Methods to improve well-being at work

Case-study: WWF, Alko, Neste Oil

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The aim of this thesis is about well-being issues and how they are noticed nowdays in todays worklife. What kind of methods and actions successful companys do to their employees of getting good results of well-being at work.

The empirical study used qualitative approach with case study and was done by interviews of three different companys, that has put some effort of well-being issues. Companys were selected of the reason as their human resource policy seemed they have been thinking well-being issues. This was a employer's point of view of used methods of well-being issues. Companies that were interviewed were WWF, Alko, Neste Oil and also well-being educator and writer Tony Dunderfelt from Dialogia Oy.

Well-being should be planned and followed in the company same way like any other activity. Employees are creative and productive, when employee is heard, respected and there is meaningfulness at work. Well-being requires good leadership by interacting with subordinates and valueing their effort and personality.

Keywords
well-being, psychological well-being, method, model, work

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1 Introduction

Many companies have section that tells well-being in their company on their own website. There are many ways of doing well-being in the companies. For example, Neste Oil has been chosen well-being symbol of a snowflake. Well-being is built to companies to make common developed area to build on. A key part of well-being at work is the development of skills and motivation to work. Well-being at the workplace is investigated in many companies. Others use outside experts and some have developed their own systems in certain areas. Workplace well-being is determined by the employer's point of view, but it is essential to listen to the teams and workers as well. Human resources management has a key role of well-being at work. When well-being issues are under the control the work community employees become better motivated to work. Nowadays people have more and more their own responsibility areas at work so there has to have activities also to bring co-workers together. This thesis goal is to find success factors in managing well-being at work through the eyes of Finnish expert organization's leaders.

The aim of this thesis is the theory and practical examples to determine the importance of well-being in business management and strategy in the successful business. Also to to learn and to find out positive methods to improve work satisfaction and well-being at work and what is situation overall towards well-being issues in the company. I wanted to get answers from professional people, who were enthusiastic and willing to tell their opinions about well-being. Target was to get opinions of different methods to learn from them. I have used the material in different studies, and made interviews with the companies that have already received fame in public of their successful methods of well-being management. Part of good management is that well-being is taken care of in the company.

Qualitative research was approached by case study strategy. Interviews were done to head management experts. They had interest of the issue and were happy to share their views of the matter to tell their story of how their company is investing to well-being.

2 Well-being at work in Finland

Occupational health service is responsible to keep the staff's in working condition. The employer makes a decision of what kind and extent of occupational health services is to be acquired for the employee. Renewed Occupational Health Regulation entered into force 01.01.2014. The aim is to encourage employer and occupational health to continue collaboration to extend working lives. (TTL 2014.) Ministry of Health is planning a new task model of co-operation people who work occupational safety and health at work. The aim is to improve the job proactive health and safety, health and well-being development. (Tehy 2014, 12.)

Well-being at work has been active development target in 21st century in Finland. It means that the work is safe, healthy and meaningful. Well-being at work increases productivity and commitment to work and decreases absenteeism. In Finland the cost of absences due to illness, disability pensions and work accident are 40 billion euro's per year. Therefore the development and improvement is still significant. (Työterveyslaitos 2012, 5.) Healthy staff is able to work effectively, develop new things and able to make creative solutions and new innovations. Employee commitment has effect to of reduce sickness absence. (Viitala 2013, 212.) Accident and sickness absence and disability pension costs are over 4-5 billion per year in Finland is a result from the Institute of Occupational Health from a project with organizations, and insurance companies. The comparison study shows that the costs of promoting the well-being can be affected. Chances are saving 1.3 billion euro's a year. (Sanomalehti Karjalainen 6.3.2014.)

Burnout begins with a sense that the person can't cope with a work load. Especially, if there is constantly something new to learn employee may become tired. The employee begins to show symptoms mentally and physically, and stress reduces the learning ability even further. Also creativity is lost and accidents happen more easily, if the employee is too tired. Absence puts pressure on co-workers and to the whole work environment. Quality will suffer, and also customers may suffer from the situation. (Otala & Ahonen 2003, 93.)

Well-being index survey was done in different countries. It was about the social development with 50 different indicators from health, education and gender equality at all times. It was developed at Harvard University in 2014. The ten best countries were 1) New Zealand, 2) Switzerland, 3) Iceland, 4) Netherlands, 5)Norway, 6) Sweden, 7) Canada, 8) Finland, 9) Denmark, 10) Australia. Finland is the eighth (8) in the rank. All the Nordic countries are on the top and EU countries the highest was Dutch. Five worst were Nigeria, Pakistan, Yemen, Niger and Angola. United States rank was 16, said the measurement Professor Michael Green. (HS 2014.)

2.1 Working life campaign 2020

The working life project blog project is campaign to build a Finnish working life to become the best in Europe by 2020. Blog campaign is having various organizations that show different points of view, that what and how they do better working life for everyone. (Terveystalo 2014.)

Working life campaign 2020 purpose is to share tips to other companies, as well as add to the discussion on the development of working life. For more information: www.tyoelama2020.fi. (Työelämä - hanke 2020.)

2.2 Absence reasons from work

In Finland urgency has been a problem in the 21st century in a work load. Most reason of sickness absence from work was the muscle disorders and mental health problems. (Työelämän kehittämistrategia vuoteen 2020, 6.) Muscle disorders are the most common cause of long absences due to illness. Prevention should be in special attention. Muscle-skeletal disorders have a tendency to become chronic and get worse without treatment and rehabilitation. (TTL 2010, 8.) Burnout and mental upset has grown to a staff member groups, particularly in women. Fear of serious burnout, illness has increased in the upper working women more than other groups. (Lehto, Sutela, Miettinen 2006, 22.) Research shows that many workers are experiencing the stress because the urgency at work. One in five will experience the threat of layoffs, termination or

unemployment. Mental problems are the most common cause of disability pensions with skeletal disorders. (Otala & Ahonen 2003, 15.)

Ill-being at work can lead to unemployment and disability. Over 20 000 Finns gets disability pension, because of mental illnesses and musculo-skeletal diseases. Also, about three thousand young people under age of 35 are retired each year. The most common retirement age is 52 years. At the same time, more and more of the over 60-years old wants to continue to do the work. (Awen 2012-2013, 6.)

2.3 Management of justice

Management practices have a significant role in the well-being and the workplace. For example, the management of justice has been found to improve the conditions for interaction and to reduce the tension between the different staff groups, as well as to increase the commitment of the workplace. According to the results fair management has a significant relationship to the health of workers. (Kivimäki 2002). (TTL 2010, 44.) Studies have shown that the fair management will reduce work-related mental risks and is linked to sick leaves. (Otala & Ahonen 2003, 15).

2.4 Development discussions

Development discussion takes place between the manager and the employee. The aim is to look at the employee's work situation as a whole. Performance appraisal provides employees the opportunity to influence one's own work and the work community. The aim for the development discussions is to clarify the role and to provide mutual feedback, define goals, identify development needs and to promote cooperation and good atmosphere. (KT 2011.) Development discussion is part of the well-being at work. The development discussion develops and builds professional and personal identities and promotes health. (thesus 2009, 5.)

Organization's core is mission, vision, objectives, strategy and the values. They are also the basis in the development discussion. Debate between the manager and employee should be about the individual's work performance. These development discussions

are part of a systematic management. These discussions are important and must be sold to staff, so that they are happy to participate. (Aarnikoivu 2010, 68-70.) Development discussions will create a lot of valuable information to senior management. The results should be informed to the staff development unit. (Aarnikoivu 2010, 102.)

3   Good work life

According to well-being professor Marja-Liisa Manka "Normal working day can't always be fun". There are days in every job, that you will not always like everything your job is all about. In today's world everybody is responsible of their own attitude towards the work life. Sometimes we should look ourselves to mirror and do something with your own attitude, to have more joy during your work day. It's good to have passion for the job, but not too much. Employee needs to have a break to recover physically and emotionally. If someone is not feeling the enjoyment of work in any day, it might not be the right job for the person.

Human beings are complex, also the situation out work will also effect easily to our work life. Just one person can make a big difference in the working atmosphere. Atmosphere can be positively influence by greetings, thanking, by speech and by helping. But the working atmosphere can also easily be ruined with a constant negativity and teasing. Co-workers have huge impact of our well-being at work.

Good feedback will encourage people to work even better and it will make a positive effect on people. Instructive feedback should be given in constructive way with suggestions and with by wishes and not making the person feel guilty and blamed. Positive atmosphere will bring well-being to individuals working attitude. (Vantaan Lauri 2014.)

Physiological and physical aspects are both important matters when talking about employee well-being. Health, happiness and relationships with co-workers are three indicators that tell the level of well-being situation in the organization. (HRM Employee Well-being and Organizational Performance 2009.) Positive emotions to work place are made by respect, success, caring, fun and with a humour. (Furman & Ahola 2002, 16.)

Research has showed that most Americans work in underpay salaries because in well-paid jobs companies don't support employees well-being as much as they do in organizations where salaries are lower. Well-being is more important value in workers priority

when they choose a job, than a well paid salary with out benefits from a job. (Deckop 2006, 300.)

"Well-being is that in the morning it's nice to come to work."
"Well-being is to be successful in the work."
"Well-being is to feel appreciated."
"Well-being is that working tools and environment is good."
"Well-being is good medical care for employees."
"Well-being means security for some people and freedom to the other." (Otala & Ahonen 2003, 27-28)

3.1 Positive psychological well-being

Well-being has three parts: physical, social and psychological well-being. PWB is related to work and personal well-being (PWB) which means psychological well-being, such as happiness or satisfaction. When someone is happy or very satisfied with a life, then PWB is high. (Robertson & Cooper 2011, 3.)

Psychological well-being consists of our ability to handle stress in daily life by keeping positive attitude and find out the purpose of life. It's been approved by research that PWB has link to success and health. Organizations where PWB is high are getting better results in their work. High PWB has also shown that people are willing to come to work even if they are feeling little ill. Also vice versa, if the PWB is low sickness-absence will increase. Research has shown that people respect, if they have autonomy in their work, their ideas and suggestions are taken in to account and there is no unrealistic workload pressure. Employees want to feel useful in their workplace. (Robertson & Cooper 2011, 4-21.)

Mental health describes psychological and emotional health, which leads to well-being to be well or being unwell. Emotional health consists of self-consciousness, self-control, motivation, empathy and social skills. To be able to feel fulfilment of a work these aspects need to be in balance. People that have emotional intelligence (EI) are more successful in their work and relationships. Job satisfactions is about feelings towards things we do at work, such as salary, the management, co-workers, job security,

physical surroundings and how much work do we have and the tools we are using. (Weinberg and Cooper 2007, 9, 14-16.) Well-being focuses that people are not too stressed or ill at work and prevent accidents to happen at workplace. (Norden 2011, 17.) According to Susanne Hazelton opinion "positive thinking has to be combined with both understanding the reality and implications of the situation by taking action(s)." (Hazelton, 2013, 7) Emotional intelligence means the ability to understand other people, what motivates them and how to work cooperatively with them," says Howard Gardner, the Harvard theorist. There are five categories of emotional intelligence (EI) 1) self-awareness 2) self-regulation 3) motivation 4) empathy and 5) social skills. (Psych Central 2014.)

Well-being means good physical, -mental, -and social condition. Social conditions have effect also outside of the job, which effects of well-being at work. (relationships, children, parents, hobbies). Spiritual condition is consciousness thinking, it is about how person is balanced with his/her values in life. Stress management is the ability to use certain methods to cope with stress. Humbleness means understanding that we are all human. (Sydänmaanlakka 2005, 159-160.)

Happiness: Psychological Well-Being
Health: Physical Well-Being
Relationships: Social Well-Being
(Grant, Christianson, & Price 2007, 53.)

Employees of the 21st century have values and want to express themselves at work. Psychological safety nowadays means, that people don't want feel afraid of getting negative pressure of their self-image at work. They wish that management is flexible and supportive, there is clarity of organizational roles and that they are able to express their true feelings. (Castellano 2013, 132.)

3.2   Work stress symptoms

Stress may come to employees by from physical activity and mental or emotional activity. Stress is not always harmful. Positive stress is a feeling of enthusiasm and

achivement. Distress which is negative stress, can lead to physical and psychological problems. When employees experience distress they might become moody and it is difficult to work or to be with them. Negative stress can also have symptoms like insomnia, muscle tension, irritative behaviour, increased use of alcohol or tobacco, changes in appetite and eating habits, feelings of anxiety, fear or nevousness, increased accidents, feelings of unhappiness, concentration problems and extreame emotional reactions. Also job conditions can cause stress as well as the big change creates uncertainty, which can lead to stress. (Cullen 2001, 138-140.)

Heavy work load also creates job stress and pressure, because employees loses confidence front of the new situation. Reseach has shown that employees fail to make maximum contributions until they feel a sense of belonging. (Cullen 2001, 140-141.) Stress will occur when employee feels that they can't cope with demands that are expected from them. Unethical behaviour can also lead to stress at work, which has link to well-being factor. Ethically unhealthy environment can also lead to a stress. (Giacalone & Promislo 2013, 7.)

Stress can lead in to physical or mental illness, if employee can't cope with demands. Different reasons causes stress at the work place, which most common reason is unrealistic expectations, customer demands and tight schedules. Also boring job can lead to a stress, if person feels meaningfulness at work. Lack of management support, job insecurity and challenging relationships at work place will usually give stress symptoms to employee. (Macdonald 2005, 18-20.)

3.3 Well-being brings productivity

Many studies and scientific research has given results that healthy and satisfied personnel will increase company's productivity. When organization develops well-being issues at work it will impact on firm productivity and also cut the expenses. Research results have given eight major areas that have a strong effect on productivity when concentring on well being issues: those are 1) environment 2) working methods 3) investments 4) fluency of work 5) the content of the work 6) internal cooperation with coworkers 7)development methods 8) the good standard for product and services.

Many loose their ability to work, because the work environment is not well. According to of the Finnish Ministry of Social Affairs and Health it has been calculated that on national level poor working conditions effect on work ability cost for the Finnish society as much as 15-20 billion Euros per year. It is over 10 % of the Finland's gross national product (GNP). (TKK 2007, 75.)

According to Malcolm and Patterson research: productivity from 42 manufacturing companies showed eight factors that were linked to the productivity; getting support from supervisors, company is interested for employee welfare, company develops employee skills for the better, companies attitudes towards innovative ideas, employees getting feedback from their work and good structure and quality in the organization. (Robertson & Cooper 2011, 15.) Productivity is lead by management and activities should be planned for the personnel. Planned activities can develop group spirit of the work culture, which increases well-being productivity. (TTK 2007, 9.)

Target and performance management has been applied in Finland since the 1970's. Focus was to get responsibility areas for people at work. At worst, performance management focused too much on the organization's financial affairs. A little bit later in 1970's participatory management took place, which stresses sharing the information between participants. 1990's became quality management, which stresses the continuously improve better quality, co-operation to work as a team and taking to use the scientific methods for organizations. (Lindström 1994 112-114.)
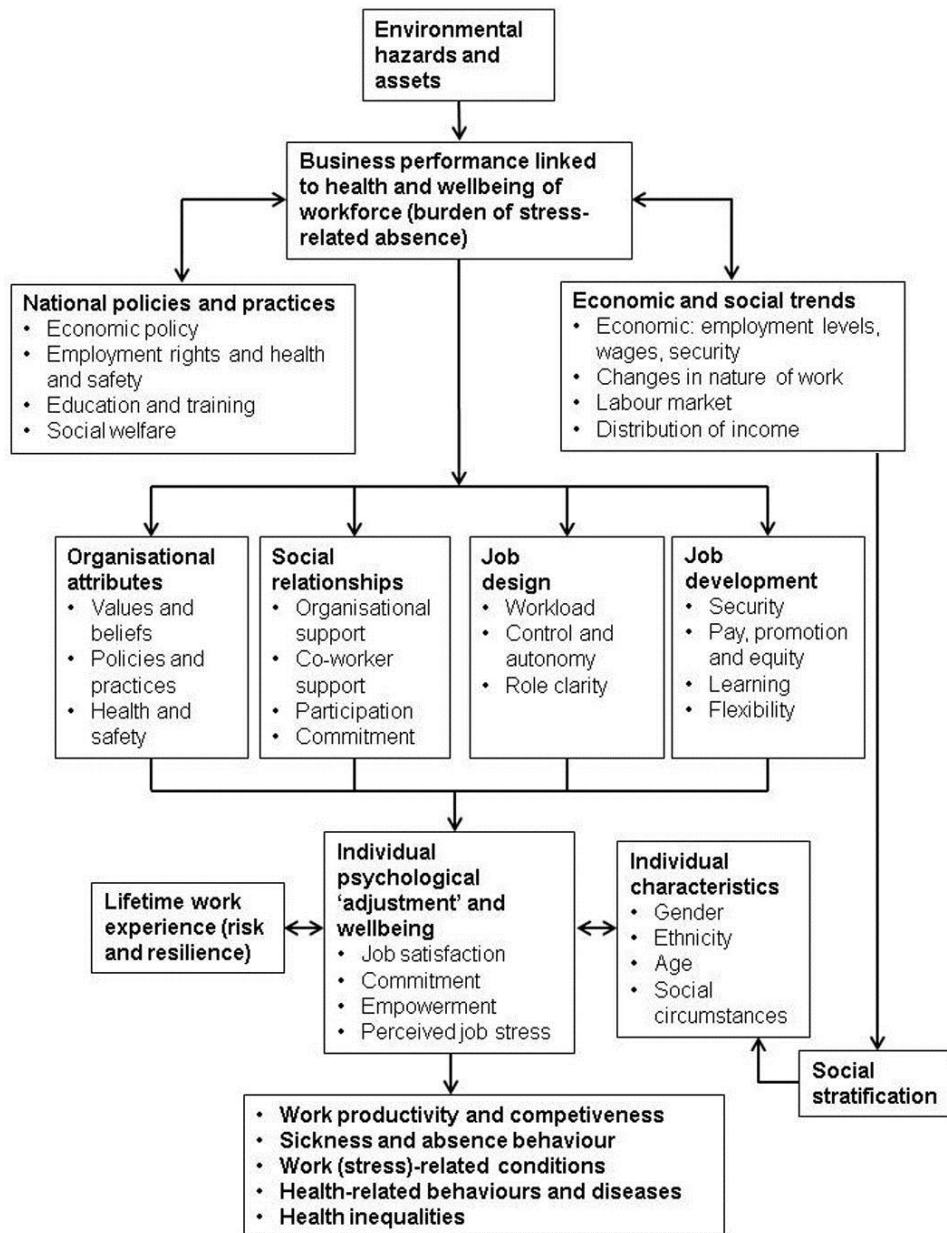
Figure 1. Model of promoting well-being at work (NICE 2012.)

4   Factors of influencing well-being at work

A lot of different factors influences on well-being in general at the work place. Companies should work well-being issues at individual as well as organizational level. That has short and long term effects towards well being at work place. (Norden 2011, 20.)

4.1 Planning on careers

Three important areas of human resource planning are careers, succession and performance strategies. 1) Career planning involves person's desires, strengths and potential for growth to strengthen the weak areas by education or on-the-job training.
2) Succession planning is estimating the relative knowledge in current position or in new position. 3) General personnel planning based on looking broader needs of development at work considering the forecast of changes in business. (Wiig 1995 108 -109.)

4.2 SWOT-analysis

Swot-analysis is a tool to find new solutions and methods to business or any other project. It helps to evaluate the strengths, weaknesses, threats and opportunities in any topic. In the work community it's ideal when thinking the well-being situation now and collecting the new fresh ideas that need development.

<u>**STRENGHTS**</u>
What are the strengths of our working community we want to preserve?
What are the benefits of change?

<u>**WEAKNESSES**</u>
What are the weaknesses in our work community?
Could something be better?
Could something be different?

What is the worst thing that change for the working community could

bring?

How do we prevent these threats from occurring?

OPPORTUNITIES

What good change can bring us? (In to relation to the external world)

How do we ensure the creation?

(Valtiokonttori 2007, 10)

4.3 Walk of fame

It is good if managers are aware that what kind of strengths each worker has in the
work community. Strengths encourage employees to do the work even better and by
this way it's easier to find the needed developing areas.

Star Template
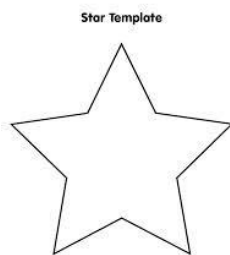
Figure 3. WALK OF FAME practice for manger's to put employee strengths to the
stars and also to try to find out the strengths that are maybe hiding. (Kurttila, Laane,
Saukkola, Trandberg 2010, 87.)

4.4 Support from management

Social support from management has a strong link of well-being for workers. If there is
no support from the management level it will cause absenteeism. Support given from
the management gives sense of job security especially in situations, if there is bullying
or other negative actions. (Norden 2011, 28.)

Wellness management is about managing people the positive way by taking a holistic approach towards employees' health and wellbeing. This can have effect on success of the business and it can be advantage to be better than the competitors that have not made any effort for well-being issues. (Macdonald 2005, 4.)

The Management Standards has set of conditions that are associated with well-being in the organization. Employees are hoping good qualities from managers. When things are well-managed, it increases well-being. Leader's can have a major effect on atmosphere at work. Good management standard were to set goals for the employees, controlling the load of the work, giving support to employee from management level, dealing with unacceptable behaviour and communicating with employees during the organizational change. (Robertson & Cooper 2011 90-92.)

Improving a positive team climate by openly solving problems has big impact of well-being. Atmosphere were problems are solved with discussions by question-and-answer dialogue has approved to be good work practice for the well-being. This helps the relationships between workers both in vertical and horizontal co-operations in the organization. (Norden 2011, 28.)

Often, employees are left with the feeling that they are not enough. Management's main task should be work environment, where people are feeling good. Good vibe is energetic space where people can work and achieve good results. Tools for managing jealousy at work place can be done by raising awareness about the topic and share the information about the issue. Manager may even talk about the topic and encourage people to take responsibility for their own actions and learning from their feelings. (Vesterinen 2013 119-122.)

Economics Association Sefe made survey for skilled workers and had result that almost 70 per cent agreed that knowledge management has not succeeded in their organization. Experiences varied by the position and industry, but most experts are unhappy with a management. (Kauppalehti, 18.2.2014)

4.5 Leadership

The new leader of the time is a constructive leader who talks about "we". Constructive leader allows individuals in the group and understands that the fruits of profit will fall to a common basket. Win * win (+ win) is a culture that things are done together with the results with no need to envy anyone. When people feel that they are involved in the common good, benefiting all, helps to clear out the envy emotions aside. A pioneer teacher Shan Achor from the Harvard University with his co-workers has developed a feel-good coaching, which boldly encountered things in good spirit, a dialogue that the issues can be debated. Constructive leader keeps the discussions alive and highlights the emotional and social skills relevant to the workplace. (Vesterinen 2013, 125-126.)

Siitonen with collegues (2002) describes leadership that it is associated with humility, tact and human knowledge and interpersonal skills. It is essential to understand caring of employees, to have listening skills, as well as to take other life circumstances into account when leading people. It is about mutual respect, acceptance and trust. Giving freedom for employees is related to the authorization and risk-taking methods to make people to work. When employees feel that they have management, they will also take responsibility for developing their skills and are better committed to the goals. It's also important that leader is enabling creativity and accepting the ability to failure as part of a process sometimes. Leaders should be able to be themselves and also able to show their own vulnerability. (Vesterinen 2013, 181.)

Good leadership by Burdett (2007) describes leadership as a professional ability to lead and inspire people . He describes things in four words: head, hand, heart and spirit. Head and hand are about strategic thinking, processes, technology and systems management. Heart and Spirit image are soft factors personal values as, learning, truth, authenticity and a desire to serve. Technical know-how can be good managers, but without the soft values they cannot become to a good leader's. (Vesterinen 2013, 181.)

Trustworthy leaders are masters at guiding, directing, encouraging and challenging people to do their best and understand that the key to their success is relationships with others in the organization. They are independent-minded leaders and invite peo-

ple to discussions. Trustworthy leaders have value and dignity of all people. They share their information and develop others by supporting them through uncertain situations for better opportunities. (Lyman 2012, 6-8.) Leaders play important role of people believing themselves and help to understand the organization's vision, strategy and goals for workers. (Castellano 2013, 129.)

4.6 Autonomy and feedback

Employees enjoy more work if there is enough autonomy and enough space to prepare the work they are doing. It is important for company to know how to empower the employee towards to their tasks, but it's also important to give them freedom of doing their work so employees are able to do creative decisions. (Norden 2011, 26.) Autonomy gives employees a basic need to have the control of their own work. Autonomy is more important than doing exactly what manager has told to do, because if employee does the work exactly the boss told them to do, they became like robots and don't have their hearts and minds in to job. (Colan 2009, 70-71.)

Feedback given by supervisor or manager is the way of keeping psychological well-being with employees. It gives security about their job situation and they have opportunity to improve their work. The security to be able to talk freely with each other helps employee to know that things are on the right track. (Norden 2011, 27.) Feedback is useful method of assisting personal growth. When giving feedback to the members of a performance, it should be given only if it is intended to help the person. Feedback is best to given in private so that other team members cannot overhear it. It shouldn't cover no more than the team member can handle. Feedback should always be given when asked for. Feedback should start with the positive and specific information. (Cullen 2001, 107.)

4.7 Reward systems

It is important to reward employees from time to time. Sometimes it is enough that the positive results are acknowledged. But sometimes it is encouraging to give employee something more concrete. These actions have a strong impact for the psychological

environment. Companies should plan some kind of rewarding system. Employees enjoy doing their job if the expectations are fair. If the expectations are too high employee gets stressed and might not be able to cope at all. When employee feels that they are able to give to the company as expected, it relates to job security as well as hopes to get better salary and possibility grow in a career. One of the reasons for depression can be too low control and low support at work, so employees need to be noticed from time to time. (Norden 2011, 27.)

Reward is given to employee or team when desired results are reached. There are non-financial rewards as well as the benefits the value for money. Reward strategy is one of the human resource strategy's to motivate the staff. Rewards can be money, bonus, shares, or any other benefit or recognition, which is following the organizational need and values. (Pilbeam & Corbridge 2010, 259) Small rewards may be more effective than big ones. Awards, prizes and celebrations are important. (Cullen 2001, 107.) The level of pay describes the worthiness of worker, which in turn have an influence on employee performance. (Weinberg & Cooper 2007, 65.)

4.8 Group work

Doing things as a group will increase satisfaction of the atmosphere and it will bring new ways to develop the organization. By this way there comes better support from co-workers and it comes clear to co-workers, that what kind of workloads people have at the moment. That way there will better understanding to work as a team. It is important for people to feel the part of the community of work place. When there is social support from co-workers it will increase well-being. Report from National Institute of occupational health in Norway has found that lower level of support from co-workers has effect on to back pain and lack of support also increases sick leaves. (Norden 2011, 30.)

Work has been organized a lot around teams and processes. Nowadays success depends of finding good ideas, figuring out whose collaboration is needed and how to work in those ideas to get results. Teamwork meaning can be thought like "Together Everyone is Achieving." (Cullen 2001, 103.) Companies where is a lot of the team

work are more competitive in the market, comparing to those companies that have only little bit of team working. (Manka 2006, 92).

4.9 Well-being programs

Companies should have methods to be able to evaluate the well-being at work. If there is method of finding out the well-being, it will help to find out where development is needed. There should be good planning and evaluation on well-being activities in the organization. Strategic policy of well-being in the organization helps to define the well-being aspects to work environment. When well-being is part of the work culture it will help the staff to cooperate better towards well-being factors. (Norden 2011, 31.)

Well planned program for well-being will help people to get help when needed. Well-being at work needs clear focus areas, schedule and goals in order to be successful. Well-being actions could be safety issues, good working atmosphere without bullying, how to manage physically with a work load, healthy nutrition etc. If company is having own organizational unit concerning well-being issues it certainly will help. It will make sure that the well-being issues are taking care of on regular basis. When it is followed it is easier to take immediately actions when needed. There could be also well-being committee or safety committee from the work community looking after well-being issues. Certificate of well-being gives opportunity to approve to employees, customers etc. that company takes well-being issues seriously. It can work as a way of reaching well-being for the better and to show others that what has been done well in the well-being sector. (Norden 2011, 32.)

In early 2011, active support model was suggested for the employers in Finland (www.keva.fi/fi/tyossa_jatkaminen. Active support is collaboration tool for caring leadership and a close partnership with health care. It includes open discussions in the early stage to find solutions of well-being in the work place. This model can be used especially if there becomes a number of sickness absence days or other signs of concern: employee behavior changes. Once the model has been in action, the employer may get 60% of compensation for occupational health services. Active support is a key

approach towards sustainable careers. (TKK, 2011, 2-3.) New well-being steps from 2009 http://www.tyoturva.fi/files/704/Tyohyvinvoinnin_portaat_tyokirja.pdf) (tehy no. 2, 26.)

4.10 Employee wishes

Companies should make more regular evaluation on what kind of education employees need to their work. It is important that employees can develop their skills which will give satisfaction to their work and also it makes them feel more valuable. (Norden 2011, 33.)

Managers should understand to develop their people. Managers should really think that what kind of development the person needs and give the training or tools the employee needs to reach these goals. (Burchell & Robin 2011, 65)

Physical risks need to be taken care of also in the work environment. Some companies react on ergonomic conditions on advance but other's do not until there comes complaints of muscle problems. There are also other issues concerning physical surroundings which will effect on well-being. Work environment can be too noisy, too little or too much light, inhaling dust or smoke, indoor climate is too heavy, high or low temperature, work involves too much lifting or static load, risk of falling or risk of moving traffic. There might have risks with chemicals etc. but it can be taken care of with staff training and with good maintenance, which will prevent work accidents. (Norden 2011, 34.)

Good facilities play an important role of good working environment. When employees have a chance to make decisions of their own working area they become more satisfied. Best companies create a kind of working environment that people enjoy working in the environment. (Burchell & Robin 2011, 78-79.)

Physical exercise has approved to give support on mental side of well-being performance of the employee. Work place should give support of physical activities for the employees. Health checks should be voluntary, but it has been approved that it

increases the loyalty towards the work place. Health checks can be positive impact on well-being and productivity. (Norden 2011, 35.)

Promoting physical health leads to productivity to the whole workforce. Companies should encourage their employees to do exercise during their free time by giving them wellness checks. Physical activity can reduce, stress, helps to solve problems faster, helps to think more creatively and reduces different diseases. A little physical activity will help a person to feel better and it increase self-esteem factors at work as well. (Absolute Advantage 2006, 3, 31, 46.)

5 Models for well-being

Incentive compensations practices are related to employee rewards; by doing more you receive more. Team-building practices focus on increasing social dimensions by having practices of problem-solving, brainstorming, and goal-setting activities. Safety practices have positive effects of well-being as well, because it will prevent injury, illness and death danger. (Grant, Christianson, & Price 2007, 55-56.)

5.1 Finnish national forum of well-being at work

Ministry of Social Affairs and Health in Finland started a Finnish national forum of well-being at work with a co-operation with social partners, insurance and research organizations. This forum was a component of the Government's Policy Programme of Employment, Entrepreneurship and Work Life which was concerning all EU Members to find new strategies of well-being. Purpose was to find good ideas and practices of occupational working methods of organizing the work by health and safety services, which helps physical and psychological well-being. Also to find ways to control over strain and stress, find the meaningfulness to work and find the balance between work and leisure. The strongest conclusion of this project was that well-being at work means safe, healthy and productive well-led organization. Workers want to feel their work rewarding that will support their whole life management. (FIOH 2008,5 & 9.)

5.2 Druvan model

Druvan model is holistic way of approving work environment. Druvan word comes from the words Dragsfjärd, Utvecla, Arbetsförmågan. Druvan logo indicates that if the small grapes (individuals) are close together it indicates something bigger and great a whole bunch (country). (Työterveyslääkäri, 2008). Druvan model was developed by chief occupational health physician at Ab Ove Näsmman and Guy Ahonen professor at the Swedish School of Economics. Druvan model helps working environment with continues improvement. According to Professor Ahonen " he has calculated that applying the Druvan model at the national level could bring annual reduction of as

much as 1.2 billion euros in work disability pension costs alone, if all Finnish muncipalities were like Dragsfjärd. (TTK 2007, 18.)

Druvan model was tested with a good results in a small island municipality Dragsfjärd in south-western Finland and it was directed to all municipal workplaces to all employees. This model aids well-being at work in many different areas, which effects to the entire personnel. Druvan model concentrates for leadership, the work environment and the work community. The practice includes physical activities, supports in changes in life-style, gives different kind of activity programs with different age groups and needs. (TTK 2007, 18.)

Development of leadership included theme days and training for the supervisors and development discussions between supervisor and employee. Work environment concentrated for work goals, preventing accidents and planning safety activities with theme discussions. Work community was develop by professional skills with Metal Age training and with climate questionnaire "Kiva". Metal Age training is simple method that all the workers participate to develop work community together by concentrating of well-being. (Työterveyslääkäri, 2008). Kiva guestionnare includes strait and simple questions towards work, which are given approximately twice a year. Questions were made between 1-10 scale with a following questions: Have you enjoyd coming to work lately? How do you get along with co-workers? How do I do in my work? Do you like working with this employer? etc. (TTK 2007, 30.)

5.3 Workwell model

BITC Workwell model is concentrating on the role of workplace wellness, which demonstrates the strategic proactive approach towards well-being at work. This model supports and benefits co-operation between the employer and employee. Workwell Model is after the idea that it's employer's responsibility to create healthy environment where employee can make a healthy lifestyle choices, but employees must also take their responsibility of their choices for the better. By this model business will also get better brand image, higher productivity, engagement by workers, better attendance - and recruitment. Workwell model has four segments that employees are participating

1) Better physical and psychological health 2) Better work – rewarding and happy 3) Better specialist support 4) Better relationships. By this model the company's employees are learning by noticing wellness factors and connecting with others. Wellness depends on both physical and psychological good health. Better work means of having choices, flexibility, having a secure and interesting job and having balance between effort and reward. Employers can get efficient workers who bring success to the organization. Relationships make a huge impact, if communication works between employees. Employers can get support from specialist from occupational health and HR and train managers so that problems can be prevented. (BITC 2013.)

5.4 Workplace gallup

Workplace Audit is measuring employee engagement and work environment satisfaction. Gallup finds out the emotional and intellectual satisfaction towards the job including co-workers, manager and about the organization by claims or questions. From 12 top research firms found the main eight drivers that has effect for the engagement to the job. Those were 1) trust and integrity, 2) decision making and autonomy, 3) able to impact to the performance, 4) promotion and opportunities, 5) pride about the company, 6) co-workers, 7) training and development and 8) relationship with a director/manager. (Castellano 2013, 103-104.)

5.5 Workplace mediation

Mediation is a new solution- based method. It offers the opportunity to experience the working community contradictions, as well as tools to solve them. The working community mediation is a neutral third person, who helps the parties to find a solution to satisfactory to all. Mediation is about consultation, repair and replacement. Mediation may be the subject of two people, a team or a larger group. Mediation is a learning process, which supports the parties to solve problems creative way, understanding of diversity, honest expression of thoughts and feelings, team-work, courage and listening skills. (IC Insight Ltd.)

5.6 Great Place to Work

Great Place to Work has different models that measures employee experiences of the organization. Trust Index employee survey helps companies to understand the most important conditions for a good job and organization's strengths and opportunities for development in relations to the best jobs. Model Trust Index is also a key part of the Best Workplaces in Finland research, which is done every year. Culture Audit Clearing is examining management practices and processes, as well as workers' experiences. Trust Index group discussions helps to get some depth understanding of the organization atmosphere of trust. (Great Place to Work 2014.)

Great place to work model have studied the matters that make the employees happy. Credibility means that communication is open in the organization and employees can trust and believe to their leaders and for the company they work for. Respect is that employees are treated as individuals and are valued in the organization and that there is interaction with a management. Fairness means that that there is justice in the organization, that there is no favouritism in situations. Employees want to be proud of their company where they work for and they want to feel that their efforts are meaningful to the organization. Camaraderie is also part of the model, which means that company welcomes the new workers to the organization and treats employees in friendly manners. Work community that creates atmosphere that celebrates the reached goal together as a "family" is also important. All this includes that company trusts it workers by thanking, inspiring, sharing, listening, communicating and developing work community. This way people are giving their best to the company and they can are make a fruitful co-operation. (Burchell & Robin 2011, 4)
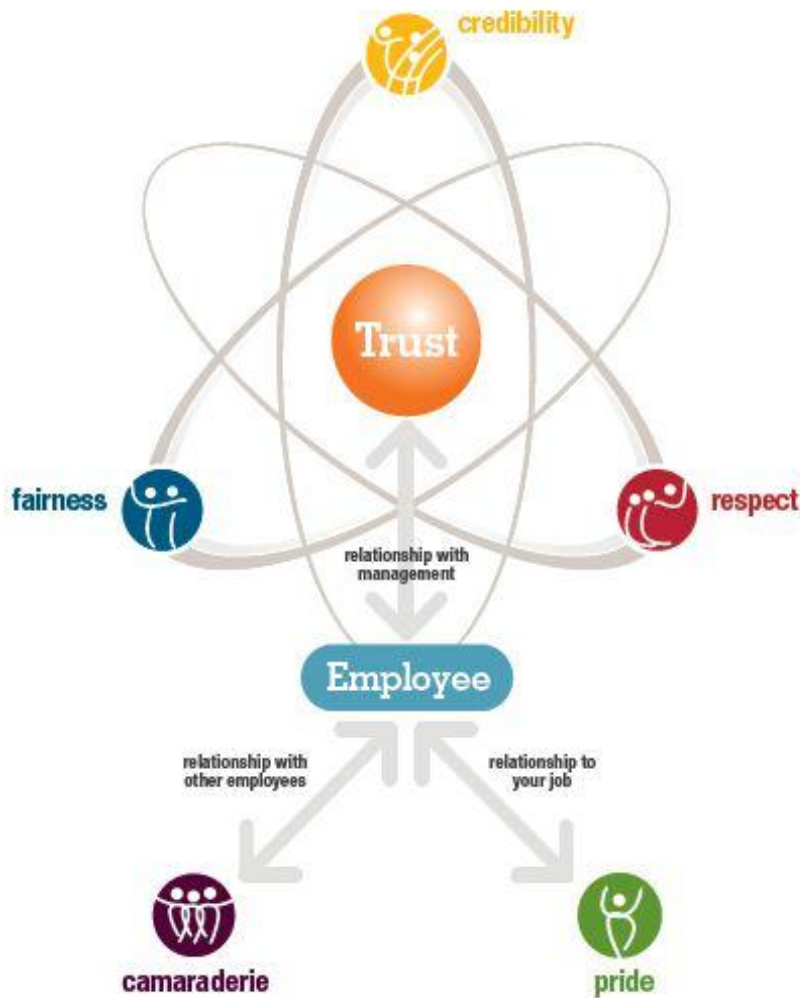
Figure 2. Employee view of great place to work (GREAT PLACE TO WORK 2013.)

5.7 Recreational day for employees (TYKY)

Good recreational day for employees can be activity of variety of methods. The final part of the day is usually on relaxing, socializing, culture, sports or any other types of experiences. It is also important to remember that the conclusion must agree to all the participants. Because people have different ages and they are in a different physical condition. It should be nice and relaxing day for everybody and alcohol should be avoided in these days. It's important to plan a good program and it would be good if, each employee could get something new and refreshing from the day. Christmas party thing is usually separately. Sometimes it's nice that other professionals are organizing

the day for the company. Tips for workplace health promotion day activities: Culture (art exhibition, concert, opera, theater, show & dinner various museums, getting to know your city or nearby historical attractions, etc.) Sports (curling, pilates, yoga, mini-golf, dance class, tennis classes, bowling, church boat rowing etc.) Many fitness and congress centers offer a variety of program options and services that can be tailored to the appropriate recreational day program. Adventure events: glass blowing, getting to know different professions, rescue, Parliament, role-playing games, various outdoor games such as the Finnish Flag Hunt or hiking.

Tips for lecturers: philosophers, lifestyle coaches and trainers to develop the working environment. Ice hockey and other team sports coaches, spiritual coaches and personal trainers, actors, writers, performing artists, the mentalist. Tips for lecture topics: reducing mental stress, work and well-being, Feng Shui in the workplace, time management, work and private life, etc. (TYKY-päivä.net)

5.8 Live for Life

Chairman Jim Burke from the company Johnsson & Johnsson was piloting a healthy workplace idea in 1978, LIVE FOR LIFE. Since then there has been different programs followed for the employees to help their health and well-being at work. Programs were helping in mental well-being, environment, workplace safety and cancer prevention. There has been a health risk online, disease counsel, environmental support, financial incentives for participation, own health promotion strategy and plan design, fitness and lifestyle coaching and nutritional options in company cafeterias. (Robertson & Cooper 2011, 130.)

5.9 Healthy People

The Global Health emerged out the Health & Wellness program in 2000 as approach the global population to become healthier by the program "Healthy People" in the US. There was four target areas 1) to quit smoking 2) reduce high blood pressure (below 140/90) 3) reduce high cholesterol 4) to increase physical activity at least 30 min. 3 times a week. (Robertson & Cooper 2011, 131.)

6   Methods and presentation of case companies

The interviews were conducted between February and March 2014 by phone inter-
views. I approached these people by e-mail and they replied to me with a date and
time, when this interview suited for them. Then I called them on the date and time as
agreed in e-mail. All the interviews were recorded and made in Finnish, but translated
later into English to analyzing. I picked Tony Dunderfelt for this thesis, because I
wanted to hear psychological side of the well-being issues at work. Liisa Rohweder was
familiar from public related to Great Place to Work as well as Alko. Neste Oil was
found when I searched reports from well-being at work.

Company	Person	Date	Time
Dialogia Oy	Tony Dunderfelt	10.2.2014	20 min
WWF	Liisa Rohweder	14.2.2014	30 min.
Alko	Tytti Bergman	7.3.2014	20 min.
Neste Oil	Martina Breitenstein-Toivonen	21.3.2014	35 min.

Figure. 3 List of interviewed people.

6.1 Case study research

Case study is one of the research approaches. The case study strategy is to use as many
sources as possible, which gives different angles to a holistic understanding of the top-
ic. (Mills & Durepos, 2013, vii).

A case study is analysis of an individual case, which empirical data is collected from
qualitative methods interviews, surveys, and observation to test hypotheses. Case study

research involves design, data collection, and analysis. It is a useful method when doing evaluation. (Yin 2014, 2.)

Multiple-case study goes through each case individually with some cross-case chapters. Multiple- case study can also be shared with several authors. (Yin 2014, 184.) There are many different types of case studies. Case studies can be either exploratory (by using open questions), descriptive (describes the situation in question) and explanation (explains the phenomena in the data). (Yin 2014, 215.)

According to Cohen & Manion 1995, the case study material is, paradoxically, "true" but difficult to organize. Case study allows generalizations. Case study reveals the complexity of social truths. The best case studies are able to provide support for alternative sources and can be done by a variety of material. Case studies are often "step in the action." Case study report allows the reader to draw their own conclusions of the results of the study. (methelp 2006, 91.)

I wanted to approach well-being methods by interviewing company's management whom are dealing with well-being issues daily in their work.

6.2 Qualitative interviewing

Qualitative research is holistic knowledge discovery and data is sourced in real-life situations. People are usually favored in qualitative research as an instrument to get the real knowledge. Inductive analysis gives possibility to get unexpected aspects of collected data. Preferred method is such that subject viewpoints can be expressed. There is usually appropriated reason to selected group or item. The research method is shaped during the surveys process. Data is treated unique way and analyzed with as well as possible. (Hirsjärvi, Remes, & Sajavaara 2004, 155.)

The theme interview focuses on specific themes. Firs of all the knowledge is that people that are interviewed have experienced the situations of these themes before. Interview proceeds in a certain themes and the meaning will be clarified during the interaction. Themes are the same for all who participate in interviews. All the assumptions,

beliefs, and feelings can be explored in this way. The ones that are participated in the interview can be seen as a message senders or recipients. This is usual in the theoretical analysis of communication. Who says what and with what effect are the ways to do the analyzing from the answers. (Hirsjärvi & Hurme 2001, 47-49.)

6.3 WWF – World Wild Found, Finland

WWF Finland was one of Finland's best places to work in 2013, when they participated in the Great Place to Work surveys. (WWF 2013.) Liisa Rohweder is CEO in WWF Finland. She leads and is responsible for the WWF's strategy and action plan for implementation. In addition, Liisa Rohweder is taking care of WWF International works in communications and marketing acting as a chairman of the committee. She is responsible of WWF International's brand, communications and marketing strategy, as well as their implementation. Liisa Rohweder has a degree in sustainable development doctorate in economic science, Doctor. (WWF 2014) WWF Finland has a little over 40 employees in Finland and their human resource strategy is to have skilled personnel. (WWF 2014.)

WWF Finland's office culture is based on trust and it is open and informal. Everybody's work is equally valuable and it is based on co-operation, their goal is to appreciate and listening each other's opinions and they recognize that diversity is a resource. WWF Finland wants to enjoy of doing their job and their aim is to be best job in Finland. (Great Place to Work 2014.)

6.4 Alko

Alko was one of the best in the Great Place to Work survey in 2014. (Iltalehti 2014.) Alko strategy includes responsibility for personnel, quality and safety of products, responsible procurement and environmental responsibility.

KTM Tytti Bergman has been Vice President, Human Resources in Alko in the end of the year 2013. Tytti Bergman has been in working before in Microsoft's Director of Personnel. Bergman has 15 years of experience in the successful outcome of human

resources management positions in the telecommunications, pharmaceutical and IT sectors. (Kauppa.fi 2013) Alko has workers over 3000 in Finland.

Figure 4. Alko mission, vision, strategy & values (Alko 2012.)

6.5 Neste Oil

Martina Breitenstein-Toivonen is the Manager of Human Resources Development in Neste Oil. She is part of Neste Oil's well-being group with a wide representation of the staff. (Neste Oil 2014) Neste Oil has workers over 3000 in Finland and overall in other countries over 5000 employees.

Neste Oil is having snowflake symbol of overall well-being in the company. The idea is that every snowflake is different and so is also each person's well-being. Snowflake symbol has six elements that are; 1) management 2) skills development 3) environment, 4) motivation 5) health and 6) work community. Also safety is big part of the big picture, when talking about well-being.

Figure 5. Well-being at work (Neste Oil 2012.)

Neste Oil has occupational health care to personnel, including check-ups and preventive health advice. They have insurance to their employees. Company is having early support model, which means as fast reaction as possible to a needed situation. Employees are able to go to rehabilitation courses and company does make outplacement to an employee if needed. Variation brings meaningfulness to long job careers. Guidance on alcohol and drug abuse is also possible to get if needed. Neste Oil is encouraging their employees to healthy life style by leisure activities, club activities and with health promotion campaigns. (Neste Oil 2012.)

6.6 Dialogia Oy

Tony Dunderfelt consults and produces a range of topics in lectures, theme days and courses as well as tailor-made learning processes for companies. His books are Konttorikemiaa, Tunnista tempperamentit and Minä - onnistujaksi joka olen. Tony Dunderfelt is a Finnish psychologist, lecturer and author. He has worked as a trainer for over twenty years. (tonydunderfelt 2014.)

6.7 Realiability and validity

Reliability in the thesis means that the examination of the same person at the same time is giving the same result. Another way to determine the reliability is that, if the same researches have the similar result. Third way to understand reliability is that the two parallel investigation methods are getting the same result. Differences between the two research methods should not be considered as a weakness, but as a result of changed situations for example the time and the place.

Validity of the research means that researcher is able to predict the coming analysis for the result. Validity of the study can be viewed of the intention and concepts of their definitions that they are as close as possible as the research community perception. (Hirsjärvi & Hurme 2001, 186-187.)

7 Well-being in case companies

In this chapter the results will be described from four different companies by phone interviews by themes. Three human resource managers were interviewed by phone, from the companies WWF, Alko and Neste Oil and Tony Dunderfelt from Dialogia Oy, who is expert in well-being issues.

7.1 Improving well-being at work

Well-being is a complex thing as discussed in chapter 3. Representatives of all case companies stressed that enhancing well-being at work is a key issue for them. Respondents are all collecting information about employees to improve their well-being at work by taking surveys to personnel. Well -being surveys will help the employer to get information about the areas, which need development and to know the satisfaction level of well-being. All respondents have strategy for well-being and it is in high importance in management goals of concerning the well-being issues in the company. Job satisfaction is precious thing for companies and main sources of health, well-being and productivity for the company. Methods that were most important in well-being were transparency between employer and manager, open discussions with teams, given responsibility areas to employees, development training for staff, giving information about well-being to employees for example by guide book, activity days together and the regularly made surveys. Companies have different methods in different areas that support well-being for example health plan, early support model and safety plan. Also working time is followed that people can collect hours by getting longer period of holidays. Following sickness absences as well as following near situations was also used in the companies. Ergonomic and being a smoke-free workplace is also ways of supporting the well-being at work.

When asked to define the methods of well-being it was seen mostly as big picture that needs mutual work between employee and employer. Companies are creating their own methods in well-being as well as using services from well-being professionals.

Liisa Rohweder (14.2.2014) said: "I get four times a year a report from the managers that does employee have too much or too little work to do, then we need look with manager how to cut, if needed." Liisa Rohweder continued: "WWF has weekly meetings where we discuss previous week's successes and failures."

Training for managers was also a key theme in the interviews. Mangers should have the ability to discuss about well-being issues in all levels. Good manager and good work community have a huge impact for atmosphere. Managers should have visions, interest and development ideas of concerning well-being in the company.

Tytti Bergman (7.3.2014) said: "The most systematic and long-term emphasis is the development of management and leadership in general, by the fact that what is the capacity of supervisors as it leads to the well-being." … "Most important thing is that well-being is so called "big way displayed" communicatively to employees"… "We are in the middle of planning how to develop well-being survey to an individual level."… "Our teams have been participated this Ilona-coaching, which is managing the well-being and understanding differences in people of the team. It helps to understand colleagues better during the work days."

Well-being is composed of different areas for example skills development, health, and work motivation. The third respondent Martina Breitenstein-Toivonen (1.3.2014) told: "Challenge is that actually we haven't found a meter, which can scale the well-being at work" …"We have basically surveys to personnel that have four index's; 1) commitment, 2)performance towards the work, 3)satisfaction to management and experiences of well-being issues, which we follow and they are all important to our well-being."… "Now there is a need for well-being to become more natural, so it is part of the team meetings in the conversation level in everyday's life."

All the respondents talked about well-being very enthusiastically, but also stressed that this is stranded issue to clarify. But also all the respondents agreed that it is very important issue to be taken care of for the personnel and the sake of the company's productivity and that people are enjoying of coming to work

Communication is very important in a work community. Expert Tony Dunderfelt (10.2.2014) said: "Communication and interactive skills needs still development in the work places and well-being is continuous process, it never stops."

Well-being issues at work need schedule and the actions need evaluation and follow-up schedule. Well-being plans need to be reviewed every year. (tyhyopas 2007, 16.) When employee is feeling well and is enthusiastic about the work, it will appear on customer satisfaction, productivity and profitability. Good work community is such that employees know what management is expecting from them. Also is important that each person can influence by participating in things at work. A good manager is good listener and easy to approach and moves thing forward and ensures that the work is meaningful to employee. Holistic well-being means that that employee is feeling well mentally and physically. (Työhyvinvointia yhdessä-video.)

Own well-being   **Organizational well-being**

         Know-how   **Management**

         Coping   **Leadership**
                    VALUES

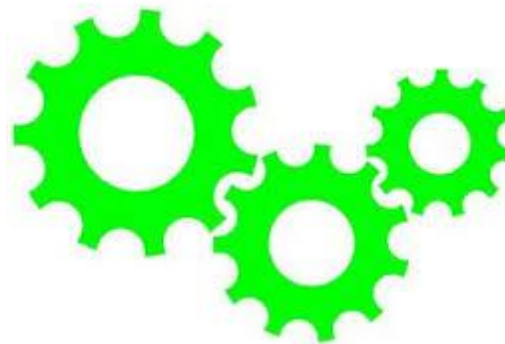   **Paticipation**   **Communication**

Figure 6. All the wheels are moving and supporting and promoting each other. (Työhyvinvoinnin mittaristo Vierumäki-esite 2014.)

7.2   How to motivate staff?

It is important that employee have something to reach for and so it motivates to do their job well. Different people will be motivated in different things. Motivation is mostly about getting feeling of being respected at work and enthusiasm to do the work well. Co-workers are also part of the motivation. When there is good atmosphere to work there will be more successful situations with customers as well. Trainings and different kind of coaching's to employees is also seen as a tool to motivate people.

Liisa Rohweder said: "We have development days annually which addresses these issues and decide how we can improve and what could we do even better?"

Tytti Bergman from Alko said: "Job enrichment motivates employees." Tytti Bergman continued: "Employees get feeling of managing well in their job, when customer situations are successful."

Martina Breitenstein-Toivonen from Neste Oil said: "Neste Oil wants to give rewards to their employees by showing, that they are important for the company and that company respects their investment and hard work."

Tony Dunderfelt explains that all motivation is related to energy. Tony Dunderfel said: "Human psyche is about thoughts, feelings and will. Motivation at the work place means, that energy is directed to something meaningful."

Motivation is considered to be the biggest challenges in management. By motivating the employee it makes people making the work more effectively. Motivation can be given to employees by listening, rewarding and giving employees responsible areas that give meaning to their work. Mostly employees are motivated naturally, when they have competence of what they do and they enjoy doing it.

7.3   Most challenging thing about well-being

All representatives said that it is challenging issue, because it is so individual thing for each employee. It is challenging, because there is not certain scale to measure well-being. As mentioned in chapter (3.1) well-being is also very psychological matter.

WWF Liisa Rohweder said: "Now, when the well-being score has changed of being high 94/100, it requires constant effort."…"It is important, that caring about the co-worker, respect towards one other and appreciation towards to each other stays as high as it is now."

Tytti Bergman from Alko describes: "Sometimes the individual's family situation can have an impact on the job."…. "One important thing is about trying to keep the good atmosphere and to be able to go through situations in the early stage, before it escalates into a larger problem."

Martina Breitenstein-Toivonen from Neste Oil said: "The most challenging thing about well-being is that people would dare to bring out the well-being issues like a natural part of the job in everyday discussions, if needed."

Tony Dunderfelt said: "Physical and social well-being is pretty well recognized nowadays at the workplaces, but psychological well-being is still in the children's shoes."

Challenges come and go in daily routines, but there should be open discussion when problems arise and fair way to solve the problems by respecting others. Challenge is to work together as team without conflicts and understanding the people's differences. Managers also need psychological skills daily when dealing with people. Managers should listen also subordinates ideas.

7.4   Best way to manage well-being

Management teams or well-being development groups set well-being standards and methods to companies. Also supervisors are trained to taken care of certain matters to

be able to manage situations. Workplace policy and management practices improve health and well-being to employees. Sometimes employees think that it is only management responsibility to do everything for well-being, but there is also employee's own attitude and motivation involved according to chapter 3.

Liisa Rohweder said: "Trust and confidence are very important management issues." … "Also it is important, that everyone takes responsibility of their role and can be trusted." …"Democracy and respect are also required. It also means that leadership isn't that, managers know everything."… Liisa Rohweder also continued: "It is important that employees are not afraid to come to tell her, if something isn't right."

Tytti Bergman from Alko said: "It's pretty much of involvement, what makes people happy, when talking about managing of well-being."... "Also employees need to be inspired in some way, like responsibility of certain tasks is something that might have an effect."

Martina Breitenstein-Toivonen said: "Neste Oil thinks that responsibility gives satisfaction to a worker and employees enjoy and are willing to take things towards to the goal."

Tony Dunderfelt said: "Generally the hard-soft way is the good way to manage well-being at work. There needs to be a "feminine" understanding and acceptance towards the employee and also "masculine" energy of directions and firmness."

Managing well-being issues is mostly about trust, participation and given responsibility. According to chapter 4.4 all the respondents were stressing that the management has an impact of employee well-being and it need to be followed daily.

7.5   Development discussions in case companies

Development discussions main thing is interaction between employee and employer as discussed in chapter 2.4. Usually discussed topics are well-being, results, motivation, goals, desirable changes and other needs and desires. Common targets for the company

can be checked in these discussions as well. Some organizations are dividing results, career and development discussions.

"We have development discussions two times a year" … "for approximately two hours for each person" said Liisa Rohweder.

Tytti Bergman said: "We regularly monitor how target settings and incentive situation look"…"How progress is going and how progress has been made?"

Martina Breitenstein-Toivonen explains their way of doing development discussions: "We focus on human development and the development of job description" …"Well-being is separate section in discussion, when we look the real feelings at work."

Tony Dunderfelt says about development discussion: "I think it is good, when it is known what is being done."…It is awesome to focus couple of hours on the essentials."… However, they must be prepared."

All the respondents are making development discussions to their employees. It is also time and the place to give feedback in a constructive way. Feedback is given in good spirit and usually employees give also feedback to employer.

7.6   Successes of well-being

Mostly well-being is about giving a positive feedback to an employee. Key part is to remember to tell the success and good things out to the person it belongs to. Also managers should be able create the group feeling, that we are in this together. Result negotiations can be held in private and in teams. Well-being groups can think what contributes well-being and what is the economic point in well-being issues?

"Liisa Rohweder also stresses: "It's also important to accept the failing issue as a part of the picture, because without failing there is no success." …   " We also celebrate when we succeed or reach some goals" said Liisa Rohweder.

Liisa Rohweder tells: "In 2009 we made a goal for ourselves to become the best place to work for ourselves and to us it emphasizes trust and respect for each other's work."

Tytti Bergman from Alko said: "We have now focused in this meaningful feedback that, if someone realizes something good around about their colleagues, so pick up and tell them about it."…"Then we have such thins as monthly employee, so that we are able to increase certain type of activity."

Martina Breitenstein-Toivonen explains: "My role is the development of well-being in corporate level and my work pair is our leading occupational health doctor." "Then we have a group of development of well-being, we meet maybe four times a year."… "Then we have locations and the local well-being groups."

Tony Dunderfelt about methods: "I teach seven key's to good communications, which I have written in the book "Personal Chemistry in the Office."…Then I have a self-awareness understanding books that helps to understand your own mind and the analysis the temperamental basis of people." "Also I teach psycho-gym exercises, for example to learn how to take it easy in tight spots."

Main idea is to share the good things to our co-worker by communicating. Communication is one of the key factors about well-being. Also negative issues should be taken to the table as soon as possible, because it takes away the positive energy from the work.

7.7   Overall situation in Finland in well-being at work

There is an enormous amount of research on the subject well-being at work. Well-being is much talk about, but at the same time, there are a lot of people in the workplace that are not feeling well in their work. People at work are feeling drained of the amount of work and a lot of people are afraid of loosing their job, because the overall economical situations in Europe makes companies to improve their result of profitability by starting co-determination negotiations. No matter what's the situation, there is always possibility to look positive ways to look at things.

Liisa Rohweder said: "It is important that also youth and young people are respected and their ideas are listened." Different ages are seen as a real asset and a resource. The organization of the knowledge and expertise of all ages, skills must be valued and developed equally. (Kaikuluotain 2014.)

Tytti Bergman from Alko clarifies that how well-being of working communities should be improved in general: "In my experience the best work communities describes the people that are good to each other and there is such a friendly and trusting atmosphere." … "And what is important and strongly said, is that there can be only one member to ruin the good atmosphere if someone wants to do so."…"And on the other hand, no one has the right to do so."

Martina Breitenstein-Toivonen said: "Finnish and Nordic countries, we are the pioneers and we do have significant awareness of view of well-being. It's success and importance."…In Finland we still have challenge, because some are still stuck and have narrow sense about well-being. There are still companies that think it's only about TYKY-days, vouchers, "humppa" aerobics and wine for the holidays. Many companies have gone over it, but there is still large amount of companies that have conservative view."

Tony Dunderfelt explains his view: "There are wellness checks for physical fitness, so there could well be practice for the psyche in the near future." … "People want to learn how to find some great resources in themselves."… "People are interested in getting personal training on the mental level."

8 Discussion

In this part, the collected data will be analysed by received answers from the interviews and with a theoretical background.

According to chapter (3.3) many different actions are effecting to well-being at work. The research began with a question that what methods are done to employees by developing the well-being at work? As in chapter (5) there are different models to follow well-being issues and different focus areas. The answers included many good and positively effecting methods, but the three strongest methods were 1) making surveys to employees regularly 2) well-being topic is discussed in the company and communicated to employees some way and 3) there is continues process and development towards well-being concerning health, workload, skills development, training. Overall companies have "caring and openly discussed attitude toward well-being issues."

Second IQ in the interview was about motivation. As discussed in the chapter (3.1) there is also multiple symptoms effecting in the process of motivation of doing things in a good flow at work. The interviewed showed from the manager's point of view that employees need to be heard, rewarded and that job has to have enough content for the employee.

Third IQ was asking about the most challenging thing about well-being issue. As seen in the chapter (4.10) employees are nowadays also quite demanding of what they want from the employer. Mangers felt that challenging about well-being was that it needs constant improvement and effort, also that sometimes the problems that arise might come from employee life situations from out side the work, which effects to work. Also there is a need to get open discussion of well-being issues daily in a work community, so nothing hides behind the masks.

Fourth IQ was that what is best way to manage well-being issues in the work community? As discussed in chapter (4.4) management have effect on well-being as well in the chapter (4.5) leadership styles can have an effect. In the interviews the answers re-

vealed that trust between employee and employer is important. Also that responsibility and being able to participate gives satisfaction to employees to do things. Managing people needs certain firmness as well as humanity.

Professor Sigal Barsade, George Mason management professor from Wharton University and the Management assistant professor of Olivia "Mandy" O'Neill have carried out 16 months research, of subject that when director shows compassion towards the employee, it will increase the productivity the best. (Kauppalehti 2014.)

Professor Guy Ahonen from Finland is raising three factors which should have greater investment in the companies. Age management of different ages is one thing. Supervisor has a lot of flaws, because different ages and backgrounds should be lead in their own way. Another factor is the meaningfulness of the work. The third factor which should focus on is the well-being indicators. (Hyvinvoinnin Talouslehti Smartum – 1/ 2014. s. 16.)

Fifth IQ was about did the companies have development discussions see chapter (2.4)? They all felt that it is important thing to do for the sake of the development and to find development areas and to be able to focus on employee needs and desires. Also it is time and the place to focus on company strategy and targets of the work. Development discussion should have a good preparing and plan. Development discussions were also made in teams in the interviewed companies. Group discussion can focus for example the target of the group, results of the previous year, effectiveness of the team and quality of service or about the development plan. (Tampereen yliopisto 2013. s.16.)

Sixth IQ was about successes of well-being in the company. Answers were all quite different comparing to each other, but all very meaningful. It is important that everybody knows the goal where to reach for in their work. Posivive feedback is important to people in a work community. Development groups around well-being issues keep development going. There could be even suggestion of good books to read in the workplaces around the wellness and psychology, so the people would understand themselves and others better at the workplace. Communication practices

could be the key for the good athmosphere issues? Own logo for well-being was good idea and informative for the staff as well.

Last IQ was that what they thoughts about overall situation in Finland concerning well-being issues at work? The Ministry of Employment in Finland made working life barometer, which commissioned that wellbeing has observed small changes in the 2000 century. The higher the percentage of respondents assessed the meaningfulness of work to develop the worse than for the better. However, when the same has been asked in other studies with regard to their own work, the respondents' views have been more favorable. (HS 2014.)

Last year, the most common cause of contact to occupational safety and health authority were made in the context of the employee's sick leave. Discrimination at work last year came from a total of 196 contacts. Contacts related to discrimination based on 49 per cent of the health status, and 18 per cent of the nationality or ethnic origin discrimination and 14 per cent of contacts were related to pregnancy or family leave. (Talouselämä 2014.) Working life barometer and other reports from Finland are reported in Työ-ja elinkeinoministeriö web pages. (Työ-ja elinkeinoministeriö 2014.)

These IQ answers were all different, but all very important that supports well-being in workplaces. Listening to each other with respect is very important matter, so employees are not afraid to tell about their opinions in any situations. The fact is that most Finnish companies have still quite narrow way of thinking well-being issues at work, even that it has approved. Employees as well as employers are resbonsible of themselves of acting and behaving so that nobody gets hurt at the work place.

According to chapter 2.2 most reasons for absences at work are mostly concerning about mental issues as well as physical tendencies. So there is an obvious need of personal mental coaching on the field at work places. There is enormous amount of different kinds of service providers of well-being other than just sports and cultural places. As replying Tony Dunderfelt's idea, there could be wider selection for wellness check's for employees to choose from. It would be great to be able to choose other

well-being services instead just physical fitness. Instead voluntary choice for wellness checks could be coaching for the psyche. Individual knows best, what support of well-being in different life situations is needed and best for them. Still physical exercise and cultural wellness check's support are as important methods, because it is known to lower sickness absences and to increase the productivity as well as supporting the mental health. But to be able to get psyche practices as well, could be a great resource for employees.

WELL-BEING ACTIONS	WWF	ALKO	NESTE OIL
SURVEY'S TO PERSONNEL	x	x	x
REWARDING	x	x	x
TRAINING TO MANAGER'S	x	x	x
COMMUNICATION IN TEAMS	x	x	x
RESPONSIBILITY AREA'S	x	x	x
WELL-BEING INFORMATION	x	x	x
HEALTHCARE	x	x	x
FOLLOWING SICKNESS AB-SENCE	x	x	x
MOTIVATION	weekly meetings, rewards	job enrichment,trainings	rewards
DEVELOPMENT DISCUSSIONS	x	x	x
MANAGEMENT STYLE	trust, respect,responsibility	involvment, responsiblit-ty	responsibility
SUPPORTIVE ACTION'S	TYKY-days	Ilona-coaching	Sport clubs
WELL-BEING LOGO			X
INDIVIDUAL MENTAL HEALTH	early support model	early support model	early support model
VOLUNTARY MENTAL COACHING	NO	NO	NO
WELLNESS CHECKS	X	X	X
WELL-BEING MEETINGS	X	X	X
DEVELOPMENT GROUP	X	X	X
SUCCESS OF WELL-BEING	celebrating of success's	monthly employee	co-operation with doctor

Table 7. Results from interviews.

Recommendations what companies could still do for their well-being is endless, but here is ten tips, that I have collected above. Most important thing is that company's has their own strategy and methods with a management together to get better the well-being to the work place.

1) Sykettätyöhön.fi - service is a free service for well-being at work. The service is helping to develop well-being issues in a concrete way in the companies. Monthly themes are supporting discussions at workplace well-being. More information: http://sykettatyohon.fi/fi/teemat.

2) Public transportation ticket is that employer can get employees the public transportation ticket. The employer may reduce the cost of purchasing in the income tax. More information: https://www.hsl.fi/ty%C3%B6suhdematkalippu

3) Work goes happy fair gives great options to see different service providers of well-being. More information: http://www.wgh.fi/

4) Employee Bike is way to motivate staff to keep in shape and improve staff well-being and coping. More information: http://www.tyosuhdepyora.fi/

5) Well-Being at Work Card is education for managers, health and safety co-employees or any other who is interested in workplace well-being. Subjects are the aspects of well-being, management of well-being, function of the community and health and work ability. More information: http://www.työhyvinvointikortti.fi/

 6) Työterveyslaitos / Occupational Health training gives the knowledge and solutions to health, safety and well-being issues. More information: http://www.ttl.fi/fi/asiantuntijapalvelut/sivut/default.aspx

7) Well-being and nature. More information: http://www.vierumaki.fi/lomailijat-ja-liikkujat/hyvinvointilomat/hyva-olo-ja-luonto/

8) Well-being development services for the work community. More information: http://www.awen.fi/

9) Leadership development network. More information: https://www.facebook.com/johtamisverkosto

10) Wellness from theatre UIT –music theatre.
More information: http://www.uit.fi/

Well-being at work is quite wide subject to analyze, because it is psychological, social and physical matter. The people who were interviewed had very good professional understanding about well-being issues and knew how it's promoted at the work places.

These interviewed companies can give good examples to companies that are planning to work on their well-being issues at work. There is also other ways of doing well-being, but these companies showed well that this is the direction we should be going in Finland. Mostly by doing surveys, have discussion with well-being issues and give training to people to be able to cope better with co-workers. These interviewed companies success factor is also that they have intelligent people, who have understanding of developing things and understanding well-being issues importance. There has to be planned actions and caring about the employees to be able to succeed in this matter.

Today's trend towards well-being is that there is even grater interest of well-being issues in the companies, because it has shown to be productive for the companies. All the interviewed companies were quite similar with the methods they use in well-being issues. Good example is showing Neste Oil that they even had a logo for the well-being.

Key problem in the well-being is still, that even there is surveys done, there is still a bit problems to get the indicator that gives the best tool to know the real situation. There is a lot of silence behind people's mask, because people are afraid to show their real issues to employers. Most companies don't even want to know what their employers think. But there is also the fact people are afraid of tell their real thoughts about their well-being at work, because if give's a wrong impression to employer and maybe employees are afraid loosing the job if they say their opinion. Managers should value the subordinate opinions, because it is worth of listening. Of course the employees need to have respectful attitude towards to employer as well.

When the work environment is good the employees are able to serve customer well. Even the best working environment is not able to keep people pleased, if there is not enough earning from the work. The level of earnings must be sufficient in order to be able to motivate employees to work. (Awen 2011-2012, 16.)

One of the challenges at work places is also bullying at work. It can occur such as speechlessness, insults, talking behind the back, doubting, with gestures, words and through the offensive activity. Workplace bullying can occur between workers as well as between the employee and the supervisor. Each member has a responsibility for their own behavior at the working community. If anything like that happens in the work community, it is not healthy work community to work and it is very bad for the mental health. The earlier the situation is being addressed, the easier it is to weed out. (Työturvallisuuskeskus 2014.)

There isn't much research about the matter, but the work environment feels better when there are colors in the environment, plants, decoration boards or other image elements. (Työpiste 2014.) Quite environment is needed, when employees needs to concentrate.

Development, discussions and research around well-being at work will continue. This thesis has been rewarding process for me. I am grateful for all the people, who have participated and helped me in this. Thank you!

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