Work Engagement and Its Enhancing – a Case Study at a Finnish Company

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Abstract

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Work engagement, which means a positive state of emotion- and motivation fulfilment at work, is considered as the key to company success today. It can be empirically researched and seen as part of the Positive Work Psychology –paradigm.

The object of this research is to build a case study on the work engagement of permanent employees of an anonymous Finnish company. The goal is to understand and enhance the work engagement and thus improve the motivation and productivity. The research problem is divided into two research questions. Firstly, how is the work engagement at the current situation? This question is researched by a quantitative survey tool called UWES 17 and it results in a numerical grade. Sets of questions concerning job resource factors and the main reason behind the answers are included. The second research question is, how could the work engagement be enhanced? This question contains a clear developing aspect and is researched by a qualitative focus group discussion resulting into thoughts, impressions and ideas. Due to the different nature of the two research questions and the methods used, the research has strong triangulation.

The main findings of the research are following. The work engagement overall grade is high: 4,82. The greatest strengths are the close team and trustworthy relationship with supervisor. The strongest categories of job resource factors are the social and those dealing with the work itself. The employees are proud to work at the company and willing to work vigorously to maintain the famous high quality.

However high the overall grade, there are a few individuals who are very unsatisfied at some particular areas. And also in the big picture, there are challenges. The biggest one is the work load, which understandably cannot be currently helped. In order to enhance the work engagement, the following observations are made. The communication channels are not efficient enough and the employees don't feel getting heard. There is lack of feedback, encouragement and appreciation. The following suggestions are made. Because there is no particular mediator, everybody must put in more effort to become heard. Communication channels should be developed and the already existing one at Facebook used more. The leaders should make sure that the staff gets adequate recognition and feedback and that communication is safe and predictable. A very sensitive issue is the beautiful and simultaneously challenging home atmosphere: the close team is the biggest job resource factor, but sometimes there are tensions when people have different understanding about how "homey" a work place can be. One thing, however, can be safely said: it is never proper to lose temper or behave arrogantly and in disrespecting manner at a work place.

The research being a case study, generalizability outside the company is not attempted. However, the observations and suggestions are very humane and recognizable and might help dealing with the issues of work engagement at other work places as well.

Keywords
work engagement, positive work psychology, work motivation, job resource factors

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1 Introduction

1.1 Background

The commissioner of this thesis is a Finnish company operating at tourism industry. The company will remain anonymous and will be referred to as the Commissioning Company, abbreviated from here on as the CC. The CC can be described as a lovely and successful combination of hotel, restaurant and venue for conferences and celebrations.

This thesis research started as I offered the CC the research theme of work motivation of seasonal workers. The CC was immediately interested. As we sat down with the contact person for the first time and allowed our ideas to flow, it was rather soon obvious that the work motivation of the permanent staff is more interesting. The CC is a working place with a very low employee turnover and a warm family atmosphere. Yet there always seem to be some questions with positive attitude towards the work. With this combination we decided that it is more useful to do a research with the work motivation of the permanent staff. The CC will be presented in more detail later on in this thesis.

As the research on work motivation is a wide area, there was an obvious need to find some concise and relevant theory to use as a framework. Having read many significant theories, the rather new and fresh approach called the Work Engagement Theory turned out to be the most interesting and meaningful for this research. The Work Engagement Theory will be presented thoroughly in its own chapter.

1.2 Aim, Research Problem and Two Research Questions

The aim of this thesis research, in short, is to build a case study about the work engagement of the permanent employees of the CC and thus understand and enhance it. When enhancing the work engagement, the motivation of the staff improves and productivity of the whole company develops. Thus the aim is also to develop the work motivation and productivity of the whole company by understanding the work engagement of the permanent staff.

In order to reach the aim, the research problem is divided into two research questions. Firstly, how is the work engagement of the permanent employees of the CC now? Secondly, based on the previous results on the current state of work engagement, how could the work engagement be concretely enhanced?.

1.3   Methods

The two research questions that were introduced in the previous chapter are different in nature. Thus, also the methods are different. The first question concerning the current work engagement of the permanent employees is researched by a standardized tool called UWES 17. That is a quantitative survey and ends up with a calculated numerical grade. The second question concerning the ways of enhancing the engagement is more open in nature and researched by a qualitative focus group discussion. Thus the result will be qualitative text containing thoughts, observations, impressions and suggestions.

Because of the different natures of the questions and methods, there was the risk of the quantitative and qualitative results being incompatible. However, all data pointed into the same direction and the two research questions discussed with each other well. Thus the research problem became well solved and this case study rests on solid ground. The combination of different methods is strong triangulation.

This research being a case study, straightforward and simple answers and solutions are not required. A case study allows to make observations and evaluations that take into account various sides and contradicting elements. Thus the findings are diverse and leave doors open for the CC to find concrete solutions themselves. A major point is to understand and describe the situation. It needs to be emphasized that no generalizability outside the CC is attempted.

1.4   Structure of the Report

This report will proceed in the following way. First the CC will be briefly introduced. The characteristics necessary for understanding the research will be included, but everything else will be left anonymous. After that, the theoretical framework of work motivation with the focus on the work engagement will be introduced. Following that, the research

questions, chosen methodology and data collecting and analyzing will be explained. After that, the empirical findings are given: the current work engagement and considerations for its enhancing. Continuing from that, some concrete observations and suggestions for development are given. Those observations and suggestions are also compared with the common recommendations and suggestions that are at the page of the Finnish Institute for the Occupational Health. In the final chapter, a summary is made and a suggestion for future research given.

2   Briefly Introducing the Commissioning Company (the CC)

2.1   Overall picture

The CC is a successful hotel, restaurant and venue for meetings, conferences and events located in Finland. It operates at beautiful premises with some historical background. The CC has built a lovely brand around its historical story and some Finnish characteristics. It is very well known in the area and famous for its caterings, especially the Christmas Table. The CC has the touch of high quality on everything it offers. It has also the honor of belonging into a prestigious international chain of small independent hotels. The premises are owned by the family that operates as the CEOs – and the family actually lives at the area. "So we are walking on their home yard", described the contact person at the first meeting.

2.2   Numbers

The CC has 28 permanent employees and 8 part time employees. In 2011 there were 36 permanent employees, so now the number has been reduced. The CC is basically divided into four main sectors: kitchen, hall, hotel and sales. The hall-section consists of two restaurants and can be seen containing two separate sections in itself. There are 20-30 extra workers depending on the season. Despite the success, the CC is continuously struggling to remain profitable. This situation is common in the industry today. The CC has a turnover of approximately 3 million.

2.3   About the Employees

Although the company struggles to remain financially profitable resulting in heavy work load of the current employees, the employee turnover is extremely low. It could be said that once you attain a work place at the CC, you want to hold it tight. However, the question of work motivation remains, which is why this thesis research is on point.

The employees don't have a trade union representative and are not in that sense officially organized. There is no HR department either. The decision making and official

communication between the employees and the leaders is done via a leadership team containing a representative from all sectors. Basically the communication chain is following: an employee can talk to his or her personal superior, who will take the message to the leadership team. The CC has invested into the research and development of its work community, which will be demonstrated next.

2.4 Earlier Work Community Research at the CC: The Functionality of the Work Community -Report from 2011

In 2011, a thorough research called *The Functionality of the Work Community* has been carried out by a professional consulting company. This report was given to the researcher behind this thesis research and gave a lot of background information and insight. Thus, it will be presented here shortly. In order to maintain the anonymity of the CC, also the consulting company is referred to as the "Company X".

The Functionality of the Work Community -research was carried out in 2011. The answer percentage was 100%. The employees first gave numerical values for 26 sectors under study. After that the employees gave more detailed interviews and there are written comments concerning the same 26 sectors.

On the whole, the functionality of the work community was estimated being "ok level, there are things to develop but no 'fire in the hall'". In the big picture, the employees appreciate their work place and are even proud of it. "It is not a shame to work at the CC", as one employee quotation stated. The closest team is seen as a motivator and strength. "We have a h*** of a team!" However, in order to find the developing aspect, the challenges and negative comments needed to be studied closely.

In the quotations taken from the employees' answers, two negative themes that occurred more than anything else:

1) The inadequate amount of staff in the hall resulting in work overload and failed schedules.

2) The difficulty of becoming heard and being treated in a respective manner by the leaders.

For example, here are some quotations from the sector called "Dealing With the Lackings":

"It is unbelievable, how year after year many things can continue, like for example, the stretching of the work times in the hall EVERY DAY!"

"The client lackings are dealt with, but not the internal ones."

"Everything else is dealt with, except the sufficiency of the staff."

And the following quotations were taken from the sector "The Atmosphere of the Work Community".

"The ignorance of things chews one's mind sometimes. Hurry and stress take away strength especially in the restaurants. Due to the so called 'leading team' one has the feeling, that the staff doesn't matter."

"The feeling is too strongly affected by the mood of the leadership. It's hard to keep up the good feeling, if you don't get support from above. Often the personal bad days are brought too strongly to the work. One does not even greet."

"The 'bad day' of the leadership is in my opinion too visible to the employees. I work here and if my 'bad day' is not visible to customers, so should not the bad day of the leadership be upon me without reason"

"Usually the feeling is good, but a bad day of the leadership affects too much."

"Otherwise ok and, for example, the waitors keep their bad days to themselves and don't take it out on the customers, but sometimes/often the leadership's persons are like storm warnings. It eats up the feeling of working."

(Consulting Company X, 2011.)

3 Work Motivation and the Work Engagement Theory

Work motivation was chosen as the theoretical base and object of research for two reasons. Firstly, it is a very significant contributor to the success of any company or organization, as well as an important ingredient in the workwellbeing. Secondly, its ambivalent nature fascinated the researcher behind this thesis. The original idea for the theme of work motivation was suggested by the thesis supervisor.

The complete field of current research on work motivation was obviously too vast and needed to be cropped. The rather new approach called the Work Engagement Theory was selected as the precise framework. The Work Engagement Theory is part of the paradigm of Positive Psychology and Positive Organizational Behavior.

This chapter introduces the theoretical base proceeding the following way. First, the concept of motivation and its research is very briefly introduced. After that the focus is zoomed into the concept and research of work motivation, which is also briefly introduced. Following that, the focus is deeper zoomed into the area Positive Psychology and Positive Organizational Behavior. Finally, the actual theory and framework chosen – the Work Engagement Theory – is introduced and observed in more detail. The chapter closes with the introduction of the UWES-tool, which is used in the empirical part.

3.1 Motivation

Motivation has been studied widely from various perspectives and the research on it is flourishing (Ryan 2012, 3 – 9). As stated by Ryan and Deci:

> Motivation concerns energy, direction, persistence and equifinality – all aspects of activation and intention. Motivation has been a central and perennial issue in the field of psychology, for it is at the core of biological, congnitive and social regulation. Perhaps more important, in the real world, motivation is highly valued because of its consequences: Motivation produces. (Ryan & Deci 2000, 69.)

As for this research, the following concise definition of motivation is adopted. Motivation is: "the system of the factors that tune and direct behavior". When someone is acting out of motivation, it is not based on reflexes but on will. The action taken is not random but controlled and done volutarily. (Juuti 2006, 37.)

There are motives that create the state of motivation; for example needs, desires and instincts. When motivation is observed, following things are taken into consideration: how does the behavior start, where is it directed, how strong is it and how is it maintained. For example, the following three characteristics can be used to describe motivation: vitality, direction and systematicality. To give another example, one traditional approach is that motivation has a process nature. An individual has some need or other internal driver, which leads to behavior. When the goal is reached, the inner drive is relieved. A motivated individual is in a tense state and he or she will try to relieve that tension by doing something. (Juuti 2006, 37 – 39.) One much used division is dividing the motivation into intrinsic and extrinsic elements. There are inner values versus social pressure, abiding interests versus bribes, personal commitments versus fear of surveillance etc.   (Ryan & Deci 2000, 69.)

According to Weiner, both the academic approach with experimental procedures, and the non-academic approach to the research on motivation have positive and negative sides. "But all investigators in this field are guided by a single basic question, namely, 'Why do organisms think and behave as they do?'" (Weiner 1989, 1.)

As for the concrete theories on motivation, according to Juuti, most of them are based on hedonism. That means an individual seeks pleasure and tries to avoid pain. The idea of hedonism was the foundation of behavioral sciences in 18th and 19th centuries. Towards the end of the 19th century, theories became more complicated and started to take into account vaster set of reasons behind the acts of an individual. For example, Wilhelm Wundt used the method called Introspection in order to draft the constructions and nature of consciousness. Introspection was based on individual's self-reflection. Later on, behaviorist scientist rejected Introspection and developed methods that they thought were better based on "facts". Hull developed the Drive Theory, according to which behavior is an automatic result from an individual's stimulus-reaction history. He considered humans to be like a self regulating robots. His theory is today considered over simplified and too mechanistic. McDouglas introduced a theory based on human instincts. Freud claimed in

20th century that the motives that drive an individual are subconscious. According to him, an individual cannot fully comprehend the motives and they are often result from unfulfilled expectations. An individual creates a mental image about what he or she desires whether that is the correct reason for the desire or not. Satisfaction and fulfillment is attained when this image is met – or if it cannot be met, there is some subjugating thing instead. A group of psychologists including Koffka developed an idea called Gestalt Theory which emphasized that single motives cannot be understood and guide an individual without the big picture. Later on Lewin created the Force-Field Analysis that presented the idea of a space in which an individual makes choices. The items relevant for the motivation need to be present at the space at the moment, so past experiences do not explain the motivation like in the theories of Freud. According to Lewin, there were inner and outer expectations that affected an individual's choices. (Juuti 2006, 39-40.)

In comparison with Juuti's outline of motivation theories, Weinberg outlines the following way. Firstly he lists the Need Reduction Theories: the Psychoanalytic Theory by Freud and the Drive Theory by Hull. Secondly there are the Expectancy-Value Theories: Kurt Lewin's Field Theory, Achievement Theory by Atkinson in comparison with theories og Hull and Lewin, the Social Learning Theory and Personal Responsibility by Rotter. Thirdly Weinberg names the Mastery and Growth Theories: the Attribution Theory of Behavior and Humanistic Theory with the Personal Constructs. (Weiner 1989.) When comparing these lists it is possible to see that some scholars are commonly recognized, but the whole field of theories is too vast to be completely covered in one book.

To name one more contemporary approach to motivation, there are the so called Social Cognitive Theories. They are contrasting to those theories that have been presented above. They focus on the idea that humans operate, behave and learn in social environments. People use many vicarious, self-regulatory and symbolic processes in their endeavor of developing a sense of agency in their lives. "Key motivational processes are goals and self-evaluations of progress, outcome expectations, values, social comparisons, and self-efficacy." (p.13.) (Schunk & Usher 2012, 13 – 27.)

With this very brief touch on the research on motivation, the focus will next be on work motivation. To close up this chapter, a citation from Juuti will lead from the motivation theories into the direction of work motivation.

The early motivation theories create a good basis for observing the human work motivation. In early theories, human is presented as a complex creature that has to make many choices in its lifetime and operates driven by instincts, subconscious motives and conscious endeavors. In these theories, human is seen as a partly mystical and partly rational creature attached to life. These early theories have been reflected in many ways into later theories that seek to describe work motivation." (Juuti 2006, 43.)

3.2   Work Motivation

Why does a person work? Starting from this question, the motivation that directs human's efforts at work intrigues researchers. The relationship between work and man has developed from the early days of work motivation research. Instead of controlling and commanding, workers today need to be motivated via their thinking and emotions in order to make them want to put in the effort. (Lämsä & Hautala 2004, 80.) The question of work motivation is relevant, because the motivation of individuals determines how well an organization works and how profitable it is (Juuti 2006, 38). An employee can keep his or her work place by putting in only 20% of his or her resources. But with motivation, the percentage can go up to 80-90%. (Lämsä & Hautala 2004, 90.) As stated earlier: motivation produces.

One way of perceiving the development at work motivation research is given by Wiley. Towards the end of 20th century, three assumptions guided the research. Firstly, motivation was inferred from systematic analyses of how personal, task and environmental characteristics influence behavior and work performance. Secondly, motivation was not taken as a fixed trait, but as a dynamic internal state that influenced by personal and situational factors. And thirdly, there was the assumption that motivation affects behavior rather than performance and thus there needs to be a link between an employee's efforts and job performance. Three main perspectives were personality-based views, congnitive choice/decision approaches and goal/self-regulation perspectives. (Wiley 1997, 263.)

The theories on work motivation have developed during the last century into content theories and process theories. Content theories focus on the content of the work as the driving factor. Probably the most famous and widely cited content theory is the hierarchy

of Maslow. According to Maslow, human needs are categorized into a hierarchy and an individual cannot strive towards the needs on higher steps before the needs on lower steps are met. This theory, however famous, never worked in empirical tests. Humans are more complicated and capable of striving towards needs on higher levels even when the lower needs are not met. Many needs can also be active simultaneously. Another recognized content theory is McLelland's Needs Theory, which assumes humans to have basically similar needs and thus the theory strives to understand the universal construct of motivation. According to McLelland, the following three needs drive humans: achievement, affiliation and power. (Juuti 2006, 43-47, Lämsä & Hautala 2004, 81 – 86.) Herzberg's Two Factor Analyses, another content theory, holds the idea that in order for a work motivation to emerge, there are two kind of factors. Firstly, those that are needed in order to avoid dissatisfaction. Those factors don't yet create the motivation, but they form the necessary basis. They are called the hygiene factors and include things like salary, decent work conditions etc. The other set of factors is the one that creates the motivation and include elements like responsibility, opportunities to develop professionally and the recognition from work well done. These are called motivation factors. The model demonstrates that work motivation is not black and white but that certain elements create motivation and certain lessen it. (Hakanen 2009a, 27 – 28, Lämsä & Hautala 2004, 84 – 85.) Hackman and Oldman continued deeper from the Herzberg's model creating the Job Characteristics Model. They identified five characteristics of the task level of the work that, when combined with a worker's individual need of growth, create a strong inner motivation. This model identifies well work related resource factors, but neglects elements like leadership practices and social support from the peer workers. (Hakanen 2009a, 29.)

The second category of work motivation theories, the process theories, considers motivation more as a process that is built and consists of various elements. The Lawler's Expectancy Theory is built upon the assumption that an individual will choose according to the expected results. Lawler's theory was developed on in the works of Lewin, who was presented in the previous chapter, and later on by Vroom. Another famous process theory is the Adams' Social Equity Theory, according to which workers are motivated when they experience fairness in comparison with peers. Locke's Goal Setting Theory focuses on the goals that an individual can strive to achieve and whether they are clear, reachable and acceptable. (Juuti 2006, 43-64, Lämsä & Hautala 2004, 87 – 90.) To mention one more process theory, there is Deci's Self-Determination Theory, which later on developed into theories of inner and external motivation. Inner motivation is active when an individual strives towards a goal without any external rewards promised. (Juuti 2006, 43-64.)

To mention a few significant work motivation theories more: Karasek has studied work stress and created the model called Job Demand-Control Model, which assumes that if a worker has high demands but low possibilities of control, he or she will suffer from work stress. However, if the possibility of control is equally high with the demands, this will lead to positive development and learning. Karasek has later included the dimension of social support. This model focuses well on the work load, but less on the positive hypothesis on how a worker can learn and develop. Another model for understanding work stress is Siegrists's Effort-Reward Imbalance Model. Like the name implicates, according to the model work stress arises when there is imbalance between the efforts that a worker put is and the rewards that follow. (Hakanen 2009, 26 - 27.)

Having here briefly glanced at the main theories of work motivation, one thing needs to be emphasized. If a motivation theory is based on very rational thoughts, something is lost. According to Juuti, rational work motivation theories cannot reach the full and complex picture of an individual at work. The image of human in an organization should not be too straightforward. In a work place, there are fruitful and positive tensions between the differences that are found in males and females, youngsters and older etc. These should not be overlooked in a theory. (Juuti 2006, 65.)

Also Hakanen calls the models that have been introduced in this chapter rather simple and thus not well applicable in real working life. "When developing a good work place, a model that takes into account various aspects of work and organizationally specific resources and demands, is needed. Those things can, in addition to all, vary according to the work situation." (Hakanen 2009a, 27.) Thus we will next present the sphere of Positive Psychology, which contains the theory chosen for this research: the Work Engagement Theory.

3.3   Positive Psychology and Positive Work Psychology

In order to focus more concisely on the particular theory chosen for this thesis, the Work Engagement Theory, the sphere of Positive Psychology must be briefly introduced. Work engagement can be considered as part of the movement of positive psychology and its beginning is timed simultaneously with that of the Positive Psychology Movement. (Hakanen 2004, 29). According to Seligman "Positive psychology is an umbrella term for the study of positive emotions, positive character traits, and enabling institutions." It is

emerging and flourishing at the moment. It's beneficence lies in its endeavor to unite "of what has been scattered and disparate lines of theory and research what makes life worth living." (Seligman, Steen, Park & Peterson 2005, 410, borrowing Peterson & Park, 2003.)

In the history of psychology, negative concepts and research objects have been 14 times more popular than the positive ones. But it is now changing. The positive aspects are paid more attention in order to make working life better and the Positive Work Psychology is becoming more and more known and popular. The Positive Work Psychology can be defined as research on "those circumstances and processes that contribute to the flourishing and optimal functioning of humans, groups and institutions", or as "points of view on what makes life worth living based on scientific research. It focuses on the human conditions that lead to happiness, fulfillment and flourishing" (Hakanen 2009a, 8 -9, Schaufeli & Bakker 2004, 293 – 294.) As a side mention: even though the whole concept of Positive Work Psychology is still emerging, some positive elements in research on working life date far back. For example, work satisfaction was researched already back in1930s. (Mäkikangas, Feldt & Kinnunen 2005, 59 – 60.)

The concept of Positive Work Psychology can be demonstrated with two different approaches of "four D:s". The other is called "the traditional paradigm of workwellbeing and -health" and it consists of Disease, Disorder, Damage and Disability. The second is called "the positive paradigm of workwellbeing and -health" and consists of Discovering periods of excellence, Dreaming an ideal organization, Design [sic] new structures and Delivering the dreams. Thus, the positive work psychology is not focusing solely on the negative things and whether they exist or not. Creating a good working environment is not only about abolishing the negative aspects – it is also about striving to attain the positive ones. (Hakanen 2009a, 10). Hakanen states following:

> The research on working life has taken a positive turn on the 21st century – at the same time when the demands and threats of working life have increased. In addition to the grievances of work and work places, attention has been directed also to what carries and motivates employees and what makes their work meaningful also when the outern work surroundings and work are under change. It has been noticed, that the immaterial resources and the work engagement – the real state of feeling- and motivation fulfillment at the work - experienced by the staff can have a significant role in the success of enterprises and other work organizations. (Hakanen 2009, 1.)

The Positive Work Psychology holds three concepts: Work Satisfaction, Work Commitment and Work Engagement. (Mäkikangas 2005, 56.) The Finnish Institute for Occupational Health has embraced the Positive Work Psychology and uses particularly the concept of Work Engagement (Työterveyslaitos 2015a).

In earlier decades, the concept failed at least partly because of the lack in empirical evidence. Today the research based orientation is strong. For example, Luthans has defined measurable, evaluable and developable concepts as the basis of positive organization activity. This research can be called also the Positive Organizational Behavior (POB) Research. It can be summed up as "the study and application of positively oriented human resource strengths and psychological capacities that can be measured, developed and effectively managed for performance improvement in today's workplace" (Luthans 2002, 59). Work engagement is exactly a concept like this. It can be evaluated in a trustworthy manner. (Hakanen 2009a, 9 – 11.)

3.4 The Need for a Complete Picture

It needs to be reminded that if only focusing on positive traits in an organization, the picture is not complete. Human nature, in real life, is not only positive and expectations can become unrealistic. For example, failures and weaknesses can be blamed on social contexts and thus it goes unnoticed that the social contexts are created by humans themselves. Also ideals and virtues are culturally bound. Overconfidence, unrealistic expectations and false hope are not good; they are pitfalls. Positive and negative aspects are interwoven and it can be harmful to try and separate them. It is necessary to observe them both. However, positive traits do bring value to work performance and need to be observed and researched. Although the positive paradigm cannot explain everything, it cannot be refuted based on that. An integrative approach is needed. (Bakker, Albrecht & Leiter 2011, 17 – 18, Luthans & Youssef 2007, 323.) Also Seligman states that positive psychology is not attempting to replace anything, but to supplement:

> The intent is to have a more complete and balanced scientific understanding of the human experience – the peaks, the valleys, and everything in between. We believe that a complete science and a complete practice of psychology should include an understanding of suffering and happiness, as well as their interaction, and validated

interventions that both relieve suffering and increase happiness – two separate endeavors. (Seligman 2004, 410.)

3.5   Work Engagement Theory

Having briefly introduced the Positive Psychology, Positive Work Psychology and Positive Organizational Behavior Research, the focus will from now on be on the Work Engagement Theory, which belongs to the previously introduced paradigms. It is measurable and thus a valid method for empirical research.

The classic and concise description of work engagement is following. Work engagement means a positive state of emotion- and motivation fulfillment that is characterized by vigor, dedication and absorption at work. It is not a temporary and spesific "top moment" like "the flow", but a more permanent and spreading state, that does not focus on any particular thing, event, individual or behavior. (Bakker, Albrecht & Leiter 2011, 5, Hakanen 2009b, 9, Mäkikangas et.al. 2005, 68 – 69, Schaufeli & Bakker 2004, 295, ,)

The work engagement has dimensions for both attitude and emotions (Hakanen 2009a, 34 – 35). The Figure 1 demonstrates where the work engagement is located in the framework of wellbeing at work.
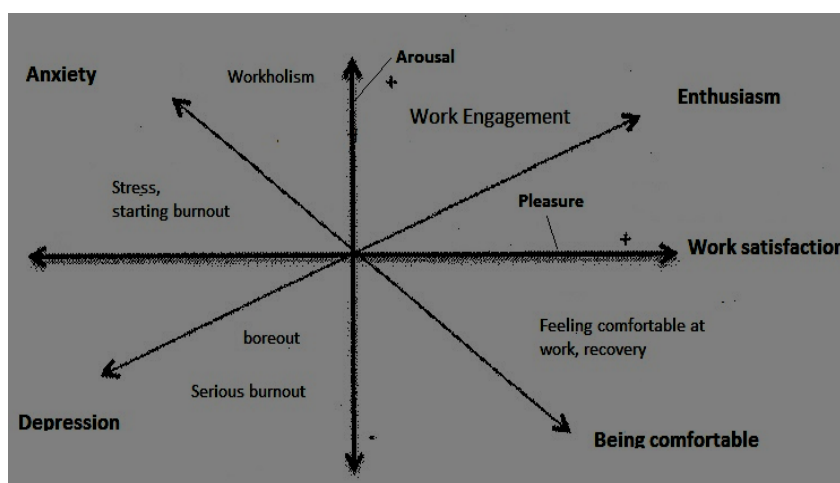

Figure 1: Dimensions of Wellbeing at Work. Originally from Peter Warr, modified by Hakanen. Translated into English by the researcher. (Hakanen 2004, 28.)

3.5.1 The Dimensions of Vigor, Dedication and Absorption

The work engagement consists of three dimensions named vigor, dedication and absorption. Vigor is the experience of being energetic, willing to invest into the work, persistent and ready to strive also when there are hardships. Dedication means being strongly involved at work. It includes experiences of meaningfulness, eagerness, inspiration, pride and readiness to take challenges at work. Absorption is characterized by a deep state of being focused, delved into the work and the pleasure experienced fin that. In the state of absorbedness, a worker is positively engrossed in the work, time passes without noticing it and separating from work can feel difficult. (Hakanen 2009b, 9, 33; Bakker & Demerouti 2008, 209 – 210.) "In short, engaged employees have high levels of energy and are enthusiastic about their work. Moreover, they are often fully immersed in their work so that time flies." (Bakker & Demerouti 2008, 210.)

3.5.2 Work Engagement, Work Holism and Burnout

Work engagement does not mean that work engages a person completely. It means a positive state of wellbeing at work. A worker who experiences work engagement enjoys going to work and is also productive and does also voluntarily good things to his or her colleagues and work place. He or she is proud of his or her work. A person experiencing work engagement is active also in other areas of life and thus work engagement is not "stealing" from them. This differentiates work engagement from work holism. A work holist considers work important, but does not enjoy of it. Work holism also correlates negatively with happiness. To be engaged in one's work includes the idea of resting after hard work, not working compulsively until burnout occures. (Hakanen 2009a, 33 – 34, Hakanen 2009b, 9, 26 -27.) "Engaged employees are not addicted to their work. They enjoy other things outside work and, unlike workaholics, they do not work hard because of a strong and irresistible inner drive, but because for them working is fun." (Bakker & Demerouti 2008, 210.)

Work engagement and burnout are in a subvertive connection, but still separate. The fact that a worker lacks symptoms of burnout does not mean he or she is experiencing work engagement. They are measured independently. However the engagement and burnout

can be seen as the antipodes for each other. (Schaufeli & Bakker 2004, 294 – 295, Hakanen 2009b, 9, 26 – 27.)

One example of research on engagement versus burnout has been carried out by Hakanen and Schaufeli among Finnish dentists. The research was a longitudinal study that lasted for seven years and was carried out in three waves. In 2003, 71% of all Finnish dentists were surveyed resulting into sample of 3255, The 3-year follow up gained 2555 responses, which was at that time 84%. The second follow-up gained 1964. responses, which was 86%. The results of the research proved that burnout predicted depressive symptoms and life dissatisfaction, whereas engagement had negative effect on them. (Hakanen & Schaufeli 2012, 415). In the conclusions, it is stated:

> Work-related well-being predicts general wellbeing in the long term. For example, burnout predicts depressive symptoms and not vice versa. In addition, burnout and work engagements are not direct opposites. Instead, both have unique, incremental impacts on life satisfaction and depressive symptoms. (Hakanen & Schaufeli 2012, 415.)

3.5.3   The Drivers or Antecedents of Work Engagment

The so called job resources as well as personal resources seem to be the elements most strongly correlating with work engagement. (Bakker, Albrecht & Leiter 2011, 6, Hakanen 2009b, 12; Bakker and Demerouti 2008).

> Job resources are those physical. Social or organizational aspects of the job that may:
>
> - reduce job demands and the associated physiological and psychological costs,
>
> - be functional in achieving work goals
>
> - stimulate personal growth, learning, and development
>
> (Bakker & Demerouti 2008, 211.)

Job resources can be divided into categories of physical, psychological, social and organizational (Mäkikangas et.al. 2005, 56 – 57.) Job resources vary according to the work place, work task and place in hierarchy (Hakanen 2009b, 12). They can be intrinsic and create motivation or extrinsic and concretely help the work task. (Bakker & Demerouti 2008, 211 – 212, Schaufeli & Bakker 2004a, 298). Examples of intrinsic job resources are proper feedback and social support. Examples of extrinsic job resources are supportive colleagues and supervisory coaching. There are many researches already now that confirm the positive correlation between job resources and work engagement. For example, in a two-year longitudinal research carried out among Finnish health care personnel (n=409) in 2007, following was concluded: "Job resources predicted work engagement better than did job demands. Job control and organization-based self-esteem proved to be the best lagged predictors of the three dimensions of work engagement." In a research carried out among Dutch managers and executives in a Dutch telecom company (n=201) in 2008 it was found out that when job resources were changed, the work engagement followed respectively with a delay of one year. (Bakker & Demerouti 2008, 211 – 212.) Because the job resources correlate strongly with the work engagement, they are used as a part of the empirical research of this thesis as well.

Of importance is, that empirical research has shown that high job demands (workload, emotional demands, mental demands) increase the usage of job resources and thus contribute positively to work engagement. (Hakanen 2009b, 13, Bakker & Demerouti 2008, 213.)

Also personal resources contribute to work engagement (Hakanen 2009b, 14, Bakker & Demerouti 2008, 213). Personal resources can be defined as "positive self-evaluations that are linked to resiliency and refer to individuals' sense of their ability to control and impact upon their environment successfully" (Bakker & Demerouti 2008, 213, citing Hobfoll et al. 2003). Personal resources include things like optimism, self-esteem and an active coping style. These traits help work engagement. (Bakker & Demerouti 2008, 213-214.) Also support at home increases work engagement (Hakanen 2009b, 14). To give one example of research on the link between personal resources and motivational process, a research from 2015 can be named. Vogt, Hakanen, Jenny and Bauer made a longitudinal study on a personal resource named "sense of coherence" and its roles in motivational processes. The sense of coherence means how comprehensible, manageable and meaningful a person experiences his or her life. The results indicated

that the sense of coherence predicts the work engagement and is predicted by job resources. (Vogt, Hakanen, Jenny & Bauer 2015, 1.)

3.5.4   The Consequences of Work Engagement

As empirical research on work engagement develops and increases rapidly, also the consequences of work engagement become more known. It has been empirically confirmed that the work engagement is positively linked with bottom line outcomes at least at these areas: job performance, client satisfaction and financial returns (Bakker, Albrecht & Leiter 2011, 5). It is also strongly connected with commitment to the work place and reduces employee turnover (Hakanen 2009b, 15). In the world of business and HR it has been regarded as the key factor for a company's success and low employee turnover (Hakanen 2009a, 2 – 3). There seem to be numerous impressive and desirable characteristics that follow the experience of work engagement. Bakker states following:

> There are at least four reasons why engaged workers perform better than non-engaged workers. First, engaged employees often experience positive emotions, including happiness, joy, and enthusiasm. These positive emotions seem to broaden people's thought–action repertoire, implying that they constantly work on their personal resources. Second, engaged workers experience better health. This means that they can focus and dedicate all their energy resources and skills to their work. Third, as will be illustrated later in more detail, engaged employees create their own job and personal resources (PsyCap). Finally, engaged workers transfer their engagement to others in their immediate environment. Since in most organizations performance is the result of collaborative effort, the engagement of one person may transfer to others and indirectly improve team performance. (Bakker 2010, 233.)

Bakker and Demerouti open up the effects of work engagement by reporting results of a qualitative structured interview carried out among a group of Dutch employees who had scored high results in UWES (see chapter 2.5.6). These workers came from various occupations. The interview showed that the workers with high UWES grades had high levels of self-efficacy and energy, which allowed them to influence events that had affect on their lives. They had positive attitude and they were able to create their own positive feedback. Their activity leves continued outside work in spheres of family, hobbies and volunteer work. They were – ofcourse - tired from work, but the tiredness was associated

with positive achievements and thus was also a positive aspect of human life. (Bakker & Demerouti 2008, 210.)

Another reseach, carried out by Engelbrecht in 2006, strengthens the findings of the above presented interview. Engelbrecht interviewed Danish midwives asking the interviewees to describe a colleague with a high work engagement. The results were as follows:

> The interviews revealed that an engaged midwife is a person who radiates energy and keeps up the spirit at the ward, especially in situations where work morale is low and frustration spreads. An engaged midwife is willing to do whatever needs to be done, and is viewed as a source of inspiration for herself and her colleagues. 'She has a positive attitude towards her work and is happy for the things she is doing. The love (for her job) is expressed through the passion with which she fulfils her daily tasks. In addition to the normal tasks of a midwife, she is also engaged in other job related but voluntary activities at the ward. (Bakker & Demerouti 2008, 210.)

Engagement is also related to active learning, personal initiative and innovation, organizational citizenship behavior and self-development. Engaged workers are likely to take part in voluntary actions and even likely to innovate solutions. They also recover better from work. (Bakker 2010, 235.)

> Finally, a recent study among almost 750 young Finnish managers showed that engaged managers were most eager to develop themselves in the job and increase their occupational knowledge. They were also most likely to have positive attitudes towards modernization and increased productivity. They tried to get their teams to function better towards achieving jointly agreed goals, and endorsed the strongest drive to strive. (Bakker 2010, 235.)

This chapter is closed by the last and very significant notice: engaged workers actually create themselves their good workplace. They are active influencers and shape their own work and workplace. They can even create themselves the positive feedback by their self-evaluation and communication. (Bakker 2010.)

3.5.5   Putting it Together: the JD-R Model of Work Engagement

Bakker and Demerouti have presented one overall model for work engagement called the Job Demands – Resources -Model.The model includes the antecedents and consequences of work engagement that have been presented also in this theoretical framework chapter. In short: the job resources and personal resources are needed and their potential is stronger when there are proper job demands. (Bakker & Demerouti 2008, 218.) The JD-R Model of Work Engagement is presented in Figure 2 below.

Figure 1.
The JD-R model of work engagement

Source: Based on Bakker & Demerouti (2007)
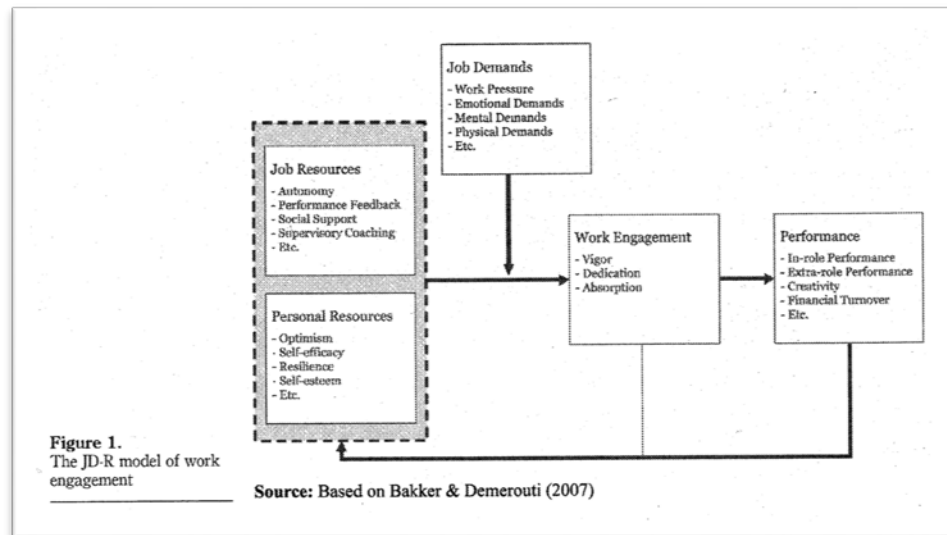
Figure 2. The JD-R Model of Work Engagment (Bakker & Demerouti 2008)

3.5.6   Measuring the Work Engagement with the UWES

There are some existing tools for measuring work engagement. For example, the so called Oldenburg Burnout Inventory (OLBI) is one possible. The negative framed issues in this tool need to be recoded, though. (Bakker & Demerouti 2008, 211.) The tool most often used, and chosen also for this thesis research, is the Utrecht Work Engagement Scale, abbreviated as UWES (Bakker, Albrecht & Leiter 2011, 9, Hakanen 2009b,7, Bakker & Demerouti 2008, 211, Schaufeli & Bakker 2004b). It was developed in Holland, university of Utrecht by professors Wilmar Schaufeli and Arnold Bakker (Schaufeli & Bakker 2004b). Before entering this selected tool deeper, the following needs to be stated. Because the research on work engagement is still emerging, also the tools for measuring are under development. For example, the research in the future should make visible both positive and negative aspects of the psychological state and both short term and long term experiences of engagement should be researched (Bakker, Albrecht & Leiter 2011,

10). However, today and within this research, the current UWES will be used and explained in more detail next.

The UWES is a set of survey statements that a respondent grades with a number from 0 to 6, according to how often the statement is true in his or her own working life. The statements measure the three previously presented dimensions in the work engagement: vigor, dedication and absorption and thus the statements are divided into three respective subgategories marked here with abbreviations VI, DE and AB.

1. At my work, I feel bursting with energy. (VI-1)

2. I find the work that I do full of meaning and purpose. (DE-1)

3. Time flies when I am working. (AB-1)

4. At my job, I feel strong and vigorous. (VI-2)

5. I am enthusiastic about my job. (DE-2)

6. When I am working, I forget everything else around me. (AB-2)

7. My job inspires me. (DE-3)

8. When I get up in the morning, I feel like going to work. (VI-3)

9. I feel happy when I am working intensely. (AB-3)

10. I am proud of the work that I do. (DE-4)

11. I am immersed in my job. (AB-4)

12. I can continue working for very long periods at a time. (VI-4)

13. To me, my job is challenging. (DE-5)

14. I get carried away when I am working (AB-5)

15. At my work, I am very resilient, mentally. (VI-5)

16. It is difficult to detach myself from my job. (AB-6)

17. At my work, I always persevere, even when things do not go well. (VI-6)

The statements are each given a grade ranging from 0 to 6 depending on how often the statement is true in the respondents work.

0 – Never

1 – Almost never (a few times a year or less)

2 – Rarely (once a month or less)

3 – Sometimes (a few times a month)

4 – Often (a few times a month)

5 – Very often (a few times a week)

6 – Always (every day)

Each dimension is calculated an average grade and the whole engagement is calculated a grade. Some norm grades can be given. Schaufeli and Bakker give the following for UWES 17 overall grade:

Very low – 1,93 or less

Low – 1,94 – 3,06

Average 3, 07 – 4,66

High 4,67 – 5,53

Very High – 5,54 and above

(Schaufeli & Bakker 2004b, 37 – 40.)

The UWES has been validated in, for example, China, Finland, Greece, Spain and the Netherlands. (Bakker & Demerouti 2008, 210, Schaufeli & Bakker 2004b) Also the Finnish translation's reliability and validity have been found relatively good (Mäkikangas et.al. 2005, 69). UWES has been recognized as a well working test structure for measuring work engagement. According to Bakker and Demerouti:

> The confirmatory factor analyses applied to these studies confirmed that the fit of the hypothesized three-factor structure to the data was superior to that of any other alternative factor structures. In addition, the internal consistencies of the three subscales proved to be sufficient in each study. It should be noted, however, that some studies failed to find the three-factor structure of work engagement (e.g.

Sonnentag 2003). This may be partly attributed to translation problems when it comes to items that contain metaphors (e.g. "Time flies when I am working"). The research gives a score for each dimension, but sometimes the overall score is the most useful, because of the moderately strong relation of the dimensions. (Bakker & Demerouti 2008, 210-211.)

The version presented here is the UWES 17 and it is used within this research. There are also shorter versions, like UWES 9. Completing the UWES takes between 5-10 minutes. It can be done individually for individual assessment and group wise for group assessment. (Schaufeli & Bakker 2004b, 33.) The method was developed for research, but has been used for mapping the staff and atmosphere in work places. The use of UWES has two conditions. Firstly, it is meant for non-commercial use. Secondly, large samples using the method are required to be shared with the developers of the method in order to further advance the developing of the method. (Hakanen 2009b, 7.) As this research is free and the sample is small and needs not be shared, the conditions are met and the usage of UWES is correct. As the UWES 17 is the method used in this thesis research, it will be revisited in the chapter explaining the empirical part.

3.6   A Brief Summary

In this chapter the concept of motivation and some motivation theories have been briefly introduced. After that, the concept of work motivation and some work motivation theories have been introduced. After that the focus has been zoomed into Positive Work Psychology and Positive Organizational Behavior research. The theoretical framework of this research, the Work Engagement Theory, belongs to those paradigms.

Work engagement is a positive state of fulfillment at work and consists of three dimensions: vigor, dedication and absorption. It has very impressive, empirically proven, positive consequences to an individual worker and whole organizations. It is something that any manager should aspire for him or herself and all staff.

Work engagement is measurable and thus contributes to the empirical research. The most used and reliable tool for measurement is the so called UWES survey, which has been validated in several countries.

The areas of Positive Psychology, Positive Work Psychology, Positive Organizational Behavior research and work engagement are still rather young and emerging. Thus there is not a real debate on the scientific field yet. One significant notion is that the positive traits do not explain everything and a holistic picture of the "valleys and highs and everything in between", as Seligman puts it, is needed. However, work engagement is at the moment regarded as the key factor for company success.

Next the empirical part of this thesis research is presented, starting with introducing the research problem and questions.

4 Methods and Data Collecting

The aim of this thesis research is to is to build a case study about the work engagement of the permanent employees of the CC. The research problem contains two questions. Firstly, how is the work engagement of the permanent employees of the CC now? Secondly, how could the work engagement be concretely enhanced? By answering these questions, suggestions can be made to develop the work engagement and thus the work motivation and following that the productivity of the CC.

4.1 The Research Approach: Case Study

In a case study, the object of research is usually a phenomenon or a chain of happenings. An object can also be an individual, a community, an organisation, a city, a state or a civilisation. (Laine, Bamberg & Jokinen 2007, 9 – 16, Yin 2009, 19.) In this sense, the object of this research is perfect for a case study.

According to Ojasalo, Moilanen and Ritalahti (2009), a case study answers questions "how" and "why". It produces information of a real time phenomenon in its real situation and context. It enables one to understand the object holistically in its real context. Thus it brings depth to development and makes it possible to understand the complexity of participles without simplifications. "In case study it is thus more important to gain a lot of information of a narrow object, than to gain a little information of a vast group." (p.52) A case study does not treat the research object as a sample from a vaster material and thus does not strive to a statistical generalization. It is a good tool in understanding, for example, the relationships and action between employees. It is important to understand the object as a case and that can be done in a categorical, functional or situational way. (Ojasalo et al. 2009, 52 - 53.) All this describes also this research well.

The data of a case study can comprise of both quantitative and qualitative material. The concepts of quantitative and qualitative are sometimes overlapping, because some surveys gather data that is more qualitative by nature and some qualitative sources contain quantitative information. With a case study, there are at least four ways to handle and interpret the data. Firstly, a case study is suitable for evaluating potential causal links

in real-life interventions "that are too complex for the survey or experimental strategies". With a case study it is also possible to describe, illustrate and enlighten. (Yin 2009, 19.) This research is a single case study using both quantitative and qualitative data. Their overlapping nature is recognizable. The main aim is exactly to evaluate the potential causal links in real-life interventions "that are too complex for the survey or experimental strategies". That means that even though the Work Engagement Theory and the UWES 17 -survey offer a straightforward quantitative analysis tool, the need of finding a concrete developing aspect for this research demands to go deeper into the more complex real life interventions. That is carried out by the focus group discussion where the survey findings are verbally pondered. It must be underlined that case study is the best option when wanting to avoid over simplifications, as is the case here.

Yin (2009) further describes case study in the following way.

> "1. A case study is an empirical inquiry that
>
> - investigates a contemporary phenomenon in depth and within its real-life context, especially when
>
> - the boundaries between phenomenon and context are not clearly evident.
>
> 2. The case study inquiry
>
> - copes with the technically distinctive situation in which there will be many more variables of interest than that data points, and as one result,
>
> - relies on multiple sources of evidence, with data needing to converge in a triangulating fashion, and as another result
>
> - benefits from the prior development of theoretical propositions to guide data collection and analysis." (Yin 2009, 18.)

All this depicts the parameters of this research well. This research studies the contemporary phenomenon of work engagement in the real life context of the permanent employees of the CC. The boundaries between the phenomenon of engagement and its' context are certainly not clearly evident but in interaction. Researching this interaction is the essential task of this research. The situation under study is technically distinctive containing more variable of interest than can be reached at with a simple quantitative data. The research uses quantitative survey and qualitative focus group discussion and thus relies on multiple sources of evidence. The research is guided by the prior

development of the theoretical proposition of the Work Engagement Theory and job resource factors as guides of data collection and analysis.

It needs to be emphasized that case study, as stated above by various writers, is an approach that does not strive at generalizations and over simplifications. It allows to state the tensions, variations and differences. That is the primary reason why case study was chosen as the approach for this research. It is not the intention of this research to present any generalizations, but to understand the particular object of research as thoroughly as possible.

4.2   Planning the Research

Planning the research with the contact person of the CC was seamless and easy. After the Work Engagement Theory was chosen, it was a natural continuation to use the UWES 9 or 17 (see chapter 3.5.6). To make the survey stronger, set of questions concerning job resource factors was added. The job resources that were asked were from all the four categories explained in chapter 3.5.3:

Physical; dealing with the actual work

- My work is meaningful.

- My work is challenging enough.

- My work has a meaning.

- My work is independent enough.

Psychological

- My work is stressing.

- I know my own work role and basic task.

- The work tempo is suitable.

- I can affect the planning of my work schedules.

Sosiological

- I get well along with my colleagues.

- The work atmosphere is free.

- There is a good action happening at the work place.

- I feel appreciation in my team.

Organizational

- The relationship with my supervisor is trustworthy.

- My supervisor encourages me.

- I get feedback from my work.

- My work input is appreciated.

These questions are, as can be seen, in form of statements. The respondents were asked to comment on them by grading tem at the Likert scale ranging from 0 to 3 in the following way:

0 – Disagree completely

1 – Disagree partly

2 - Agree partly

3 – Agree completely

As an individual choice within this research, also a third set of questions was added. It asked what do the respondents consider as the main reason or source behind their answers. Where can their experience of work engagement and job resource factors be derived from? Five options were given:

1 – The Industry. My answers would be approximately the same at any work place at this industry.

2 – The CC itself. My answers would be different if I worked somewhere else.

3 – The Close team. Above all, the reason behind my answers is my close team or department.

4 – The Personal resources. My answers might have been different had my situation in life been different.

5 – Cannot point out. I cannot separate.

With this final question asked, it could be seen whether, for example, those who consider the CC as the reason behind their answers have a higher or lower work engagement than others.

The concrete research question sets were thus following.

1.) What are the job resource factors of the employees of the CC?

2.) On what level do the employees of the CC experience work engagement (UWES 17)?

3.) What is the main reason behind your answers: the field of industry, the CC itself, the close team at the CC, your own personal resources or it's impossible to point out?

Together with the contact person it was decided that the survey would be carried out anonymously and even without any questions concerning the post or years in service. Thus the answers could not be linked to anybody and answering honestly would feel safer. In a small work community this was considered safer and hopefully increasing the number of respondents. The language of the research was Finnish. But as the survey statements are standardized both in English and in Finnish, there is no concern about something being lost in translation. The contact person distributed the Webropol-based survey link to all the employees. Later we understood that a paper version of the survey would have increased the number of responds, which remained at 16 out of 27, resulting at percentage of 57. The questionnaire and cover letter will be attached in the end of this research as APPENDIX 1.

The second research question went beyond the basic idea of UWES and the current state of the work engagement. The question was: Now when we know the current state of the work engagement of the permanent staff of the CC, how could it be concretely enhanced? This second theme was necessary in order to get the strong development aspect required for this thesis. In order to answer this second question, a qualitative focus group discussion was carried out. The themes selected for the focus group discussion were based on the areas that had received the weakest points in the UWES survey. Because the themes of UWES were strongly correlating with the themes of the 2011 report (see chapter 2.4), some elements were used also from there. The basic idea of the focus group discussion was to ponder whether there would be some solutions for enhancing the weakest areas of the work engagement.

The contact person of the CC organized the interviewees. There was one representative from each section: hall, kitchen, hotel and sales. As the commissioner had genuine interest in this research and this wasn't any competition, there was full confidence that the ones selected to the discussion would be people with honest opinions and courage to speak. The discussion was carried out in one of the cabinets and recorded by the interviewer. All the participants were kept anonymous and referred to by numbers for 1 to 4. The discussion lasted for approximately 1,5 hours. After the discussion was over, the recording was carefully transcripted. The discussion was carried out in Finnish and all quotations have been translated into English by the researcher.

The participants were sent explanation and preliminary questions in advance, although the discussion moved more freely and entered into areas that could not be foreseen. The preliminary questions were following:

- First of all, congratulations for working at the famous CC! Also the background material shows that the workers are proud of their work. And on the whole, the staff turnover is low.

- In the research from 2011 it was clearly indicated, that the employees don't feel being heard by the leaders. And the visions of the leaders concerning, for example, procedures, are not clear for many workers. For example, it was mentioned that that there is too much work load at some departments and nothing

was done about it. Do you think that the situation has improved in four years? Do you feel better heard today?

- What concrete suggestions do you have to make the needs and questions better heard at the leadership level? (You can give even utopistic ideas!)

- In which ways could the workers experience receiving more support and encouragement and positive feedback for their work? (You can give even utopistic ideas!)

- What other concrete ideas would you have in order to make the work wellbeing and experiencing the work engagement better? (You can give even utopistic ideas!)

Along with the preliminary questions, the participants were encouraged to come to the discussion with open minds. There would no right or wrong answers and anything that could be said aloud might be of importance. The letter sent to the participants is attached in the end of this research as APPENDIX 2.

When planning the focus group discussion, an ethical dilemma occurred. Some of the questions would lead to discuss the reportedly unpredictable behavior by the leaders. Is it suitable to ask employees questions about the behavior of their leaders? Would it be safe for the participants? This dilemma was solved by carrying out the focus group discussion anonymously. The participants were promised that if they would come to regret anything they have said, anything could be removed later on. The researcher also promised to make the final presentations and reports so, that it could not be traced whether some comment originated form this focus group discussion or from the 2011 report (see chapter 2.4). Later on it became obvious, that the challenges of the work community are commonly known and talked about and thus there is no risk of compromising any of the discussion participants. Like the contact person commented: "We all know these challenges and we must be able to talk about them." And in the end, the fact that this research has been encouraged and hoped for by the CC itself, contains the idea that this company is not afraid of facing its own points of development. That is most respectable.

4.3 Considerations on the Quality of Data Collection

As Yin (2009, 66 – 125) instructs, the planning and preparation for the data collecting was done as thoroughly as possible. A case study protocol was developed. As for the quantitative survey, it was solidly based on the validated UWES 17 and well established job resource factors. As for the focus group discussion, the skills of a qualitative interviewer – listener and observer – were practiced. The questions of protecting the employees' anonymity were considered. The only missing item of those listed by Yin was a pilot case. Multiple sources were used. A case study database for all the data was assembled; quantitative survey results in Webropol and qualitative discussions on tape and in transcripts. The back ground information from the 2011 report (see chapter 2.4) is kept safe and can be read anytime.

4.4 Data Analysis - Considerations on Reliability, Objectivity and Reliability

The data will be presented and analyzed in the chapter five. However, here in this chapter the background and values of the process will be pondered.

4.4.1 Reliability

Reliability, meaning that the results can be repeated anywhere, cannot be expected in a case study that is researching just one case. For example, according to Wolcott (1995, cited by Hirsjärvi, Remes and Sajavaara 2004, 217), case study is always unique and thus the traditional ways of analyzing reliability and validity cannot be used. However, the results should be repeatable in the frames of that one case. This challenge will be taken on in this research so, that the conclusions drawn rest on solid common understanding in all the sources. On the other hand, in the best scenario, the object of research develops during time and if the same questions would be asked after some time, the answers would have changed. It is important to point out that the case study is bound on this moment in time and history.

4.4.2 Objectivity

Objectivity, meaning that the results don't reflect the researcher's opinions but the opinions of those researched, is a serious challenge. Especially when reporting qualitative data, attention needs to be paid as to what include, exclude and how to create the right impression of the opinions and emotions of the particiopants. The researcher needs to self-evaluate and open up how the findings came to be. For example, a researcher could ask leading questions and then report them as if they originated from the interviewees. According to Janesick (2000, cited by Hirsjärvi, Remes and Sajavaara 2004, 217), core elements in a qualitative research are the descriptions of persons, places, and happenings.

> The places and circumstances in which the interview or observation was carried out, should be explained clearly and truthfully. Also the amount of time spent, possible interferences, misinterpretations in the interview and self-evaluation of the researcher. When analyzing a qualitative data, classification is central. The reader must be informed about the roots how the classification was made and on what was it based. Also the interpretation of the results must be opened up. A researcher must have the ability to ponder the answers and bring them to the level of theoretical observing and the basis why he or she is making his or her interpretations, must be thoroughly explained. (Hirsjärvi, Remes and Sajavaara 2004, 217 – 218.)

The researcher behind this thesis research has done her absolute best to avoid reporting any discussion themes that clearly arouse out of her own initiative without a basis in the survey or the 2011 report introduced in chapter 2.4. Only results that can be firmly established on the survey and qualitative focus group discussion are reported. Any attempt of making the results appear either smoother and "nicer", or dramatic and groundbreaking are avoided.

4.4.3   Validity in Various Perspectives

Validity, meaning that a research tells as accurately about the issues it is dealing with, must be considered from many perspectives in a case study. The validity of this research by its' construct, internal validity and external validity will be considered next. This is, obviously, a serious part in order to establish that the research has any significance in the real world.

Yin (2009, 41) proposes the following items in order to make a research valid by its' construct. There need to be multiple sources and the chain of evidence established. The key informants must have reviewed the draft of the report. All this is secured in this research. As stated frequently, there are many sources. The chain of evidence, meaning that any claim can be backed up with clear points leading to the original data, was and is kept in tact. Anything can be checked later of if necessary. The only notion is, that in order to maintain the anonymity of the focus group discussion participants, the recording must be re-listened by someone outside the work community. The key informants were given the draft and they could make observations and comments freely and they were taken into account.

Yin (2009, 41) lists also items necessary for internal validity: pattern matching, explanation building, addressing rival explanations and logic models. All these are taken into account with the data analysis and presentation in the following chapter. Concerning the rival explanations, the third question in the quantitative survey concerning the source or reason behind the work engagement experienced serves the idea. It is not taken for granted that the engagement is dependent only on the CC, but other options are taken into consideration. Also other rival explanations, like reactions to the interviewer or real-life rivals like other explanatory factors than the work engagement have been taken into account the best possible way. The Work Engagement Theory and job resource factors were relied on. As for this report, the quantitative data has been displayed in pictures, allowing any reader make his or her own judgments. As for the external validity in a single case study, the theory is important (Yin 2009, 41). As noted earlier, the Work Engagement Theory has been used and given all proper credit.

5   Work engagement at the CC

In this chapter, the data will be presented and analyzed. First the results of the
quantitative survey consisting of three set of questions will be presented. After that the
contents of the qualitative focus group discussion will be outlined.

5.1   The Quantitative Survey with the Three Sets of Questions

The small sample size, 16 respondents out of 27, makes the most statistical conclusions
secondary in relevance. However, the survey gives understanding for the situation of the
respondents at this workplace. The averages and standard deviations are the most useful
tools and thus only they are presented in the following analysis. Some of the respondents
had left some statements unanswered and thus the sample varies between 15 – 16 per
statement. This is most likely a simple mistake by the respondents and will not be given
more attention.

5.1.1   The First Set of Questions: Job Resource Factors, Average Grades for Each
Statement

The first set of questions in the survey concerned the job resource factors. There is no
universal scale like in the UWES 17, but the scale from 0 (disagree completely) to 3
(agree completely) shows the strength of each statement and allows to make
comparisons. The Figure 3 below shows the grade averages and standard deviations for
each job resource factor statement.

The Job resouce factors

Grade averages (blue) and standard deviations (red) (n = 16)

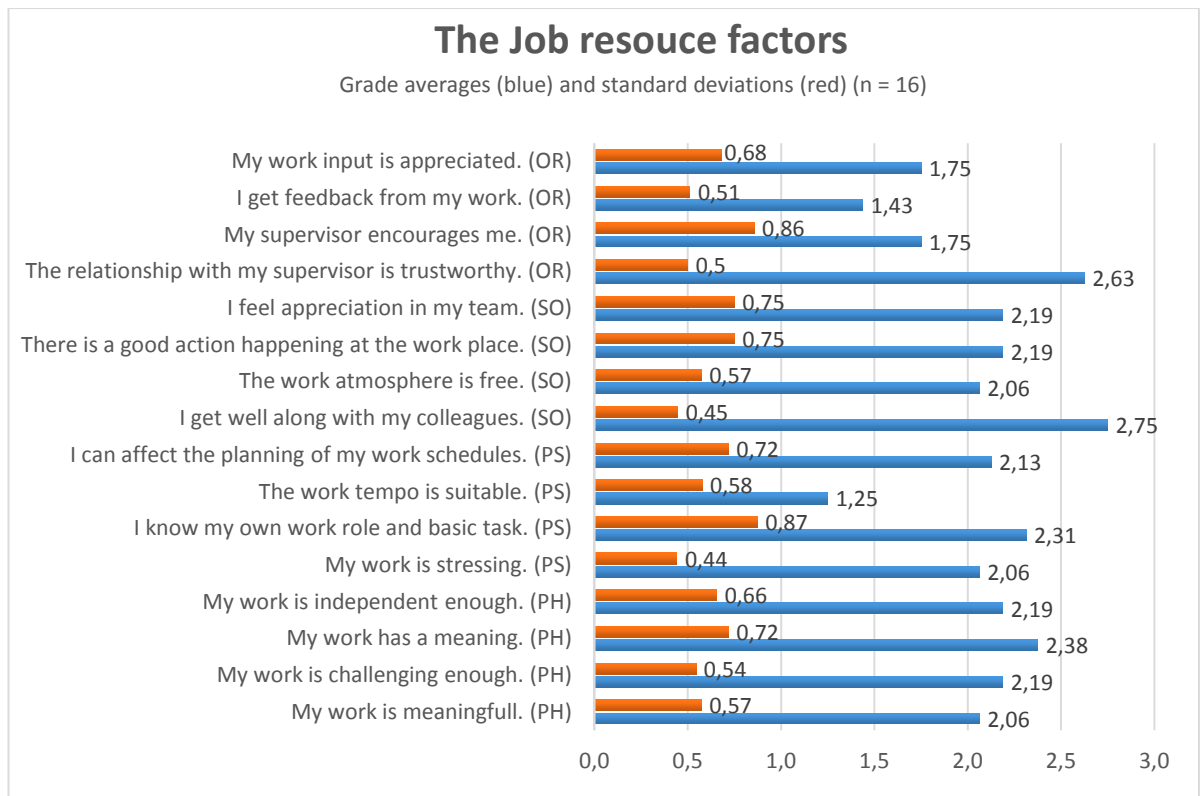| Statement	Std Dev	Average
My work input is appreciated. (OR)	0,68	1,75
I get feedback from my work. (OR)	0,51	1,43
My supervisor encourages me. (OR)	0,86	1,75
The relationship with my supervisor is trustworthy. (OR)	0,5	2,63
I feel appreciation in my team. (SO)	0,75	2,19
There is a good action happening at the work place. (SO)	0,75	2,19
The work atmosphere is free. (SO)	0,57	2,06
I get well along with my colleagues. (SO)	0,45	2,75
I can affect the planning of my work schedules. (PS)	0,72	2,13
The work tempo is suitable. (PS)	0,58	1,25
I know my own work role and basic task. (PS)	0,87	2,31
My work is stressing. (PS)	0,44	2,06
My work is independent enough. (PH)	0,66	2,19
My work has a meaning. (PH)	0,72	2,38
My work is challenging enough. (PH)	0,54	2,19
My work is meaningfull. (PH)	0,57	2,06

Figure 3. The Job resource factors, grade averages and standard deviations.

The strongest work resource factor are the colleagues and close by is the trustworthy relationship with the supervisor. Quite surprisingly then, the statement "I get feedback from my work" has scored the second lowest grade and "My supervisor encourages me" together with "My work input is appreciated" the third lowest. Even though the close team, in the big picture, seems to work well, there is still lack of encouragement, feedback and appreciation. One has to notice, that there was no separation in the survey questions between the closest supervisor, the middle management and the highest leadership. So it is likely that the respondents have considered different supervisors and/or leaders when answering. Whichever way, lack of feedback, encouragement and appreciation should be met on all levels of supervisors and leaders.

The worst grade – by far – was given to the statement "The work tempo is suitable". This is familiar from the 2011 research introduced in chapter 2.4 and it was completely enforced later on in the focus group discussion. There is at the moment too much work and the employees have to stretch a lot. This correlates well also with the findings of the UWES 17 which will be presented in the next chapter: resilience and vigor is needed in this situation.

5.1.2 The Four Areas of Job Resource Factors: Physical, Psychological, Social and Organizational

When the four categories of the job resource factors are observed separately, the strongest category is those of the social resource factors with the average grade of 2,3. That category is presented in the Figure 4 below.
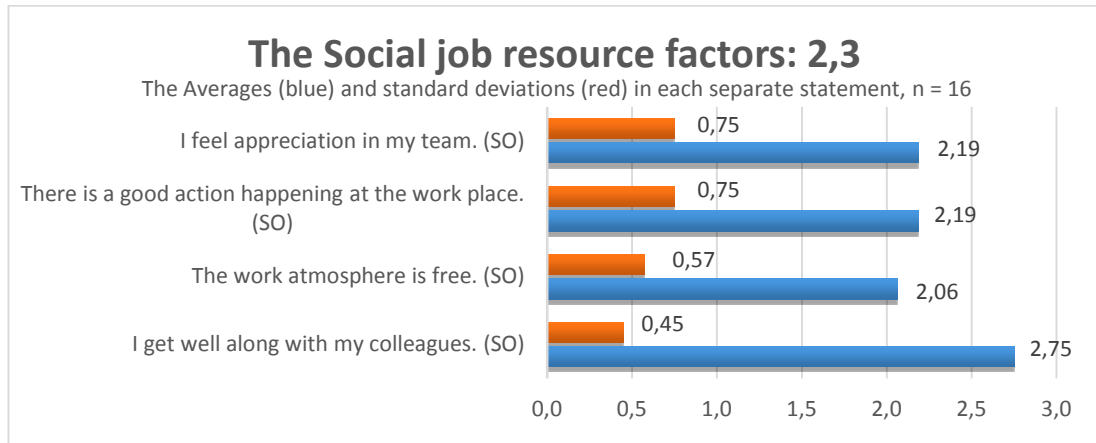
The Social job resource factors: 2,3
The Averages (blue) and standard deviations (red) in each separate statement, n = 16

Statement	Std dev	Average
I feel appreciation in my team. (SO)	0,75	2,19
There is a good action happening at the work place. (SO)	0,75	2,19
The work atmosphere is free. (SO)	0,57	2,06
I get well along with my colleagues. (SO)	0,45	2,75

Figure 4. The Social job resource factors, grade averages and standard deviations

Close behind the job resource factors based on the work itself with the average grade of 2,2. That category is presented in the Figure 5 below.

The Physical (based on the work itself) job resource factors: 2,2
The Averages (blue) and standard deviations (red) in each statement, n = 16

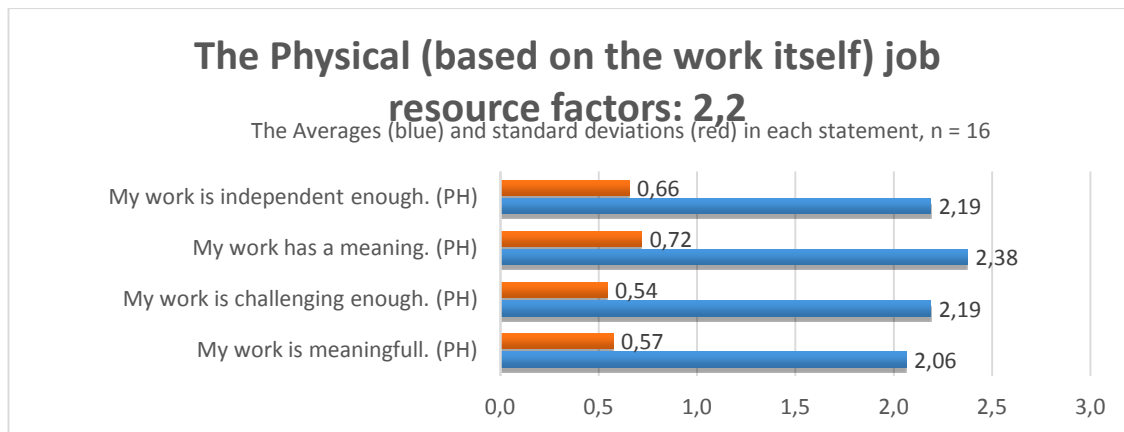| Statement	Std dev	Average
My work is independent enough. (PH)	0,66	2,19
My work has a meaning. (PH)	0,72	2,38
My work is challenging enough. (PH)	0,54	2,19
My work is meaningfull. (PH)	0,57	2,06

Figure 5. The Physical job resource factors, grade averages and standard deviations

Both the psychological and organizational job resource factors have graded the lowest average of 1,9. They are preneted in the Figures 6 and 7 below.
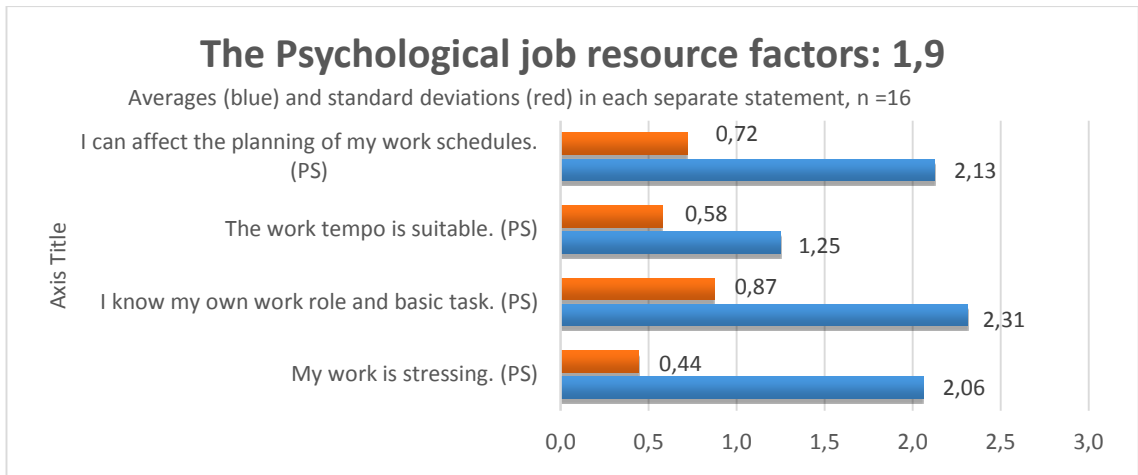
The Psychological job resource factors: 1,9
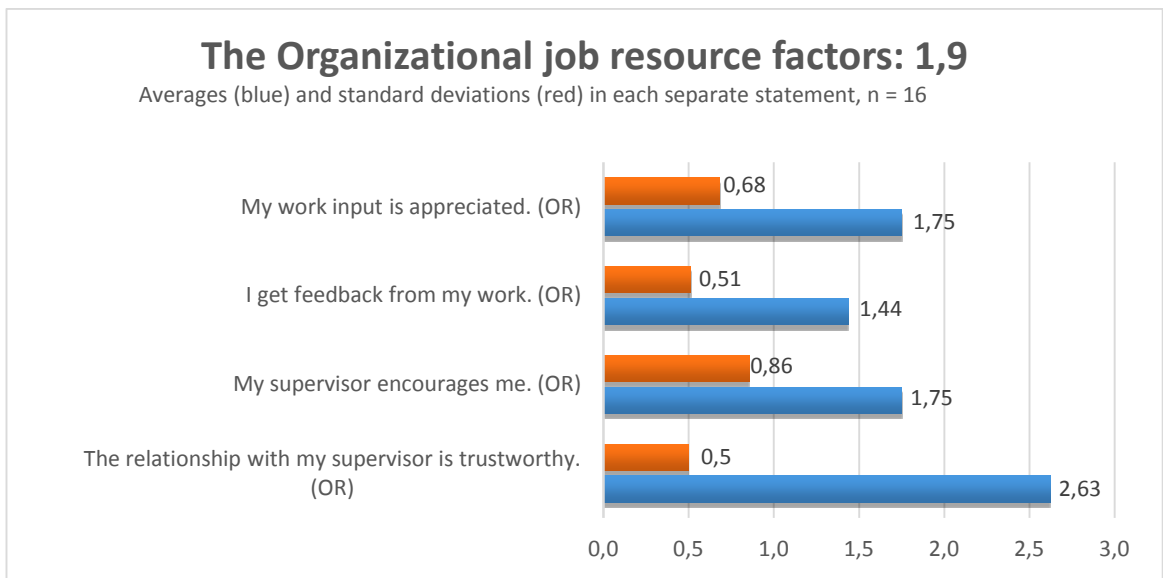
Averages (blue) and standard deviations (red) in each separate statement, n =16

Statement	Red	Blue
I can affect the planning of my work schedules. (PS)	0,72	2,13
The work tempo is suitable. (PS)	0,58	1,25
I know my own work role and basic task. (PS)	0,87	2,31
My work is stressing. (PS)	0,44	2,06

Figure 6. The Psychological job resource factors, grade averages and standard deviations.

The Organizational job resource factors: 1,9

Averages (blue) and standard deviations (red) in each separate statement, n = 16

Statement	Red	Blue
My work input is appreciated. (OR)	0,68	1,75
I get feedback from my work. (OR)	0,51	1,44
My supervisor encourages me. (OR)	0,86	1,75
The relationship with my supervisor is trustworthy. (OR)	0,5	2,63

Figure 7. The Organizational job resource factors, grade averages and standard deviations.

All this seems to be in line with the findings of the UWES 17 –survey and work engagement. The respondents appreciate the team and are proud of their work. The work tempo, which is here counted into the psychological resource factors, is too heavy and there is something not right about the feedback, encouragement and appreciation.

5.1.3 Job Resource Factors, the Exact Answers for Each Statement

The Figure 8 below demonstrates the concrete amount of answers in each category from 0-3 for each statement.
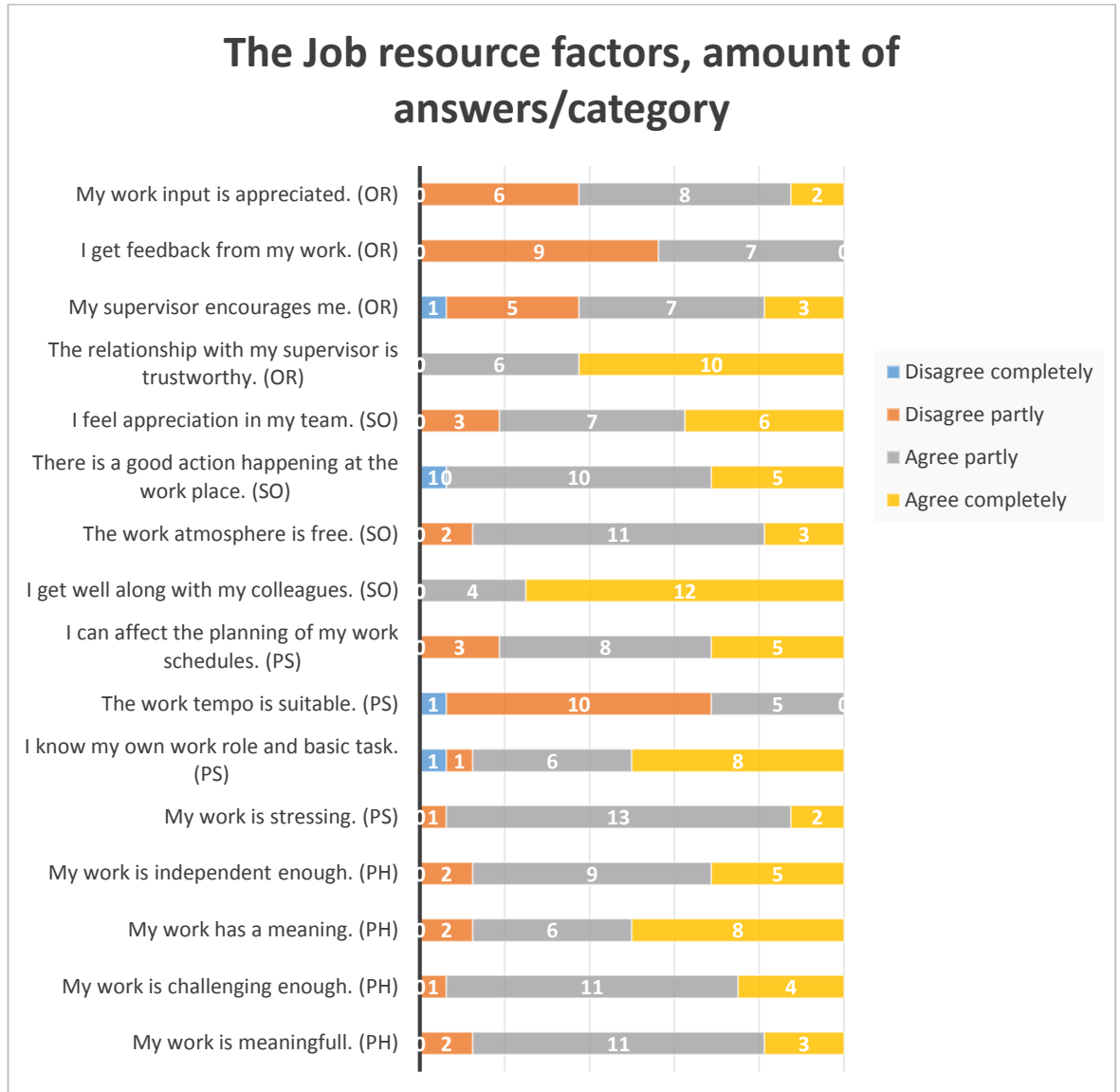

Figure 8. The Job resource factors, amount of answers/category.

There are some "disagree completely" answers. Those regard statements about superior encouraging, good action happening, work tempo and knowing one's role and basic task. Especially the last mentioned is worrying. There is someone who disagrees completely about knowing his or her role and task. Also the statements where absolutely no-one answered "agree completely" are interesting. Those were the statements about getting feedback and the work tempo. So no-one agrees completely about getting feedback.

These need to be taken seriously into account even though the overall grade for work engagement and job resources is high.

5.1.4   The Second Set of Questions: UWES 17, the Work Engagement Grade

In total, the work engagement grade for the respondents of the survey was 4,82. The grade ranks "high" (see chapter 3.5.6) and the CC can be rightfully congratulated. The Figure 9 below demonstrates the grades for all 17 statements.
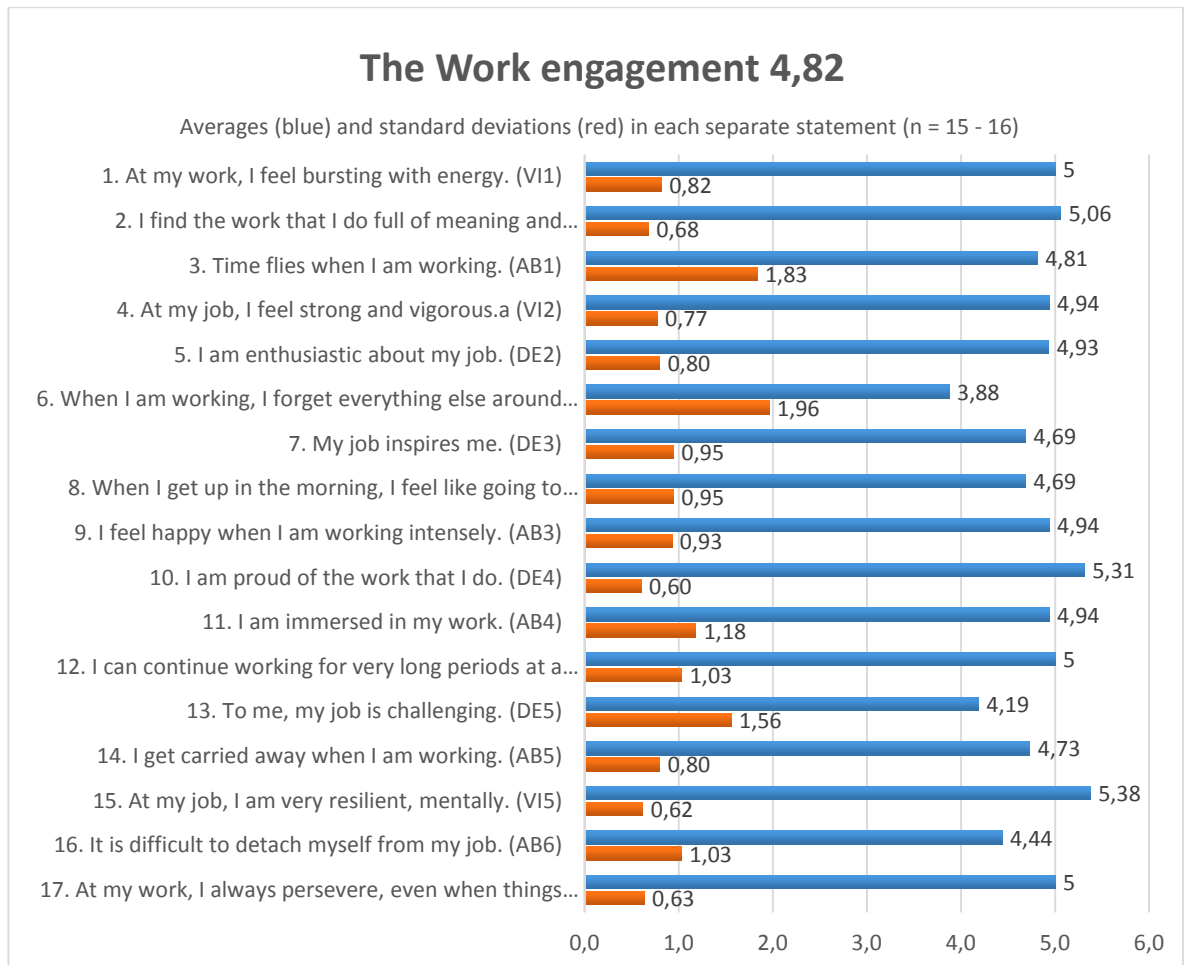
Figure 9. The Work engagement, grade averages and standard deviations.

The statement 15, "At my job, I am very resilient, mentally", got the highest grade: 5,38. Since it also has a low standard deviation, it can rightly be considered well established. Second highest was statement 10 "I am proud of the work I do" with grade 5,31 and also a low standard deviation. Third statement with a grade over 5 is number 2, "I find the work that I do full of meaning and purpose". Also this statement has a low standard deviation. Not far behind from these top three statements are number 4, "At my job, I feel strong and

vigorous", number 9, "I feel happy when I am working intensely", and 11, "I am immersed in my work". These statements had a bit bigger standard deviations.

Then for the weakest grades, which are interesting in order to find areas to develop. The lowest grade was received by statement 6, "When I am working, I forget everything around me". This statement received 3,88. Two things stand out. Firstly, the standard deviation is really big, 1,96. Opinions have differed a lot. Secondly, there seems to be contradiction with the fact that the statement 11, "I am immersed in my work", was graded high with the average of 4,94. Is this happening because the work at this industry is all about customer service, so even though the work immerses, one still simply cannot forget about everything else because taking care of that "everything else" is the work?

Other two statements with the lowest grades were number 13, "To me, my job is challenging" with the grade of 4,19 and number 16, "It is difficult to detach myself from my job" with the grade of 4,44. It needs to be remembered that even though these grades are lowest in this survey, they are rather high in the work engagement scale on the whole.

5.1.5   The Dimensions of Vigor, Dedication and Absorption

The highest grade was scored by the dimension of Vigor: 5,0 (Figure 10). That is actually higher than the complete work engagement grade of 4,82. This draws a picture of hard working employees determined to make all they can to maintain the high quality. To describe them as the heroes of their own work would not be misplaced. As will be presented later, this correlates with the reality of their work as they described it in the focus group discussion.
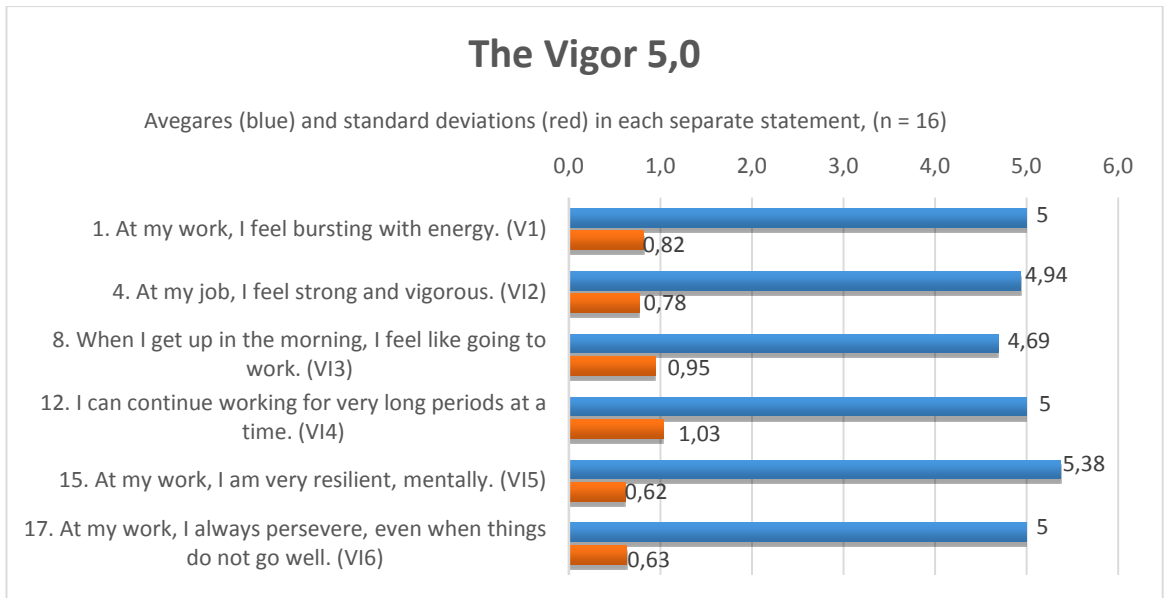
Figure 10. The Vigor, grade averages and standard deviations

The second highest grade was scored by the dimension of dedication: 4,8 (Figure 11). This correlates well with the low employee turnover and the fact that the employees are proud to work at the CC. As will be shown later, the employees consider the CC and their own input so good, that it is difficult to make it any better. This would also correlate with the previously introduced consequences of high work engagement: the workers are able to create their own good feedback by making observations themselves.
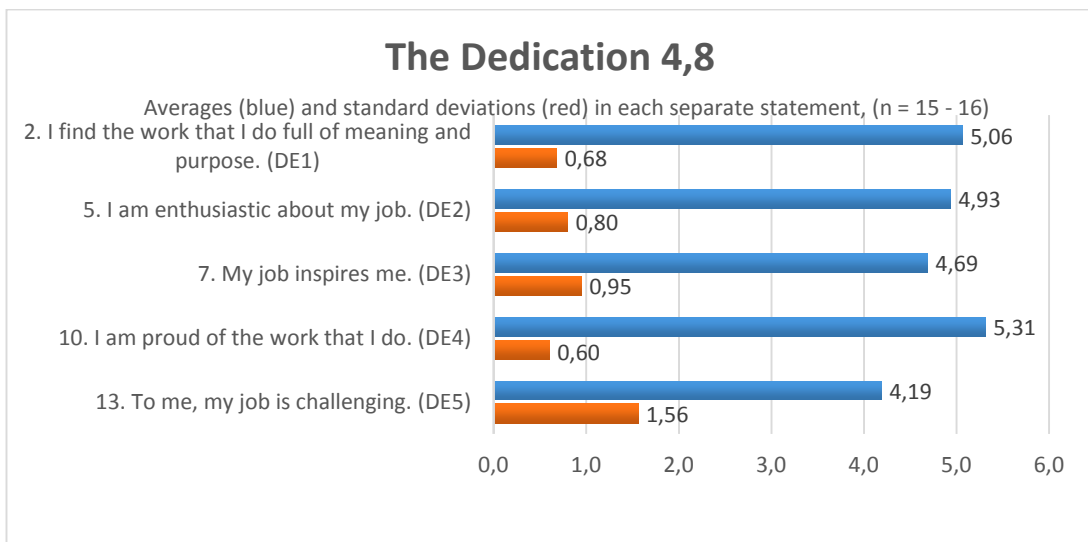
Figure 11. The Dedication, grade averages and standard deviations.

The lowest of the three dimensions is the absorption: 4,6 (Figure 12). On the work engagement scale on the whole, it is still rather high. However, being the lowest at this work place, correlates with what will be later on presented. Even though the employees work

hard and appreciate themselves what they put in, there are issues that disturb the complete absorption. It also needs to be stated that a service industry work by nature is something that cannot absorp one like, for example, knowledge creating work alone in an office. Or at least the concept of absorption needs to be defined and when it has not been defined, different ways of understanding it may occur.
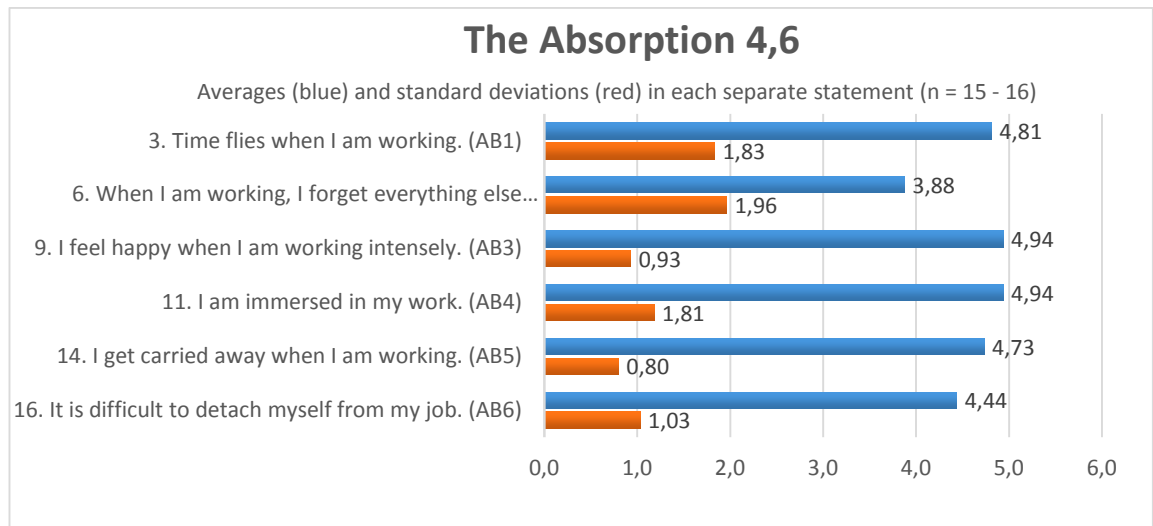

Figure 12. The Absorption, grade averages and standard deviations.

When observing the grades with their strenghts and weaknesses it can be established that the results correlate very strongly with what has been previously researched by an anonymous consulting company in 2011. Those results have been briefly presented in the background chapter 2.4.

5.1.6 The UWES 17, the Exact Answers for Each Statement

Another window to the results is presented in the Figure 13, which shows the amounts of answers in each category statement by statement. This figure, in a way, opens up the standard deviation. It is possible to see exactly how many respondents answered what.
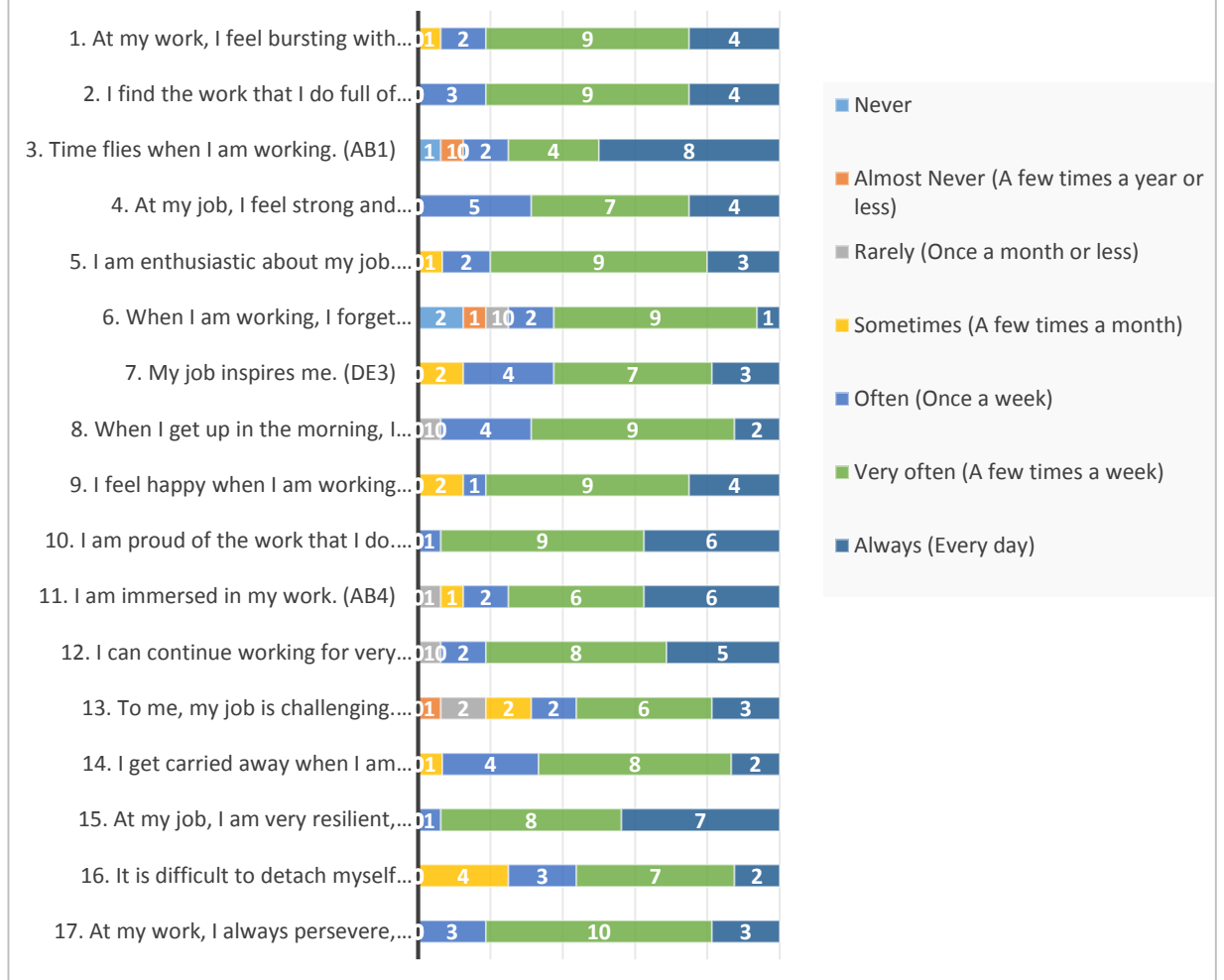
Figure 13. The UWES 17 -statements, amount of answers/category.

The most interesting thing is that there are a few absolute "never"-answers to the statements of time flying and forgetting everything around oneself. There are also some "almost never" and "rarely" -answers to various questions. So there is, for example, someone who never feels like time flying when working even though the work engagement total grade for the whole company is 4,82. Unfortunately there is no way of seeing who these employees are; at which sector they work, what is their position etc. Are these workers who experience these positive things rarely maybe from the management? There is no way of focusing development ideas exactly to them. This is because we opted for a survey without any personal information asked in order to protect the respondents.

5.1.7 The Third Set of Questions: What Is the Main Reason Behind the Answers?

The only way to separate the respondents a little bit is to look at the results of the third question, which was asking what do they consider as the main reason behind their answers: the industry, the CC itself, the close team, one's personal resources, or whether it is not possible to point out. The answers came according to the Table 1 below.

The Reason behind the answers	How many chose	The average work engagement of those who chose it
The Industry	3	4,5
The CC itself	7	5,0
The Close team	2	5,0
The Personal resources	3	4,5
Cannot point out	1	5,2

Table 1. The Number of answers / the main reason behind the answers.

In this table it is seen that the biggest considered reason behind the answers was the CC itself (7), the second place was shared with the industry and personal resources (3 and 3). The close team got two answers and one answered that he or she cannot point out the precise source. Even though there would seem to be some differences between the work engagement of those who chose different reasons for their answers, the difference of amount of respondents makes statistical comparison impossible. Thus, the answer to the question whether those that pointed out different reasons behind their answers would differ in their level of work engagement, is no. The considered reason doesn't seem very relevant. 9 out of 16 respondents considered that either the whole CC or the close team is the main reason behind their answers and thus it can be said that the company itself holds many keys to enhancing the work engagement. However it needs to be reminded that there is no statistical relevance because of the small sample.

5.1.8 Conclusions of the Survey

1.) The overall grade is high and big picture seems rather good.

2.) However there are some serious exceptions. For example, no one agrees completely with the statement of getting feedback.

3.) Employees are proud to work at the CC and resilient to work vigorously.

4.) The close team is the major job resource. The social work resource factors and those connected with the actual work are the strongest categories.

5.) There is lack of staff and too much work.

6.) There are challenges with feeling encouraged and appreciated and lack of feedback.

7.) Nine out of 16 respondents answered that either the CC itself of the close team was the main reason behind their answers. There is no real correlation between any of the given reasons behind the work engagement grade and the grade.

5.2 The Focus Group Discussion

Based on the findings of the survey and in order to ponder on ways of developing the weakest areas, a focus group discussion was arranged. Next, the major themes that either were taken from the original interview guide or then came up during the discussion itself will be opened.

5.2.1 The Overall View of the Working Conditions and Realities of the Business

First of all: the staff seems to be proud of the CC and proud of the team. What the survey showed, was certainly enforced in the discussion. However, it is practically a continuing routine that the work schedules don't hold. All the participants of the discussion recognize that the work lists are often only something more of a theory without connection with the reality. "It says here that my shift will end at 15 pm, but I know it won't happen". If there are complete extra hours, they can be taken back later on. Sometimes one cannot plan when they are taken back, because it can happen some day when it is obvious that there won't be that many customers and someone can just leave. So the system does not make the plans of private life easy. And if there are "only" 15 minutes of extra time, that probably will not be taken back later on, so there are plenty of "15 minutes" that never show

anywhere. Workers simply stretch. In that matter the situation is just like it was described in the written sources. There is too little staff. But that staff is vigorous.

However negative this might sound, the interviewees seem to be aware that the lack of staff cannot be easily met. The financial situation being what it is, everybody understands that flexibility is needed. "We don't think that the leader is crabbing the money behind our backs!" The working life has changed and the situation is not better in this matter anywhere else. It is not good, but now the work situation in Finland is difficult. There might be better situation in the future. One interviewee said that s/he believes this situation is temporary – otherwise s/he will not have strength to carry on. But another one was skeptical and said that after every recession, some reductions in the work force always remain permanent. Things might not change.

5.2.2 The Team Spirit

The workers are proud to be working at the CC and they are proud of their team. It is the team that gives positive feedback when one sacrifices his or her free time and stays for extra hours. On the other hand, it is also the team that shows disappointment when one cannot stay. But overall, the team spirit at the CC seems to be great. This was stated at the 2011 report (see chapter 2.4), it was shown at the UWES -survey and it was reinforced in the focus group discussion.

5.2.3 About Feedback, Encouragement and Appreciation

The question about feedback, encouragement and appreciation from the supervisors and leaders had to be brought up because it showed so strongly in the survey. The discussion participants enforced this challenge completely. They could use more feedback and simple appreciation. Now they feel taken for granted by the leadership.

However, it needs to be emphasized that they don't long for any pampering. According to the discussion participants, the main responsibility of the highest leadership is to see that the financial side is in order and thus maintain the work places. The staff does not need any special pampering. According to the participants, their industry is different from industries like IT. At the field of IT, new innovations are constantly needed and thus there is need to focus more on the wellbeing of the staff as human beings. The main

responsibility of the highest leadership at the CC is to maintain their work, so there are clear expectations towards the leadership as well.

The discussion participants were challenged with a mental picture about their customer service as the pivotal ingredient in the CC's success. If the employees were paid more attention as human beings, would that increase the profitability in the form of improved service etc.? The answer was: "We are already the best. We are a hell of team. We cannot improve!" Thus the big picture seems to be that the workers don't expect any special attention, because they know that they are "f***king good" already and proud of it.

Basically it seems that the employees expect to be treated well and shown appreciation – but they don't need any special pampering. Then why is everybody not satisfied? "One does not always know what one is missing..." pondered one participant. It is not always easy to recognize the exact source of dissatisfaction. The next chapter will answer this question.

5.2.4   The Issues with the Unpredictability of the Leadership

Then what is the challenge with the leadership that came up so frequently in the report from 2011 (see chapter 2.4) and also in the survey? It seems that some of the leaders sometimes lose their temper and say things that no adult is supposed to say. Like one employee said: "I was shocked. Is this person really saying those words to me? Is this happening?" The leaders also fail completely in giving positive feedback – even a small thank you or other recognition for the employees for sacrificing those invisible "15 minutes" on regular basis. "If the leaders stopped shouting at us and the tension of not knowing what to expect every time would seize, it would probably increase the strength of doing one's work."

5.2.5   On the Family Atmosphere

As a mixture of a joke and a serious idea, the suggestion of establishing "Work Place Rules" on the wall came up. The idea was about rules for behavior, like those in a school class. The rules would say, for example, that it is not allowed to shout at others and one has to pay attention to others as well. This idea, where ever it originated from, was constantly returned at during the discussion. These rules would be needed not only for the

sudden losses of temper by anybody, but for any situation. Namely, the CC is a working place with a family atmosphere and that has it's positive and negative sides. The negative ones include the phenomenon that some employees consider the work community as a proper place for opening up about their personal problems. Thus, there are various understandings among the employees about what kind of behavior and what level of private talking is suitable in order to make the work engagement flow.

5.2.6 On Becoming Heard

Why do some of the employees feel that they don't get heard? First of all, it is difficult to arrange official meetings, for example, for all the members of one sector. This is due to the fact that the house is always open, there are always customers and there is never a moment when all the members of one sector could get together. This makes it difficult to make everybody feel heard or even hear everything important themselves. The ideas are also often forgotten. The sales sector is the only exception: they can share their thoughts during the day easily, since they all sit in the same office.

Also the employees themselves need to put in more effort. According to the discussion participants, when there are meetings, the employees seldom open up. It is easy to speak behind the corner, but not in the meeting. One reason is the unpredictability of the highest leadership. It was even stated: "I don't want to be the one to give this feedback – I might be fired!"

The situation is not completely bad. On more concrete issues, like the needs of new purchases, the information goes upwards well. The chain of delivering feedback and ideas is clear in theory. But somehow it should be made more efficient. There is no trade union representative and no HR personnel. "It would feel better if there was someone who really was the one to take the message further. You could be completely certain that what you have said will be heard and you could get the burden off your own shoulders." One concrete suggestion was a box for feedback and suggestions. One could just write his or her thoughts and drop them in. However, this would also need a person who would read the notes and make it sure that they are dealt with. The discussion participants considered the idea of having "someone" to meditate their thoughts to the leadership very good.

5.2.7 On Communication Between the Sectors; the "CC- Social Media"

The question of the communication between the four sectors of the CC - the hall, kitchen, hotel and sales - was brought up in the very first discussion with the contact person. So it was taken up during the focus group discussion as well, even though it was not on the actual interview guide. How could the communication between the sectors become sharper?

An idea of an intranet, where information of different departments could be found, seemed to excite the discussion participants. And they immediately realized that they already have a channel: the so called "CC-some" at Facebook. The CC-some is a functional forum that could and should be used more. Talking about the CC-some got the discussion participants fired up in a positive way. At this Facebook-page many internal things – big and small – could be shared on daily basis. Obviously for some work tasks it is easier than some to spend time at the Facebook during the work day, but never the less. "The CC-some is a channel that we have an we should use it much more", like one participant stated.

5.2.8 Think Outside the Box: What Should Be Done in Order to Make the CC the Best Place to Work at?

Every year In Finland, there are workplaces that get selected as the best places to work at. The discussion took a turn where the following thought and question came up: "If you had the authority of the CEO and could do anything to make this work place earn the title of the best work place in Finland, what would you do?" Firstly there was amusement because the whole process of becoming a candidate for the best place to work at starts at the HR department – which the CC lacks completely. The ideas focused on the work schedules and work well being. It would be an improvement if the employees could affect their vacation and days off more than now. On the other hand they understand that if someone falls ill, the whole day off -system collapses. There are also other sudden changes like big cancellations and big funerals that come on very short notice etc. The industry is so hectic and unpredictable day by day that it is not an easy task to make long time schedules. The highest leaders at the CC come and help at the daily work sometimes, but on the whole, the process of becoming the best place to work at should start with the leaders coming to experience the daily work themselves.

5.2.9   Could There Be Improvement?

The discussion was closed by asking each participant to evaluate on scale from 1 to 10 whether they think that if there was improvement in the areas described, they would feel better and there would be improvement in work engagement. Two of the interviewees gave 6, one gave 7 and one 8. The one who gave the highest mark said that a person can impact his or her own situation, it is dependent on an individual.

5.2.10 Conclusions and Reflections on the Focus Group Discussion

The report from 2011 (see chapter 2.4), the survey and the focus group discussion point into the same direction. Staff at the CC is proud to work at the CC and they are willing to make the necessary sacrifices in order to maintain the level of uniqueness and service. The team is good and helps to carry on even though there is too much work. The immediate feedback also comes from the team. The challenging sides are the following: there is currently too much work for the amount of staff and the staff does not feel heard, and don't get feedback, encouragement or appreciattion from the side of the leadership. These challenges will be opened up next.

There is too little staff and thus too much work. Work schedules don't hold and there are plenty of "invisible 15 minutes" put in and never gotten out. Complete extra hours can be taken out later, but that cannot always be planned ahead. One gets free hours when it is suddenly noticed that the staff can be reduced now. However, everybody understands that the times in Finland are difficult and these sacrifices need to be made. They don't think that the leaders are cheating or abusing them.

As for being and becoming heard, also the employees themselves could step up. At this industry, regular meetings during the work day are difficult to arrange. The employees could use the "CC-some" more and communicate more also in the official meetings or via the official chain – not only behind the corner. However, the official meetings are considered somewhat unpredictable and not easy places to share. The employees don't expect any special pampering from the leaders. They consider that the main responsibility of leaders is to take care of the numbers and financial profitability. However, the leaders could show more respect and appreciation to their hard working staff. It should not be taken for granted that employees sacrifice themselves this much. Face to face meetings

with the leadership are for some reason considered unpredictable to a confusing point. This chews the motivation and steals some energy. There seems to be some adult frustration that lowers the work engagement.

Based on these conclusions and reflections, some concrete suggestions to enhance the work engagement will be made in the chapter 6.

5.3   Does the Equation Work?

As presented in the chapter 3.6.3, the availability of job resources and suitable amount of job demands increase the work engagement. This equation was summed up in the JD-R – Model presented in the Figure 2 in the chapter 3.6.5. Does this equation work at the CC? According to this research, it clearly does. As found in the survey, there are job resources available and there certainly are job demands. And the work engagement is high. What about the consequences, are they there?

As presented in the chapter 3.6.4, work engagement has many positive effects on the workers experiencing it. Is this the case among the employees of CC, whose work engagement average grade is high? Firstly, employees experiencing work engagement should have positive emotions, happiness, joy and enthusiasm. This seems to be the case. Although no human being is always happy and enthusiastic, the level of pride and motivation of these employees reveals their positive attitude. Secondly, they should have better health. This information was not available and thus remains unknown. However there is a low employee turnover. Thirdly, they should be able to create their own work resources and positive feedback. Like stated many times, the employees are proud of their work. As it came up at the focus group discussion, some even doubt whether they could get any better. This is a clear indication that even though they lack positive feedback from the leadership, they create the feedback for themselves based on the facts available, like the reputation of the CC. Fourthly, the work engagement should be contagious. This also seems to be the case, because the close team was so highly praised in the survey, in the focus group discussion and in the report from 2011 (see chapter 2.4. Based on these observations it is safe to state that the work community at the CC enforces the equation of what leads to work engagement and what are the consequences.

However, even though the equation works in the big picture, some survey answers revealed that there are employees who have extremely low experiences in some sectors of work – for example someone absolutely never feels time flying when working.

6 Concrete Observations And Development Suggestions for Enhancing the Work Engagement

6.1 Why Should This Be Relevant?

It needs to be reminded, that like stated in the chapter 3: work motivation matters. Even though the employees at the CC have already now a high work engagement grade, it can always be enhanced. The areas that need development are too clear to ignore. Making developments and thus enhancing the work engagement will result in better productivity as well. And as we are dealing with service industry that is a highly competitive area, an engaged staff might bring in new perspectives and suggestions for better service ideas. After all, they are the ones operating at the customer surface and practically breathing in the customer feedback. Thus it is not about pampering the employees – they wouldn't expect that anyways – but enhancing the productivity and competitive advantages via enhancing their engagement and motivation.

6.2 Stating the Basic Challenge that Cannot be Developed at the Moment

There are too few employees for the current work load. But if the financial situation is challenging, not much can be done about it. The employees are proud about their work and are willing to work extra and stretch in order to maintain the high quality and help their team. They also understand that they are not being abused – the situation at the industry is what it is.

6.3 Finding "Someone" - Or Understanding that That there Is "No one"

The first concrete observation is, that the communication chain from the employees to the leadership, and vice versa, is not efficient enough. Some employees don't feel getting heard. There is no union representative and no HR personnel so there is actually isn't anybody who would thoroughly focus on the employees well being. There is the official chain for feedback and ideas, but it is not efficient enough and the main reason for that probably is the lack of resources. Everybody in that chain has other, basic, daily work as well.

When an employee gets an idea or has a feedback to share, it often comes in an unprocessed – raw – form. There might be something that needs to be improved, but not yet a concrete idea how. It takes a lot of time and energy to listen to someone's thoughts and then process them into a concrete shape of, for example, a suggestion. Often ideas and feedback also need some co-operation and brain work from more than only the one person who took the initiative to open up. So even if there is an organized chain of people who take the ideas and feedback higher, the question is, is there a person who has the time and resources to really go through everything so that the ideas and feedback actually get the attention they deserve? If everyone is busy with their primary work, the chain for feedback does not work.

In order to make the ideas and feedback truly heard, there need to be "the someone", who is given time and resources to focus on those ideas and feedback. That "someone" could process them, gather some more opinions etc. and only after that present them to the leadership in a form that is more easy to evaluate. It is unrealistic to expect anybody, even the highest leadership, to be able to hear everything if the ideas and feedback in unorganized and unclear. And even if the idea would be clear to the person who initially thought about it at the so called grass root -level, it does not yet mean that he or she is able to communicate it clearly if there is no one who really has the time to pay attention. Ideas and feedback that actually lead to change need some time to develop and sharpen and if no one has that time, those ideas and feedback never make it. A person who could efficiently meditate between the employees and leadership needs a so called thick skin because s/he is operating between different people under stress and pressure and compromises are not always easy to find.

This so called "someone" would be needed also when the responses to ideas or feedback need to be communicated back to the employees who initiated them. Obviously, not all ideas or feedback can lead to concrete changes – yet that doesn't mean that they were not heard and given attention. However, if the employees never get the feedback for their ideas, they will rightfully think that they were not heard. Also taking the message back to the employees takes time and needs that "someone" to do it.

If there are no resources available to hire that "someone" or pay somebody for a few hours every week just to focus on staff, that needs to be understood by everybody. Then

there is "no one" and everybody must take more responsibility to discuss their ideas openly with their colleagues to develop and sharpen them. Ideas and feedback do not get heard by themselves. This whole suggestion for development is more mental than concrete and the the concrete suggestion attached with it is presented next.

6.4 The Communication Channels Should Be Made Easier and Safer – And the Existing One Used More

The second suggestion for development is connected with the first one. In order to help the employees make themselves properly heard, there need to be clearer, sharper and safer communication channels. As simple a thing as a box for feedback could be one. But one has to remember that if there is no one with the resources to thoroughly process the ideas put into the box, the ideas need to be processed and discussed before putting them in.

It is good to talk about challenging issues "behind the corner" if those discussions shape and sharpen the ideas or feedback and result into clear, open, communication. For more informal information, there is already the "CC-some" at Facebook and that could be used more. The employees themselves need to work for becoming heard and getting information. In the focus group discussion it was stated that this already existing channel should be used more. It does not solve the whole question, but is a good start.

6.5 Leaders: Encouragement, Appreciation And Feedback

In connection with the previous suggestion, this is for the leaders at all levels. The employees at the CC are very proud of their work and the company. They work hard and put in a lot. Even though the work schedules don't always hold and the employees need to stretch, they are the ones who keep the quality high. Often their free time suffers from the schedules. They are also the ones who know about the customers and their preferences. They hold the tacit knowledge that could be useful when planning new products etc.

Knowing all this, engaged and dedicated employees should be given the proper positive feedback. They are not to be taken for granted. They are adults and don't need pampering – simply hearing that the level of their input is noticed and appreciated. They also must be treated in a respectful and safe manner in order to make use of the tacit knowledge, ideas

and feedback. If communicating to the leaders is unpredictable, the valuable information will never be heard. And that is a waste of something valuable.

Any leader should ask him or herself, what changes should be made in order to enhance the feedback channels so that the employees would hear the positive feedback and the leaders would hear the ideas and feedback to the full potential? This research has shown that at the moment, the employees don't always feel safe to communicate. There is a clear need for development.

6.6   The Family Atmosphere and "Work Place Rules"

Maybe the most beautiful and simultaneously the most sensitive observation is the family atmosphere of the work community. The close team was given the highest grade among the job resources. But there are sometimes difficulties in sensing the proper level of sharing personal things and emotions. The "Work Place Rules", which was brought up by the employees themselves, could be understood as a metaphor of the wish that there would be no bad behavior, no losing temper, no using the colleagues as therapists etc. The CC is a work place - not anybody's real home.

This issue is sensitive, because those who consider the work community as their close friends might get offended when told that they behave in a too casual manner. Also, situations differ day by day. We are all humans. Some days it is nice to hear someone's stories, but some days it is not. One possibility could be that there is an agreement, that when on duty, no negative private things are brought up.

One thing can be said for certain. It is never proper to behave arrogantly or lose temper at a work place. If one has a bad day, one has to deal with it without putting it on the others. This goes for all levels, also for the highest leaders.

6.7 Concrete Overall Suggestions for Enhancing the Work Engagement by the Finnish Institute for the Occupational Health in Comparison with the Observations and Suggestions Made Here

The following concrete suggestions for enhancing the work engagement are found from the page of Finnish Institute for the Occupational Health., where they have been borrowed from Hakanen (2009). There are recommendations for three categories: What can "I" aka everybody do, what the leaders can do and how can the organization help. These will be listed next and compared with the observations and suggestions made in this research.

6.7.1 What Can I Do

These are suggestions or recommendations for every employee for enhancing his or her own work engagement and the engagement of the whole community.

- Uphold the optimism even in tight spots.

- Support your colleagues and offer your help when needed.

- Take initiatives.

- Be open in matters concerning work duties.

- Take responsibility of your own behavior and action.

- Respect and Value your colleagues.

- Be worthy of trust.

- Relate to contradictions in a constructive way.

- Show appreciation when it is due.

- Forgive.

- Be kind and considerate towards your colleagues.

(Työterveyslaitos 2016b.)

When compared with the findings of this research, the recommendations dealing with taking responsibility over one's own behavior, relating to contradictions in a constructive way and being kind and considerate rise above the others. These have to do with the so called "Work Place Rules". Also the recommendation of taking initiative is important for the

employees, because the communication channel is not working in an optimal way. Taking initiative cannot be delegated. With all this it can be stated that the development suggestions based on this research are solidly in line with the common recommendations.

6.7.2 What Can the Leaders Do

These are the suggestions and recommendations for all leaders and supervisors in order to enhance the work engagement of their subordinates.

– Take care of your own vitality and strength.

– Outline the goals and means of the work community and focus the attention to the basic task.

– Show appreciation and when needed, give support, guidance and feedback to the employees.

– Create discussion channels and take care of the fuctionality of the two-way interaction: be present in the every day, hold regularly development discussions where the goals, work picture and sensible ways of working are discussed.

– Grasp problems immediately and dare deal with contradictions in the work community.

– Be ready to question, re-evaluate and learn new. Give the same opportunity to others as well.

– Pay attention to the individual life situations of each employee if possible.fi

(Työterveyslaitos.2016b)

When compared with the findings of this research, two of these recommendations rise above others: showing appreciation, support, guidance and feedback and creating discussion channels and two-way interaction. Thus it can be stated, that the development suggestions presented in this research are solidly in line with the common recommendations for leaders.

6.7.3   What Can Be Done by The Organization?

In a small work organization like this under research it might be bit artificial to separate "the organization". It is more so that these recommendations are also directed to the leaders. However, this is what the Finnish Institute for the Occupational Health recommends.

–   The needs to been seen to that the work duties are challenging and versatile.

–   Upholding the communal spirit helps the employees' sense of belonging and can be an especially important resource factor in jobs less challenging.

–   The main task, goals and common rules need to be clear.

–   New employees need to be familiarized with their duties and be supported in becoming full members of the organization.

–   The professional development, training and career development need to be taken care of.

–   The work contents need to be developed if necessary (for example widening, recycling and enriching one's work).

–   Changes need to be well prepared at on all organizational levels. The procedures that maintain the strengths and wellbeing of the work community need to be maintained especially when there are changes.

–   Renewal seeking work culture needs to be advanced. There needs to be sensitivity to receive messages from down to upwards and information needs to travel both ways.

–   There need to be common models of operating for the benefit of health with the work health care and work protection.

–   The work wellbeing of the personnel needs to be monitored and evaluated with the help of, for example, mapping of work wellbeing, work capacity and work atmosphere,

–   The practices and structures that support the fitting together of work and other life uphold holistic life and work engagement also at long haul.

(Työterveyslaitos 2016b)

In a small work organization all the previously listed recommendations are obviously not possible to realize. There are very limited possibilities for, for example, recycling work. Is this one reason why some employees never feel that time flies?

6.8 Conclusions On the Concrete Observations and Development Suggestions

As this is a case study research, a descriptive and observing take on the data is allowed. That means that this research has been able to describe and observe some clear areas that need enhancements and give some suggestions. Concrete solutions, however, need to be worked out in the work community by every employee. Everybody is different and compromises are needed.

The following concrete observations and suggestions were made. There is too much work, but at the current situation that cannot be changed and everybody understands that. But what can be changed is the efficiency and safety of communication between the employees and leadership. There needs to be "someone" with more resources to focus on listening ideas and acting as a mediator between the employees and the leadership. Or if there cannot be anybody, then it is good to understand that there is "no one" and every one must take more responsibility. The existing "CC-some" at Facebook needs to be used more by all the employees. The leaders must take more effort and make certain that the employees get feedback, encouragement and appreciation. And finally, the beauty of home atmosphere at this work place contains some challenges. There are divergent understandings of how to behave at a work place and thus there is the suggestion of creating "Work Place Rules" - metaphorically, perhaps. This is a sensitive area. But one thing can be said for certain: it is never allowed to behave rudely or loose temper towards the colleagues.

7   Summary and a Future Suggestion

This research was commissioned by an anonymous Finnish company operating at tourism industry. The aim of the research was to understand the work motivation of the permanent employees. The Work Engagement Theory was chosen as the framework. Thus, the two research questions were following. Firstly, how is the work engagement of the permanent employees now? This question was researched by a quantitative survey. Secondly, how could the work engagement be enhanced? This question contained a clear developing aspect and it was researched by a qualitative focus group discussion with participants from different sectors of the company.

The Work Engagement Theory is a fresh and still emerging way of understanding work motivation. It means a means a positive state of emotion- and motivation fulfillment that is characterized by the dimensions of vigor, dedication and absorption. The Work Engagement Theory is part of the Positive Work Psychology and Positive Organizational Behavior research. What is of importance is, that work engagement can be empirically researched and measured. For this research the current state of work engagement was researched by the validated UWES 17 survey.

Work engagement has been found to follow the so called job resource factors. Those factors differ at different work places and tasks, but they can be categorized concerning the physical resources, meaning the resources that have to do with the actual work, psychological resources, sociological resources and organizational resources. Also a suitable amount of job demands increases the work engagement. Personal resources play a significant role as well. For this research, the quantitative survey contained a set of questions about the job resources.

Also a third set of questions was added to the survey. The question asked whether the answers to the preceding questions about work engagement and job resources were derivative from 1) the industry, 2) the CC, 3) the own close team at the CC, 4) the own, personal, situation, or 5) it is not possible to say. The answers to this question were divergent and didn't reveal any clear correlation between the amount of work engagement and some particular answer.

As for the quantitative survey, 16 out of 27 employees responded resulting into answer percentage of 57. The sample being so small, there is little statistical value. However, the survey served well the research question about the work engagement of those, who answered. When measured with the UWES 17 -survey, the work engagement of the permanent employees at the CC was 4,82. It can be considered high. The three dimensions had the following grades: vigor 5, dedication 4,8, and absorption 4,6. Also the grade for the job resources was rather high the most important resource factor being the close team.

In order to answer the second research question and find solutions for needs of development, a focus group discussion was organized. There was one participant from each sector: hall, kitchen, hotel and sales. The discussion was based on the weakest points of the survey and aimed at discovering ways to develop them. Some points were lifted also from the research *The Functionality of the Work Community* carried out at the CC in 2011. The findings in that report seemed to be still in line with the findings of the focus group discussion and this research on the whole.

Another complicated and sensitive aspect is the family atmosphere of the work community. At some points it is good and the team is considered as the strongest job resource. But simultaneously it causes challenges because people have different understandings about what level of personal communication is suitable at a work place. Also this can be different day by day, so it is impossible to give any simple solutions. The only thing safe to say is that it is never proper to behave rudely and in an inconsiderate way at a workplace – never matter what the position in hierarchy.

This research has been a case study and thus it is possible to observe that the issue has many sides and cannot be compressed into any statistical simplification. For example, although the overall engagement is 4,82, there were some answers stating that the respondent absolutely never feels that the time flies when s/he is working. Also in the focus group discussion it was found, that it is not always easy to understand oneself and what one is missing. It needs to be emphasized that no generalizability outside the CC was attempted.

The main findings of this research are following:

- The work engagement, in the big picture, is 4,8. That is high. The strongest dimension is the vigor.

- The close team is the most important job resource factor. The second important is the trustworthy relationship with one's supervisor. The strongest categories are the social job resource factors and those that consider the work itself.

- There is at the moment too much work for the amount of staff, but not much can be done about that because the situation at the industry is what it is.

- The employees are proud to work at the CC and they work vigorously in order to keep up the high quality.

- Nine out of 16 respondents of the survey considered either the CC itself or the close team as the main reason for their answers. But there was no correlation between the work engagement grade and some particular reason behind the answers.

- In order to enhance the work engagement, the following areas need development: communication, encouragement, feedback and appreciation. This contains the notion, that the employees don't have any union representative or HR person and thus it is a challenge to get heard when the communication line is maintained in addition to the basic daily work load.

- Maybe the most complicated phenomenon is the family atmosphere of the work community. At many aspects it is a good and beautiful thing, but sometimes the understandings of what is proper at a work place contradict. For some, it is normal to behave in a tense way when under stress or to open up about personal issues. Thus there was a suggestion of "Work Place Rules" on the wall.

- There needs to be a reminder that no-one is allowed to lose temper, behave arrogantly or be inconsiderate towards others.

- When compared with the prerequisites of work engagement – job resources and demands – and the positive consequences, the employees of the CC embody them all. Thus it can be stated that this research has reinforced the JD-R –model.

- To close up with: even though the work engagement is high in the big picture, there were some answers that revealed that there are some employees who feel, for example, bored at their daily work. It was not possible to connect these few negative comments to any sector, because the survey was carried out so anonymously.

Based on these findings, the following observations and suggestions for development were made.

- The work load is big, but cannot be developed due to the situation at the industry over all.

- There must be "someone" who takes more time to enhance the communication chain between the employees and the leadership. At the moment the communication chain is not efficient enough because of lack of resources. A person who could operate as a mediator would need a thick skin and other inner qualities. However, If there will be "no one", that situation must be recognized and everyone must take responsibility of his or her communication more. It is too simple to say that becoming heard is everybody's own responsibility, but it cannot be left unsaid either.

- There must be new solutions for making communication channels easier and safer. One example is a box for suggestions. Also that needs human resources. As for the leadership, they should focus on making communication more safe and predictable.

- The already existing channel, the "CC-some" group at Facebook, should be used more by the employees themselves.

- The leaders must find ways to make sure that the feedback, encouragement and appreciation is clearly communicated to the employees. This does not mean pampering.

- There could be "Work Place Rules", either concretely or metaphorically, in order to discuss the proper lines of conduct and remember that this is no one's home but a work place. For example, it is not proper to behave rudely even under stress. This is a sensitive area.

All these development observations and suggestions are well in line with the official recommendations and suggestions given by the Finnish Institute for the Occupational Health. Thus also in this matter, this research enforces the already known facts about work engagement.

The only result of this research that could not be met with a concrete development suggestion is the fact, that there are some individual employees who feel bored etc. negative in their work. This cannot be developed with the tools of this research because there is no way of knowing who these employees are and at which positions they work. The recommendations of the Finnish Institute for the Occupational Health that are aimed for organizations suggest that work duties could be circulated, there should be career paths, opportunities for advancing etc. Could this be possible at a company this small? Questions like this could be asked at the next research. In any case, the responsibility of this researcher is to conclude with the notion of these two findings: the work engagement in the big picture is high, but there are some individuals who are not happy at their work.

Work engagement matters. It is truly hoped, that this research with the observations and suggestions for development has benefitted the company that commissioned it. The co-operation has been seamless and it seems that the company is not afraid of facing its areas of development. Maybe also the whole process of carrying out this research has helped the ones that have participated it in finding new ways of enhancing their work engagement. As we sat down and talked about the findings of this research together, we noticed how common, humane and recognizable the findings are. Something very typical for any human organization has surfaced here and it is good to have it empirically stated and explicated. Sometimes a good question and open talk is better than a ready given remedy.

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Appendices

Appendix 1. The Webropol-Survey and the Cover Letter.

CC:n HENKILÖKUNNALLE HUHTIKUUSSA 2015

Lämmin kiitos Sinulle kun käytät aikaasi tähän kyselyyn vastaamiseen! Aikaa menee arviolta maksimissaan 10 minuuttia.

Kyselyssä ei kysytä ainuttakaan asiaa, josta yksittäinen vastaaja voitaisiin tunnistaa (ikä, sukupuoli, osasto, vuodet talossa jne.). Vastauksiasi ei voida millään tavalla yhdistää Sinuun. Kysely ei ole kiinnostunut "mitä joku tietty henkilökunnan jäsen ajattelee" vaan työyhteisön hyvinvoinnista kokonaisuutena. Voit siis vastata täysin rehellisesti ilman huolta että vastauksia yhdistettäisiin Sinuun. Olemalla täysin rehellinen myös vaikutat eniten!

Kiitos siis vielä kerran ja antoisaa hetkeä kyselyn parissa!

1. Osa 1: Työn voimavarat ja vaatimustekijät

Mitkä tekijät koet keskeisiksi voimavaroiksi / vaatimustekijöiksi päivittäisessä työssäsi?
Merkitse parhaiten sopiva vastausvaihtoehto.

	täysin eri mieltä	osittain eri mieltä	osittain samaa mieltä	täysin samaa mieltä
(F1) Työni on mielekästä	◯	◯	◯	◯
(F2) Työni on tarpeeksi haasteellista	◯	◯	◯	◯
(F3) Työlläni on tarkoitus	◯	◯	◯	◯
(F4) Työni on riittävän itsenäistä	◯	◯	◯	◯
(PS1) Työni on stressaavaa	◯	◯	◯	◯
(PS2) Tiedän oman työroolini ja perustehtäväni	◯	◯	◯	◯
(PS3) Työtahti on sopiva	◯	◯	◯	◯
(PS4) Pystyn vaikuttamaan työvuorojeni suunnitteluun	◯	◯	◯	◯
(SOS1) Tulen hyvin toimeen työkaverieni kanssa	◯	◯	◯	◯
(SOS2) Työilmapiiri on vapautunut	◯	◯	◯	◯
(SOS3) Työpaikalla on hyvä meininki	◯	◯	◯	◯
(SOS4) Koen arvostusta tiimissäni	◯	◯	◯	◯

(ORG1) Suhde esimieheeni on luottamuksellinen	○	○	○	○
(ORG2) Esimieheni kannustaa minua	○	○	○	○
(ORG3) Saan palautetta työstäni	○	○	○	○
(ORG4) Työpanostani arvostetaan	○	○	○	○

(Sivu 1 / 3)

2. Osa 2: Kokemus työn imusta

Kuinka usein sinulla on seuraavien väittämien kaltaisia tuntemuksia tai ajatuksia? Lue jokainen väittämä huolellisesti ja päätä, miten usein koet työssäsi väittämässä kuvattua tuntemusta tai ajatusta.

	En koskaan	Muutaman kerran vuodessa	Kerran kuussa	Muutaman kerran kuussa	Kerran viikossa	Muutaman kerran viikossa	Päivittäin
Tunnen olevani täynnä energiaa, kun teen työtäni.	○	○	○	○	○	○	○
Työni on mielestäni merkityksellistä ja sillä on selvä tarkoitus.	○	○	○	○	○	○	○
Työskennellessäni unohdan ajan kulun.	○	○	○	○	○	○	○
Tunnen itseni vahvaksi ja tarmokkaaksi työssäni.	○	○	○	○	○	○	○
Olen innostunut työstäni.	○	○	○	○	○	○	○
Kun työskentelen, unohdan kaiken muun ympäriltäni.	○	○	○	○	○	○	○
Työni inspiroi minua.	○	○	○	○	○	○	○
Aamulla herättyäni minusta tuntuu hyvältä lähteä töihin.	○	○	○	○	○	○	○
Tunnen tyydytystä, kun olen syventynyt työhöni.	○	○	○	○	○	○	○
Olen ylpeä työstäni.	○	○	○	○	○	○	○
Olen täysin uppoutunut työhöni.	○	○	○	○	○	○	○
Jaksan työskennellä hyvinkin pitkiä aikoja kerrallaan.	○	○	○	○	○	○	○
Minulle työ on haastavaa.	○	○	○	○	○	○	○

Kun työskentelen, työ vie minut mukanaan.	○	○	○	○	○	○	○
Olen hyvin sinnikäs työssäni.	○	○	○	○	○	○	○
Minun on vaikea irrottautua työstäni, kun olen siihen uppoutunut.	○	○	○	○	○	○	○
Jatkan hellittämättä työssäni silloinkin, kun asiat eivät suju niin hyvin.	○	○	○	○	○	○	○

(Sivu 2 / 3)

3. Osa 3: Mistä edellä antamasi vastaukset mielestäsi pääsääntöisesti tai suurimmaksi osaksi johtuvat? *

Kiitos vastauksistasi! Pyydän sinua vielä lyhyesti pohtimaan, mistä edellä merkitsemäsi vastaukset mielestäsi johtuvat. Varmasti eri kysymyksissä vastaus johtuu hieman eri asioista: joissain enemmän alasta, joissain enemmän CC:stä jne. Mutta pyydän vastaamaan suurten linjojen mukaan, eli mistä vastauksesi mielestäsi PÄÄSÄÄNTÖISESTI johtuvat.

○ Alasta. Vastaukseni olisivat suurin piirtein samat oli työpaikka mikä tahansa tällä alalla.

○ CC:stä kokonaisuutena. Vastaukseni olisivat erilaisia jos olisin töissä jossain muualla.

○ Lähitiimistäni CC:llä. Vastaukseni johtuvat ennen kaikkea läheisimmistä työkavereistani tai osastostani.

○ Omasta elämäntilanteestani. Vastaukseni olisivat saattaneet olla erilaisia jos oma elämäntilanteeni olisi toisenlainen.

○ En osaa eritellä tarkemmin.

☐ Vahvista vastausten lähetys

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Appendix 2. The Letter to the Focus Group Discussion Participants.

Tervetuloa ryhmäkeskusteluun!

Lämmin kiitos luottamuksestasi ja ajastasi jo etukäteen! Ryhmäkeskustelun idea on yksinkertaisesti keskustella ryhmässä muutamasta aiheesta CC:llä työskentelyyn liittyen. Jos ajatuksia syntyy myös varsinaisten annettujen aiheiden ulkopuolelta, niistäkin voi keskustella kun ne vain liittyvät CC:llä työskentelyyn. Mikään ei ole kovin tiukasti rajattua. Itse asiassa on vain mielenkiintoista, jos ryhmässä tulee esiin asioita, joita keskustelun vetäjä ei osaa alun perin kysyä, mutta jotka liittyvät asiaan! Asiat voivat johtaa toisiin asioihin. Keskustelussa ei ole tarkoitus etsiä "oikeita" vastauksia tai tulla johonkin lopputulokseen, vaan kuulla rehellisiä pohdintoja ja ehdotuksia.

Keskustelun lähtökohtaiset kysymykset perustuvat kahteen aineistoon: 1) Consulting Company X:n tekemään "Työyhteisön toimivuus"-tutkimukseen vuodelta 2011 ja 2) Työn imu -kyselyyn, johon noin puolet työntekijöistä vastasi muutama viikko sitten.

Lähtökohtaiset kysymykset ovat seuraavat:

- Ensiksi onnittelut, kun olette töissä maineikkaalla CC:llä! Tausta-aineistoistakin käy ilmi, että työntekijät ovat ylpeitä työstään. Ja henkilökunnan vaihtuvuus on matalaa.

- Vuonna 2011 tutkimuksessa ilmeni selvästi, että työntekijät eivät koe tulevansa kuulluiksi johdon taholla ja että johdon näkemykset mm. toimintatavoista ovat monille työntekijöille epäselviä. Ongelmia mainittiin olevan esimerkiksi sen suhteen, että työtaakkaa oli joillain osastoilla jatkuvasti liikaa, eikä asialle tehty mitään. Onko asia mielestänne parantunut neljässä vuodessa; koetteko tulevanne nykyisin paremmin kuulluksi?

- Mitä konkreettisia ehdotuksia teillä olisi sen helpottamiseksi, että työntekijöiden tarpeet ja kysymykset tulisivat kuulluksi johdon tasolla? (Saa antaa vaikka ihan utopistisiakin ideoita!)

- Millä tavalla työntekijät voisivat kokea saavansa enemmän kannustusta ja myönteistä palautetta työstään? (Saa antaa vaikka ihan utopistisiakin ideoita!)

- Mitä muita konkreettisia ehdotuksia teillä olisi työssä viihtymisen ja työn imun kokemisen parantamiseksi? (Saa antaa vaikka ihan utopistisiakin ideoita!)

Odotan keskusteluamme innolla!

Aurinkoisin kevätterveisin,

Sirkku