The elements of happy organizational culture

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Abstract

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Happy people are creative, resilience and productive. Organizational culture is a vital part of an organization, because it has a great impact on the functioning of the organization.

The purpose of this study was to define the main elements of happy organizational culture and how they occurred at the case company. Another objectives were to research did people feel sense of pride in their company, how the company responds to failures and what the most wanted qualities were for a leader. The study was carried out as a case research study between October 2015 and April 2016.

The literature review discussed the theories of organizational culture and a happy organization, which were the basis for this study. Also the main elements of positive psychology and psychological capital were presented to provide understanding for the subject.

The empirical study consisted of two research assignments. As a main research study was a qualitative survey by theme-interviewing, which was aimed for a target group in the company. The second assignment of the study was external quantitative surveys aimed for the whole personnel. In this case study parts of these surveys were used to monitor the possible development between start point and follow-up point but the main focus was on the newest information.

The most important outcomes of this research were to find out the answers for the research questions and to understand the meaning of them. The goals of this thesis achieved and the findings can be utilized as a future tool to support further development work at the case company.

Keywords
organizational culture, happy organization, happiness, positive psychology, psychological capital

Tiivistelmä

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Ohjaaja
Anita Pösö

Onnelliset ihmiset ovat luovia, tuottavia ja sietokykyisiä vastoinkäymisille. Organisaatiokulttuuri on erittäin tärkeä, koska se vaikuttaa kaikkialle yrityksessä.

Tämän tutkimuksen tarkoituksena oli määritellä onnellisen organisaatiokulttuurin elementit ja mikä niiden tilanne oli tapausyrityksessä. Lisäksi tavoitteena oli selvittää, ovatko henkilöt ylpeitä yrityksestään, miten yritys kohtaa epäonnistumiset ja mitkä ovat halutuimmat johtajan ominaisuudet. Tutkimus toteutettiin tapaustutkimuksena lokakuussa 2015 - huhtikuussa 2016.

Kirjallisuuskatsaus on koottu erilaisista organisaatiokulttuurin ja onnellisen organisaation teorioista, jotka myös toimivat tämän tutkimuksen perustana. Positiivisen psykologian ja psykologisen pääoman pääkohdat ovat esitelty lisäämään aiheen ymmärrystä.

Empiirinen tutkimus koostui kahdesta tutkimustehtävästä. Päätutkimuksena oli laadullinen teemahaastattelu, joka toteutettiin yrityksen tarkennetulle kohderyhmälle. Toisessa tutkimuksessa hyödynnettiin ulkoisesti toteutettuja kvantitatiivisia kyselyjä, jotka oli kohdistettu koko henkilöstölle. Kyselytutkimuksesta käytettiin niitä osia, joilla voitiin selventää tutkittujen asioiden alku- ja lopputilanne keskittyen kuitenkin uusimpaan tietoon.

Tämän tutkimuksen tärkeimpinä tuloksina oli löytää vastaukset tutkimuskysymyksiin ja ymmärtää saatujen tulosten merkitys. Lopputuloksena tavoitteet saavutettiin ja löydettyjä tuloksia voidaan hyödyntää yrityksen kehittämisessä ja tulevaisuuden työkaluna.

Asiasanat
organisaatiokulttuuri, onnellinen organisaatio, onnellisuus, positiivinen psykologia, psykologinen pääoma

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1   Introduction

Organizational culture studies started in the 1970s, when scientists began to search for an explanation why organizational changes are unsuccessful. The explanation was sought into the deep philosophical approaches of the organization structure, which became known as organizational culture. Even then it was discovered that an organizational culture has an impact on the functioning of the organization. These new philosophical approaches underlined that every human physical reality appears differently in his world of experience. It is therefore understood that all the members of the organization experience the reality in different ways. (Vartola 2004, 215-216.)

The idea for this master's thesis came in the spring of 2015 after a friend of CEO of the case company brought forward a need for a developmental project. I emailed to the CEO of the company about my interests and the email led to this master thesis and to an interesting research regarding a happy organizational culture. The case company had studied their culture before with Great Place to Work inquiries during the years 2013-2015 and created the culture work shop based on the results of the studies. The results have been introduced in the company's many events and many questionnaires of the issue have been made for the employees. Even so managers and employees felt that the outcomes didn't give any new idea, so they were exited to get some new approach. I have started this project so that the research and writing have been implemented during the autumn 2015 and spring 2016.

1.1   The case company

The case company is a Nordic software company and is headquartered in Espoo, Finland. It has sales companies in Sweden, Denmark and Germany. The case company was founded in 1998 and it has by September 2015 together over 50 employees. The net sales were over 5 million euros in 2014. (The Internet pages of the case company 2015. & Organizational chart 1.9.2015.)

The case company provides IT - services as solutions for Enterprise Service Management, Self-Service, and Identity and Access Governance over 200 customers in Europe. Core values of the case company are Focus on customer value**,** Winner's attitude**,** Respect for the team and Openness to experiences**.** (The Internet pages of the case company 2015.)

1.2 Research questions and goals

The purpose of this study was to define the main elements of a happy organizational culture and how they occurred in the company. I approached the issue from the individual's standpoint and from the perspective of the positive psychology, in other words from the strengths, not weaknesses. From an individual point of view means that the results of the research methods were treated equally and without any title. Another objectives of this study were to find out, whether the employees feel sense of pride of their own company, how the company responded to failures and what were the most wanted qualities for a leader.

The main research question:
- What are the main elements of a happy organizational culture and how they occur in the case company?

More specific questions:
- Do people feel sense of pride of their own company?
- How the company responds to failures?
- What are the most appreciated qualities for a leader?

1.3 Limitation and challenges of the study

The project was carried out at the Finland's office with a staff of 45 people, so the cultures of the different countries didn't have to be taken into account. Secondly, the employees with probation period or who had joined the company less than 6 months ago haven't been included in this study.

The study included the elements of a happy organizational culture, but not the processes needed to achieve it. However, the aim was to find proposals, how to create a happy organizational culture. The theory was limited to three large themes, which were the models of organizational culture, positive psychology and a happy organization. The study was limited to happiness at work and didn't take a stand for happiness in general.

The main potential challenge associated with this study might have been personnel's passivity, because the company carried out two questionnaires during the autumn of 2015. However, one of these surveys was the Great Place to Work – survey that I could use in

my study as the comparing research so I didn't need any additional questionnaire. I believed that the risk was reduced by introducing myself in person or by video to the employees and by trying to commit them with a concrete goal that was easy to understand.

Another challenge that later became the major risk was implementing the development task in academic English. I minimized the risk by using different readers at different stages of the study, and using as much as possible the good sources in English. The challenges to reduce this risk were that I found the best sources in Finnish and I didn't have enough time to practice my academic English.

1.4   Key concepts

Happy organization is everyone's own experience of the organization, but it's not just a feeling. Happiness in an organization means that employees are happy while they are working. Being happy requires efficient, productive and profitable actions from both the individuals and the corporate levels. The content of a happy organization means that everybody's goal is that the company is successful and employees flourish. (Tiensuu & Aaltonen 2004, 14, 21-22, 24.)

A simplified definition of **happiness** is described as the state of being happy or an experience that makes a person happy (Merriam-Webster 22.3.2016). The issue has described in many other ways depending on the approach.

Positive psychology is a relatively new field that examines how ordinary people can become happier and more fulfilled. It searches tools to encourage people's welfare. (Ojanen 2014, 10.) Positive psychology is a scientific study of happiness and science requires checking theories against evidence. It should not be confused with self-helped books or positive thinking. (Psychology today 2015; Peterson 16.4.2008.)

The definition of **organizational culture** is the system of shared values hold by the members of an organization and that separate the organization from other organizations (Robbins 2013, 525).

Psychological capital is linked to positive emotions and thereby it increases job satisfaction and productivity. It consists of four dimensions that are hope for the future, optimism, persistence or resilience and self-confidence. (Leppänen & Rauhala 2012, 49-50.)

1.5   Structure of the thesis

The theories and concepts described in the following sections give the reader a solid understanding of the subject. The thesis consists of ten main chapters, which will follow the framework presented in figure 1.

Figure 1. Structure of the thesis

The literature section of this thesis will introduce the theories of organizational culture, positive psychology including psychological capital and a happy organization. The research methodology is described after the literature review. Great Place to Work Institute, which was also used as a secondary research method, is the headline of the chapter six. The findings of more specific questions and the results of the main research question that studied the elements of happy organizational culture are presented next. Development ideas and conclusion are presented in the final chapters.

2 Theories of organizational culture

"Culture is how organizations 'do things'." — Robbie Katanga (2013)

This is one of the several definitions of an organizational culture, which have been studied since 70's. I have chosen some of the definitions, including the most famous ones, to clarify the different approaches for the reader.

2.1 Organizational culture studies begin

Andrew Pettigrew's (1979) article "On Studying Organizational Cultures" have been held the starting point of the organizational culture studies. The Article introduces some concepts from that period of time that have been used in sociology and anthropology, but haven't been used for explaining organizational behavior. Pettigrew wants to provide a focus for a question, how organizational cultures are created? He writes in his article on how company founder's feelings and actions affect the goals, the commitment and the discipline of developing the company. According to Pettigrew (1972) the combination of this development of beliefs, ideology, language, rites and myths is the concept of organizational culture. (Pettigrew 1972.)

Pettigrew defines the culture as a given situation in general and commonly accepted meanings of the group. His definition doesn't suggest that these concepts are universally applicable across all organizations and in differ institutional environments. Pettigrew also points out, that this article only explains the frame of the topic and it's possible and recommended to study more. (Pettigrew 1972.)

2.2 Research of cognitive organizational culture

Edgar Schein (1987, 26) has put forward the most famous definition of organizational culture: "Organizational culture means the basic assumptions of the model, which the group has created, when it has worked long enough together and formed a common understanding, which becomes a self-evident and enters the unconscious level. "

Schein's iceberg model is useful, because it illustrates clearly three levels. There are visible cultural aspects of an organization, but also elements of culture that are hidden and difficult to interpret. What is visible are called artefacts, which can be e.g. a job descrip-

tion, employees' uniforms and the way people interacts. The values and norms of organizational culture are under the surface and are difficult to identify and interpret (figure 2). (Schein 1992, 16.)
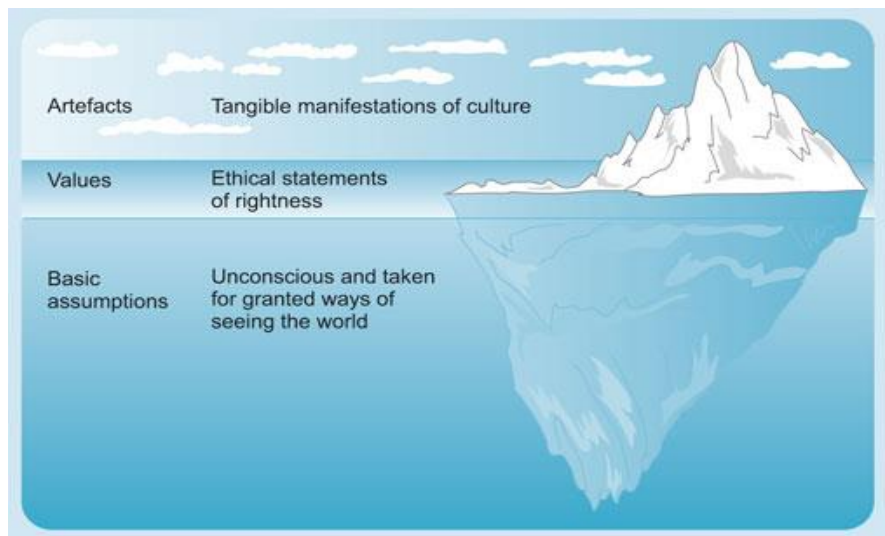
Figure 2. Schein's iceberg model of culture (The Open University 2015)

The key of Schein's idea is that these three levels of analysis can create a better understanding of the different components of culture in organization. He also claims, that it isn't possible to understand organization learning, development, and a planned change without considering culture as a primary source of change resistance. The group of employees considers this model to be justified and, therefore, teaches it to new members as a way to perceive, think and feel. (Schein 1992, xiv, 16, 70-72).

2.3 Comparative study of national and organizational culture

Geert Hofstede is a Dutch culturologist, who explores interactions of national and organizational cultures. Hofstede's (1991, 180) main assumption is, that the essence of the organizational culture is simply the fact that it separates the members of the organization from the members of the other organizations.

The Organizational Cultural Model, which was later developed by Bob Waisfisz with collaborate Geert Hofstede, consists of six dimensions and the two semi-autonomous dimensions. The six dimensions are Means-oriented vs. Goal-oriented, Internally driven vs. Externally driven, Easygoing work discipline vs. Strict work discipline, Local vs. Professional,

Open system vs. Closed system, Employee-oriented vs. Work-oriented, Degree of acceptance of leadership style and Degree of identification with your organization. (The Hofstede Centre 2015.)

Hofstede's landmark research makes a difference between national cultures so they could be divided in the four dimensions. Later on two more dimensions were added in 1991 and 2010 by Michael Harris Bond and by Michael Minkov so that the total model of six dimensions is ready. Even though it's a highly simplified approach to a complex issue, it may help to understand of working with colleagues from different national backgrounds. Hofstede's model has presented the most popular approach to cultural assessment. (The Hofstede Centre 2015.)

Power distance – This is the scope, which a society expects that the power is divided unequally. A high power beliefs in an established hierarchy, while a low has a belief in equal rights. (The Hofstede Centre 2015.)

Uncertainty avoidance – This is the society, where high score societies are unwilling to take risk. Low societies maintain a more relaxed attitude in obscurity and risks. (The Hofstede Centre 2015.)

Individualism (as opposed to collectivism) – High side of this underline the role of the individual and the opposite, collectivism, are more concerned and is defined in terms of "we" not "I". (The Hofstede Centre 2015.)

Masculinity versus femininity – The masculinity side reflects a society that holds values as achievement, assertiveness, ambition and concern for material rewards. Femininity would reflect cooperation, emphasizing consideration of others and quality of life. (The Hofstede Centre 2015.)

Long Term Orientation versus Short Term Normative Orientation (LTO) - Societies who score low on this dimension prefer to long for the past and be suspicion for the present and the future. The opposite societies are penny-pinching and valuate in modern education as a way to the future. (The Hofstede Centre 2015.)

Indulgence versus Restraint (IND) - Indulgence stands for a society that allows its members enjoying life and having fun. Restraint stands for a society which regulates it by means of strict social norms. (The Hofstede Centre 2015.)

2.4   Organizational culture is here, there and everywhere

The Swedish sociologist Mats Alvesson approaches the organizational culture the way that it exists in all levels and everywhere in an organization. He argues that too often the focus is only on social integration and culture is seen mainly in harmony or culture is only identified as the ideology of management, which of course is one of the many manifestations of the organization. He underlines that his major point is not to give tools to increase the organization effectiveness, but understand the culture as a whole. (Alvesson 2002.)

Alvesson also criticizes the approach, that the norms guide people's actions and attitudes in the organization. From black and white confrontation should be reached to examine the new creative and destructive potential of the organization. The key question is: can the management control culture, or could the management adapt to the culture? This voltage or downright competitive configuration can be studied from the different angles. The power of culture is greater when it is used as navigator, wise decision-making tool and resource for insight. In any case, the real change in people's thinking is not going to happen overnight, but as a result of systematic work, and even when it has given the chance. Change requires a mutual and two-way movement and the will between the organization's management and personnel. Organizational culture is a dynamic phenomenon, which is not easy to research. (Alvesson 2002.)

Organizational culture is not so much an individual behavior, but specifically a social manifestation, a dynamic entity. More and more in the international and multicultural world, its' importance will only be highlighted. (Alvesson 2012.)

2.5   Four types of organizational culture

Charles Handy's model categorizes the four types of organizational culture, which are classified into the four major types: the power culture, the role culture, the task culture, and the person or the support culture. Handy's approaches help to understand, why some organization may feel more suitable than others. But, what needs to be considered is that the structures associated with his culture types, are quite heavy for something as diffuse as culture. (Handy 1993, 10.)

Power culture

Handy illustrates the power culture as a spider's web with the most important spider sitting in the centre. Organizations with this culture type can respond quickly to events, but are dependent on the abilities of the people at the centre. The control of resources is the main power base in this culture. Size is a problem for power cultures. This type of culture relies heavily on individuals rather than on committees, and performance is judged on results. This kind of culture is suitable for people, who are power orientated and politically minded, who take risks and don't rate security highly. In extreme cases, a power culture is a dictatorship, but it doesn't have to be. (Handy 1993, 11-13; The Open University 2015.)

Role culture

The position is the main power source in the role culture. People are selected to perform roles satisfactorily and the way to influence things are rules and procedures. The efficiency of this culture depends more on the rationality of the allocation of work and responsibility rather than on individual personalities. This type of organization is likely to be successful in a stable environment, where the market is steady, predictable or controllable, or where the life cycle of product is long. For employees, the role culture offers security and the opportunity to acquire specialist expertise, which is rewarded on the appropriate pay scale, and possibly by a promotion within the functional area. The importance of Handy's role culture is that it suggests that bureaucracy itself is not culture-free. (Handy 1993, 11-13; The Open University 2015.)
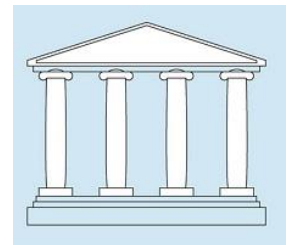
Task culture
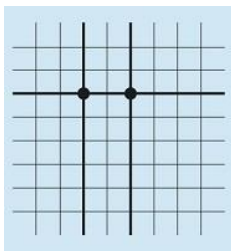
Task culture is job- or the project-oriented, and its best represented as a net. The emphasis is on getting the job done, and the culture seeks to bring together the appropriate resources and the right people. So it is a team culture, where the influence is based more on team power than on position or personal power, and the influence is more scattered than in other cultures. Task culture depends on teamwork to produce results and can be re-formed, abandoned or continued. The organization can respond rapidly when needed. Individuals find that this culture offers a high degree of autonomy, judgement by results,

easy working relationships within groups and mutual respect based on an ability rather than on an age or a status. (Handy 1993, 11-13; The Open University 2015.)

Person culture

Person culture is an unusual culture even though many people embrace some of its values. In this culture the individual is the essential point. Clearly, not many organization can exist with this sort of culture, or produce it, because an organization tend to have the corporate objectives above the personal ones. Furthermore, control mechanisms, and even management hierarchies, are impossible in these cultures except by mutual consent. An individual can leave the organization, but the organization seldom has the power to drive away an individual. Although it would be rare to find an organization like this, even though you'll often encounter people, whose personal preferences are for this type of culture, but who find themselves operating in more orthodox organization. (Handy 1993, 11-13; The Open University 2015.)
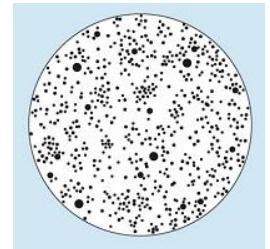
Handy's approach has tendency to take the four cultures as something an organization has rather than as something that has been formed over the time. He doesn't take a stand, which type is better or worse, because they fit to different types of circumstances and are caricatures. The one way of gaining an insight into these complexities has been to explore the link between national culture and organizational culture. (Handy 1993, 13-15.)

2.6   Corporative organizational culture

The representatives of the corporative organizational culture are Terrence Deal and Allan Kennedy (1982). They believe that the biggest thing that influences on company's culture is business environment, where the company operates. From the corporatist point of view the organizations are social tools, which produce goods, services and also a certain culture. The organization culture is therefore one component of the organization, which can be influenced and it's possible to create a "strong" culture. The corporative culture can be said to be based on the scientific business management as it consider the organization as a metaphor of the machine, of which the most important part the culture is. (Silén 1998, 31.)

The two key dimensions are the degree of risk associated with the company's activities, and the speed at which companies – and their employees – get feedback on whether de-

cisions or strategies are successful. By 'feedback' Deal and Kennedy don't mean just bonuses, promotions and pats on the back. They use the term much more broadly to refer the knowledge of results. Deal and Kennedy distinguish between quick and slow feedback. Also, by splitting each dimension into high and low they came up with four cultures, as shown in figure 3. (Deal & Kennedy 1982, 19-22.; The Open University 2015.)
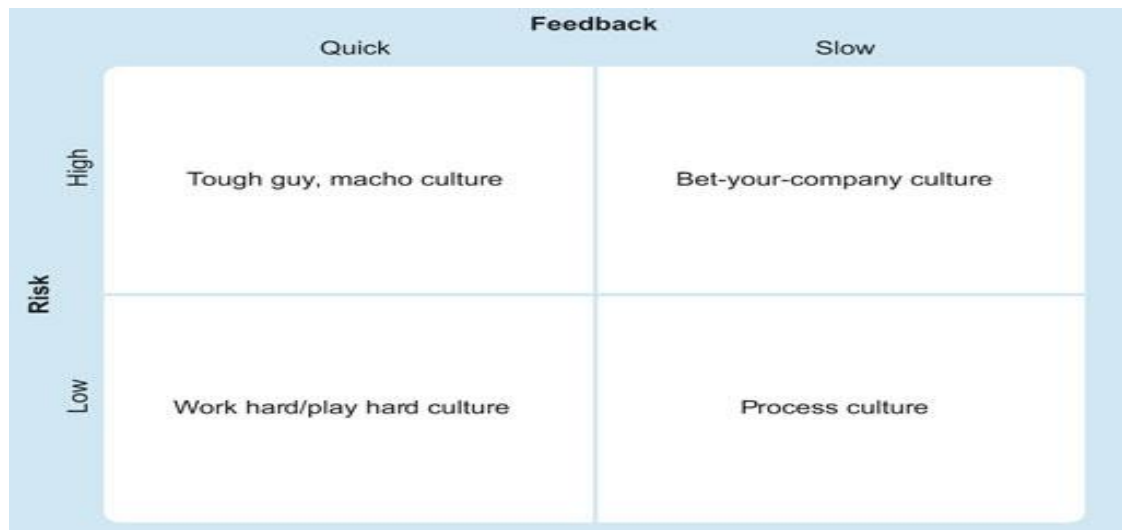
Figure 3. Deal and Kennedy's model of organizational culture (The Open University 2015.)

The tough guy, macho culture is in the company, where individuals take high risks and get quick feedback on whether their actions were right or wrong.
The work hard/play hard culture is typically in a big or sales organization, where risks are small and the feedback comes quickly.
The bet-your-company culture is the place, where decisions are made with big risks and years may pass before employees know, what the results are.
The process culture is where it's hard to have any feedback and people concentrate on how the work is done. Deal and Kennedy call it bureaucracy. (Deal & Kennedy 1982, 20-22.)

Deal and Kennedy admit that this four-culture model is simplistic, but it can be a useful starting point for when observing your own organization. A mix of all four cultures may be found within a single organization. Furthermore, they suggest that companies with very strong cultures will skillfully blend the best elements of all the four types in a way that allows them to remain responsive in a changing environment. Although these cultures have been criticized, for example, because customers fear the high-risk attitudes of those in a tough guy culture or the thoughtless energy of those in a work hard/play hard culture, they

exist because they bring order to an organization and ensure that the certain procedures are followed. Yet few organizations fall neatly into one of these four types, and it is very hard not to relate these types to psychological personalities. (Deal & Kennedy 1982, 21-24.)

2.7 Organizational culture is the base of everything

Kets de Vries introduces organizational culture as the base, where a vision, a mission, a strategy, a structure and the principles of an organization stands. The culture creates the organization's uniqueness and identity. In order to remain competitive, an organization needs to constantly to evaluate its values and practices to ensure that they are aligned with the corporate strategy. In fact, periodically assessing and modifying corporate culture is a key to the success of an organization as it adapts to an external environment. (Kets de Vries 2007-2014.)

What an organization strives to be and what the executives approve, may be different from the beliefs and the values that are actually being played out. It is therefore critical to find out what those beliefs and values really are before deciding what they should be. (Kets de Vries 2007-2014.)

2.8 The study of psycho-dynamic organizational culture

Culture can be thought to be the similar factor for an organization as the personality is for the individual (Juuti 1994, 154). Finnish professor Pauli Juuti believes that the development processes of organizational culture are based on new practices, which are developed by creative individuals. In this sense, the development of an organizational culture associates with the development of the leader. The development of culture is related to the way community members communicate and interact. If the interaction between members is based on authenticity and trust, transparency between them increases. If the members of the organization are not able to be genuine and honest, there is no mutual trust and negative emotions will be activated. This negative process will start the defense mechanism, and it leads to a culture of deskilling spiral. (Juuti 1995, 97.)

Juuti believes that the core of organizational culture is hidden in the deep culture structure, in other words in values, norms and beliefs. In his opinion, the organizational culture is formed as symbolic field that is constantly being created, and it will guide people's thinking and action. (Juuti 1994, 155-156.) Juuti (2006, 236-237) doesn't see conceptual culture and atmosphere as the same thing, but see the differences between the two.

According to Pauli Juuti the organization can be defined to consist of people and the formation of the groups. The existence of the organization is to achieve certain goals and objectives. Environment, such as organization structure, affects essentially the properties of the organization. The organization's operating environment is possible, when there is the right balance between diversity and functioning with the labor unities. (Juuti 2006, 205.)

2.9 Unity and fragmentation of organizational culture

Unity and fragmentation of the organizational culture has come up in many conversations. It is about whether we can talk about a common organizational culture in general or fragmented network of subcultures. These subjects have been studied from the three perspectives (Martin 1992, 45-46, 88-94, 135.):

1. Integration perspective argues clarity and consistency between the different cultural expressions. This approach leaves no room for confusion or ambiguity. Consultants and lots of researches are concentrated to find out the integrity of organizational culture.

2. The viewpoint of differentiation highlights the conflict and incompatibility of cultural expressions. Cultural consensus exists mainly inside the sub-cultures. The organizational subcultures may be in conflict with each other, or they can relate to each other with indifference or by harmony. The differentiation perspective is rarer than the integration perspective, but it is an extremely important approach as organizations have a lot of contradictions and conflicts.

3. Fragmentation perspective considers the ambiguity to be an inevitable and pervasive feature of modern life. This perspective draws attention to the lack of clarity and relevance in the organization. Obvious conformity, such as non-conformity, is rare in organizations. Fragmentation perspective is a new and less common approach to the study of organizational culture.

The perspectives of integration, differentiation and fragmentation aren't necessarily mutually exclusive each other's, but they can be perceived as complementary. Their synthesis is probably logically impossible, but it largely depends on the choice of the perspective what aspect the organization wants to pay attention to. In other words, the approach depends on what level of organizational culture is wanted to study. (Kekäle 1993, 324.)

2.10 Summary of the different kinds of definitions of organizational culture

The research of organizational culture started from the assumption that every organization has a clear culture. However, a variety of classifications and typologies of cultures have been put forward. Many of them are presented in the form of four fields, which is why

Hampden-Turner (2000, 24) speaks of "four-field disease". It is in a way against the spirit of organizational culture to force different cultures for certain types or classes. The basic idea of the organizational culture study is that the organization has a very distinctive culture, which is based on the history of an each organization.

That's why a common definition is not simply to find. The following is the summary of the main features of the different descriptions (Fredrickson 1998; Fredrickson 2009; Robbins 2003, 525.):

1. Organizational culture is born along with the history of the organization, so it is relatively permanent, and is difficult to be changed.
2. Organizational culture is learned.
3. Organizational culture includes values, basic assumptions and perceptions of the people, how things are done in its business environment.
4. Organizational culture is common for the community members and it separates from the members of the organization for the members of the other organizations.
5. Organizational culture affects human activity, behavior, thinking habits and perception, often quite spontaneously and subconsciously.
6. Organizational culture is produced in action.

2.11 The overview of the definitions

As the previous definitions of the culture outlined, the culture is difficult to research or even describe. All the above-mentioned researchers agree that it's something that separates the company or the community from the others, is created by people of an organization and is created in action, not in theory.

I believe, that organizational culture is based on everything in an organization and it's impossible to divide it into any special segments or think it as a part of a machine as Deal and Kennedy (2.6.) introduced. Everything that is or is not done in the organization can be seen as a part of the culture starting with the point who gets promotion and whose requests are obeyed.

I also share Professor Pauli Juuti's idea (2.8), that the organizational culture is created by intelligent individuals of an organization. Also the leader stands on an important place and his or hers abilities to develop him or herself plays a great role. Also it matters, how the community members communicate and cooperate with each other. There should also be space for feelings and a general understanding of how feelings affect.

In conclusion these studies show that the organizational culture is a truly fascination issue and it plays in a great role in the behavior of an organization. That's why it also matters

whether the things of an organization happen in a happy place or not. This chapter was the introduction to the organization culture and to all its dimensions. In the next chapters, I will approach the positivity and happiness of an organization and explore why they are so important.

3   Positive psychology

"The good life is hard work, and there are no shortcuts to sustained happiness" Peterson (16.4.2008) as one of the authors of positive psychology formalizes happiness.

In this chapter I'll introduce positive psychology, the critiques that it has confronted, the famous Five-Factor Model, the valuation of positive emotions and the effect of positive conditions in the organization. I'll also explain the meaning of psychological capital in an organization and why it should be valued as much as any other capital.

3.1   Definition of positive psychology

The positive psychology studies started after accepting universally that people have so much in common that it's possible to describe them with the same concept and principles. Even though people are unique, there are some things in common in every culture. Those elements are justice, wisdom, humanity, courage, self-control or moderation and spiritual dimension. Positive psychology is relatively new field that examines how ordinary people can become happier and more fulfilled. It searches elements, how to encourage people's welfare. (Ojanen 2014, 10, 21.) It's also about identifying individual's strongest qualities and cherishing the best ones (Dewe & Cooper 2012, 157).

Martin Seligman is the introducer of positive psychology (Ojanen1.5.2014). According to him (1998) psychology science has taken significant steps in helping people's problems, but at the same time it has pushed the positive aspects of human life into the background. Many studies have been done problem-oriented as why human is depressed, but not that much, what makes people happy and encourage human strengths and virtues. (Bandura, 1986; Seligman, 1992.) Being interested and active is normal for human kind so perhaps all the negativity and pain are so interesting because they are so unusual. Pleasure for free, without any effort, doesn't seem to be enough, because people appreciate inner motivation, options and challenge. (Ojanen 2014, 21.)

According to Seligman and Bandura, the major psychological theories have changed to underline a new science of strengths and resilience. Individuals are now seen as decision makers with all the variety of different feelings. (Bandura, 1986; Seligman, 1992.) When the science and practice start to rely on this worldview, it may create a direction which prevents many major emotional disorders. The worldview may also have the two side effects. At first it carries out the clients' lives physically healthier and secondly this science

and practice will reorient psychology back to its two neglected missions for making normal people stronger and more productive and making high human potential real. (Seligman & Csikszentmihalyi 2000. 1-4.)

The meaning of the research has already been seen as it has developed a range of issues to encourage flourishing workplaces through coaching, mindfulness, building and developing a focus on the positive opportunities in organizations. The values of positive psychology have been also used to develop the understanding of emotions and the meaning of mental health. (Dewe & Cooper 2012, 157-158.)

3.2 Critique of positive psychology

Positive Psychology has faced criticism in many articles and books and from many authors. Ojanen (2014, 23) and Peterson (16.4.2008) presented the most common issues as follows:

- Positive psychology fails to explain past hideous behaviors such as those from Nazi party.
- High positivity correlates too much positivism and it deactivate the importance of negativity.
- The study of positive psychology is just a replay of older ways of thinking, and there isn't much scientific research to support the efficiency of this method.
- The results are too generalized.
- Individual differences are not noticed.

All these issues should be considered seriously even though they are seldom right. The background of positive psychology starts from the early days of the history. The specification of positivism is clearer than critics want to admit. Any sensitive person would choose happiness rather than depression. It might be true, that positivism is too highlighted compared to that how negative psychology has been. According to the objective of health instruction, complaining people are less healthy and happy than positive people, because they are scared to have diseases what they don't even have. (Ojanen 2014, 23-26.)

Positive psychology recognizes differences between different people and accepts that humans see things through their experience, interpretation and attitude. For the positive psychology it is important to separate it from positive thinking and other popular psychology. The science is based on a scientific research. (Ojanen 2014, 16.) The science requires checking the theories against evidence. (Psychology today 2015; Peterson 16.4.2008.) Perhaps now it's just time to search and look things from the positive side.

3.3 The models of personality and character strengths

In the last years the Five-Factor Model has become the most common model of personality (McCrae & Costa 2008). The model includes five dimensions that are emotional stability, extraversion, openness, agreeableness and conscientiousness. There are many traits and adjectives to describe these each dimensions of whom I have chosen few as follows (Carr 2011, 49 - 51.):

- Emotional stability has associated with courage, happiness and resilience.
- Extraversion has been connected with warmth, activity and seeking excitement
- Openness is described as a fantasy, new ideas and fresh feelings.
- Agreeableness means trust, straightforwardness and modesty.
- Conscientiousness is associated with a competence, striving achievement and self-discipline.

The studies have shown that these features can be found in any culture. The problem is that the factors influence behind the basic features. The five traits aren't completely independent of each other. Although the Five trait theory doesn't maintain a very fundamental description of the personality, testing of characteristics can be useful. (Venäläinen 4.12.2013.)

Seligman and Peterson have established a context for character strengths from the perspective of positive psychology, which is contained in the VIA-IS (Values in Action Inventory of Strengths) assortment. As the result, Seligman and Peterson defined the criteria for the nature of the strengths. (Carr 2011, 59 - 60.) The 24 strengths of nature of humanity was identified and validated within the questionnaire for an evaluation gauge (Kuusi 15.11.2015).

The 24 VIA-IS strengths of character is best described by the fact that their use is positive and learnable. They also don't run out, and their use doesn't hurt anybody. Characteristic strengths are divided into six virtues, which are wisdom, courage, humanity, righteousness, fairness and self-crossing. Characteristic strengths are the new trend and the core creations of positive psychology. Promising research shows that clearing and using the own core strengths in the new way improve the well-being. Characteristic Strength Test has become increasingly used tool in schools and in the large companies such as IBM or Zappos. (Kuusi 15.11.2015.)

3.4 Valuation of positive emotions

Psychologist Alice Isen reviews that people want to maintain the happy feelings, which also boost rational thinking like innovation and creativity. It has been studied that it's more difficult to recognize real happiness than unhappiness. Happiness is more due to the situation and is combination of several coincidences. Unhappiness comes from deeper and needs only a one strong factor. That's why happiness is more suspicious than unhappiness. (Ojanen 2014, 46-48.)

Sonja Lyubomirsky, Ken Sheldon and David Schkade developed a theory (2008) that explains division of happiness (figure 4). They suggest that the genes and childhood covers 50% of individual differences in happiness. Differences in people's life circumstances e.g. self-developmental possibilities and marital status are accounted about 10% and what was surprising and the most hopeful proposal, and on the other hand a good thing to remember, is that everybody has possibility to affect their own happiness for 40%. (Lyubomirsky 4.4.2008.) This means that everyone has major opportunity to enhance their own happiness (Carr 2011, 41).
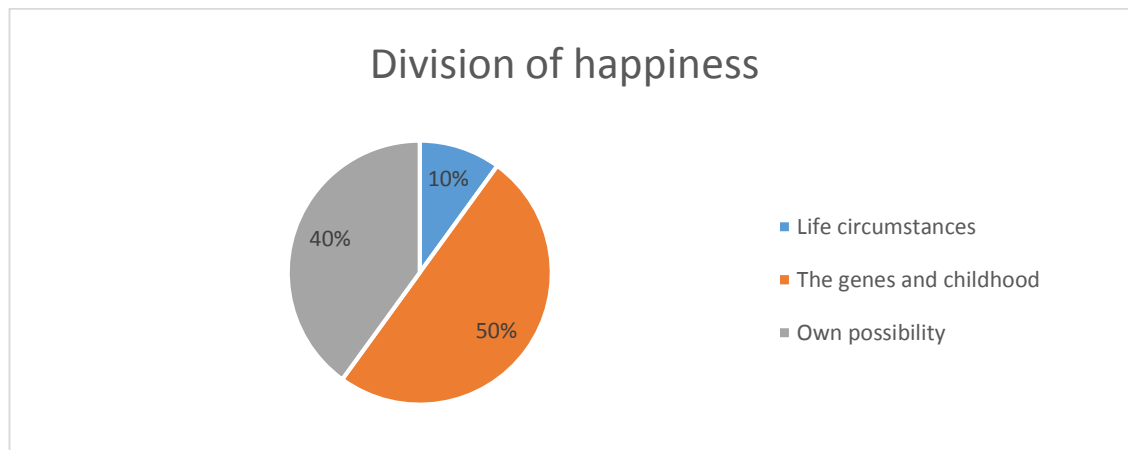
Figure 4. Division of happiness (Lyubomirsky 4.4.2008)

Psychologist Barbara Fredrickson created a new theory, The Broaden-and-Build Theory, which gives a view how to explain positive emotions. The theory is presented in figure 5. She proposes that positive motions extend an awareness of thoughts and actions. Emotions widen our observability and build an opportunity for new skills, new knowledge and new ways of being. (Ojanen 2014, 48; Fredrickson 2009, 21, 24.) The Broaden-and-Build

Theory explains, how positive emotions influence for individuals well-being and productivity. There needs to be three times more positivity than negativity to get significant benefits from the positive emotions. (Carr 2011, 41.)
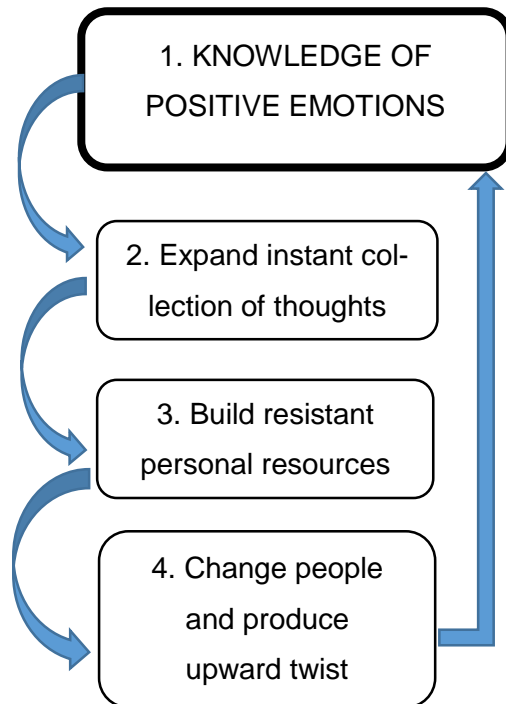
Figure 5. The Broaden-and-Build theory of positive emotions (Carr 2011, 13)

Professor Barbara L. Fredrickson's (1998) research shows that positive feelings generate human potential as positive feelings are long-term and help later in difficult situations. Fredrickson's Broaden-and-Build Theory shows that positive emotions can be used to increase the amount of alternative coping strategies, expand an individual's ability to think, to prevent the creation of negative emotions and avoid depression. By strengthening the positive feelings in the organization also positive behavior arises. (Fredrickson 1998, 2009)

3.5   Positive conditions in the organization

People need to have the right circumstances in order to flourish. According to Ervin Staubin (2004) people have five urges to control their life, which are safety and accession, understanding the reality, control, autonomy and self-respect. Safety and association means certainty for the own situation and being with the people, who are alike. Understanding the reality means that an organization and culture give the tools to help people to understand their own status and tasks. Autonomy in other hand is important, because if somebody forces us to do something, we try to do as little as possible. Self-respect means

that the environment lets everybody be who they are and work as they want. (Ojanen 2014, 284-287.)

The three main virtues are justice, truth and simplicity. These are all the same for the organizations as they are for the individuals. Comprehensive estimation of organizations is quite negative. Especially big organizations are felt negatively, because it's difficult to get a grip on them. Large companies aim normally to the common interest and an individual is quite fragile for their actions. To make the big organization more humane, needs according Markku Ojanen (2014) five steps. First thing would be to limit establishing huge organizations. Second trail of a good organization is to allow people to talk truly and to be critical. Third would be to place executives to the basic job. Fourth step is to allow all necessary information from trade unions into organization and fifth step is that all the complaining toward the company should be taken seriously (Ojanen 2014, 286, 314 - 315.) I think that all these issues would work in medium and small organizations too.

3.6   Psychological capital

"May the PsyCap Force Be With You and Yours!" Fred Luthans (2013)

The inventor of psychological capital is Fred Luthans. Psychological capital searches, how positive psychology should be utilized in the development of an organization. Leppänen & Rauhala (2012) introduce psychological capital as it's linked to positive emotions and thereby increases job satisfaction and productivity. Pragmatically it's formed of four features that are hope for the future, self-esteem, persistence or resilience and optimism. (Leppänen & Rauhala 2012, 49-50, 53.) The model is named as HERO, whose Finnish version is TOSI. The shorthand points out that these success factors can only be found in a really good organization, where excellent employees are working. Psychological capital examines, how these four traits remain in the organization, even in difficult situations. (Rauhala, Leppänen & Heikkilä 2013, 25, 30, 34.)

Psychological capital is the key access to psychological well-being, job satisfaction, performance, minor absences and organizational commitment. The joy, gratitude and appreciation lead to the feeling of trust and people feel comfortable and have the courage to challenge themselves. A person, who experiences a positive atmosphere, spreads more psychological capital around him- or herself, so the climate really matters. This kind of situations are urgently needed in many organizations. (Rauhala et al 2013, 54-55, 60)

According to Rauhala et al (2013, 74-84) psychological capital will be achieved by means of:

- How the manager are tuned towards employees
- The employee's own attitude
- The leader's example
- The right recruitment
- Employee orientation and development
- Positively and constructively demanding leader and
- An integrated team learning.

3.7 The organization of psychological capital

An organization neither an employee works mechanically. Problems don't go away by developing various skills such as time management or new tools, since greater importance is how the person feels and develops resilience. (Leppänen & Rauhala 2012, 56-57.) A resilient person finds a way to raise after failure in any kind of situation (Psychology Today 2016).

An organization needs psychological capital that includes values, decision-making models, a working atmosphere and a variety of processes. According to Rauhala et al (2013, 53) these features together form organizational culture. The leader's challenge is to build a tolerant organizational culture, where employees can fearlessly try new things and express their opinions (Leppänen & Rauhala 2012, 311). When companies manage to increase employees' psychological capital, for example by allowing them to develop the culture, it will double the employees' productivity (Rauhala et al 2013, 53).

4 Happy organization

"Work just for working is against human nature." John Locke (1689).

Happiness is a very charming thing and it evokes all kinds of emotions. According to Tiensuu, Partanen & Aaltonen (2004, 7, 27.) happiness has created the spirit of life and courage to develop the world. The purpose of a happy organization is to help to create a better future for the working life.

The next chapter will give a review of a happy organization and happiness at work, the landscape of work life today, the effect of positive leadership, a description of happy organizational culture, how to measure happiness and why organizations should concentrate on increasing happiness in the organizations.

4.1 Definitions of happiness

A simplified definition of happiness is described as the state of being happy or as an experience that makes a person happy (Merriam-Webster 22.3.2016). According to positive psychology researcher Sonja Lyubomirsky most of the people probably describe a definition of happiness of range of positive emotions including joy, pride, contentment, and gratitude. But to understand the causes and effects of happiness, the concept needs to be defined. Many researches use the term interchangeably with well-being and they measure by evaluating how satisfied people feel with their own lives and how much positive and negative emotions they're experiencing. (Happiness 22.3.2016.) The two aspects of happiness are subjective well-being (hedonism) and self-validation (eudemonic) (Dewe & Cooper 2012, 100).

According to Warr (2007, 15) the relation between work and happiness-unhappiness can be seen through two perspectives that are environment-centered and person-centered. From the environment-centered perspective the needed twelve sources of happiness or unhappiness at work are: personality, possibility to use own skills, goals, variety, clarity of the atmosphere, social networks, money, safety, a valued role, the supportive leader, development possibilities, and fair treatment. The importance of these different sources depends on an individual's needs and values, which is so-called person-centered view. (Dewe & Cooper 2012, 100-101.)

Tiensuu and Partanen approach the concept of happiness as a spiritual journey of self-discovery. The real happiness is the understanding of the feelings of yourself and the others. Happiness doesn't mean achieving the impossible dreams but a good life. Enjoying the possibilities of life require that we are fine as a human being. (Tiensuu, Partanen & Aaltonen 2004, 32-33, 54.) In addition studies have found that happiness actually improves other aspects of our lives. Happiness is good for our health, our relationships, happy people make more money and are more productive at work and generally, cope better with stress and trauma and are more creative and able to see the big picture better. (Happiness 22.3.2016.)

According to Väinö Partanen a human approaches happiness in many various angles, because it isn't that easy to describe an idea of happy feeling. When a person is explaining a feeling to somebody else, the receiver understands it through his or her own idea of happiness. This forms two state relationship, where person A says his/her own feeling D to a person B, who accepts it and puts it in his own emotion place C. Even though happy feelings (D & C) are not exactly the same for two different people, the feelings relate the same happy thing. This kind of cycle exists in a happy organization, where happiness unites everyone.
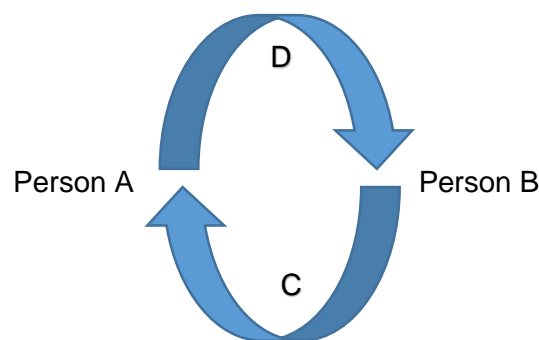
Figure 6. Cycle of happiness (Partanen 2004, 225 – 226)

The model of happiness is presented in figure 6. Person A expresses his/her own feeling D and the person B confirms to receive it. The person A might have stronger happiness, but it doesn't reduce person B feelings. The understanding of happiness as an essential resource leads people to see the connection as a spiritual thing. (Partanen 2004, 225-226, 228.)

The term "happiness at work" isn't used that much in academic research on employee experiences in organizations. But this doesn't mean that the organizational scientists weren't

interested in employee happiness at work, they have just approached it from some other angle. Undoubtedly the most central and frequently used term for happiness at work is a job satisfaction. During the past two decades a number of new structures of happiness or positive experience at the workplace have been formed. All these structures have in common that they all refer to positive attitudes or positive feelings at work. Happiness relating the structures in organizational research vary depending on the approach. The approaches could be the way they are seen to exist, second is their duration or stability over time, and third is their specific content. (Fisher 12.1.2010, 5.)

4.2 The landscape of working life today

Over the last forty years the whole society has changed dramatically. It is generally accepted that the forces have been internationalization and global competition, the rapidly developed technology and the change of workforces. In the future people will become in the central role of the organizational success, which requires advancing the development of human through employee engagement and organizational cultures. (Dewe & Cooper 2012, 33-35.)

Tiensuu and Aaltonen (2004) also believe that the humankind is moving from a materialistic economy to a spiritual one. The problem of our time is that the organizational cultures are not yet moved at the same rate. Even thinking about a happy organization feels strange and researches shows that about 90 % of people work only for money. People are still the core value of the organization and the only real competitive advantage, even though the two main tasks of organizations are competitiveness and profitability. (Tiensuu & Aaltonen 2004, 15-16; Cohen 2003.)

Rauhala, Leppänen and Heikkilä (2013, 30) approach the work life from the perspective of changing environment, which is never "ready". The most confronted issues in change are already familiar, and they should just be adapted to the new environment. The most crucial parts are leading the changing organization and a partnership at work. Leadership should be focused on that people will find themselves in the middle of the change and a partnership at work means that everybody are working together as partners and develop the organizations together. (Rauhala, Leppänen & Heikkilä 2013, 30; Dewe & Cooper 2012, 35.)

4.3   What is a happy organization?

According to Tiensuu and Aaltonen (2004, 21-22.) a happy organization is a unique experience of human, but it's not just a feeling. The definition of an organization is "a place that coordinates the activities of people who are working for some common goals or purposes". It is also important to recognize that the individual can't fulfill his/her own needs alone in the modern society and he/she needs the help of the larger organization. A happy organization is a meeting place of human, which is based on spiritual actions. (Tiensuu & Aaltonen 2004, 42; Schein 1994, 12-13, 15.)

Happiness in an organization is a tendency to be happy while making the work. Being happy requires efficient, productive and profitable actions both in individual and corporate levels. Happiness is different in every context and environment. The general content of a happy organization means that it's everybody's goal that the company is successful and employees flourish. How to achieve it, depends on what kind of an organizational culture there is. It means that the psychological capital needs to be increased by developing the people and the community of an organization. Atmosphere is one of the most important part of the happiness in the organization and related to productivity. Researches prove that high productivity and atmosphere are linked together. (Tiensuu & Aaltonen 2004, 14, 21-22, 24.)

David Cohen (2003) approaches a happy organization from the values and how well those values line up or clash in the organization. He says that every happy or unhappy organization is aligned in much the same way. He has created a recipe for achieving a happy organization that is: *Values x Vision x Leadership x Execution =* **_Mightiness_**
When this formula works, the reached positive energy creates a happy organization, where employees want to participate and are motivated to help the company to be successful. Many companies advertise their values, but facing a crisis shows whether values are just beliefs that can be changed in the tough situation or real values. (Cohen 2003.)

As Cohen mentioned the happy organization takes care of human and the company. People can be happy in an organization, where everybody can be who they are, can achieve their own goals, control their own life and are capable to face problems in it. Those issues can be described as self-esteem and self-confidence. When a person realizes his/her own strengths, gets positive feedback and experiences success, he or she will be in a positive circle and raise his/her own ability to act and think. Fulfilling these needs doesn't need that

much money or time, but just a little bit different way to work and lead. (Tiensuu & Aalto-nen 2004, 25-26.)

4.4   Positive leadership

The leadership has now concentrated on the short term results and forgotten to see the bigger picture of how those results are achieved. It is necessary to bring the balance back into the leadership and what has been lost to the economic imperative. The time is now right for positive leadership. After creating awareness it's important to research awareness to develop that kind of a leadership style. (Dewe & Cooper 2012, 43-44.)

In a happy organization leaders provide a clear and consistent communication and live those daily, in the good times and the bad times. When words and needs are aligned, great things happen and ordinary people do extraordinary things. When they are not aligned, employees follow the behavior of their immediate manager in different circum-stances. (Cohen 2003.) A leader's job is to create an inspirational culture that includes self-driven communities. Leadership should be based on trust and encourage negotiations and participation. When people trust to leaders and themselves, the innovations flourish. Confidence has a clear connection to a professional growth that can be maximized by freedom and minimized by structure and expertise. (Paasivaara & Nikkilä 2010, 143-144.) A wise leader knows that the results will be achieved by concentrating on the improve-ment of the functioning and trusting the people (Tiensuu, Partanen & Aaltonen 2004, 39).

Great leadership is a transfer of belief. Positive beliefs lead to employees' empowerment, great plans and significant results. (Gordon 2015.) A genuine leader gets people inter-ested their work and directs their resources towards targets. Everything is based on the leader's strong knowledge of oneself and others and recognitions and acceptations for the differences between them. Being true to a personality is the necessary quality for an au-thentic leader (Vikkula 4.11.2015; Koistinen 2015; Dewe & Cooper 2012, 42.) Knowing yourself is the groundwork, but a great leadership needs advanced communication skills, especially the most underestimated skill, active listening. The most crucial part of the lead-ership is to show the direction and make the strategy understandable. If a leader is able to create a sense of valued meaning of the goals, people will follow the leader. (Vikkula 4.11.2015; Koistinen 2015.)

There are still remaining a culture of commanding and fear in too many organizations, where the main goal is to get all the potential out. This method doesn't work, when the

goal is productivity or innovativeness, because rarely scared or sensitive people are that. It's even rarer that scared people are happy or willingly want to work for the organization's goals. (Tiensuu & Aaltonen 2004, 109.)

Leadership is not quantum physics. The work community is leaded everyday with small management practices that are important to remember to do regularly. Everyday actions matter in that sense how the development of the psychological capital and the attitudes toward management of organizational culture are faced. (Rauhala et al 2013, 119.) According to the new psychology of the leadership the team should experience the leader as one of their own and the leader should be an example for the employees and get them feel appreciated (Haslam, Reicher & Platow 2012, 17).

4.5 Happiness in organizational culture

Happiness is being content and the goal is that everybody are happy in the organization. The development of the organization is not just the leaders' job as it should be a normal part of everyone's everyday life. (Tiensuu & Aaltonen 2004, 95, 201.) Happiness is there, where the job is meaningful. We are ready to do amazing issues for a company that gives a content for our life. The meaning of work can be found by digging deeper into any task. The understanding of the deeper meaning is not just to give purpose for work but to also lead the company on the right way. (Tiensuu & Aaltonen 2004, 97-98, 101-103.)

Happiness lives in the place, where everybody can be who they are. People are helped to develop their abilities and take advantage is taken of their special expertise, ideas and creativity. It's called the state of mind. It assumes that freedom doesn't make chaos, because mature people are responsible. The culture is a collective phenomenon, which expects individuals to develop as human beings. The happy organization is a place, where self-guided people are having fun. Joy at the workplace is a sign of an excellent company, where people are engaged and where is fun to work. (Tiensuu & Aaltonen 2004, 99-100, 104.)

There is still a belief in organizations that people do their job only for money. Researchers have been asking for leaders' opinions on what motivates their employees the most and their answers have been salary. Not that many leader even recognize the power of appreciation. According to the research reward and encouragement are still quite rare in Finland. Celebration isn't felt natural in the Finnish culture, which has led to a lack of self-esteem at the workplace and people thinking after an achievement that they haven't done

anything special. That's why all the success should be celebrated. Celebrating one's suc-
cess upraises the community spirit and makes everybody else at the company to do their
best. Happiness sticks. Still it is good to remember that rewards and encouragement need
to be part of the normal business day and be given in each direction. (Tiensuu & Aaltonen
2004, 106-107.)

One of the challenges of a happy organization is to create culture were attitude towards
failures is just one part of the job. The culture is the culture of pride, where people are
unique individuals, who are working in the excellent organization. Pride of something
gives strengths to deal with the failures. Even though the individuals' needs are important,
everybody needs a mirror, where to reflect their positive attitude and their achievements.
(Tiensuu & Aaltonen 2004, 97-98.)

A great culture is not easy to build, which is why high performing cultures are such a pow-
erful competitive advantage. Organizations that build great cultures are able to meet de-
mands of the fast-paced, customer-centric, digital world where we live. More and more or-
ganizations are beginning to realize that culture can't be left outside of the chance. Lead-
ers have to treat the change of culture as an engineering discipline and focus on it. During
the change of organizational culture it's good to remember that all old isn't bad, but gives
the opportunity to build something new on top of it. In the changing situation, it is normal
for human to behave the same way as he or she has used to behave even though the old
way wouldn't suit anymore. (McGregor & Doshi 25.11.2015; Tiensuu & Aaltonen 2004,
96.)

The organizational culture that emphasizes freedom of individuals let people to be crea-
tive and who they are. This kind of culture is developed in a professional organization. In
those organizations specialists are in the core role and without individuals there aren't any
creativity. (Tiensuu & Aaltonen 2004, 48-49.)

4.6   Happiness and the economic success

Positive organizational culture, happiness and positive feelings influence productivity in
the organization (Leppänen & Rauhala 2012, 289). The results of Lyubomirsky, King and
Diener studies propose that happiness is associated with numerous successful outcome
(American Psychological Association 2005).

Business idea of a happy organization is that it doesn't harm any humankind and the main focus is on the employees and customers (Partanen 2004, 201-202). People under pressure and stress lead to unhappy customers, absence and poor quality of the work. (Cohen 2003.) Even though the focus in a happy organization is on human, it doesn't change the goals of organizations, which are competitiveness and success on the market. It only means that the attitude and the understanding of the job is different. In the happy organization employees are like just married, who doesn't do the job just for living, but experience the work meaningful and spiritual part of life. (Tiensuu & Aaltonen 2004, 27.) That's why it's very important to care in what kind of situation people are working.

At birth everybody are naturally zestful. The happy organization attends to fulfil people's joy of life, so they have energy to work and live longer. It also enable people to grow as a human being and that way to notice and solve the problems. In a happy organization the human is proud both of him- or herself and the company, pleased, creativity, productivity and has healthy self-esteem. In the end of the day the impact of all these sections can be found in the financial statement. (Tiensuu & Aaltonen 2004, 27-28.) Money is the result of a job well done (Leppänen & Rauhala 2012, 293).

Psychology Alice Isen reviews that people want to maintain the happy feelings, which boost rational thinking like innovation, creativity and productivity. The benefits of the happy employees for the organization are (Leppänen & Rauhala 2012, 291.)

- creativity
- learning ability
- less absence from work
- efficiency
- productivity
- loyalty
- work and customer satisfaction.

Alexander Kjerulf, founder of Woohoo Inc., proposes that happiness at work is the most important factor for productivity (Figure 7). He listed the reasons of the benefits of happy people while working as follows (Kjerulf 27.3.2007.):

- work better with others
- creative
- fix problems instead of complaining about them
- energy
- optimistic
- motivated
- get sick less often
- learn faster
- worry less about making mistakes – and consequently make fewer mistakes

- make better decisions.

Kjerulf (27.3.2007) presents in figure 7 that many activities as tracking your time, better to-do-lists, structured calendar and prioritizing your tasks can help to increase productivity in an organization, but the most important issue for people is being happy while working.
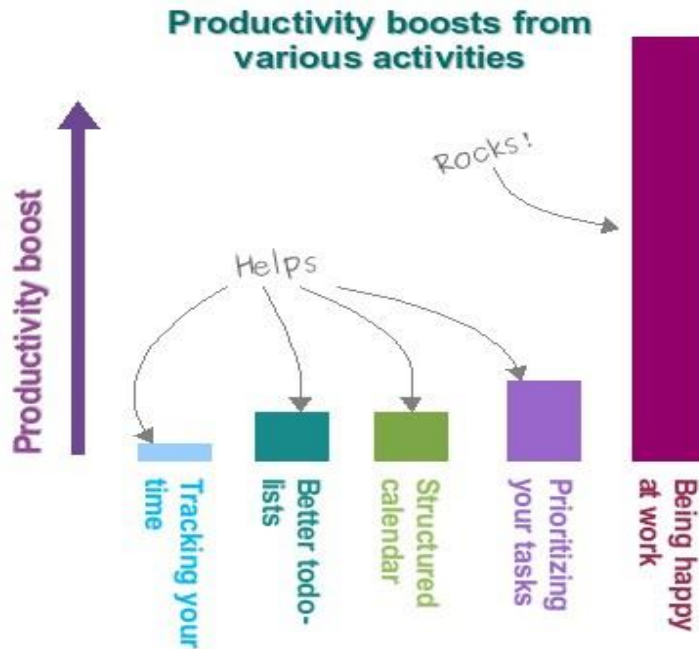
Figure 7. Productivity boosts by Alexander Kjerulf (27.3.2007)

The real risk to an unhappy organization is that the whole organization starts to wait for "something better". The signs of the organization stagnation are the pursuit of security, a risk avoidance (e.g. the company doesn't invest enough), continuing spiral of savings, spiritual settle for the status quo (i.e. "happiness illusion"), avoidance of mistakes and responsibilities and decisions are not made so the responsibility is intended to delegate up to the director. Such stagnation requires a fair shake, where the entire organization explores new opportunities and the organization entity is acting together for better results than competitors. (Koistinen 2015.)

4.7   Measuring the content of happiness at work

Single questions are used to measure happiness in the many national surveys (Carr 2011, 7). Constructs and measures of happiness differ considerably in different researches. Many constructs of work-related happiness focus largely on the hedonic experiences of pleasure and liking, and/or positive beliefs about an object (e.g. job satisfaction, affective commitment, the experience of positive emotions while working). Other systems include

both hedonic and eudemonic content and are the development possibilities, autonomy, and self-actualization. Further, constructs and measures of happiness vary as to whether they focus on cognitive factors as beliefs or on affective phenomena such as moods and emotions. Constructs also vary as what is their target e.g. emotions have specific targets. An object of happiness constructs can be a very broad e.g. the organization, slightly less broad as the job as a whole, somewhat more specific as the work itself, or very specific as a particular work event. (Fisher 2010, 11-10.)

4.8 The conclusion model of positivity and happiness in the organization

The chapters 3 and 4 presented that positivity and happiness generate multiple good issues for the working life. There were quite a few theories and tools that explained the valuation of happiness and contributed to creation of the model of the elements of happy organizational culture. These theories have been chosen especially from the request of the case company to get some new points to the study of organizational culture. The elements were quite easy to find, because the same issues were carried out in many theories. As a summary I made a conclusion of happy organizational culture based on the literature review, which is presented in figure 8.

Figure 8. The elements of happy organizational culture (conclusion of the theories of positivity and happiness)

The main elements of happy organizational culture (HOC) can be divided in 12 dimensions. The emphasis of every element depends on the specific case study, which could be evaluated separately by interviews and surveys. The discovered 12 elements were:

- Positive atmosphere
- Able to be oneself
- Meaningful work
- Communication
- Celebrate the success
- Understanding of one's own status and tasks
- Opportunities to develop themselves
- Good relations with colleagues
- Authentic leader
- Feedback
- Clear rules
- Open, flat organization

As the economic world is becoming more humane, I would suggest to use the model of Seligman and Peterson, which is contained in the VIA-IS (Values in Action Inventory of Strengths) assortment. When the employees of an organization are helped to found their own strengths, the opportunities to develop are enormous for both the people and thus for the company as well.

The previous theories clarify and prove that happiness has clear connection to productivity. Productivity is only a shorthand of all the positive matters that happens when people are happy while working. The relation between productivity and HOC (happy organizational culture) is presented in figure 9. As a result the correlation of productivity and HOC is demonstrated.

Figure 9. The relation between productivity and happy organizational culture

Figure 9 presents that when the level of HOC increases in the organization, the more productivity there is and the results also rise.

A happy and functional culture is not easy to build, which is why high performing cultures are such a powerful competitive advantage. According to the authors presented in the previous chapters many organizations have been woken up for it. One of the challenges of a happy organization is to create a culture were attitude towards failures is taken sensibly. There is still remaining the culture of commanding and fear in too many organizations, where the main goal is to get all the potential of employees out. Rarely frightened people are happy or willingly want to work for the goals of the organization.

It is important that people could feel a sense of pride in their whole company. Being proud of something gives strengths to deal with the failures, which means, in other words, being resilient. Resilience or persistence is one of the features of psychological capital and a very important part of creativity and productivity. In a happy organization employee feels a sense of pride in both of him- or herself and the company.

As it was introduced in chapter 4.4 the importance of the qualities of an authentic leader and that the qualities meet the wishes of employees. In a happy organization leaders provide a clear and consistent communication that includes active listening. Leadership should be based on trust and encourage negotiations and participation. Everything is based on the leader's strong knowledge of his/hers own self and of others and that the leader recognizes and accepts the differences between them. A person is more self-confidence and can handle and give any kind of feedback, when the knowledge of him- or herself is in high level. The most crucial part of the leadership is to show the direction and make the strategy understandable, which means clear rules. If a leader is able to create a sense of valued meaning of the goals, people will follow the leader. According to the new psychology of leadership the team should experience the leader as one of them.

The theoretical framework has given perspectives on organizational development possibilities and it will be utilized as a working framework in this case study. The results are presented in the next chapters.

5   Research methodology

The research methodology was based on a qualitative approach that is almost always discussed in theoretical terms, because culture cannot be measured and the cultural studies always require interpretation (Eskola & Suoranta 1998, 69). As a secondary material was used the results of quantitative surveys of the Great Place to Work Institute from the last three years (2013-2015). A quantitative research is a study, where findings are presented in numbers (Uusitalo 1998, 79). The Great Place to Work Institute is introduced in chapter 6. This chapter discusses the research methodology and methods, the discovery phase, used data collection, analysis both validity and reliability of this study.

5.1   Case study strategy

This study was a case study research, which investigates some items in its real-world context in depth and aims to get the overall picture of the phenomenon. The study researched the case relying on a number of different methods. The most preferred analytic strategy in a case research is relying on theoretical propositions, because the study structure is likely to follow the study propositions (Saunders et al. 2009, 124-125). The deductive approach builds on the theory rather than creates a new one (Yin 2009, 130). In this study the prior theoretical propositions guided data collection and analysis. The deductive approach was suitable for this study, because the theoretical framework was built before the empiric part and the aims of this study was a description of phenomenon through the theoretical review and a verifying it through the research. The empirical study was based on the subjects' own experiences and that's why allowed the detection of the complexity and the identification of the issues.

At the best, the findings will be effective for other organizations even though it is recognized that the study results are subjective to the certain phenomenon and the primary objective of this study is not generalization. (Moilanen, Ojasalo & Ritalahti 2014, 37-38, 65; Yin 2014, 3-4, 17.) Case studies are often steps into practice, since they are practical and easily transferable via functional grip (Yin 2014, 4-5).

In the case study the used methods can be observations, interviews, and researching a variety of materials (Anttila 1998). According to Eskola & Suoranta (1998, 69-70.) a qualitative method, precisely a semi-structured interview, is one of the most information indicative method. Heikkilä (2014, 64–65) indicates that the challenge of the interview is the fact

that the interviewee can decide to correspond to the questions or not and an interviewer has to overcome the defendant's trust and motivate respondents.

Semi-structured interviews were adopted to address the problems in this study. It would have been useful to use an observation as a method, but I didn't work at the case company, so I haven't possibility to take advantage of it. The usability of the interviews was justified, because interviewees could be found easily from the company, the culture was just as familiar to all employees and they were equally interested in the study. In this way the tasks of the material interpretations were generalizable to the whole company. (Eskola & Suoranta 1998, 69-70.)

The choice of the interview can be justified also on the basis of that the company had already made three Great Place to Work quantitative surveys, which gave a general picture of the phenomenon. The quantitative research is an essential part of the conclusions of the earlier studies, previous theories, as well as the definition of the concepts (Hirsjärvi, Remes & Sajavaara, 2006, 131).

5.2 Used collection methods

The starting points of collecting the background for this study were the Great Place to Work surveys that are presented in chapter 6, and the goal to research the concept of the organizational culture. The Great Place to Work – surveys that are later abbreviated as GPTW, were collected from the whole staff of Espoo office during the years 2013-2015. After the GPTW-surveys I had free-hands to decide and to research the organizational culture of the company.

The case company had already studied its organizational culture from many perspectives on the basis of the surveys so I decided to review it from the new way that was from happiness and from the strengths of people. The background of the studies were the theories of positive psychology and a happy organization both my earlier studies of work psychology. On the basis of the theories I defined the conclusion of different theories, which was presented in chapter 4.8. On the basis of the conclusion model I defined the themes and the questions of the semi-structured interviews. The structure of the semi-structured interviews is presented in appendix 3 and the data collection is described in the next subchapter.

After the semi-structured interviews, the analysis of the studies started. According to Yin (2009, 130.) the analysis process includes the following steps:

1. summarizing interview data
2. combining feedback from survey and interview data
3. analyzing and drawing discussions.

The data for this study was analyzed using a qualitative method following the literature propositions. At first the semi-structured interviews were transcribed and organized by the themes. After that I highlighted the mentioned elements from the data and counted them as the figure 10 presents. According to Hirsjärvi & Hurme (2010, 172.) identification of the theme is based on the appearing number of some elements.

The element	Number of times Attitude +	Attitude -	Total
Atmosphere/Team spirit	11		11
Communication	13	6	7
Special meaning of own work	5		5
Knowing the work expectations	8	3	5
Good relations with colleagues	5		5
Open, flat organization	5	1	4
Clear rules and regulations	8	4	4
Feedback	7	3	4
Able to be own self	3		3
Leadership/Coaching	4	2	2
Self-development possibilities	3	1	2

Figure 10. Used analysis method from semi-structured interviews.

In figure 10 the section with the title of Attitude + means that the certain element was mentioned in a positive attitude during the interviews and the section with the title of Attitude – means that the attitude was negative. The title of Total is the summary of the negative and positive attitudes and the basis of the presented findings of the semi-structured interviews.

In overall, the qualitative data was analyzed using the same theme categories as I had used in the semi-structured interviews (appendix 3). The used method steps is presented in figure 11. Conclusion of the steps is presented in the chapter 10.
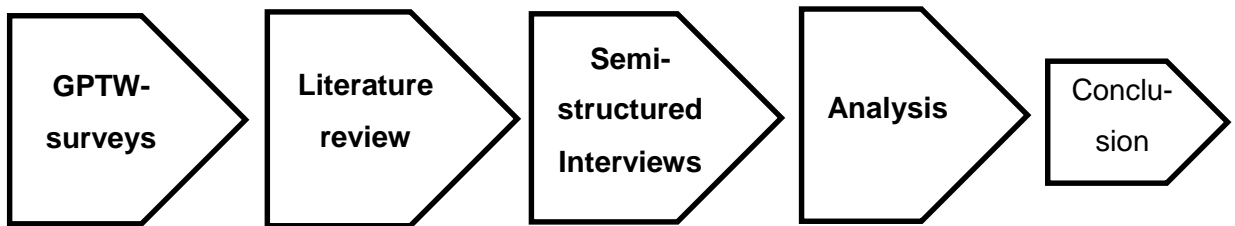

Figure 11. Used method steps.

The used method steps were easy to implement after deciding the purpose of this thesis. In my opinion these steps can be useful in another, similar research.

5.3   The data sources

In this study the data sources included in the semi-structured interviews and the GPTW-surveys. The interviews were implemented with randomly selected group from Espoo office of the case company. The goal was to find the results from the individual perspective. The semi-structured interviews took place in January 2016 and the interview questions aimed to get the knowledge, what makes people happy at work. The findings I utilized against the theory.

The interviewees were selected randomly using Random Number Generator & Checker. The tool was found from the Internet, it was free of charge and gave randomly selected candidates. I got the personnel list of the target group and the information, who had worked at the case company longer than 6 months. I numbered the participants and used the tool. The results of the tool is presented in figure 12.
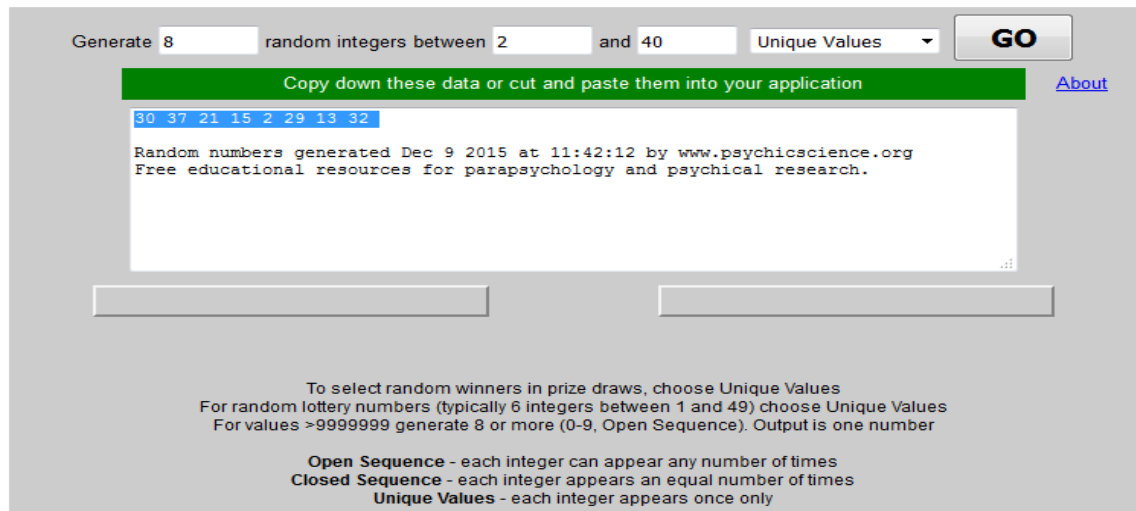
Figure 12. Random Number Generator & Checker (19.12.2015) and randomly selected interviewees.

The interview invitation was sent via email to 7 people. I generated 8 possibilities from the tool of Random Number Generator & Checker to make sure I'll have enough candidates. Six people accepted the invitation, which told me, that people were at least interested in the research. During the interview day there happened one mix with the participants and one absence so the total amount of the participants was five. However after few interviews, I already concreted the saturation point, so I thought five interviews were enough and I didn't implement any extra interviews.

The approach was a semi-structured interview, which took place by personal interview. Only the main idea of the interview was told before-hand to the participants, because I didn't want the interviewees to study beforehand about the topics and for that reason give me "learned" answers. After the interviews I thought that maybe I should have given more specific information about the topics, because I got the feeling that the themes weren't that familiar to the interviewees, which was quite understandable, because a few of them were quite a new thing in Finland. Moreover almost all of the interviewees said that they haven't thought or had time to think about this kind of issues before even though they said that these kind of matters were important to them.

In the interview situation, I used few transparent questions and asked almost the same issues from everybody. The real conversations varied a little bit with each interviewees, but I only used those parts of the discussions, which were relevant to the research. After the

interviews the outcomes were summarized and analyzed based on the research ques-
tions. The findings of the semi-structured interviews could be placed in the following cate-
gories:

- the elements of happy organizational culture,
- the attitude to failures,
- qualities of an authentic leader and
- the pride of own organization.

An additional theme of the semi-structured interviews was psychological capital that was
presented in the sub-chapter 3.6. I would have wanted to use that theme in my thesis to
study the status of psychological capital at The case company, but the theme didn't an-
swer my research questions and the gained material was quite insufficient, so I left it for
an another research.

The GPTW-surveys include in two research tools that I'll introduce in the chapter 6. The
other tool of GPTW is Trust Index survey © that studies employees' opinions of the re-
searched issues through five dimensions. The results of the surveys are presented in a
clear file and the results are separated in parts that include in the average percentage of
the overall results, in every five dimensions and in each question.

I thought that the results were quite easy to analyze. All the employees of the organization
answered to the survey so the results of GPTW-surveys included also those employees,
who had worked less than 6 months at the company, because it wasn't possible to sepa-
rate them. However in my opinion it didn't weaken the gathered results, because in the
findings were from the whole office of Espoo so the total target group was a quite large.

The total number of responses were 36 employees in 2013, in 2014 it was 37 employees
and in 2015 the number of answers were 46 employees. Because the different years had
been presented separately, it was possible to observe the change rates and make com-
parisons between the years. In the next semi-chapters are discussed the reliability and the
validity of this study.

5.4   Reliability

In assessing the reliability of a qualitative research, investigator's arguments play in a sig-
nificant role. In a qualitative research scientist decides who are investigated and what the
questions are. The researcher also decides, how the collected data will be analyzed and

interpreted. The reliability of a qualitative research assessment doesn't follow any stereotypic form so when the researcher carry out the evaluation she or he has to rely on the source material. (Kananen 2014, 145; Uusitalo 1998, 86)

According to Hausjärvi & Hurme (2010) the qualitative research is interpretative, because the explanations are made in many phase. At first an interviewee observes the researched issues through his or her own opinion, then an interviewer does the same, after that the researcher gives own observation and finally the final reader. The greater the common area is, the solid the interpreters are from the research. (Hausjärvi & Hurme 2010, 151.) The structure of this process is presented in figure 13.
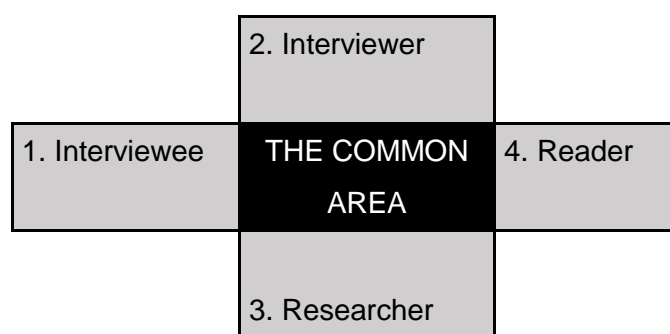
Figure 13. The structure of the interpretation of the qualitive research. (Hausjärvi & Hurme 2010, 151.)

The main factors that could affect to the reliability of the research are respondents' attitude and feelings of how they could benefit from the research. It is also possible that the respondents give incorrect information accidentally or intentionally. If this happens, suffers the reliability of the study. In the interview situation the factors that could affect the reliability of the interview are the interviewees' state of alertness and the sense of a tension or distractions caused by other things (Heikkilä 2014, 64-65.)

In this study the reliability of the whole study can be said to be relevant, even though the research covered only 11 % of the employees, but the goal wasn't to create a new model but the aim was to identify the theoretical findings.

The reliability of the semi-structured interviews could be considered to be high, because there were booked enough time for the interviews, the interviewees seemed to be committed to the process, and they were interviewed personally one by one. The length or content of the responses weren't affected the rush or other things. Interviewees shouldn't

have had any reason to give false information, because the outcome of the investigation didn't affect anyone individually and they could benefit from the research.

5.5 Validity

Validity refers to the question, did the research measure what it supposed to be measure. When the measurement of the study is reliable and valid, then the research material is internally valid. The external validity of the study is achieved when the results represent the targets. Internal and external validity together determines, how well the findings can be trusted in total. (Uusitalo 1998, 86; Kananen 2014, 150, 153.)

Validity is complete, when the theoretical and the operational definition of the study are similar. In practice, the validity is assessed by comparing the results of measurement for a real knowledge of the measuring phenomenon. Some of the measurable issues can be said valid too easily, because they are in real-world concepts. Such issues are, for example, the respondent's age or the turnover of the company. The complete lack of validity makes the study worthless. The lack of validity means that the researcher's empirical findings don't relate to what is thought to be researched. Theoretical and empirical definitions must be connected to each other in a qualitative research. The validity of the study reduces the low or lack of reliability of research, but completely reliable study doesn't guarantee its validity. (Uusitalo 1998, 84-86; Kananen 2014, 150-151, 153.)

In this case study the validity of the research was ensured by the similar results presented in the GPTW-surveys and semi-structured interviews. Additionally, the literature review presented similar views on the same topics so it could say that the theoretical and empirical definitions were related.

6   Great Place to Work Institute

Great Place to Work Institute is a global research, consulting and training company since 1991. The business idea was created, when a New York editor asked Robert Levering and Milton Moskowitz write a book called *The 100 Best Companies to Work for in America* in 1981. The core idea of the company is to offer different kind of services to clients to identify, transform and maintain great workplace environments, which are characterized by trust, pride, and camaraderie. Great Place to Work's annual research is based on about 6,000 organizations with over 10 million employees and is done in 50 countries all around the world. (Great Place to Work Institute 2015.)

Great Place to Work's methodology is from the United States of America. The survey measures the behaviors and the environment, which forms the basis of world's most de-sirable workplaces and successful businesses. In every year the findings are published in respected media channels across the globe, such as *Fortune*, *Handesblatt*, and *Le Figaro Économie*. (Great Place to Work Institute 2015.)

Great Place to Work® experts estimate and choose organizations for the good jobs lists through two assessment tool: Trust Index © Employee Survey and Culture Audit ©. These tools are used to make a clear and brief evaluation from employees' perceptions. On the basis of the evaluation, experts analyze the effectiveness of practices that support the is-sues of organizational culture. (Great Place to Work Institute 2015.)

6.1   Trust Index© Assessment

Great Place to Work® Institute's opinion is that Trust Index© Assessment is the starting point of to build a better workplace. Great Place to Work analysts' measure the consisting level of trust within organization and make targeted recommendations on how to improve the workplace. (Great Place to Work Institute 2015.)

Great Place to Work® Institute promises to help in understanding the relations between or-ganization's business goals and employees' workplace experiences. Their assessments provide actionable data that are simple and easy to understand. (Great Place to Work In-stitute 2015.)

6.2   The employee and the manager views

The most essential measure of whether a company is a great workplace is whether employees say it is. Therefore, two-thirds of Great Place to Work's assessment of workplace is based on the confidential and anonymous feedback of employees. (Great Place to Work Institute 2015.)

Trust Index survey © is the study from employee view. To complete the survey takes about 15 minutes and consists approximately 60 statements. This assessment is focused on measuring the behaviors that lead to a trusting workplace environment. All the employees of the organization answers to the survey. The response rates are visible both the overall results and broken down by staff, supervisors and managers. (Närhi 2010, 10-13.)
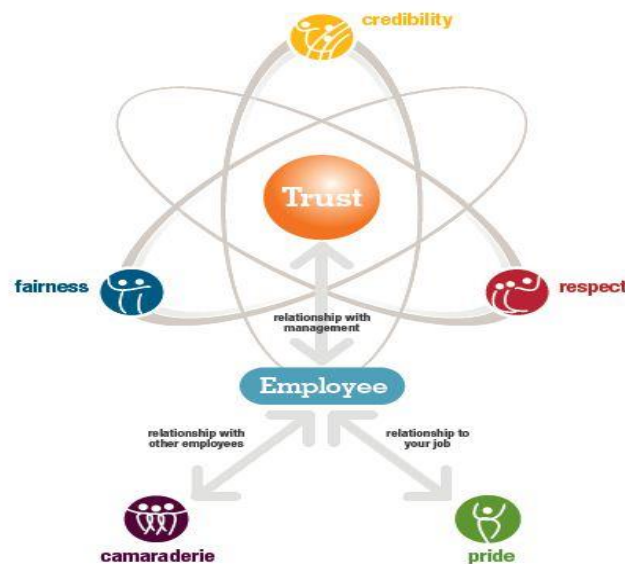
Figure 14. The Employee View: What is the Great Workplace? (Great Place to Work Institute 2015.)

Figure 14 presents the form of the Trust Index survey © Assessment. The tool is created to ask from the employees about behaviors that measure the way credibility, respect and fairness are expressed at the workplace. It also collects data about the levels of pride and camaraderie. (Great Place to Work Institute 2015.)

The survey tool is validated annually, and is commonly viewed as the gold-standard measure of the great workplaces in both business and academic research (Great Place to Work Institute 2015).

The other part of the research is Culture Audit ©. The respondent is HR Manager or a person in an equivalent position. The main purpose of the tool is to have background and work environment information of an organization. Culture Audit © inquiry clarifies the management practices of the organization. Importance of this research is one third. (Närhi 2010, 13.)

6.3   Great Place to Work surveys in Finland

An organization can participate in the study of Great Place to Work in Finland, if it has at least 20 employees in Finland. The organization also needs to have three full financial years of operation in Finland. The research can be implemented in organizations that don't fulfill criteria, and then an organization gets all the benefits of the research development, but cannot participate in the list of the Great Place to Work in Finland. About a third of all the participants will be published in Great Place to Work – list and they can use Great Place to Work – logo for a year. Winners will be announced in three categories that are small organizations series (20-49 employees), a series of medium-sized organizations (50-499 employees) and large organizations (500+ employees). The study of 2015 included 153 organizations with a total of around 46 000 employees. The results were published in Talouselämä and the three winners of 2015 were Alko, Vincit and Amgen. (Great Place to Work Institute 2015.)

7 The findings of the sub-questions

In this and the next chapters, the collected data will be presented and analyzed. The data includes in both the received answers of the interviewees and the GPTW- surveys by themes based on the semi-structured interviews (appendix 3). The GPTW -surveys are later in this thesis called the Trust Index © surveys (chapter 6.6) as only that assessment tool was used when presenting the findings.

The theme interviews were presented using figures, because I thought it would be the clearest way to demonstrate them. The findings of the semi-structured interviews were analyzed on the basis of the number of times the certain concept was mentioned during the interview. The interviewees used rather similar concepts in their answers so the final findings were surprisingly easy to perceive and gather. This kind of theme interviews have not been held before, so a direct comparison to other studies cannot be done.

It wasn't possible to directly compare the interview questions to the Trust Index © surveys' claims but I chose those claims that were the most comparable to the questions. This thesis presents the findings on the basis of the assumption that the interviewees' answers and the results of the Trust Index © surveys can be compared.

7.1 A sense of pride one's workplace

As it was described in the chapter 4.5 the sense of pride of the company one works at is an extremely important issue to the employees so that they can be more innovative and productive. Being proud of something gives one more strength to deal with failures. The sense of pride of one's workplace is studied in this chapter.

7.1.1 The semi-structured interviews

All the interviewees gave a straightforward answer to the question whether they are proud of the case company or not, and also, why the case company is a better company than its competitors. The most given answer for the first question was that they all feel a sense of pride of the company and the most given explanations for the second question were the following: "Company is not too big and hierarchical", "The company is Finnish" and "We have an excellent product". According to Ojanen (2014) large organizations are often felt negatively, because in large companies an individual is quite fragile for the actions of the company. So the statement "not too big" can be understood through Ojanen's point of view. The other answers may not have a clear connection to the theories presented earlier

in the thesis, but the answer "The company is Finnish" can be understood through the sense of national pride. The answer "We have an excellent product" can be seen to originate from the feedback the company and the employees have received from the users of the product. In the future it is important to pay attention to these answers when developing the empowerment of the employees and when enhancing the commitment of the employees.

Although the answers were mainly positive, there were also a few interviewees that mentioned that they could be more proud of the company or that it doesn't matter whether they are proud or not. They thought that it's not that important to them, because it's only a job and not the indicator of the happiness of life in general. That sounded quite interesting to me, because as Ojanen (2014) has argued, a happy organization and especially a meaningful job gives energy and happiness to deal with the setbacks of life.

7.1.2   Trust Index © surveys

The findings concerning the sense of pride in the company one works at were easy to find from the Trust Index © surveys, because one of the survey claims was the following: "I'm proud to tell others I work here". Figure 15 presents the percentages of the answers during the three research years.
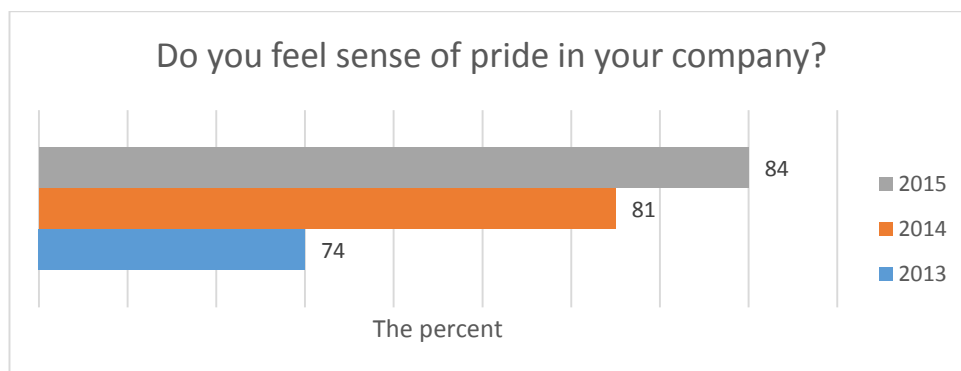
Figure 15. The result of the claim of the Trust Index © surveys about the issue of sense of pride in the case company

It can be seen from figure 15 that the answer rates have increased every year. In 2013 the response rate was a little bit over 70 % and 10 % less than it was in 2015. In 2015 the answer rate was already 84 % from which can be drawn the conclusion that the company has done some improvements and it's moving into the right direction especially as the answer rates have increased evenly since 2014.

7.1.3   Comparison of the two research methods

Overall, all of the interviewees said with a little hesitation that they have a sense of pride of their company, which indicates that the results of the Trust Index © survey could also have been better. Perhaps if I had interviewed more employees the answers wouldn't have been so similar and they would have explained the answer rate of Trust Index © surveys more. However because the question about the sense of pride of the company a person works at wasn't my main research question, I thought that the number of the received answers was enough.

My main research question was to find the elements of a happy organizational culture. In a happy organization employees feel a sense of pride in their company and these findings show that the case company has the possibility to evolve into happy organizational culture.

7.2   The attitude to failures

The purpose of this chapter is the same as in previous one, in other words study the possibility of the case company to evolve into happy organizational culture. As it was described in chapter 4.5 people are more productive and creative at a workplace, where they don't have to be scared of failures. As Tiensuu and Aaltonen (2004) were introduced the failures are confronted in a constructive way in high performing company.

7.2.1   The semi-structured interviews

The semi-structured interviews revealed the interviewees' opinion that they had a feeling the attitudes to failures were good or neutral levels in the company. According to the interviewees failures were forgotten quickly in the company and nobody would take a stand on them later on.

The interviewees' opinions how failures were faced in the company varied comparing the levels of teams and generally in the company. Many interviewees indicated that the mistakes were analysed in their teams, but they didn't know exactly what happened in other teams. The lack of awareness was conclusion from a lack of communication and this didn't affect the attitudes to failures.

7.2.2 Trust Index © surveys

By researching the situation through GPTW, I used the claim of Trust Index © survey the following: "Management recognizes honest mistakes as part of doing business", which is presented in figure 16.
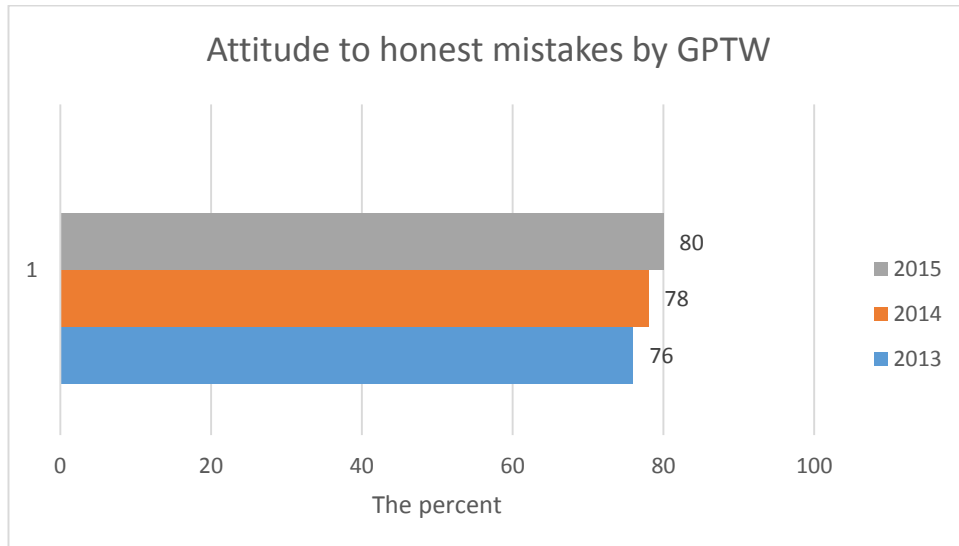
Figure 16. Attitude to failures by the claim of Trust Index © surveys

It can be seen in figure 16 that the response rates haven't changed dramatically during the research years. The rates have been raised in annually and in the latest survey, in 2015, the response rate was the highest reaching 80 %.

7.2.3 Comparison of the two research methods

The achieved findings of the semi-structured interviews and the Trust Index © surveys seemed to be quite similar. They both indicated that there were a good attitude towards failures in the company even though the attitude could be a little better, if the goals are to achieve the answers of the interviews as absolutely yes and the 100 % response rate.

Even though this issue is important for the atmosphere in the company, I didn't consider this topic to be the most relevant development matter or prevent the development of a happy organizational culture.

7.3 The qualities of the authentic leader

The concept of leadership has been studied widely from many perspectives (Koistinen 2015). In this thesis I approached the concept through the qualities of the leader as the importance of the leader's qualities were described in the literature review in chapter 4.4.

7.3.1 The semi-structured interviews

The interviewees gave clear opinions of the most appreciated qualities of the leader. The findings have been presented in figure 17.

Figure 17. The most wanted qualities for a leader by semi-structured interviews

As it could be observed in figure 17 the most appreciated quality of the leader was "the ability to keep boundaries". Second and third ones were "development discussions and feedback" both "open-minded and easy to talk with". The next most number of times were mentioned the qualities that the leader "is capable to admit own mistakes and handle any kind of feedback", "sees oneself as the member of the team and speaks "we" instead of "I"" both "gives clear directions". The lowest number of times got "communicates easily".

Other things for the hoped issues of the leadership which were mentioned during the semi-structured interviews, but can't directly say quality than more like the concept of leadership overall, were "a flat management organization" and a proposition that the team leader should be selected and approved together with a team.

7.3.2 Trust Index © surveys

The findings of the semi-structured interviews were next researched through the Trust Index © surveys. The findings of the semi-structured interviews weren't quite the similar to the findings of the Trust Index © surveys. The elements that were not found were the following: "Admitting own mistakes and handling any kind of feedback" and "Sees oneself as one of the team". Even though not all the elements were found, I consider the findings of the Trust Index © surveys relevant enough to study the qualities through them. The following assessments of the surveys are presented in figure 18. I used the same metaphors for the findings of the surveys as for the findings of the interviews were to make the comparison easier. The text below without any design presents the title of the results of the semi-structured interviews and the italicized text below presents the assessments of the Trust Index © surveys.

- Keeps boundaries > *Management does a good job of assigning and coordinating people.*

- Remembers development discussions and gives feedback > *Management shows appreciation for good work and extra effort.*

- Open-minded, easy to talk with > *Management is approachable, easy to talk with.*

- Gives clear directions > *Management makes its expectations clear.*

- Communicates easily > *Management keeps me informed about important issues and changes.*
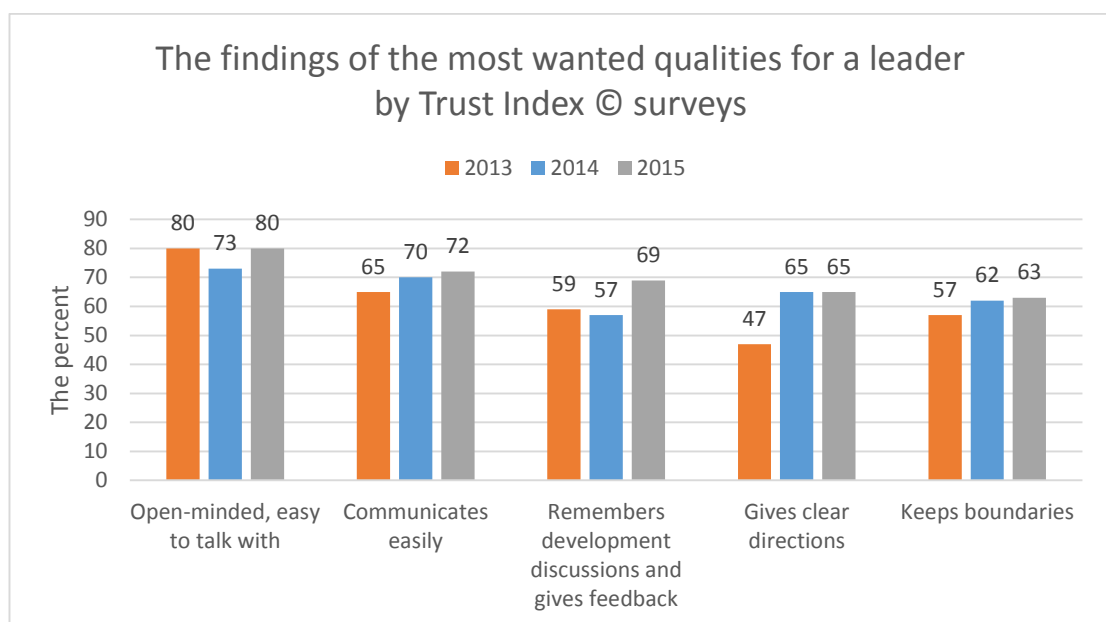

Figure 18. The findings of the most wanted qualities for a leader by Trust Index © surveys

Overall the best results of the researched issues were in 2015. When deepening the analyses a little closer, the claim "Open minded, easy to talk with" got the best response rate in every research year. In 2014 it decreased from the year 2013, but reached again the same percentage in 2015. The second best rates achieved the claim "Communicates easily" that one has raised evenly. The third most response rates had "Remembers development discussions and gives feedback" in 2015. The claim has changed the most comparing the years 2014 and 2015. In 2014 it only got 57 %, which was the lowest percentage comparing the other qualities of the figure, but in 2015 it reached already 69 %. In 2013 the response rate was a little more than in 2014 so the claim has done a great upswing. The fourth most gathered rates in 2015 had the claim "Gives clear directions". It got the same response rates in 2014 and 2015. In 2013 the response rate was clearly lower than in the other years. The final founded claim was "Keeps boundaries" that response rates haven't changed that much.

7.3.3   The comparison of the two research methods

In summary of the findings of semi-structured interviews and Trust Index © surveys about the qualities of a leader could be drawn the following point of views. The claims "Open minded, easy to talk with" and "Remembers development discussions and gives feedback" were mentioned second most number of times in the semi-structured interviews. The claim "Open minded, easy to talk with" got the best response rates of the surveys so I would consider it to be in a good way. The claim "Remembers development discussions and gives feedback" was in an upswing from 2014 to 2015, so I would recommend the company to carry on the good things and keep checking the situation of it annually.

The claim "communicates easily" has raised evenly in every research year, which was a good sign. Although the quality got the lowest points in semi-structure interviews, the element is important as it was described in the literature review in chapter 4.4 a great leadership needs advanced communication skills so even a one mention of it in the interviews should be taken seriously and keep checking the situation regularly.

I considered a little bit concerning that the claim "Gives clear directions" got the same response rates in 2014 and 2015 in Trust Index © surveys. The static situation could be considered even worse than a serious decline as it was mentioned in the literature of the stagnation of an organization in chapter 4.2. A one explanation of the stagnation of the quality could be that the claim had a great increase from 2013 to 2014, so maybe the changed things need to be settle down before the claim has possibility to increase more.

"Keeps boundaries" was the most appreciated quality in the semi-structured interviews. That claim got the lowest percentages of the surveys, so it would be the most important matter where to concentrate the development activities. Boundaries or in other words rules and regulations lead people to concentrate the main goals of the company.

The findings of previous chapter show that the case company has the possibility to evolve into happy organizational culture.

8 The elements of happy organizational culture

The previous studies gave an assumption that there was a possibility to find the elements of happy organizational culture that was the main research question both to divine their status at the case company. I wanted to evaluate the elements as precisely as possible so I asked many different questions from many perspectives about the concept and used as many as possible statements of Trust Index © Assessments.

In this chapter are presented and analyzed the findings of the main research question. At first I presented the achieved elements through the semi-structured questions and Trust Index © surveys. In this chapter is also described the findings of the most and the worst important elements, the situation of happy organizational culture at the case company and personal development suggestions.

8.1 The semi-structured interviews

At first the findings of the semi-structured interviews of the most valued elements of happy organizational culture (HOC) were presented in figure 19.
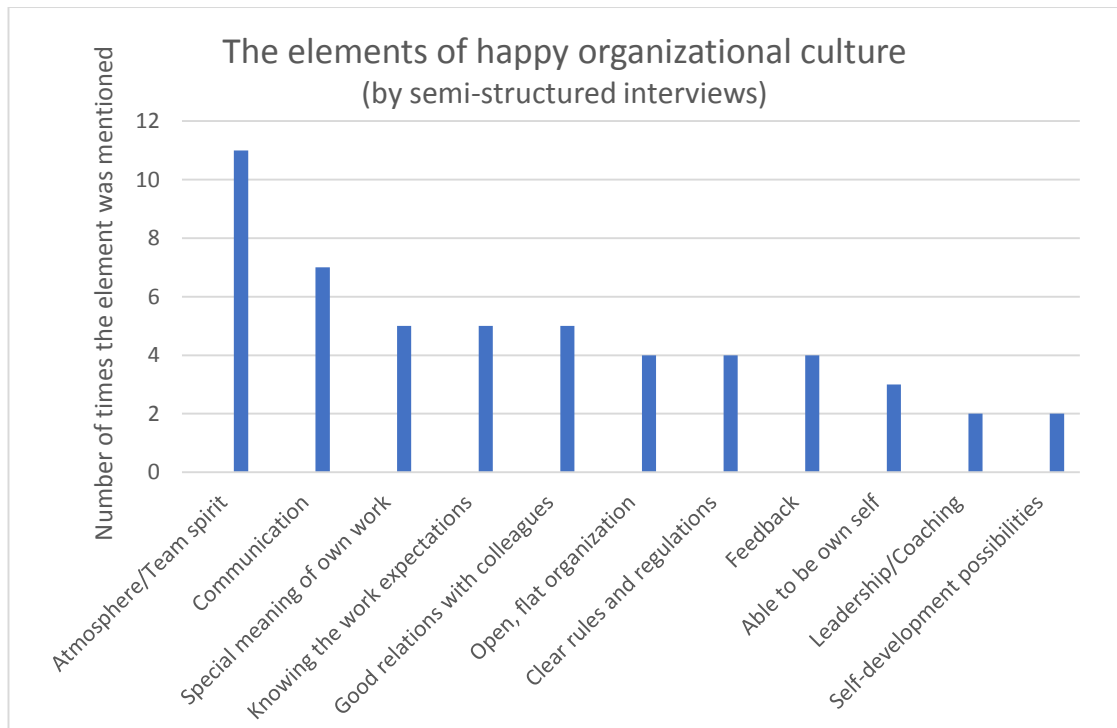

Figure 19. The elements of happy organizational culture by semi-structured interviews

The most mentioned element was "atmosphere/team spirit", which was mentioned 11 number of times. These two, "atmosphere" and "team spirit", were presented in the same category, because in my opinion the interviewees meant the same thing when they used those statements. The next second most mentioned element was "communication" with seven number of times. The following three mentioned elements were "a special meaning of own work", "knowing the work expectations" and "good relations with colleagues", which all got five mentions. "Open, flat organization", "clear rules and regulations" together with "feedback" got four mentions. Three points got an element "being own self", which means everybody can be themselves. Two points got "leadership/coaching" both "self-development possibilities". "Leadership" and "coaching" were in the same pillar, because in my opinion the interviewees meant the same issue, when they talked about those things.

8.2 Trust Index © surveys

All the findings of the semi-structured interviews weren't easy to find by using only one claim of the Trust Index © surveys. The claims that in my opinion couldn't be formed by one statement were formed by the average of all the response rate of the following statements below. Those claims from the surveys are written italics and from the semi-structured interviews in normal text in this part.

Open, flat organization (equality)
- *I am treated as a full member here regardless of my position.*
- *Managers avoid playing favorites.*
- *People here are treated fairly regardless of their age.*
- *People here are treated fairly regardless of their race or ethnicity.*
- *People here are treated fairly regardless of their sex.*
- *People here are treated fairly regardless of their sexual orientation.*

Able to be own self
- *I can be myself around here.*

Colleagues
- *There is a "family" or "team" feeling here.*
- *We're all in this together.*
- *You can count on people to cooperate.*

Atmosphere / Team Spirit
- *I feel good about the ways we contribute to the community.*
- *People celebrate special events around here.*
- *People care about each other here.*
- *This is a friendly place to work.*

Special meaning of own work

-   *I feel I make a difference here.*
-   *My work has special meaning: this is not "just a job."*

Leadership

-   *Average of the dimension of credibility*

Feedback

-   *Management shows appreciation for good work and extra effort.*

Communication

-   *I can ask management any reasonable question and get a straight answer.*

Clear rules and regulations

-   *Management makes its expectations clear.*

Self-development possibilities

-   *I am offered training or development to further myself professionally.*

The findings of the Trust Index © surveys were presented in figure 20. Only one element that I didn't find from the Trust Index © surveys comparing the answers of semi-structured interviews was "knowing the work expectations".
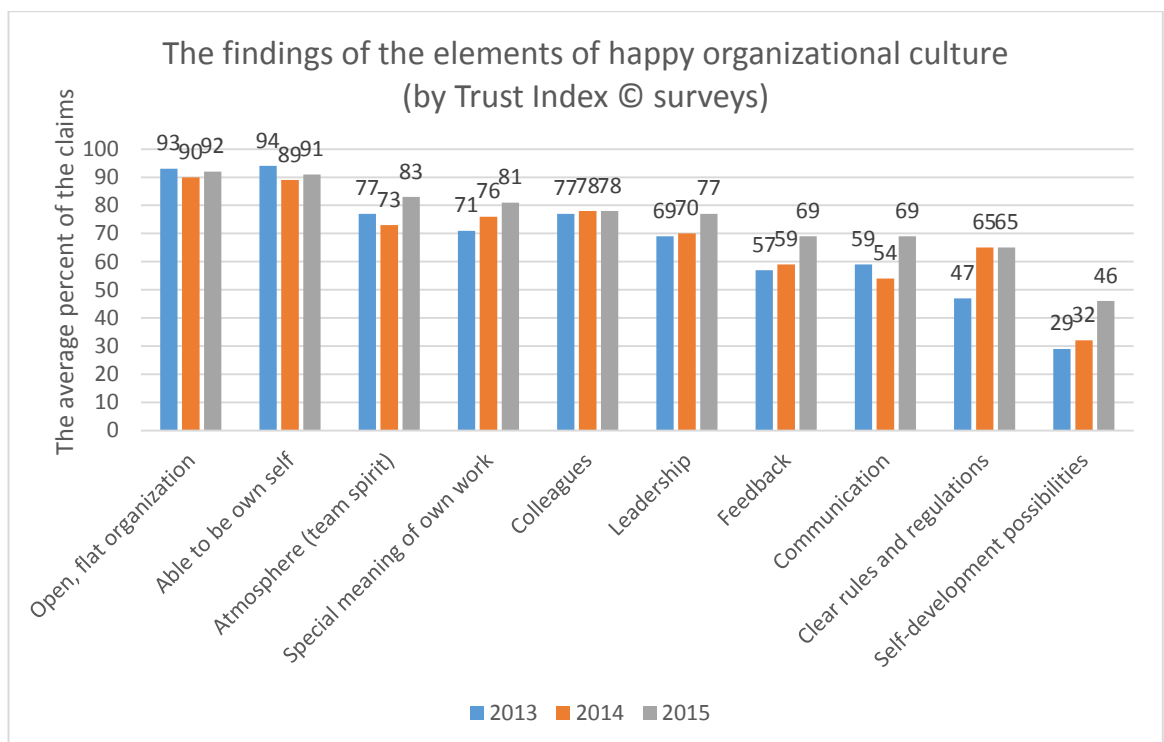

Figure 20. The findings of the elements of happy organizational culture by Trust Index © surveys

In overall of the findings is seen that year 2014 had gathered little lower percentages than the other research years. Clearly the best percentages of the findings got the claims "open, flat organization" and "being own self". These matters have declined a little comparing the response rates from 2013 to 2015. The second best results of the elements got "atmosphere / team spirit", "the special meaning of own work", "colleagues" and "leadership". In 2015 the claim "atmosphere" got 83 % and "the special meaning of own work" got 81 %. The claim "colleagues" got 78 % and the claim "leadership" got 77 % in 2015. These all has risen evenly or stayed at the same level during every research year. The third group of claims include "feedback", "communication" and "clear regulations". They all got 65 % or more in 2015. Clearly the lowest number of times got "self-development possibilities" with just 46 % in 2015. There was only one claim in this forth group.

The most changes of the percentages of the claims have happened with "feedback" and "communication" that have risen relevantly from 2014 to 2015, but the greatest improvement comparing the year 2013 have happened with the claims "clear regulations" and "self-development possibilities". The response rate of "communication" was in 2014 only 54 %, but in year 2015 it got already nearly 70 %.

8.3 The comparison of the two research methods

In summary of the findings of the semi-structured interviews and Trust index © surveys of the elements could be drawn that "atmosphere" got clearly the best results in semi-structured interviews. The Trust index © surveys revealed that the state of it is in a quite good condition at the case company.

The claim "communication" got the second most number of times from the semi-structured interviews and the Trust index © surveys indicated that the response rates have increased during the research years. In 2015 it was 69 %, but in 2013 only 59 %. The third mentioned claims of the semi-structured interviews were "special meaning of own work" and "colleagues". In surveys they got more or less 80 % in 2015.

The fourth most mentioned elements in semi-structured interviews were "open, flat organization", "clear rules and regulation" and "feedback". The claim "an open, flat organization" got the best results of the elements in the Trust index © surveys. The claim "clear rules and regulations" got in surveys in 2015 the second lowest response rate. The claim "feedback" got in 2015 69 % that has increased 10 % from the year 2014.

The claims "able to be own self" and "leadership" were the next mentioned elements in the semi-structured interviews. The statement "able to be own self" got in 2015 the second most response rates in the surveys and the claim "leadership" ranked in the middle of the elements gathering 77 %.

The claim "self-development possibilities" ranked in the last position in both studies. As it was described earlier the statement "self-development possibilities" got only 46 % in the Trust index © surveys in 2015.

8.4 The most and the worst important elements

The answers of the semi-structured interviews gave a quite broad perspective of the elements so I asked an additional question to get more specific information of the issue. I used for the study the question "What is the most important element of a happy organizational culture, if it's possible to mention only a one thing?" The interviewees answered that those issues were atmosphere, colleagues, knowing the expectations of own work and meaningful tasks. These four elements were at the top five of the elements of happy organizational culture presented in figure 18. Only one concept "communication" wasn't mentioned comparing the top five elements. Perhaps the interviewees thought that the claim included in the element of "knowing the expectations of own work" and that's why it wasn't mentioned severally. In hindsight I thought I should have studied the matter more closely.

The second additional question that I asked was "What would be the worst thing that could prevent happiness at work?" Even though I wanted to study the elements from the strengths, I thought it would be interesting to know the interviewees' opinions from the opposite point of view. The findings of this question were "atmosphere", "unclear expectations of own work", "I can't develop myself", "the task would change inappropriate to me" and "the company would start to reduce people". Few of these answers were quite expected, because they were the opposite matters of the achieved elements. The question also relieved some new points, which helped to clarify the most important elements of happy organizational culture. The achieved findings are presented in the chapter 10.

8.5 The situation of happy organizational culture at the case company

A one question of the semi-structured interviews studied employees' thoughts was there already a happy organizational culture in the company. The research findings are discussed in the next subtitles.

8.5.1 The semi-structured interviews

The findings of the semi-structured interviews were clear. The interviewee's opinions were that the company hasn't yet achieved a happy organizational culture. Their additional comments were:

"Job should be more transparent, so we could avoid some misunderstandings"
"Hopefully we'll get there"
"In some of the parts yes, but some things need to be developed"
"We are getting there"
"Still quite good already"

The interviewees' answers could be considered still quite positive and hopeful, which are the two dimensions of psychological capital and increase innovative and productivity in the organization that was presented in the chapter 3.6.

The interviewees discussed that the worst threat of development processes in the company was the lack of time even though happiness was considered especially important matter. The interviewees thought that there should be some time to develop it at the company.

8.5.2 Trust Index © surveys

I used as a comparison material the total average rate of Trust Index © survey statements, because in my opinion that gave the whole picture of the situation of culture at the company. In more detail average rates of all questions of the Trust Index © survey statements were presented in figure 21.
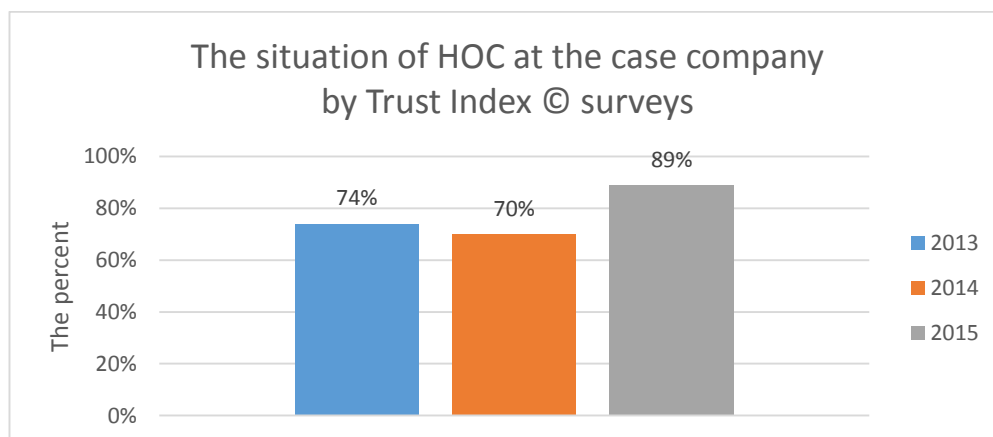

Figure 21. The total average of Trust Index © survey statements

In figure 21 is seen that the response rates have been raised from 2013 to 2015. In 2014 they have decreased a little bit, but in 2015 the rate was already 89 %. The positive thing was that on the basis of these surveys the company was moving into happier direction.

8.6   Personnel development suggestions

The interviewees were very talkative and interested in to help the organizational development and they gave me understandable and down the earth suggestions.

8.6.1   The semi-structured interviews

The semi-structured interviews included a question that studied the interviewees' opinion, how to develop the company in happier way. The interviews revealed the development ideas that were

- having more suitable and interesting work tasks,
- time to develop oneself,
- the meaning of positive feedback,
- communication,
- clearer rules and regulations.

All these ideas were part of the achieved elements of happy organizational culture.

The other, additional suggestions were "*Communication could do the people to whom it is natural, the channel does not matter"* and *"Rules and freedom should be balanced and not to be considered only as black and white situations".* I thought that the first suggestion was equivalent with the claim to be yourself, what was found as one of the elements of happy organizational culture in the chapter 7.4. The other additional suggestion was related to the bonus system and in other words could be thought to be part of the element "clearer rules and regulations".

8.6.2   Trust Index © surveys

The collected Trust Index © Assessments were given the same abbreviation as in the figure 21 so they would be easier to compare together. All the other elements than the claim "Fair profits" have been used and analysed in earlier chapters and figures, so I didn't approach them in more detail anymore. The used assessments of the Trust Index © surveys were written in italics and the abbreviation in normal text as following:

- Fair profits > "*I feel I receive a fair share of the profits made by this organization".*
- Communication > "*I can ask management any reasonable question and get a straight answer."*
- Feedback > "*Management shows appreciation for good work and extra effort."*
- Develop myself professionally > "*I am offered training or development to further myself professionally."*
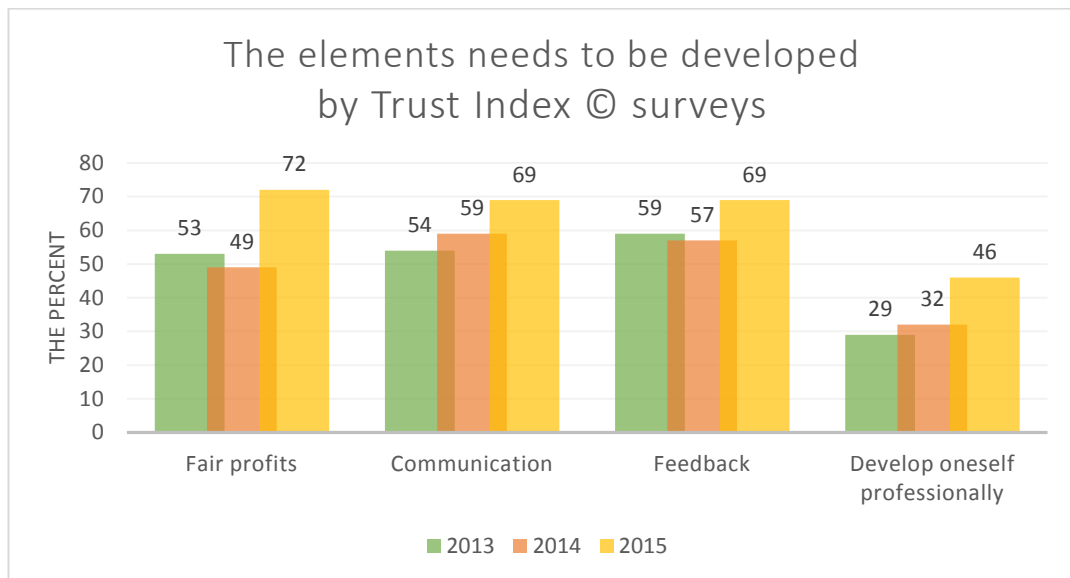
Figure 22. The results of the elements needed to be developed by Trust Index © surveys

Figure 22 has focused on the research of personnel development ideas utilizing the findings of Trust Index © surveys. Three of the collected assessments got nearly 70 % of the answers in 2015 and the claim "Develop oneself professionally" got 46%. Because the response rates weren't better, it was understandable why the interviewees wanted to concentrate on to develop these elements.

8.7 Summary of the findings

The findings of the research questions were found through these research methods that were presented in the chapters 7 and 8. As the results of the chapter 7 the employees felt a sense of pride in the company and according to the surveys the situation at the case company was that it was moving to the right direction. The same status was with the attitude towards the failures.

When researching the qualities of a leader, the most appreciated qualities were "keeps boundaries", "remembers development discussions and gives feedback", "open minded,

easy to talk with", "is capable to admit own mistakes and handle any kind of feedback", "sees oneself as a member of a group", "gives clear directions" and "communicates easily". All the same findings weren't possible to study through the surveys, but the ones that could be possible to research gave an assumption that they varied notable. The findings show that the case company has the possibility to evolve into happy organizational culture.

In the chapter 8 was concentrated on to present the findings of the main research question. The findings discussed that the most mentioned elements of happy organizational culture were "atmosphere", "communication", "special meaning of own work", "knowing the work expectations", "colleagues", " open, flat organization", "clear rules and regulations", "feedback", "able to be own self", "leadership/coaching" and "self-development possibilities".

The most important element of happy organizational culture was the same elements that were at the top five of the most mentioned elements of a happy organizational culture. The issues that would affect the unhappiness at work were "atmosphere", "unclear expectations of own work", "I can't develop myself", "the task would change inappropriate to me" and "the company would start to reduce people". Few of these answers were the opposite matters of the achieved elements and that's why expected ones.

The interviewee's opinions were that the company hasn't yet achieved a happy organizational culture, but they were quite hopeful to achieve it in the future. All of the interviewees' ideas of the elements that need to be developed were part of the achieved elements of a happy organizational culture. According to the interviewees the worst threat to not to develop the company was the lack of time. In the next chapter I'll introduce my development ideas.

9   Development ideas

On the basis of the findings my development suggestions would be to concentrate on the elements "communications", "self-development possibilities" and "clear rules and regulations". All of these elements had low response rates in Trust index © surveys and they were ranked in lower positions when comparing the number of times these elements were mentioned in the semi-structured interviews. I would also suggest to concentrate on the situation with the elements "feedback" and "atmosphere" in the future, because both of these elements have been dramatically lower level in 2014 than in 2015, so it would be important not to let them decrease anymore but continue the same, good upswing. Overall, the achieved elements could also be tied into the organizations' personal surveys, which would help the organization to remember to study their status every year.

The interviewees gave excellent suggestions to develop the elements "communication" and "clearer rules and regulations". They have been working for the company and have probably been thinking about the issues for longer time so I would consider their suggestions extremely valuable.

My suggestions to develop the element "communication" would be to create more transparent communication methods. As the interviewees mentioned there was already a good, working tool for the communication in the company, but it wasn't used in practise at least for this purpose. It was still a general custom at the company to spread the information through social circles and by person. That custom is useful in a small community in a bigger one, but the case company was growing so in my opinion it should consider to change the communication culture from a small company to bigger one. The other suggestions for the communication would be to send the discussed information immediately to everyone in the company e.g. by email and not to wait until the next info letter or monthly meeting.

According to the interviewees the worst threat not to develop the company was the lack of time. I believe that it's only a matter of prioritizing. Even the biggest critics will be motivated to achieve a happy organizational culture by pointing out the different kinds of profits and benefits of the HOC that have been presented in the literature view.

In retrospect I perhaps should have implemented my own survey as a background study so I could have studied more clearly the research questions. However it wouldn't have given me any information from the previous years and also monitoring the different years

wouldn't have been possible. The assessment tool of Great Place to Work Institute gave a good background for the study, but because the surveys research the organizational culture from the perspective of trust, I would consider it slightly too limited. Also the goals of my study didn't quite match the results of the GPTW-surveys, so the results would have been more trustworthy if some other background model had been used.

The last suggestion is not only for the case company but generally for other organizations too. Sometimes there is a belief in an organization that employees are complaining about everything. Perhaps it's because as Fredrickson (2009) presented the negative issues are often felt awkward and not normal so they need more energy and discussions. The meaning of the circle of emotions should be remembered next time, when the negativity is shaking the organization. The suggestion to immediately grasp the issue and to stop the negativity, is important especially from the leader's point of view and it is the leader's duty to grasp the issue. Emotions can spread every direction and the leaders can affect the way things are seen.

10 Conclusion

The case study evidence has now been presented. The purpose of this study was to define the main elements of a happy organizational culture and what their situation in the company is. Another objectives were to find out, do people feel sense of pride of their company, how the company responds to failures and what the most wanted qualities for a leader are.

The different kinds of theories of organizational culture gave a good background and increased awareness of the history of the earlier researches of the organizational culture. Organizational culture is difficult even to describe and to study. There are many approaches of it and this research gave only a small sample of them.

The other chapters of the theory presented many theories of positivity and happiness. The literature review also presented the science called positive psychology that studies what makes people's life happier. Positive psychology is faced many critics and it's easily mixed with positive thinking, but the knowledge of the science has also been risen and perhaps it would be taken more seriously in the future. In any how positive psychology has helped to create different kinds of tools how people can find their best qualities.

One of the chapters presented happiness and the theory of the happy organization and explained the importance of happy feelings. The chapter also introduced interesting goals of the perspective of a happy organization and why organizations should try to achieve those goals.

The conclusion model of the theories of positivity and happiness was presented in the chapter 4.8. The created model defined the different elements of a happy organizational culture and helped to compare the findings of the research and the theories. As the result, the achieved elements were following:

- Atmosphere,
- Communication,
- Meaningful work,
- Clear rules,
- Expectations of own work,
- Good relations with colleagues,
- Feedback,
- Leadership,
- Opportunities to develop themselves,
- Able to be oneself and

- Open, flat organization.

When comparing the conclusion model of the literature review and the case study research, the only issue that didn't meet the semi-structured interviews was "celebrate the success".

With the help of the questions of the most important and the worst important issues that could prevent happiness at work, the three most valued elements of happy organizational culture in this case study were:
- atmosphere
- knowing the expectations of own work and
- meaningful work tasks.

I consider these three elements very understandable to be the most important ones to the employees, because they have direct effect on everybody's work life. As the theories discussed, happiness spreads over everywhere in the organization, so all these elements should consider in a huge role in the development process of the organization.

The more specific research questions studied is the environment of the case organization suitable for a happy organization culture. The literature review was presented the importance to feel sense of a pride one's company and the attitude towards failures. The findings recovered that the case company was in both cases ready to evolve into happy organizational culture.

The other sub-question was to find out the valued qualities of the leader. The findings were equal with the conclusion model of the literature review. The qualities "keeps boundaries", "gives feedback" and "communicates easily" stood in the important place.

As the results show the main research question and the sub-questions of this study have been extensively answered throughout. Overall the achieved results of the empiric part are equal with the conclusion model of the literature review and that's why the study is considered significant and valid. The elements of happy organizational culture were found and existed at the case company. The company is already moving to the happier direction.

10.1 Assessment of the value of the study

In this study is viewed that the participants' feedback is reality. It can be argued that perhaps the target group was too selected and thus the next group might prove to be a better source in assessing the elements. However, this study was particularly useful in building the elements of a happy organizational culture. In the future the framework of this research can be applied for other studies of the subject.

For the company, the study gave a new perspective to look their organizational culture and discovered the main points where to put their developmental efforts. The findings of this research, the visits at the office of the case company and during the semi-structured interviews I noticed that the employees were very keen and motivated to work and were proud of their company. I believe that the general opinion at the case company enable to utilize the findings of this study in the organization.

This study was the first research that was implemented by a student to the company. I believe that on the basis of this study the case company will open the doors to the co-operation of the schools and thereby widen its employer branding.

The weakness of this study was a small sample, but by implementing the theme-interviews, the sample grows and the reliability of the study increases. The study of a larger group could also be used to identify is the conclusion model of positivity and happiness still valued in the other concept. Other suggestion to utilize this study would be to interview the participants in the future again and to study will the answers still remain the same as in this study.

The most impressed thing that expressed the company's real interests for this research was the fact that they invited me to introduce this study to the whole personnel of the company on May 2016. I believe that after the presentation of this thesis the company will get more specific information of the subjects and eventually the time will show how this study will be implemented in the action.

10.2 Suggestion for further research

The theoretical framework has given the perspectives on the organizational development possibilities and the research results, in turn, is utilized to understand the current status

and development proposals. When the results are already in a good shape, it's more difficult to make suggestions. The research discussed that the most wanted changes would be development opportunities of the employees, clearer rules in the organization and regulations and a leader, who could keep boundaries. Therefore it is recommended that these elements will be in the center of the future development plan.

The purpose of this research was to identify the elements of happy organizational culture. For the next research, I would suggest focusing on the development program design, renewal the research for a larger group and setting the measurements for long-term impact. The targeted development should be considered justified, because the company is growing and e.g. the communication should be more transparent and open.

It would also be interested to implement the study in some other companies and find out are the achieved elements exactly the same as they were at the case company. The results of some other company would give a perception is the conclusion model of the theories that I created really valued. Especially it would be fascinating to study the model in a larger organization, because as a part of the theory gave an assumption that happy organizational culture isn't that easy to achieve in a large organization.

10.3 Reflection on learning

The learning process during this research has been interesting and rewarding at the same time. For me this research has been a huge step to learn how this kind of study should be implement. I have also learned more about different definitions of the organization culture, which was one of my personal goal, more about the concept of positive psychology and what working in the right circumstances means for the employees. During this study I become more convinced that happiness at work is the key recommendation where organizations should be focused on in the future. There were surprisingly less information of the concepts of happiness at work and I didn't find any direct theory of the concept of a happy organizational culture. That was a little bit confusing but at the same time very inspiring because I had a change to create something completely new.

Looking back to the whole process of this study, I would probably dig deeper inside the thoughts of the interviewees and have more information from them. However, I think this study has been a good start for me to develop my professional goals and achieve the knowledge of the issues that affect happiness at work. I also believe that in someday I'll

become an entrepreneur to help companies to develop their organizational culture for happier.

As I stated in the beginning of this study my main challenge was the academic English. During this process I have noticed and also got a feedback that the language has improved a lot. Using English literature and a help of the others have been the key solutions of the improvement process. I'm also thankful for myself for being persistent and not to change the language to Finnish.

It has been a real pleasure to do this study and I definitely would be interested in to continue it in some other company or make a further study to the case company. I believe that happiness in business is one of the raising areas in the world of work and I already look forward to new development opportunities and opportunities to continue the journey of life-long learning.

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Appendices

Appendix 1. Information letter about the theme-interviews

Mirva Nokelainen   **Info**   1 (1)

4.12.2015

Best xxx,

I'm a master's student of Haaga-Helia Polytechnic and privileged to implement my thesis at your company. The theme of my study is organizational culture and the goal is to answer the question what kind of happy organizational culture is. The perspective will be from the strengths, not weaknesses.

I'll interview 6 – 8 persons, these interviews will last max 45 minutes/person and are organized in your office during the one day in January 2016.

In next week I'll send more detailed information via email for these randomly selected interviewees. Interviews will be conducted in Finnish or English, taking your native into consideration. All employees will get the summary of the interviews at some suitable occasion.

So, be yourself, let's have interesting conversation and together achieve a happy place to work!

Best Regards,

Mirva Nokelainen
Master's student of Haaga-Helia Polytechnic

Appendix 2. Invitation for the research

Researcher: Mirva Nokelainen   9.12.2015

Place: Espoo office, Keilaranta 6; Conference Room Tokyo

Date: Monday 11.1.2016

Best Interviewees,

According to the last Friday's email, I'm happy to announce that <u>you are selected</u> through *Random Number Generator & Checker* to help me to create a new model of happy organization culture.

I'll use as a method a theme interview, which is more like conversation about selected themes. The main subject will be happiness in the work and the perspective will be from the strengths, not weaknesses.

I'll interview 6 – 8 people for my thesis and all the interviews will be confidential. In the result there won't be any identification about your gender or position, you'll only be mentioned as individual. The interview will last max 45 minutes/person and is organized in Espoo office on Monday 11th of January 2016.

So, let's have fruitful conversation and innovate new ideas to achieve a happy place to work!

Best Regards,

Mirva Nokelainen

Master's student of Haaga-Helia Polytechnic

Appendix 3. Themes of semi-structured interview

Interviews at company x   11.1.2016

Background information

	Time	Interviewee	male / female	how long have worked at case company
1	9	xxx		
2	10	xxx		
3	11	xxxx		
4	13	xxxx		
5	14	xxxx		
	15	xxxx		

Themes

1. *Happy organizational culture*

- How do you understand the concept of organizational culture?
- What comes to your mind of the concept of happy organizational culture?
- In what kind of culture do you want to work in the future?
- What do you think is a happy organizational culture?
- What kind of leadership?
- How would you develop this company in that direction?
- What kind of leadership belongs to happy organizational culture?
- What doesn't include in a happy organizational culture?
- What kind of attitude is toward failures at the case company?

<u>Wider perspective:</u> What do you think the other think about the concept of a happy organizational culture?

2. *Positivity, happiness*

- How often do you experience happiness at work?
- What kind of work environment makes you the happiest?
- What are the most important things that influence your happiness at work? Why?

- How do those things appear in everyday work life?
- How can you affect the existence of them?
- How much are you able to influence your work?
- Are you proud of your organization? Would you like to be? Is it important?
- *Appreciative inquiry model*: Where are we particularly good? What skills are required of reaching new goals? Which practices should give up?

Strengths / personalities (5 model)
- What are the strengths of the company?
- What are your strengths? How the company takes into account to lead from the strengths of employees?
- What do you think, if the company would focus more employees' strengths than weaknesses at work?
- What are the strengths of a human in your opinion?

3. **Psychological capital**

> = hope, optimism, persistence and self-esteem

I didn't have enough information to utilize the results of this section.

4. **Is there anything else you want to tell?**