Organization in change - employees experience of change management and work-wellbeing after a process of system upgrade

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Changes are part of today's business. Organizations are constantly going through processes where things are developed, renewed and changed. Changes can be anything from lay-offs to IT-system upgrades or implementing new sales models. In any case, these development projects are always change situations for someone or some group of people. Since we react and experience things in a different way, change situations require leading skills that guide people towards new routines and new way of thinking.

This thesis is a commissioned research for company X, that is a leading retail company operating also in Finland. The objective of this thesis is to find out how employees of company X experience change management and how changes have an impact on their work-wellbeing. Research focuses on employees' experience and point of view to offer a possibility to give feedback and share their ideas related to change processes and managerial work. Theoretical framework of this thesis consists of three topics: organizational change, communication and work-wellbeing. These topics are related to the wide concept of change management and are covered to create a base for a survey research for company X. Goal is to create a clear thesis work, where presented topics are connected to each other and finally put into practise by providing new information.

Employees experience of change management and the impacts of changes were researched using an internet survey that was conducted in December 2020. Survey was open from 18.12.20-1.1.21 and the total number of received answers was 89. Likert's scale was used to scale responses, since this survey measured respondent's opinions and attitudes. Results were analysed in percent and averages by presenting them in bar chart form to create a clear picture of received data. Cross tabulation was used to compare results between employees in different working departments, to see if there were any significant differences.

Results show that employees' readiness for change is on good level and they see changes as being part of today's business. However, employees experience is that executed system upgrade failed on communication, trainings, scheduling and managing work-load. Change process affected their comfort and energy levels at work negatively. Employees are pleased to their supervisors and team members work, but wish to have more feedback and open communication from their supervisors.

Table of contents

1. Introduction

Changes happen faster and more intense than ever before. Gross domestic product percentage is growing globally and Asia's part on manufacturing and IT-services is growing fastest. Aging population causes costs that have to be balanced by raising profitability. Information technology allows us to connect with everyone all the time and wanted information is constantly available. We are still in the beginning with information technology, since biotechnology, laser technology and Nano technology are also coming and going to change the structures of products and services. (Kvist & Kilpiä, 13.)

World and working life is changing rapidly and it requires a lot of flexibility from both individuals and the organizations. To be competitiveness and successful also in the future, organizations need to develop their actions and already existing know-how & competence. Successful business is both profitable as well as supports employee's wellbeing. This is why it's important to focus on individuals change processes, so that they have the chance to grow and develop within organizations change processes yet stay healthy. Constant changes and renewal processes can be experienced as challenges and something that cause anxiety, if the means behind changes are not clear, or chances to be able to have an influence on decisions is low. Security is one of human's basic needs and if it's threatened, it can have a negative effect on one's experience of wellbeing and so on profitability of their work. (Rauramo, P. 2013, 3-4.)

How are we going to keep up with the pace and what are the costs of constant growth? Change processes require trustful leading and management work so that the overall atmosphere at work place stays safe and individuals are able to stay healthy through fast paced changes that the future requires.

1.1 Background and scope of the study

This thesis is a commissioned research for company X, that is a leading retail company operating also in Finland. Company X has stores around Finland and this thesis is commissioned work by one of the stores. This thesis researches change management and changes impact towards employees' work-wellbeing. Research includes a survey that was created to measure employee's opinions and attitudes related to their readiness for change, organizational change, change communication & supervisory work and work-wellbeing.

The objective of this research was to offer new information about employee's experience of change management and work-wellbeing after a global system upgrade that has been taken in use during autumn 2020. Changes in the IT-system changed the ways of working and created new procedures that had to be followed. The aspect of change management from employee's perspective after practical changes is interesting to take in consideration. Employee's experiences offer valuable information and feedback of the process for the management, that can be used in the improvement processes in the future.

This study is focusing on employees who work daily in direct contact with the customers face-to-face or through phone and computer. The purpose is to concentrate on employees who work ''on the floor'' and have supervisors at the work place. Management is separated from this study on purpose so that the results support employees' perspective the best way possible. Company X has more stores and employees overall Finland, but this study is concentrates on employees working in the capital area of Finland to narrow the study, since for example customer volumes differentiate a lot from each other depending on the location, and the writer is based in the capital area of Finland.

This thesis starts with presenting the objectives and research questions. Next, theoretical framework is covered and it consists of four themes: change as itself, change management, change communication and work-wellbeing. Questionnaire and the results are followed by theoretical framework. Questions are created based on the information on theoretical framework. Discussion includes analysis of the results and reliability and validity of this study, together with conclusions and development ideas.

1.2   Objectives and research questions

The objective of this thesis is to research the process of change management, how it has been experienced from the perspective of the employees and what kind of impact there has been towards their work-wellbeing. The goal is to receive information from the comprehensive experience of change management from the employees, during and after the process of an operative system upgrade. This research will also offer feedback from success of change management for the management and give a chance for the employees to give feedback. Research question for this thesis is ''How employees have experienced change management and what kind of impact changes have had towards their work wellbeing?'' Change management as itself is a multidimensional topic. To narrow this topic down for this research's purpose, there are the following-sub questions to be answered:

How employees experience organizational changes in general?
How employees have experienced the support of the management during change?

How employees have experienced change communication?

How the change has affected employees work-wellbeing?

Results of this research offer new information about how the employees have experienced the change, how it has affected their everyday work, how they have felt after the process and how it has impacted their wellbeing at work. Results also show information about the fact that how management has succeeded in communication with the employees before and during a big change and how it's connected to employee's process of adapting to the change. It's also interesting to discover has the level of trust changed between the employees and the management during the process of change.

The results are beneficial information for the management to see what has been done well and what are the main development factors to be considered in the future. Results of this research also work as a feedback for the management. Employees who work directly with the customer are receiving important information every day, so the received information should be analysed and taken in consideration when making decisions in the future. Process of performing this research is also beneficial for the writer to better the skills of academic writing, reading and creating a research. This research is part of the process of becoming a professional in the field of hospitality industry. Also, the employees are the ones to benefit from this research, since the idea is to connect employees and management more, and to bring employees opinions and ideas out.

2. Organization in change

Change is a transition from a situation or space to another. Traditional ways of thinking and doing are shaped in to another form and so forth the previous basic definitions change to another kind. There are a lot of different reasons for change, but there is always a desire to achieve something better. Some changes are proactive changes that are created to response for a future situation. Other changes are reactive, that are created to response for a situation or a problem that has already come across. Changes always require giving up on something old and being able to adapt for new actions, even though usually some of the old ways of acting are still going to stay. (Juholin 2013, 388-389.)

Globalization of markets and competition drives organizations towards major changes. If someone had told to typical group of business people in 1960's that productivity has to be raised by 20-50% in couple of years, they wouldn't believe it. In today's world, global economy requires companies to make exceptional changes and keep up with the pace to stay competitive and even profitable. Some have concluded that organizations cannot change that much in such a fast pace and we just have to accept that. Still, some organizations have discovered how to avoid the mistakes and be able to change in a way that they have kept their lead in competition. Success requires implementing many phased change process plan that is strong and motivating enough to win change resistance. It also requires quality in management as well as in leadership. (Kotter 1996, 17.)

Change can be defined as a new way of working and organizing. Changes happening in the work environment affect employees and their ability to adapt to a new, changed organization. We experience the happening changes in many different ways. For some of the employees a big change can feel light and small, whereas for the other one a small change can feel more significant. In any case, change is always a challenge, no matter if it was a big or small. Changes in organizations can be anything from fusions and layoffs to system changes that might not be so crucial for the employee, but create a new situation where the ways of working will be changed. (Ponteva, 2010, 9.)

Ponteva (2010, 10.) presents two sub topics of change in her book based on the information of study by Karl E. Weick & Robert E. Quinn about macro aspect of change and micro aspect of change. The macro aspect of change tells us what is happening in the change in big picture of the organization. For example, management decides what there is to be changed and then the administration accepts it. The process of change continues and there will be briefings and trainings about it. The goal is to make change in certain time frame. When the goal is achieved, the final result should be action that has changed. The micro aspect of change represents the change from the perspective of an individual.

Changes happening in the micro level are usually local and continuing, slightly small yet remarkable. When the employees get used to the changes, it's natural to develop the way of working when the micro level cases have been handled and understood. The change that has been planned and executed in the macro level, can show out differently in the micro level even though the change is exactly the same in both of the cases. Similarly, there can also be changes happening in the micro level, that are cases that macro level might not even be aware of. In conclusion, change is a process where many details affect the others.

2.1 Change management

Leaders and managers are usually good managers and have the skills to lead, when there's no need for change. The structure of the organization is in good level, the products are fine and the level of already existing competence is enough. The skills of the same leaders might crack, when there is a time to develop and manage the change. Change is managed with different methodologies than the daily operations. Daily operative work is lead with goals, action plans, responsibilities and the organization. When the change arises, all of the listed actions are there to be changed, which means that the change cannot be lead within the help of these actions. (Tuominen 2017, 63.)

Management refers to leading things. It consists of processes that keep complicated systems of people and technology running. The most important parts in management are planning, budgeting, organization, staffing, controlling & problem solving. Leadership refers to leading people. It consists of processes that establish organizations or adapt them to changing circumstances. When practising leadership, leader defines how the future should look like, coordinates people behind that vision and encourages them to make the vision come true despite of the obsticles. (Kotter 1996, 23.)

It's important to identify which actors are dependent on the action of change. Successful leader is able to find answers to followed questions: what is the goal of change, who are the important actors related to a successful change, what kind of opinions organizations key members have and how they are able to use power, how management is able to use its power and what is the most suitable strategy for this situation? After clarifying the goals, different dependencies have to be identified. Changes are done in co-operation and co-operation is based on trust. Key question is how to create trust in between different actors. Management's opinions are not the only important ones and it's not enough that only the management understands the meanings behind changes. (Stenvall & Virtanen 2007, 92-93.)

In order to succeed in change management, the focus has to be in planning, resources and practical actions but also heavily in the people that are related to the success of change. Regardless of the type of the change, it has to come from the people and their ways of working and circumstances at work. The people that are related to the change and usually in the centre of change, might not be only the people at administration and leading positions, but in employee positions where they experience the change in action and are affected by it. Successful leader is able to identify these people from the organization. Change is something that has to be done in co-operation with all of the members in organization, not only inside the management. (Tuominen 2017, 63-71.)

Management identifies the wanted goal and creates a vision of desirable outcome. It helps with orientating organization towards the new future. Vision can even help with starting the process by mobilizing people and giving a platform for readiness for change to proceed. Change management requires skills to engage people directly in to co-authorship of the vision. Change needs a number of people to succeed and by engaging people through the process, people have the willingness to be part of the change with the leaders. (Jabri 2012, 14-15.) Still, change process does not lie only on management's shoulders. Everyone in the organization is responsible of their own work and effort and are part of the process as actors. Employees are not just passive targets and actors who are expected to adapt for change. Employees are responsible of taking actions related to their own work tasks always when it's possible, and be active towards their own process of development. Communication and giving feedback in between management and employees are important ways of having an influence on mutual goal and engage different actors in the process. (Pahkin, K & Vesanto, P. 2013, 6.)

2.2 Different types of organizational changes

Different changes are lead in different ways. Organizational change can be defined as a structural change that has an effect to the organization as a whole. Usually it affects employees, their work tasks or status or even the whole organization and its personnel. Organizational changes can be divided to different types, such as fusions, outsourcing, or anything else. Different types of changes can be executed at the same time, for example an organization is outsourcing a service at the same time when the other service is expanded. Organizational changes affect the structures of the organization, which leads to changes in the amount of personnel and productions. No matter the type of the organizational change, change is always a process where there are different stages related to it. The process of change starts in the organization the moment when the information about the upcoming change is published. The process ends when the new way of acting is taken

in use. In real life, the process of adapting to the change takes way more time. Organizational change is about the fact that daily life at the work place is changing. When there is discussion about lowering the costs of production, refreshing the cost structure, taking new way of production in use, saving, refreshing the structure of staff or to lose organizations weight, it's about action that is significantly changing the ways of acting in the work place. (Pahkin, K & Vesanto, P. 2013, 4.)

As said before, changes can be categorized in different ways. Organizational changes can be divided in three different categories based on the depth of the changes. First one is a small change, that means operations development which does not require any significant reorganization operations. Small change is targeted to a phenomenon or a matter that is already known well. The main goal is to improve already existing operations, not to invent something new. Small change can be for example an improvement project that is focused on problem solving. The second one is medium size change, transition. Transition helps with more significant changes in the business environment, or with increasing performance in internal acts of the company. Transition replaces the already existing with something new. Transition is executed when a bigger problem or an unused opportunity is detected. A practical example of transition can be commissioning new data management system in a company. Big change, transformation, means organization's radical transition to a new strategic state. Transformation is the most complicated way of changing. Transformation requires significant changes in organization culture and the way of acting and thinking in the organization. To succeed in transformation process, management's and team leaders vision towards the business has to be totally reversed. An example of transformation in bank business is changing to a sales person from bank official's tasks in 15 years of time. (Kvist & Kilpiä 2006, 25–33.)

Executing an organizational change requires knowledge about the life in organizations in practise, as well as theoretical understanding. Conceptual way of thinking and the ability to proportion facts and phenomenon are an advantage when executing changes.
There are different ways to categorize types of organizational changes. Table 1 below shows four different categories of organizational change. Main types are divided to time (horizontal) and target (vertical). The change can be either fast or slow. Executing a fast change takes usually some time from weeks to months. Slow change can take time from months to several years. Targeting the organizational change shows how the change can be targeted to a smaller area of action in the organization, or pervasively to the actions of the whole organization. (Stenvall. & Virtanen 2007, 24-27.)

Timetable of change → / Targeting the change ↓	Fast	Slow
Concise	Type 1 **Incremental, fast change** Focus on a part of the organization Fast schedule Risks are realistic Aim in changing procedures Requires change management skills	Type 2 **Incremental change** Focus on a part of the organization Slow schedule Non-existent risks Aim in changing procedures No special requirements for change management skills
Pervasive	Type 3 **Radical, high risk change** Focus on whole organization Fast schedule Critical to identify risks Aim in changing organization's culture Requires special skills and experience of change mng.	Type 4 **Radical, slow schedule change** Focus on whole organization Slow schedule Important to identify risks, since the change is pervasive Aim in changing organization's culture Change has to be controlled and lead

Table 1. Different types of organizational change (After Stenvall & Virtanen 2007, 25)

2.3 Different stages of change

Different types of organizational changes were presented in the previous chapter. As we could see from there, the types of changes vary a lot with the speed of implementation as well as with the wideness of the change. It's important to recognize different types of changes so that leading actions can be targeted in the right way for a certain change. For example, if the change process is local and deep, it's useless to target change management towards whole organization. Still, it's notable to consider the fact that a change process in one unit can send a signal to the whole organization by conveying how this organization takes care of its staff members. Stages of change can be examined from the perspective of change's theoretical execution as well as from personnel's perspective. Stages are normally sorted for the stage of planning and stage of execution. In stage of planning, the big picture of the process is planned and needed actions for executing the process are built. Stage of executing the process means doing and taking the process forward. Planning stage has to be done thoroughly and carefully. There are certain requirements that have to be gone through in planning phase. 8 following questions should be taken in consideration before executing the wanted change:

1) Are the new planned practises better than the current one's?
2) Is the change worth the trouble, when taking time, distractions and use of resources in consideration?
3) Is it useful to make just a symbolic change rather than trying to change the core of whole organization?
4) Is the change useful for individuals, but harmful for the whole organization?
5) Do parties that take the change project forward, have enough power to implement the project?
6) Is there too much burden on personnel's shoulders regarding the amount of change projects?
7) Is the staff ready and able to learn and update new information in a way its needed?
8) Are the parties that take the project forward ready to stop the change if it's necessary? (Stenvall, J. & Virtanen, P. 2007.)

Stages of leading the change are preparation, planning, execution and establishing. Before starting the process of changing, there is usually a phase where there will be some anxiety in the air and rumours going on at the workplace. Managers and supervisors support at this place is really important, since they are the ones who have to control this phase and lead employees to the right direction with the change. After the first threat stage, change resistance starts. Old ways of doing feel way better than the new ones and it requires time and space to be able to engage people to the new. Change resistance can be seen as giving up on change, not being able to identify the change and feeling insecurity related to the process and the future. These feelings can cause loss of engagement, disappointment and negativity. The train can be turned around by concentrating on change communication. (Ponteva 2010, 23-24.)

Planning is crucial and it should be considered whether it's reasonable to start the change project if there's no conditions, or not. The planning stage should be all about considering the advantageous of this change in relation to already existing activities and costs. Change requires power, that is needed since the possibility for change resistance is particularly high. It's really important to think about resources before starting the change process and understand who are the people that the change is dependent on. When there are a lot of different changes coming, the staff might not have resources to go through the process and the final result is a lot of changes done with bad quality. (Stenvall & Virtanen 2007, 47-48.)

Executing the process of change is challenging and it bears different actions in it. New way of doing has to be established, new routines have to be created and the change has to be evaluated and monitored. Problems in the process are many times associated with the fact that the planning process is still going on in the executing phase. For example:

there can be a situation where the relevance of new actions compared to the old ones is not measured until they are taken in use. However, even though the planning process is done well, it doesn't require a process where everything is going to be a success and there are no obstacles coming up. It's important to accept chaos during the process. (Stenvall & Virtanen 2007, 49.)

Another usual problem to be named is time. There are a lot of researches made where constant rush and too tight schedules arise as main problems. Rush can set obstacles for managing the process in the way it's wanted, but it can also offer a chance to strengthen the process. Making a change does not necessarily require long time. At least three things related to time and rush can support the process. First on is the effect of deadlines. It's really common that people tend to start working more efficiently when the deadline is coming up. The second one is related to emphasising the importance of doing. Moving essential actions from organizations perspective to another time means that those actions are not important enough to be done. Third reason is about experiencing challenges. If we emphasise challenges and the problematics of doing, the process can form to more challenging way of acting. In conclusion, a successful process of change is made of precise planning, with touch of flexibility. Upcoming opportunities have to be able to taken in use even though it would change the way that was wanted. Also, supervisors need to keep the change process interesting and enthusiastic and focus on motivating people during the process. (Stenvall & Virtanen 2007, 49-50.)

The change process is challenging for the supervisors as well, and it might be so that they have to inform employees about things that even they don't know about. The change can affect their work a lot as well, and they might not think about employee's perspective that much anymore. It can be difficult for the supervisors and managers to concentrate to the big picture, even though that is one of the most important things when managing change. Even though supervisors might have troubles with their own career, their job is to concentrate to the situation in the organization and most importantly to their own work community and employees. As said before, successful change needs good planning as well as ability to be flexible. It also applies for supervisor's work since they have to be prepared for everything, yet for nothing. What is the most crucial thing for supervisors to succeed in change is to have good relationships with their managers and employees. (Ponteva 2010, 53.)

2.4 Personnel in change

Organizations aim to efficiency, ability to adapt outside changes and to secure their existence in the future by making changes. As an employee, the change usually means changing the old ways of working to something new. There might be some new tasks coming up or colleagues and supervisors can change. In some cases, the work might even end. No matter what kind of change is coming up, people tend to feel uncertainty in change situations. That feeling can stay even for years and affect employee's health and wellbeing. Wellbeing at work might become lower during the process of change and the numbers related to sick-leave might rise. When organization is going through a change there might be more demand and rush at work which usually rise stress levels. Employee's might feel that managers and supervisors are not supportive enough and relationships between co-workers might become weaker. This becomes problematic from the perspective of social wellbeing. Employee's personal qualities and resources also have an effect on how they experience changes and get through it. Change is not always a bad thing for wellbeing and good experience of organizational change supports wellbeing. (Finnish Institute of Occupational Health, n.a.)

Typically, there are three different stages related to the process of how the personnel is experiencing the change process. These are depression, hope and adaption. In the stage of depression, employees become aware of the change, they might start to criticize or deny the change and act like it will not even happen. Atmosphere can be negative and so forth there is not enough space or ability to receive enough information. This can affect to the style of communication since employees might feel that they have not received any information about the change but the management claims that all relevant information related to the change has been given. When we are in the stage of depression or in shock, we might not register all of the information that has been given to us. After this stage, we start to feel hope and positivity related to the change. Sometimes we can see the future and we feel that the renewal process is going forward, but on the other moment we might feel like we are not going to survive on this. It's really exhausting time for the employees when feelings and atmosphere is changing rapidly. Finally, we start to adapt to the change and we start to feel like this is going to be fine. Change can be seen as a possibility and the organization starts to live in with the new situation. The past is not constantly seen as a better time than the present anymore. (Stenvall & Virtanen 2007, 51.)

People react to changes differently and individually. Individual differences should be accepted to be able to create a strong base for the process of change. Individuality and being ''different'' should be seen as uniqueness and a valuable thing, that offers varying

viewpoints and perspectives towards the change. Team building is usually based on being able to work with different people, to build a strong team that can take advantages of each other's differences. It's valuable to understand what motivates people, what are their values and how they are able to manage change on their own and how these factors can be seen as advantages in the process. (Jabri 2012, 40.) For some of us it's easy to get in with the new ideas and goals that the change has created in the organization and for the others the change can feel questionable but they can see the positive sides of the reform. Some can react to the change in a way that they need all of the support and cannot really handle the situation alone. (Ponteva 2010, 9.)

One challenge for experiencing changes differently in organizations is that management and employees might live in different stages of change. Management might be in a place where they have received all of the relevant information, they can see the possibilities and are ready for the change whereas the personnel is still in shock and experiencing the stage of depression. Living in different stages might cause unclearness and confusion in organizations that are going through a change. Personnel might not be ready or interested in new upcoming changes when the last changes are still in mind and confusing. In conclusion, going through employees stages during the process of change, reflects the ability for change in the organization. The faster the organization is able to go through these stages, the better the organization is capable for changes. Employees experiences have to be supported with reflectivity and creation of information and trust. (Stenvall & Virtanen 2007, 51-52.)

Employer can support their employees by trying to engage employees to the organization. It requires a feeling of belonging to the right place and they should be kept near to the organization. We rather work in a place that feels like home than in an environment that is strange for us. Also, the most important part is the actual work that we're doing. If the work is meaningful and we feel like we have an influence on our work, it can keep us closer to the organization even though there would be changes coming up. Work community, managers and team leaders can also be so meaningful for others that it attaches employees to the work place even though things would get difficult in different areas. (Ponteva 2010, 42.) Managers and team leaders have a strong influence for the employees, and these aspects are covered in the next chapter.

2.5 Managers in change

This thesis refers to managers, leaders and supervisors in the organization. The difference between managers and leaders has been covered in many different writings and the definitions change over time. It depends of an organization's size if there is a clear line between supervisors and management or if supervisors also belong to the management. Smaller companies might have smaller boundaries inside the hierarchy. (Daft 2010, 414.) Commissioning company of this thesis consists of top managers, middle managers or supervisors which is why this text uses the titles of managers, employers and supervisors in it. Supervisors in this text mean team leaders who are hierarchically below managers.

Professor of management Richard L. Daft describes the difference between management and leadership in a way that management uses existing organizational structure and systems to provide stability, order and problem solving. Management takes care of the structures that hold up the whole organization's capability to exist, such as supplier's payments, customer's invoices and that products and services are produced on time. Leadership represents creativity, vision for change, ability to influence and by that meet goals successfully. Leadership is all about people whereas the basis of management is different. Table 2 below presents the trait descriptions of manager and leader are listed to support the idea of their differences. (Daft 2010, 414.)

Manager	Leader
- Rational	- Visionary
- Consulting	- Passionate
- Persistent	- Creative
- Problem solving	- Flexible
- Tough-minded	- Inspiring
- Analytical	- Innovative
- Structured	- Courageous
- Deliberate	- Imaginative
- Authoritative	- Experimental
- Stabilizing	- Initiates change
- Position power	- Personal power

Table 2. Differences between managers and leaders (After Daft 2010, 414)

Supervisors have a lot of different challenges when facing a change. The best way to handle these situations is by having a genuine attitude and taking everyone together in to the ideation process. Working together can be the key that blocks the possibilities for confrontation situations in between superiors or employees. The depression stage in change process can also set competition in between the supervisors since the situation can be threatening for them too and the need for ensuring their status is higher. To succeed in

this kind of situation, working together becomes the most important resource. After depression stage, the stage of resistance arises and in this stage, managers and supervisors can face even hate since they can be associated negatively with the change. Supervisors have to give space and time for giving up of the old ways of doing so that they can engage people for the new way old doing. Supervisors are there to take the lead and help employees to handle and accept the change. By doing this, they will earn trust and employees count on them when next changes will come. Stages for change management are preparation, planning, execution and establishing. There is always change resistance coming ahead and it needs to be handled to succeed in change management. Table 3 below presents ways for managing different stages of change. (Ponteva 2010, 23-24.)

Stage of change		How to manage
Before the change - need for change - observing operational environment - preparation & planning	Decision	- open conversations
Threat - uncertainty - threat - depression - implementation	Purpose of change is understood	- support - information
Resistance - handling emotions - change resistance - establishing	Learning the new	- information - participation - constant change communication
Acceptation - facing the challenge - identifying	New identity and way of acting	- training - support - managing the upcoming
	Engaging	

Table 3. Managing stages of change (After Ponteva 2010, 25)

Unclear and vague change situations are the most challenging one's for the supervisors. It might be so that a supervisor has to tell and train employees about a thing that they don't

know anything about. Change could have been so unclear and full of different changes in the way that it has disturbed everyone in the process and no one know about what's actually going on. Management might be too tired to think about the consequences related to employees, and supervisors might not be able to support them in a way that would suit best, since they are confused about their own position and work as well. Anyhow, the supervisor has to focus on the situation and the changed ways in their team members work to keep everything together. Supervisor is in the middle of employees and management who is there to help both of them. People skills and supervisor's relationships to management and employees become even more important in change situation. Because supervisor is in the middle they have to find a way to stay calm and be able to help both of the parties in change situations. Still, they should find their own ways to handle their emotions and change so that they are even capable of doing their job and helping others. (Ponteva 2010, 53.)

As we can see from table 3 above, change communication is the key to turn over the change resistance to an action that is wanted by the change. Communication and change communication is covered in the next chapter.

3. Communication in an organization

Department of communication and University of Jyväskylä defines communication as followed: Communication is a process where messages are built and received and new meanings are created. Messages are built from signs. A sign, that can be for example a smile, represents something else than a smile itself. It has a symbolic, agreed meaning behind it. Signs together create a sign system, that can be for example a language. When a group of people is considered from perspective of communication, individuals are examined by how they interact with each other's using different sign systems. In group communication, listening and observing are in key positions. Organizations consists of different groups where the skills of communication are crucial. Listening means analysing and evaluating actively of what has been heard, not just sitting quietly and listening somehow what the other person is saying. Listening is the base for an on-going conversation. (Finnish institute of communication, n.a.)

Communication as a process can be presented as followed: sender has an idea or thought that they want to communicate to a receiver. Sender forms their idea to a message and sends it through some channel for the recipient. Recipient interprets the message and forms a vision about the idea that the sender has shared with them. There are mistakes and bonds along the way since usually the born vision that the recipient has received is not the same as the sender had in their mind. There are some things we can do to communicate better and secure better outcomes, but there is nothing we can do to be able to communicate perfectly. Communication is not a systematic, but casual process, where the recipient is the one who forms the final meaning for received message, no matter what the sender has done. (Åberg, 2000, 33.)

Communication as itself is not too complicated. Communication consists of what we want to communicate, how we communicate and how the message will be interpreted. Communication becomes more complicated when it's related to big organizations where there are a lot of things going on all the time and a lot of different people working. Communication becomes important and interesting especially in change situations in organisations, since the new information has to be shared understandably for numerous of people. Change manager is responsible of including communication in to the change planning process and taking it through the process. Communication has to work and create an effect to people's behaviour, otherwise change leader has to detect the problem and solve it, since there cannot be change if there is no working communication. Change leader is also responsible of being an example. This requires confidence and ability to impress, so that the

change manager does not seem insecure about new information and change process, since this can lead to failure. (Stenvall & Virtanen 2007, 60.)

3.1. Change communication

Change communication is two-way communication between different levels inside the organization related to the change process. The goal of communicating about the process is to help everyone understand why the change is made now and where we are going with this change. Employee wants to know how the change will affect their work and organizations way of doing, so it's supervisors and managements task to be ready for upcoming questions. Two-way communication means that conversations offer also information from employees to the management, in forms of feedback and development ideas. (Finnish Institution of Occupational Health n.a.)

Change means action, but also communication. Change is made visible with communication that has three time dimensions: past, present and future. Past is remarkable because people recognize what has changed and what kind of results there has been made with the change. It's important to tell people about the results, because otherwise people might question the advantages of changes and not believe in them if they don't know about the advantages and good results. Present in change communication means being aware of the fact that why we are doing these things the way that we are doing them. Future is important so that the wanted vision and goals are clear in our minds and there is a communal vision inside the organization of the way we're going. (Juholin 2008, 130-131.)

Managers and supervisors are expected to explain the arguments behind changes. It's better not to glorify arguments too much, since management's job is to engage to the upcoming change and it might become contradictory in the future. Arguments should be focused to facts and repeats of what is going to happen, what is going to change and how, and where can we have an effect and where not. Concrete arguments about why, what and how are a lot more efficient and understandable than vague sentences about preparing to the future challenges. The risk for manager's change communication is being too abstract and un convincing by using words and sentences that are made by someone else. Easy and understandable language is the key in change situations so that it rouses trust and is convinces the audience. (Juholin, 2008 130-131.)

Management's job is to create a story of the change that is encouraging and worthy for the personnel and so forth become implemented. The message behind the change is that it has to be taken in consideration as a whole. Again, goals and key roles have to be defined clearly and the outcome should be a better place to work. Management should take

over the change and be able to name an end and a beginning for the process. This is how the story forms in a way that it has a storyline, goal, main characters and the end. (Juuti, Rannikko & Saarikoski. 2004.)

3.2. Importance of communication

There are numerous of reasons why communication is important and becomes even more important in change situations. Stenvall & Virtanen (2007) have presented five arguments related to the significance of communication through change processes.

1) Communication supports the execution of change process, since it's needed when taking the change process through as planned.

2) Communication defines the content of change. Change process should be profiled as positive as possible for a successful result, and it's possible to create positive vision with right way of communicating.

3) Goals and content of change process can be informed through communication. Information about executing a change has to be done and it is ensured by communication. Organization has to be able to tell about the change to its own members as well as to other stakeholders.

4) Employees can be engaged to the process with communication. Employees need to be able to trust to the organization, understand and appreciate the values that it has, so that they feel the urge to ''help'' organization in meeting the set goals.

5) People want to socialize and communication is a need that can be satisfied by interacting with others. Communication can set new meanings for people when going through a change process. (Stenvall, Virtanen, 2007 66-67.)

Work community, the most important partners and clients should be informed about the process of decision making and planning before the change happens. Communication also allows space for new ideas and perspectives from other participants. Organization that is planning a change, is responsible of sharing information related to the timetables, why and when things are decided and when the changes will become concrete. It's important to inform the staff and other stakeholders in real time about decisions, changes and other things that are somehow related to them. Information that supports understanding about the process should be available and updated through intranet or internet. Supervisors and managers are responsible of presenting and covering things related to the change for different operative departments and keep atmosphere open and easy so that everyone can take part to the process. Ideas, questions and questioning are desirable things that can offer a lot of valuable information. (Juholin 2013, 392-393.)

3.3. Communication between employees, supervisors & management

Supervisors can feel like they are stuck in the middle when communicating with both employees and management. When management is talking about changes from the upper level and appeal to the success of whole organization, supervisors are there to face the change with employees in the present. Supervisors might want to please management to secure their own position, but on the other hand want to support their employees and criticize possible faults in change process with them. Taking the feedback and criticism up to the management might not be possible for the supervisor if they are afraid of their own status. Supervisors face a lot of different expectations in change situations. They are supposed to tell about the reasons and goals behind the change as a whole in their own team as well as in individual level. What is important, is to understand what the change means inside our team or unit, what it requires collectively from the team and what it requires from everyone individually. Supervisors should be able to see the change as a big picture through the whole process, so that they can point out what is the ultimate meaning behind it and where the process is supposed to lead. It's important to concentrate on communicating long-sightedly rather than just telling about things once and then uploading files to intranet for people to read them. Supervisors should also give feedback whether the direction that we are going towards is the right way, where have we and have not succeeded and where could we done even better. (Juholin 2008, 130-133.)

Supervisors and management are supported by human resources and communication management through the time so help can, and should be asked when needed. Supervisors often feel like they are the voice of management to the employees. They repeat the same message that they have heard from the management onwards, even though they should have the courage to be more personal to be convincing. Supervisors should be ready to discuss about the change with their employees and be ready for unpleasant and difficult questions that might rise up. They should lead as an example and concentrate on the idea of showing their own engagement towards new things. Leading with an example includes thinking about how to communicate. For example, a supervisor can talk about the change in a way that in their opinion it's a great new way of acting, even though it will not be easy but it will be rewarding, rather than sinking in to ultimate positivity that isn't the truth or convince anyone. (Juholin 2008, 133.)

Supervisors are in a significant role in change situations. Despite of an insecure future, they have to be able to concentrate on the situation in organization and specially to changed things related to their employees and team. Supervisor is there in the middle in between management and employees and in best case scenario they help both parts to understand each other better. Supervisor is the one who listens to the managements

voice and then tries to translate it as an understandable message so that the majority of employees can understand it. Supervisor is also a messenger from employees to the management and can bring up questions that employees have been asking or might not have the courage to ask but it can be understood from their actions. (Ponteva 2010, 53.)

Management's role in change process is central and critical. Management is expected to carry the responsibility, be able to anticipate and forecast and create actions that help the organization to get through. Leadership has to be strong and communication skills have to be in a level where it's easy for a leader to change the way of communicating depending on a situation. Management's style to communicate have an influence on how the staff and other stakeholders understand the message and are they able to engage with the change. If there is no understanding, there's usually no engagement either. Unclear and contradictory messages from the management will just arise lack of confidence and distraction. Communication as itself is not the only thing that solves all the problems, but it can reduce fear and even motivate people to seeing change as a possibility rather than a challenge. (Juholin 2013, 395.)

4. Work-wellbeing

Work-wellbeing as itself is not a new topic, but it's still not obvious in work-life. Over time, work-life has changed so that nowadays one can work regardless of time and space. The line between work- and free time has become more narrow, which leads us to new questions related to work-wellbeing. Work-wellbeing has been understood wrong for some time and it might have become something that sounds like overly heard clichés without actual results. Healthy organization and good work-life requires understanding of work-wellbeing as a whole, as well as of what are the parts that it consists of. Healthy organization and good work-life lead organizations towards success in the long run. (Kehusmaa 2011 10-11.)

The most successful companies are the ones where leading and management is done well. Recruitment process is expensive and with training period the cost might rise up to 10 000€ per an employee, which is why the turnover rate should be kept low. If employees don't receive the wanted support from management, they might leave the workplace. Studies show that over 70% of the resigned employees tell that the reason for leaving was an experience of a bad supervisor work. Also sick-leaves are more in common with employees who experience their boss to be bad, than with employees who get along well with their boss and managers. (Repo, Ravantti & Pääkkönen 2015, 2.)

According to Finnish Institution of Occupational Health, wellbeing at work increases the feeling of meaningfulness, which correlates with happiness. It extends careers which leads to lower employee turnover rate and prevents sick-leaves. Good work environment increases productivity and a good reputation, as well as customer satisfaction. (Finnish Institution of Occupational Health, n.a.)

4.1. What is work-wellbeing

According to European consensus definition, work-wellbeing means safe, healthy and productive work that professionals do in an organization where leading is done well. Employees experience their job as being pleasant, rewarding and supportive towards their feeling of life-management. Today's work-wellbeing consists of more pervasive perspectives than before. It includes not only measuring the mental stress that the work might cause, but also motivation, work engagement, innovative learning and activity theory in it. Development areas inside organization, organizing work, leading or group work can start the process towards work-wellbeing. Table 4 below presents factors that form work-wellbeing. Ministry of Economic Affairs and Employment of Finland define quality of working life as

being consistent of equal treatment, certainty of the job, encouragement, enthusiasm, mutual trust and that resources are balanced with the given work load and challenges. (Kehusmaa 2011, 14-16.)

Organization
- Goal orientation
- Flexible structure
- Constant development
- Functional work-environment

Leaders
- Engaging and suportive leading

Individual
- Control of life
- Motivation to grow
- Health and physical ability

Groups
- Open interaction
- Functionality of the group

Work
- Ability to influence
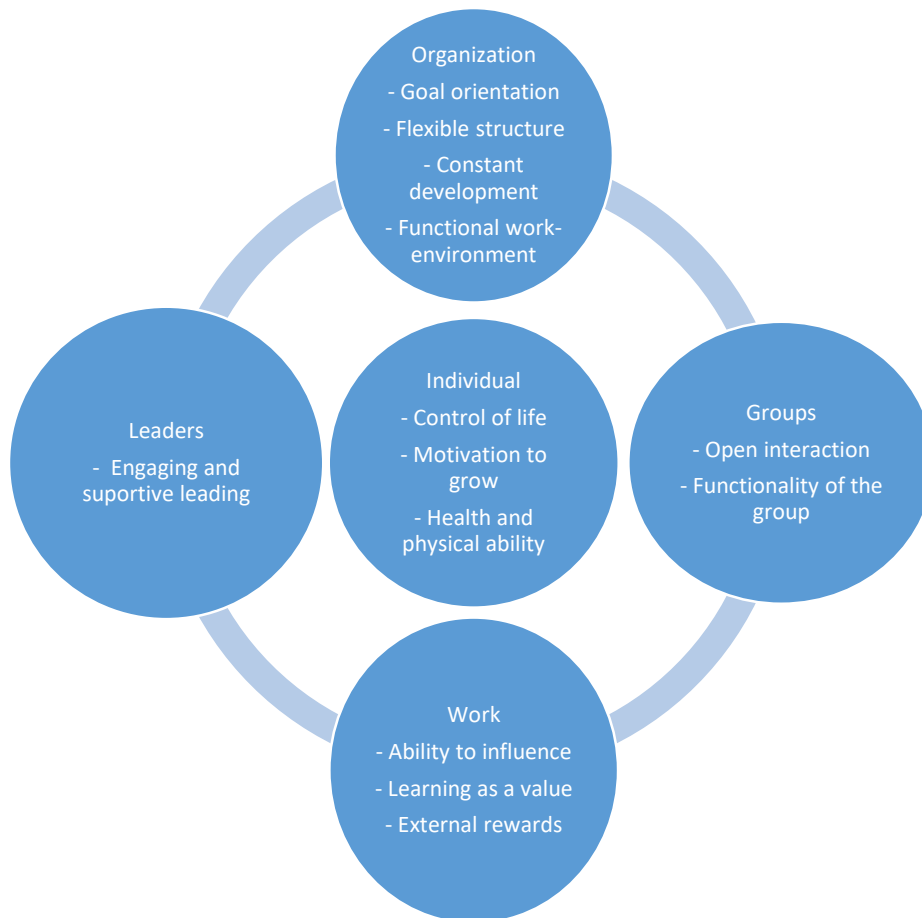- Learning as a value
- External rewards

Table 4. Factors of work-wellbeing (After Kehusmaa 2011, 15)

Also the definition of work ability used to consist of just four aspects: personal health, individual competence, work-community and working conditions, whereas nowadays values, stances and leading have been added to it. Definition of work-wellbeing is wider than definition of work ability. It widens the perception of work ability by competing with free-time when focusing on meaningfulness and managing your own life, and by having future-oriented aspect in it, rather than just focusing on work place and conditions at the moment. Nowadays, work-wellbeing can be presented as a whole that consists of work ability, productivity of workplace, the balance between work- and free time and the future impacts of work-wellbeing. Work ability consists of health, values and stances, know-how, work-community and work-environment. Productivity of workplace is based on profitability, productivity and social responsibility. Balance between work- and free time correlates with flexibility, complementary and quality of life and future impacts of work-wellbeing relates to financial security and good health in the future. (Aura & Ahonen 2016, 10-12.)

Another description of actions related to work-wellbeing is Päivi Rauramo's model (2009), that is named as ''Staircase of work-wellbeing''. The model is based on Maslow's hierarchy of needs which consists of physiological needs, safety, love/belonging, esteem and self-actualization. These aspects support our wellbeing and so forth have a positive effect to the whole organization. The staircase model presents the level of wellbeing from both individual and communal point of view. It also takes different ways of measuring and modelling work-wellbeing in to account by offering options for each topic. Table 5 below shows the model of ''staircase of work-wellbeing'':

5. Need for self-fulfilment
Organization: Controlling competence, sensibility of work, creativity & freedom
Employee: Control of one's own work, updating own competence
Evaluation: Development conversations, competence profiles, innovations, theoretical/artistic output
4. Need for respect
Organization: Values, actions & economy, rewarding, feedback, development conversations
Employee: Active role in developing organizations actions
Evaluation: Work-wellbeing surveys, economical & action results
3. Need to connect
Organization: Work community, leading, networks
Employee: Flexibility, accepting difference, positive thinking about development
Evaluation: Surveys related to work-wellbeing, work community and athmosphere
2. Need to feel secure
Organization: employment relationship, working conditions
Employee: Safe & ergonomic ways to work and act
Evaluation: Statistics, risks & work place survey
1. Psychological basic needs
Organization: Workload, eating at work, occupational health
Employee: Healthy living
Evaluation: Surveys, health checks, measuring physical shape

Table 5. Staircase of work-wellbeing (After Rauramo 2009, 3)

4.1. Impacts of work-wellbeing

Today's hectic and stressful work-life has raised problems related to burnouts, depression, sick-leaves and early retirements. Reasons can be found from individual, organizational and social levels, but improving work-wellbeing in all of these levels is possible and desirable. Healthy person is not only physically healthy, but also handles mental stress and is able to recover from it faster. Body and mind endures stress better and so forth sick-leaves and burnouts might not raise as such big problems. Healthy living and preparing body and mind for aging will appear rewarding in the future when the process of retirement is healthy and active. It's important to develop and take good care of work ability

throughout the whole life. Work ability starts to weaken at the age of 45, if ergonomics, sports and musculoskeletal disorders have not been taken in consideration early enough. Also, excessive stress, responsibilities and pressure might lead to burnout. If the job's requirements overcome employee's resources constantly, it will lead to burnout and even depression. Recovery process from burnout and depression is very long and usually requires making changes to the work tasks, so focusing on work-wellbeing beforehand is important so that these consequences can be avoided. (Aalto 2016, 3, 11.)

According to Finnish Institute of Occupational Health, musculoskeletal disorders hold the first place of diseases that cause work disability (33% of sick-leaves) and mental disorders come up as second (15%). Stress, unpleasant work, troubles at work-organizing and work community's social actions are expected to cause half of the lost workdays. In Europe, the costs of these factors in the end are about 240 billion euros. Occupational stress can cause depression at a five times rate, and every fifth individual in Finland has depression at some point of their life. Requirements for being better and faster, work overtime, do irregular shift work, travelling, constant hustle and time pressure increase the level of stress. Also the features of work, social problems inside the organization, poor quality in leading ways and both over- or under loading employees can rise up as reasons for increased stress levels. (Repo, Revantti & Pääkkönen 2015, 31-33.)

Healthy staff as a competitive advantage holds different insights behind it. The relation of work-wellbeing and productivity requires constant strategic work that the company needs to do to make sure that competitiveness can be maintained and developed. If a company's straightforward competitive advantage is exceptional customer service, it needs to be constantly measured and developed to keep it as a competitive advantage so that the competitors won't catch up. This work requires innovation and creativity. To maintain this level of competitive advantage, staff needs to be healthy, motivated, engaged and ready to meet challenges. Numerous of studies show that investing in people is as profitable as other investments. Companies can even receive invested money back 10-20 times, compared to the amount of money that was invested on work-wellbeing. (Kehusmaa 2011, 81.)

Organizations skills can be taken in use the best way possible, when the baseline for the renewal process is solid. The key is in understanding the causation in processes. Exceptional customer service as a competitive advantage is usually a result by wellbeing staff that has the resources to be productive and manage excellence. As said before, work-wellbeing has been understood in a different way before, it being seen as some theme that has to be there but the deep and more complicated points are not gone through

enough. Work-wellbeing might be seen as a separate topic from profitability even though these go together hand in hand. When thinking about profitability as its own topic, new ideas and changes related to investments or system changes will be created but at the same time wellbeing of the staff and organization is left out from the conversation even though there is straight correlation in between them. In the worst case scenario, the new change that was created to become more profitable, leads to a situation where wellbeing of the employees starts to decrease and so forth the positive effects in profitability become overturned by the negative effects of work-wellbeing. (Kehusmaa 2013, 146-147.)

4.2. Leading wellbeing at work

Impacts of work-wellbeing can be seen as a part of a company's social responsibility, since it's related to environmental and social impact of social responsibility. Ossi Aura & Guy Ahonen use the word strategic wellbeing in their book rather than work-wellbeing which supports the vision of taking work-wellbeing seriously to be a part of strategic work. Leading work-wellbeing is a central part of leading productivity in a successful company. Table 6 below presents an ''onion-model'' of leading strategic wellbeing at work. The centre of healthy leading forms of workplace's success, productivity and wellbeing impacts. Next layer forms of individuals work ability, balance between work- and free time as well as the future forecast regarding one's own life. The outer layer consists of the parts of leading that have an effect on all factors related to work-wellbeing. (Aura & Ahonen 2016, 21.)

Leading related to overall work-wellbeing factors

Work ability
Balance between work and freetime
Future
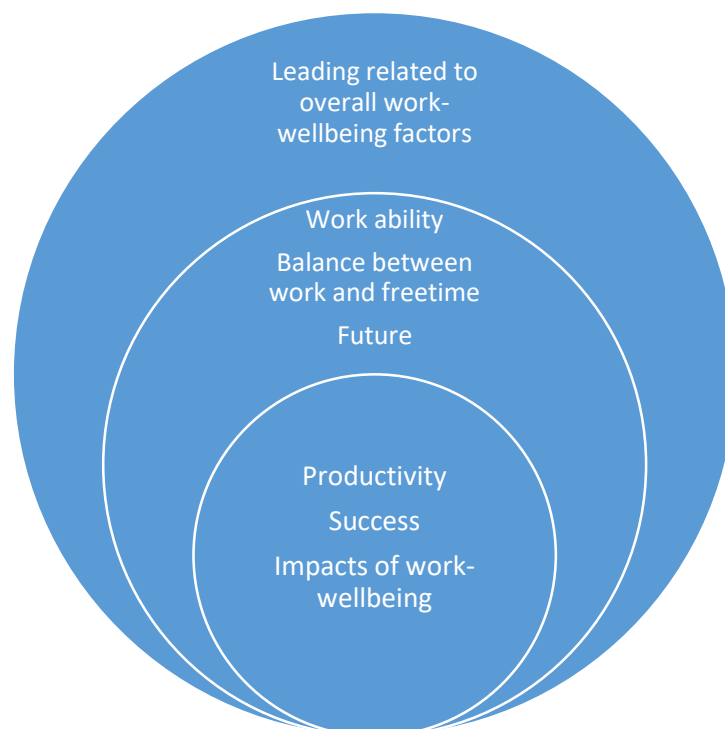
Productivity
Success
Impacts of work-wellbeing

Table 6. Leading strategic wellbeing at work (After Aura & Ahonen 2016, 21)

Leading wellbeing at work is part of leading an organization. Healthy organization is an organization that fulfils its mission and allows individuals to develop, grow and learn at the same time. The most important thing is that organization does not only fulfil its own mission, but acts also for its stakeholder's benefit. (Aura & Ahonen 2016, 27.)

For leading wellbeing successfully, supervisors should be trained about work-wellbeing. Including work-wellbeing to supervisor training enhances the success of different processes, such as development discussions, work load regulations, equality work and competence management. According to a study by Ossi Aura & Guy Ahonen (2016, 83-83.), by emphasizing work wellbeing in supervisor training, productivity has increased through supervisor work, work ability, work environment and economics. Study shows that in organizations where work wellbeing wasn't taken in consideration in the training at all, economic scores from strategic wellbeing was 14% in ''slightly positive'' and 5% in ''very positive'' score. In organizations where work wellbeing is emphasized a lot, economic scores from strategic wellbeing was 34% in ''slightly positive'' and 36% in ''very positive'' scores.

Since supervisors and managers work has a straight relation to the wellbeing of their employees, it's important to lead fairly and as an example. Fair leading is engaging and communal, where togetherness and shared responsibility are emphasized. Employee's experience of being able to have an influence on things is part of communal leading. Everyone is equal and people's visions and thoughts are heard and taken in consideration. Kirsti Kehusmaa (2011, 118-121) shared five qualities of a good leader in her book as followed:

1) Mutual trust and ability to build trust - organizations change constantly so the skill of building and maintaining trust depending on the changing situation is necessary. Mutual trust has to be able to be built with different people and organizations.
2) Self-knowledge - The base for good leadership. This means that the leader acknowledges their own strengths and weaknesses. They're open for feedback to become better and they have the skill to see their own work objectively.
3) Ability to develop good organizational culture - Good leader acknowledges the significance of values and culture of the organization from the perspective of success. Good leader also acknowledges their own values and understands the connection between them.
4) Appreciation of people - is expressed through trust. Good leader appreciates others and is able to give and take responsibilities in good relations. Good leader appreciates individuality, different skills and knowledge and is able to use these skills depending on the situation and necessity.

5) Ability to see entireties - Ability to examine things from different perspectives, identify causations and understand connections between different things. Good leader focuses on the essentials and helps the organisation to cut out irrelevant information and actions. (Kehusmaa 2016, 118-121.)

Leading people is important and in today's business it's a field of professional specialization such as accounting, business law and IT-technology. All of these fields are there to support company's processes. Leading strategic work-wellbeing means that personnel management/human resources is seen as its own part on business strategy. Human resources role is strategic, attached to the business and focuses on consistency. This strategic style is future oriented and focused on developing the organization. Enthusiastic, fair, rewarding, change positive and competence focused leadership has a positive effect towards work-wellbeing and healthy organization, that leads to productivity. (Suonsivu 2011, 144, 164.)

4.3. Change management and work-wellbeing

Studies show that change management that has been done well correlates with good work-wellbeing. Leadership skills are emphasised especially in change situations and a good leader is able to anticipate and control current and upcoming situations. Leader should be able to take employees experiences and feelings in consideration, focusing on employee's competence and skills, supporting them, giving feedback and showing appreciation. Changes should be transparent and information should be open. Work-wellbeing should be thought from the perspective of prevention and the actions related to work-wellbeing should be planned. Leading people in change and having skills on change management are really important for the change process to succeed, so that actions can be developed and the staff stays healthy and wellbeing. (Suonsivu 2011, 171.)

As mentioned before, it's important to take work-wellbeing in consideration when planning and executing the change process. Change process can be prepared by anticipating change's schedule, type and impacts, creating a communication plan and resourcing possible back-support and assigning their tasks beforehand. Change is based on new information which means learning and studying new things and being aware of new actions. Assimilating new information requires also emotional engagement. It's important to tell why, how and what is going to happen, so that the process can become understandable and engageable. Discussion should be started early and arguments for why the change is going to be done and why it's better than actions before, should be already set up. After the change, monitoring the situation and measuring how people have adapted to the new

situation can offer valuable information of the process and if the wanted goal has been achieved. (Rauramo 2013 18-19.)

Deciding main development areas are part of strategic work, and usually lead to projects that can cause big changes in organizations actions. A new project as itself is already a change process, where the company operates from the present towards the wanted state. Often change management from employees point of view and changes effects to work-wellbeing are not taken in consideration enough when doing strategic work. Unplanned and poorly implemented change processes can create unwanted problems not only individually, but also at a communal and organizational level. Typical problems that might arise in change situations can be for example:

- feelings of insecurity and fear
- basic tasks in the organization pause or get more difficult
- people lose trust which correlates long sighted with work ethics
- insecurity takes over and leads the most skilful workers to other tasks
- image takes the hit and the staff has problems to engage with new organizational model and tasks. (Kehusmaa 2011, 148.)

Continuity of changes, fast pace and simultaneousness can increase stress and affect negatively on work-wellbeing. Change processes usually take a lot of energy and overload people rather than make their job easier when going through the change. This is why change management and changes effect towards work-wellbeing should be taken in consideration through the whole process. It's important to think about how work-wellbeing could be supported and what kind of actions would increase it, how the change process should be implemented and which factors support the success of change. (Kehusmaa 2011, 149.)

Resilience and ability to develop and maintain existing skills constantly, offer a strong platform for upcoming change situations. It's easier to take action in the future and use already existing knowledge, skills and creativity for other tasks as well rather than not being able to use these skills in an innovative way. (Aalto 2006, 18.)

Things related to change can be divided as being something where an individual can have an influence, and where not. It's important to concentrate on factors where one can have an influence and avoid worrying about things where one cannot really have an effect. Individuals can keep maintaining their skills for facing change situations by doing their own part for the organization. This can be for example: being aware of surrounding situations,

asking questions, taking responsibility for their own learning, participating, communicating well, taking care of one's recovery, giving feedback and being politely critical towards development processes. (Rauramo 2013, 13-14.)

5. Methodology

This thesis is a commissioned research for a retail company, to research the process of change management, how it has been experienced from the perspective of the employees and what kind of impact changes have had towards their work-wellbeing. The goal is to receive information from the comprehensive experience of change management from the employees, during and after the process of an operative system upgrade. This research will also offer feedback from employees' experience of change management for the management and give a chance for the employees to give feedback.

5.1. Research methodology

Methodology is a study of the principles and theories that guide the choice of method. Method as itself is a technique to gather and analyse information, that can be for example a survey or interview. (Walter & Andersen 2013, 41.) It's important to choose a suitable research methodology to provide an effective and successful research. Researcher chooses the research method type according to the aim of the research, objectives, nature of the topic and the research questions to identify, collect and analyse information. (Mohajan 2020, 50.)

Research problems can be solved by using quantitative or qualitative research methodologies. Even though these are separated topics, the idea is not to confront them but rather create key questions that help to understand the chosen research strategies. Typically, quantitative and qualitative approaches differentiate from each other by connecting them to certain data collection methods. Qualitative approach is perceived to be ''non-numerical'' including interviews and transcriptions whereas quantitative is associated with questionnaires and numerical data analysis methods. Table 6 below presents central features in both approaches. These approaches complete each other and can be used in a research but to choose one main method, it's best to choose the one that brings clearance for the research problem. (Hirsjärvi, Remes & Sajavaara, 2008, 131-133.)

Quantitative approach	Qualitative approach
- Conclusions from previous studies - Previous theories - Presenting hypotheses - Defining concepts - Data material is suitable for quantitative and numerical measuring - Experimentee choices, definitions of population and probability sample - Presenting variables in tables and data material in statistical form - Using percentual tables and testing the importance of the results	- Pervasive information retrieval, the material is gathered in real/natural situations - Human as the main resource in information retrieval - Researcher trusts in their own perceptions more than in questionnaires or pen-paper tests - Inductive analysis - Using qualitative methods: theme interviews, participating perception, group interviews - Research plan is flexible and forms throughout the process - Cases are always unique

Table 6. Central features of quantitative and qualitative approaches (Hirsjärvi, Remes, Sajavaara 2008, 136, 160)

The word ''quantity'' refers to a question of ''how many'', meaning the amount of something. Quantitative research explains phenomena by collecting numerical data that is analysed mathematically and presented by answering to questions who, what, when, where, how much, how many, and how. (Mohajan 2020, 51.) Quantitative research is based on different classifications, casualization, comparisons and numerical results that explain the phenomenon. Quantitative research includes computational and statistical analysing methods whereas qualitative research is based on understanding the quality, features and objectives of the research objects as a whole. Quantitative and qualitative research methods can be used to explain same research objects even though these methods differentiate from themselves a lot. (University of Jyväskylä, 2015.)

Quantitative research requires knowing the phenomenon and what factors have an influence on it. It's necessary to know the factors to measure something and so forth implement a quantitative research. Factors are formed into variables and then processed with statistical methods. Quantitative research can be used to measure variables and count reciprocal effects. The most common data collection method for quantitative research is a questionnaire which allows generalizing to happen and that is where quantitative research aims for. Generalizing in this case means collecting research data from a small probability sample by using a questionnaire, then assume it to represent the population. Research results can be assumed to represent the whole population that was influenced by the phenomenon (Kananen 2011, 13, 17, 18).

I chose to implement this research using quantitative approach. The research question in this research is: ''How employees have experienced change management and how changes have had an impact towards their work wellbeing?'' Since change management and work-wellbeing are not new topics and there are theories and research information available, it's fair to use quantitative approach in this research. Unit of observation in this research are the employees of company X. Representative sample consists of employees who work in front line tasks in company X, that in this case are customer service, sales and cash-line workers.

The results represent Company X's employees experience of change management and change's effects towards their work-wellbeing. Results will be analysed in percent, to see how the results are divided among the responders. Quantitative approach has been also selected because used research method is a questionnaire which is typical for a quantitative research. To receive also textual and more detailed information from the respondents there are open questions used in the questionnaire. Open questions offer a possibility for respondents to answer with their own words, which provides more individual information and helps to understand reasons behind the responses.

5.2. Research method

Chosen research method depends on what there is to be researched. Research method consists of those matters and practises that perceptions are collected for. Received information and observations are based on questions that are asked from people, to understand why they act in a way that they are observed to act. Method as itself is a multidimensional concept. It's a procedure that is led by rules, to search for information and solve practical problems. The most popular research methods to use are interviews, documents or diaries, questionnaires, experimental methods and different forms of observation. Interviews are the most common used method in qualitative researches, whereas experimental researches and surveys are the most common methods in quantitative researches. Interviews can be divided to structural interviews, theme interviews, research interviews and open interviews. They can be implemented as individual, couple or group interviews. Interviews offer a possibility to receive personal and detailed information straight from the respondent. (Hirsjärvi, Remes & Sajavaara 2008, 178-186.)

Questionnaires offer one way for collecting information. Questionnaires are typically used in quantitative researches when seeking information from a wider group of people. Questions can be structured, which means that the researcher decides the questions and range of answers where the respondent then chooses the best alternative for them. This basically leads to a situation where the researcher wants to know which answers are selected

and it doesn't give space for respondent's open thoughts. This is why also open end questions will be taken in use in this research. Closed questions are easier for the researcher to analyse and this is why open questions are used only occasionally in questionnaires (Gillham, 2000, 1-3). Completely open ended questions provide a possibility for the respondent to comment and expand their response related to the other questions in the survey. Respondents can now raise issues that haven't been acknowledged by the researcher, but are really important. (Andres 2012, 70.)

One goal of this research is to offer a platform to give feedback and create development ideas, which is why open questions in this case are useful and worth taken in use. There are some pro's and con's related to questionnaires. These are presented in table 7 below.

Low cost in time and money	Problems of data quality
Easy to get info from a lot of people quickly	Low response rate
Questionnaire can be completed regardless of time and space	Hard to motivate respondents
	Need for simple questions
Less pressure for an immediate response	Possibility for misunderstandings
Anonymity	Information is only based on asking questions
Lack of interviewer bias	People talk more easily than write
Standardization of questions + easy to analyse	Reliability/honesty of answers
	Question wording can affect answering
	Lack of control over order and context of answering questions

Table 7. Pros & Cons of a questionnaire (After Gillham, 2000, 6-8)

5.3. Creating the questionnaire

Used method for this research is an internet questionnaire (appendix 2). I chose to use questionnaire as a method to be able to collect research material widely from employees who work in Company X, which makes them about 170. Questionnaire also offers a possibility to ask more questions from the respondents. Questionnaire is an effective method since it saves time and effort and if the form is planned well, material can be analysed easily using computer. (Hirsjärvi, Remes, Sajavaara 2008, 190.)

Questionnaire can have open questions and structured questions. Open questions can be totally open or targeted questions. Totally open questions are usually used in interview situations to relax the atmosphere before starting the interview. Totally open questions do

not work so well in quantitative researches because answers can be too open and not have anything to do with the research problem. Open questions are also more difficult to analyse, but answers can provide information that wouldn't come up with structured questions (Kananen 2011, 30-44). Structural questions can be presented as multiply questions where there are ready made answers and the respondent chooses one or multiple choices as their answer. Questions can also be scaled, where there are different claims presented and the respondent chooses how strongly they agree or disagree with the claim. Typical model for scaled questions is Likert's scale, where the scale is presented in either 5-steps or 7-steps. (Hirsjärvi, Remes, Sajavaara 2008, 194.)

Questionnaire form and the questions should be planned well to better the chances to receive more answers. If the design and questions are not well prepared it might lead the respondents to deny on answering to the survey. Good and practical questions should be presented in a way that the respondent understands them correctly, respondents have the needed knowledge to answer, they are motivated to give information related to the questions and questions are unambiguous. Questions should be written in understandable language and every respondent should be able to understand the question in a same way. It's important to make sure that the respondent has the needed knowledge about the topic of the question so that they are not forced to answer to questions they don't know anything about (Kananen, 2011, 30-31). Forcing the respondent to answer either yes or no can be efficient but it can provide information that is not accurate. (Andres 2012, 70.) However, clearance is important and the questions should have words that are not too ambiguous, such as ''usually'', ''typically'', ''most of the people''. Specific and short questions are better than general ones since they are easier to understand the same way. (Hirsjärvi ym. 1997, 197.)

Questionnaire (appendix 2) has been created using Webropol surveys and the link to the questionnaire is followed by a cover letter (appendix 2). Cover letter is really important part of the research and it can have major effect on the response rates. There are also legislative reasons related to the data protection rights and the reasons for collecting data and how it will be used should be explained in the cover letter. Cover letter should be written in understandable language, it should create trust and motivation to answer and it shouldn't be too long. Cover letter should include following information in it: 1) what/which research 2) who is doing this research and who are focused in it 3) explanation of the need of the research 4) mentioning anonymity 4) highlighting the importance of every response 5) time and dead-lines 6) expressing thankfulness for the respondents 7) signature of the author. In addition to the first cover letter, there should be also a reminder letter

that can be send again for example in the half way of the process. Reminder letter should highlight again the topic of the research and when was the last letter sent, why reminder letter is send, expression of the fact that there is no need to answer again if respondent has already answered, telling why it's important to receive answers and informing about the last possible response date. (Kvantimotv, 2019.)

Cover letter of this questionnaire includes the starting paragraph that refers to changes in general and why it's important to research the relation between changes and work-wellbeing and ways of working. Next there is information about why and what is there to be researched and who are targeted to answer to the research. After this, there is a petition related to the response rate and an announcement about the importance of responses. Cover letter informs that answering to this questionnaire will take something about 5-10 minutes and it's totally anonymous and the last response date is 1.1.21. After this, there is the link to the questionnaire and in the end there is a short chapter related to the reliability of this research and data protection and lastly a signature of the author.

5.3.1 Questionnaire structure

The questionnaire for this research is made by using Webropol surveys. I chose to use Webropol surveys since it's free for the students to use and it offers the easiest platform for creating a clear questionnaire. Webropol is very helpful tool for creating, sharing and analysing the received data.

I have used Likert's 5-step scale to structure this questionnaire. I decided to use Likert's 5-step scale because this survey measures respondent's attitudes and opinions about changes and change management. Likert's scale is typically used when measuring attitudes and it offers more varied opinions in responses than binary questions that offer two options. There are better chances to receive relevant and important feedback from the respondents when there's more variety in given answer options. (Jovancic, 2019.)

Questions have been divided to categories that support the theoretical framework in this thesis. Questionnaire seeks answers for questions that are categorized to readiness for change, change management & communication and work-wellbeing. This questionnaire includes both structural and open questions. Categorised questions are structural and presented in Likert's 5-step scale. At the end of every category, there is also one open question that is related to that category, to offer a possibility for giving open feedback. Answers are divided as 1) Strongly agree 2) Partly agree 3) Partly disagree 4) Strongly disagree 5) Neutral. There should always be an option for neutral answer since respondents should

not be forced to answer to anything. If there is no option like this, it might lead the respondent to answer something they don't understand and it will affect to results of the survey. On the other hand, people tend to select this option easily since there is an option for it. (Hirsjärvi ym, 1997, 198.)

Questionnaire starts with question of age, working department and how long they have worked in company X. These are asked in multiply question form since they offer basic information and the responses are not opinion related questions. Respondents are asked to tell their working department, because it's interesting to see if there is dispersion in responses between employees of different working departments. Time of working in the company is asked to see if it has any impact for experiences of change management and work-wellbeing. Categorical questions start with readiness for change and it has 6 claims related to the topic under it. Second category is about organizational change and it has 9 claims under it. After this, there is a possibility to leave open feedback related to organizational change. Third category is about supervisory work and change communication. This topic has 7 claims under it and it also has an open question after the claims. Last category is about change and work-wellbeing. There are 8 claims and one open question after it. Open question in this topic is ''How your experience of work-wellbeing could be improved?'' to receive practical feedback that could be taken in consideration. Appendix 1 presents how research questions, topics from theoretical framework, questions and results are related to each other.

5.3.2 Sample and testing the questionnaire

Questions should be targeted to the right people, who are somehow touched by the phenomenon or have information about it (Kananen 2011, 41). This questionnaire will be sent to employees who work in direct contact with the customers in capital area of Finland, which makes them about 170. Questionnaire will be send to the employees in 17th of December 2020 and there will be 2 weeks of time to answer, leaving 1.1.2021 as the last response date. Chosen language for this questionnaire is Finnish, since all of the employees use Finnish as their work-language. Respondents are decided to be lined as customer service employee's since this is a Bachelor's thesis of Hospitality Management and the writer is interested in if organizations change processes can have an effect on customers through employee's wellbeing.

It's important to test web surveys carefully on different browsers before sending it, to ensure that the layout of the questionnaire appears ad wanted (Andres 2012, 87). Before sending the questionnaire to the respondents, it was tested by the writer via mobile phone

and two different browsers. After this, a manager and team leader tested the questionnaire at the workplace. Questionnaire was sent to them to check that the link is working and the questionnaire is implemented in a clear and understandable way. They also checked that they were able to answer to the questions and submit the answer sheet forward. Test went well and after the test process their answers were deleted from the system so that they won't have an effect on results. Few questions were modified after the test process, because the selected words were not the most suitable for understanding the question correctly. Questionnaire testers both work at the workplace where this questionnaire was sent, so it was important to receive opinions and information from their perspective to create a survey that is understandable for the sampling group.

5.4. Result analysis

Quantitative research is based on examining quantities, dependencies and causations. Received results can be generalized and the population represents the received information from units of observations. Distributed numbers that are relevant regarding the research problem, are presented in statistical inferences typically in percent. Opinion questions results are also typically presented in percent and final conclusions are based on percent. Results can be also presented in averages but it doesn't take distribution in responses in consideration. Presenting results in average makes the presentation more illustrative. (Kananen 2011, 85, 96.)

Results are presented in percent in this thesis, but I will use averages for the presentation as well, to make the presentation clearer. Since this questionnaire is made by using Webropol surveys, it helps with creating clear graphics from the results. Results are analysed using cross tabulation method, to see if there are differences or correlations between working departments and received results.
Cross tabulation is a typical method that is used in quantitative researches, since the interest is focused on correlations. Finding correlations is important, because it offers a possibility for having an effect on things related to research findings. (Kananen 2011, 77.)

Results are analysed using Webropol, Microsoft Excel and Word documents. Webropol and Excel calculate the wanted results and cross tabulations automatically. Microsoft Power Point is used to present the results for company X. Received open answers will be presented using Microsoft Word and all of the raw data material will be given in textual and numeral form for the company X. This questionnaire doesn't include any personal data from the respondents and all of the questions are anonymous, so there is no need for deleting any data.

6. Results

Questionnaire (appendix 2) was sent to the respondents through e-mail. The idea was to send it for employees who work in two of the three units that company X has in capital area of Finland. This would make the total respondents 170. Goal was to receive 50% of the respondents to answer to this questionnaire. Questionnaire was sent in 17th of December and the deadline for submitting the answer was 1.1.21 by 23:59 Finnish time. Questionnaire was sent together with a cover letter in the first time. Since this was sent during Christmas break, the reminder message was sent after Christmas on 26th of December.

Questionnaire was first planned to be sent to employees who work in two of the three units that company X has in capital area of Finland. Later it was decided to be sent also to the third unit of company X to receive more answers. Sharing the questionnaire for the third unit didn't go as planned and it didn't raise the number of respondents notably. In total, this questionnaire was send for 170 respondents and the received answers in total were 89. Third unit provided only 6 answers, which doesn't raise the value for the results notably. This is why the presentation of this work's results for commissioning company was concentrated on answers provided by two units, which was the original plan. Employees in units 1 & 2 consists of 146 employees and the questionnaire was sent to them. Received answers in total from two units were 83, which makes the result percentage high enough (59,2%).

Data in this thesis includes all of the received information from all three units and results are analysed by taking all of the responses in consideration (N=89). Results are analysed by presenting total results from all of the respondents and then cross tabulating answers between working departments. Results are presented in tables that are made by using Webropol, Microsoft Excel and Word.

6.1. Background data

Questionnaire started with background questions. Background questions were related to respondents working unit, working department, age, title and work experience in company X in years. Background questions were asked to map the participants. The idea was to concentrate on employees' perspective in this study, which is why it was important to ask respondents working titles, units and department. Table 8 below shows all of the data received from background questions.

Table 8 shows that only 7% of the respondents work in Unit 1. 35% of the respondents work in unit 2 and 58% work in unit 3. Over 60% of the respondents were 18-34 years old.

Age distribution was divided in four age gaps. 35% of the respondents were 18-25 years old, 34% were 26-34 years old, 19% were 35-45 years old and 12% of the responders were 45-65 years old.

	N	%		N	%
Working department	89	100,00 %	**Work experience in years**	88	99 %
Unit 1	6	7 %	0-1	31	35 %
Unit 2	31	35 %	2-4	24	27 %
Unit 3	52	58 %	5-8	11	13 %
			8+	22	25 %
Age	89	100 %			
18-25	31	35 %			
26-34	30	34 %			
35-45	17	19 %			
45-65	11	12 %			
Working role	89	100 %			
Co-worker	62	70 %			
Shift leader	7	8 %			
Team leader	11	12 %			
Manager or something else	9	10 %			
Working department	89	100 %			
Cash line	6	7 %			
Customer service	23	26 %			
Online orders	15	17 %			
Sales	26	29 %			
Call center	31	35 %			

Table 8. Distribution of answers on background questions.

Working titles were asked to see if there would be some dispersion in between answers by co-worker and managerial positions. 70% of the respondents were co-workers and 30% of the respondents were in managerial positions working as team leaders, shift leaders or managers. 12% of the respondents were shift leaders, 8% team leaders and 8% answered their position to be something else than that was given as a ready answer. Only 2% of the managers answered to the questionnaire. After receiving results, decision was not to compare responses in between working titles since most of the respondents were co-workers and the topic of this thesis is concentrated on employee's experience (table 8).

All of the respondents answered to the question related to their working department. 35% of the respondents work in call centre, 29% in sales, 26% in customer service, 17% in online orders and 7% in cash line. Working department was asked to analyse answer dispersion in between employees who work in different departments. Work experience in years was divided for four year gaps. 35% of the respondents have been working in company X for 0-1 years. 27% of the respondents have been working in company X for 2-4 years, 13% for 5-8 years and 25% for over 8 years. One respondent didn't answer to this question (table 8).

6.2. Readiness for change

Respondents readiness for change was measured by presenting 7 claims related to their experience of changes in general in table 13. Answer options were 1=strongly agree, 2=partly agree, 3=partly disagree, 4=strongly disagree and 5=neutral. Table 9 shows respondents answers in percent and averages.

Over 90% of the respondents agreed with the question that they adapt for change better when they receive enough information about it and that open communication helps them to adapt for changes. 97% of them strongly or partly agree that changes are part of today's business and 98% of the respondents consider changes partly or strongly as chances. Most of the respondents (90%) either strongly or partly agree with the question that they are required to adapt for change and 21% of the respondents' experience that they cannot adapt to change so fast. Last question asked if respondents experience that changes cause them anxiety. Over 50% of the respondents agreed with this claim, leaving partly disagree in 31% and strongly disagree in 17%. Respondents readiness for change is on high level, but over half of the respondents' experience anxiety related to changes and 21% of them don't feel like they are able to adapt for changes fast (table 9).
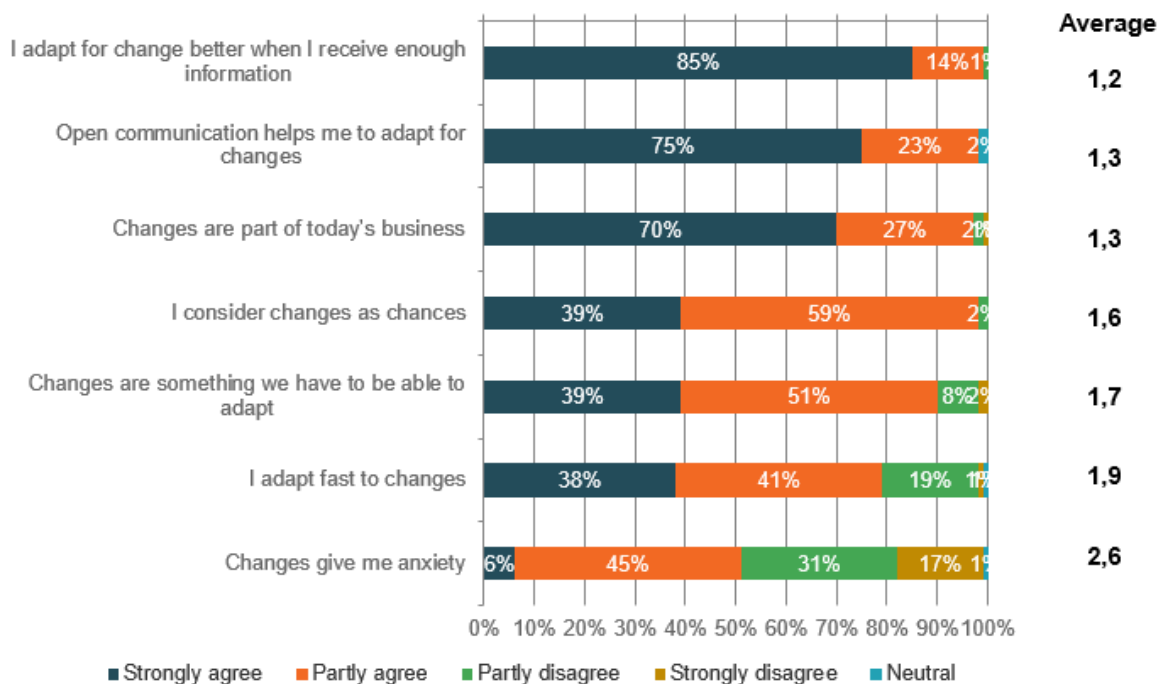
N=89

Table 9. Readiness for change.

Table 10 below shows differences in answers between all departments. Differences are presented in averages to create a clear table. Answers in category of readiness for

change were mostly in line with each other and there were no significant differences be-
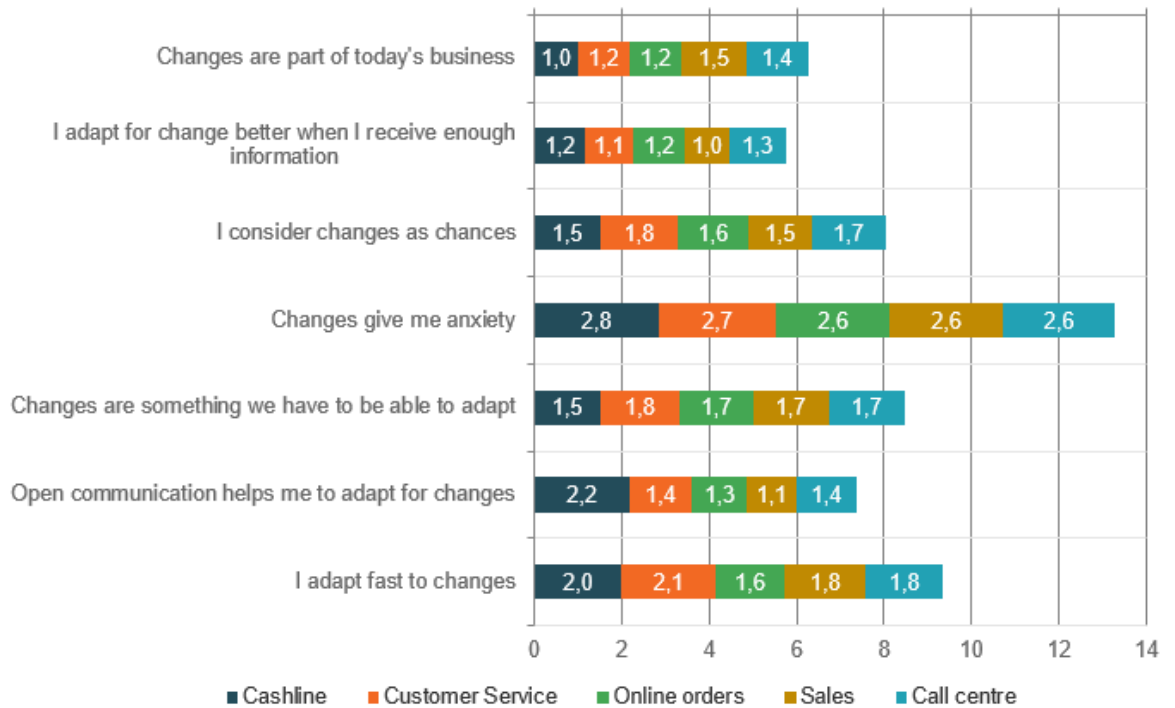tween the answers.

N=89

Table 10. Readiness for change answer distribution between working departments.

6.3. Organizational change

Second question theme was focused on a system upgrade that was executed few months
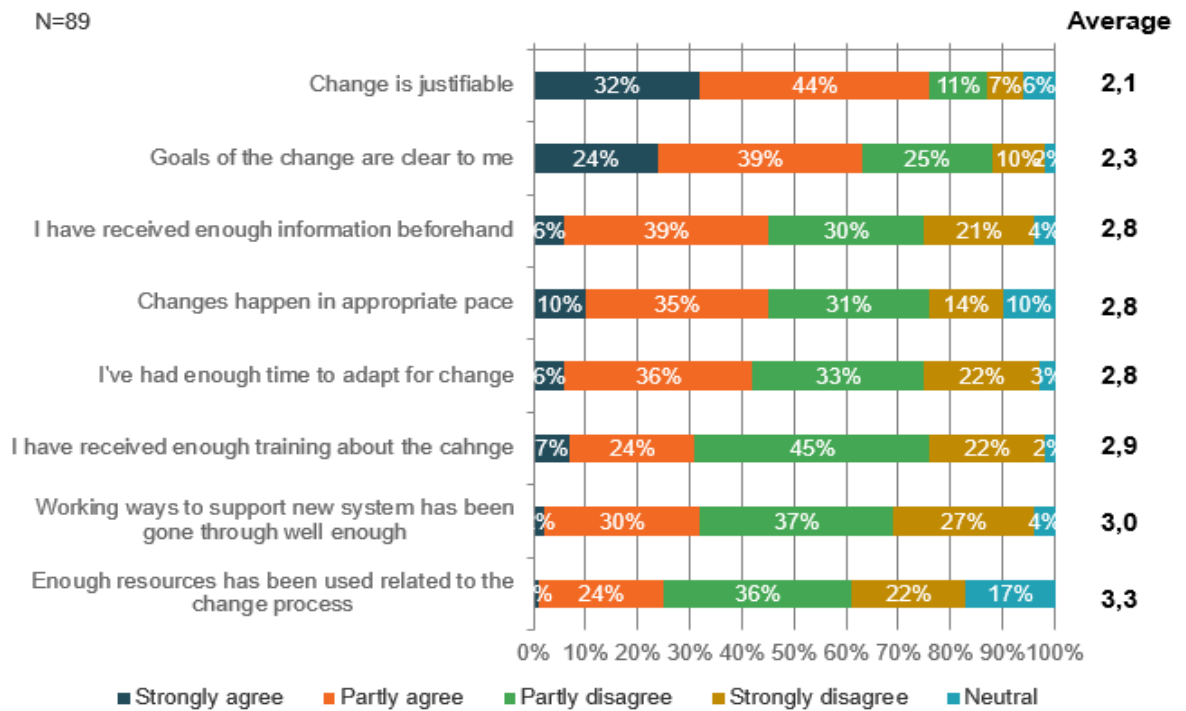ago. Table 11 below shows respondents answers in percent and averages.

Table 11. Organizational change.

76% of the respondents agreed with the statement that the change is justifiable and 17% partly or strongly disagreed. Over half (63%) of the respondents agreed that objectives of the change are clear, whereas 35% of them disagreed and 2% were neutral. Only 6% of the respondents feel that they have received enough information about the change beforehand and every second respondent (51%) disagreed (table 11).

Respondents were cut in half in question number 4, where they were asked if changes happen in appropriate pace. 45% of the respondents agreed, and 45% disagreed, leaving 10% as neutral. Over half (55%) of the respondents don't consider that they have had enough time to adapt for changes and 45% agree that they have had enough time to adapt. Interesting difference comes up in question number 6, where only 7% of the respondents strongly agree that they have received enough training about the change. 24% partly agree and more than every second (67%) of the respondents disagree. Same theme continues with the next question ''working ways to support new system has been gone through well enough'' where only 32% strongly or partly agreed with the statement and 64% of them disagreed. Respondents consider that there are not enough resources used related to the change, since only 25% of the respondents strongly or partly agreed and 58% disagreed (table 11).

Table 12 below shows differences between department answers in category of organizational change. Cash line employees have the highest average on responses related to the change, when 1=strongly agree and 4=strongly disagree. Clearest difference can be seen

in between cash line and sales & online orders employees. Cash line workers partly or strongly disagree with almost all of the questions and based on their answers they haven't received as much trainings and information related to the changes as the other departments employees.
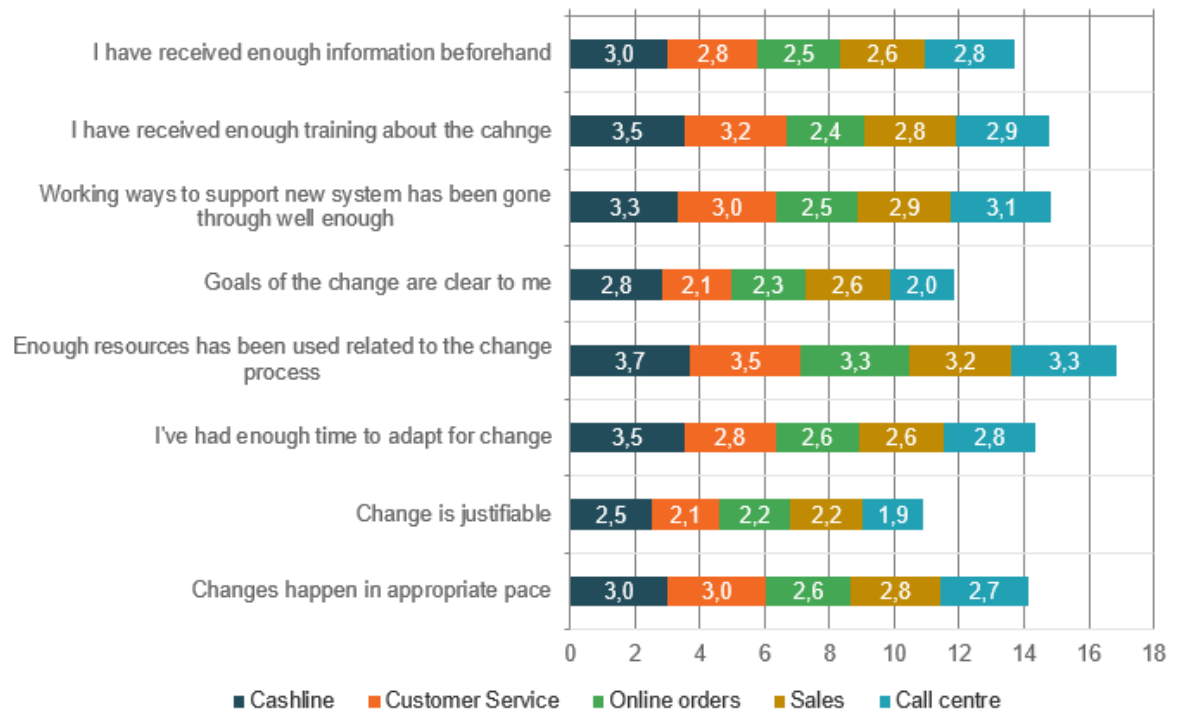
N=89

Statement	Cashline	Customer Service	Online orders	Sales	Call centre
I have received enough information beforehand	3,0	2,8	2,5	2,6	2,8
I have received enough training about the cahnge	3,5	3,2	2,4	2,8	2,9
Working ways to support new system has been gone through well enough	3,3	3,0	2,5	2,9	3,1
Goals of the change are clear to me	2,8	2,1	2,3	2,6	2,0
Enough resources has been used related to the change process	3,7	3,5	3,3	3,2	3,3
I've had enough time to adapt for change	3,5	2,8	2,6	2,6	2,8
Change is justifiable	2,5	2,1	2,2	2,2	1,9
Changes happen in appropriate pace	3,0	3,0	2,6	2,8	2,7

■ Cashline ■ Customer Service ■ Online orders ■ Sales ■ Call centre

Table 12. Organizational change answer distribution between working departments.

6.4. Supervisory work and change communication

Third question theme was about supervisory work and experience of change communication. Table 13 below shows respondents answers in percent and averages.

Most of the respondents (90%) agree that they can give feedback openly for their supervisors about the change and only 9% of the respondents disagreed. Over 80% of the respondents strongly or partly agree that they can receive enough information related to changes from their supervisor. 17% strongly or partly disagreed. 83% of the respondents wish to have more face-to-face communication about the changes and 13% disagree. Most of the respondents (70%) consider that they receive enough support from their supervisors through change processes. Still, almost every third (29%) of the respondents disagree (table 13).

67% strongly or partly agree that communication has been open through change processes and 30% of the respondents disagree. 63% of the respondents strongly or partly agree that their supervisor has enough information about the changes and 36% disa-

44

grees, whereas 59% of the respondents agree that their supervisor has enough infor-
mation about the changes and 35% disagrees. Over half (59%) of the respondents con-
sider that communication through email is not enough and 38% strongly or partly agree
that it's enough. Approximately half (48%) of the respondents feel that communication in
general hasn't been done well, and the other half (46%) feels that it has been done well
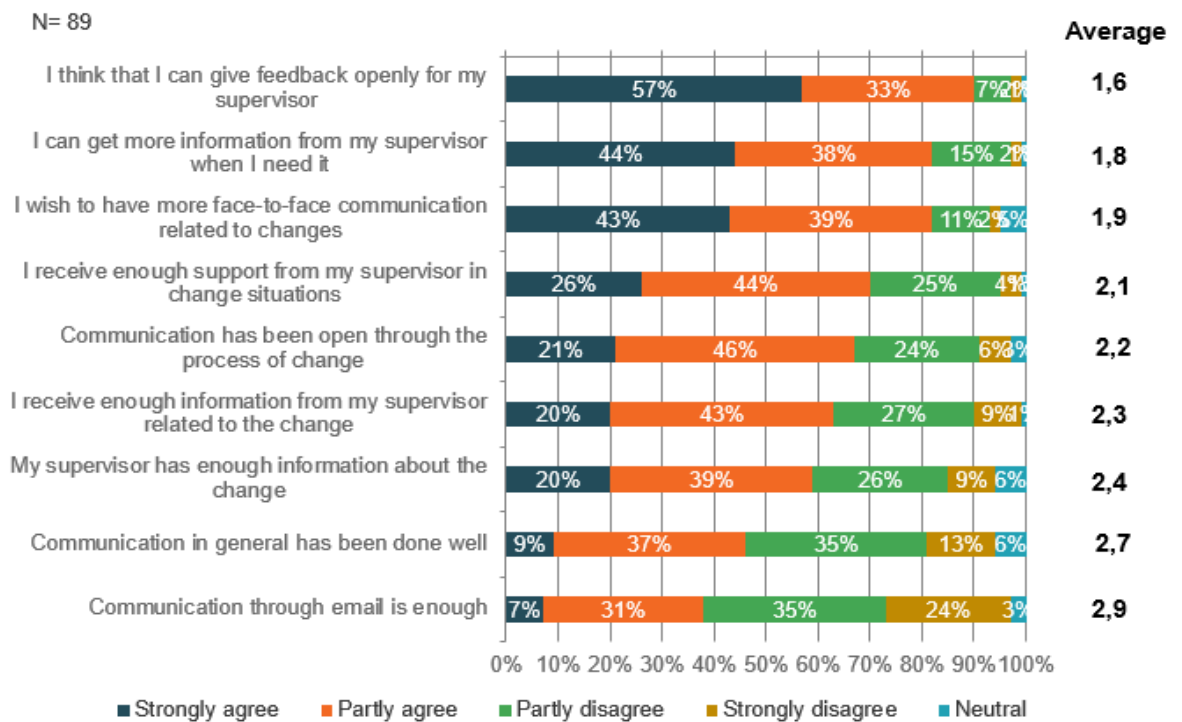(table 13).

N= 89

		Average
I think that I can give feedback openly for my supervisor	57% / 33% / 7% 2%	1,6
I can get more information from my supervisor when I need it	44% / 38% / 15% 2%	1,8
I wish to have more face-to-face communication related to changes	43% / 39% / 11% 2% 5%	1,9
I receive enough support from my supervisor in change situations	26% / 44% / 25% / 4%	2,1
Communication has been open through the process of change	21% / 46% / 24% / 6% 3%	2,2
I receive enough information from my supervisor related to the change	20% / 43% / 27% / 9% 1%	2,3
My supervisor has enough information about the change	20% / 39% / 26% / 9% 6%	2,4
Communication in general has been done well	9% / 37% / 35% / 13% 6%	2,7
Communication through email is enough	7% / 31% / 35% / 24% 3%	2,9

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

■ Strongly agree ■ Partly agree ■ Partly disagree ■ Strongly disagree ■ Neutral

Table 13. Supervisory work & change communication.

Table 14 below shows answer distribution between working departments related to super-
visory work and communication. Again, cash line workers seem to form highest average
compared to the other departments workers. For example, cash line workers average an-
swer for relying on supervisors support during change processes is 2,4 and online work-
ers it's 1,6. It seems that online order workers have the most positive experience from su-
pervisory work and change communication. Cash line workers wish to have clearly more
face-to-face communication, whereas for example call centre's workers don't wish it that
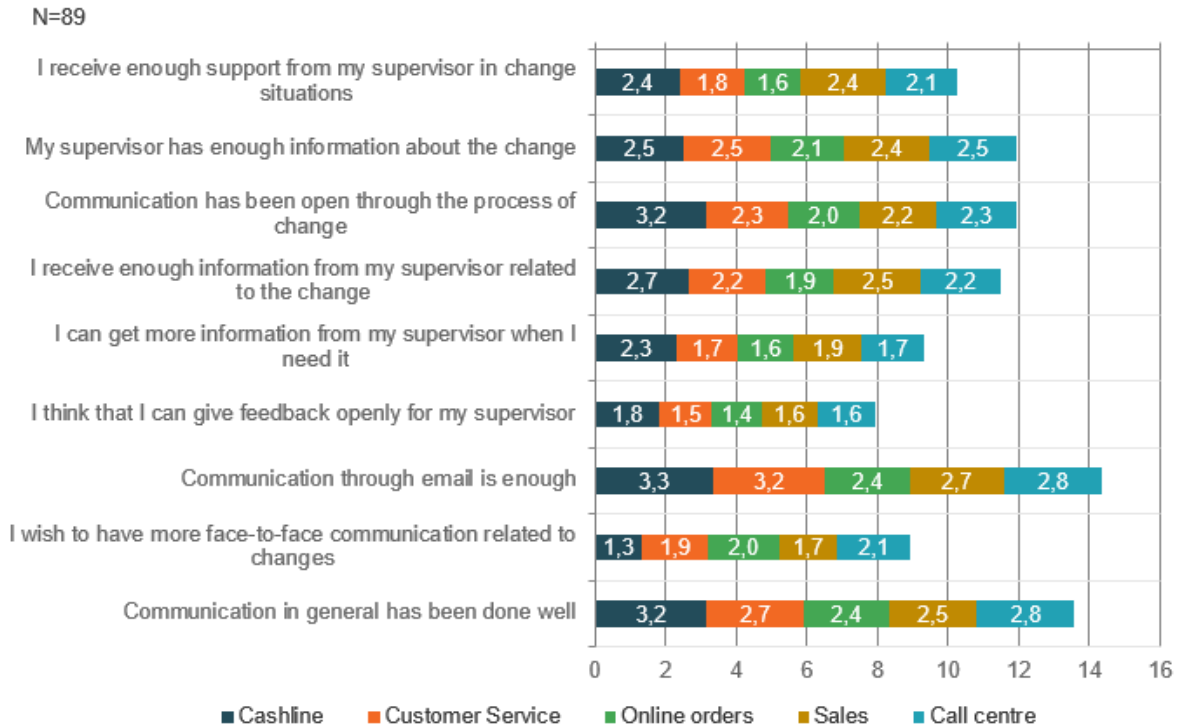much (table 14).

Table 14. Supervisory work & change communication answer distribution between working departments.

6.5. Change and work-wellbeing

Last theme of questions was about change and work-wellbeing. Table 15 below shows respondents answers in percent and averages.

Respondents have trust on their teams. 85% of the respondents strongly or partly agree, that they have their team's support also in challenging change situations. Only 12% of the respondents strongly or partly disagree. 76% of the respondents strongly or partly agree that they can control their work also in change situations and 24% partly or strongly disagrees. 72% of the respondents strongly or partly agree that they feel appreciated as employees. Still, almost every third of the respondents (27%) partly or strongly disagree. Question number 4 asked if employees experience that they receive enough feedback from their supervisors. 70% of the respondents strongly or partly agree and 29% strongly or partly disagree. Every third of the respondents (33%) don't experience their level of work-wellbeing being on good level at the moment. 64% of the respondents partly or strongly agree that their level of work-wellbeing is good. Next question was if employees experience that their work is organized well. Over half of the respondents (51%) partly or strongly agree, and 47% partly or strongly disagree (table 15).

Respondents don't consider that the change has affected their level of comfort at work positively. Only 26% of the respondents strongly or partly agree that change has affected

their level of comfort at work positively. Over half of the respondents (56%) strongly or partly disagree. Last question was about if change has affected employee's energy levels positively. More than every second (57%) of the respondents disagree with the statement. 25% strongly or partly agree and 18% were neutral (table 15).
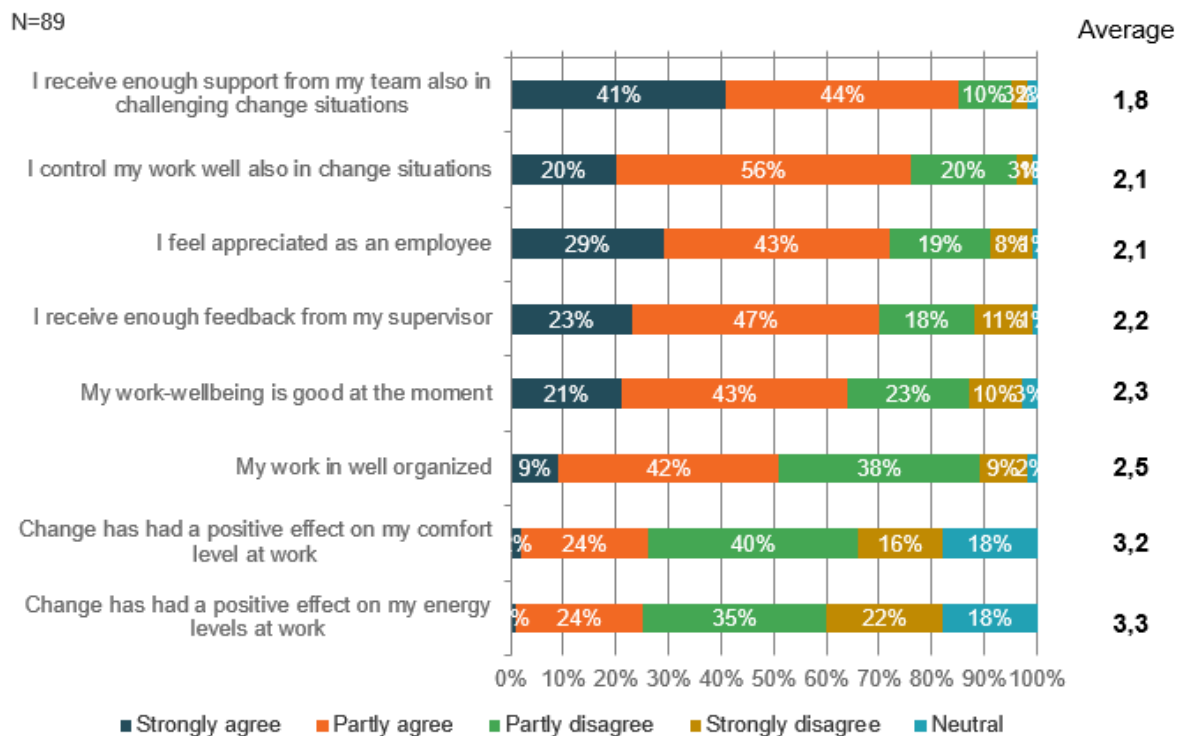

Table 15. Change and work-wellbeing.

Answer distribution between working departments related to change and work-wellbeing are presented in table 16 below. Employees working in online orders seem to be the happiest with their level of work-wellbeing. Although their average answer related to their work being well organized is on same level as on other department's workers. Cash line workers seem to have the best experience of their work being well organized and their difference towards customer service workers is 0,7. Cash line workers also consider themselves being appreciated as employees, whereas the average answer for the other department's workers is 1,9-2,2. Call centre's employees consider themselves the least appreciated with average answer 2,2. Call centre's employees also have the lowest level on work-wellbeing at the moment. Compared to online order workers the difference is 0,9. Online order workers seem to be happy with their work-wellbeing levels with the average answer of 1,7. In general cash line and online order workers average answers differentiate the most from customer service, call centres and sales employees answers (table 16).
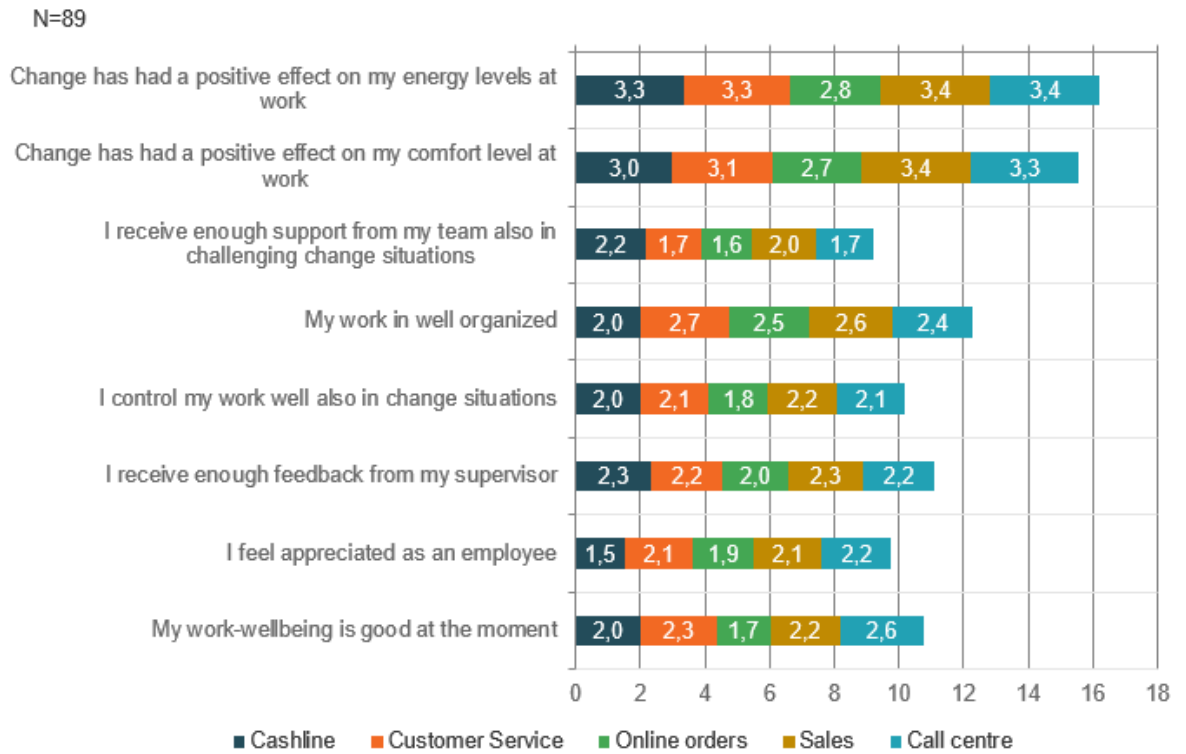
N=89

	Cashline	Customer Service	Online orders	Sales	Call centre
Change has had a positive effect on my energy levels at work	3,3	3,3	2,8	3,4	3,4
Change has had a positive effect on my comfort level at work	3,0	3,1	2,7	3,4	3,3
I receive enough support from my team also in challenging change situations	2,2	1,7	1,6	2,0	1,7
My work in well organized	2,0	2,7	2,5	2,6	2,4
I control my work well also in change situations	2,0	2,1	1,8	2,2	2,1
I receive enough feedback from my supervisor	2,3	2,2	2,0	2,3	2,2
I feel appreciated as an employee	1,5	2,1	1,9	2,1	2,2
My work-wellbeing is good at the moment	2,0	2,3	1,7	2,2	2,6

Table 16. Change and work-wellbeing answer distribution between working departments.

6.6. Open questions

This questionnaire had four open questions in it, one after each question category. First question encouraged respondents to give open feedback of the process related to the system upgrade. Total number of answers for this question was 34. Answers were coherent and focused on many technical problems that then caused a lot of extra work for the employees. Technical errors caused problems in logistical work, which lead to problems with orders and customer satisfaction. Respondents experience is that the change wasn't thought through and the system wasn't tested enough to be taken in use. Trainings were organized but employees consider that they were incomplete and organized either too soon or too late in relation to the amount and fast pace of changes. Respondents understand the reasons behind these changes but agree that the main system upgrade was incomplete when it was taken in use and this is why there were so many challenges related to the process. Respondents also highlighted the importance of sharing information and clear instructions that are same for everyone and thought well through. Respondents also shared their experiences on receiving more negative feedback from the customers throughout the change process.

''System update was unfinished when taken in use. When problems came across, instructions were updated frequently. The goal of this system update was to become more cost efficient and offer shorter delivery times for the customers. Goal wasn't fulfilled and the

change has had a negative impact on employees work-wellbeing and customer satisfaction.''

Next question was about employees' experience of communication and supervisor work. Total number of answers for this question was 19. Respondents are pleased with their supervisor's work and trust that they share the information for employees that they have. However, open answers show that respondents feel that their supervisors don't have enough information either, which is why help is not always available. Respondents see that ''management'' is more of responsible of lack of information and constantly changing and unclear instructions. Again, respondents wish to have more trainings that are organized on time and in person, rather than sending a lot of emails in short period of time.

''Supervisors are surely trying their best to communicate about the changes, but it's not enough since it seems that they don't have enough information related to changes. Instructions can change even on daily basis which makes our job more difficult.''

Last open question asked for respondents to share thoughts on how their work-wellbeing could be improved. 37 people answered to this question. Employees wish to have more time for their tasks so that the work-load could be kept on reasonable level. They feel that their work is sometimes overloading and they wish that work shifts and tasks would be organized better so that work load could be shared. They also again highlight the importance of open communication and information sharing. Fixing the problems on internal systems that are employees tools would help them to do their job without problems which will have a positive impact on their work-wellbeing. Employees also hope that changes considering system upgrades, would not be implemented unfinished, since computers and IT-systems work as their tools. Team activities, physical help such as massages or physiotherapy and psychological care were also mentioned in open answers.

''Company X should be more interested in its employee's wellbeing. Sometimes work-load gets too heavy and we're short-handed. Employees have to be more and more flexible all the time, which feels wrong.''

''Change usually brings problems along with it. The worst part is that many things that already work well are replaced and then changes can cause long-lasting problems on our working or even for the customers. It takes time to find solutions and founded solutions feel incomplete. Problems related to work-wellbeing consists of more than just one system upgrade, such as communication problems, inoperative systems, career possibilities etc.''

7. Discussion

In this chapter the findings and results of this quantitative research will be analysed and discussed through. This chapter also includes development ideas for company X based on the information received from the respondents. At the end of this chapter, reliability and validity of this study will be measured and presented. Final chapter presents writer's own learning outcomes throughout the process.

Goal of the study was to collect data from the comprehensive experience of change management from employees point of view during and after the process of an operative system upgrade. Topic was focused on four categories that were divided on: organizational change, management's support during change, change communication and changes impacts on work-wellbeing. Theoretical framework of this thesis was written based on research question and sub questions. Theoretical framework and the survey of this research support and follow research questions logically.

Research question of this study was ''How employees have experienced change management and how changes have had an impact towards their work wellbeing?''. Sub questions were created to support the research process for finding answers for the research question:

How employees experience organizational changes in general?
How employees have experienced the support of the management during change?
How employees have experienced change communication?
How the change has affected employees work-wellbeing?

Total number of received answers on this survey was 89. Survey was created successfully and the results answer to the research question. Positive surprise related to the results was the amount of open answers. First open question received 36 answers, second one 19 answers and third question received 37 answers. In total there are 10 pages of open answer data that was given to the commissioning company. Open answers offer valuable information for the managers and supervisors in the work place and at the same time it fulfils one goal of this research which was to create a chance for the employees to give feedback.

7.1. Conclusions

Employees readiness for change is overall on good level. Almost all of the respondents share the thought of changes being normal part of today's business and they are ready to

meet changes and adapt to them. As the theoretical framework covered, communication and sharing enough information related to the change leads to better results on adapting to the change. 99% of the respondents agree that they adapt for changes better when they receive enough information about it and communication is open through the process. It can be obvious that receiving more information helps to adapt for changes but still it should be highlighted more when implementing changes. Employees are able to adapt fast to changes but every second of the respondents feel that changes give them anxiety. Today's work life is hectic and changes happen in fast pace, so employees might feel that they have to be able to adapt for changes fast because it's ''normal''. Higher anxiety levels related to changes can tell about the fact that hectic and busy work-life where new changes are implemented all the time don't support employees wellbeing, but are still done to stay competitive and profitable.

Next question category was related to the change process of system upgrade that was executed in autumn 2020. Employees consider that the change is justifiable and the goals were clear to them, but over half of the respondents feel that they haven't received enough information and trainings about the change beforehand. Opinions related to time were divided in half. Half of the respondents felt that changes happen in appropriate pace and half of them disagreed. Even though employees own experience of their ability to adapt for changes fast is good, they feel that they haven't had enough time to adapt for this exact change process. Open answers repeated the same message about lack of trainings, information and time. Employees experience is that short trainings were given either too soon or too late and a lot of new changes were made in really fast pace. Instructions were given via email and the ''training'' meant learning new instructions while doing their regular job, without any extra time. Open answers also highlighted the fact that wanted changes should be tested in practise before executing them. Respondents have had experiences of receiving new instructions on how to do some work task and in a second instructions will be changed because the wanted way of working didn't work.

Cash line workers' responses seemed to differentiate the most from other departments answers. Employees working in online orders were the most satisfied to the change process based on their results. Cash line workers' might have had the least trainings and information related to the change if their working methods are not considered to change that much. After implementing the system upgrade, it was noticed that it has bigger impact on many things that weren't thought of. Employees working ways in online orders might have not changed so much so they have had better experiences of the process, since the received instructions and information related to the process have been the same as in cus-

tomer service and sales departments. As the theory base of this thesis also notes, a successful change leader is able to identify who are related to the change and take all of the stakeholders of the change in consideration. Also, sharing information throughout the change process and to be able to do it on time, is crucial to receive successful results. Based on the results of this survey, employees seem to be disappointed to how the change process was executed and they clearly wish to have more time, information and trainings related to new changes.

In conclusion, employees seem to be ready for changes and they are not change resistant in general, but this change process has been challenging and might have an effect on their readiness for change in the future.

Employees are overall happy with their supervisor's work and they understand that their supervisors are also in a challenging place where it can be hard to share enough information. Employees do have trust on their supervisors but communication related to changes could be done differently. Employees wish to have more face-to-face communication and communication via email is not enough. Communication styles vary with different people. In general emails can be an effective way of sharing information to many people at the same time, but in this case when employees have experienced changes to happen in very fast pace, informing through email can feel overwhelming. Emails in many cases don't offer a chance for discussion and sharing thoughts, which is why employees might wish to have more face-to-face communication and interaction. Different perspectives inside the organization offer value for the change process. Open communication and interaction between all of the stakeholders can bring out interesting innovations and ideas that usual decision makers don't even think about.

Change process has had an impact on employees wellbeing at work. Luckily over 60% of the respondents consider that their work-wellbeing is on good level, but over 30% of the respondents consider that their work-wellbeing is not that good. Survey results usually concentrate on the bigger picture, but numbers related to wellbeing should be taken in consideration more specifically. Every third of the respondents consider that their work-wellbeing at the moment is not good. It can be seen from the results and open answers how employees are tired after a long process of change and their comfort and energy levels are lower after the process. Based on the information received in open answers, many of them feel that there is too much work for them to handle. Over 40% of the respondents feel that their work is not organized well and open answers also highlighted the significance of sharing workload. Employees wish that their work could be lead better and they would get help on sharing work load and organizing their work tasks better. Work overload

is a significant risk for health and so forth a risk for organizations profitability. Effective leading of work-wellbeing is based on prevention, and as Kehusmaa (2011, 146-147) summarised it: the worst case scenario is that the new change that was created to become more profitable, leads to a situation where wellbeing of the employees starts to decrease and so forth the positive effects in profitability become overturned by the negative effects of work-wellbeing. However, results show that employees have trust on their team members and supervisors, most of them feel appreciated at work and they are able to control their work also in change situations.

7.2. Development ideas

Based on the results of this research I have gathered a list of possible development areas and ideas for upcoming change processes in company X.

Firstly, change processes should be well planned and totally thought through to avoid situations where changes are implemented and afterwards it will be noticed that it doesn't work in practise. Open interaction between management and employees working ''on the floor'' is highly desirable so that employees could support managements theoretical information with their knowledge from practise. Trust between employees and management can be strengthened by creating a space where information goes both ways, from top to bottom and vice versa. Employees practical knowledge should be taken in consideration in decision making and it would also increase the level of trust and appreciation. The importance of trust in a workplace has been studied widely. Trust improves atmosphere and wellbeing at work, reduces the need of control, increases the level of engagement, helps with change processes and increases the efficiency of communication. (Laine & Rauramo 2017.)

Successful business and functional organization is based on trust since it has an impact on many different factors. Employees highlight the importance of planning processes carefully. It's overwhelming if new system upgrades are launched unfinished and then problems are fixed along the way, since it creates new changes over and over again. Instructions should be well planned and based on working systems, so that instructions will not change every day and confuse people even more. Instructions should also be clear and same for everyone to create mutual ways of working.

In today's business work tools are computers and IT-systems that are created to help employees to do their job. It's important to develop used tools to work better, but these changes should be tested in practise before taken in use to avoid a situation where there are employees who have tools that don't work. Investing on test environments would help

with testing new implementations in practise and could also work as training tools for the users. Another development factor is related to timing and schedules. Information sharing related to changes should be planned so that the message will be shared on a right time. Trainings should not be organized too early or too late to avoid unnecessary use of time and resources. If trainings are organized 3 months before the ''launch'' of the change, people will forget about it. Then again if trainings are organized too late, people will be confused and might experience lack of confidence which leads to mistakes and other problems.

It's also important to identify who are mostly affected by the change and optimize information sharing based on it. All of the information does not concern all the users. Sharing information enough for the ones who are the most affected by the change will help them specifically but at the same time not overwhelm others when it's not necessary. Based on the results of the survey, employees also hope that there would be trainings related to bigger changes, and then again smaller changes can be communicated through email. Also coaching employees on how to read emails and upcoming information based on the relevance towards their job would help with developing skills on how to handle constant information flow.

Employees wish to receive more feedback of their work from their supervisors. Giving positive feedback throughout the year and not only in development discussions is free, easy and useful tool to engage employees and raise their level of motivation. Employees want to feel appreciated and be thanked about their work, especially in exceptional times such as during the year of pandemic crisis. Rewarding employees based on their work results is also desired and would help with increasing employees' motivation. Motivation will not increase by concentrating on things that organization didn't accomplish but rather focusing on what has been accomplished and how it works as a strong base for accomplishing more in the future. In general, genuine appreciation, trust and open communication form a strong base for work-wellbeing but also rewarding people for good work results is desired.

Finally, organizing and sharing workload would help employees to handle their work better. Encouraging employees to develop their competence would help with organizing work shifts and so forth sharing work tasks more even. If there are more people that have wide knowledge of different tasks, there are more hands to help when it's needed.

7.3. Validity & reliability

Trustworthy survey research is collected through one or more survey modes so that the produced information answers to the research questions, describes accurately the sample of research and can be even extended to individuals beyond the participants of the study. Reliability of the research means that the results of a study can be replicated, which means that the research is able to give results that are not coincidence. First, survey instrument has to be designed clearly so that the respondent would answer the same way if they were asked to repeat the survey. Reliability also means that a study could be replicated and the received results would be the same. In today's world this is highly unlikely, but the survey can be considered as being reliable when there are some similar trends in the results. (Andres 2013, 115, 123.)

If two different researchers reach the same result, the result can be seen as being reliable. Also, if a research is repeated and the same result is still reached with the same meters, the reliability of the research is high. Quantitative research includes many different statistical methods that help with measuring the trustworthiness of the meters. Validity means that the chosen research method measures exactly what it's supposed to measure. Problems in research's validity can be for example related to respondents understanding survey questions in a different way compared to the researcher. This becomes a problem if the researcher will analyse results based on their original way of thinking which leads to unreliable results. (Hirsjärvi, Remes & Rajavaara 2008, 226-227.)

Received number of responses in total in this questionnaire was 89. Questionnaire was sent to 170 people, which makes the response rate high enough. There were some problems with sending the questionnaire for the third working unit, since the response rate there wasn't high enough. Questionnaire wasn't shared by writer herself, so the possibility to have an impact on response rates was low. A reminder message couldn't be delivered on time for the employees in unit 3, which also lowered the response rate. However, two other units provided enough responses (82) and the received results were accurate and interesting. The reminder message was delivered on time for employees in unit 1 & 2 and it raised the number of respondents significantly.

Survey was tested multiple times before sending it to the respondents. It was shown for the supervisor of this research and managers in company X to ensure that the questionnaire form was clear, unambiguous and the questions were easy to understand. One concern related to the reliability of this study was that if this survey was done too late to measure employees' attitudes and opinions, since the biggest changes related to the system upgrade were done a few months ago. It could have been that respondents wouldn't

remember their feelings and thoughts about the process from the beginning, but the received results and open answers indicate that respondents understood the topic and had relevant information to share. They had a low rate on choosing the answer option ''neutral'' which correlates with the fact that respondents are aware of the research topic, chosen questions were understandable and the survey was on time.

Respondents also provided a lot of open answers, which points out that the chosen questions lead them towards giving more detailed information related to the topics. It was voluntary to answer to all of the questions, but there was only one question where one respondent didn't answer. Answers can be seen as being reliable, since this survey was 100% anonymous and all of the questions were formed in a way that respondents couldn't be identified based on their answers, so respondents could answer truthfully.

Company X provided a yearly survey of work-wellbeing approximately 1 month after this survey was published. The results of company X's work-wellbeing survey were similar to the results of this research which also strengthens the reliability level. Yearly work-wellbeing survey was wider than this survey, but there were questions that were similar to this survey's questions, and the results were compatible.

Using Likert's 5-step scale in this survey supported the validity of this research and it was the right method for forming the questions. Likert's 5-step scale is typically used to measure attitudes and opinions which this survey was about. Survey was divided in four different question themes: change/readiness for change, organizational change, change communication and supervisory work & change and work-wellbeing as the theory base of this thesis is also formed. Questions were based on the information in the theory base and so forth the survey, theory base and results are aligned. All of these together help the writer to provide development ideas for the commissioning company, which hopefully offers valuable information.

7.4. Learning outcomes

Writing this thesis has been a long process, that taught me a lot about management, leadership, change management, work-wellbeing and academic writing. The whole process took about 6 months and this time includes a lot of working hours at the workplace as well as at home after work, when writing this work. I managed to keep up with the schedule well and I think that 6 months for a work like this is reasonable. Research about change management was done for company X. Co-operation with company X was easy and successful since it's my workplace at the moment. I could use my work email for sharing the

survey to employees who work in company X, so it was easy to reach respondents via email.

It turned out that the topic of this research was very current, and many were interested in the topic and the results. In the beginning I was wondering if respondents would understand the topic and different themes of the survey, but when analysing results, it was clear that this topic has been in everyone's mind. Open answers were very comprehensive and employees clearly wanted to bring out their opinions and thoughts related to the change process. This was delightful, since one goal of this research was to be able to share employees' feedback and thoughts to the management. Results and open answers have been presented at the workplace in company X. Presentation was recorded and the results were also shared to other professionals and specialists in company X. This project turned out to be even more advantageous than what I thought beforehand. It was very nice to see that so many were interested in the results and it felt that this work is important.

Change management, communication and work-wellbeing are topics that are widely studied. This is why it was easy to find books related to the topic and it turned out that I used a lot of books rather than electrical sources. Writing the theory base of this thesis was actually really interesting and I found a lot of books that I will probably read more later on. This work definitely raised my interest towards developing leadership skills, management, change management and psychological wellbeing. Studying about these topics will help a lot in the future, and it's interesting to think about the thought things also in practise in every work place.

The hardest part related to the theory base was to keep the text coherent and limit the amount of information since there is so much information available related to these topics. Writing the whole work in English was also surprisingly challenging even though I use English almost every day. Creating the survey was pleasant and I managed to create it well to serve its purpose. Analysing results was difficult from time to time, since I had some problems when learning to use Webropol as a tool to create the survey. It was easy to use when I learnt it, but it took more time and practise to use it effectively than I thought.

In conclusion I managed to gather together a coherent theoretical framework of change management, communication and work-wellbeing that worked as a base for practical research that studied change management in company X. Survey was successful and received results were very interesting and beneficial for company X. The process increased

writers interest towards management & leadership skills, communication and importance of work-wellbeing. Objectives of this thesis were reached and the process of writing a thesis is accomplished.

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Appendices

Appendix 1. Relation of survey questions, research questions and theoretical framework

Research question	Theoretical framework	Question	Results
How employees experience organizational changes in general?	Change in an organization	Changes are part of today's business	97% strongly or partly agree 2% strongly or partly disagree
How employees experience organizational changes in general?	Change in an organization	I adapt to the change better when I receive more information about it	99% strongly or partly agree 1% strongly or partly disagree
How employees experience organizational changes in general?	Change resistance	I consider changes as chances	98% strongly or partly agree 2% strongly or partly disagree
How employees experience organizational changes in general?	Change resistance	Changes give me anxiety	51% strongly or partly agree 48% strongly or partly disagree
How employees experience organizational changes in general?	Change resistance	Changes are something we have to be able to adapt	90% strongly or partly agree 10% strongly or partly disagree
How employees have experienced change communication?	Change communication	Open communication helps me to adapt for changes	98% strongly or partly agree 2% strongly or partly disagree
How employees experience organizational changes in general?	Different stages of change	I adapt fast to changes	79% strongly or partly agree 20% strongly or partly disagree
How employees have experienced the support of the management during change?	Communication between employees and management	I have received enough information about the change before hand	47% strongly or partly agree 51% strongly or partly disagree
How employees have experienced the support of the management during change?	Managers support in change	I have received enough training about the change	31% strongly or partly agree 67% strongly or partly disagree

How employees have experienced change communication	Communication between employees and management	Working ways to support new system has been gone through well enough	32% strongly or partly agree 64% strongly or partly disagree
How employees have experienced change communication?	Communication between employees and management	Goals of the change are clear to me	63% strongly or partly agree 35% strongly or partly disagree
How employees have experienced the support of the management during change?	Managers support in change	Enough resources have been used related to the change process	25% strongly or partly agree 58% strongly or partly disagree
How employees have experienced the support of the management during change?	Managers support in change	I've had enough time to adapt for the change	42% strongly or partly agree 55% strongly or partly disagree
How employees have experienced change communication	Change communication	Change is justifiable	76% strongly or partly agree 18% strongly or partly disagree
How employees have experienced the support of the management during change?	Managers support in change	Changes happen in appropriate pace	45% strongly or partly agree 45% strongly or partly disagree
How employees have experienced the support of the management during change?	Managers support in change	I receive enough support from my superior during change processes	70% strongly or partly agree 29% strongly or partly disagree
How employees have experienced the support of the management during change?	Managers support in change	My supervisor has enough information about the change	59% strongly or partly agree 35% strongly or partly disagree
How employees have experienced change communication?	Managers support in change	Communication has been open during the change	67% strongly or partly agree 30% strongly or partly disagree
How employees have experienced change communication?	Managers support in change	I receive enough information about changes from my supervisor	63% strongly or partly agree 36% strongly or partly disagree

How employees have experienced change communication?	Managers support in change	I can get more information from my supervisor when I need it	82% strongly or partly agree 17% strongly or partly disagree
How employees have experienced change communication?	Communication between employees and management	I think that I can give feedback openly for my supervisor	90% strongly or partly agree 9% strongly or partly disagree
How employees have experienced change communication?	Communication between employees and management	Communication through email about the changes is enough	38% strongly or partly agree 59% strongly or partly disagree
How employees have experienced change communication?	Communication between employees and management	I wish to have more face to face communication related to changes	82% strongly or partly agree 13% strongly or partly disagree
How employees have experienced change communication?	Change communication	Communication in general has been done well	46% strongly or partly agree 48% strongly or partly disagree
How change has affected employees work-wellbeing?	Impacts of work wellbeing	Change has had a positive effect on my energy levels at work	25% strongly or partly agree 57% strongly or partly disagree
How change has affected employees work-wellbeing?	Change management and work wellbeing	Change has had a positive effect on my comfort level at work	25% strongly or partly agree 56% strongly or partly disagree
How change has affected employees work-wellbeing?	Leading wellbeing at work	I feel like I receive enough support from my team also in change situations	85% strongly or partly agree 12% strongly or partly disagree
How change has affected employees work-wellbeing?	Leading wellbeing at work	My work is well organized	51% strongly or partly agree 46% strongly or partly disagree
How change has affected employees work-wellbeing?	Leading wellbeing at work	I control my work well also in change situations	76% strongly or partly agree 23% strongly or partly disagree
How change has affected employees work-wellbeing?	Leading wellbeing at work	I receive enough feedback from my supervisor	70% strongly or partly agree 29% strongly or partly disagree

How change has affected employees work-wellbeing?	Impacts of work wellbeing	I feel appreciated as an employee	72% strongly or partly agree 27% strongly or partly disagree
How change has affected employees work-wellbeing?	Impacts of work wellbeing	My overall work-wellbeing is good at the moment	

Appendix 2. Questionnaire form

Arvoisa vastaanottaja,

Kohtaamme arjessamme varsinkin tällä hetkellä paljon muutoksia. Koemme muutokset eri tavoin ja siksi niiden vaikutusta työhyvinvointiimme sekä tapaamme työskennellä on tärkeää tarkastella.

Teen opinnäytetyötä liittyen muutosjohtamiseen osana Haaga-Helia ammattikorkeakoulun opintojani. Osana opinnäytetyötä on laadittu kysely, johon toivoisin sinun vastaavan. Kyselyssä kartoitetaan työntekijöidemme kokemusta muutosjohtamisesta, sekä tämän hetkisestä työhyvinvoinnin tilasta.

Kyselyn yhtenä aihealueena viitataan ▮▮▮järjestelmäpäivitykseen, joka otettiin käyttöön syksyllä 2020. Kysely on siis kohdistettu työntekijöillemme, jotka käyttävät ▮▮▮▮▮▮järjestelmää päivittäin työssään ja ovat **suorassa kontaktissa asiakkaidemme kanssa kasvotusten tai puhelimitse.** Tarkoituksena on selvittää syksyn aikana syntyneiden muutosten kokemusta sekä vaikutuksia ja antaa mahdollisuus jättää palautetta.

On erittäin tärkeää saada vastauksia mahdollisimman monelta muutoksiin eri tavoin suhtautuvilta henkilöiltä. Vastauksesi tuottaa arvokasta tietoa. 🙂
Kyselyyn vastaaminen vie 5-10min ja on täysin anonyymi. **Vastausaikaa on 1.1.21 klo 23:59 asti.**

Linkki kyselyyn: https://link.webropolsurveys.com/S/B155F2D77D65AD0A

Vielä tulosten luottamuksellisuudesta:

Tulokset käsitellään täysin anonyymisti, eikä julkaistuista tuloksista voida tunnistaa yksittäistä vastaajaa. Myös yrityksen nimi pidetään salaisena, eikä sitä tulla mainitsemaan opinnäytetyössä. Tulokset käsitellään tilastollisin menetelmin ja vastaukset esitetään prosentuaalisessa muodossa opinnäytetyössä, joka julkaistaan Haaga-Helian opinnäytetöiden tietoarkistossa. Tulokset esitetään myös kertaalleen työpaikallani ▮▮▮▮▮▮▮▮▮▮▮▮

Kiitos jo etukäteen vastauksestasi ja mukavaa työpäivää! 🙂

Change management and experience of changes from employees perspective

1. Working Unit

○ 1

○ 2

○ 3

2. Age

○ 18-25

○ 26-34

○ 35-45

○ 45-65

3. Current working title

○ Co-worker

○ Shift leader

○ Team leader

○ Manager

○ Something else

4. In which department you work usually?

☐ Cashline

☐ Customer Service

☐ Online orders

☐ Sales

☐ Call centre

5. Work experience in Company X in years?

○ 0-1

○ 2-4

○ 5-8

○ 8+

6. Readiness for change

	Strongly agree	Partly agree	Partly disagree	Strongly disagree	Neutral
Changes are part of today's business	○	○	○	○	○
I adapt for change better when I receive enough information	○	○	○	○	○
I consider changes as chances	○	○	○	○	○
Changes give me anxiety	○	○	○	○	○
Changes are something we have to be able to adapt	○	○	○	○	○
Open communication helps me to adapt for changes	○	○	○	○	○
I adapt fast to changes	○	○	○	○	○

7. Organizational change

Organizational change refers to changes related to the system upgrade

	Strongly agree	Partly agree	Partly disagree	Strongly disagree	Neutral
I have received enough information beforehand	○	○	○	○	○
I have received enough training about the change	○	○	○	○	○
Working ways to support new system has been gone through well enough	○	○	○	○	○
Goals of the change are clear to me	○	○	○	○	○
Enough resources has been used related to the change process	○	○	○	○	○
I've had enough time to adapt for change	○	○	○	○	○
Change is justifiable	○	○	○	○	○
Changes happen in appropriate pace	○	○	○	○	○

8. Open feedback of system upgrade

9. Supervisory work and communication related to the system upgrade

	Strongly agree	Partly agree	Partly disagree	Strongly disagree	Neutral
I receive enough support from my supervisor in change situations	○	○	○	○	○
My supervisor has enough information about the change	○	○	○	○	○
Communication has been open through the process of change	○	○	○	○	○
I receive enough information from my supervisor related to the change	○	○	○	○	○
I can get more information from my supervisor when I need it	○	○	○	○	○
I think that I can give feedback openly for my supervisor	○	○	○	○	○
Communication through email is enough	○	○	○	○	○
I wish to have more face-to-face communication related to changes	○	○	○	○	○
Communication in general has been done well	○	○	○	○	○

10. Open geedback related to supervisory work & communication

11. Change & work-wellbeing

	Strongly agree	Partly agree	Partly disagree	Strongly disagree	Neutral
Change has had a positive effect on my energy levels at work	○	○	○	○	○
Change has had a positive effect on my comfort level at work	○	○	○	○	○
I receive enough support from my team also in challenging change situations	○	○	○	○	○
My work in well organized	○	○	○	○	○
I control my work well also in change situations	○	○	○	○	○
I receive enough feedback from my supervisor	○	○	○	○	○
I feel appreciated as an employee	○	○	○	○	○
My work-wellbeing is good at the moment	○	○	○	○	○

12. How your work-wellbeing could be improved?