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Strategic management of personnel productivity
– Case Study in Finnish healthcare organization
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1. Introduction

Conventional wisdom suggests that pressure enhances performance in working places. The modern management theories however show that workers perform best when they are happily engaged in what they do. (Amabile & Kramer 2011)

The organizations, even big corporations, consist of humans and their personal skills, characteristics and motivations. (Jahanian et al 2012). The management of human productivity is all about advancing human factors which causes the employees’ welfare and reasonableness at work (Kesti and Syväjärvi 2010, 2012). In the very center of strategic management of human productivity should be the importance of intrinsic motivations of single employees, and the reasonableness of work for these individuals. These factors combine the context of work suction: the gumption, devote and getting absorbed in work. In positive work suction the employees feel great, but are also in the most productive stance. (Deci & Ryan 2008) Single human competencies and human resource development of employees have strong connection not only to the organizational business performance, but also the quality of working life and organizational development. (Koch & McGrath 1996). Organizational creativity and innovations are also stemming from the personnel. (Birkinshaw 2010)

Personnel management will rarely be value for itself. The aim of developing personnel management lay in the deepest heart of organizational productivity and business efficiencies. (Jahamian et al. 2012) The strategic management of personnel productivity will usually be seen essential only after recognizing, how big entities and economics the personnel holds when considering the capacities and costs. (Kesti 2010) What comes to quantitative and qualitative performance of an organization, labor is the single most important factor in organization’s productivity (Kesti & Syväjärvi 2012). Wasted or non-efficient working time is the biggest single reason for quality costs (Andersson et al. 2004). According to some research, the meaningless or non-efficient work spends one fifth of the total working hours (Kesti 2010). Also, when personnel motivation weakens there seems to be tendency for quality mistakes which cause costs increase (Liukkonen 2008).
The way in which an organization manages its human resources is also one of the centrally important factors to execution of its business strategy (Koch & McGrath 1996). When optimizing working life and organization’s productivity, the look turns to qualified management. The strategic management of personnel management includes the deep understanding of grounds and consequences of human behavior amongst working context.

2. Research framework

2.1. Research targets and objectives

2.1.1. Caritas Corporation as a health care delivery

My research’s empirical part is to be targeted to Caritas Palvelut Corporation. The organization mostly consists of social- and healthcare-personnel in the organizations, with upper and lower level school backgrounds. The organization’s purpose is to serve high quality healthcare, housing, rehabilitation and refreshing services for senior and handicapped clients. The vision for the company is to be nationally operating, pioneering and innovative forerunner in social- and healthcare-services. According to it’s strategy, the corporation will have an impact on society’s humane development.

I chose healthcare sector as a research target, since I found that sector being very interesting and complicate one, in what comes to absorbing new knowledge continuously, working with different occupational teams consisting of professionals of different kind, turnover and part-time working rates being relatively high. Still, the human capital of employees is focused straight to the main functions of the organization, and personal attitude and welfare being visible in client contacts. The process will include humane touch straight in between the company and its client, and therefore the productivity and motivation of single employee is emphasized. (Sullivan 2000) The substance workers are the ones implementing the organizational strategy and sharing working joy visible to clients, not the management level of an organization, (Kauppila & Tempelaar 2016) like in every organization normally does. Maximizing the productivity of the human capital means maximizing value extraction. And
also, in this connection productivity may be seen including both the qualitative and quantitative aspects of labour input.

Social health care poses a great challenge because of many characteristics of the settings: rapid change of the knowledge and methods, complexity of the tasks and problematics, and uncertainty of the outcomes. Healthcare delivery has to be seen as a classic example of a dynamic service setting in which the organizations vary very much, for example in their use of autonomous and induced learning. (Nembhard & Tucker 2011) Since learning creates competences and develops working processes, the learning processes and competence-gaining interests me much. In addition, the commitment of employees plays very important role in organizational advancement.

2.1.2. The drivers of performance to be measured

Santiago (2004) suggests three ways to improve thee strategic planning of personnel behaviours and productivity: vertical, horizontal and functional analysis. Therefore, I am trying to paint the whole picture from many standpoints. The organizational strategy I will not concentrate in my thesis, nor the technical processes and layers in working places. What interests me, is the organizational culture as a base for communication style, management style, ambition stimulus and motivation drivers. My objective is to identify the organization specific human drivers of performance, which could lead to higher performance of the organizational sector of the company as a whole. All of these factors have strong influence on the quality, productivity, effectivity and other measurable financial outcomes of the corporation.

In my research I want to argue, how quality of working life is in my target company and how the strategic management of personnel productivity could make the organizations business productivity much higher, including motivation of employees, learning outcomes and occupational ambition, and as a results - productivity as a whole. I wanted to target the questionnaire fairly, and find the essential objects, which the management should pay attention to. I want to lighten the organization’s situation in the light of scientifically literature of strategic management of personnel productivity, and make several effective propositions to better the business productivity thereafter.
2.2. The goal of my research

My aim is to find means to improve the performance of Caritas Palvelut Corporation so, that the corporation’s vision settled for the future can be reached.

So, my preliminary research questions would be:
1) What are the effective human resources development processes focusing on the development of organization specific ambition and intrinsic motivation drivers?
2) How could the processes be supported by management practices?

The goal of my research will be finding the essential factors, which diminish the welfare and productivity of the personnel and causes inefficiencies, and make some theoretical proposals of improvement in the light of science, and measuring the quality of management and make some proposals of improvement, in the light of previous strategic human resources studies.

The hypothetical problems are the inefficiency happening in everyday working life, and the barriers of human development, process development, and the quality of management. These barriers may stand in the way of workplace quality and hence also the workplace innovations. When every employee group could enhance by a few small improvement yearly, the outcomes in the long run and in the organizational level will be remarkable. The organizational performance could also be counted in mathematical model Return on Invest (ROI), but so far concentrating on this will not be possible in my thesis.

3. Literature review

3.1. Organizational culture and capacities

3.1.1. Organizational effectivity

Demands for effectivity have risen in every sector of life and business. In Finland the amount of retired and dependant persons compared to those at the age of work, will create skewed age structure in the next few years (Alasoini 2011). The decreasing supply of workforce
threaten to shake even the foundation of the entire welfare state of us. Productivity and quality of working life have to be increased in every sector of the state (Alasoini 2008, Arnikil 2008 and Alasointi 2011). The maintenance of economic well-being depends primarily on work productivity and the population’s rate of participation in working life. (Alasoini 2011) This truth has started many projects concerning high values and effectiveness in working life. For example, Association of Finnish Work drives for business learning networks and innovation policy, which could look for levers that open up layers of high value innovation. According to The High Value Manifesto (2015) productivity improvement should always be a clear objective for publicly financed innovation programs.

The pursuit of effectiveness has strong influence on managerial roles and organizational culture. Many organizations have worked out fine, as long as the operational environment has been stable and capable personnel available. In the last decades the environment has become more challenging - the tasks are bigger and resources more scarce. (Kesti 2010) The concept of intellectual capital prevails, including aspects like human capital, cultural capital, relationship capital, organizational capital, process capital and economic capital. (Sullivan 2000) The technology revolution provides organizations access to information on an unprecedented scale. Change in local and global markets are pushing different operating norms compared to those we are used to. (Birkinshaw 2010) The phenomenon of organizational work has changed a lot, but the issues included are not. Even in changes in contemporary workplaces, many of the issues to examine human aspects of work design still remain very much alive. Alienation, dissatisfaction, low work motivation, absenteeism and turnover are still organizational concerns, but just as much or even more with the work of managers and professionals guiding the organizational direction. (Oldham & Hackman 2010)

The organizational culture is very plural concept. Organizational culture may define the interaction in between people, the basic unwritten principles defining the behavior in working contexts or the basic hypothesis behind the organization. The culture may be the consensus among employees, which gives the direction to certain kind of outcomes. (Liukkonen 2009) The humans can become very proactive and engaged, or very passive and alienated, largely as a function of the social conditions in which they function and develop themselves. (Deci & Ryan 2000b) In personal level, the social attributes of jobs should never be underestimated.
(Oldham & Hackman 2010) The motivational factors may stem from the social sources of organization and personal opportunities within.

The traditional context of an organization is changing, too. Many specific jobs continue to exist in contemporary organizations, as in health care sector mostly does. Still, very fundamental chances are happening in relationships among people and the work as such. (Oldham & Hackman 2010) For Nordic working contexts, the inner values of humans and organizations plays very essential roles. Nordic employees seem to have inner need of development according to privately defined values. This is opposite for American style, in which the values are most often given from business and outside world. (Liukkonen 2009) According to Liukkonen (2009) these Nordic cultures normally have high tolerance toward insecureness.

As a consequence of dynamic organization culture, the people are easily driven to the culture of hassle. Hassle causes overloading, mistakes, and reduction in effectivity. (Kesti 2010) Especially in healthcare sector this is strongly recognized problem, at least in public organizations were turnover rate of employees is high, or lots of substitutes are working daily. Hassle is normally experienced as stressing factor, under which no clear improvements can be reached. After all, the link between stress (and hassle) is not a straightforward one. Under certain pressure, the performance will increase and rise up the quality, also. However, when the pressure continues to rise beyond certain level, the performance shows rapid increase. (Nellis 1994) The maximum level of stress will vary from person to person.

The welfare of the humans in organizational entity in question has essential influence on the productivity of the work. The intrinsic motivations and successful organizational design constitute the capacity of the organization, the strength to reach the objectives and fly over them. If the work climate is deemed positive and forward oriented, employees will more likely increase their learning orientation to seek opportunities to enlarge their job responsibilities and also commit more to work. (Yeo & Li 2011) Good organizational culture allows ideas and personalities to flourish allowing innovative behavior come up. (Deci & Ryan 2008) Innovativeness demands motivated personnel.
Kesti and Pietiläinen (2012) have approached the organizational complexity with the concept of competences. Competences may not be intertwined with organizational structure or single attributes, but dynamic interaction in between people. McKinsey Global Survey (2011) demonstrates, that 34 % of top managers see capabilities’ building importance as a fundamental part of company’s culture. Still, clear vision about the objectives of capability-building very often lacks. (McKinsey Global Survey 2015)

3.1.2. The line of business

The work redesign, learning and innovative behaviors, and motivational factors all have to be recognized in broader context, ie. the organization’s formal properties and the culture in which the organization operates. (Oldham & Hackman 2010) For example, in health care sector the centralization, formalization, technology and formal rules will pay very different role than in information technology sector. The context shapes the job characteristics, and will easily have very long-term impacts on how the work will be done, and how the organizational culture is experienced.

Nembrard & Tucker (2011) have made very interesting research concerning human productivity and improving performance at hospital intensive care units. In the research the organization cultural factor is collaboration. The collaborators develop transactive memory about knowhow of each actor. That knowledge facilitates the advancement via shared understanding and enables collaborators to coordinate their work effectively. Liang et al. (1995) showed that collaborators experienced less need for planning, less confusion, and fewer misunderstandings. These cumulative experiences diminish errors, and accumulate organizational learning and workgroup performance. The same consequence has been found in other sectors too, when team learning behaviors have influenced project performance through new knowledge creation. Organizational performance will improve significantly by creating new knowledge as a result of workgroup learning behaviors. In this manner too, the organizational resistance to change may be one of the biggest challenges when trying to push new methods for organizational learning. (McKinsey Global Survey 2011)
3.2. Humane basis for intrinsic motivation

Attracting and managing the human resources is ever more important, since the performance of an organization is seen dependent of the single employees making the success and failures. (Amabile 2012) Human resources studies includes aspects of safety, personal welfare, motivations, communication and other humane elements, which essentially have impact on the achievement of the goals of the organizational entity (Jahamian et al. 2012). From the psychological point of view the working life can be seen as a framework, which is built upon the dialectical relation between people. In that social environment employees attempt to satisfy their basic psychological needs concerning development, performance, and well-being, competence, autonomy and relatedness as Deci and Ryan (2000b) see it. In short, needs specify the conditions under which people can most fully realize their human potentials. (Deci & Ryan 2000)

According to Niemiec et al. (2009) the aspiration attainment relates very strongly to psychological health (Deci & Ryan 2000b), but the relation seem to differ as a function of the content of the goals. The goals and the values beneath can consist of various unconscious factors. Human action is always directed toward values, which are seen as meaningful in that point of life. Therefore, the human experience about values directs the behavior (Salonen & Toikkanen 2015) and these values beneath may have very equivocal contents (Liukkonen 2009).

Work and personal life of employees are always intertwined. The physical environment, social context and the administration system have all impact on life within and outside of work (Yeo & Li 2012). Much of the work on quality of work life revolves around career development, quality of life and employee motivation. Attainment of the intrinsic aspirations for personal growth, close relationships, community involvement, and physical health relate positively to basic psychological need satisfaction of human being. (Niemiec et. al. 2009) All humans need to feel competent, autonomous and related to others. (Deci & Ryan 2000, 2008) Motivation depends on many factors, since human beings seem to rank themselves in many ways. For example, consistent with psychological theories, quits in a workplace are essentially correlated with pay distribution skewness. (Brown et. al. 2008) Also, human resource management practices, leadership and organizational change have their strong influence (Yeo & Li 2012). As an example, too rapid change in working life may easily
jeopardize the prerequisites of people to see life for their part as a comprehensible, manageable and meaningful entity. Some authors speak about a sense of coherence to examine the problems of well-being at work during changes. (Antonovsky 1987, Docherty et al. 2008)

Yeo and Li (2012) has pointed out, that stressed workers takes the stress to their personal life affecting the way they view work and life. This can disrupt the balance in between work and personal life and weaken the motivation and commitment, too. Motivation consists of many elements of above mentioned. It is rarely studied phenomena in working places. Birkishaw’s (2010) studies of engagement in the workplaces suggests, that only 20 % on employees are actively engaging in the work they are doing. Accordingly, 80 % are doing just the minimum demanded, to keep their bosses happy and get the salary paid. This view highlights the discussion, whether some employees are more valuable than others, and whether they should be directed and nurtured differently. (Sullivan 2000) Intellectual capital perspective suggests that not all employees are the same. The philosophical discussion about equity in human value has to be differed from the economic discussion, after all. The value extraction perspective naturally plays major role in business, no matter about the ethical questions. (Sullivan 2000) Still, motivational and know-how-based factors should never be totally separated.

An employee, who has experiences success in working life, is more willing to take risks and work hard to get more success. (Kesti 2010) Especially under stress, these successful workers tend to be efficient and attain one’s goals. Correspondingly, workers whose know-how or working self-esteem is on lower level, are not able to work under pressure. (Kesti 2010) Overall satisfaction and well-being levels at work are shown to depend on many factors, among which the relative pay is not most essential one. (Brown et. al. 2008)

Jahanian et al. (2012) speaks about psychological contract in between employer and employees. And indeed, attracting and managing the commitment of human resources is fundamental to improve the performance. People seem to be loyal to their own professional identity much more than to the organization they are working for. (Birkishaw 2010) Employees are seeking engagement in their work far more than simply pay. (Birkinshaw 2010) This can be prooved by Amabile’s (1997) research, according to which people are less
creative and report much poorer work environments when the stability of their own work-group had been disrupted. Downsizing plays great example: the more downsizing that people expected in near future, the poorer the work environment is seen, the lower the morale, and the less creative their approach to their work. (Amabile 1997)

Creativity and innovativeness are essential to move the business onwards, and they will not happen without certain level of employment commitment. The commitment, after all, is dependent on many human related factors. For example, skewness in the pay distribution is seen to be associated with higher labor turnover. Comparisons and rankings inside the organization seem to matter more than wage as such. (Brown et. al. 2008)

3.3. Motivations and workplace stimuli of improvement

3.3.1. The concept of motivation

The most successful scientist, artist and employees may not always be the most talented ones. But they are the ones who are impelled by curiosity, passion and hard-working attitude inherently. They have the motivation to fill the tasks and reach the goals. According to Amabile (1997) there is abundant evidence, that people will be most creative, productive and active when they are primarily intrinsically motivated.

Birkinshaw (2010) has defined motivation as an internal condition activating behavior and giving the direction for it. In business contexts motivation means employee’s drivers to spend time and energy to particular tasks of company or organization worked for. Very often, textbook economics assumes that a person’s wellbeing at work varies positively with the absolute pay level and negatively with the number of hours worked. (Brown et. al. 2008) This is rarely the case. Even if human beings in general seem to be deeply interested in rankings - over sport outcomes, over incomes, over work load and over comparisons in between status (Brown et. al. 2008) - the inner motivations in working life seems to stem from somewhere else.

According to the prevalent theories, the satisfaction of doing a good job is seen as a strong motivation. (Birkinshaw & Crainer 2008) Douglas McGregor has created same directed
theories of human motivations, named Theory Y\(^1\). Theory Y says that given the proper conditions, employees are intrinsically motivated and will learn to seek out and accept responsibility, exercise self-control and self-direction. Deci and Ryan (2000, 2008) describe humans as naturally active and motivated, growth-oriented organisms, who are naturally inclined toward the development of an organized coherence between themselves and the social world. The human motivation can be seen as a function of the sociocultural conditions, in which actors find themselves. (Deci & Ryan 2008) Those conditions and processes influence how individuals feel while acting and as a consequence of acting, not only what people do. Naturally, opposite theories about intrinsically lazy and naturally unmotivated employees exists, too.

Humans seem to be poor in assessing what truly has an influence on their behavior. (Salonen & Toikkanen 2015) Motivational factors resides in a person’s own personality. According to Amabile (1997) some people just are more driven by the enjoyment and sense of challenge in their work. But person's social environment and organizational culture can have a significant effect on person's level of intrinsic motivation. (Amabile 1997) So, in organizational context very small push and moves to the desirable direction may have remarkable outcomes. This may happen by being aware of the motivational factors and existing values. Human behavior is complex, but always following the same principles of human psychology. (Salonen & Toikkanen 2015)

### 3.3.2. Intrinsic and extrinsic motivation - categorizing motivation

Different researchers have taken two approaches to the motivation as a phenomenon. Some have focused on underlying needs and wants of employees, while others are interested in drivers stimulating hard work. Both of these aspects affects on motivations. Motivational theories plays very essential role, since the financial success is closely tied to the passion for the work itself. (Amabile 1997)

\(^1\) Douglas McGregor worked in MIT Sloan School of Management in 1960’s. Opposite Theory X and Theory Y describe two contrasting models of workforce motivation in human resource management, organizational behavior, organizational communication and organizational development.
Scientific and business creativity stems from the intrinsic motivation, ie. motivation to work on something because it is interesting as such, involving, exciting, satisfying, or personally challenging. (Amabile 1997) According to Birkinshaw (2010), intrinsic motivation comes from the inherent rewards to task itself, ie. good feeling of doing something. Intrinsic motivation involves doing a behavior, because the activity itself is spontaneously satisfying. Intrinsically motivated employees are interested about what they’re doing, and they display curiosity and explore novel stimuli. (Deci & Ryan 2008) Extrinsic motivation comes from outside the employee, including factors like salary or coercion, the consequence stemming from outside. (Birkinshaw 2010) Extrinsic motivation stems from expected evaluation, competition with peers or co-workers, dictates from superiors, or the expected rewards of some kind. (Amabile 1997)

Even though intrinsic motivation is the most competent driver of thoughts and actions, there is considerable evidence that certain forms of extrinsic motivation may combine synergistically with intrinsic motivation, under certain conditions. (Amabile 1997) Also, the type of extrinsic motivation may make a difference. ²

Yeo and Li (2011) have divided the motivational factors into internal and external a bit more complex way. Internal factors are divided into performative stimuli and generative stimuli. These factors include competence, work outputs and outcome as such (performative stimuli), but control, empowerment, communication and prospects of new challenges on the other hand (generative stimuli). According to the theory external factors include supportive stimuli and facilitative stimuli. Environment, collaboration and communities of practice constitute supportive stimuli; when training, resources, rewards and workload constitute facilitative stimuli (Yeo & Li 2011). Authors’ division does not collide with Birkshaw’s one, which divides motivation drivers into material, social and personal drivers.

Birkshaw’s material drivers include direct rewards like salary, bonuses, promotions and other institutional approvals for the product or service worked with. These motivations are mostly extrinsic. Social drivers include the status value, sense of belonging to a group, recognition and that kind of rewards. Recognition for well-done work is one of most

² Amabile (1997) speaks about “synergistic extrinsic motivators”. This kind of motivator includes certain types of reward, recognition, and feedback. Therefore, it does not necessarily undermine intrinsic motivation but indeed, they may actually enhance some aspects of performance. These outcomes can even provide relatively important information on how to improve performance further.
powerful motivators in some sectors, while it raises the sense of importance and accords status among peers. Social drivers are partly intrinsic, partly extrinsic.

Deci and Ryan’s (2008) theory suggests, that the type of motivation is generally more important than the amount in predicting life’s important outcomes. The authors explain that autonomous motivation involves behaving with a full sense of volition and choice, whereas controlled motivation involves behaving with the experience of pressure and demand toward specific outcomes from forces external to the self. This categorization figures out the degree of relative autonomy or self-determination in the light of specific behaviors in between the extrinsic and intrinsic motivation. (Deci & Ryan 2008) The level of regulation does not fully correlate with the type or deepness of motivation.

Niemiec, Ryan and Deci (2009) explains, that attainment of intrinsic aspirations relate always positively to psychological health of an employee. Especially, the autonomous motivation which comprises intrinsic motivation and well-internalized extrinsic motivation has been most in evidence when people experience satisfaction of their basic psychological needs for competence at work, relatedness to a group and autonomy in life control. (Deci & Ryan 2008) The attainment of extrinsic aspirations will not relate to psychological or effective welfare; indeed, attainment of extrinsic aspirations relate positively to indicators of ill-being in working life and personal life in general. (Deci & Ryan 2008)

3.3.3. Managing intrinsic motivation drivers

*Personal drivers* are most floating values including into the intrinsic values. These values include aspects of appealing working conditions with intellectual freedom, creative working methods, opportunities to build and demonstrate expertise, and all the factors of inner joy and satisfaction the work provides. (Birkinshaw 2010) Intrinsic motivations drive humans in to achievements and new innovations, volunteering and development, and truly productive kind of employee engagement.

Oldham and Hackman (2010) have segregated five core job characteristics, which foster the internal work motivation of humans. These are skill variety (ie. the degree to which the job requires the use of different talents of the employee), task identity (ie. the degree to which the job requires doing doing a whole and identifiable piece of work from beginning to end), task significance (ie. the degree to which the job has a substantial impact of the lives of other
people), autonomy (ie. freedom and independence among peer group) and job-based feedback (ie. direct and clear information about effectiveness of the performance). Each of these characteristic would contribute to the experienced meaningfulness of the work, responsibility and knowledge for outcome. People who have the knowledge and skill needed to perform the job well, and who value opportunities for growth and learning, will be internally motivated to perform such jobs. (Oldham & Hackman 2010) Over time the attitude results in overall job satisfaction and higher equity outcomes.

Amabile and Kramer (2012) have created the concept of the inner work life which is multidimensional phenomena based on humane feelings. Inner work the usually hidden perceptions, emotions and motivations that people experience in their workdays. Inner work life impacts on how the people react to and make sense of events in working contexts. (Amabile & Kramer 2011) This feeling affects working outcomes via four levels; via creativity, productivity, commitment and companionship. For enhancing these elements certain level of proceed in meaningful tasks has to happen. The interaction in between people in working contexts plays also very essential role for working life experiences. After all, Amabile and Kramer (2012) sees the personal progression the most essential factor when considering job satisfaction and work related welfare. The small wins and small losses in progression may have shockingly strong effects on the inner work life attitudes of employees. The work is very often taken very personally. Even if the work related progression is taken in very tiny steps, it is essential to feel some amount of progression among task, which is meaningful for the employee.

The most productive employees are these one’s, who derive as much job satisfaction as possible. (Deci & Ryan 2000) The humane natural developmental and intrinsic motivational tendencies require supports from the social environment to function effectively. (Deci & Ryan 2000) This demands, that the employees can have certain amount of autonomy as to what they do and how they do it. Autonomy means not the same as independence, since autonomy has to act volitionally, with a sense of choice among others in the group. (Deci & Ryan 2008) According to Birkishaw (2010), the more the employee define the nature of their own work and identify with it as their own responsibility, the more intrinsically motivated they will be.
Building trust on the teams and towards manager is seen also very essential. (Birkinshaw & Crainer 2008) People do want to know that trust exists. They do want to know that their skills are appreciated and they are going to be supported in using them. With these conditions, they would be no feelings of underutilization either. (Birkinshaw & Crainer 2008) If the employee`s skills are underestimated and the challenges are too easy, the inner work life and work satisfaction is easily crashed. (Amabile & Kramer 2012) The work as such should always be seen meaningful. The management should never nullify the work value, nor show any signs that the work may never get conclusion demanded (Amabile & Kramer 2012).

Social climates, that feel pressuring and controlling, undermine intrinsic motivation, whereas those that feel supportive and informational enhance it. So, the general ambience of a situation, such as the interpersonal climate of homes, groups, classrooms and organizations have also effects to people`s motivation. (Deci & Ryan 2008) Caused by interpersonal climate`s effects, it has been insisted that even positive feedback administered in controlling context may tend to decrease intrinsic motivation, rather than increase it. (Deci & Ryan 2008)

According to some theories - applicable in some working contexts - managers should structure the working process and then get out of the way. (Crainer & Birkinshaw 2008) Stimulating personal driver demands, after all, that employees are provided with free responsibilities, managerial support, and clear roles. (Birkinshaw 2010) More autonomy supportive bosses tend to have more psychologically satisfied employees. These employees experienced more engagement in their work, greater well-being, and had higher performance ratings than employees of more controlling managers. (Deci & Ryan 2008)

In optimal circumstances there would not exist any kind of game playing, secrecy and favouritism, which may have very negative effects on engagement. (Crainer & Birkinshaw 2008) Very permissive management style will give space for various kinds of personalities in working places.3 Therefore, working with less control needs always explicit direction and

3 The employee may have very deconstructive manner of functioning in the organization. Jungner (2012) speaks about self-sacrificers, who blames all the conditions about the wrongs and failures at working places and bleaknessers (…and all this caused by my stupid coworkers..), who concerns very negatively towards everything (..it will never work out..). For example, powerlessness in the organization may cause self-sacrificing attitudes among employees. This kind of humans does not take responsibility of his/her doings, but blames conditions, coworkers, management, clients, and everyone else but him/herself.
coordination. There always have to be clearly defined objectives, understandable strategy and strong organizational culture beneath - guided by managers. (Jungner 2012)

3.3.4. Motivation and workplace stimuli beneath

Since the intrinsic motivation results very essentially to human development in work contexts, it will be natural to continue to effective stimuli occurring in working places. Li & Yeo’s (2011) research includes theory of work context’s influence on employee’s learning orientation to improve their quality of working life. The research results insist that employees change their learning orientation and develop learning strategies to improve their current work conditions, dependent upon contexts perceptions. Therefore, certain contextual stimuli can trigger the employees’ readiness to learn and improve their work life. By recognizing the internal and external aspects of different type of stimuli the management can direct their employees’ learning orientation through job redesign and job enrichment (Yeo & Li 2011).

Componential theory of creativity assumes the work environment can influence both the level and frequency of creative behavior at work, but all humans with normal capacities are able to produce at least moderately creative work (Amabile 1997). Leppänen and Rauhala (2012) have noticed that in every workplace, there will always be influential persons and followers. The influentials will take responsibilities and bring their ideas into others. The followers seem to wait exact instructions about what to do and how, experiencing that they could never have an influence on anything in working places. Influential personality is a state of mind, and these kinds of persons may be found in every level of organizations. One thing is common for influentials: they are willing and enthusiastic to do their work. So, the underlying factor is always humane motivations. (Leppänen and Rauhala 2012)

3.4. Quality of working life and productivity

In working life of this century, it may be extremely difficult to set concrete criteria of objective measurement of what can be seen as a good quality of working life. In knowledge and service intensive work, a good work performance typically requires a stronger mental commitment than in traditional manual or physical work. Individuals want to achieve
experiences of success and importance, which produce subjective wellbeing. The commitment is promoted by the employee’s opportunities for a sense of coherence. Also, the ability to control the work and find it comprehensible and meaningful for one’s personal objectives, will pay ever bigger role in measuring the quality. (Alasoini 2013) At least, quality of working life (QWL) practices should transform the dynamics of the whole organization. Successful QWL methods should provide employees with more opportunities to meet their personal and occupational needs, develop their capabilities while at work, and result in more effective problem solving.

According to Kesti & Syväjärvi (2010) the employee quality of working life can be measured by working unit collective competencies consisting leadership, team culture and processes. However, these competencies and attributes should be first validated for each organizational authenticity, environment constrains, situation and strategy. In health care sector the quality of working life depends at least partially on psychological safety of employees. In healthcare organization this often means - added to previous mentioned factors - the manners in which people are comfortable checking with each other about the right way. It also includes the means of valuing others’ unique skills and talents, and abilities to bring up problems and tough issues. (Nembhard & Tucker 2011)

Quality of working life and the personnel productivity have mutually supporting relationship. Both can be supported with similar kinds of development methods. (Alasoini 2013) The development projects traditionally aim to boost performance and the quality of working life at workplaces. These projects typically include at least the following practices: personnel skills, motivation and opportunities for using skills and abilities and personal commitment. (Ramstad 2009) The methods are not limited to the adoption of certain given high-performance work practices, but rather constructed changes in company’s organizational and HRM practices, which lead to improvements in operational performance (Alasoini 2011). The elements in successful development projects cannot usually be transferred from one workplace to another as so. Improvements may have contradictory outcomes. (Ramstad 2009)

Prujit (2000) has criticized the discourse, which construct an ideal model in which performance and quality always go hand-in-hand. In his opinion the organizational ideals of high performance organization are not able to combine efficiencies and humanization. In
most critical theories, this relationship generally is a negative one. In author’s opinion, the relationship in between employee and employer always includes the characteristic of subordination, asymmetry of positions and employees’ instrumental state as a capital of employer. Therefore, according to critique, the research concerning quality of working life and productivity are far too ideal-centered ideals. (Prujit 2000)⁴

3.5. Creativity and learning outcomes⁵

3.5.1. Workplace innovations

Technological innovation and processual methods alone are not enough to make organizations to work better. Even the success of technological innovation is contingent on inner innovations of the organizations and social system working in it. The non-technical innovations stemming from working groups and individuals in working contexts are interchangeably termed “organizational innovation”, “workplace innovation”, and “social innovation in the workplace” (Oeij et. al. 2012) The main idea of workplace innovation is collaboratively adopt some changes in work in organizational or human level, that lead to improved performance.

Employee may have knowledge, that combined to some other employee’s knowledge may lead to high inspiration beneficial to the whole organization. (Jungner 2012) Effective transfer of tacit knowledge generally requires extensive personal contact, regular interaction and trust (Kesti 2010), which in turn stems from good organizational culture.⁶ Positive affects in working contexts relates positively to creativity. This in turn means production of novel,

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⁴ Pure mathematically, human productivity may be seen as the Organization of Economic Cooperation and Development (OECD) defines it: workforce productivity means the relation in between the volume measure of input and the volume measure of output. (Jahamian et al. 2012). This labour productivity enhances due to enhancement in skills, technology and different other factors like country, industry or process.

⁵ Learning outcomes in my study means the advancement which leads to different and better working conditions, progress in productivity, accuracy, or other employee related improvements.

⁶ The key to acquiring tacit knowledge is experience. Without some form of shared experience, it is extremely difficult for people to share each other's thinking processes. Tacit knowledge has been described as “know-how” – as opposed to “know-that” (facts). In organizational field, tacit knowledge can also cause harmful effects - the failures, rush, or organizational culture are explained by ”how it just is”. (Kesti 2010)
useful ideas of problem solution at work (Amabile et. al. 2005), and also productivity therefore, as a consequence of positive affects. According to Amabile (2005), the relationship is very linear. Working context change and values are rarely black and white. Indeed, exploring the grey areas is where the real fascination - and innovation - lies. (Birkinshaw & Crainer 2008)

In the field of knowledge management, the concept of tacit knowledge refers to a knowledge possessed only by an individual and difficult to communicate to others via words and symbols. With tacit knowledge, people are not often aware of the knowledge they possess or how it can be valuable to others. (Kesti 2010) This kind of knowledge can only be revealed through practice in a particular context and transmitted through social networks. Innovations stemming from workplace are not necessarily the end products, but they deal with renewal and improvement of the deployment of people, management, organizational structure, process, methods and so on (Alasoini 2008).

Pot (2011) has defined innovations being as the implementation of new and combined interventions in the fields of work organization, HRM and supportive technologies. Pot considers workplace innovation as complementary to technological innovations. So, workplace innovation means doing something better, seeing projects and processes in different light and creating new ways of doing. Often, motivated employee’s know best how to improve methods and ways of work. After all, subjective and objective measures of company performance are proven to be positively correlated, ie. employees’ personal vision about the outcomes reflects pretty much the truth. (Wall, Michie et. al. 2004) Employee’s vision about the productivity can be thought as the truth, though.

Innovation at organizational level implies that organizations have the capability to innovate, and innovativeness stems from the humane motivations described in previous chapters. The capabilities achieving and sustaining innovativeness requires a positive workplace environment and practices that develop and leverage employees’ knowledge and ability to create value. (Oeij et. al. 2012) When employees are sincerely concerned about their current and expected working life occasions, they can lean on different contextual stimuli to help them move towards new ways of working, better quality of work life and better productivity thereafter. Internal and external factors can both be triggers of different contextual stimuli.
This helps employees make sense of their quality of work life in more meaningful way. (Yeo & Li 2011) Satisfaction will rise with employee commitment. (Oeij et. al. 2012) Positive mood leads to higher levels of performance. (Amabile et. al. 2005) In this context, motivation, affects and sincere trust can never be overestimated.

3.5.2. Cultural and personal context

Kalmi and Kauhanen (2008) have made very interesting research about workplace innovations and employee outcomes in Finnish contexts. The results generalize that workplace innovations are mainly associated with beneficial outcomes for employees (Kalmi and Kauhanen 2008), but some country specific aspects have to be taken into account. Finland has traditionally been characterized as a society, where people use to trust in each others more than other Europeans (Alasoini 2005). At the workplace level, in between management and employees there is only little tension and low level of power distance. (Kalmi and Kauhanen 2008) Teamwork and self-management may also be more readily accepted by employees due to cultural factors. (Kalmi and Kauhanen 2008) It may then be the case that problems stemming from lack of trust and legitimacy are not as big as in many other European countries.7 Also, employment regulation preventing dismissals without just reason alleviates potential concerns of job security. (Kalmi and Kauhanen 2008)

Creative and preremptory thinking depends also to certain extent on personality characteristics. The charasteristics like independence, self-discipline, risk-taking willingness, frustration-tolerance, and a relative lack of concern for social approval. (Amabile 1997) Still, the history of workplace innovations shows an incoherent and inconsistent picture. (Oeij et. al. 2012) Workplace innovations do not necessarily lead to only positive8 employee

7 To explore options and potentials among workplace development, many programs have been launched in several countries. In efforts to promote new forms of work organization, the use of exemplary cases and the notion of best practices have played a key role. See more about Scandinavian research in this sector from Gustavsen 2008.

8 See also Camman & Ledford (1984) about strategizing the possible outcomes of QWL-projects - not all the results describe what they were intented to.

Arnkil (2008) has taken up the concept of strategic learning in workplaces, which includes sustainable improvements via everyday learning, sticking to interesting and promising practices enriching the methods applied earlier.
outcomes. (Kalmi and Kauhanen 2008) Team-working, self-management and employee’s job influence may increase, but these facts may lead to increase of job intensity, insecurity, and stress in some sectors. The means of creating new ways of work and finding various workplace innovations with a relatively broad set of worker outcomes, including job intensity, job influence, job security, wages, stress, and job satisfaction, may have unpredicted outcomes. (Arnkil 2008)

Human commitments and development should be observed with the light of Pareto-rule. According to Pareto’s ideology, only 20 percent of working groups or individuals can develop themselves independently. The rest 80 percent need strong managerial assistance. (Kesti 2010, Pareto 1897) According to the same rule, the top managers use to pay attention to the best performed employees and groups (20% of personnel), while the poorer ones (80% of personnel) are disregarded. The organizational development would need just the opposite assistance allocation from managers’ side. In everyday working life, short term demands often win over a long term vision. (Oeij et. al. 2012) Still, there is a strong need for livelier cross-national and cross-sectoral debate on how to build innovation programs with increased social effectiveness in workplaces (Alasoini 2008). Progress in meaningful work is the primary motivator, well ahead of traditional incentives like raises and bonuses. Therefore, supporting progress may be seen as an essential function among qualified management. (Amabile & Kramer 2011, 2012)

3.6. Qualitative management as a source of QWL

3.6.1. Management in personnel productivity

Questions of the development of management and the development of working life are closely interwoven with each other. The role of management in personnel productivity’s point of view, will be finding the underlying power among employees. (Alasoini 2012) The work has to be reconstructed in a way, that employees are able to experience reasonableness at work. (Salonen & Toikkanen 2015) To feel reasonableness, employee has at least know what to do and how in working places, and see the advancement. Employees have to feel that the work is a meaningful part of bigger big picture they have to receive appreciation and praise and see that the working outcomes have positive effects to the outside world in a way
or another. (Salonen & Toikkanen 2015) Amabile and Kramer regard the enabling of progress as very main principle of good management. (Amabile & Kramer 2012) Without these values, the motivation may weaken radically.

In addition to the traditional objectives for working life quality - described earlier in my study - it is also important to pay attention to factors through which work can constitute a comprehensible, manageable and meaningful whole as part of a person’s life. (Alasoini 2012) In other words, management has to bring up intrinsic motivation drivers among employees. (Birkishaw 2010) Driving these motivations is ever more important in ever more knowledge-intensive working contexts. Employee’s feelings about working contexts stems from clear targets, reaching support and feedback, and independence to fill the tasks. (Amabile 2012) The employees also very often know the strengths and weaknesses of their working preconditions, occasions, outcomes and relative results much better, than anyone else. Managers need to understand the factors beneath the working outcomes. (Leppänen & Rauhala 2012)

Under right kind of conditions the aggregated expertise of a large number of people can produce more accurate forecasts and better decisions than those of a small number of outside experts. (Birkishaw 2010) Therefore, management style may very often turn to coaching relationship in between supervisor and employees. (Leppänen & Rauhala 2012) In optimal circumstances, management practices include the ability to constitute effective teams representing diversity of skills, made up of individuals who trust and communicate well with each other, challenge each other's ideas in constructive ways in a mutually supportive manner, and are committed to the work they are doing. (Amabile 1997) In optimal case the talented and intrinsic motivated persons are given possibilities to success with meaningful tasks. (Amabile & Kramer 2012)

3.6.2. Managing emotions

When talking about any human potential in an organization, the conversation very often ends up with psychology. Leppänen and Rauhala (2012) have researched the positive psychological capital of an organization. According to their theory, the psychological capital
consists of self-confidence, faith into the future, optimism\(^9\) and persistence of single employees. When these emotions are optimal and the organizational culture is supported by managers, the organization grows up with positive sensations. In positive organization the work performance gets better. Syväjärvi and Vakkala (2012) have written about positivity in work communities and leadership customs. The authors have emphasized the importance of positive basis in humane management. The orientation has to respect the human as such. (Leppänen & Rauhala 2012)

Management actions that result in significant changes within the organization, for example downsizing, can have dramatic and even quite long-lasting effects on creativity of employees. (Amabile 1997) Positive and trustful atmosphere have therefore very strong impact on the engagement in to the organization and overall work wellbeing of employees. (Leppänen & Rauhala 2012) Therefore, positive corporate culture is very essential in advancing the overall results. It helps optimistic attributes to raise and create solution centered outcomes. From the managerial point of view, we should always ask from ourselves: "What do I bring, when I step in to the room? Will I bring enthusiasm, optimism and humor, or rather tension, disappointment or fear of outcomes? " The state of mind may shift to working contexts everywhere. Usually, negative occurrences play stronger role than positive ones. Even very tiny everyday incidents – tiny losses or wins – may have big effects. (Amabile & Kramer 2012)

Many studies confirm that even if the managers know the needs of improvement in the organization, the total lack of practical advice prevail. For example, in healthcare sector the managers realize the importance of co-operation and intermediate learning, but nobody knows how to effectively facilitate the interdisciplinary collaboration needed. Year 2005 a McKinsey survey (McKinsey 2005) showed, that 75% of executives who believed collaboration been important for their organizations’ performance, thought that no effective collaboration occurred in the workplace. They did not have any clue how to improve significant collaboration. Also, organizational leaders need understanding of how contextual

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\(^9\) Optimism is essential feature of positive organizational culture. Optimism can be explained as a way of telling the story about life and occurrences. Some people see things positive, when they’re negative to someone else. Optimistic person will try to learn from failures, and is willing to learn and continue tasks even after mistakes. Optimism in organization feeds optimism. More about optimism, pessimism and their function in an organization: Leppänen and Rauhala 2012.
stimuli can affect their employees’ motivation to learn at work. Quality of work life largely resides in the minds of individuals. If the perception of their work life is positive, they are likely to adopt a proactive approach towards learning, helping them engage in their work in more meaningful ways. Motivated and committed employees will be more willing to connect to their tasks through collaboration with others. This increases organizational learning capabilities (Yeo & Li 2011) and productiveness.

3.6.3. Managing creativity

Harisalo (2011) has written about technology of creativity, so about how the management can strengthen the creativity of an organization. The creativity may be seen as a part of organizational productivity, even if this is not the same. Strategic management still has to consider the meaning and possibilities of creativity as a means of developing innovativeness in working life. The lack of space for reflection could cause employees to adopt a reactive and passive learning orientation towards their work life. When there exists no management support for employees, new learning strategies may not be explored. (Yeo & Li 2011)

The most important feature of leadership is the faith in human being and his/her mental growth. Mostly, managers seem to think that success demands only big talents, and these talents have to be selected through well-considered recruitment process. (Nellis 1994) Even if not underestimating the importance of recruitment, this may not always be the truth. In everyday working contexts the success does not come as such. Hard work, attitude and perseverance will be the most important factors, including the never ending faith in human potentials. (Jungner 2012)
4. Empirical research - targets, objectives and means

4.1. Motivations and productivity – finding the essentials

Famous economist Vilfredo Pareto has found out the Pareto principle, which fits here, too. The rule states that, for many economic and natural events, roughly 80% of the effects come from 20% of the causes (Pareto 1897). In strategic human resources management studies this follows, that usually 80% of time used for enhancing human resources productivity are used by rolling with the organizational problems, and only 20% of time is used by positively finding of future solutions (Kesti 2010). When considering effective ways of improvements, concentrating on wrongs and failures will be meaningless - but looking to the future and innovative ways of do thing better.

I am questioning, if there are any sources for intrinsic motivation drivers, and how they could be supported by managers. I also try to find out some effective human resources development processes focusing on the development of organization specific human drivers of performance. This could be rephrased by more unlimited approach on cognitive participation. My analysis also concern on establishing whether the views and attitudes about organization culture, selfvaluation, performance and quality of working life concur.10

4.2. Quantitative research methods and contents of my questionnaire

4.2.1. Background

For empirical research I decided to execute a questionnaire. The designing I have tried to make as considerably as possible. The purpose of my questionnaire is to find out the background and basic function of the employee; the employee’s feelings about information

10 The development at the workplace level should consist of several interrelated work, organizational and human resource management practices on the whole. (Alasoini 2013) Extensive organizational learning processes also promote opportunities for individuals to develop in their work, for those taking part in it. Local learning and good quality of working life could easily lead to new ways of working. This concept refers to work, which transcends the boundaries of time-honoured temporal, spatial and organizational patterns and forms of work. Alternatively, new ways of working in some other recognized way embodies the better principles of management.
transport and leverage in the organization; the employee’s motivations and commitment in the organization, the employee’s willingness to improve working conditions and preconditions to innovate and develop in the whole. I assume the subjective opinions being the truth, because the truth of the employee will deeply affect person’s motivations and functions dependent if the facts beneath figure the absolute truth or not.

I did not have any separate questionnaire to the managerial level, because my intention was to find the employee -based factors leading to better quality. According to this point of view, only employee’s experience about certain outcome will matter. The lived and perceived experience will play the essential role, for example what comes to learning orientation in work places. (Yeo & Li 2013)

4.2.2. Qualitative and quantitative analyze of data collected

Qualitative researchers aim to gather an in-depth understanding of human behavior and the reasons that govern such behavior. The qualitative method investigates the why and how of decision making. Hence, smaller but focused samples are more often used than large samples, since the target is not just what, where, when. From the conventional point of view, qualitative methods produce information only on the particular cases studied. Therefore, more general conclusions could be only propositions. The quantitative methods may be used only for seeking empirical support for research hypothesis. (Wilson 2011)

My aim is to answer questions like how and why some results and phenomena exists and how and why they can be improved, diminished, or what demanded for reaching the objective - making the profitability and competences of the employees and whole organization better.

4.2.3. The Likert-scale and analyzing results

I somehow found the Likert-scale questions most familiar and easy to fill and interpret. The factors of my interest are not black and white, and therefore the answers have to have many aspects and colors, too. In Likert-scale questions the employee has to rethink his ideas, which make the replying kind of rewarding immediately. At the covering letter of the research form,
the employees are asked to answer quite fast, without thinking too deeply or sticking to single questions. The answers are given anonymously using Likert-scale in between 1 and 5.

The Likert-scale answer choices were:
1 = claim do not describe my ideas at all / does not fit me / I don’t agree at all
2 = claim describes me a bit / does not fit me much / I don’t agree much
3 = I don’t know - neither
4 = claim describes me pretty well / does fit me a bit / I agree a bit
5 = claim that describes me perfectly / does fit me perfectly / I agree totally /

The questionnaire as a whole is attached to my Master Thesis (the original Finnish version).

The research has carried out electrically with sliding answers in between 1.0 and 5.0. Most of the claims or questions are expressed in a way, when 5.0 would be the most favourable outcome – for example: “I am always able to concentrate on the essential task at hand.” Still, some claims are opposite and 1.0 would be the most favourable outcome – for example: “If I had some proposals to improve working methods, nobody would listen to me.” With these ”upside down” -claims I had to correct the values, to get comparative and matching results. After correcting values, all the values approaching 5.00 are the most favourable ones, and therefore comparing is possible.

I wanted to avoid the biggest and most obvious problems with Likert-scale, which are careless scale construction and poor data analysis. In many researches, analysis has seen as a major obstacle of many inherent, conceptual, or uncorrectable problems with the Likert response format itself (Carifio & Perla 2007). The answers need analytic tools, with the help of previous management studies. I used SPSS Statistics to elaborate the data.

My research findings are based on the subjective opinions of the participants. However, a study by Wall et al. (2004) indicates that subjective and objective judgments of workplace performance capacity correlate positively and thus largely measure the same thing. Wall et al. (2004) even suggests that studies of performance (and even financial outcomes) should always include both objective and subjective measures, since the subjective views very essentially describes the truth and the factors beneath. The reliability of the self-assessment
method is also increased by the fact that responses are obtained from most of the parties involved. (Ramstad 2009) In my research the answering percentage is 23.9%.

4.2.4. Result statistics

In Caritas-Corporation my testpopulation included all of the workers in the company. Total amount was 377 respondents, for which 76.9 percent did not give their answers, 17.8 percent answered to every question and 5.3 percent dropped out in some point of the questionnaire. The answerpercentage was 23.9. Working years in Caritas-Corporation was less than one year for 21% on the answerers (17 employees), from one to five years for 44.4% of the answerers (36 employees) and from five to fifteen or more years for 34.6% of the answerers (28 employees).

The workers groups were divided into disablement service sector (35.9 % of answerers), senior service sector (23.1 % of answerers), house service sector (9 % of answerers), rehabilitation service sector (11.5 % of answerers) and administration service sector (17.9 % of answerers). Cooking services was included, but nobody answered. Two answerers (2.6 % of answerers) were on management level. The answers were also classified in between working years of the employees. 21% of answerers had worked in Caritas less than one year, 44.4% in between one and five years, and 34.6 % in between five and fifteen years.

The data analysis below in based on the results as one big group, without separating different branches or working year experiences.
5. Empirical research results

5.1. Part one - Perceived and lived workplace experience

5.1.1. Balance and everyday welfare

The first sector of the questions concerns the workers’ selfvaluation and balance in the organization. The questions try to find out the inner impression of psychological safety of an employee, as characterized by openness, trust, and an awareness of self and the others. The questions also clarify the impression of cohesiveness of working group, inner valuation of work, and the experience of success from the personal point of view. All of these indicate sources and bottom line factors of intrinsic motivation and safety among working relations.\(^{11}\)

In table 1 are listed some essential answer rates for the questions from first sector, which are supposed to figure selfvaluation and equilibrium in the organization. The means approaching value 4 are well, but the ones closer to value 3 should be examined further.

<table>
<thead>
<tr>
<th>Table 1. Selfvaluation and equilibrium</th>
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<tbody>
<tr>
<td>I feel belonging to a group, where I am approved the way I am</td>
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<tr>
<td>Mean</td>
</tr>
<tr>
<td>Median</td>
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<tr>
<td>Minimum</td>
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<td>Maximum</td>
</tr>
</tbody>
</table>

The challenges whether too big or small compared to own knowhow, experience or personal resources, will crush intrinsic motivation and creativity in the long run. But on the other hand, the positive learning orientation and experiences of succes and advancement will demand challenges that cross the current knowhow in certain level. Positive status quo ie. equilibrium amongst working load and own possibilities to influence is supposed to

\(^{11}\) The mean value for this section among disablement service sector was 3.9, among senior service sector 4.2, among house service sector 4.0, among rehabilitation service sector 3.9 and among administration 4.1. Two answerers was on management level and their mean value was 4.1. The mean value did not seem to depend upon the working years in Caritas Corporation.
encourage on professional development. Occupational self-esteem seem to correlate with more cognitive openness, the fact that is proved also in Kauppila and Tempelaar’s (2016) research. Some of these values are taken for notice later with intrinsic motivation aspects.

My research results show that when worker’s personal life and work are in consistence, she/he also most likely experience balance in everyday life, believe in own influential possibilities and enjoy oneself in Caritas Corporation (Alpha among propositions 0.776). When experiencing such welfare, person is also likely willing to push oneself for better performance and gets inner rewards and joy among working tasks (Pearson correlation 0.357). The same correlation exists, when own work is considered to be precious and own knowhow and role being aware and felt important for the entity (Pearson correlation 0.416). The persons whose occupational self-esteem is high are also likely willing to push themselves for better performance aware of own skills and preciousness of the tasks at hand. The person got more intrinsic motivation when found inner reward from work itself as such. Therefore, the workplace occasions where this motivation is stemming from should be supported. Intrinsic motivation is examined further below.

### Table 2: welfare in everyday life, working joy and self-esteem

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<tr>
<th></th>
<th>Alpha 0.776</th>
<th>Alpha 0.711</th>
<th>Alpha 0.782</th>
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<td>Correlation</td>
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<tr>
<td>Sig. (2-tailed)</td>
<td>65</td>
<td>60</td>
<td>65</td>
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<tr>
<td>Alpha 0.711</td>
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<tr>
<td>Correlation</td>
<td>65</td>
<td>65</td>
<td>73</td>
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<tr>
<td>Sig. (2-tailed)</td>
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</table>

*Correlation is significant at the 0.01 level (2-tailed).

#### 5.1.2. Intrinsic motivation drivers

Intrinsic motivational factors include aspects of appealing working conditions with intellectual freedom, creative working methods, opportunities to build and demonstrate expertise, and all the factors of inner joy and satisfaction the work provides. (Birkinshaw 2010. See also chapter 3.3.) From Another point of view I have examined task significance,
work autonomy and job-based feedback. (Oldham & Hackman 2010) According to intrinsic motivation theories, each of these characteristics would contribute to the experienced meaningfulness of the work, responsibility and knowledge for outcome.

Table 3 figures that motivational factors including inner joy and satisfaction get pretty well values in the target organization. Belonginess to a group on turn have essential importance on human psychology. Table 4 figures the intellectual freedom and occupational expertize development among workers. The results show, that workers pretty well give positive answers. Still, when the given values’ mean underneath level four, some caution should be paid on the state of affairs. At least, the importance of superiors’ attitude, feedback and rousiness should be highlighted in fifth column of table five. As a generalization, superior’s positive managerial approach seem to have positive effects on even many personality dependant outcomes. Managerial approach is explained deeper later in the text.

| Table 3. Drivers of intrinsic motivation – inner joy and satisfaction, task significance |
|-----------------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| My work is precious | Work gives me experiences of success | I feel belonging to a group, where I am approved for way I am | Work mostly rewards me | I feel happiness after performing well |
| N | Valid | 74 | 71 | 75 | 67 | 66 |
| Missing | 6 | 7 | 3 | 11 | 12 |
| Mean | 4,3389 | 4,0018 | 4,3399 | 3,9342 | 4,3126 |
| Median | 4,7000 | 4,2200 | 4,6000 | 4,0000 | 4,6000 |
| Minimum | 2,97 | 1,35 | 2,62 | 1,92 | 1,92 |
| Maximum | 5,00 | 3,00 | 5,00 | 2,00 | 2,00 |

| Table 4. Drivers of intrinsic motivation - intellectual freedom, expertize opportunities |
|-----------------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| I can influence on my work | I know my role in the organization entity | My knowhow is important and I can develop my occupational skills in the organization | I am mostly glad when beginning my daily tasks | I feel my superior is interested in my experience and development |
| N | Valid | 73 | 74 | 78 | 68 | 66 |
| Missing | 6 | 7 | 3 | 11 | 12 |
| Mean | 3,0401 | 3,8554 | 4,0094 | 4,1479 | 3,7965 |
| Median | 4,0200 | 4,0750 | 4,0600 | 4,1000 | 3,9150 |
| Minimum | 1,40 | 1,58 | 1,92 | 1,68 | 1,58 |
| Maximum | 4,93 | 4,95 | 4,97 | 5,00 | 5,00 |

Which factors have an influence on drivers on intrinsic motivation will depend on personalities. Still my research shows, that occupational self-esteem and preciousness of one’s work relate to knowledge of one’s role in the team and organizational entity (Alpha among these claims 0.782). These factors correlates strongly (Pearson correlation coefficient 0.44) with expressions of rewarding work, overall gladness among work and willingness to push oneself for better performances (Alpha among these claims 0.711).
Since my study is addressed only to limited themes, I try to find the essential drivers that could be enhanced by managemential and organizational operators. Therefore, content and analysis may never be exhaustive.

5.2. Part two - Cognitive participation

5.2.1. Evaluative sensemaking of organizational knowhow

The second sector of the questions and claims concerned the knowledge transfer, learning stimulus and data management of the organization as a whole entity. These aspects concerns also the quality of working life as such from the point of view of working tasks, occupational growth, and personal confidence in organization. The questions try to make clear the tacit knowledge cap and effort valuation of a person.

Cognitive participation can be characterized by a mental readiness to engage in and challenge existing knowhow and experience. The level of cognitive participation can be analyzed focusing on reflective listening, verbalization of workplace assumptions and proposition of new ideas. In my survey I’ve tried to find out the workers willingness to stretch their thinking boundaries and on the other hand experienced possibilities to explore alternative means and integrate of diverse views.12

5.2.2. Psychological safety

Psychological safety in the healthcare organization does not mean only the stability of environment, but also the protection against mental uncertainty about doing wrong. People in the unit should be comfortable checking with each other if they have questions about the right way to do something. Members should also be able to bring up problems and tough issues, even by interdisciplinary collaboration in between professionals of every kind. This includes, that people value others’ unique skills and talents. In healthcare organization the communication in between different professionals and different hierarchial levels should be

12 The mean value for this section among disablement service sector was 3.8, among senior service sector 4.0, among house service sector 3.8, among rehabilitation service sector 3.8 and among administration 3.7. Two answerers was on management level and their mean value was 4.1.
open and positive and unit functions should work very well together as a team. One essential basis of well functioning entity is deep understanding of each other’s job responsibilities among all those involved. (Nembhart & Tucker 2011)

In this connection, psychological safety has strong connection to organization culture and observation of social dynamics in the organization. Workers of my target company mostly see the leverage of knowledge to be adequate. Still, some values are approaching three, which means that they don’t know, or state being uncertain. Obviously, knowhow transfer and coworkers’ support play very essential role in personal occupational certainty, but also the development of knowhow, efficient methods, means and minimizing mistakes and general “hassle” at work (see Figure 2.)

The interpretation of social dynamics normally has impact on one’s willingness and courage to express personal views, even when embarking on some social risk. Table 5 shows that workers mostly are willing to discuss and they somehow trust about the others. The last two questions of the table give contradictory results. It seems, that workers assume having the true opportunity to develop working methods and talk about them, but in real life co-workers would not take the proposals for real in many cases. The analysis is based on single-question-analysis.

<table>
<thead>
<tr>
<th>Table 5. Social dynamics, courage and trust</th>
</tr>
</thead>
<tbody>
<tr>
<td>I very often discuss with the others about the fluency and development of work</td>
</tr>
<tr>
<td>N Valid</td>
</tr>
<tr>
<td>Missing</td>
</tr>
<tr>
<td>Mean</td>
</tr>
<tr>
<td>Median</td>
</tr>
<tr>
<td>Minimum</td>
</tr>
<tr>
<td>Maximum</td>
</tr>
</tbody>
</table>

*The answer values turned upside down for comparative reasons, now 5 being the most favourable outcome (no, I would be heard) and 1 the most unfavourable outcome (yes, I would not be heard).

5.2.3. Effectiveness

Since workforce is the biggest expenditure for most service sectors, the hassle and idling should be minimized. Figure 2 shows, that worker’s focus very often may be on somewhere else than in essentials. The reasoning could derive from methods, co-operation or information leverage, better analyzed by workers themselves. Still, it seems that mostly workers seem to
know what to do and how (Table 6). They can easily approach to subordinates and coworkers, but still, maybe too often the information leverage and uncertainty about what to do and how are present. In optimal organization that kind of bend is not found.

Figure 2. Histograms figuring the “hassle” in working reality

According to my results the persons who always know what to do and how, also feel having the major information needed easily. These people can always ask for advice, feel methods and machines working ordently and also know and understand the vision of the organization (Alpha in between claims 0.822). These persons are less likely unsatisfied with the employer and organization in any way, what comes to task importance, willingness to leave the organization, attitudes against methods and habits of the organization etc. (Alpha 0.928).

The perception about information leverage correlates positively to everydaywelfare in person’s life, occupational self-esteem and joy (Pearson 0.55 and 0.75) causing instrinsic
motivation that way. My research did not give any correlations in between information leverage and occupational ambitions. The information leverage and working efficiencies does not correlate either the inner joy that work provides.

Table 6 expresses knowledge and experience leverage being in reasonable level in target organization. Knowledge transfer and information availability concerns a bit, mean value staying in 3.5 meaning that too many workers feel staying unaware of some major factors concerning daily tasks. This in turn may cause timewaste, lacking of trust or selfconfidence. Information transfer cap may stem from personal incompetencies, but rather from organization’s cultural factors. My research material does not give straight answer to the question at hand, since analyzing would demand deepening the survey from that point of view.

<table>
<thead>
<tr>
<th>Table 6. Knowledge transfer, concentrating on essentials</th>
</tr>
</thead>
<tbody>
<tr>
<td>I always know what to do and how</td>
</tr>
<tr>
<td>N Valid</td>
</tr>
<tr>
<td>Mining</td>
</tr>
<tr>
<td>Mean</td>
</tr>
<tr>
<td>Median</td>
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<tr>
<td>Minimum</td>
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<td>Maximum</td>
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</tbody>
</table>

5.2.4. Ambition stimulus

For professional personnel working context mostly offer a meaningful playground to proceed and expetrice oneself for occupational grounds. For some personalities this function plays more important role than for others. I every case, though, occupational honor and interest in development is one component of selfcondidence and inner valuation of working life quality. Table 7 shows, that mostly workers seem to be enthusastic and interested in learning new. Enthusiasm is well known by superiors and resources are well used from that point. Among my research group people seem to have ambitions enough. The people who honestly care about the results what they have done, most likely also want to learn new things in their lives and want to take more responsibilities without too much guiding. These persons want to be forerunners (Alpha among these propositions 0.66).
When most workers know their role in working team, are ready to work hard and tell own opinions even when someone would criticize (Mean 4.2, Median 4.2), are willing to push oneself to improve (Mean 4.1, Median 4.2), feel oneself to learn more and having possibility to take part in occupational training (Mean 4.0, Median 4.4) it is difficult to analyze where this learning stimulus is stemming from, and how it can be boosted. As a single proposition willing push oneself for better performance seem strongly correlating\(^\text{13}\) personal character of happiness stemming from the good performance itself (Spearman rho being 0.36). This character in turn may stem from personality traits, since these are proved to have strong effect on occupational ambition (Kauppila & Tempelaar 2016).

According to my study, as a single proposition courage to work hard and bring out ideas even under the threat of criticism seems to correlate strongly to the single position of positive management attitude and encourage (Spearman rho being 0.4). Kauppila and Tempelaar (2016) have got results, among which superior’s demanding attitude leads more developmental behaviour and encourages thus also creativity and development of new ideas.

After all, I found some very interesting correlations in between dubiety and innovativeness. The single answers figuring that workers seem always know what to do and how, and never feel bored at work, seem to be negatively correlated\(^\text{14}\) with single answers figuring active hold on improving working methods and conditions. I would interpret this by assuming that too hustle weekdays at work will decrease creativity and creating new, better and more optimal working methods. The correlation was not remarkable when counting Pearson’s

\[
\begin{array}{|c|c|c|c|c|}
\hline
& \text{I never feel bored at work; useless things do not steal my time} & \text{I want to be humourous} & \text{I think there is much, that I still would like to learn in my life} & \text{I can learn new and take part in training} & \text{I have more knowhow, enthusiasm and talents than my boss even knows} \\
\hline
\text{N Valid} & 69 & 67 & 69 & 66 & 62 \\
\text{Mean} & 3.5500 & 3.7163 & 4.2662 & 4.01 & 3.2000 \\
\text{Median} & 3.6200 & 3.7500 & 4.2800 & 4.38 & 3.0800 \\
\text{Minimum} & 1.03 & 2.00 & 1.92 & 1 & 1.06 \\
\text{Maximum} & 5.00 & 5.00 & 5.00 & 5 & 4.98 \\
\hline
\end{array}
\]

\(^{13}\) I am using Spearman´s rank correlation coefficient matrix, and taking for notice only those correlations, which are significant at the 0.05 level (2-tailed).

\(^{14}\) Using Spearman rho, the claim ”I always know what to do and how” is negatively correlated with the claim ”I have lot of ideas, with which I could optimize my work” with the value -.054. The same kind of correlation is measured in between the claims same kind.
correlations with proposition groups. When comparing proposition groups, good knowledge leverage and occupational ambition did not correlate at all.

According to my research results, humane occupational ambitions seem to correlate only with the overall joy among work, rewarding tasks and own willingness to enhance better results. (Pearson correlation coefficient 0.351) Therefore, I would suggest that personal characters like willingness to learn more, to be forerunner and carry out bigger responsibilities are mostly personality traits, since they are interdependent on pretty much all the other proposition factors.

In my research I had a question, if the worker is demanded extortionate working load and too big achievements. The mean answer value was 2.3, median being 2.2. So, less than half of answerers thought they have been overloaded by managerial demands. The question does not figure exact homogenous issue what Kauppila and Temperaar (2016) have studied. But I could make opposite conclusion: at least the workers normally are not demanded too much. The phenomena could be researched further.

5.2.5 Group coherence and progressiveness

Belonging to an interest group, where human is accepted as such, is supposed to be one of major needs of human beings. Attainment of close relationships and community involvement, relate strongly to basic psychological need satisfaction of human being. (Niemiec et. al. 2009) All humans need to feel competent, autonomous and related to others. (Deci & Ryan 2000, 2008) In Caritas Corporation most workers experience belonginess that kind (Mean value 4.3, Median 4.5). As single proposition, tight group coherence correlates strongly to the ideal of equal working team, ie. team where nobody is thought to be favoured and workers are equal (Spearman rho 0.377). Group coherence also has an effect on overall atmosphere. Employees experiencing belonginess to a group also most likely feel good atmosphere and see positive sides of working contexts (Alpha in between propositions being 0.761). These workers also experience knowledge leverage being in good level (Pearson correlation 0.331).
According to my research results, tight group coherence and belongingness to a group seem not correlate to the everyday welfare and commitment, nor overall satisfaction or experiences about management.

Experience of group coherence seems to have surprising connection to occupational progressiveness. Experiences of group coherence as single proposition correlates negatively to single propositions concerning personal occupational hardworking, willing to push, or enthusiasm to take over more challenging tasks. In tight group it seems, that workers may not want to push up themselves to cross the limit of "sufficient effort". When group coherence and collaboration is tight the new ideas to optimize work or creative thoughts will seem not to rise (negative correlation using Spearman rho correlation analysis in single propositions). Grounds and motives for that does not clear out in my research, nor I can make any generalization whether this applies to every organization types or can be said scientifically remarkable founding.

5.3. Part three - Objective judgment based on managerial approach

5.3.1. Quality of management

Third sector of questions concerns the quality of management and leadership effectivity. Since intrinsic motivation and willingness of cognitive progress are seen stimulated and responded by management support, collaborative climate, reward and recognition, I have tried to find out these characteristics among managers and behaviours of target organization. Development of management and the development of working life are closely interwoven with each other (Alasoini 2012, Birkinshaw 2010) and therefore, they can not be researched separately.

From management’s role follows boosting intrinsic motivation drivers, which most simply means that employee has at least know what to do and how in working places, and see the advancement. Employees have to feel that the work is a meaningful part of bigger wholeness, they have to receive appreciation and praise and see that the working outcomes have positive effects to the outside world in a way or another. (Salonen & Toikkanen 2015) Employee’s feelings about working contexts stems from clear targets, reaching support and feedback, and
independence to fill the tasks. (Amabile 2012) Table 8 figures the value given from some of these points of view.

Reliability analysis confirms, that qualified management includes many aspects, among which many propositions are cohesive.

<table>
<thead>
<tr>
<th>Table 8. Experiences managerial roles: guiding, encourage and behaviours</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>N</td>
</tr>
<tr>
<td>Mean</td>
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<tr>
<td>Median</td>
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<td>Minimum</td>
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</table>

The table 8 shows that mostly the superior is thought to be interested in subordinate as a human being and threatening her/him accordingly. Also, trust - which is very essential factor for workers selfvaluation and motivation – is in good level. Support, guiding, encourangement and feedback seem to be values that always stay under desirable standard. According to Kauppila & Tempelaar (2016), superior’s strongly supportive attitude has remarkable effects on success at work. In my research, superiors guiding and supportive attitude seems to correlate on the rewarigness of work as such (Spearman rho correlation 0.37 in between single propositions).

5.3.2. Positive managerial approach and trustfulness

Since positive approach, endowing encouragement and trust seem to be very significant factors in sustainable leadership behaviours, I wanted to pay attention to these elements and consequenses. According to my study managerial experiences seem to correlate with overall satisfaction (Pearson correlation coefficient 0.557), experiences of working preciousness (Pearson correlation coefficient 0.635), welfare in everyday life (Pearson correlation coefficient 0.503) and group cohesiveness and information leverage (Pearson correlation coefficient 0.732. See Appendix 2). Single employee’s occupational ambitions in turn does not correlate with management style.
I have combined single question in correlation, an even though the results may not be scientifically legitimate, the outcomes are worth viewing. When considering single questions’ correlations, superior’s positive managerial approach and encouragement received seem to correlate strongly to the overall atmosphere at work (Spearman rho 0.359) and it seems to extend the positivism among peers (Spearman rho 0.512) and inner joy received after great performance of own (Spearman 0.46). Workers under positive manager feel equality among coworkers (Spearman rho 0.4) and from their opinion teams work well (Spearman rho 0.53). Positive managerial approach also seems to enhance subordinate’s willingness to work hard, tell own opinions and do things differently even under threat of criticism (Spearman rho 0.395).

By using Spearman's rank correlation coefficient in between single questions, it seems that superior’s trust in subordinate correlate with subordinate’s willingness to be forerunner (Spearman rho 0.342) and his/her feeling of working on precious tasks (Spearman rho 0.397). Those who feel superior trusting in them, also feel having possibility or talent on concentrating on the essentials at work (Spearman rho 0.46) and they feel having possibilities to ask for advice and get help given with pleasure (Spearman rho 0.557). But in single proposition analysis superiors’ s trust seem to have nothing to do with how the subordinate see challenges and her/his knowhow being in balance, nor anything relating to working load and achievements related.

Even though encouragement and feedback is supposed to be essential factors from the point of view of workers selfvaluation and occupational growth, it seems that in my target organization these aspects have no correlation to group cohesiveness, task significance assumptions, willingness to work harder, or discussions about enhancing performance and creativity though. Still, the workers who experience encouragement and feedback, most likely see their superior being interested on their occupational experience and development

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15 I am using Spearman’s rank correlation coefficient matrix, and taking for notice only those correlations which are significant at the 0.05 level (2-tailed).
16 In turn, positive managerial approach as such seem not have effect on the experienced group coherence in between workers, experienced expertise, or willingness to take responsibilities without too much guiding. It seem not to have any effect on willingness to see the output of one’s work. On the other hand, subordinates of positive managers are more likely willing to develop themselves to be forerunners among coworkers (Spearman rho 0.333) but still after all, they are not willing to take more responsibilities.
(Spearman 0.565). Those workers also see own knowhow being important and occupational development possible (Spearman rho 0.355 and 0.322) in the organization.

The workers who experience that superior is purely interested about their experience and development, most likely see their challenges and knowhow being in balance (Spearman rho 0.455), they experience success at work (Spearman rho 0.394), experience getting essential information (0.629) and can concentrate on the essentials (0.42). The same correlations are observed, when subordinates experience enough support and guiding from superior. According to my single proposition correlation analysis, it seems that superiors interest in subordinates experience (ie. subordinate’s experience of superior’s interest) and development and supportive approach are more important factors than feedback and encouragement.

Most of all, superior’s trust, adequate supportive and guiding approach, like positive managerial attitude, seem to correlate strongly to employee loyalty and willingness to stay in company for the rest of working years (according to single proposition correlation, Spearman rho 0.488 and 0.365). But instead, enthusiastic attitude to cognitive participation and development of oneself, to be forerunner or take over more ambitious tasks, seem not depend of managerial approach, but most likely more on personal factors. These persons most likely are also willing to push oneself for better performance, they feel doing rewarding tasks and experience gladness among work (Alpha in between these propositions being 0.711).

5.3.3. Developing management efficiencies – what and how?

Intrinsic motivation of single workers stem from many factors, including personal characteristics and workplace stimuli, latter of which can strongly be boosted by organization based inducers and managerial support. Optimal management practices include the ability to constitute effective teams made up of individuals who trust and communicate well with each other, challenge each other's ideas in constructive ways in a mutually supportive manner, and are committed to the work they are doing. (Amabile 1997) In the kind of optimal case the talented and intrinsic motivated persons are given possibilities to success with meaningful tasks. (Amabile & Kramer 2012) The inner experience of success demands adequate level of independence, encourage and clarity among task description. For example, in target company willingness to take responsibilities seem to be pretty high. There should be space for workers
to carry out their occupational pride and independence, to courage the motivational factors beneath (see chapter 3.3.3.).

**Figure 3. Willingness to take responsibilities**

Since my research verifies, positive managerial approach is always starting point. According to my research it has most effective impacts on most kind of outcomes. Figure 4 shows the experiences of positive managerial approach as a histogram. It can be seen, that management have seen as positive mostly. But no values should stay close to three or less. Superiors’s pure interest in subordinates experience and occupational development, and supportive approach to subordinates should be emphazised only secondly. These attitudes should never be forgotten.

**Figure 4. Positive managerial approach – as seen by workers**

Superior’s positive managerial approach correlates on occupational courage and happiness after good performance. Willing to push oneself for better performance and ambition related motivation instead seem to be more intrinsic value, which can not be awaken by purely
managerial support. Some people just are different. Strong self-confidence is said to be one of the essential factors affecting successful working ways simultaneously with cognitively active approach (Kauppila & Tempelaar 2016). Also, the inner happiness after great performance and work preciousness seem to stem from somewhere else but managerial approach, even though positive manager may support these states of mind. All kind of encourage and positive reward should be remembered anyway. Kauppila and Tempelaar (2016) have combined workers’ innovativeness and reforming skills in to demanding managerial role.

From the psychological point of view the working life can be seen as a framework, which is built upon the dialectical relation between people. In that social environment employees attempt to satisfy their basic psychological needs concerning development, performance, and well-being - or competence, autonomy and relatedness (Deci and Ryan 2000b). Even though belongingness to a group gets good results in target organization (mean value being 4.3, median value being 4.5) and it may be the basic framework where people are working in, it seems that in my research belongingness as such does not correlate to any kind of ambitious behaviour, nor experiences of success derived from work. Group belongingness may correlate even negatively with pioneering and inventive behaviour, when comparing single propositions alone. The reason for that does not clear out from my survey, but it should be considered further. Whether the group coherence is too tight, or why nobody wants to differentiate oneself from the others? Kauppila and Tempelaar (2016) would suggest more demanding managers. Re-examining the organizational culture and historically lasting habits of dealing with success and failures, feedback and overall demands should be thought.

In my research I’ve tried to find out the workers willingness to stretch their thinking boundaries, and on the other hand, experienced possibilities to explore alternative means and integrate of diverse views. These aspects stem from personality grounds, but also from social dynamics and managerial roles.
6. Further analysis and conclusions

Combining the development of management and the development of working life is ever more important in the next-generation programs. The efficiency requirements and environmental pressure demands ever more productive, ever more innovative organizations, in which should work ever more intrinsically motivated and creative workforce. Comprehensive development of organization is associated with simultaneous improvement in performance and the quality of working life. Productivity can easily be increased by investing in new technology, machinery and work organization. A distinction between these technological and organizational advances versus human resource development is that the latter one aims to influence the quality of working life. The wellbeing of the work community and individual employees creates sustainable long-term increase in productivity being much more meaningful that way. (Ramstad 2009, Oeij 2011)

In optimal circumstances, human will be effective and innovative employee, when the demands and responsibilities as human being, as a family member and as a team member will be in optimal balance with working life. Opportunities for personal and occupational development and experience of success will cause work productivity, product quality and working flow. In my research I’ve tried to find out what are the effective human resources development processes, that focus on the development of organization specific ambition and intrinsic motivation drivers. When optimizing organization’s productivity, the look turns to qualified management.

Good organizational culture verifies individuals’ willingness and talents to success together. According to my results, I’ve noticed that workplace stimuli does not cause any occupational ambitions. Ambition and intellectual curiousness seem to be related more on working joy and inner reward of working tasks, than any kind of managerial approach or external factor. I could say that ambition is personality trait more than organization related factor. As a further research target I would suggest researchig which managerial stimulus could raise the personal willingness of cognitive participation, including mental readiness to engage in and challenge existing knowhow and experience. Kauhanen & Tempelaar (2016) have studied the phenomena, but not exatly concentrating on the fact whether the ambition is in intrinsic or extrinsic level of human motivations.
My research evidences, that belonginess to a group does not correlate to working joy, but rather management satisfaction and experience of knowledge leverage inside the organization. Since belongness to a group is said to be a basic need for human beings, I would like to find out more, why the group coherence and working atmosphere are not stimulus for overall welfare and working satisfaction, nor preciousness experience in target organization, and how the results can be generalized.

In optimal organization the overall hassle and uncertainty should be minimized. There should never be information caps and communication barriers. These obstacles in everyday working life should be removed. My research also verifies that the workers of target organization are willing to carry out responsibilities without too much guiding. On the other hand, working demands are seen to be adequate low. As a further research the balance in between superiors’ trust on workers’ talents, superiors’ demands and working independence could be clarified. By enhancing balance in between these factors the intrinsic motivation could be boosted on part. Positive managerial approach seems to correlate most favourable outcomes, but according to previous academic studies the level of managerial demands also matter.

My research results verify, that occupational self-esteem and preciousness of one’s work relate to knowledge of one’s role in the team and organizational entity. These factors together correlate strongly with expressions of rewarding and gladness among work. Since the spirit of intrinsic motivation seems to be stemming from personal traits, the quality of working life will have only limited means for the enhancement. Some people just are more driven by the enjoyment and sense of challenge in their work. But person's social environment and organizational culture can have a significant effect on person's level of intrinsic motivation. (Amabile 1997) Therefore, all the organization based obstacles for personal motivation should be removed. In organizational context very small push and moves to the desirable direction may have remarkable outcomes. Therefore, management should be aware of the motivational drivers and existing values among working contexts.
References


Other sources:


Appendix 1 – Questionnaire

The questionnaire in Finnish as a whole:

Hyvä Caritaksen työntekijä, 

Olen Oulun yliopiston kauppakorkeakoulun opiskelija, ja teen graduun liittyvää tutkimusta Caritaksessa henkilöstötuottavuuden johtamisesta. 


Vastauksesi tulevat meidän arvioimaan. Vastauksesi antaa meille mahdollisuuden tarjota paremmin tyydyttävää työympäristöä työntekijöille, jotta teidän ja kyseisen yrityksen tulevat voi tulla tyydyttäviä. 


Kysely sisältää muutaman taustakysymyksen ja mielipidekysymyksiä useissa eri kategorioissa. Vastausvaihtoehdot ovat: 

1 = vääte ei ole totta / ei juuri koskaan / ei kuvaa minua 
2 = joskus / vääte kuvaa minua hieman / olen jonkin verran tätä mieltä 
3 = en tiedä / minulla ei ole kokemusta / en ole mitään mieltä vääteestä 
4 = useimmten / vääte kuvaa minua aika paljon / olen enimmäkseen tätä mieltä 
5 = täysin / vääte kuvaa minua täysin / minun mielestäni asia on juuri näin 

Esimerkiksi: 
Pidän työstäni - jos enimmäkseen pidät, niin ympyröi numero neljä (4). Jos Sinulla ei ole mielipidettä asiasta, tai et osaa tai halua vastata mitään, valitse numero kolme (3) 

Ystävällisin terveisin, 
Saara Pokela 
lakimies, varatuomari 
e-mail. saara.pokela@gmail.com
**Taustatiedot**

Yksikö jossa työskentelen, on

a) vammaspalvelut
b) vanhuspalvelut
c) kotipalvelut
d) kuntoutus
e) ravintolat
f) hallinto

Olen työskennellyt Caritaksessa

a) alle vuoden
b) 1-5 vuotta
c) 5-15 vuotta
d) yli 15 vuotta

**Työntekijän itsearvostus**

Työpaikallani vallitsee hyvä yhteishenki

Tunnen kuuluvani ryhmään, jossa minun hyvääksytään sellaisena kuin olen

Näen aina esimiehissäni ja työtovereissani positiiviset puolet

Koen työn turvalliseksi, eikä työ uhkaa henkistä tai fyysistä jaksamistani

Olen hyvää työssäni

Voin vaikuttaa työyhteisöni toimintaan

Voin vaikuttaa työyhteisöni ilmapiiriin

Minulle on tärkeää, millaista työtä teen

Tekemäni työ on arvokasta

Haluan nähdä työn lopputulokseen, olipa se mitä tahansa

Tiedän oman roolini tärkeyden ryhmässä

Tiedän oman roolini organisaation kokonaisuudessa

Oma osaamiseni työyhteisössä on tärkeää ja pystyn kehittymään tehtävissäni

Olen valmis laittamaan itseni likoon, esittäen omat mielipiteeni ja toimimaan aikaisemmasta poikkeavalla tavalla vaikka joku kritisoisi minua

Työ antaa minulle onnistumisen elämyksiä

Työtehtävänä haasteet ja oma osaamiseni ovat tasapainossa keskenään

Pystyn sovittamaan yhteen työelämän ja yksityiselämän vaatimukset

Kuukausipalkka on suurin motivaattorini

Arkeni on tasapainossa ja voin hyvin

Voisin työskennellä nykyisessä organisaatiossa lopun elämäni

**LISÄYKSIÄ, HUOMIOITA, TOIVEITA:**

---

**Organisaation tiedonhallinta ja osaaminen**
Tiedän aina mitä minun pitäisi tehdä ja miten
Saan aina työhön liittyvät tarpeelliset ohjeet ja neuvot sopivan ripeästi
Minun on helppo lähestyä esimiestäni ja kysyä ohjeita tai neuvotoja
Minun on helppo lähestyä työtoveriani ja kysyä ohjeita tai neuvotoja
Käyn usein keskustelija työtovereideni kanssa työn sujuvudesta ja kehittämisestä
Tarvittaessa voin aina kysyä neuvoa keneltä tahansa organisaatiosi kuluvuvalta, kaikki auttavat mielellään ja ovat kiinnostuneita toisten tekemisistä

En koe koskaan pitkästään työssäni, turhiin asioihin ei kulu aikaa

Työhön tarvittavat ohjelmistot, koneet, laitteet ja menetelmät ovat toimivat ja riittävän hyvät

Minulta vaaditaan kohtuuttoman kovaa työpanosta ja liian suuria saavutuksia

Haluaisin opiskella jotain aivan uutta alaa

Olen valmis pohtimaan ja pinnistelemään, jotta kehittyisin työssäni

---

**Työelämän laadun kehittäminen**

Yleensä olen iloinen aloittaessani päivän työtä
Minulla on lähes aina työrauha
Pystyn lähes aina keskittymään olennaistani työtehtäviin
Kokemukseni ja koulutukseni perusteella osaisin tehdä paljon nykyistä vaativampia tehtäviä

Seuraan jatkuvasti avoimena olevia tehtäviä omassa organisaatiossani
Olen halukas vaihtamaan työnantajaa heti tilaisuuden tullen
Minulla olisi paljon ideita, joilla voisin tehostaa työtäni
Jos esittäisin parannush脱贫致富sia, kukaan ei kuuntelisi ajatuksiani
Organisaatiossa on paljon asioita, joita voisi hoitaa paremmin

Työmenetelmät ja työtavat ovat jo aikansa eläneet - minulla olisi paljon parempia ajatuksia miten asiat työpaikalla tulisi hoitaa
Työ useimmiten palkitsee minua
Olen valmis pohtimaan ja pinnistelemään, jotta kehittyisin työssänä

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**LISÄYKSIÄ, HUOMIOITA, TOIVEITA:**

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Esimiestyö

Koen, että esimieheni tukee ja kannustaa minua tehtävissäni
Esimieheni on kiinnostunut minusta ihmisenä ja kohtelee minua asiallisesti
Esimieheni ja koko organisaation johto on helposti lähestyttävässä
Esimieheni on tietoinen vallitsevasta mielipideilmapiiristä
Työyhteisössä tiedotetaan riittävästi työhön olennaisesti vaikuttavista asioista
Minulla on mahdollisuus esittää uusia ideita, minua kuunnellaan
Työyhteisössäni kaikki työntekijät ovat samanarvoisia, ketään ei perusteetta suosita
Koen, että esimies on kiinnostunut osaamisestani ja sen kehittämisestä
Koen, että esimieheni luottaa osaamiseeni ja siihen, että teen mitä minulta odotetaan
Minulla on mahdollisuus osallistua koulutuksiin tai muuten oppia koko ajan uutta
Esimieheni työote on positiivinen, hän kannustaa ja kehau
Työyhteisössä tiimit on järjestetty mielestäni toimivalla tavalla
Minulla olisi paljon enemmän osaamista, intoa ja kykyä, kuin esimieheni tietääkään
Organisaatio on liian byrokraattinen kehittykseen
Valtua ja vastuusta on jaettu työyhteisössäni oikein
Kun teen työni hyvin, saan siitä itselleni hyvän mielen
Kun teen työni hyvin, saan kannustusta ja positiivista palautetta esimieheltä ja/tai työtovereilta

LISÄYKSIÄ, HUOMIOITA, TOIVEITA:

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## Appendix 2 – Correlation matrix

<table>
<thead>
<tr>
<th>Correlation matrix</th>
<th>Alpha 0.941 management</th>
<th>Alpha 0.776 everyday welfare</th>
<th>Alpha 0.762 precious work role</th>
<th>Alpha 0.711 joy willingto push self</th>
<th>Alpha 0.822 information leverage</th>
<th>Alpha 0.66 ambition</th>
<th>Alpha 0.761 group atmosphere</th>
<th>Alpha 0.928 unsatisfaction</th>
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*Correlation is significant at the 0.05 level (2-tailed).
**Correlation is significant at the 0.01 level (2-tailed).