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MONITORING OF THE WELLBEING ACTIVITY IMPACTS IN  
CASE COMPANY PROJECTS

Degree Programme in Business Management and  
Entrepreneurship  
2015

# MONITORING OF THE WELLBEING ACTIVITY IMPACTS IN CASE COMPANY PROJECTS

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Degree Programme in Business Management & Entrepreneurship, Master's Degree

September 2015

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Number of pages: 64

Appendices: 2

Keywords: wellbeing at work, wellbeing activity, Kirkpatrick

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The purpose of this thesis was to study wellbeing activities impact in case company Microsoft Tampere in two product programs. The aim was to highlight best practices and examples that investing in wellbeing can be achieved. The study aims also to increase understanding of the impact of well-being actions in case company.

The assessment is approached by Donald Kirkpatrick defined model where effectiveness is divided in four levels: reaction, learning the way they act, behavior and results. The study refers also to Abraham Maslow's theory (via Päivi Rauramo and Ojala & Ahonen), hierarchy of needs with five steps. Following the steps starting from the bottom, is the way how human can take the advantage of its potential fully and find the way to the source of wellbeing. The study refers also to balanced model of the wellbeing at work by Kuiri & work group. This is commonly used as a starting point when scanning the wellbeing at work.

The practical part of the study looks wellbeing practices and experiences in few different companies. Furthermore this study examines via the survey in case company, how performed wellbeing activities have effected for the employees and their wellbeing at work.

The survey was sent to 36 respondents. The overall response rate was relatively low, 28%. It limits the reliability of this study. However it gives the indication of the overall picture of wellbeing activity impacts in case company's projects.

As a result of this study found out that the most effected objective was team spirit. Three best value-added activities were trips to Uittotunneli & Tallinn and functional premises (Table 2). They all had the most valued effects specifically for the team spirit. The respondents felt that they have got personal benefits of the wellbeing actions. They are healthier, more motivated and they can handle the stress better in order to be more productive and with better feelings. They have learned new things and new ways to improve themselves. The respondents learned new skills for them especially from the mindfulness exercises and they were impressed how the mindfulness exercises helped them to relax and how powerful it is for the energy levels.

## HYINVINTIAKTIVITEETTIEN VAIKUTUKSET KOHDEYRITYKSESSÄ

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Yrittäjyyden ja liiketoimintaosaamisen koulutusohjelma, Ylempi AMK  
Syyskuu 2015  
Ohjaaja: Teppola, Petteri  
Sivumäärä: 64  
Liitteitä: 2

Asiasanat: työhyvinvointi, hyvinvointiaktiiviteetti, Kirkpatrick

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Tämän työn tarkoitus oli tutkia toteutettujen työhyvinvointiaktiiviteettien vaikutusta kohdeyrityksen (Microsoft) kahdessa eri tuoteprojektissa Tampereen yksikössä. Tavoite oli korostaa parhaita käytäntöjä ja esimerkkejä joissa investoinnit tuottavat tulosta. Tämän työn tavoitteena on kasvattaa ymmärrystä työhyvinvointiaktiiviteettien vaikutuksista kohdeyrityksessä.

Arviointia on lähestytty Donald Kirkpatrickin määrittelemän mallin mukaisesti, jolloin vaikutukset on jaettu neljään eri tasoon: reaktiot, oppiminen, käyttäytyminen ja tulokset. Työ viittaa myös Abraham Maslow'n teoriaan (Päivi Rauramon ja Ojala & Ahonen kautta), tarvehierarkian viiteen portaaseen. Ihminen pystyy ottamaan täyden potentiaalisen hyödyn irti seuraamalla tarvehierarkiaa lähtien alimmalta portaalta päätyen löytämään hyvinvoinnin lähteet. Työ viittaa myös Kuirin ja työryhmän kehittämään työhyvinvoinnin tasapainomalliin. Tätä mallia on yleisesti käytetty lähtökohtana työhyvinvoinnin tilaa kartoitettaessa.

Käytännön osuus työssä tutkii työhyvinvointiin panostuksen käytäntöjä ja kokemuksia muutamissa eri yrityksissä. Työ tutkii kyselyn perusteella miten kohdeyrityksen kahdessa projektissa toteutetut aktiiviteetit ovat vaikuttaneet työntekijöihin ja heidän työhyvinvointiinsa.

Kysely lähetettiin 36 vastaajalle. Vastausprosentti jäi alhaiseksi, 28%. Tämä rajoittaa tämän tutkimuksen luotettavuutta, mutta antaa suuntaa-antavan indikaation työhyvinvointiaktiiviteettien vaikuttavuudesta kohdeyrityksen projekteissa.

Tuloksena tässä työssä löydettiin että tehokkaimmin aktiiviteetit vaikuttivat ryhmähenkeen. Kolme eniten lisäarvoa antavaa aktiiviteettiä olivat retket uittotunneliin sekä Tallinaan ja käytännölliset toimitilat (Table 2). Nämä kaikki vaikuttivat erityisesti ryhmähenkeen. Vastaajat tunsivat saaneensa henkilökohtaista etua työhyvinvointiaktiiviteeteista. He ovat terveempiä, motivoituneempia ja kykenevät käsittelemään stressiä paremmin ollakseen tuottavampia ja samaan aikaan voimaan hyvin. He ovat oppineet uusia asioita ja uusia tapoja kehittää itseään. He oppivat erityisesti uusia taitoja mielikuvaharjoituksista. He olivat vaikuttuneita miten mielikuvaharjoitteet pystyivät auttamaan heitä rentoutumaan ja miten siitä sai voimaa ja energiaa.

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## 1 INTRODUCTION

Working life has faced big changes during recent 20 years in Finland, as in all of Europe. Old work environment problems like accidents, noise, dust and chemicals have not disappeared entirely. New problems, such as haste, burnout and violence at work, are becoming more common. There have been recessions, internationalisation of many companies, joining EU and Monetary union and also other things to affecting the business policy options. The communication and knowledge work has become work for majority of Finnish employees. New technology has increased the productivity of the work and at the same time reducing the need of employees. Employments are often short, clipped or executed by project type. According to the labour force survey, the unemployment rate was 8,2 % on September 2014. (Website of Tilastokeskus) It is fairly high for Finnish society. The general uncertainty of the future causes concerns, stress and psychological symptoms. According to the pension Director Timo Aro, mental health problems have become the main reason for the disability pensions. (Ojala, Ahonen 2005, 11-15; Rissa 2007, 14)

Wellbeing at work is very broad concept. It is also very unique experience that is difficult to define universally. Core of it for sure is in the work itself. Employer, management and employee are all together responsible of the wellbeing at work. The wellbeing of employees should be promoted actively throughout their work career. Meaningful work, where the physical and mental health is secured, is essential to quality of life and general wellbeing. Work, work environment and free time in an appropriate entity create the suitable basement for the wellbeing at work. (Kivistö, Kallio & Turunen 2008, 21) The development of wellbeing at work is made also with help of the occupational health services and other supportive workplace resources and services. The employer takes care of the safety of the work environment, appropriate management and equal treatment of the employees. Employee is responsible of maintaining the ability to work and professional competence. (Website of Sosiaali- ja terveystieteiden ministeriö; Rauramo 2009, 1-4; Rissa 2007, 6)

Operating in a highly competitive business environment and with increasing pressure on the labour market requires nowadays improved productivity and efficiency. It

means also enhanced working environment and company culture. (Website of European Network for Workplace Health Promotion) In the office and R&D environment, being able to think effectively is critical for the success. It is then also essential to find out what kind of actions the wellbeing will bring better enabled or developed further, in every day at work. Wellbeing at work is key competitive factor and it affects directly to the performance and success (Ojala & Ahonen 2005, 23).

## 2 PURPOSE AND OBJECTIVES OF THESIS

### 2.1 Purpose of the study

There are approximately one thousand people working for case company, Microsoft, in Tampere site. Several product programs are running parallel. This master thesis is case study of wellbeing activities in two local product programs at Tampere site. Wellbeing activities in product programs have been executed mainly at management team level, which means about 20 people involved in each program.

Work in case company requires highly innovative employees to create new technology in research and development of mobile phones. Work environment is international; different cultures and continuous working over the different time zones are everyday life. The main asset is running a successful business. Work is hectic and under the pressure of the productivity and changes. Past few years there has been lot of big upper level organizational and strategic changes, which are increasing the pressure for the wellbeing at work as well.

The purpose of the study is to find out which wellbeing actions have been effected for the behavior and if they have reached any benefits. The study also aims to increase understanding of the impact of well-being actions in case company. The study aims to highlight best practices and examples that investing in wellbeing can be achieved. The assessment is approached by Donald Kirkpatrick defined model where effectiveness is divided in four levels: reaction, learning the way they act, behavior and results.

However, the study is able to be executed in first three levels, because lack of the data availability in case company.

Organizations where the investigations are made are treated anonymously. The material consists of 36 project management team participants in two separated product programs. The data-collection, survey, has been carried out during spring 2015. Data will be analyzed to the theoretical framework for the study Kirkpatrick model basis, focusing the actions, behavior and benefits of the assessment to wellbeing at work.

Interesting is to investigate target product programs implemented wellbeing actions' effectiveness and how those will improve the wellbeing at work of the participants itself but also more widely throughout the organization.

## 2.2 Objectives of the study and research questions

This study analyzes what have been learned about the wellbeing activities in two product programs. The focus is on which kind of activities are most effective to implement and how they have been affected the employees' behavior. In addition, the objective is to describe how learning and working method of change occurs at the level of benefits. Wellbeing actions as a whole are wished to have wider impact in organization than only individual skills. Thus, is essential to find out what kind of role wellbeing programs have embedded first in individual level but if possible, according available opportunities also in organizational culture, which can be seen in the broader level of an organizational advantage.

Research questions:

Kirkpatrick level 1 – Participants reactions

*What wellbeing activities worked, what didn't from participants' perspectives?*

Kirkpatrick level 2 – Participant changes at the end of the project



*Can participants perform wellbeing differently in measurable ways?*

Kirkpatrick level 3 – Is change maintained on the work

*Do participants perform wellbeing in new ways on the job?*

Kirkpatrick level 4 – Impact on organizational outcomes

*What has improved as a result of performed wellbeing activities?*

*Was it worth the investment?*

### 2.3 Theoretical framework

The theory of this study will be based on **The Kirkpatrick Model** (Kirkpatrick 1998). It defines four levels or steps of evaluation in order to analyze the effectiveness and impacts of the training and learning. (Kirkpatrick 1998, 3, 19) It seems that this model is commonly used when evaluating the training among the professionals by human resources and training.

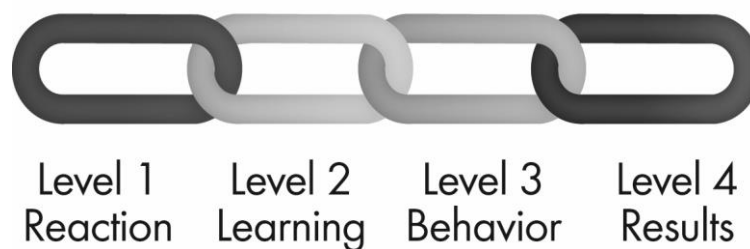


Figure 1. Four levels of Kirkpatrick model (Website of Kirkpatrick Partners)

The four levels in Kirkpatrick's model are:

1. *REACTION* – what are immediate thought and feelings about the training
2. *LEARNING* – what has been learned as a result, how much is the knowledge increased as a result of the training or has the attitudes being able to change

3. *BEHAVIOR* – has the behavior changed, or behavior changes having effects in the attitudes
4. *RESULTS* – final result of the training – participation, feelings, concrete outcomes, not only in individual level but also in organizational level

The first level of the Kirkpatrick's model is to determine the audience, the people being trained direct reactions of the training activity. A positive reaction is important as well as for the activity participation and continuation for the learning process. If the participants' reactions are negative, they are unlikely to be motivated to participate in the activity. However, the positive reaction doesn't guarantee learning rather than a negative reaction almost certainly kills it. It is important to measure reaction because it helps understand how the training was received by audience and also in order to improve the training in future. (Kirkpatrick 1998, 19-20)

The second level of the model is learning, which describes either the changes of the attitudes or increase of the knowledge of the wellbeing because of the training. This level is important because it is essential that attitudes, knowledge and skills are improved in order to be prerequisite for the behavioral changes in next, third step. It is essential to know for the trainer in order to improve the training in future, what trainees have learned and what not. (Kirkpatrick 1998, 20)

The third level e.g. behavioral change prerequisite is some changes at the second level. Person itself has to have the desire to change. Behavior can only be changed if conditions are favorable, suitable atmosphere for the change is needed. Behavioral changes might require time, in contrast to the steps one and two where the evaluation is possible to make immediately. It helps a lot if person is able to see the benefits of the change in order to change behavior. If the trainees are not changing their behavior, it doesn't necessarily mean that they haven't learned anything. They should have desire to apply the knowledge that it will happen. Observations can be used to evaluate the participants' behavior. (Kirkpatrick 1998, 20-23)

The fourth level in the chain is results. This is meant for the final results which are caused because of the training. This includes the outcomes that trainee or organization have determined to be good for business or good for the employees. The evaluation of the fourth step is often quite difficult. The results of measurements of financial terms and figures are not always possible. The connections for the financial results are not always direct, but come indirectly for example with better coping with stress. (Kirkpatrick 1998, 23-24) This level measures the success of the program in terms that managers and executives can understand, for example improved quality, decreased costs, increased production and sales as well higher profits. Actually, these are the overall reasons for the training.

Behavioral change measurement is essential in order to find out if the behavior changed and to find out the reasons why the behavior is not changed. Enabling in practice what has been learned is one of the biggest challenges when trying something new. The evaluation can be also started from the results of the fourth step. At first should be defined what is targeted to achieve and what kind of behavioral changes required to reach it. After that can be defined what kind of learning the behavioral change is demanding and with which kind of actions the targets can be achieved. Now the targets of the actions can be concentrated to the desired results at step four and to support the activities to reach them. (Kirkpatrick 1998, 48, 57)

Other researchers have also studied the effectiveness of activities. Many have taken advantage of Kirkpatrick model in some way. The model's popularity in the background has certainly been its simplicity. The model divides the effectiveness of training clearly the different phases. On the other hand just this simplicity can be seen in its greatest weakness. Over simplification and staggering hide the underlying assumptions of the coaching and learning process as well simplifies the multi-dimensional nature of coaching. However, the background of the learning and behavioral change is often multi-dimensional factors such as the model of the criticism suggests. Kirkpatrick's model has been criticized for a weak connection between the different steps and model's failure to take account specific external factors. It has been criticized also that it doesn't produce the information needed to continuously improve performance and achieve business results. (Santos & Stuart 2003, 28-29)

Two first levels of the Kirkpatrick model are more individual levels, which are focusing on direct learning outcomes. The third and fourth levels are related for the wider impact of the work and organization, having broader impact for way of working and the benefits to the organization. (Kirkpatrick 1998, 24, 69)

#### 2.4 Case study

The research will be conducted as a case study. The research only observes case company's two projects wellbeing activities, also results of the research cannot be transferred to reflect another company's wellbeing than the case company projects in this research. Case study has a defined time frame. It can be either a single case or a case bounded by time and place (Creswell 2003, 37). According to the Woodside, case study is inquiry which focuses on describing, understanding, predicting and/or controlling the certain individual or group. He states also that the quality in doing and writing up case study research improves with practice. Studying case study research methods before collecting data is helpful and mistakes as asking blunt questions can be avoided. (Woodside 2010, 16, 398) Creswell suggests the researcher to start the study by trying to understand a problem by observing the participants: seeing how they experience things, live and display the phenomenon and also by looking of the meaning their experiences. (Creswell 2003, 31)

The data collection for case study is extensive and draws from multiple sources such as direct or participant observations, interviews, archival records and physical artifacts (Williams 2007, 68). Limited focus allows detailed examination of studied subject in case study. Several different techniques can be used when gathered the data and more wide range information becomes available. Case study is effective way to gather detailed information about the researched subject. On the other hand it can be time consuming and has limited generalizability. (Salkind 2008, 127-128)

### 3 WELLBEING

#### 3.1 Wellbeing at work – what it is?

As already stated, wellbeing at work is very broad concept. The main asset for the work is running a successful business. There are many things which are supporting this asset either directly or indirectly. It is individual's wellbeing and feeling but as well it is the vitality of the entire workplace (Ojala & Ahonen 2005, 28). Employer, management and employee are all responsible of the wellbeing at work. The development of it is made together. The employer takes care of the safety of the work environment, tools, appropriate management and equal treatment of the employees. Employees are taking care of their personal resources multitalented; managing self-management, growing professionally and developing their expertise at work. Employee works generally for satisfaction and engagement. Of course, the work itself is having the main role when thinking about the wellbeing at work. But there are other things what are tightly related in it, such as basic human needs which are basement for the wellbeing entity. (Rauramo 2009, 1; Website of Microsoft)

It has to be aware what to develop and where to concentrate. Then it needs to be desire to do things in order to change something. It needs to have desire to take the responsibility for their self, work and the wellbeing. There need to be readiness and desire to change, otherwise anything will not change. After all these efforts, it is good to understand also that everything will not change for shiny, happy or painless.

Rauramo and Ojala & Ahonen are referring to Abraham Maslow's theory; hierarchy of needs, where are five steps to provide a sustainable development of the implementation by pragmatic approach. It is possible to achieve the highest step of the hierarchy, if the lower levels of the needs are adequately met. It is the way how the human can take the advantage of its potential fully and find the way to the source of wellbeing. (Ojala & Ahonen 2005, 28-30; Rauramo 2009, 1-4)

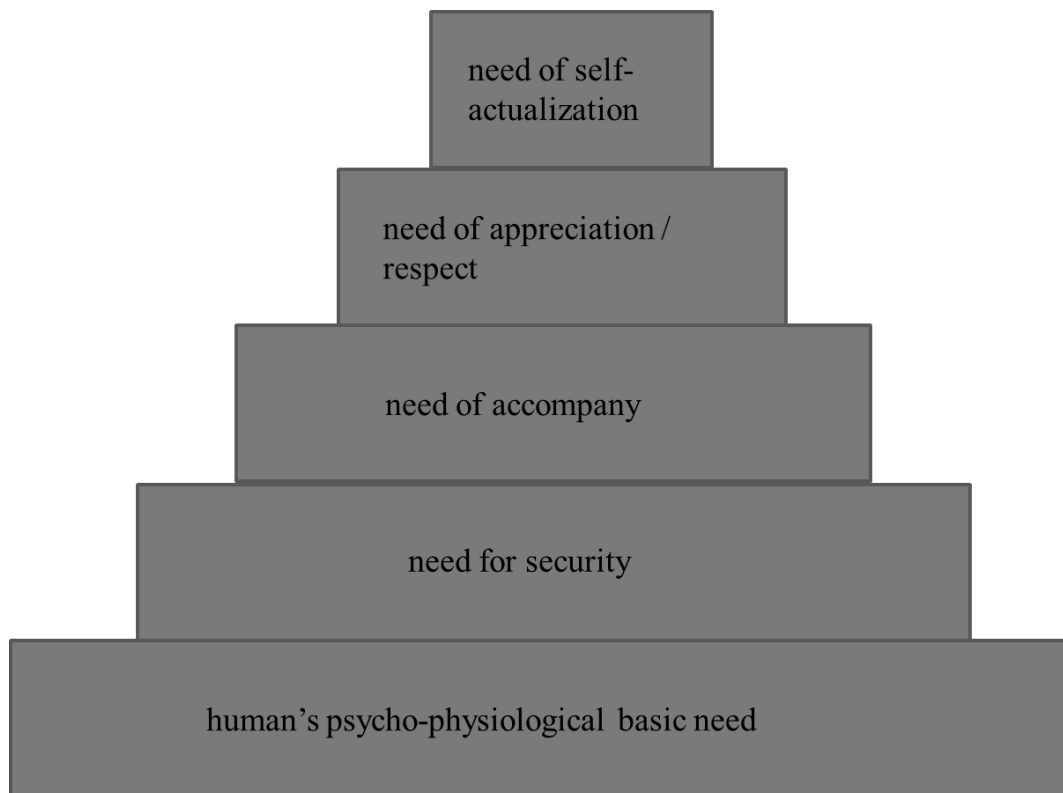


Figure 2 Rauramo's five steps for wellbeing at work (Rauramo 2009, 3)

On the lowest level needs are related for the basic ones like food, sleep, healthy and physical condition. According to the Rauramo, human's psycho-physiological basic need is to have work which enables the stimulating free time, healthy living with disease preventing and treatment. On the second step, needs are related to the security - in physically and mentally. It means the stability of the employment and adequate income, but as well safe, fair and equal workplace. Operating in a safe and healthy work environment with proper equipment and tools enable the good way of working. The need of accompany means actions which support the team spirit, taking care of the results and personnel. There is also the need for every kind of co-operation internally and externally, in the work and also during the free time. Ways of working and co-operation are strengthened by feeling of belongingness to a team and the site. Social wellbeing supports the commitment to the work and coping with it. Fourth step includes the need of appreciation, respect as ethically sustainable values, vision, strategy, fair wage and rewarding, performance evaluation and development. Appreciation here is based on knowledge and skills at work. Fifth step is meant for the need of self-actualization such as learning organization, full use of competencies, production of new knowledge, the desire to achieve goals in life and aesthetic experiences. It is also important to have reasonable work load and challenges by knowing what is expected

from employee. Ojala & Ahonen have added one step on the top of the Maslow's hierarchy, where are spirituality and internal drive. Individual's values, motives and internal energy are guiding the enthusiasm and commitment for the different things. Individual itself has the responsibility of the own wellbeing. The mental wellbeing is the durable basement for everything. (Ojala & Ahonen 2005, 28-30; Rauramo 2009, 2-4; Website of Microsoft)

The balance of the wellbeing at work can be described by the equilibrium model (Figure 3). This is commonly used as a starting point when scanning the wellbeing at work. Wellbeing rises when work resource factors and requirements are in balance between the employee's working ability, capacity and motivation. Focusing on wellbeing at work presents a valuable opportunity to benefit societies by helping working individuals to feel happy, competent and satisfied in their roles. If employee and work requirements are in mismatch between, employee and the work survival can be coordinated and supported by the corrective measures. External conditions are also affecting the wellbeing at work. (Kuiri & työryhmä 2011, 8)

Supporting the sport activities, having canteen for personnel and occupational health service can be seen as promoting employee's functional capacity and health. Training of the staff, supervision, initiation and development discussions are supporting the work controlling measures. Life situation can be supported by different kind of alternatives to increase the free time temporarily or in a longer term, for example part-time pensions, job alternation leaves or flexible working time. All these measures together are affecting the individual's **working ability, capacity and motivation**. (Kuiri & työryhmä 2011, 9)

Once again, leadership pops up, Kuiri & al refer it as a measure for the organizational development and further it affects for **work resource factors and requirements**. Values, strategy, rewarding, equality, supervisor training and improving the recruitment are also supporting this development. The whole work community can be developed by the strategy, meetings with all the employees but also by wellbeing- and customer satisfaction surveys. Development of the working processes, occupational safety and health, risk assessment as well following the work load are playing a role when work itself and the working environment are developed. Improvement the resource factors

at work make the work meaningful, help to cope and enjoy the work when it is challenging or facing changes. (Kuiri & työryhmä 2011, 9-10)

The rehabilitation and various therapies are examples of the **corrective measures**. The other ways to adjust with the requirements of work are different work trials, job rotation or even career change. As a work environment & work development measures there are available various studies or surveys like indoor air study, accident investigation or workplace surveys. It is essential that hazards are identified and possible risks assessed, when they are known items it is easier to develop them. (Kuiri & työryhmä 2011, 9-11)

**External conditions** are also affecting the wellbeing. These conditions means the things which are outside the work community, either individual level (e.g. private life factors with relatives, friends) or society (e.g. social, health & labour policy). Possible external factors are define more detailed in Chapter 4.4.

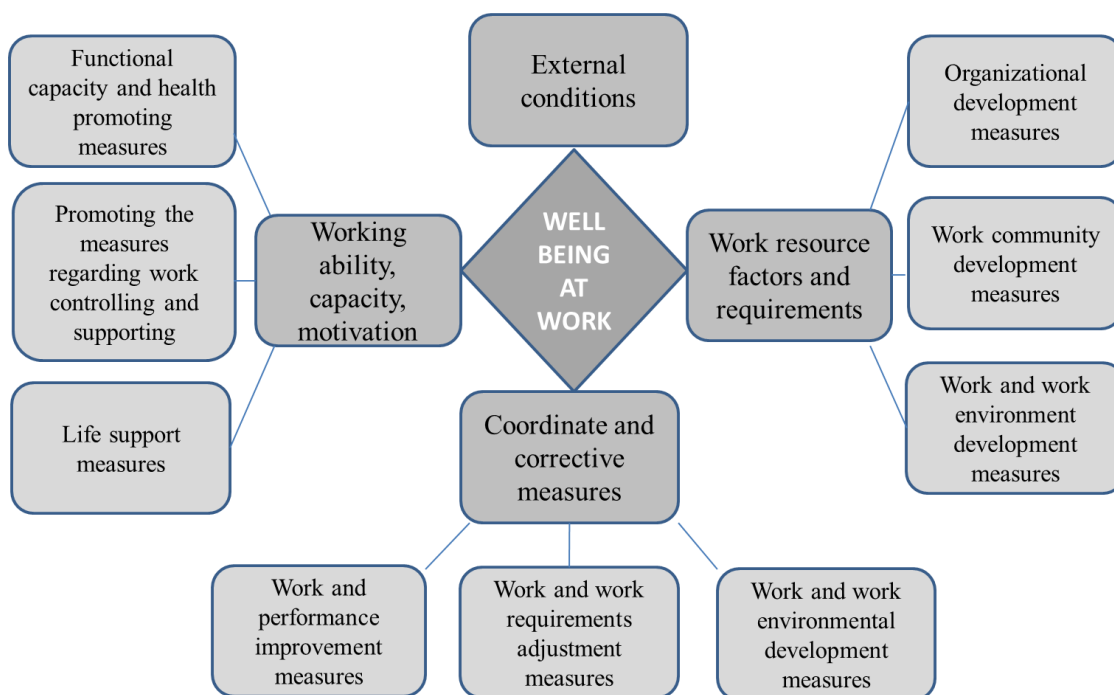


Figure 3 Balanced model of the wellbeing at work (freely translated from Kuiri & työryhmä 2011, 9)

Globalization has changed the structures of the employment. More and more companies are forced to seek a competitive advantage of flexibility, speed and the ability to create innovations. (Manka 2012) Wellbeing at work is about the balance of stressors



and energizers. Instead of the wellbeing it is more how to be successful at work and at the same time feel good. In addition to the needed competence, the leadership and ways of working play a significant role. There is need to pay attention to personal resources. The maintenance of work ability refers to all cooperative efforts which the employer and the employees together promote and support the work ability and functional capacity of everyone throughout their work career. (Rissa 2007, 8)

Kirkpatrick highlight the manager's commitment and its value for the effectiveness. Also according to the Sistonen (Sistonen 2008, 17-19), there is always strong leadership behind the top performance. Sistonen presents that the leadership's direct effect for productivity and effectiveness is about 50-70% when the direct organizational atmosphere's contribution is 15-30%. Productivity is the measure of the efficiency of the system in amount of output per unit of input and it is a crucial factor in production performance of firms. The leadership really counts. Leader guides the organization towards of the future vision with help of the clear strategy. A good leader is aware of which direction the organization is going to and understands it. Leader takes in to account the customers as well the personnel when implementing the strategy. The objectives are set accordingly and to the reasonable level. People can be motivated in a different kind of matters, one and only thing doesn't work for all. Excellent leadership is on the background of good organizational climate and results. A good leader can manage the performance and competence, take advantage of a variety of leadership styles and combinations of them in different situations. The probability to lead the activity in a success is better if the managers are in. Participation usually creates the ownership. If managers have feeling of some kind of ownership, they are more likely to support it. Participation often leads also to commitment, not only for seeing it positively. In addition, participation creates better understanding of the item and participation of the management provides more credibility. Managers should definitely to participate in the trainings and specifying those. (Sistonen 2008, 16-22, 27)

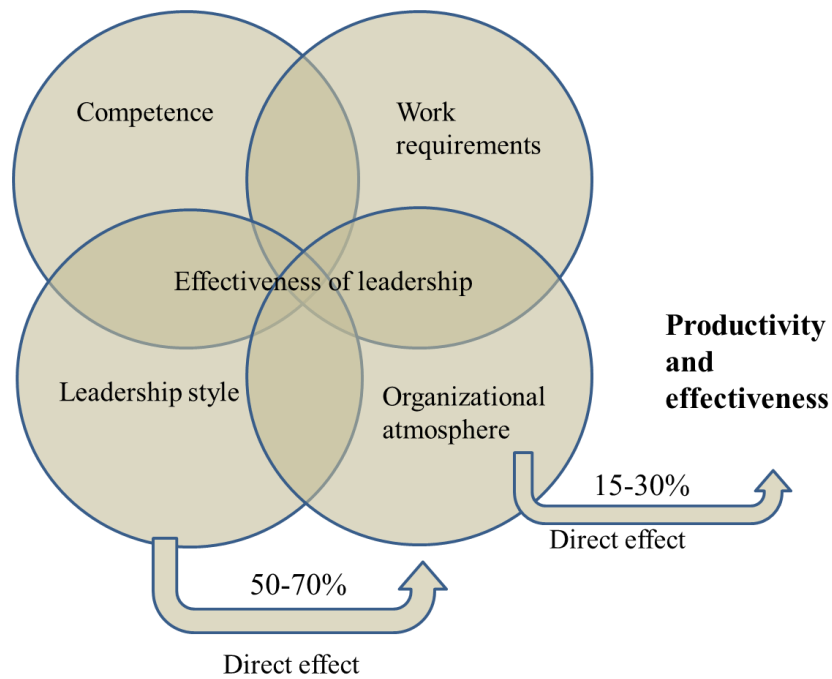


Figure 4 Effective leadership behind the top performance (Sistonen 2008, 19)

### 3.2 Work community factors

Too high job demands can be as stressors in a meaning of workload, pace, time pressure and continuous subject to deadlines. According to the Rissa, research shows that the loading of work and the working conditions are still the major hazards behind diseases and working disability in Finland as in all of Europe (Rissa 2007, 7). The lack of the energizers or the health issues is disturbing the work life balance obviously. If there is conflict between employees' personal and company values, it is hard to work balanced. On the contrary, possibility to influence at workplace feeds the meaningfulness for many employees. Leadership should show clearly their supportiveness for the wellbeing in order to create the positive spirit around it – not just see the 'hard' things like work, profits and achievement, but also understand the 'soft' supportive actions as an energizer. For example, persistent socio-economic pressures are recognized risks to mental health for individuals and communities. The clearest evidence is associated with indicators of poverty, including low levels of education (Website of WHO).

The work which has a meaning is the way how the employee feels to be needed in organization. It is energizing the employees when good work gets a recognition or reward. It is not only for the employee who is receiving it, but it also boosts the other

colleagues as well. Healthy habits are basement for the balanced body and mind. (Website of Microsoft)

### 3.3 Individual factors

Based on the attitudes employee detects the surroundings and interprets its events. Everyone see their work differently. Psychological capital, personality, skills, health and physical conditions affect the wellbeing experience either reducing or contributing it. Person's internal resource is psychological capital, which is helping to manage the changes and also when the difficult situations are faced. It has connections how to take advantage the support of the work community. This capital consists of the characteristics like self-confidence, positive, realistic optimism and resiliency. It is helpful that this capital grows in adulthood and can be learned. (Manka 2012, 8)

Motivation to grow means that person would like to continuously develop her/himself and learn new things. This person see the surroundings more positively than the person who is not interested in to develop. Challenges and freedom in the work with work team and superior support are promoting the individual need of development. (Manka 2012, 8)

Psychological and physical conditions are affecting directly the wellbeing. The factors are health, nutrition, amount of sleep, work load and recovery possibilities. There should be also something else in a life than just a work. We don't have a battery which we can charge during the summer holiday for the next year of employment. The daily revitalization should be ensured. Psychological detachment from the work contributes with the recovery. Good physical condition ensures the better coping and pleasant exercise improves mood and even develop the memory. To have a short walk in the forest or nature calms down easily. (Manka 2012, 8) Mental health is a state of wellbeing in which an individual realizes his or her own abilities, can cope with the normal stresses of life, can work productively and is able to make a contribution to the community (Website of WHO).

Factors leading to burnout can be found from work and the individuals itself. It is usually motivated employees unfavorable working conditions mismatch. It leads for the burnout because the situation has not been found the solution of the inadequate coping skills of the employee or work community. Individual's characteristics which may predispose to burnout are excessive demands for itself or working requirements, strong sense of duty as well minor or harmful abilities to cope with stress situations. The typical examples are not using breaks during the work day, continuously stretching the working time in order to manage the oversized workload or relaxing with the alcohol. The employee's individual characteristics or life situations alone do not usually cause burnout, but they have interaction with the working conditions. When the workload is unfavorable, the individual and the circumstances of factors can speed up or slow down the development of burnout. (Website of Terveyskirjasto)

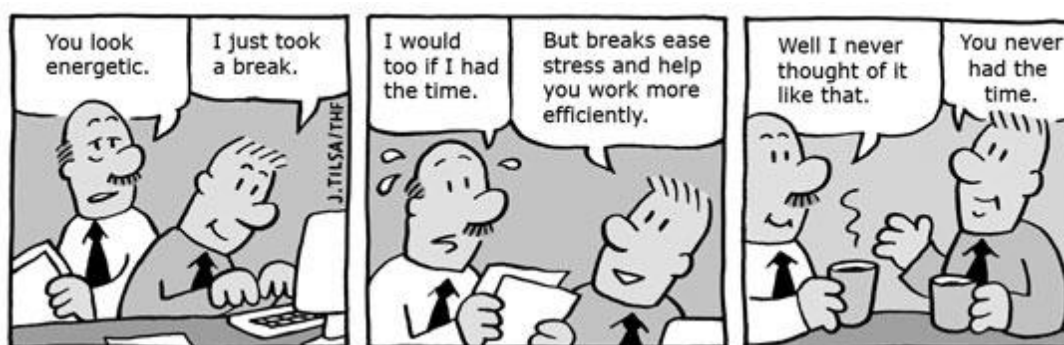


Figure 5 Take a break! (Website of Työterveyslaitos, [www.thl.fi](http://www.thl.fi))

### 3.4 External factors

External factors like life situation, divorce, death, sickness in family and economic difficulties are affecting for the individual and also then indirectly for the work community wellbeing as well. These can be the individual factors at the same time too. Individual's resources consist of the health, performance, competence, values, attitudes and motivation are affecting together with work related factors for its ability to work (Figure 10). Local community means the work supportive organizations like occupational health and safety organizations as well the family, relatives and friends. The outermost layer is society. It social, health and labor policy together with service form the external factors. (Website of THL; Gould & al 2006, 23)

Economic difficulties can affect by decreasing of self-esteem, mental stress, inadequacy on the living conditions and restrictions in health care possibilities. On the other way round, the economic situation of stability affects positively for the ability to work. (Gould & al. 2006, 238)

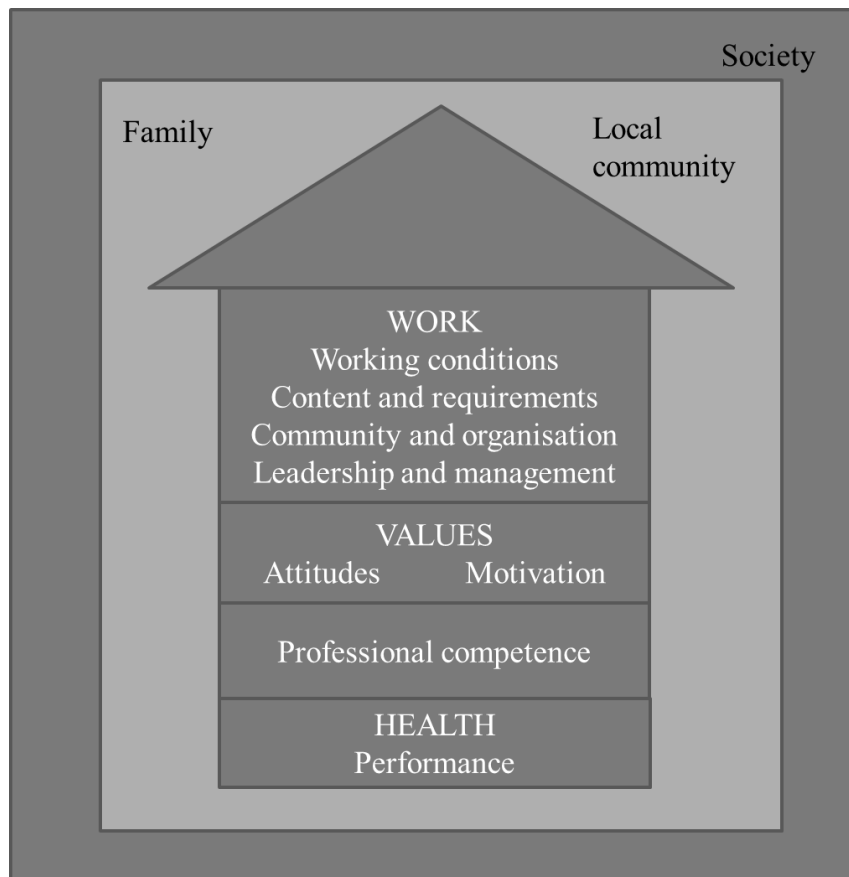


Figure 6 House model for the factors which are affecting the ability to work (Gould & al 2006)

### 3.5 Case company general focus

In case company, three top ideas are identified where to pay attention from health perspective in generally; ergonomics, stress and time management, which includes working in virtual teams, and healthy habits. Proper ergonomics means improved workability and at the same time also better health. The ongoing and rapid changes in work life seem to be continuous. Quite many times the changes can be felt as negative stressors. Stress itself can be also positive reaction, when taking only a short time and sometimes it is helping to be more effective. But stress in longer term may have negative impacts on health. (Website of Microsoft)

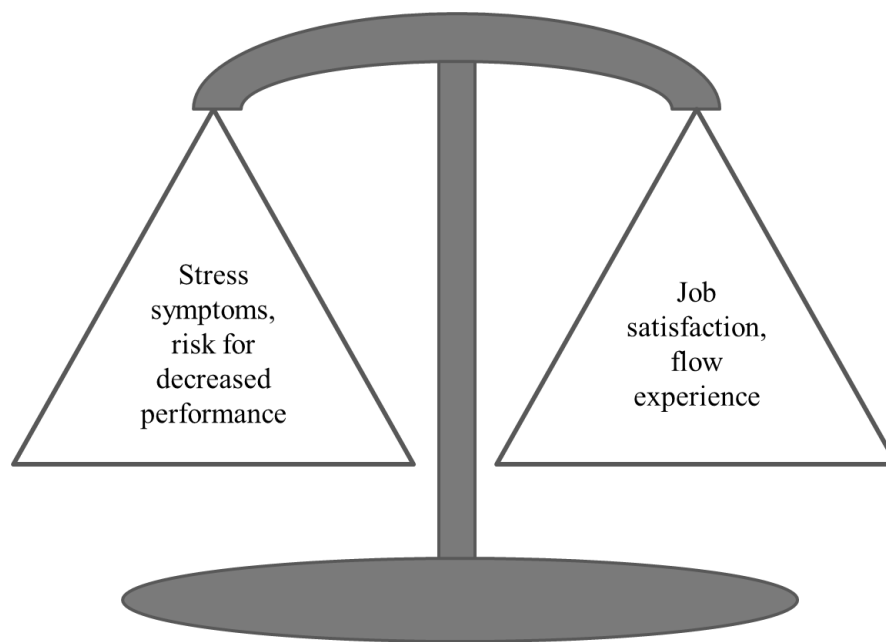


Figure 7 Balance of stressors and energizers (Website of Microsoft)

### 3.6 Advantages of the wellbeing investments

According to the professor Guy Ahonen, the invested money for the wellbeing will pay back even 10 to 20 times. Investments for wellbeing are shown to be a good investment for both the business and national economy. Manka & al 2007 write at least three types of threats to the national economy, which make the investments for the wellbeing topical. The aging of the population and the threat of it is shortage of manpower. Rissa writes that Finnish people are physically healthier than ever before when they retire. However, the mental problems are the most frequent cause of work disability. The average age of the retiring in Finland is 60,5 years (Website of Finnish Centre for Pensions), which means also the shortest work careers of the industrialized countries. At the same time average age of retiring early on a work disability pension is only 52. In relation, the increase of the knowledge work increases also the importance of mental wellbeing. Further, lack of the wellbeing at work costs more via absences because of the sickness and incapacity at work. (Manka & al 2010, 13; Manka & al 2007, 22-23; Rissa 2007, 9)

The economic importance of the wellbeing at work can be measured by the financial performance indicators, where the conducive actions of the wellbeing can be connected. According to the Rissa, research results show that productivity can be raised especially by improving management and leadership practices, and also by widening the competence range of the employees. Open communication and trust among the employees saves money. (Rissa 2007, 9)

If managing and developing the wellbeing at work is systematic, it can be seen as competitive advantage as well a positive impact on the fluency of working. It is the way how conditions of the employment can be taken care of as well to respond the challenges of know-how, retirement and sick-leaves. The well managed overall safety at workplace increase productivity, improves quality and also the reliability of the delivery. Occupational safety has direct impact because of the lower sickness costs, accident insurance costs and pension costs. The activities promoting the wellbeing at work are reasonable to implement simultaneously and at all levels of organization in order to obtain the best possible results. Health and safety must be seen as investments, not expenses. Workforce health promotion aims comprehensive approach, which acknowledges the combined influence of personal, environmental, organizational, community and societal factors on employee wellbeing. It is necessary to plan, set goals, make improvements and essential to measure the impacts on the development of the wellbeing in order to observe the movement, without forgetting the reporting. The business benefits of the investments in wellbeing at work can be seen more clearly the longer the time interval is. (Manka & al. 2007; Rissa 2007, 9, 17; website of WHO)

### 3.7 Examples of the concrete practices and experiences

#### DRUVAN MODEL

In 2002-2005 Druvan (**DR**agsfjärd **UtV**eckling arbetsförmåga**AN**) project was carried out in a small island in south-western Finland, municipality of Dragsfjärd. Druvan means bunch of grapes, and it illustrates the fact that by working closely together it is possible to achieve something meaningful. Ove Näsman, chief occupational health

physician at Dalmed Co., and Guy Ahonen, professor at the Swedish School of Economics Helsinki Finland, have developed the Druvan model based on that project. It is solution oriented model to help the converting the threats to wellbeing into opportunities at workplaces. It is practical way to develop leadership, the work environment, the work community and the work ability of the personnel. The wellbeing at work was promoted with the efforts and effects of the good management, leadership, cooperation, more practically developed targets and even changes in life-style. (Rissa 2007, 4, 18, 38)

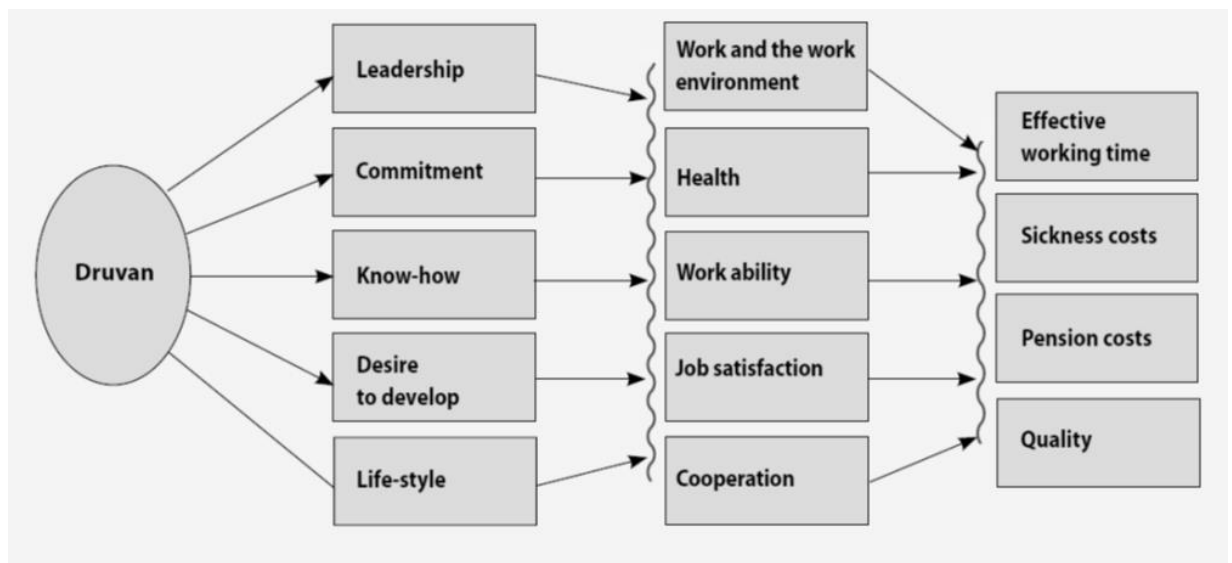


Figure 8 The anticipated impact pattern of Druvan model by Guy Ahonen and Ove Näsman 2006 (Rissa 2007, 23)

Municipality of Dragsfjärd was able to cut down the sickness absences as well premature retirements with help of the Druvan model. According to Ahonen, these were the main benefits of the project. The 17.1 sick-leave days in 2001 reduced to 12.2 days in 2005. At the same time other municipalities' sickness absences had clearly rose. He believes that already this has considerable economic impact. The work ability, especially among ageing employees, improved. This was measured with the Work Ability Index. At the same time also the productivity increased and the health status of the employees were improved. (Rissa 2007, 18, 68)

The Druvan project demonstrated that the productivity is dependent strongly on social skills and social interaction. Professional competence and knowledge intensive work require the abilities for cooperation more than ever. There the social know how and emotional intelligence is needed. Leadership plays significant role in occupational



wellbeing and how people cope with their work and possible stress. Good strategic management, good leadership and good personnel policy are basement for the joy of working as well the improved productivity. (Rissa 2007, 74-77)

Investments in wellbeing at work brought a good economic outcome; in three years 46% profit, mainly in the form of reduced sickness and pension costs. According to the Ahonen, applying the Druvan model at national level, it could bring 1.2 billion euros annual reduction when calculation only the work disability pensions. He is convinced about the success of the model because the development activities are focused at leadership, the working conditions, the occupational competence and functional ability of the personnel at the same time. The model is based on cooperation and participation – meaning that everyone takes part actively in the development in order to have positive results in the end. (Rissa 2007, 18, 68)

## PEKKANISKA

Pekkaniska is a company who sells and rents equipment as access platforms, cranes and forklifts in Finland, Sweden, Russia and Ukraine. It has about 350 employees. The company has been in the spotlights several times because it promotes actively the health and wellbeing. The company supports sport activities of its employees by offering the financial bonuses which are encouraging the healthy way of life. This system enables all the employees to have extra bonus to their salary. (Website of Pekkaniska)

Pekkaniska's bonuses (Website of Pekkaniska):

- no sick leave: 510 €/year
- no smoking: 170 €/year
- no alcohol: 170€/year
- completing one official sport competitions: 170€/year (orienteering 25km, marathon, rowing 50km, cross-country skiing 60km, cycling 120km or triathlon 1500m/40km/10km)
- pulling more chin ups than the managing director of Pekkaniska: 170€ (once)
- commute cycling (min. 10km): 0,25 €/km
- jogging (min. 5km, 2 or more employees together starting from the work place): 1 €/km
- quitting smoking: 1000 €

## LASSILA & TIKANOJA

Lassila & Tikanoja is active in offering environmental, real estate and industrial services in Finland, Sweden, Latvian and Russia. They has more than 9000 employees. Work is challenging in physically and ergonomically. In addition, it includes the risk of the accidents in a sense of the hazardous chemicals and biological exposures in the working environment. In 2005, the company started to follow the program 'Sirius' which aims the maintenance of work ability and to prevent the inability to work in systematic way.

The principles of the program is early detection of the problems in work ability, if problems exists - immediate reaction between the employee and manager according to the early intervention model as well the supportive actions for the work ability, early prevention of the work ability risks and to pay attention employees at different age in managing the working ability and leadership. The program is implemented in a close cooperation with the occupational health care, pension and accident insurance companies. (Website of STM)

The company has measured the occupational health and economic impacts of the Sirius program (Website of STM):

- sick leaves have reduced from 7,5% to 5,4%
- about 90 employees has relocated at work according their work ability, in addition – about 800 employees are under the active monitoring of the work ability
- disability and accident pension cost are under control, and disability pension costs are in pay class 3 (11 pay class totally, company's pay class depends on the company risk ratios which are based on the costs spent for the disability cases within previous 2 years)
- average retiring age has increased from 59,4 to 62,9 years, totally 3,5 years!
- amount of accidents at work have decreased 55%

The company values the ability to work and health as an investment which has already produced several millions euros savings, improved employee satisfaction and strengthened the company's economic competitiveness and also increased the competitiveness among the labor force. (Website of STM)

## ATRIA

Atria is a food company in Scandinavia, Russia and Baltic countries. It has about 5000 employees. In 2009 Atria has started to execute the optional **senior program** which means early caring of the work ability. The aim was to promote the wellbeing among employees who are over age of the 58, both physically and mentally. The company offers different types of the actions which are promoting health, such as rehabilitation and health check once in a year. The company has noticed wide range of positive effects on wellbeing as well business benefits. Disability pensions have been reduced considerably. Investigations for the occupational safety and trainings are paying back by reduced costs in sick leaves. Mid of the year 2013, the average age of the retiring was 63,2 years in Atria, when the average in Finland was 60,9 years. Comparing the result for starting point in company, in 2009 the retiring age in Atria was 60,5 years. (Website of Talouselämä)

### 3.8 Measuring of the wellbeing

Wellbeing at work can be measured by different kind of measures. The appropriate indicators should be defined carefully. It has to be ensured that they are measuring what is wanted to and also they are reliable. The indicator should also be aligned with the objects of the organization. Collecting the data is not enough, it has to be analyzed and decoded. Ojala & al state that more important is to follow the measures regularly than the content itself. It is because only then can be seen what direction the wellbeing is going on and how are the corrective actions working. (Manka & al. 2007, 24-26; Ojala & Ahonen 2005, 232)

Ojala & al wrote a list that wellbeing can be measured by following sick leaves, statistics of the work accidents, employee' replacement as well customer feedback and customer satisfaction surveys. They introduce also a set of comprehensive surveys where the aim is to find out what the employees are feeling about the different subjects like work atmosphere, work load, stress at work, work satisfaction, leadership. Finnish Institute of Occupational Health offers expert services and tools for getting better work community, safer work place and to promote the employee's health. Generally, there

are available different kinds of wellbeing condition surveys for the individuals as well organizations in the literature and internet. There are also generally available the metrics which are based on different kind of criterions. The personnel wellbeing is based on several factors, which external expert assess similarly like the quality assessment. Based on that assessment the level is estimated. Standards are offered for example by Finnish Quality Association, which is a national partner promoting the use of systematic development tools and development Excellence Models. Company offers also the trainings for Investors in People (IIP-tool) criterion, which is the standard for the work communities about the positive personnel and it is used in case company. (Ojala & al 2005, 233-237; Website of Finnish Institute of Occupational Health)

Examples of the few different types of measures and tests of wellbeing:

- sick leaves
- statistics of accidents at work
- profitability figures
- turnover
- customer feedback, customer satisfaction
- atmosphere at work
- work load
- stress tests
- work satisfaction
- changes at work
- early retirement statistics
- need of development in organization
- organization's ability to cope
- leadership
- walking test
- weight index
- blood pressure tests
- cooper test
- self-assessment for work satisfaction and wellbeing
- Terve organisaatio –survey by Finnish Institute of Occupational Health
- Work stress survey by Finnish Institute of Occupational Health
- Work community functional measuring with survey method by Finnish Ministry of Social Affairs and Health
- Vire measures by Taitovire Valmennus Oy

According to the Kirkpatrick the change in behavior is difficult to measure but at the same time it is obviously the most important thing to measure. If the trainees are not implementing their learnings in the practice, the training is unsuccessful although the learning itself has happened. The behavioral changes are necessary to measure in order

to see if the behavior is changed and to find out the reasons why it didn't change. The biggest challenge is to implement the learnings in practice. (Kirkpatrick 1998, 57)

## 4 CASE COMPANY PROJECTS

### 4.1 Working environment

Case Company is Microsoft and this research is implemented in Tampere site. In case company office and R&D environment, the work is knowledge intensive, IT equipment being the main working tools. Working requires researching new technologies, innovation and developing those technical things in practice. Official work language is English, the environment is international and it means continuous work over the different time zones. Developing and manufacturing these technical high end products (and having those in use) enables employees to be online and reached all the time. The separation between the working and free time is not clear any more. Past few years there has been reorganizations and lot of reductions. These are causing uncertainty of the future and increasing the stress level.

### 4.2 Case company project organization

The organization is matrix organization, where the different technology area lines are taking care of the people and resources, which can be seen in Figure 9 horizontally: different technology line organizations. In the Figure 9, on the vertical direction, there are different product programs where the end products are created. People in product programs are coming from and representing the different technology lines (horizontal line organizations). In addition the wellbeing actions in product programs, there have been wellbeing actions ongoing at line organization level as well the site level in Tampere. This study concentrates only for the wellbeing actions at two case product programs management teams in Tampere site.

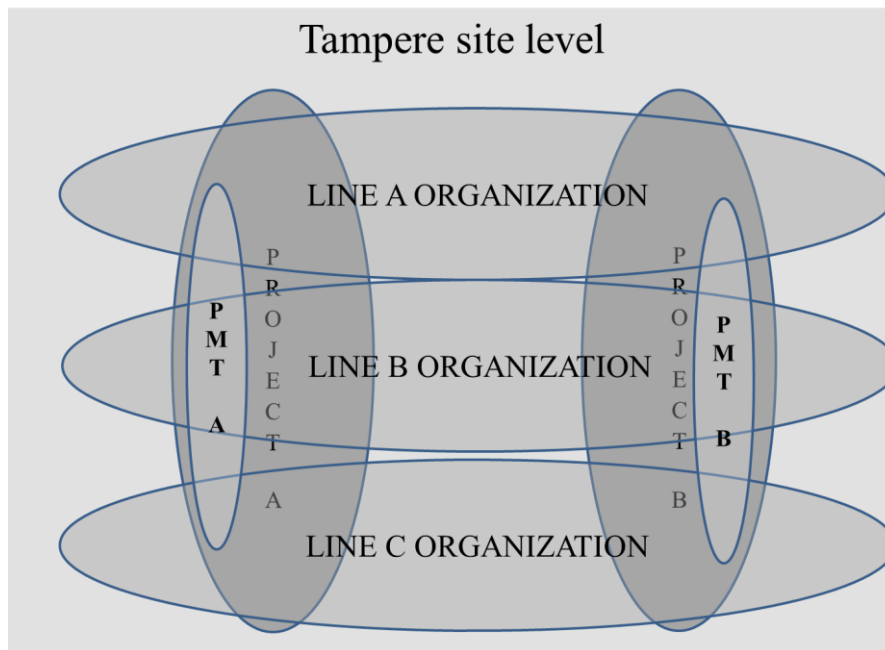


Figure 9 Matrix organization in case company

This study refers two product programs, which have similar kind of organization structure in case company. The head of the product program is Product Program Manager who is leading the program with the help of assistant and group of the managers from different technology areas. These managers have project team members from their lines, depending of the technology area. They are leading rather the technology than the people. Because of the matrix organization, all the people belong for the project and also to their own technology area line. Technology lines purpose are mainly taking care of the people and that they have enough resources for the need of the product programs. Product programs naturally are developing and creating the products.

The wellbeing activities, which are studied in this research, were mainly available in the Project Management Teams (PMT). Only some of the activities (stretching, fitness services, weekly Morning scrum) were available for all employees of the projects and company site employees and those were also especially promoted among the studied group.

### 4.3 Overview of the wellbeing setup in case projects

Purpose of the wellbeing activities are to do together something else than just working and also at the same time to learn to know each other better in one project. One objective is also to raise the team spirit. Assistants have had the main role for providing these wellbeing setups in practice on each project. They have been working this optionally in addition to their professional work. In both projects, there have been some general setups, weekly actions and also activities once in a month related to the project's wellbeing. General setups (in Project 2) are things what are available all the time as functional premises, availability of the fruits, biscuits, wellbeing books and blood pressure monitor. Weekly activities have been physical and/or mental activities in certain time and date in a middle of the working hours, such as stretching, mindfulness exercises and daylight walking – once in a week. Their aim is to have a short break during the working day, to have some time away from the computers and to refresh quickly. Monthly activities mean mainly to have something fun to do together like specific lectures, picnic, sport activity and dinner once in a month. Some of the monthly activities have been arranged during the working hours and some in the evening. (Assistant Project 1 2014, Assistant Project 2 2014)

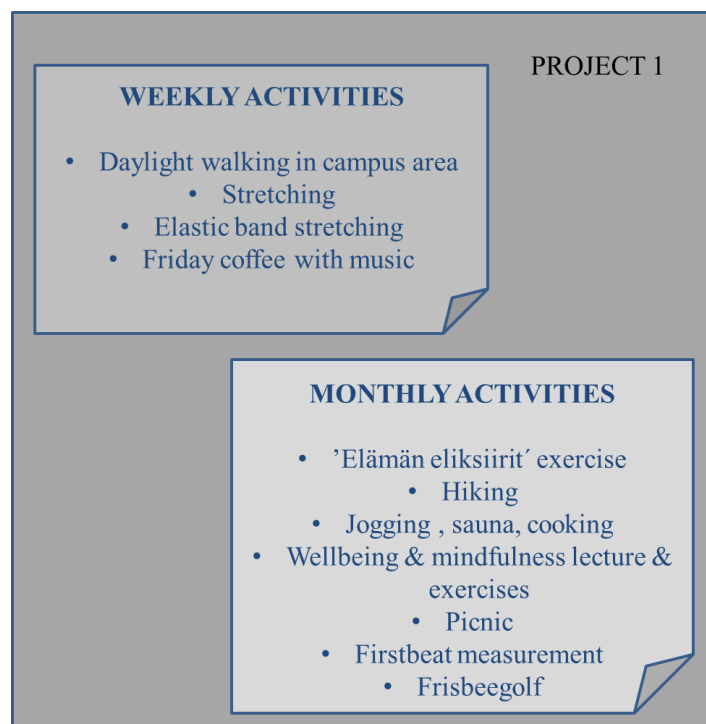


Figure 10 Wellbeing setup in Project 1.

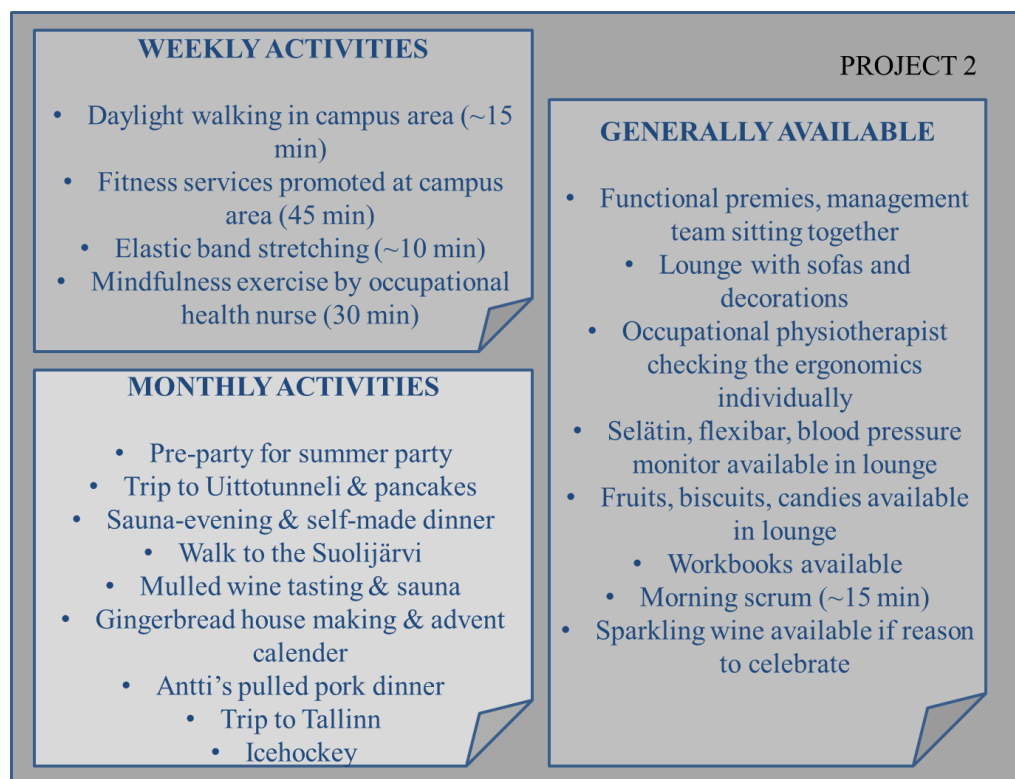


Figure 11 Wellbeing setup in Project 2.

#### Objective effects:

- Participants will take the activities/habits in use at their everyday work
- Better team spirit within the project as well the whole site
- Decreased amount of sick leaves & days
- Better work ability
- Better ability to cope with stress
- Creates more innovative spirit
- Better productivity

#### 4.4 Wellbeing survey available for all employees

In case company, there is a survey available on the company's intranet pages, in order to check the individual balance and to follow personal progress. After filling the survey, employee will receive the results and recommendations together with the further possibility to follow more detailed information. The results include the view of personal strengths and possible concerns, but also the balance factor between energizers and stressors. This company's internal survey is optional, totally confidential and only individuals are able to see their own results.



## 5 METHODOLOGY

### 5.1 Research methods

This research is quantitative research but uses also qualitative elements in survey form. In the literature it can be also called mixed methods approach. The advantage is that the survey can then serve the researcher in best possible way to understand the research problems in pragmatic approach. Researcher looks many approaches to collect and analyze data rather than subscribe only one way. The survey includes both multiple choice- and open ended questions. Multiple choice questions collects the data of the wellbeing activities with the intent of generalizing from a sample to a population. The open ended questions are used to deepen the information, experiences and visions. (Creswell 2003, 12, 14, 18, 20)

Quantitative research aim is to describe the relationships between different issues relating to natural phenomena and people and its differences or the reasons for trying to make them clearer and more comprehensible chapters form. It identify, compare or predict people issues and characteristics or nature of the phenomena. The data can be collected with questionnaire, interview form, systematic observation, using existing registers and statistics or other data. The impartiality of the research process and the results contributes by the distant relationship between researcher and the respondent during the process. When the material is collected by survey online, the researcher doesn't personally meet the respondents and has minor effect for the answers and results. The essential is that the research data is collected in measurable form or it can be coded accordingly. The research problem and the researcher's creativity have an impact what kind of research material is acquired and how. The source criticism is required always when the sources of investigations and materials are selected. (Vilkka 2007, 16, 18, 19, 35; Alkula & al. 1995, 45, 118)

Quantitative research is method which gives a general view of the variables relations and differences. It can be answer the questions how many, how much and how often. Questionnaires, surveys, interviews and observation forms are indicators in quantitative research. The results are received in figures or the qualitative data is formulated

in numerical form. Researcher interprets and explain the fundamental information verbally; how various things are related or differ from each other. The aim during the research process is to implement the research which is as objective as possible: a neutral investigation process and objective findings. (Alkula & al. 1995, 299; Vilkkä 2007, 13-16)

Qualitative research method has been chosen additionally in this study because the overall information of the wellbeing actions can be gathered and it enables the data collection to take place in natural real life situations. One main feature of qualitative research is that it allows to identify issues from the perspective which the respondent has and also to understand the meanings and interpretations their behavior for the event or object. Qualitative research method collects data by observing what people do, say and write. It is subjective method and it deals with the meanings, characteristics and description of the things. Qualitative research study context to identify how people's behavior is shaped by the social, economic, cultural or physical context in which they live. (Varto 1992, 24) The sample sizes in qualitative research are defined to be usually relatively low. The method prefers the find out person's perspective and view of the researched questions. The researcher's skills, experience and sensitivity are effecting for the quality of the findings. (Hennik & al. 2011, 8-9, 26; Saaranen-Kauppinen & Puusniekka 2006)

## 5.2 Data collection techniques

The research problem itself determines what kind of data should be collected or acquired. On the other hand, data collection and analysis of the choice depends on the perspective from which the problem is approached. The survey is used when the observation unit is individual and belonging matters like opinions, attitudes, characteristics or behavior. The survey can be implemented by post, email or online. Survey is suitable when there are many respondents and they are located scattered. It is good way to implement the survey of personal matters because of the individual's facelessness. (Saaranen-Kauppinen & Puusniekka 2006; Vilkkä 2007, 28)

In this study, quantitative questionnaire with qualitative research questions are used to get information about the wellbeing activities in program by online survey. This data collected is analyzed and concluded to general perception of sample's view of case project's wellbeing. Kirkpatrick's four levels are researched by survey questions and they are analyzed first individually and then merged together in order to get the overall view of the steps in case research. The same questions were used for both projects with dedicated wellbeing activity questions (Appendix 1, 2).

Survey collects data uniformly, the same questions are asked in a same form from all participants. It can contain open- and multiple choice questions. (Saaranen-Kauppinen & Puusniekka 2006) According to Kirkpatrick, learning should be measured in a variety of screening by trying to indicate learning before and after activity program. In this study the learning has been studied only on the basis of the survey. (Kirkpatrick 1998, 39)

Two programs' management teams were involved in, all together 36 people. The study has used survey, made by E-lomake in the web, for all the members. They were invited to answer the survey via email where the direct link to the survey was included. The sample size was so big that the time which was able to use for collecting data for this master thesis was not possible with the interviews in time wise. It was the main reason why the online survey was used. Quantitative method was used in mode of multiple choice questions and qualitative information gathering was used by additional open ended question for data collection via the structured survey. The survey was open for the answering two week time, ending up on 12<sup>th</sup> of June 2015.

The survey is divided with the themes according to the Kirkpatrick model; reaction, learning, behavior and results. There were also categories which are asking the background information and future wishes. Questions can be also found from Appendix 1 (Project 1) & Appendix 2 (Project 2).

## Wellbeing survey [Project 1]

Lomake on ajastettu: julkisuus päättyy 12.6.2015 23.00

1

Gender  Female  
 Male

How many years have you been working for the company (Nokia+Microsoft)?

0

What is your line organization?

How long time you have been in manager position?

Background questions are asked to make possible that the answers can be compared and divided between these facts in order to find out the differences and similarities between the different groups.

2

You had wellbeing activities offered and/or promoted by project management. Purpose of the wellbeing activities were for example to do something together in order to have better team spirit, to have a break during work day and refresh the brains.

Here are all weekly wellbeing activities in project. Which activities did you participate?

	Yes	No
Daylight walk in campus area	<input type="radio"/>	<input type="radio"/>
Stretching by Mira Hillberg	<input type="radio"/>	<input type="radio"/>
Elastic band stretching	<input type="radio"/>	<input type="radio"/>
Friday coffee break with free discussions & music	<input type="radio"/>	<input type="radio"/>

How do you see that the activities had value for the different objectives? Please, rate the importance of each objectives (healthy habits, team spirit,...).

	Healthy habits			Team spirit			Less sick days/leaves			Better work ability			Ability to cope with stress		
	Strong	Minor	No value	Strong	Minor	No value	Strong	Minor	No value	Strong	Minor	No value	Strong	Minor	No value
Daylight walk in campus area	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stretching by Mira Hillberg	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Elastic band stretching	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Friday coffee break with free discussions & music	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Any comments of the weekly wellbeing activity?

Here are all monthly wellbeing activities in project. Which activities did you participate?

	Yes	No
'Elämän eliksiirit' exercise	<input type="radio"/>	<input type="radio"/>
Hiking at Kirskanniemi	<input type="radio"/>	<input type="radio"/>
Jogging, sauna and cooking Katja's home	<input type="radio"/>	<input type="radio"/>
Wellbeing lecture by T. Jarrett, mindfulness, walk & talk exercise	<input type="radio"/>	<input type="radio"/>
Picnic	<input type="radio"/>	<input type="radio"/>
Firstbeat measurement	<input type="radio"/>	<input type="radio"/>
Frisbeegolf at Näyttelijänpuisto	<input type="radio"/>	<input type="radio"/>

How do you see that they had value for the different objectives?

	Healthy habits			Team spirit			Less sick days/leaves			Better work ability			Ability to cope with stress		
	Strong	Minor	No value	Strong	Minor	No value	Strong	Minor	No value	Strong	Minor	No value	Strong	Minor	No value
'Eiämän eliksiirit' exercise	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hiking at Kirskanniemi	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jogging, sauna and cooking at Katja's home	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wellbeing lecture by T. Jarrett, mindfulness, walk&talk exercises	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Picnic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Firstbeat measurement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Frisbeegolf at Näyttelijänpuisto	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Any comments of the monthly wellbeing activity?

How often did you attend the wellbeing activities?

	every time	almost every time	few times	once	not at all
Weekly activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Monthly activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Which wellbeing activities were the most important for you? Why?

	Very good	Good	Average	Too less	Not at all/bad
Are you satisfied with the variety of wellbeing activity which were available in the project?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are you satisfied with the quality of the wellbeing activities within the project?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How did you find the atmosphere generally in wellbeing activities?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How well the wellbeing activities are fitting for your needs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How do you rate the subjects (interest, benefit, etc. ) of wellbeing activities in this project in generally?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Any comments about the contents of the wellbeing activity? Please, mention the certain wellbeing activity!

Kirkpatrick Level 1 – reaction. Questions find out which activities the respondent attended, which kind of experience she/he had in each activity, how valuable they are in a sense of the objectives and how well they preserved the needs and satisfaction.

3

Did you notice some improvement in the following items by wellbeing activities at project:

	High	Moderate	Low	No effect
It gives psychological refreshing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It gives physical refreshing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Having breaks during the work day is helpful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Good for social relationships and taking care of them	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Activities help to concentrate more intensively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Activities help to raise the team spirit in project	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Something else?

Did you learn some new skill(s) regarding the wellbeing activities (better ways to stretch, mindfulness, etc.)? What they were?

Kirkpatrick Level 2 – Learning. These questions find out what has been learned as a result of wellbeing activities, is any knowledge increased or has attitudes changed.

4

Do you do something more consciously for your wellbeing at work?

What are the limiting factors for implementing the wellbeing activities at work (if any)?

Do you do some new things for your wellbeing? If yes, what?

How do you see that PMT team's behavior changed during the project because of the wellbeing activities?

Are you willing to invest your own time (outside of office hours) for wellbeing activities with your team?

Yes  
 Maybe  
 No

Kirkpatrick Level 3 - Behavior. Theme's questions clarify behavioral changes and possible behavioral changes having effects in the attitudes.

5

What kind of benefits you have achieved as an outcome of taken wellbeing activities?

better shape  
 better work ability  
 better ability to cope with stress  
 less stress symptoms  
 better team spirit  
 better skills to relax  
 more balanced at work  
 better motivation  
 less sick leaves  
 better productivity  
 better efficiency  
 no benefits

Something else, what?

In your opinion, what are the benefits of the taken wellbeing activities (e.g. should employer invest similar kind of activities also in the future) for

... you?

... whole PMT team?

... employer?

Would you recommend any of the activities for you colleagues? If yes, which activities?

Kirkpatrick Level 4- Results. These questions finds out the outcomes, especially possible benefits, of the performed wellbeing activities. But also if they are seen to be profitable.

6

What kind of wellbeing actions should be in your point of view?

Were the benefits of the wellbeing activities worth of the investments

Yes  
 Maybe  
 No

Any additional comments?

Future category collects the wishes and new ideas in order to improve the variety of the wellbeing activities but as well to serve the existing need.

### 5.3 Validity and reliability

Research should be valid and reliable in order to be useful. Validity is the extent to which instrument measures what it is supposed to measure and performs as it is designed to perform. Reliability is directly related to the validity of the measure. Reliability of any study refers to the fact that results and analysis of the study are not random, that they are based on reliable facts. It is quantitative study's ability to have results which can be generalized to the researched population. While the qualitative research validity is described as credible and trustworthy. In quantitative study it is essential to ensure that sampling is done in an appropriate way, so that every element or various groups are adequately represented. Researcher can use both techniques and make more informed choice, to enhance both reliability and validity of the study. (Lowhorn 2007, 2-4)

To provide correct area of questions and in order to understand the background better, the researcher has interviewed the assistants of the both projects before sending the survey questions online to the respondents. Assistant have been in a key role arranging and coordinating the wellbeing activities in each project. The survey related this study has sent for all 36 members of the Product Program Management Team in two product programs. This study applies only in the case company's Tampere site in wellbeing at work and could not be used or generalized in other organizations.

The validity of this study is shown based on the fact that the theoretical part is collected from several sources. The theory is gathered by combining information from books and Internet. Reliability of this study is shown in right kind of sample selection in the researches: the whole team involved with the wellbeing activities was selected to be respondents. The amount of received answers – 10 out of 36 - could be seen as an error, however the received answers show quality, knowledge and understanding of the researched item.

## 6 RESULTS OF THE WELLBEING ACTIVITY SURVEY FOR CASE COMPANY

The survey has sent for 36 respondents, 13 of them were from project 1 and 23 were from project 2. The responses were got from one person from project 1 and nine persons from project 2. The overall response rate was 28%, it is relatively low and it limits the reliability of this study. However it gives the indication of the overall picture of the studied item. Both projects are already past and the project 1 already two years ago, project 2 since one year ago. Naturally it had effect for the general interest to respond the survey.

The results are based on the responses from both projects. They are presented according to the themes in Kirkpatrick model: reaction, learning, behavior and results. Although, some of the survey questions have connections between the themes and the results are presented as simply as possible.

### 6.1 Reactions of the wellbeing activities

This section collects the effects from weekly activities, monthly activities and general setup for each of the objective (healthy habits, team spirit, amount of sick days/leaves, work ability, ability to cope with stress, innovative environment, productivity). Most of the respondents (44%) attended the weekly activities few times, but all at least once.



Men participated the weekly activities mainly few times (57%). The sample size of the women is so low that conclusions can't be done based on that.

The respondents attended also monthly activities mostly (44%) few times and 22% of the respondents participated every time. Most of the men (57%) participated also monthly activities few times.

**Table 1 Monthly and weekly activity attendance**

Weekly activity attendance	Man	Woman	Sum	Monthly activity attendance	Man	Woman	Sum
	Every time	0 %	100 %		22 %	Every time	14 %
Almost every time	29 %	0 %	22 %	Almost every time	29 %	50 %	33 %
Few times	57 %	0 %	44 %	Few times	57 %	0 %	44 %
Once	14 %	0 %	11 %	Once	0 %	0 %	0 %
Not at all	0 %	0 %	0 %	Not at all	0 %	0 %	0 %
Sum	100 %	100 %	100 %	Sum	100 %	100 %	100 %
	n=7	n=2	n=9		n=7	n=2	n=9

According to the respondents (86%), the survey found out one activity with strong value when thinking **weekly** activity impact to all the objectives: OHS fitness services affecting strongly to the healthy habits (Figure 4).

**Monthly** activities effects have clearly seen most powerful to raise the team spirit. Every one of the respondents (100%) thought that trips to Tallinn and Uittotunneli have both had strong effect for the raising the team spirit. Antti's pulled pork dinner and Majority (86%) think that sauna evening & self-made dinner have strong effect for the team spirit as well. Most of the respondents think that Walk to the Suolijärvi (75%) and Pre-party for summer party (67%) have effects the team spirit strongly too. Walk to the Suolijärvi had effect also strongly (in all cases 75% of the respondents) for the objectives like healthy habits, better work ability and ability to cope with stress. Firstbeat measurement was also rated by majority (80%) to have strong effect for the healthy habits objective.

There were mentioned two reasons why some of the respondents couldn't participate the activities, because lot of travelling and they were too busy with daily work tasks.

In **general** setup, most of the respondents (88%) think that functional premises have strong effect for the team spirit. Sparkling wine available if reason to celebrate (75%)

and lounge with sofas & decorations (75%) are having also strong effect for it. Majority appreciate the morning scrum (86%) and functional premises (71%) as important setup for the object productivity. Most values Saku Tuominen's & Pekka Pohjakallio's workbook availability as strong effective (60%) for better work ability. 63% of the respondents think that occupational physiotherapist checking the ergonomics individually has strong effect for the healthy habits objective.

### 6.1.1 Objective: Healthy habits

Biggest effect of the weekly activities for the healthy habits has OHS Fitness services (86%). They are available for all the employees at Tampere site for several days during the week. There are supervised exercise hours like pilates, zumba, circuit, pump etc. Secondly, elastic band stretching (50%) performed once in a week has affect for the healthy habits. The weekly stretching moment was supervised by assistant in the coffee room/lounge.

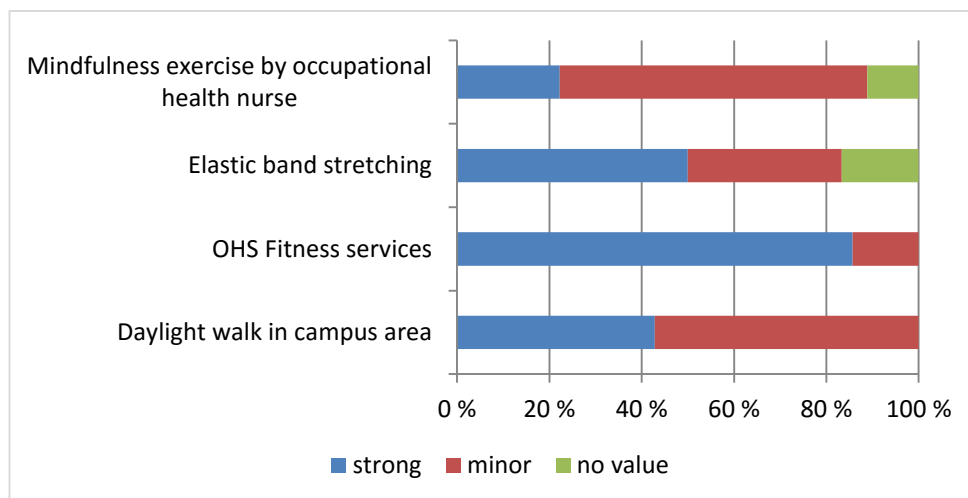


Figure 12 Weekly wellbeing activity's value for the Healthy habits

Firstbeat measurement (80%) and walk to the Suolijärvi (75%) has been seen as two most effective monthly activities for the healthy habits. These two activities are the only physical/ sportive ones in the list. The other monthly activities are more type of spending time together type, and they have less value for the healthy habit objective. Firstbeat measurement was executed with the help of the occupational nurses. The heart beat variability was measured during three days and everyone got personalized

report and feedback on daily stress factors, sufficiency or recovery, quality of sleep and health and fitness effects on physical activity. (Website of Firstbeat)

Suolijärvi locates 2,5 kilometers from the office. There are few jogging tracks around the lake and the scenery is typical Finnish nature.

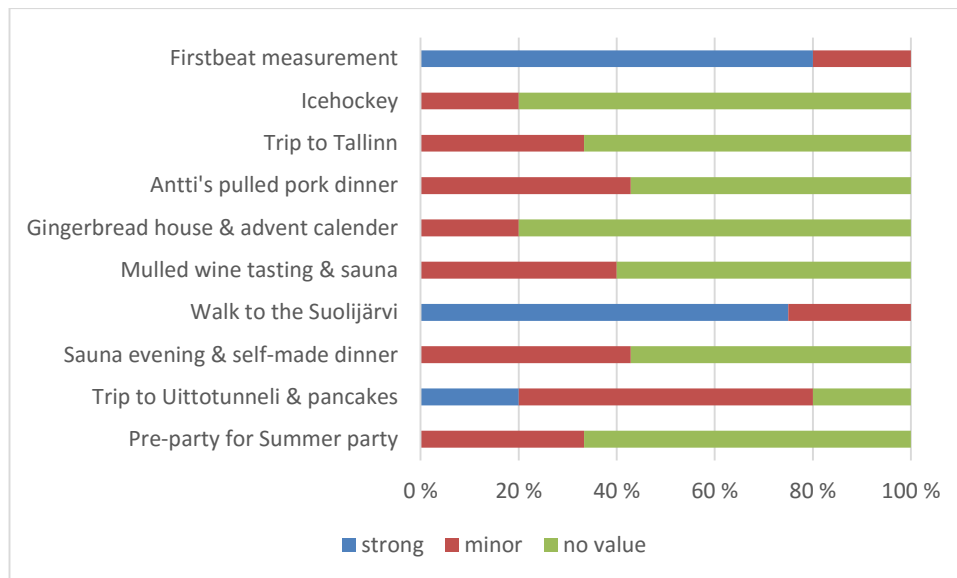


Figure 13 Monthly wellbeing activity's value for the Healthy habits

The most valued one of the general setup for the objective healthy habits was that occupational physiotherapist was checking the ergonomics for the employees individually at their desk (63%).

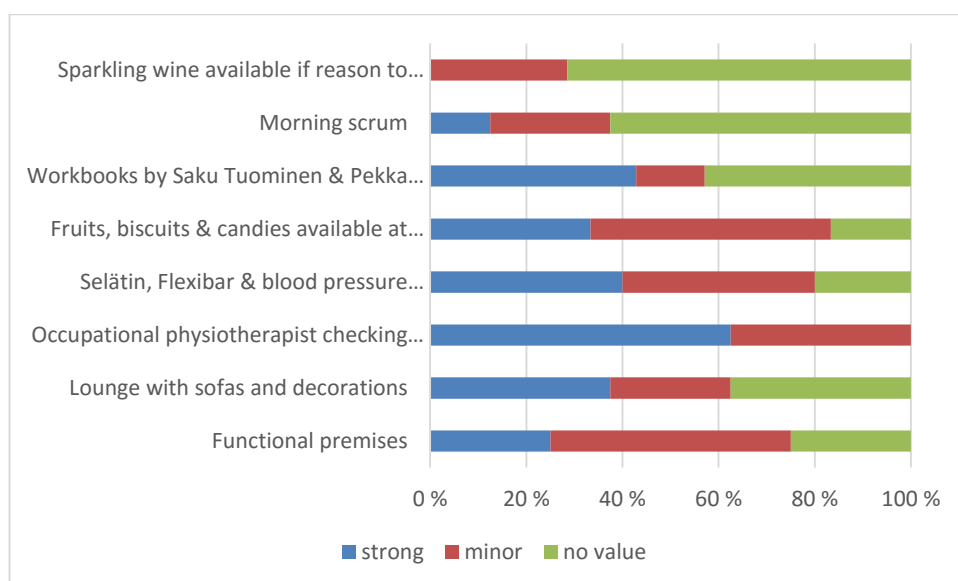


Figure 14 General setup effect for Healthy habits

### 6.1.2 Objective: Team spirit

According to the survey, weekly activities have quite minor affects for the team spirit generally. None of the weekly activities didn't achieve the lower limit of the relative certainty (60%).

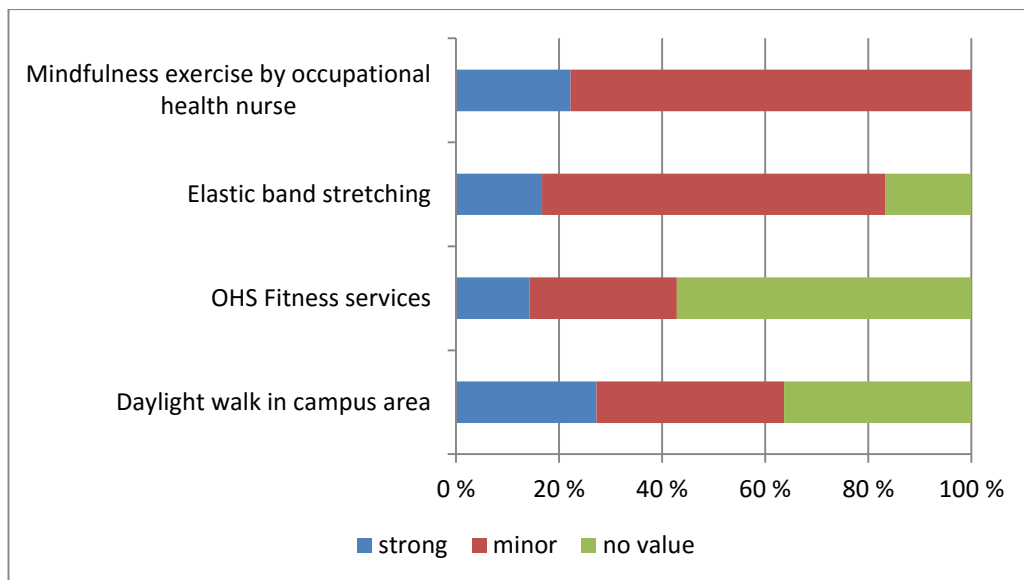


Figure 15 Weekly wellbeing activity's value for the Team spirit

The most valuable of the monthly activities for the team spirit objective were trip to Tallinn & Uittotunneli (both from all the respondents 100% strong valued effect) as well Antti's pulled pork dinner (86%) together with dinner & sauna-evening (86%) had strong value. Most of the respondents valued also walk to the Suolijärvi (75%) and pre-party for summer party (67%) having strong effect for the team spirit.

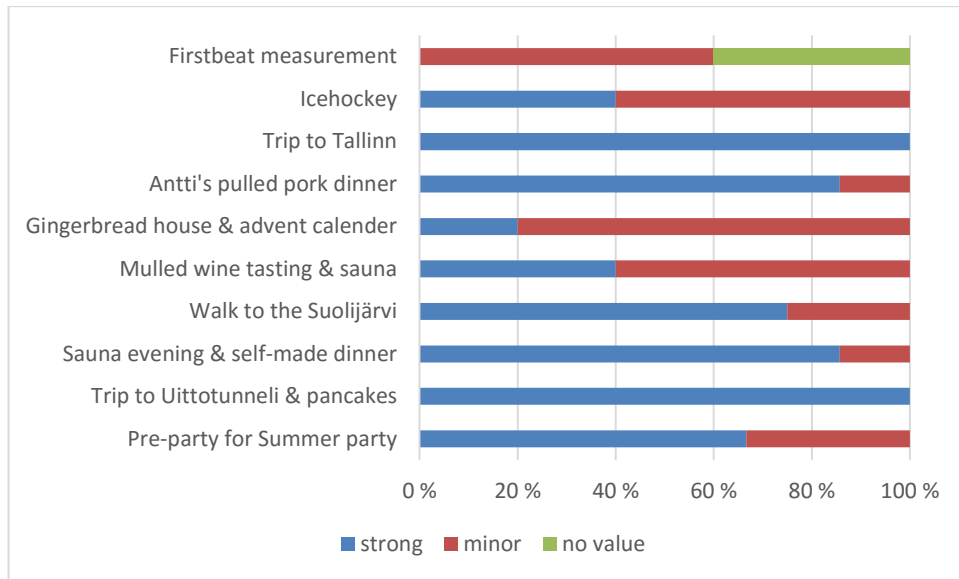


Figure 16 Monthly wellbeing activity's value for the Team spirit

Functional premises (88%), enjoying sparkling wine (75%) together (when reason to celebrate) and lounge with sofa & decorations (75%) were the most effective setups for the team spirit from the general settings.

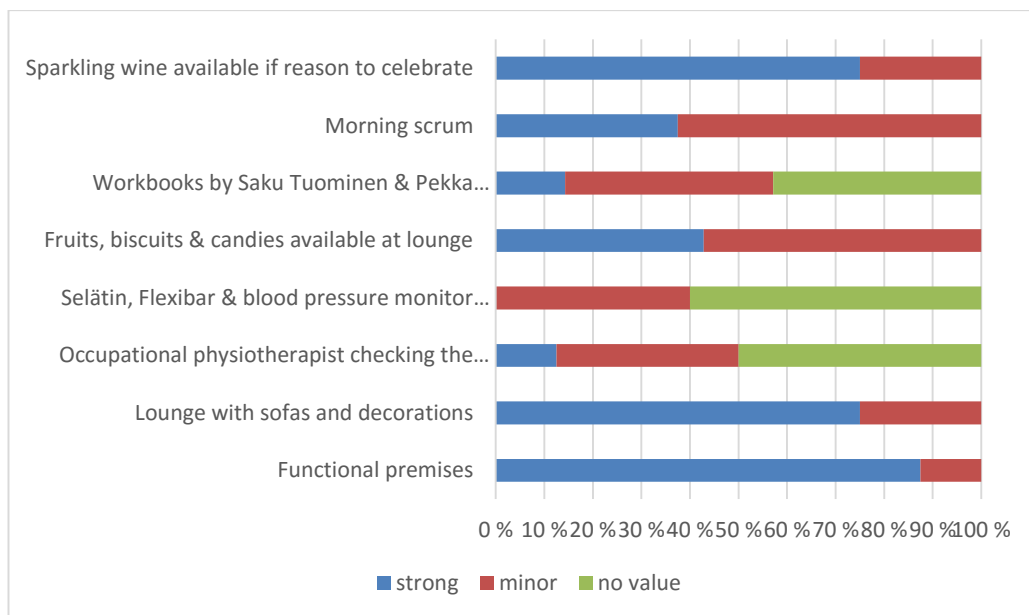


Figure 17 General setup effect for the Team spirit

### 6.1.3 Objective: Amount of sick days/leaves

Weekly wellbeing activities have minor affects for the sick days and leaves.

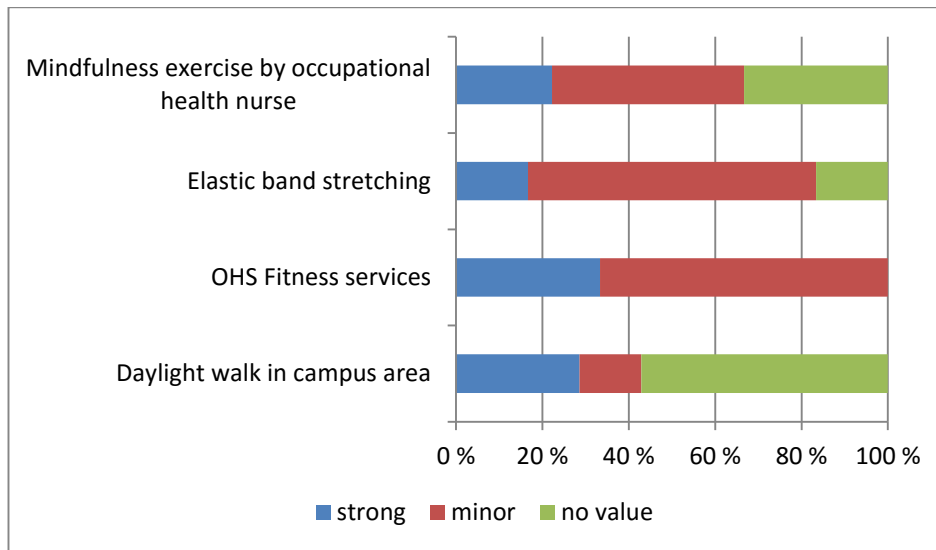


Figure 18 Weekly wellbeing activity's value for the amount of sick days/leaves

Sick days and leaves have seen more like unaffected item. There were no activity in monthly activities either having strong effect for the amount of sick days or leaves.

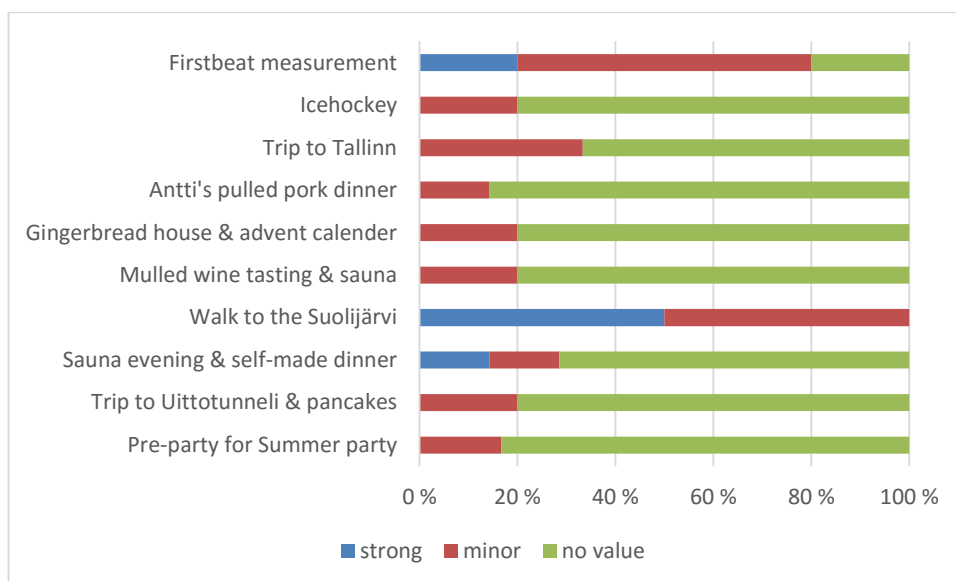


Figure 19 Monthly wellbeing activity's value for the amount of sick days/leaves

Like the other activities, general setups have fairly less value for the amount of the sick days/leaves.

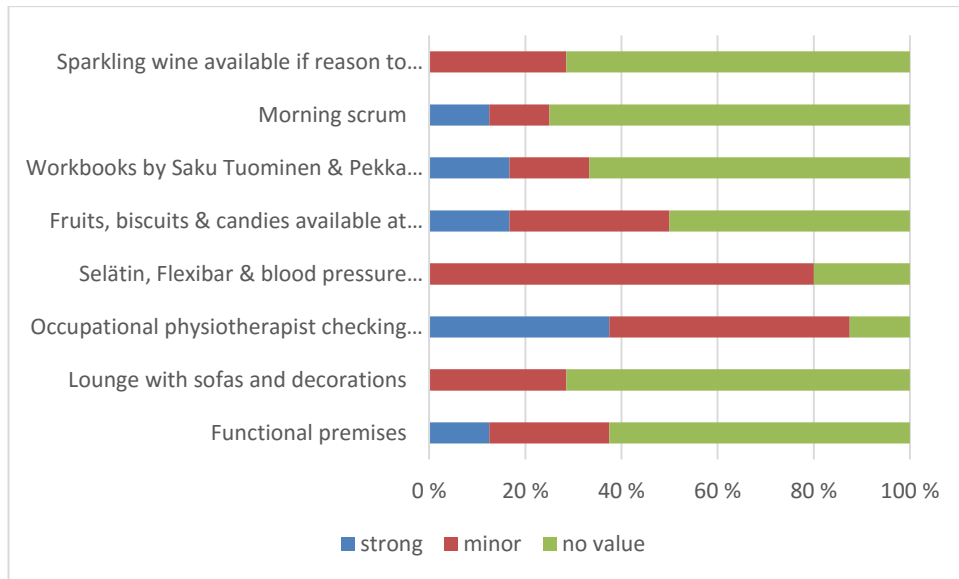


Figure 20 General setup effect for the amount of sick days/leaves

The sick days or leaves are not systematically followed in case company. The employee can be off on sick leave up to three days with the permission of the supervisor. Longer than three days sick leave need to be accepted by the doctor.

#### 6.1.4 Objective: Work ability

The weekly exercises effect for the better work ability seems not be remarkable.

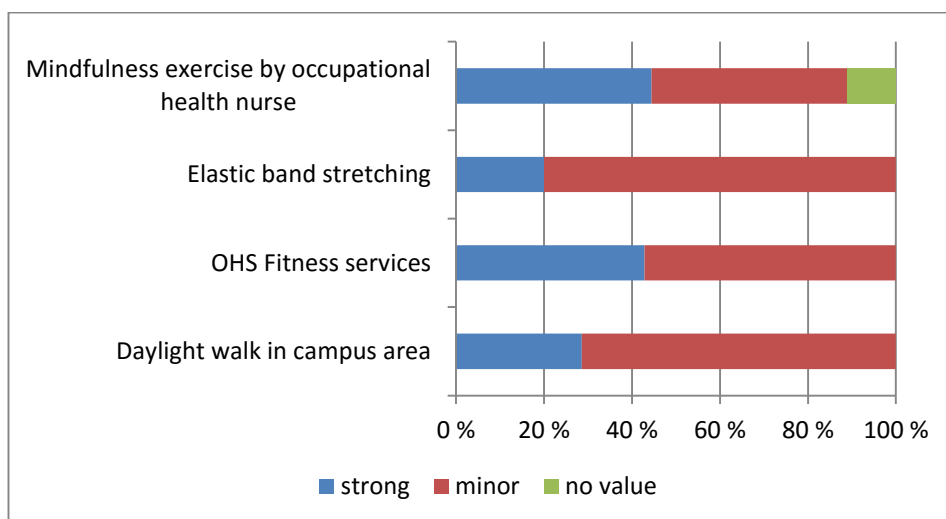


Figure 21 Weekly wellbeing activity's value for the Better work ability

From the monthly activities, walk to the Suolijärvi has been seen the most effective activity (75%) for the object better work ability.

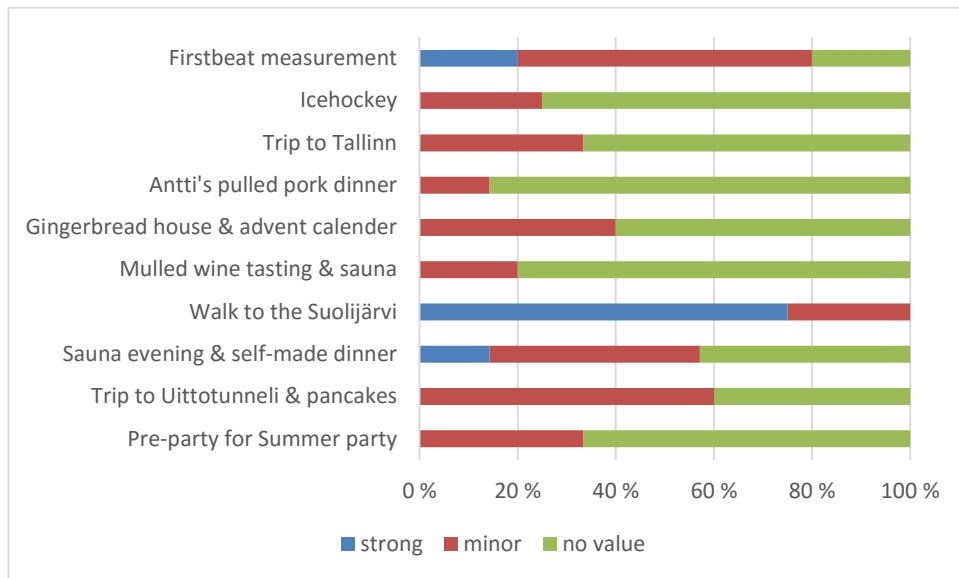


Figure 22 Monthly wellbeing activity's value for the Better work ability

The availability of the workbook made by Saku Tuominen & Pekka Pohjakallio, has seen to bring strong advantage for the work ability for 60% of the respondents. The book includes the advices how to get more done but no to be tired at the same time. Its aim is to restore the fun of the working.

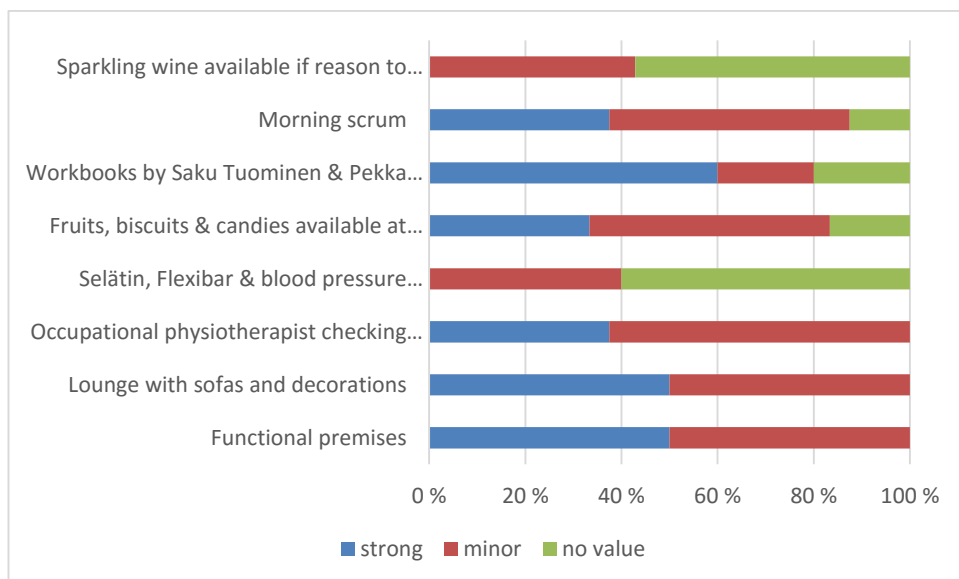


Figure 23 General setup effect for work ability



### 6.1.5 Objective: Ability to cope with stress

According to the survey, weekly activities effect for the objective Ability to cope with stress is not remarkable.

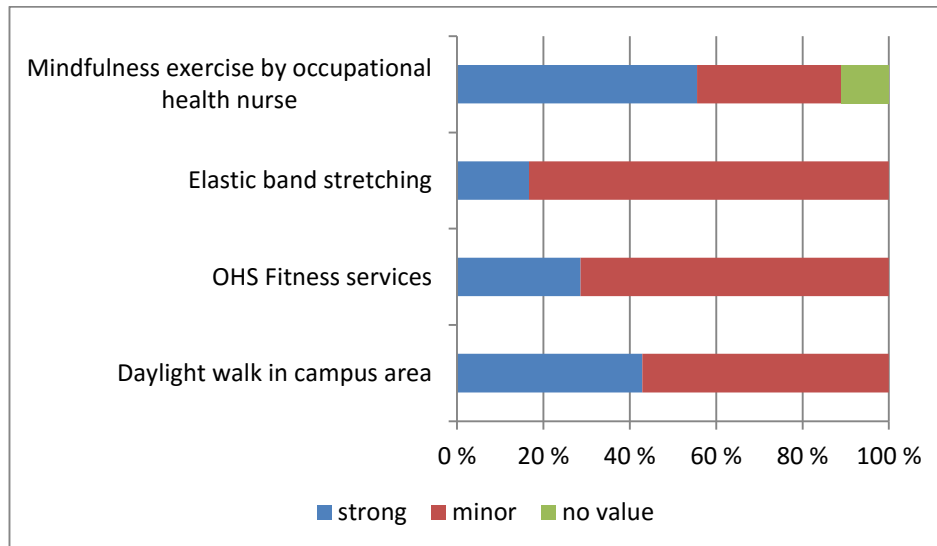


Figure 24 Weekly wellbeing activity's value for Ability to cope with stress

The most effective monthly activity for ability to cope with stress, was walk to the Suolijärvi (75%).

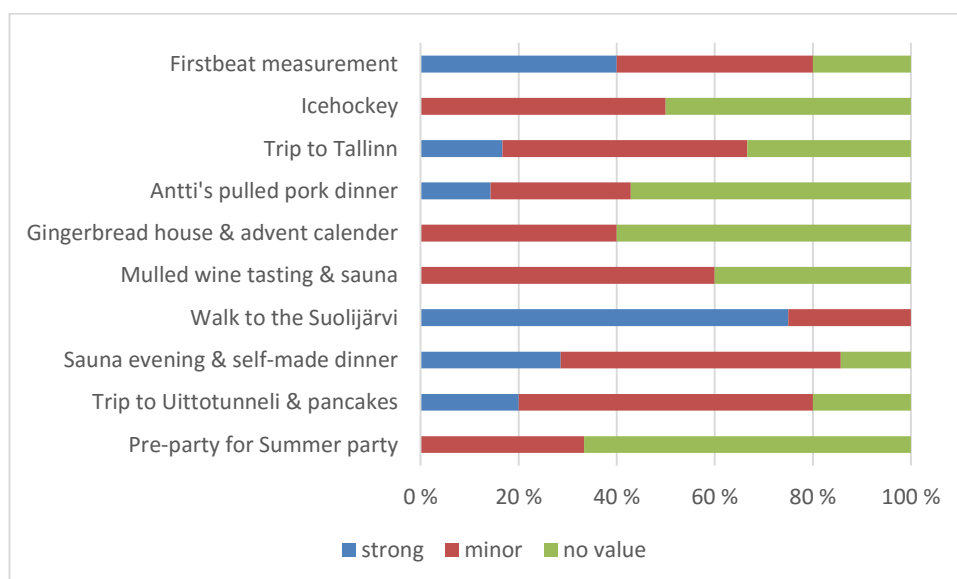


Figure 25 Monthly wellbeing activity's value for Ability to cope with stress

General setup didn't have significant value for the ability to cope with stress objective.

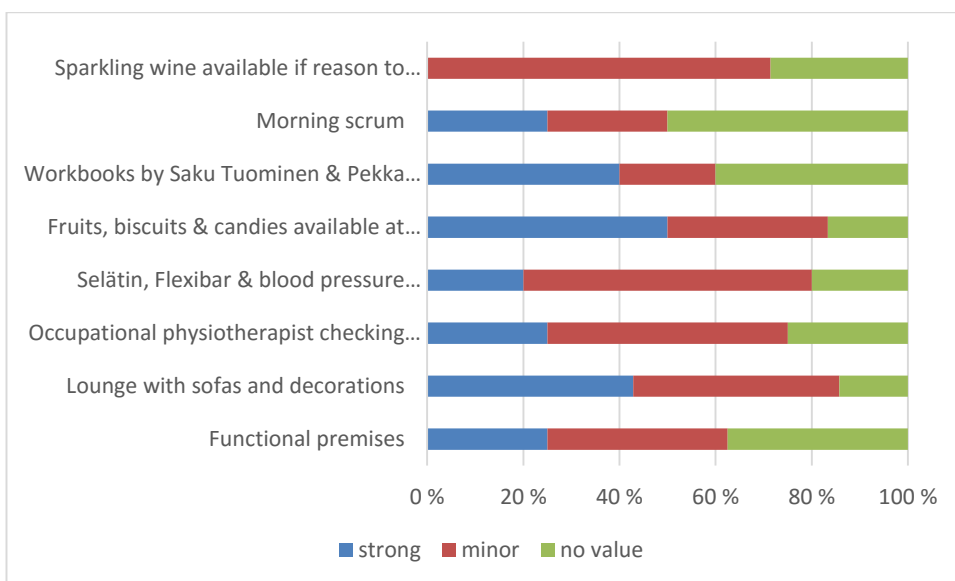


Figure 26 General setup effect for Ability to cope with stress

### 6.1.6 Objective: Innovative environment

Weekly activities are not bringing remarkable value for the objective innovative environment.

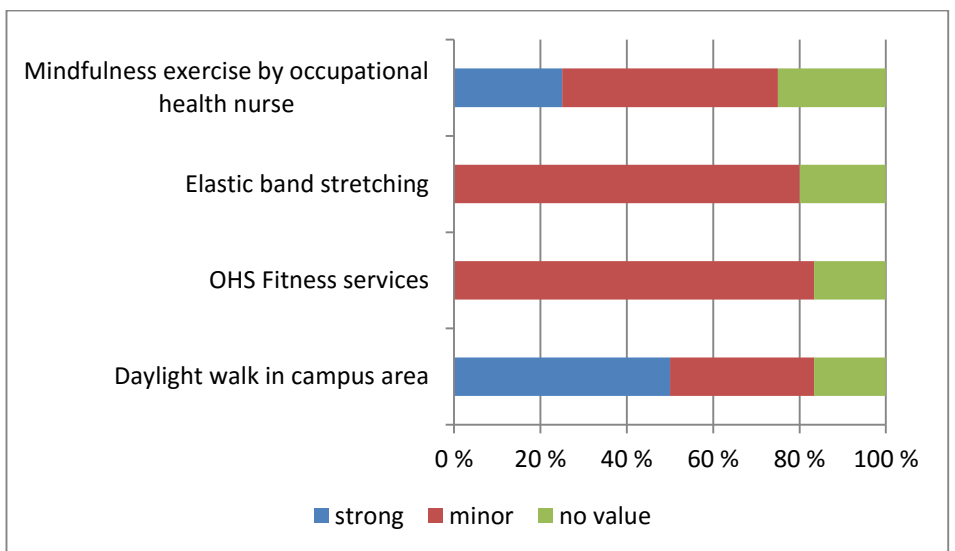


Figure 27 Weekly wellbeing activity's value for the Innovative environment

Innovative environment seems to be difficult to affect, monthly wellbeing activities nor general setup, are not bringing real value for the innovativeness.

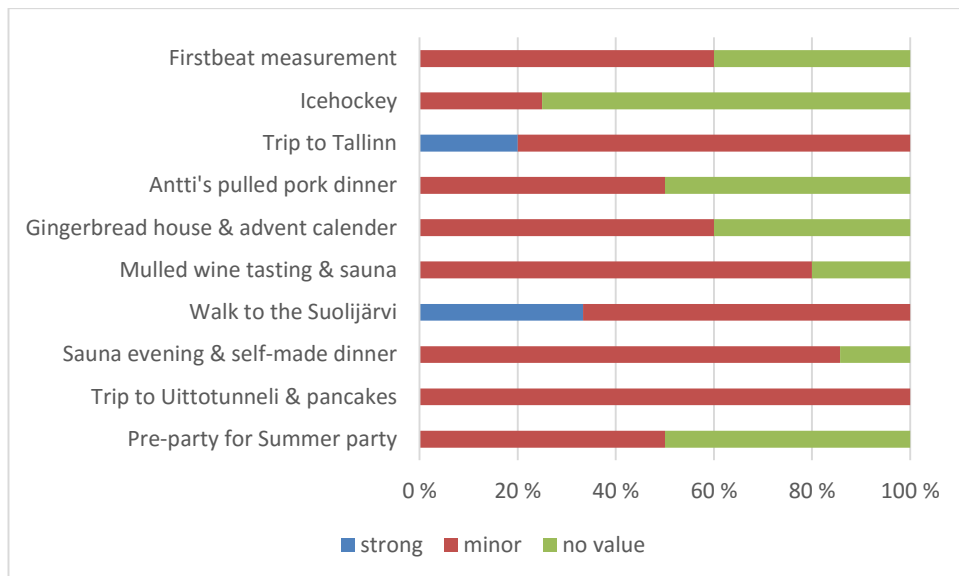


Figure 28 Monthly wellbeing activity's value for the Innovative environment

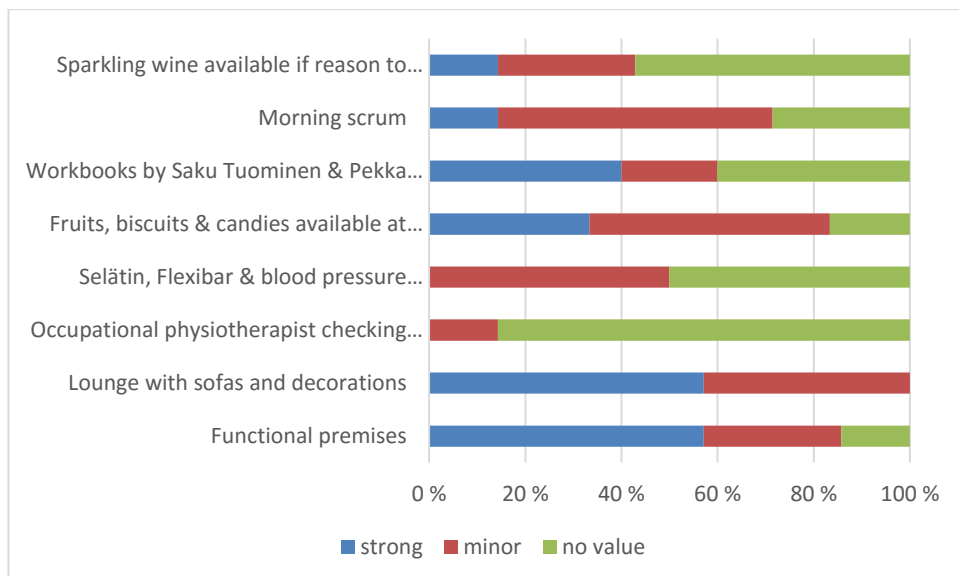


Figure 29 General setup effect for Innovative environment

### 6.1.7 Objective: Productivity

Weekly wellbeing activities are not bringing value for the object productivity.

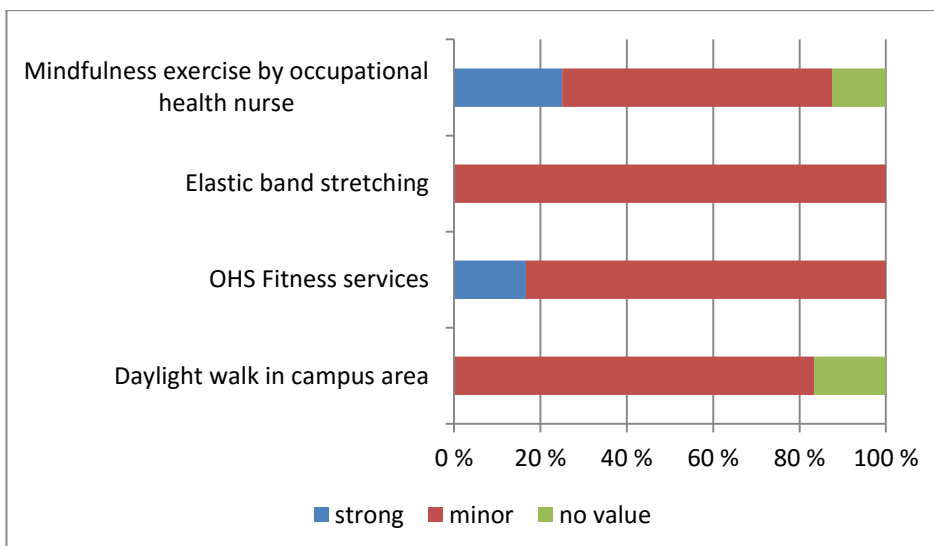


Figure 30 Weekly wellbeing activity's value for the Productivity

Monthly wellbeing activities have not seen to bring value for the productivity at work.

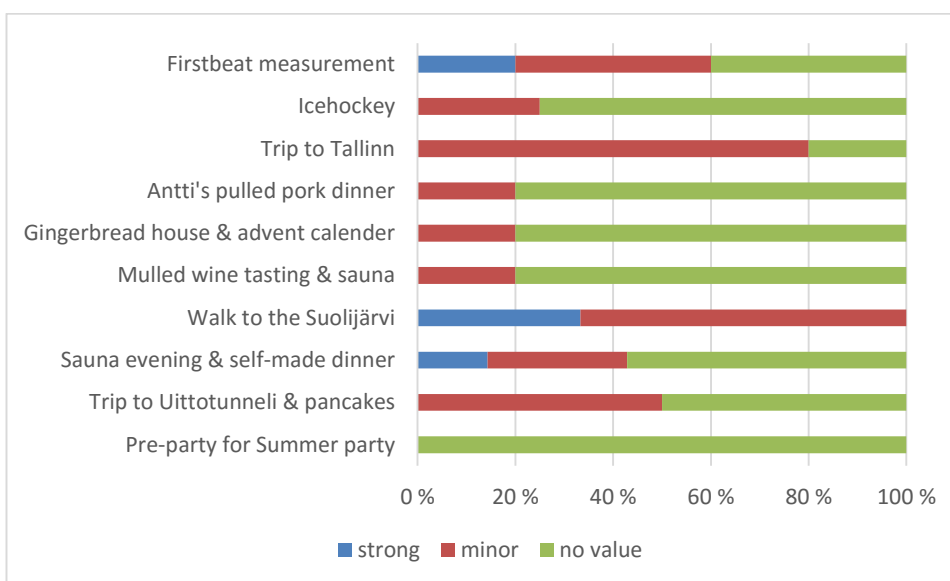


Figure 31 Monthly wellbeing activity's value for the Productivity

Morning scrum (86%) and functional premises (71%) from the general setup were valued high to have effect for the productivity. Morning scrum was short meeting every morning in order to share the status of the project hot topics, share information & ideas and to help the concentrate the urgent activities.

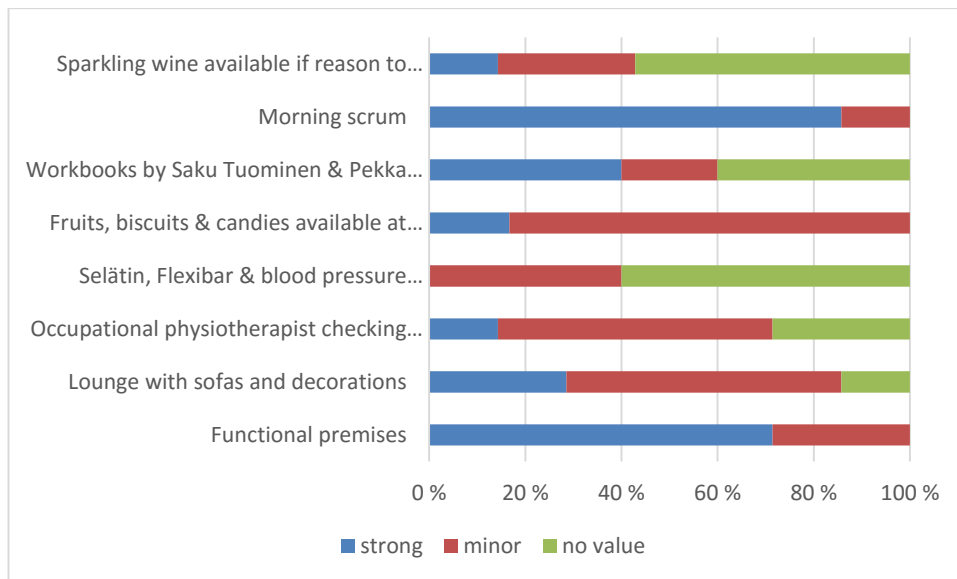


Figure 32 General setup effect for Productivity

### 6.1.8 Satisfaction

Respondents (89%) are generally very well satisfied with the variety of the wellbeing activities which were available in the project. Quality of the activities is rated to be at least good among the respondents (88%). 44% thought also that the atmosphere in wellbeing activities was good. The activities fulfilled very well their needs, 77% of the respondents were satisfied with their needs of wellbeing activities at that time. Generally the subjects of the wellbeing were rated very good (44%) and good (33%).

Which were most important and why? The respondents mentioned especially mindfulness. They liked it because it gave good and relaxed feeling in middle of the stressful day. Mindfulness exercises gave also more energy for them.

### 6.2 Learnings of the wellbeing activities

Respondents noticed for the biggest learning of the wellbeing activities are good way to take care of the social relationships with the colleagues (78%). They also noticed that it is helpful to have small breaks during the work day (67%). Third notification is that the wellbeing activities help to raise the team spirit in the project (56%).

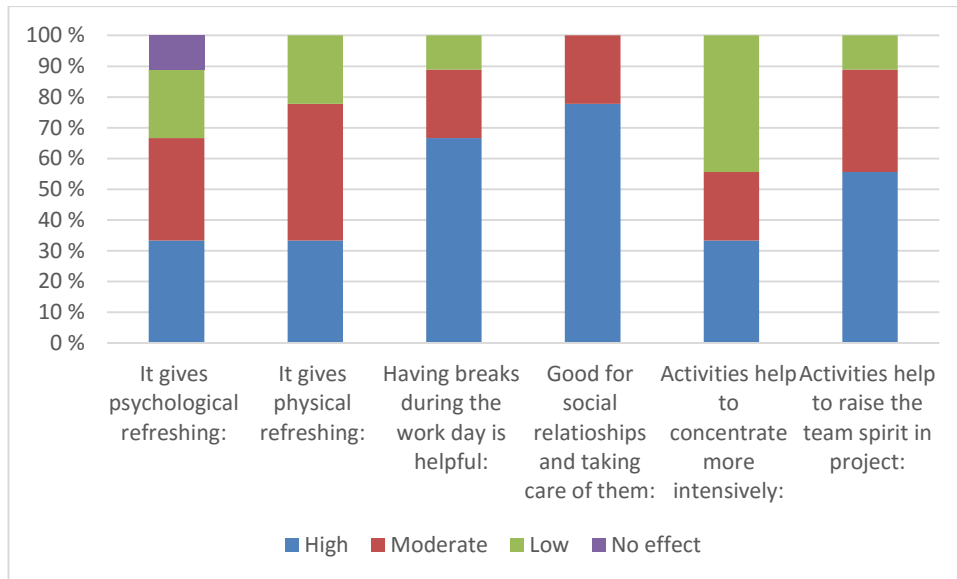


Figure 33 Improvements

The respondents learned new skills for them especially from the mindfulness exercises. They learned to breathe more effectively in order to relax the body. They noticed the powerful impact of the mindfulness for their energy levels.

### 6.3 Wellbeing activity impacts for behavior

Some of the respondents try to make more short breaks and walk or move more when working during the day. Some wrote that they are performing the mindfulness exercises to be more relaxed and to have more energy to work. One mentioned to drink more water and she/he had found a peaceful place to work.

For the limiting factors, the respondents mentioned time, costs, too many meetings in a day and activities arranged in the evening (problems with organizing babysitting). Open office disturbs someone, someone wish to have possibility to have own work room. Some think that there are only few people belonging in program management team and it means only few peoples are eligible with the activities.

The survey found some new things what respondents are doing for their wellbeing at work. They are using meditation and mindfulness for getting more energy and be more

relaxed. Some mentioned that is focusing to improve their sleep and controlling the work time – not too much work on overtime.

PMT's behavior have noticed to change to become more relaxed and team spirit has raised. Wellbeing activities have improved also the cooperation inside the team.

*'It helped at the start to get better team spirit. Also it helped during the project, especially when sometimes feelings were very bad in the project due to contradictory targets. Activities helped in those cases so that we weren't so angry to each other, we noticed that we were angry due to things we handled, not for each other's as person.'*

75% of the respondents see the strong advantage of the wellbeing activities and they are clearly willing to invest their own time with their team for their own health but also for the common benefit of the team.

#### 6.4 Results of the wellbeing activities as a concrete outcome

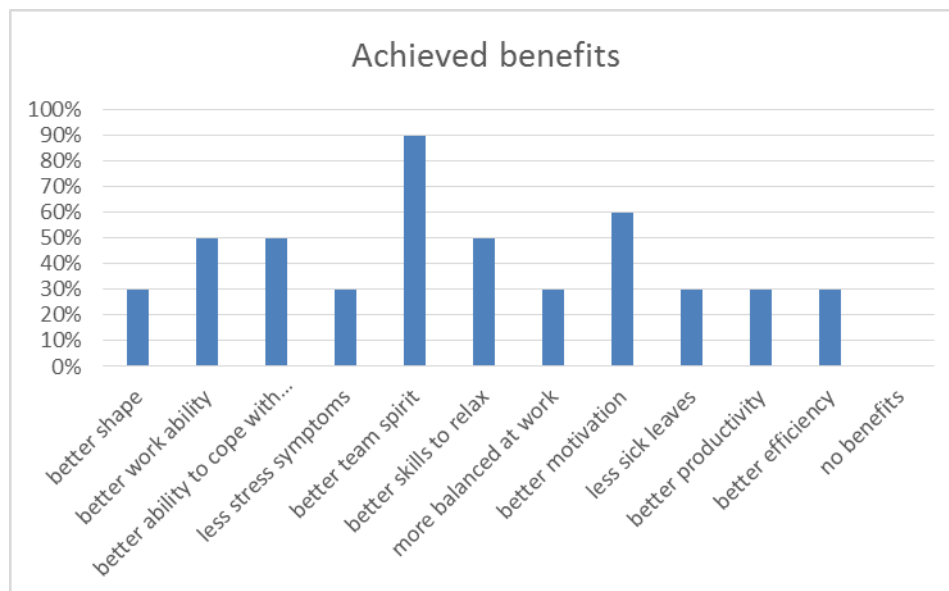


Figure 34 Wellbeing activity benefits at work based on the responses

According to the majority of the respondents (90%), the most beneficial outcome of the wellbeing activities is better team spirit (Figure 34). There seems to be quite many

general ways to influence the team spirit; smooth every day work at office like functional premises, lounges with sofas & decorations and enjoying sparkling wine when something to celebrate or then some events to rise it by doing something together like trips, self- or together-made dinners or just walking together in nature. The second valuable benefit is better motivation (60%) and the third position is divided with the better work ability (50%), better ability to cope with stress (50%) and better skills to relax (50%).

*'To understand that I can control my wellbeing with different activities and that is very important in hectic project'*

The respondents felt that they have got personal benefits of the wellbeing actions. They are healthier, more motivated and they can handle the stress better in order to be more productive and with better feelings. They have learned new things and new ways to improve themselves.

PMT have been able to improve the team spirit because they know each other better, they have learned to communicate more efficiency way and it is easier and less stressful to work then together. They are simply stronger together. Each one gives more contribution to the project work. From wider view, the respondents see that they are able to achieve better results with faster development time, they are more productive, better motivated and more effective.

Mindfulness exercises were the most recommendable activity also in future, based on the survey results because of its powerful effect. The respondents also liked cooking together, first beat measurements, work books availability and popping outside for a short walk during the few hours of light in winter time.

Wishes for future wellbeing activities were mindfulness exercises, exercises generally, ability to sleep enough and well, teambuilding among the whole program as well generally to learn healthier ways of life style and also learn to remove stress.



## 7 CONCLUSIONS

The survey response rate is relatively low, 28%. It limits the reliability of the study. However, the results give an indication of the overall picture in this case study. The results concentrate only the activities and setups with strong benefits and values. The other activities are not bringing added value and thus they are not good investments for the company. Case company has offered wide range of the wellbeing activities for these two case projects, which is very good start for the further development.

The purpose of this thesis was to find out answers to the research questions.

*What wellbeing activities worked, what didn't from participants' perspectives?*

The objective which seems to be most affected is team spirit. The survey found out that the best activities to rise it, are time spending together, typically monthly, like trip to Tallinn, Antti's pulled pork dinner, sauna evening & self-made dinner, trip to Uittotunneli & pancakes and walk to the Suolijärvi. Also general settings like functional premises, sparkling wine when reason to celebrate and lounge with sofas & decorations are good ways to improve the team spirit.

According to the survey, the second object to be effected is Healthy habits. OHS Fitness service are weekly activities to improve it. Also Firstbeat measurement and walk to the Suolijärvi have positive effect for it. Morning scrum and functional premises are helping very well the employees to be more productive. Walk to the Suolijärvi has clearly seen to be improving the work ability as well the ability to cope with stress.

With these activities and settings, the most difficult objectives to have effect were Amount of sick days/leaves and Innovative environment. The objectives which were rated as 'no value' were watching ice hockey match together, building ginger bread house & having advent calendar and mulled wine tasting events. These are not worth of investments. Naturally, it should be well planned beforehand which objective would like to be influenced.

*Can participants perform wellbeing differently in measurable ways?*

Participants can perform their wellbeing in different ways, but it is still challenge to measure that. The healthy habits can be measured for example by different fitness tests or the team spirit can be measured by various job satisfaction surveys. Also the sick days/ leaves can and should be followed statistically.

*Do participants perform wellbeing in new ways on the job?*

Several respondents have found new ways to perform the wellbeing at work. The most popular was the mindfulness and quite many are now performing learned exercises and taking advantages of it.

*What has improved as a result of performed wellbeing activities?*

Team spirit has got the main advantage of the performed wellbeing activities. Team members are also better motivated, they have better work ability, better ability to cope with stress and better skills to relax. The respondents feel also that they have got personal benefits of the wellbeing actions. They are healthier, more motivated and they can handle the stress better in order to be more productive and with better feelings. They have learned new things and new ways to improve themselves.

*Was it worth the investment?*

All respondents agreed that wellbeing activities were worth of investments. Activities like trips to Tallinn or Uittotunneli, functional premises, OHS fitness services, self-made dinners, firstbeat measurement and morning scrum were the most valued ones and thus worth of investments. They were efficient to bring value for the different objectives (Healthy habits, team spirit and productivity). The value ranking (highest achieved value) for all activities can be seen from Table 2.

**Table 2 Objectives' highest value rankings (percentage of the responses)**

<b>ADDED VALUE %</b>	<b>ACTIVITY (Affected objective with significance)</b>
100	<b>Trip to Uittotunneli &amp; pancakes (Team spirit)</b> <b>Trip to Tallinn (Team spirit)</b>
88	<b>Functional premises (Team spirit)</b>
86	<b>OHS Fitness services (Healthy habits)</b>

	<b>Antti's pulled pork dinner (Team spirit)</b> <b>Sauna evening &amp; self-made dinner (Team spirit)</b> <b>Morning scrum (Productivity)</b>
80	<b>Firstbeat measurement (Healthy habits)</b>
75	Walk to the Suolijärvi Sparkling wine available if reason to celebrate Lounge with sofas and decorations
67	Pre-party for Summer party
63	Occupational physiotherapist checking ergonomics individually
60	Wellbeing workbooks available
56	Mindfulness exercises by occupational health nurse
50	Fruits, biscuits, candies available at lounge Daylight walk in campus area Elastic band stretching
40	Selätin, flexibar, blood pressure monitor available Mulled wine tasting & sauna Watching ice-hockey match together
20	Gingerbread house & advent calendar

However, different wellbeing activities can not compensate the value of the management. Good management and leadership skills are vital factors of the wellbeing for the company and individual employee.

## 8 IMPROVEMENT PROPOSALS

Wellbeing activities in this case company projects were available for the management team only, not for the employees of the whole program. The wellbeing activities should be offered for the whole product program. The improvements should always be targeted at the entire workplace and its personnel (Rissa 2007, 8). That way more advantages can be achieved and on wider impacts within one program.

The self-servicing of the brain is the most important way to maintain the ability to work. Everyone can influence their own lifestyle. Exercises have been found to play a role in the brain's operational capacity, it increases the number of brain cells. Regular physical activity affects stress hormone levels as balancing factor. It is essential to encourage the employees to find their own way for physical activities and relaxing exercises. One type or style doesn't work for all the people. Case company knowledge type of the work needs the creativity and ability to create the new knowledge. Brains are then in central role. (Ojala & Ahonen 2005, 146-148, 267)

Weekly activities' effects should be more highlighted, because their performance is regular, on weekly basis. It is continuous way to effect and improve the wellbeing at work and especially in the case company product programs where the work is project type; one team playing together only certain time (for example roughly one year) and after one project, the new one is starting but with different composition of the employees. It is also important to get best out of the team, not only from the individuals.

Sick days and leaves can and should be followed statistically. When they are followed, the real amount of them can be seen. And if there are issues, it is easier to improve if you are aware of it and have facts. The sick days might be on grey area because working remotely is possible easily. The timecard is not used and working time is not recorded at all. At least reading and answering the emails is currently general also in the evenings from the home, employees are achievable all the time. Would be also benefit of the employee to consider the tracking of the working time.

In overall, it would be more beneficial if there are more background data available for the further investigations like statistics of the sick days /leaves, results of the team spirit surveys, connections to the product programs profit or even budget of the wellbeing activities available.

For the further investigations, timing of the survey could be scheduled more efficiently. The feedback should be asked just before the project is ended or right after it in order to get the big picture of the wellbeing activity impacts. If time passes by some

of the memories can mix to the other things and even disappear. Correct timing might also have effect for the better response rate and the survey is more accurate in results.

Company should identify the needs of the employees. For example, push them to rank three activities which are the most important and bringing the best benefit for them. And after that, target the wellbeing measures accordingly. Employees are individuals and need different activities or services. Naturally, the cost and profit calculations would be very useful in order to choose the activities which return as much advantage as possible of the invested money. It should be well planned which kind of objectives would like to be improved or influenced and then plan the wellbeing activities accordingly. Understanding and managing the wellbeing at work is a big step for the future challenges. (Ojala & Ahonen 2005, 269)

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# APPENDIX 1

## Wellbeing survey [Project 1]

Lomake on ajastettu: julkisuus päättyy 12.6.2015 23.00

1

Gender  Female  
 Male

How many years have you been working for the company (Nokia+Microsoft)?  
0

What is you line organization?

How long time you have been in manager position?

2

You had wellbeing activities offered and/or promoted by project management. Purpose of the wellbeing activities were for example to do something together in order to have better team spirit, to have a break during work day and refresh the brains.

Here are all weekly wellbeing activities in project. Which activities did you participate?

	Yes	No
Daylight walk in campus area	<input type="radio"/>	<input type="radio"/>
Stretching by Mira Hillberg	<input type="radio"/>	<input type="radio"/>
Elastic band stretching	<input type="radio"/>	<input type="radio"/>
Friday coffee break with free discussions & music	<input type="radio"/>	<input type="radio"/>

How do you see that the activities had value for the different objectives? Please, rate the importance of each objectives (healty habits, team spirit,...)

	Healthy habits			Team spirit			Less sick days/leaves			Better work ability			Ability to cope with stress		
	Strong	Minor	No value	Strong	Minor	No value	Strong	Minor	No value	Strong	Minor	No value	Strong	Minor	No value
Daylight walk in campus area	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stretching by Mira Hillberg	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Elastic band stretching	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Friday coffee break with free discussions & music	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Any comments of the weekly wellbeing activity?

Here are all monthly wellbeing activities in project. Which activities did you participate?

	Yes	No
'Elämän eliksiiri' exercise	<input type="radio"/>	<input type="radio"/>
Hiking at Kirskanniemi	<input type="radio"/>	<input type="radio"/>
Jogging, sauna and cooking at Katja's home	<input type="radio"/>	<input type="radio"/>
Wellbeing lecture by T. Jarrett, mindfulness, walk & talk exercise	<input type="radio"/>	<input type="radio"/>
Picnic	<input type="radio"/>	<input type="radio"/>
Firstbeat measurement	<input type="radio"/>	<input type="radio"/>
Frisbeegolf at Näyttelijänpuisto	<input type="radio"/>	<input type="radio"/>

How do you see that they had value for the different objectives?

	Healthy habits			Team spirit			Less sick days/leaves			Better work ability			Ability to cope with stress		
	Strong	Minor	No value	Strong	Minor	No value	Strong	Minor	No value	Strong	Minor	No value	Strong	Minor	No value
'Elämän eliksiiri' exercise	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hiking at Kirskanniemi	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jogging, sauna and cooking at Katja's home	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wellbeing lecture by T. Jarrett, mindfulness, walk&talk exercises	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Picnic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Firstbeat measurement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Frisbeegolf at Näyttelijänpuisto	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Any comments of the monthly wellbeing activity?

How often did you attend the wellbeing activities?

	every time	almost every time	few times	once	not at all
Weekly activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Monthly activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Which wellbeing activities were the most important for you? Why?

	Very good	Good	Average	Too less	Not at all/ bad
Are you satisfied with the variety of wellbeing activity which were available in the project?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are you satisfied with the quality of the wellbeing activities within the project?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How did you find the atmosphere generally in wellbeing activities?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How well the wellbeing activities are fitting for your needs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How do you rate the subjects (interest, benefit, etc.) of wellbeing activities in this project in generally?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Any comments about the contents of the wellbeing activity? Please, mention the certain wellbeing activity!

3

Did you notice some improvement in the following items by wellbeing activities at project:

	High	Moderate	Low	No effect
It gives psychological refreshing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It gives physical refreshing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Having breaks during the work day is helpful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Good for social relationships and taking care of them	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Activities help to concentrate more intensively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Activities help to raise the team spirit in project	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Something else?

Did you learn some new skill(s) regarding the wellbeing activities (better ways to stretch, mindfulness, etc.)? What they were?

4

Do you do something more consciously for your wellbeing at work?

What are the limiting factors for implementing the wellbeing activities at work (if any)?

Do you do some new things for your wellbeing? If yes, what?

How you see that PMT team's behavior changed during the project because of the wellbeing activities?

Are you willing to invest your own time (outside of office hours) for wellbeing activities with your team?

Yes  
 Maybe  
 No

What kind of benefits you have achieved as an outcome of taken wellbeing activities?

- better shape
- better work ability
- better ability to cope with stress
- less stress symptoms
- better team spirit
- better skills to relax
- more balanced at work
- better motivation
- less sick leaves
- better productivity
- better efficiency
- no benefits

Something else, what?

In your opinion, what are the benefits of the taken wellbeing activities (e.g. should employer invest similar kind of activities also in the future) for

... you?

... whole PMT team?

... employer?

Would you recommend any of the activities for you colleagues? If yes, which activities?

What kind of wellbeing actions should be in your point of view?

Were the benefits of the wellbeing activities worth of the investments

- Yes
- Maybe
- No

Any additional comments?

# APPENDIX 2

## Wellbeing survey[Project 2]

Lomake on ajastettu julkisuus päätty 12.6.2015 23.00

1

Gender  Female  
 Male

How many years have you been working for the company (Nokia+Microsoft)?  
0

What is your line organization?

How long time you have been in manager position?

2

You had wellbeing activities offered and/or promoted by project management. Purpose of the wellbeing activities were for example to do something together in order to have better team spirit, to have a break during work day and refresh the brains.

Here are all weekly wellbeing activities in project. Which activities did you participate?

	Yes	No
Daylight walk in campus area	<input type="radio"/>	<input type="radio"/>
OHS Fitness service	<input type="radio"/>	<input type="radio"/>
Elastic band stretching	<input type="radio"/>	<input type="radio"/>
Mindfulness exercise by occupational health nurse	<input type="radio"/>	<input type="radio"/>

How do you see that the activities had value for the different objectives? Please, rate the importance of each objectives (healthy habits, team spirit,...)

	Healthy habits			Team spirit			Less sick days/leaves			Better work ability			Ability to cope with stress		
	Strong	Minor	No value	Strong	Minor	No value	Strong	Minor	No value	Strong	Minor	No value	Strong	Minor	No value
Daylight walk in campus area	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
OHS Fitness services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Elastic band stretching	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mindfulness exercise by occupational health nurse	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Innovative environment			Productivity		
Strong	Minor	No value	Strong	Minor	No value
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Any comments of the weekly wellbeing activity?

Here are all monthly wellbeing activities in project. Which activities did you participate?

	Yes	No
Pre-party for Summer party	<input type="radio"/>	<input type="radio"/>
Trip to Uittotunneli & pancakes	<input type="radio"/>	<input type="radio"/>
Sauna evening & self-made dinner	<input type="radio"/>	<input type="radio"/>
Walk to the Suolijärvi	<input type="radio"/>	<input type="radio"/>
Mulled wine tasting & sauna	<input type="radio"/>	<input type="radio"/>
Gingerbread house & advent calendar	<input type="radio"/>	<input type="radio"/>
Antti's pulled pork dinner	<input type="radio"/>	<input type="radio"/>
Trip to Tallinn	<input type="radio"/>	<input type="radio"/>
Icehockey	<input type="radio"/>	<input type="radio"/>
Hiking, 'askiaismäki' for families	<input type="radio"/>	<input type="radio"/>
Mölkky tournament	<input type="radio"/>	<input type="radio"/>
Firstbeat measurement	<input type="radio"/>	<input type="radio"/>
Frisbeegolf	<input type="radio"/>	<input type="radio"/>



How often did you attend the wellbeing activities?

	every time	almost every time	few times	once	not at all
Weekly activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Monthly activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Which wellbeing activities were the most important for you? Why?

	Very good	Good	Average	Too less	Not at all/ bad
Are you satisfied with the variety of wellbeing activity which were available in the project?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are you satisfied with the quality of the wellbeing activities within the project?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How did you find the atmosphere generally in wellbeing activities?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How well the wellbeing activities are fitting for your needs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How do you rate the subjects (interest, benefit, etc.) of wellbeing activities in this project in generally?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Any comments about the contents of the wellbeing activity? Please, mention the certain wellbeing activity!

**3**

Did you notice some improvement in the following items by wellbeing activities at project:

	High	Moderate	Low	No effect
It gives psychological refreshing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It gives physical refreshing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Having breaks during the work day is helpful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Good for social relationships and taking care of them	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Activities help to concentrate more intensively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Activities help to raise the team spirit in project	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Something else?

Did you learn some new skill(s) regarding the wellbeing activities (better ways to stretch, mindfulness, etc.)? What they were?

**4**

Do you do something more consciously for your wellbeing at work?

What are the limiting factors for implementing the wellbeing activities at work (if any)?

Do you do some new things for your wellbeing? If yes, what?

How you see that PMT team's behavior changed during the project because of the wellbeing activities?

Are you willing to invest your own time (outside of office hours) for wellbeing activities with your team?

Yes  
 Maybe  
 No

**5**

What kind of benefits you have achieved as an outcome of taken wellbeing activities?

- better shape
- better work ability
- better ability to cope with stress
- less stress symptoms
- better team spirit
- better skills to relax
- more balanced at work
- better motivation
- less sick leaves
- better productivity
- better efficiency
- no benefits

Something else, what?

In your opinion, what are the benefits of the taken wellbeing activities (e.g. should employer invest similar kind of activities also in future) for

... you?

... whole PMT team?

... employer?

Would you recommend any of the activities for you colleagues? If yes, which activities?

**6**

What kind of wellbeing actions should be in your point of view?

Were the benefits of the wellbeing activities worth of the investments?  
 Yes  
 Maybe  
 No

Any additional comments?