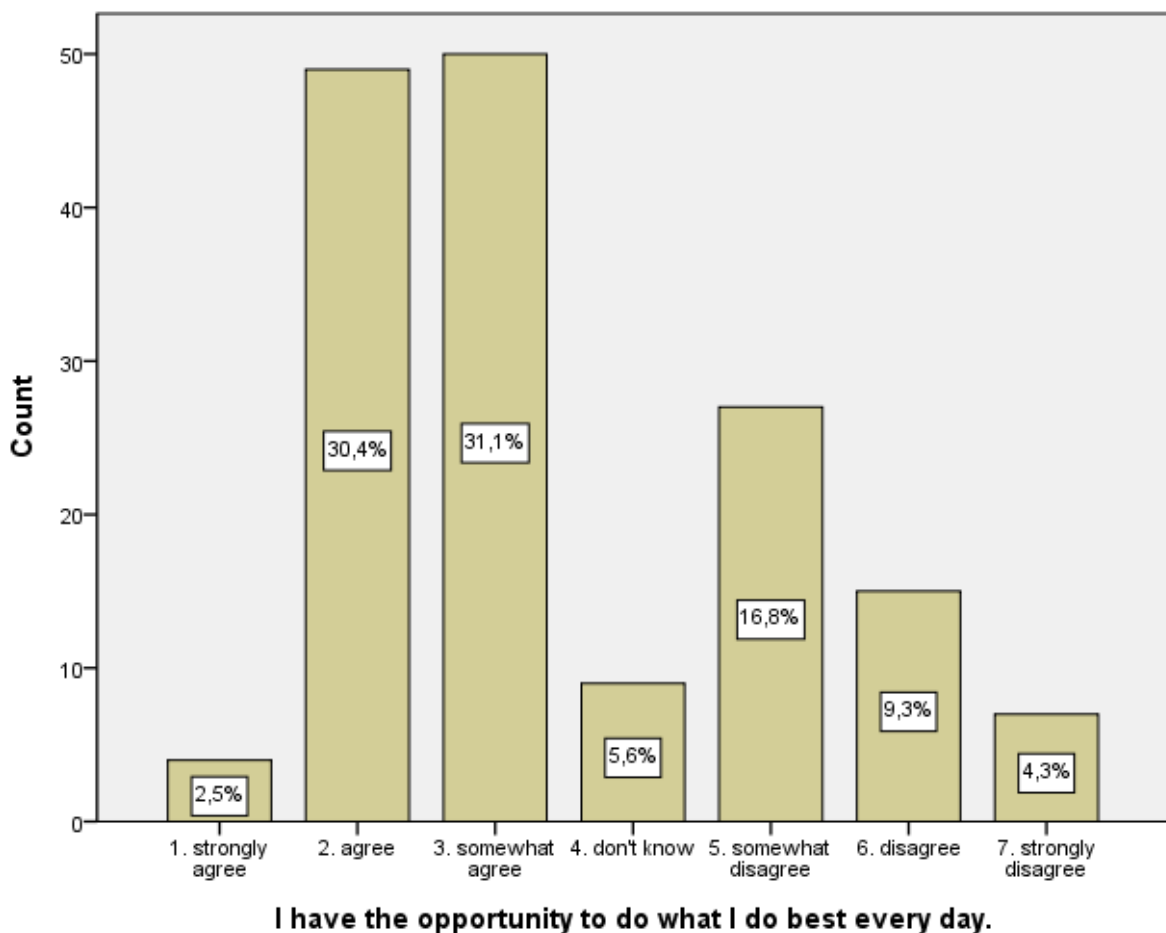
strongly agree (1)	agree (2)	somewhat agree (3)	don't know (4)	somewhat disagree(5)	disagree(6)	strongly disagree(7)
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75.2% said that their workload is appropriate while 23.6% disagreed. All employees need to do extra work at times in order to succeed in appraisals and proceed in the career path, however a continuous excess in the workload creates distress, which reduces an individual's capability to perform. The workload of each employee should be monitored, and adjustments made if required. One of the goals of the structural reform of OP-Services has been to align workloads.

In small doses, stress can help employees perform under pressure and motivate them to do their best. At some point, when the stress has been constant for some time, it changes into distress that has disabling effects. This usually happens when an employee has continually too much work to do. Stress can have various effects on performance and behavior, however, one of the most common effects is loss of motivation. Ordinarily dynamic employees may become apathetic or disinterested in their work. Managers and supervisors should be trained in stress management and recognize these symptoms.

64.0% agreed that they have an opportunity to do what they do best every day and 30.4% disagreed. Modern HR and management often are, and should be, more focused on strengths instead of weaknesses. This is also an important factor in motivating and therefore also important in terms of productivity.

Employees need to be aware of both their strengths and weaknesses, but the reality is that usually the weaknesses are what the employees themselves and performance reviews concentrate on. Not everyone needs to be excellent in everything since in big organizations tasks are shared and individuals specialize. Therefore it would be important in terms of efficiency and motivation to make sure that people are performing jobs that make the most out of their skill sets.



70.8% enjoyed coming to work, while 24.2% did not. This is a question that is strongly related to motivation, and management should strive to increase the number of em-

employees that do enjoy coming to work. The climate and culture of the organization and the department are key factors for being able to enjoy work.

No matter how interesting the job is, it loses meaning if the climate of an organization fights against personal values or the way of perceiving the world and behaving. Today's way of doing business requires employees to form teams and work in projects with each other. This is why climate and culture play such an important role in employee satisfaction and turnover. Further research should be conducted to find out the underlying reasons for why some employees cannot enjoy their work. It should also be studied whether there is something the organization is able to do to increase the gratification of working in OP-Services.

4.9 Fairness and Security

Questionnaire statements in this section were:

24. I believe everyone is treated fairly in my department.
25. I have a sense of security in my job.
26. The organization values diversity.

strongly agree (1)	agree (2)	somewhat agree (3)	don't know (4)	somewhat disagree(5)	disagree(6)	strongly disagree(7)
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63.3% of the respondents believed that everyone is treated fairly in their department, while 21.7% disagreed. 14.9% did not know what to answer. The definition of fair treatment is a subjective experience. The respondents have different point of views, which might explain why some did not know what to answer. Fair treatment of employees is not only ethically the right thing to do but it also brings benefits along. Fair treatment increases employee commitment and satisfaction but also reduces the threat of employee litigation. Furthermore, when employees are treated fairly they are more likely to engage in organizational citizenship behavior which increases productiveness since the employees are willing to take responsibilities beyond their job descriptions.

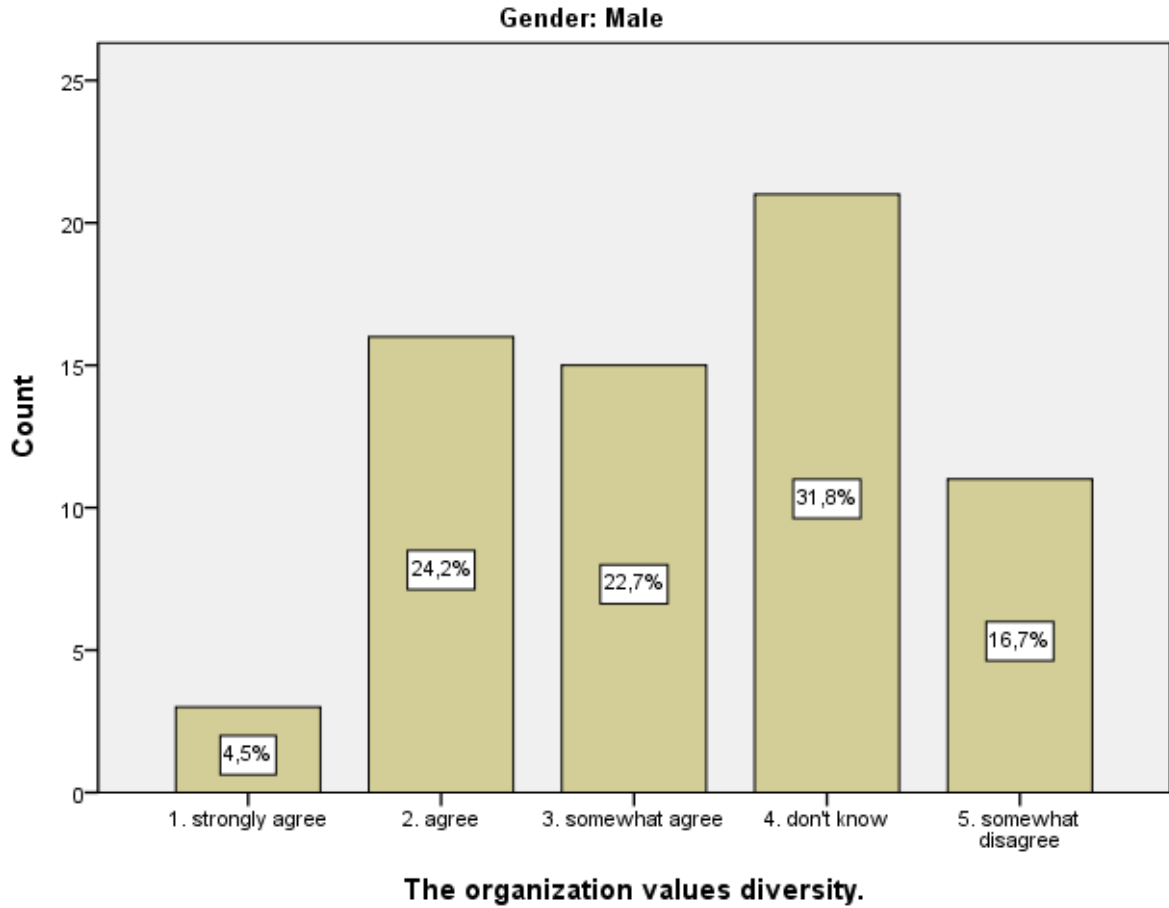
Feelings of unfairness and concerns about unjust treatment also arise when there is a feeling of secrecy in the work climate (Hiam 2003). Most of these negative feelings

disappear when information is shared. Therefore the simplest way to avoid feelings of unfairness among the employees is to open the books as much as possible. Most of what companies keep secret from their employees is not at all sensitive (Hiam 2003). The management should only keep information from employees where there is a clear reason to do so.

A strong 82.6% have a sense of security in their jobs, while 10.6% do not feel secure. The results of this question reflect most likely both the organizational and current economic climate. Fear is a strong emotion that can easily affect the motivation, effectiveness, and also productivity of an employee. Again, sharing information and not keeping secrets within the organization is the easiest solution for employees to tackle the fear of losing their jobs or current positions in a difficult economic situation.

47.2% believe that the organization values diversity and 25.1% disagree. Quite a large percentage, 27.7%, did not know whether or not the organization values diversity. There might be several reasons for why the respondents couldn't give an answer. One might be that they did not know how this could be observed. Thus, the questionnaire could have been clearer in the definition of diversity. The concept of diversity involves acceptance and respect. Valuing diversity means understanding that individuals are unique and different. The differences can be based on race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religion, political beliefs, or other ideologies. Valuing diversity moves beyond simple tolerance to embracing diversity and individuals.

The dissatisfaction of women towards their opportunities for advancement most likely shows in the statement regarding diversity as well. When the results are grouped between genders, a clear distinction can be seen. 51.5% of men said that the organization does value diversity and only 16.7% disagreed. In women 44.2% agreed and 31.6% disagreed. Furthermore there were women who disagreed strongly while the men disagreed only somewhat.



4.10 Meaningfulness

Questionnaire statements in this section were:

27. My work is interesting.
28. I feel a sense of belonging to the community.
29. The relationship between management and employees is good.

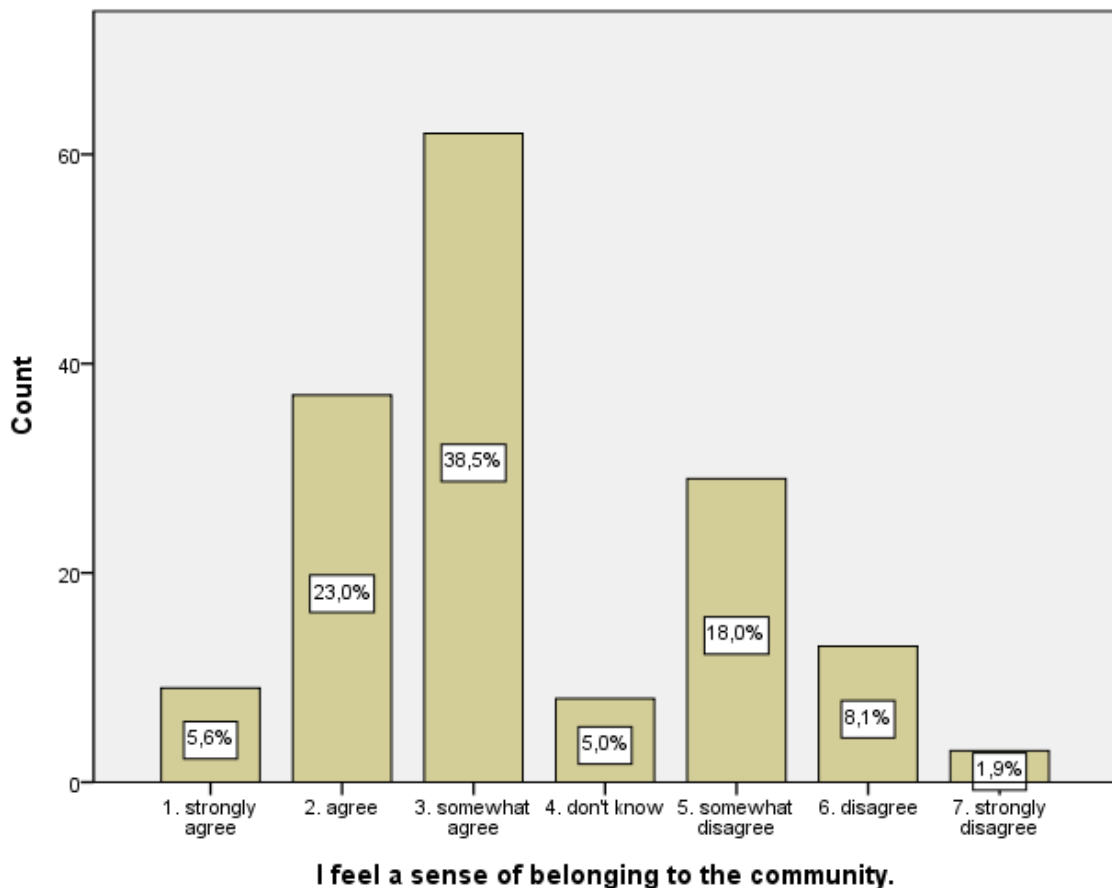
strongly agree (1)	agree (2)	somewhat agree (3)	don't know (4)	somewhat disagree(5)	disagree(6)	strongly disagree(7)
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Managers who are effective at motivating employees are rewarded with employees who can handle a variety of assignments, work more autonomously, report higher levels of job satisfaction, and contribute more to the success of their manager (Musselwhite 2011). Motivation is important because all employees need these quali-

ties to perform well in their jobs. With the current change in the western societies, there are more and more jobs that require cognitive and problem solving skills. It is these creative jobs in which the importance of motivation grows more and more important.

When managers collectively take more responsibility for motivating employees they also start to consider what their employees will need in order to be effective one, two, or five years into the future. It is the big-picture thinking that keeps the talent pipeline full, staff more alert, and the organization ready and able to meet constantly shifting market demands (Musselwhite 2011).

What was very positive is that 88.8% said that their work is interesting, and only 9.9% disagreed. 67.1% feel a sense of belonging to the community, and 27.9% disagree. The next step would be to find out why is it that some feel excluded from the community. A sense of belonging enhances organizational citizenship behavior and increases productivity when employees take responsibility for mutual aspects of work.



Employees need to face new teams and managers when a structure of an organization changes and structural changes are required for organizations to stay competitive. However, when managers and supervisors change too often, this has a significant affect within the community. Consistency is compromised and long-term planning in the targets set or in career development decreases. Not to speak about knowing your boss. If the structure and management change too often it is unlikely for a sense of community to come about in the first place.

57.1% agreed with the statement that the relationship between management and employees is good, and 18.0% disagreed. 24.8% did not know what to reply. It must be mentioned that the statement could have been clearer. The terms management and employees are not defined which makes the question imprecise. More detailed knowledge on the organizational structure would have been helpful in defining the terms.

However, a few of the respondents commented the relationship between management and employees in the open question. One said that the results of HR research should be taken into account when choosing the managers. Another person points out that the structure of the organization is too hierarchical, i.e. there are too many levels of managers, which makes it difficult for any relationship to form between management and employees. A fourth respondent emphasizes that social skills should be looked at closer when choosing the managers. He/she claims that there are unsuitable people as managers who decrease motivation and have a negative contribution to the overall climate.

4.11 Bottom Line

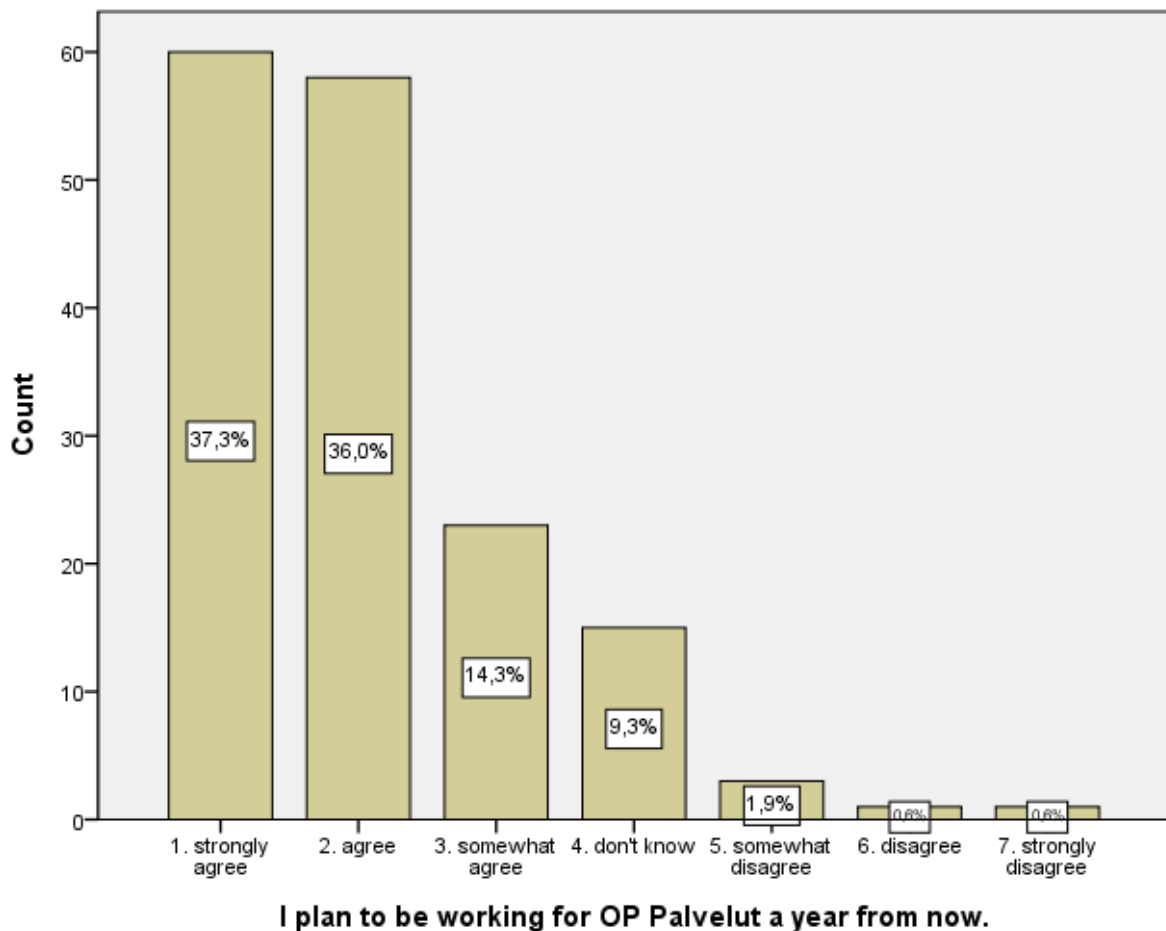
Questionnaire statements in this section were:

30. I would refer others who are seeking employment to OP-Services.
31. I plan to be working for OP-Services a year from now.

strongly agree (1)	agree (2)	somewhat agree (3)	don't know (4)	somewhat disagree(5)	disagree(6)	strongly disagree(7)
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A number of factors within managerial control can affect commitment levels (Hislop 2005) including: levels of worker involvement in organizational decision-making, the use of recruitment practices that attempt to achieve a fit between employee and organization, and a general sense of equality. Robertson and O'Malley Hammersley (2000 in Hislop 2005) argue that management practices that increase retention and commitment include providing workers high levels of autonomy over their work and training needs, having open and participative decision-making, and a flat organizational structure.

The responses to the two bottom line statements were quite positive, and it seems that in the end, the employees are satisfied with their position at OP-Services since they are not actively seeking other employment. 83.2% of the respondents said that they would refer others who are seeking work to OP-Services, and only 7.5% disagreed. Also, 87.6% said that they plan to be working for OP-Services a year from now and only 3.1% disagreed.



5 Limitations

Any survey research is a methodology relying on standardization. The researcher needs to develop questions that are general enough to be appropriate to all respondents, and it is possible and quite common to miss what is appropriate to many respondents. Also, different people often read different issues into the question, and therefore reply based on their perception and might all mean something different. For someone "strongly agree" is an extreme statement that is not used often, while someone else perceives the term less powerfully and therefore uses it more commonly.

Probably the most significant limitation to the OP-Palvelut Climate Survey was the percentage of employees replied. The questionnaire was sent to over 400 people and 161 in total filled it in during a period of 10 days. The response percentage did stay quite low at 40%. This obviously has an effect on the validity of the research.

Another limiting factor in the research has been the lack of definition in the terms "management" and "supervisor". For some statements the percentage of "don't know" replies was quite large which indicates that the statement itself might not be clear to the respondents. Furthermore some commented in the open question. One person, for instance said that he/she could not distinguish whether the statements were supposed to relate to his/her personal manager, middle management, or the top management. The further one goes in the organization, the less there is information and no relationship in practice. Another person said that he/she did not always understand whether the statements were supposed to relate to the organization or a team. A few also mentioned that since there has been a change in the structure of the organization the managers and new, which made it hard to answer some of the questions.

This survey, like many other surveys, concentrates on averages and percentages of negative and positive results and replies out of a sample of people. This type of research is ideal for finding out numerical data, such as how many times does an employee use the coffee vending machine each day. However, when studying contexts like climate and culture, it would be more useful to conduct interviews and study the atmosphere within the organization. Unfortunately that was not possible for this study, and therefore an online questionnaire was used.

As mentioned earlier, to make the changes the employees desire the next step would be to do a "real" culture study to see what the causes of dissatisfaction on certain areas are. This further study should include group interviews and observation to expose the underlying cultural values and assumptions. One of the respondents to the Organizational Climate Survey comments that the employees are encouraged to take part in surveys and research, however the results do not seem to matter since the decisions and solutions implemented are the opposite. This kind of cause-and-effect relationship will not increase motivation. The results will need to be carefully analyzed and often further research is required in order to get to the root of the issues. Then the results need to show in decision-making.

6 Conclusion

The results of the Organizational Climate Survey were mostly positive even though clear areas of improvement were found. It seems that employees need to deal with too much bureaucracy. Also female employees are not satisfied with their opportunities for advancement, which shows both in opportunities for growth and in fairness and equality. It also seems that mission, vision, and values do not show in everyday work and procedures, and employees are not getting enough feedback from their managers. There is also a lack of two-way communication. Regardless of these areas of improvement, the respondents are generally satisfied with OP-Services as an employer since they plan to work for the organization in the future and are not actively seeking other employment. Addressing the areas of improvement would however increase satisfaction and motivation and contribute to the productivity and success of the organization.

Regarding bureaucracy, 42.9% of the employees were of the opinion that procedures necessary to do their job do involve unnecessary steps. Probably the size of the OP-Pohjola Group has a role in the findings since it is common that bureaucracy increases together with the size of the organization. As discussed earlier, if the culture of a matrix organization is too bureaucratic, project management will hardly produce the results organizations hope for (J.M. Morrison et.al 2008). Thus, matrix organizations should pay extra attention to the simplification of systems and procedures. It might be

useful to discuss further the possibilities to decrease unnecessary bureaucracy that would simplify tasks and increase both motivation and productivity.

The dissatisfaction of female employees in relation to opportunities for advancement showed in couple of statements in the survey. 36.8% of female respondents said that the opportunities for advancement are not equal. Also, 31.6% of the female employees do not believe that the organization values diversity. It seems that quite a significant number of women are not satisfied with their opportunities for advancement, which reveals a threat to employee turnover in the organization. As discussed, employee turnover is especially important for knowledge organizations. Every time an employee leaves the organization, knowledge is lost and gaining it back is both slow and expensive. OP-Services should look at the possible causes of inequality within the organization, and find out whether there is a problem and if so, what are the more specific manifestations of it.

The third issue that came up in the survey is that the mission, vision, and values of the organization are widely known, but do not show in everyday work and procedures. 32.3% of the respondents were of this opinion which gives the impression that the written down values might not reflect the actual culture. This might result from a lack of employee engagement in the process of writing down the vision, mission, and values. Mission, vision, and values are an important part of strategic planning and determine the direction of the organization. They provide unity, direction, and purpose within. Leaders should engage employees to help create and take ownership of the common vision. Thus further research could be conducted to find out the causes of the issue and study how wide the problem possibly is.

Feedback gives the employees vital information that they can use to improve their performance. 25.5% of the respondents said that when they perform well it stays unrecognized. As a general rule, it has been said that a person should get three positive comments or acknowledgements for each single piece of negative critique. Furthermore, 36.0% were of the opinion that their manager does not provide them with adequate feedback. It could be feasible to pay more attention to the channels of feedback within the organization. As discussed earlier, there should be systems and scoreboards implemented within the organization so that employees do get objective feedback for

their performance. Also managers should encourage employees by using sufficient feedback. This is one of the most important tools of intrinsic motivation.

27.3% of the respondents reported that they do not feel informed about the changes that affect them within the organization. Furthermore, 32.9% did not believe that the organization supports honest two-way communication. Effective communication is an essential part of any management-employee relationship. Communication is also a fundamental source of motivation which affects the morale of employees and therefore productivity. One of the goals of the restructure in ICT services has been to establish systematic communications. Inefficient or faulty communication is one of the major causes of conflict. Conflict again creates low morale and decreases productivity. By encouraging two-way communication the employees inform the management of ideas and suggestions that come up and the management can increase productivity and efficiency with no extra cost. OP-Services could take a closer look at the channels of communication in order to find out the causes of some dissatisfaction in the area.

In addition to these areas that came up in the Organizational Climate Survey, secondary research has pointed out the importance of culture and climate in relation to strategy and overall success of knowledge organizations. Vision, mission, and values make up the culture but they are also the building blocks in strategic planning. It has been shown that satisfied and happy employees are more productive especially in the context of a knowledge organization. Creative work that requires problem solving calls for competitive salaries and intrinsic incentives.

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Questionnaire and Results

Mission and Purpose						
1. I am familiar with the mission, vision, and values of the company.						
6.2% Strongly agree (1)	41.6% Agree (2)	43.5% Somewhat agree (3)	2.5% Don't know (4)	4.4% Somewhat disagree (5)	1.9% Disagree (6)	0.0% Strongly disagree (7)
2. I can see the link between my work and company objectives.						
9.9% Strongly agree (1)	44.1% Agree (2)	31.1% Somewhat agree (3)	8.7% Don't know (4)	5.0% Somewhat disagree (5)	1.2% Disagree (6)	0.0% Strongly disagree (7)
3. Mission, vision, and values show in everyday work and procedures.						
0.0% Strongly agree (1)	12.4% Agree (2)	41.0% Somewhat agree (3)	14.3% Don't know (4)	26.1% Somewhat disagree (5)	5.0% Disagree (6)	1.2% Strongly disagree (7)
Feedback						
4. I am recognized whenever I do a good job.						
5.6% Strongly agree (1)	21.1% Agree (2)	34.8% Somewhat agree (3)	8.1% Don't know (4)	16.8% Somewhat disagree (5)	7.5% Disagree (6)	1.2% Strongly disagree (7)
5. My manager provides me with adequate feedback.						
5.6% Strongly agree (1)	19.9% Agree (2)	30.4% Somewhat agree (3)	8.1% Don't know (4)	26.1% Somewhat disagree (5)	8.1% Disagree (6)	1.9% Strongly disagree (7)
6. The feedback I receive is useful and constructive.						
6.8% Strongly agree (1)	28.0% Agree (2)	33.5% Somewhat agree (3)	16.2% Don't know (4)	11.2% Somewhat disagree (5)	3.1% Disagree (6)	1.2% Strongly disagree (7)
Teamwork						
7. My team members will help me if I need help.						
37.7% Strongly agree (1)	46.0% Agree (2)	13.0% Somewhat agree (3)	1.2% Don't know (4)	3.1% Somewhat disagree (5)	0.0% Disagree (6)	0.0% Strongly disagree (7)
8. My team focuses on fixing the problem rather than blaming people.						
27.3% Strongly agree (1)	45.3% Agree (2)	19.3% Somewhat agree (3)	3.1% Don't know (4)	3.7% Somewhat disagree (5)	1.2% Disagree (6)	0.0% Strongly disagree (7)
9. I can trust that a manager will address any conflicts that may arise.						
7.5% Strongly agree (1)	30.4% Agree (2)	21.7% Somewhat agree (3)	24.8% Don't know (4)	11.2% Somewhat disagree (5)	1.9% Disagree (6)	2.5% Strongly disagree (7)

Communication						
10. I generally feel informed about the changes that affect me within the organization.						
5.6% Strongly agree (1)	24.8% Agree (2)	34.8% Somewhat agree (3)	7.5% Don't know (4)	21.7% Somewhat disagree (5)	3.1% Disagree (6)	2.5% Strongly disagree (7)
11. The organization supports honest two-way communication.						
5.0% Strongly agree (1)	15.5% Agree (2)	36.7% Somewhat agree (3)	9.9% Don't know (4)	22.4% Somewhat disagree (5)	7.5% Disagree (6)	3.1% Strongly disagree (7)
12. My manager is available to me whenever I have questions or need help.						
11.2% Strongly agree (1)	37.9% Agree (2)	29.8% Somewhat agree (3)	10.6% Don't know (4)	6.8% Somewhat disagree (5)	3.7% Disagree (6)	0.0% Strongly disagree (7)
Resources and Procedures						
13. I have all the tools and equipment to do my job well.						
9.9% Strongly agree (1)	45.3% Agree (2)	21.1% Somewhat agree (3)	0.0% Don't know (4)	14.9% Somewhat disagree (5)	5.6% Disagree (6)	3.1% Strongly disagree (7)
14. Procedures necessary to do my job do not involve unnecessary steps.						
0.0% Strongly agree (1)	14.3% Agree (2)	30.4% Somewhat agree (3)	12.4% Don't know (4)	30.4% Somewhat disagree (5)	7.5% Disagree (6)	5.0% Strongly disagree (7)
15. I get the training I need to do my job well.						
6.2% Strongly agree (1)	36.0% Agree (2)	37.3% Somewhat agree (3)	5.0% Don't know (4)	9.9% Somewhat disagree (5)	4.4% Disagree (6)	1.2% Strongly disagree (7)
Opportunities for Growth						
16. There are a variety of ways for me to develop my career at OP-Services.						
6.2% Strongly agree (1)	29.2% Agree (2)	24.2% Somewhat agree (3)	14.3% Don't know (4)	14.3% Somewhat disagree (5)	6.2% Disagree (6)	5.6% Strongly disagree (7)
17. There is equal opportunity for advancement.						
6.2% Strongly agree (1)	26.7% Agree (2)	19.9% Somewhat agree (3)	19.3% Don't know (4)	17.4% Somewhat disagree (5)	5.6% Disagree (6)	5.0% Strongly disagree (7)
18. Someone at work encourages my development.						
7.5% Strongly agree (1)	18.0% Agree (2)	31.7% Somewhat agree (3)	16.2% Don't know (4)	11.8% Somewhat disagree (5)	10.6% Disagree (6)	4.4% Strongly disagree (7)

Compensation						
19. I am paid fairly for the work I do.						
6.2% Strongly agree (1)	18.6% Agree (2)	36.0% Somewhat agree (3)	6.2% Don't know (4)	22.4% Somewhat disagree (5)	8.7% Disagree (6)	1.9% Strongly disagree (7)
20. I am satisfied with my benefits package.						
3.1% Strongly agree (1)	24.2% Agree (2)	39.8% Somewhat agree (3)	8.7% Don't know (4)	17.4% Somewhat disagree (5)	4.4% Disagree (6)	2.5% Strongly disagree (7)
Work / Life Balance						
21. My workload is appropriate.						
4.4% Strongly agree (1)	33.5% Agree (2)	37.3% Somewhat agree (3)	1.2% Don't know (4)	15.5% Somewhat disagree (5)	5.0% Disagree (6)	3.1% Strongly disagree (7)
22. I have the opportunity to do what I do best every day.						
2.5% Strongly agree (1)	30.4% Agree (2)	31.1% Somewhat agree (3)	5.6% Don't know (4)	16.8% Somewhat disagree (5)	9.3% Disagree (6)	4.4% Strongly disagree (7)
23. I enjoy coming to work.						
8.7% Strongly agree (1)	25.5% Agree (2)	36.7% Somewhat agree (3)	5.0% Don't know (4)	18.0% Somewhat disagree (5)	5.0% Disagree (6)	1.2% Strongly disagree (7)
Fairness and Security						
24. I believe everyone is treated fairly in my department.						
8.1% Strongly agree (1)	30.4% Agree (2)	24.8% Somewhat agree (3)	14.9% Don't know (4)	13.7% Somewhat disagree (5)	5.6% Disagree (6)	2.5% Strongly disagree (7)
25. I have a sense of security in my job.						
10.6% Strongly agree (1)	41.6% Agree (2)	30.4% Somewhat agree (3)	6.8% Don't know (4)	6.8% Somewhat disagree (5)	3.1% Disagree (6)	0.6% Strongly disagree (7)
26. The organization values diversity.						
3.7% Strongly agree (1)	21.7% Agree (2)	21.7% Somewhat agree (3)	27.3% Don't know (4)	20.5% Somewhat disagree (5)	3.1% Disagree (6)	1.9% Strongly disagree (7)

Meaningfulness						
27. My work is interesting.						
11.8% Strongly agree (1)	42.9% Agree (2)	34.2% Somewhat agree (3)	1.2% Don't know (4)	6.2% Somewhat disagree (5)	3.1% Disagree (6)	0.6% Strongly disagree (7)
28. I feel a sense of belonging to the community.						
5.6% Strongly agree (1)	23.0% Agree (2)	38.5% Somewhat agree (3)	5.0% Don't know (4)	18.0% Somewhat disagree (5)	8.1% Disagree (6)	1.9% Strongly disagree (7)
29. The relationship between management and employees is good.						
2.5% Strongly agree (1)	23.0% Agree (2)	31.7% Somewhat agree (3)	24.8% Don't know (4)	11.8% Somewhat disagree (5)	5.6% Disagree (6)	0.6% Strongly disagree (7)
Bottom Line						
30. I would refer others who are seeking employment to OP-Services.						
19.3% Strongly agree (1)	36.0% Agree (2)	28.0% Somewhat agree (3)	9.3% Don't know (4)	3.7% Somewhat disagree (5)	2.5% Disagree (6)	1.2% Strongly disagree (7)
31. I plan to be working for OP-Services a year from now.						
37.3% Strongly agree (1)	36.0% Agree (2)	14.3% Somewhat agree (3)	9.3% Don't know (4)	1.9% Somewhat disagree (5)	0.6% Disagree (6)	0.6% Strongly disagree (7)

