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Supervisors' Role in Subordinates' Well-Being at Work

– How Organization Can Support Supervisors in
Well-Being Leadership



Master's Thesis | Abstract

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Supervisors' Role in Subordinates' Well-Being at Work

- How Organization Can Support Supervisors in Well-Being Leadership

An organization's human capital and profitability are strongly dependent on its employees, which is why it is important for the organization to support the well-being of its employees. The thesis, based on a case study in a Finnish organization in the food industry, aims to shed light on how supervisors can effectively support their employees' well-being and how organizations can, in turn, support their supervisors in this endeavor. This study is particularly relevant in the context of recent studies in Finland, which have highlighted the need for improved well-being at work.

The theoretical framework was created by examining the subject's literature, articles, and research. Additionally, the case organizations' own guidelines and studies were used as the study's base. The study was conducted by interviewing supervisors and Human Resources representatives using a semi-structured method, and interviews were analyzed using coding.

According to the study, close and frequent discussion between supervisors and subordinates is the most efficient method of supporting subordinates' well-being at work. For that it is essential for supervisors to have enough resources for their leadership work. Supervisors have to craft stable and clear job descriptions and targets for their subordinates and be able to plan and prioritize their teams' work properly. To enable this, it is essential for management to concentrate more on well-being-oriented decision making than concrete tools and methods used for well-being leadership.

Keywords: well-being at work, supervisory work, leadership

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Niina Raitala

Esihenkilöiden rooli alaisten työhyvinvoinnissa

- Kuinka organisaatio voi tukea esihenkilöitä hyvinvointijohtamisessa

Organisaation inhimillinen pääoma ja kannattavuus on vahvasti riippuvainen organisaation työntekijöistä ja tämän vuoksi on tärkeää, että organisaatio tukee työntekijöidensä työhyvinvointia. Viimeisimpien tutkimusten mukaan työhyvinvoinnin tila Suomessa on yleisesti heikolla tasolla. Opinnäytetyö perustuu case-tutkimukseen suomalaisessa ruokateollisuuden alalla operoivassa yrityksessä. Opinnäytetyön tarkoitus on selvittää, kuinka esihenkilöt voivat tukea työntekijöiden työhyvinvointia ja edelleen, kuinka organisaation voi tukea esihenkilöitä tässä työssä.

Teoreettinen viitekehys koostuu aiheeseen liittyvästä kirjallisuudesta, artikkeleista sekä tutkimuksista. Lisäksi tutkimuksen perusteena on käytetty case-organisaation aiheeseen liittyvää omaa ohjeistusta sekä aikaisempia kyselytuloksia. Tutkimus on tehty esihenkilöitä ja henkilöstöhallinnon edustajia haastatteleamalla puoli strukturoituna haastattelututkimuksena ja haastattelut on analysoitu koodaus-menetelmällä.

Tutkimuksen mukaan läheinen ja säännöllinen esihenkilön ja alaisen välinen keskustelu on tehokkain tapa tukea alaisten työhyvinvointia. Sen mahdollistamiseksi on tärkeää, että esihenkilöillä on riittävästi resursseja esihenkilötyöhön. Esihenkilöiden pitää muodostaa alaisilleen vakaa ja selkeä työnkuva sekä tavoitteet ja heillä täytyy olla mahdollisuus suunnitella ja priorisoida tiimensä työtä huolella. Jotta tämä olisi mahdollista, on tärkeää, että johto keskittyy työhyvinvointiin jo osana päätöksentekoa, ei ainoastaan erilaisiin hyvinvoinnin johtamisen työkaluihin ja metodeihin.

Asiasanat: työhyvinvointi, esihenkilötyö, johtaminen

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1 Introduction

Work-life is changing continuously, requirements in work, technical development, and changes in living environment shape the working culture. Change also has an impact on well-being at work. This thesis concentrates on well-being at work and how supervisors and organization can support positive well-being. The thesis aims to understand which topics challenge supervisors' possibilities to support employees' well-being at work.

1.1 Background

The Finnish Institution of Occupational Health has had a project related to well-being at work in Finland and its changes between November 2019 and December 2022. According to the survey, well-being at work has not increased during the research period, even though the impact of the Covid-19 pandemic on work-life has decreased. The survey found that work engagement, workability, and burnout symptoms have slightly increased. Especially the attitude towards work and capability to concentrate have decreased. *The level of well-being at work has declined, especially among people with lower and middle-level degrees and people with less than ten years of work experience.* (Kaltainen & Hakanen 2023)

To increase well-being at work, organizations must concentrate on the methods and tools they use to support the employees' well-being. According to a survey by the Work Force Institute at UKG (2023), employees consider supervisors and managers to have high impact on their well-being at work. At the same time, *supervisors' well-being might be low, and they experience stress, which negatively impacts employees' well-being.* Often, even supervisors are encouraged to concentrate on their own and subordinates' well-being at work and good leadership, simultaneously, they are responsible for driving results, implementing new guidelines and facing other requirements. Even though organizations often have good and structured methods to lead work well-being,

it is challenging for employees and supervisors to use the methods in practice together with the other expectations.

The UKG's survey points out that organizations' Human Resources and top management do not always have the same view on employees' work well-being compared to how employees experience the situation. According to the results, *90 % of the management considered the methods and tools in use to be sufficient, whereas only 50 % of the employees experienced the same. From a well-being point of view, it would be vital to understand what creates the gap.* Are the methods in use insufficient or unrecognized and used throughout the organization? (UKG 2023)

The subject of well-being at work is very complex as the experience of well-being is not only connected to work. Well-being is in relation to the surrounding world, economic uncertainty, and personal life outside of work. The well-being project of the Finnish Institution of Occupational Health points out that, for example, the war in Ukraine has increased the experience of unsafety and has further a negative impact on well-being. It is essential to understand how organization and supervisors can still support the well-being even if they cannot impact all the components of the subject. (Kaltainen and Hakanen 2023)

1.2 Objectives

This study concentrates on work well-being in a case company. The case company operates in the food industry business, mainly in the area of North Europe. The research group is limited to one sub-organization of the company, consisting of white-collar employees working in expert positions. *The case company regularly follows the employees' level of work satisfaction and well-being at work by questionnaire.* Similar well-being trends as the Finnish Institution of Occupational Health survey are recognized in the organization. *The study aims to discover how supervisors can support employees' well-being at work and recognize current obstacles.* Furthermore, it gathers information

and creates recommendations for the organization on how they can support supervisors more effectively within their well-being leadership.

1.3 Research questions

The study concentrates on employees' well-being at work, in more detail, *what supervisors' role is in subordinates' well-being, and how they can support their well-being*. The organization uses different methods to support the employee's well-being and guidelines for supervisors to emphasize the well-being. An essential part of the study is to understand *how supervisors can use these tools in practice and how the organization could better assist supervisors in well-being leadership*.

Well-being at work is a vast subject, and several areas impact well-being. The research aims to discover what kind of knowledge supervisors currently have about well-being and leadership of well-being in general and how well they know the methods used in their own organization. It studies what supervisors consider the most impactful topics for well-being at work and what tools supervisors currently use to support well-being. Based on this, the following research question is formed:

How can supervisor promote subordinates' well-being at work in their daily supervisor work?

For an organization to be able to support supervisors in their work, it is essential to understand what supervisors find difficult in well-being leadership and what they consider to be easy and in control. The organization has methods and tools to support well-being at work, and the supervisor is an essential link between these methods and employees. The purpose of the study is to gather knowledge, *determine if supervisors recognize these methods, and determine how they promote these to the subordinates. Do they find current tools useful, and do these work in practice, in everyday work?* It is also important to determine what should be changed and what kind of help supervisors need in well-being leadership. The purpose is also to recognize which requirements or

demands may harm supportive leadership work. If possible, concrete ideas of the organization's support should be collected from the supervisors. Based on this, the following research question is formed:

How can an organization support supervisors to promote subordinates' well-being at work?

Research results will be used in the organization's Human Resources department to improve supervisor support.

1.4 The case organization

The case company operates in the food industry business, mainly in the North European area. The organization produces a wide selection of fast-moving consumer goods for wholesalers in the Nordics and Baltics and other customers worldwide. This study concentrates on a specific part of the organization, which provides various kinds of internal administrative services to the case group. Members of the target organization are located mainly in the capital area of Finland. Employees work in different kinds of white-collar specialist roles. *The target organization has 140 employees and around 30 supervisors.*

In the case company, each sub-organization has a dedicated responsible Human Resources Director from the Human Resources organization. Responsible directors report to the Head of People or, in some cases, to the Head of Business. The Head of People and the Head of Business, in turn, report to the Group Chief Executive Officer. In the target sub-organization, there is also a Human Resources Partner who reports to the Human Resources Director.

The group's Human Resources organization also has its own separate Well-being Team. Their task is to develop, implement, and measure the strategy for well-being and work ability management. This work is done in cooperation with internal and external counterparties, like occupational health care service providers, pension, and social security institutions. Additionally, the Well-being

Team supports and trains managers and supervisors in well-being at work-related topics and participates, for example, in workability negotiations. Well-being Team advice and trains also employees. Each sub-organization in the group also has a dedicated contact person from the Well-being Team.

2 Literature review

The Finnish Ministry of Social Affairs and Health Work defines *well-being at work* with the following words: *work is safe, healthy, and pleasant*. On a larger scale, it is a combination of several aspects and *is always also an individual's personal experience of the situation*. Well-being at work is built together with the employee and employer. (STM 2023)

It can be considered that an individual's experience of good well-being at work is dependent on three aspects. Experience positive feelings, like joy, happiness, and general satisfaction, is the first aspect. Secondly is the experience of meaningfulness; work should be meaningful to the person him-/herself, but also the experience that an individual's work is meaningful by colleagues and the organization is important. Lastly, positive, appreciative, and trustful relationships impact how flexible, motivated, and positive attitude a person has towards work. (Larjovuori et al. 2015, 20-21)

2.1 Relevancy of well-being at work

Well-being at Work Research Group has studied how individuals' experience of well-being level impacts their work and workability. According to the study, a positive experience of well-being increases work satisfaction, work engagement and motivated feelings towards work. In contrast, negative experience decreases the meaning of work and increases the level of stress and the possibility of burnout. (Työhyvinvointi.fi 2023)

On an organizational level, well-being at work impacts to the organization's productivity and effectiveness. A smaller number of sick leaves and lower voluntary employee turnover also raise the organization's profitability. In the long term, a good level of well-being also influences the employer image and customer satisfaction. (Työhyvinvointi.fi 2023)

Juhani Kauhanen (2016, 17-18) has described the importance of well-being at work by following cause and effect relationship (Picture 1). Actions towards better well-being directly impact employees and the organization's economic situation, but they also indirectly impact the economic situation and overall profitability.



Picture 1. Well-being impact to organization's success (Kauhanen 2016, 18).

Traditionally, flexibility, profitability and efficiency have been named solutions for an organization's success. Nowadays, an organization's intellectual capital, like innovativeness and capability for regenerating, has risen as an additional aspect of success. Intellectual capital consists of organization structure and social capital, how the organization is managed, what kind of culture, trust and ways of working there is, but also on human capital and employees, their motivation and attitudes towards work, capability and personal characteristics. The impact of intellectual capital on success is relevant, especially in service sectors, where business depends on human capacity. (Manka and Manka 2023, 67-68)

According to Riitta-Liisa Larjovuori and colleagues (2015, 14), human capital impacts an organization's success as the employees' knowledge and competence define the organization's capabilities. Employees also impact how

agile and flexible the organization is. Additionally, personnel's commitment to the organization and level of motivation and well-being impact how farsighted, innovative, and regenerative the organization's performance is.

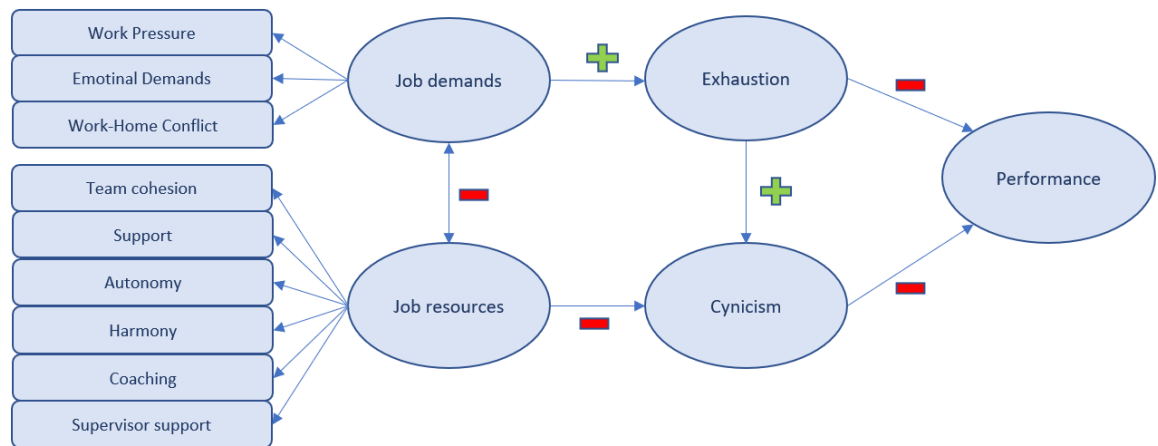
2.2 Job demands – resources -model and work engagement

Well-being theories have, in their early history, been individual-oriented and concentrated on physical symptoms instead of the individual's holistic experience of well-being. Step-by-step theories have taken a more versatile perspective on the subject, and it has been learned that well-being at work is dependent on the individuals' own resources but also on work and work conditions. In the 1990s, Martin Seligman started including more positive aspects in well-being research. By recognizing and cherishing job resources and positive features of work and individuals, it is possible to increase well-being at work. (Manka and Manka 2023, 91-96)

Job demands-resources -model categorized working conditions into two categories. *Job resources refer to the positive features of work, how the physical, psychological, social and organizational aspects stimulate personal growth and development*, support goal achievement, and reduce the negative impact of job demands. *Job demands instead refer to physical, psychological, social and organizational aspects, which require negative physical or mental effort.* (Demerouti et al. 2001, 502)

According to the theory, *job demands and resources impact well-being and work performance.* In the following (picture 2), working conditions are split into job demands and resources, and how these impact work performance is described. *Job demands correlate with exhaustion and a negative well-being trend, whereas job resources correlate with work engagement. If an individual experiences high job demands, it increases job exhaustion, or if job resources are missing, it increases cynicism and disengagement.* According to theory, if an individual experiences both high job demands and low job resources

simultaneously, it leads to low well-being at work and, furthermore, to low performance. (Demerouti et al. 2001, 508-509)



Picture 2. Job demands-resources model (Bakker et al. 2008, 5).

Nowadays, positive feelings and motivation towards work are called work engagement. It describes the best possible level of well-being at work. However, it does not mean that work is always fun and pleasant, it is a general experience and with its help, individuals can also cope with adverse situations at work. (Hakanen, 2011, 38-39)

Work engagement relates to energy, engagement, and immersion and how work causes these feelings. This experience itself already increases well-being, but additionally, it has a further positive impact on an individual's mental and physical health and work performance. Work performance positively impacts the organization's success, and health positively affects an individual's personal life. People who experience work engagement are proactive, motivated, productive, and committed to their work. They also support and feel positive about their colleagues. In their personal lives, people are healthier, have a feeling of joy, and are satisfied with their lives. This also impacts their families and friends positively. (Hakanen, 2011, 38-41)

Promotion of work engagement can be divided into four main aspects: work content, organizing of work, and social and organizational resources. Concrete

items to impact these aspects are listed in the following (Hakanen, 2011, 52-69):

Work content:

- versatile and developing work
- independency
- instant feedback from colleagues and supervisor
- meaningful work
- interaction and the possibility of supporting others

Organizing of work:

- clear role description and targets
- possibility to impact on decision making
- flexible and personal life-supporting work time

Social resources:

- supportive supervisor and work community
- the feeling of justice
- the feeling of trust
- feedback and appreciation
- kindness and considerate behaviour
- experience of colleagues' work engagement
- team spirit and team's resources

Organizational resources:

- an experience of supportive organization and appreciation
- an experience in that given promises are kept
- positive and supportive atmosphere
- successful recruiting, understanding of career bath
- constructive and safe development and performance discussion process
- possibilities for rewarding and career bath development

- positive and family life-supporting culture
- psychological safety and work continuity
- sufficient technical solutions and resources
- attitude supporting well-being and cooperation between management, human resources, occupational health care and employees

2.3 Well-being capital

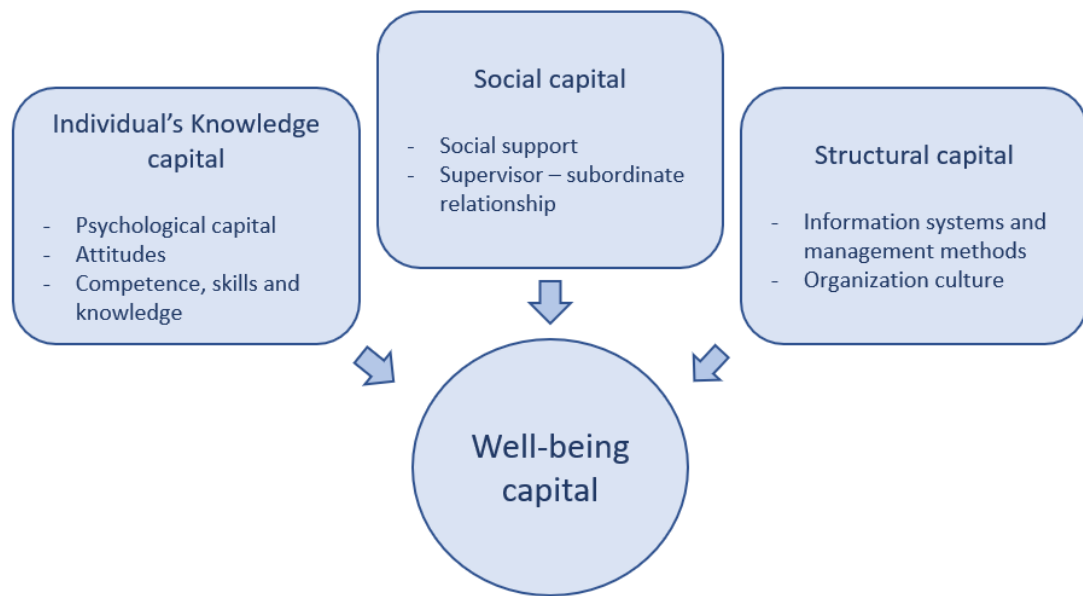
Larjovuori and her colleagues (2015, 9,11) have studied human capital and how it impacts efficiency, work careers and well-being at work. *Human capital refers to employees' intellectual resources, like individual competence, knowledge, and attitude, which enable individuals' and organizations' success.* Human capital is part of intellectual capital. The other aspects of intellectual capital are social capital and structural capital. Social capital is about individuals' and teams' relationships, for example, how much trust, cooperation, and shared norms there are between each other. Structural capital is about an organization's infrastructure, for example, what kind of systems, processes and ways of working there are. *Human capital, social capital, and structural capital depend on each other; if one of these aspects is missing, the other aspects are less beneficial for the organization.*

Human capital can be considered as an investment for the organization. It is possible to positively impact human capital by ensuring resources, rewarding and developing personnel and, in general, enabling good well-being. On an individual level, a person can invest in owning human capital, for example, by educating him-/herself or taking care of their mental and physical health.

(Larjovuori et al. 2015, 9)

In the research, Larjovuori and colleagues add *psychological capital as an additional aspect of human capital. Psychological capital refers to mental resources like self-confidence, resilience, and optimism.* It is considered that *when leadership is supportive, and there is trust shown towards the employee, employees also increase their own psychological capital, feeling of work self-*

esteem and capabilities. In the research, intellectual capital was also viewed from a well-being point of view. According to research, well-being at work impacts how well human capital can be used in the organization. Based on this, the term Well-being capital is derived, and the structure of well-being capital is described in picture 3. (Larjovuori et al. 2015, 26, 31-32)



Picture 3. Well-being capital (Larjovuori et al. 2015, 32).

To ensure that an organization can utilize the well-being capital, *well-being capital should be actively developed*. Larjovuori and colleagues mention that well-being as a strategic resource is not yet used in many organizations. Another challenge for developing well-being capital is the management's low commitment to well-being leadership and limited supervisor resources to learn and develop their well-being leadership skills. Therefore, *ensuring enough supervisor resources and well-being-oriented decision-making in the organization is essential*. (Larjovuori et al. 2015, 36-37)

2.4 Five aspects of well-being at work

Well-being at Work Research Group from Tampere University and Tampere University of Applied Sciences has studied well-being at work. According to the

research group, good *well-being impacts work satisfaction and engagement. Work satisfaction can be supported with positive feedback, the feeling of success in work, exciting content of work, sufficient compensation and the feeling of social and physical safe.* Work engagement can depend on the balance between an individual's experience of his/her ability and the challenge the work gives. On an individual level, good well-being at work positively impacts productivity, work satisfaction, work motivation and morale, work community skills and workability. (Työhyvinvointi.fi 2023)

The research group has named five aspects which support well-being at work. **Organization** can impact employees' work well-being in several ways, for example, how much well-being is considered in decision-making, whether employees can impact decisions, and whether they feel they are listened to in general. Organizational culture and behaviour also influence well-being. The second aspect of the research is **the work community** within the organization. *A positive atmosphere, good social interaction, and a supportive culture positively affect work well-being, whereas conflicts and a lousy work atmosphere increase stress and add to negative well-being.* (Työhyvinvointi.fi 2023)

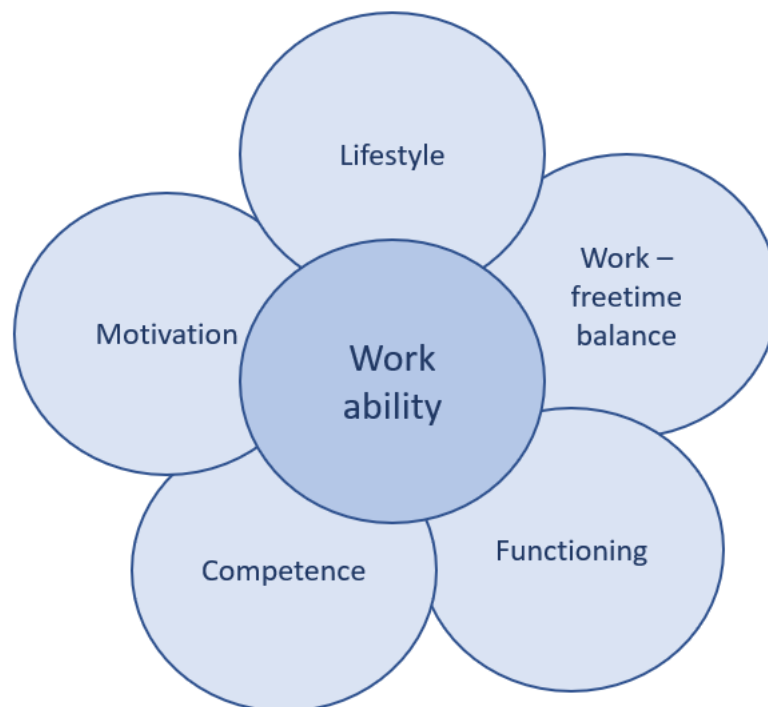
Wellbeing at Work Research Group finds **leadership** also impacting well-being at work. With good leadership, the supervisor can support the experience of control in work, justice and a good atmosphere. Supervisors are additionally essential links between the organization's well-being actions and individuals. According to the study, the *servant leadership style especially supports well-being leadership.* The supervisor also impacts subordinates' *job description, further impacting well-being at work. Balanced work, where resources are sufficient, targets are clear, and subordinates feel control in work, promotes well-being.* (Työhyvinvointi.fi 2023)

The fourth aspect is **the job** itself, how well job resources and demands are balanced. *Well-being depends also on individuals' own characteristics.* For example, an individual's work experience, resilience and personality influence how a person experiences work and the aspects mentioned above. Additionally,

a person can impact well-being with their own concrete actions, for example, taking physical care of themselves. (Työhyvinvointi.fi 2023)

2.5 Work ability

Well-being at work is in close connection to an individual's workability. In a broad context, an individual's workability depends on the balance and compatibility between work and the individual's resources. According to the Finnish Institution of Occupational Health, workability depends on how meaningful the work is felt and the experience of one's competence. Additionally, the sense of community in the work community and the open and trusting atmosphere support work ability. Picture 4 describes the factors which impact workability. It is closely connected to an individual's personal life and how a person sees him-/herself capabilities in the work context. (TTL 2023)



Picture 4. Factors affecting individual's ability to work (TTL 2023)

2.5.1 Operating environment impact to well-being

In addition to organization, supervisor and individual's experience of work, well-being at work depends on the surrounding world and the individual's experience of it. According to Manka and Manka (2023, 12), the operating environment and political and economic situation can impact well-being and well-being at work. In previous decades, work has become more digital, and in close history, for example, Covid-19 and related fast transition to remote work and war in Ukraine have changed the environment more uncertain and impacted people's experience of safety and life values. This kind of experience reflects further expectations about organization and work.

Different generations also experience both work and operating environment differently. According to research by TAT (Toiminnan avulla työelämään), the younger generation appreciates equal, stable, and safe work environment. Work should not be too stressful, the working environment should be pleasant, and the communal spirit in the organization should be good. According to research, 32 % of young people are worried that they cannot cope with future work life as it will be too demanding and stressful. (TAT 2022)

2.6 Towards better well-being at work

Individuals, organizations and supervisors can all impact well-being at work. In the following, well-being development is described from all these perspectives.

2.6.1 Well-being at work and individual

The Finnish Institution of Occupational Health (FIOH) highlights an individual's responsibilities for well-being. Individuals should not only take care of but also develop their physical and mental health and the ability to work. It is also important to recognize the factors that affect the ability to cope, own resources and work motivation. According to FIOH, an individual should also have a

responsibility to raise their voice if the ability to work or well-being decreases. (TTL 2023)

Taking care of one's competence is also essential for well-being at work. Realistic assessment of one's competence and recognizing and improving professional skills increase professional confidence. Active discussion, contribution, and development of ideas in the work community further impact the community spirit more positively. (TLL 2023)

2.6.2 Well-being at work and supervisor

The supervisor is a vital link between the organization and the employee and has an essential impact both on the employee's well-being at work and also on the broader perspective of the experience of how supportive the organization is felt. Supervisor's social support can be categorized into four types. *Emotional support* promotes the experience of caring, trust and personal consideration. *Instrumental support* is about concrete assistance, tools, training and, for example, career development opportunities, but also enabling resources to ensure a needed level of autonomy and work–free–time balance. The third category is *informational support*. Good communication about targets and deadlines, as well as sharing information in general, supports employee engagement. Lastly, *appraisal support*, given feedback, and fair performance evaluations support employees' understanding of their own performance. (Kelloway 2017, 151-152)

Even though social support is divided into different categories, it is essential to understand that *employees' experience of well-being at work is more complex and combines the abovementioned categories*. For example, a supervisor ensuring needed resources and supporting in career planning impacts how caring the supervisor is felt to be. (Kelloway 2017, 152)

Larjovuori and colleagues' research about human capital emphasizes that human capital is important, especially in change situations. They name the following actions and how supervisors and management can support

employees in changing work. Instead of concentrating and preparing for possible threats, it would be better to emphasize the options the change enables. It is also relevant to give room for subordinates' feelings and doubts and ensure a psychologically safe environment for discussion. When the subordinate can process the change and has enough time and resources to discuss and criticize it freely, it supports the transition to the new situation. (Larjovuori et al. 2015, 15)

Manka and Manka (2023, 182,186) also promote positive leadership as an important tool to support subordinates' well-being at work. Positive leadership concentrates on strengths instead of weaknesses and promotes positive feelings and experiences. They also describe what features supervisors should develop and cherish to ensure positive leadership.

- *Fair and equal organizing of work.* Supervisors should ensure that basic needs to perform work are fulfilled and involve subordinates in decision-making.
- *Exemplary and reliability.* Supervisors' decision-making should be consistent and ethical.
- *Emotional intelligence and psychological support.* Leadership should be coaching, listening and safe, supervisors should be able to give both positive and constructive feedback.
- *Caring for subordinates.* Supervisors should follow subordinates' workload from a psychological, cognitive, affective, and physical point of view. It is relevant to be able to discuss this openly and safely.
- *Promoting subordinates' creative and critical thinking.* Supervisors should inspire their subordinates to think and find new possibilities while ensuring that shared goals and targets are clear and used as a base for development.
- *Managing optimism.* Supervisors have an important role on cherishing a positive atmosphere at the workplace.

2.6.3 Leadership methods

Sonnentag and her colleagues highlight in their article about health and well-being at work *the importance of supervisors' behaviour and leadership methods*. High-quality leadership methods, like transformational leadership and relationship-oriented leadership, positively impact both long-term and daily well-being, whereas *destructive leadership methods decrease the subordinates' well-being*. The methods used impact how meaningful subordinates, for example, experience the work. Supervisors can also influence subordinates' physical health and well-being by emphasizing health awareness and good work-life balance through their behaviour and role models. (Sonnentag et al. 2023)

Transformational leadership concentrates on promoting common interests and motivating and committing employees to work towards the same goal. According to the method, when employees are aware and committed to the goal, the work experience becomes more meaningful. In Kelloway's and colleagues' research about transformational leadership and its relation to employee's psychological well-being, it was found that *transformational leadership correlates with employees' experience of trust and well-being at work*. (Kelloway et al. 2012. 39,52)

Dubbelt and colleagues raise leadership methods as essential to work satisfaction and well-being. In their study, it was learned that *when a supervisor trusts, gives freedom and sets high enough goals for the subordinate, it also increases the job crafting behaviour and furthers job satisfaction*. For example, SMART is one of the methods to support subordinates. *The SMART method consists of specific, measurable, attainable, relevant, and timely goals*. (Dublet et al. 2019, 312)

Janne Kaltainen and Jari Hakanen have also researched servant leadership and its impact on well-being. *In servant leadership, the supervisor appreciates subordinates' self-directive and encouraging working style*. In the method, subordinates' *work is optimally challenging, they receive feedback on their*

work, and they are allowed to be accountable for their work performance. The main finding of the research was that servant leadership increased work engagement and decreased burnout. (Kaltainen 2022, 28-43)

2.6.4 Supervisor's well-being at work

Liisa Mäkelä and colleagues have studied, based on the Leader-Member Exchange theory (LMX), how supervisors' well-being at work impacts the team and subordinates. According to LMX theory, every supervisor-subordinate relationship is different, and supervisors significantly impact what kind of LMX relationship is formed. *A positive LMX relationship is based on trust, and both parties are motivated to cooperate and reach the same goal. This kind of relationship also has positive outcomes, it promotes, for example, well-being and good work performance.* On the contrary, in a negative LMX relationship, communication is often limited and is mainly work-oriented. (Mäkelä et al. 2021)

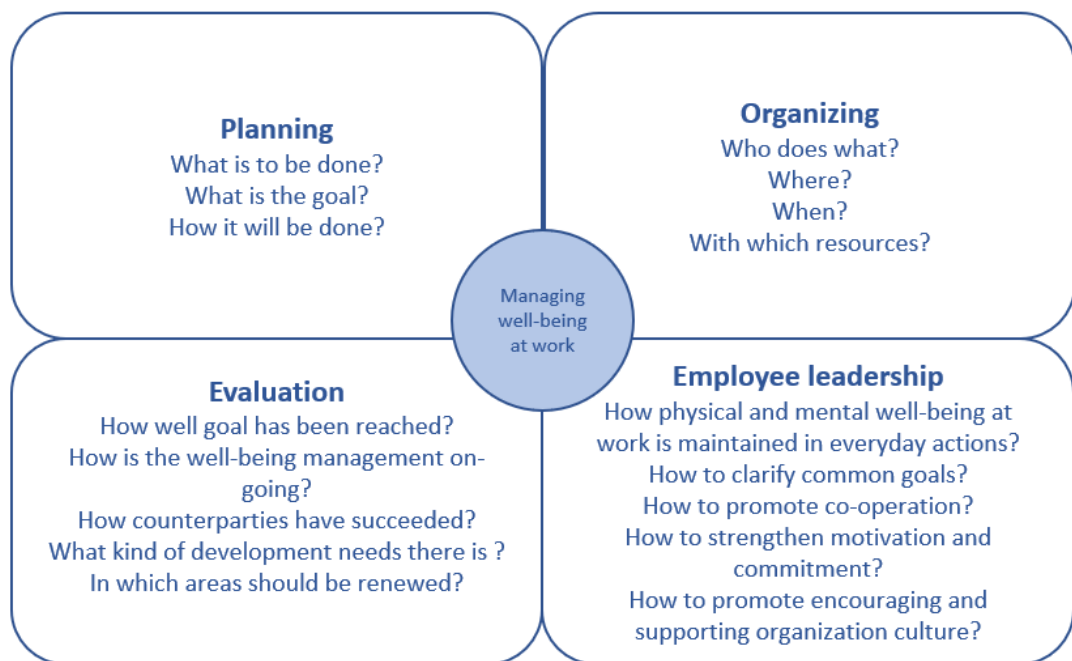
According to the research results, *a supervisor's low well-being at work correlates with a negative LMX relationship.* It could be seen that *the supervisor's cynicism spreads to the team and subordinates.* If the supervisor had a good level of well-being at work, it did not substantially impact the team's and subordinates' well-being. (Mäkelä et al. 2021)

2.7 Well-being management in the organization

Finnish Universities have collected information about well-being at work in Finland and how organizations can support supervisors in well-being leadership. Whereas the supervisor affects employees' well-being at work, the organization significantly impacts its well-being management and how a supervisor can promote well-being-oriented leadership. According to Focus-project, well-being management in the organization means comprehensive management focusing on general guidelines, how well-being in the organization is led, the goals and methods for well-being management, and how well-being

levels and actions are measured and developed. *Well-being management also ensures needed resources, roles and networks for well-being actions and additionally supports supervisors in their well-being leadership.* (Fokukseen.fi 2023, 24)

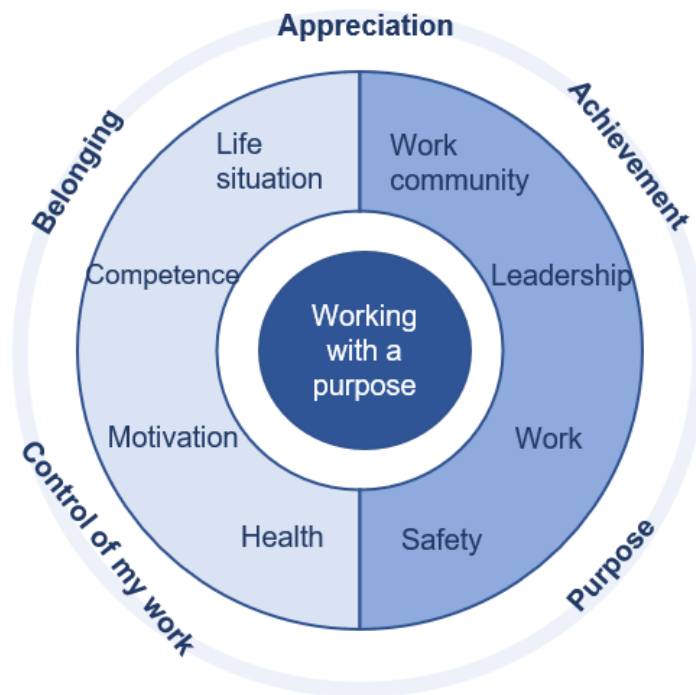
The Focus-project's fields of well-being management work are described in picture 5. It starts with the planning phase to understand the goal and actions for developing well-being. *After planning, it should be defined how the actions are organized, by whom, when and with which resources the management is done.* Employee leadership is an essential part of well-being management as it *concentrates on concrete actions and details how well-being development can be utilized.* The fourth field of well-being management is evaluations. It is also vital to *systematically measure well-being management* to understand the level of well-being and how planned actions have supported the experience of well-being (Fokukseen.fi 2023, 30)



Picture 5. Fields of well-being management work (Fokukseen.fi 2023, 30).

3 Background study for the research

In the case organization, well-being at work is one of the focus areas. The importance of people, how they are led, and the values fostered are acknowledged and driven by organizational strategy. The experience of well-being is considered to be a very individual experience, and therefore, there is no simple rule to cover the topic. To create understanding and a base for well-being discussion, *the case company has created its own well-being framework for the organization. The well-being framework is described in picture 6. (Case organization 2023)*



Picture 6. Well-being framework in the case organization. (Case organization 2023)

The individual is placed in the centre of the well-being framework; this means that each person has a significant impact on their own well-being. If a person is not interested in caring for their own well-being, it is challenging for others to support and cherish their well-being. In a work context, a person feels there is a purpose for the work. (Case organization 2023)

The second layer in the circle describes different components which impact an individual's well-being at work. The right side of the circle contains components from the workplace. For example, how remarkable *feeling of belonging a person has towards the work community and what kind of job description a person has. Leadership style and supervisors also have a high impact on well-being as well as on safety, both physical and mental feeling of safe.* The lighter left side of the circle describes components which depend more on the individual, like *one's own motivation, the situation in private life, and the situation in the work life cycle, meaning, for example, being newly graduated, heading to parental leave or closer to retirement.* (Case organization 2023)

The third circle of the well-being framework illustrates *the feelings good well-being can bring to individuals. Employees have a feeling that they are appreciated and are part of the work community. They also experience control of their own work, a feeling of achievement, and a purpose for work.* (Case organization 2023)

The framework can be used in several ways; it can be used, for example, for personal self-assessment or as a discussion frame within a team. Using the same framework, the organization has also described (picture 7) what kind of well-being methods and tools the organization has in use. Well-being methods are described later in this chapter. (Case organization 2023)



Picture 7. Well-being actions in the case organization. (Case organization 2023)

3.1 Different roles in supporting well-being at work

The case organization recognizes four important roles impacting well-being. An individual has a crucial role in work well-being; the person has the responsibility to manage him-/herself and also take care of their well-being and health. These are often small actions in everyday life. People should also lead themselves and value good work-life balance.

In the organization, supervisors also play an essential role in subordinates' well-being. *Leadership should be coaching and support achievement.* It is essential to define *clear roles, guide, and have open discussion and feedback with subordinates.* To have *the correct person for the right task*, supervisors should *ensure subordinates have enough competence*, smooth processes, and the ability to constantly improve the work. This increases the experience of positive well-being described in the well-being framework's outer circle: achievement, purpose, appreciation, belonging and control of work.

Occupational healthcare takes care of several well-being-related tasks, not only examinations and treatments but also guidance, advice, occupational well-being support and workability negotiations.

The fourth role is within Human Resources. The case organization has a specific Well-Being team as part of Human Resources. The team is responsible for the organisation's well-being at work strategy and its development and implementation. *The well-being teams' role is to raise awareness of the topic inside the organization and train and support individuals and supervisors in cooperation with occupational healthcare service provider.*

3.2 Well-being supporting methods

The case organization promotes shared responsibility for well-being at work.

For individuals, it can be concrete small actions, but also a question of lifestyle. A healthy life, good quality of nutrition, physical exercise and taking care of recovery are promoted. Additionally, it is recommended, for example, to have decant breaks during the work day and concentrate on *a good work-free-time balance.*

Supervisors are encouraged to be proactive when it comes to well-being at work. Supervisors are also educated to understand how they can support well-being with their leadership, for example, how much positive feedback culture, good communication, and clear roles and responsibilities support subordinates' well-being at work. Supervisors' well-being at work is also promoted. It is recognized that trusting team members, social support from colleagues, and good work-free-time balance support supervisors' well-being at work.

3.3 Status of well-being at work in the case organization

In the case organization, *employees' well-being is measured in several ways. External partner arranges yearly employee engagement survey to all organization members. The survey measures five themes: engagement,*

alignment, inclusion, team leadership and well-being from employees' point of view. Results are compared to other Nordic organizations' benchmarks and the previous year's results. Additionally, team-level results are analysed and compared against organizations' total results. Measures are used at the management and team levels to form improvement actions towards better employee engagement.

The well-being team follows and reports key performance indicators related to sick leave statistics. In 2021, the Regional State Administrative Agency arranged an occupational health and safety inspection in the case organization as part of a national employer awareness promotions project. A survey about psychosocial stress factors at work was also made as part of the inspection. Results of the inspection are summarised in a later chapter of this study, but *in general, results raised awareness of low levels of work well-being.* After the inspection in 2022, as a recommendation from the Regional State Administrative Agency, the organization's occupational health service provider made an additional survey about work well-being.

3.3.1 Results of previous employee engagement surveys

In the yearly employee engagement survey, well-being has been followed as a separate theme starting from 2020. The following results include only the target groups' survey results within the organization. When comparing results between themes during 2020-2022, it is clear that *well-being has lower results compared to engagement, alignment, inclusion, and team leadership themes.* The score is rated from 0 to 100; for *well-being, it is around 56, as for other themes, the score varies from 78 to 92.* In the area of well-being, there is an apparent decrease in scores between 2020 (72.0) and 2021 (56.3), *and the general well-being score for 2022 is also only 56.2.* Scores in other themes have remained stable, but for example, when measuring the employer Net Promotor Score (eNPS), there has been a slight decrease between 2020-2022.

When analysing well-being scores in more detail, *the ability to cope with the workload and organizations' sufficient focus on well-being gave the lowest scores in 2021 and 2022*. During the 2020 survey, well-being was not measured on a detailed level. The survey itself did not take any stand for the reasons which lead to low well-being results. During the follow-up period, there were several topics which might have impacted the result. For example, a long period of full remote work due to the Covid-19 pandemic might impact results. *There had also been some organisational rearrangements during the period*. Additionally, as the experience of work well-being is subjective, other occasions outside the work can also have influenced on it.

3.3.2 Results of Regional State Administrative Agency's inspection

Inspection made by the Regional State Administrative Agency in 2021 concerned the same target group as this study. In the related survey about psychosocial stress factors at work, stress factors were split into three main groups: *work arrangement-related factors, work content-related factors and work community's social functionality-related factors*. They were measured on a scale of 0 (not at all stressful) to 5 (stressful most of the time). According to the survey, there were *harmful psychosocial stress factors in the organization, especially in the area of work arrangement (2,58) and work content (2,48) related factors* (Figure 1). The inspection report mentioned the following topics as the primary causes of stress: *excessive workload compared to working time, ambiguities in the job description and responsibilities, continuous interruptions in work and concentrating on several tasks simultaneously*.

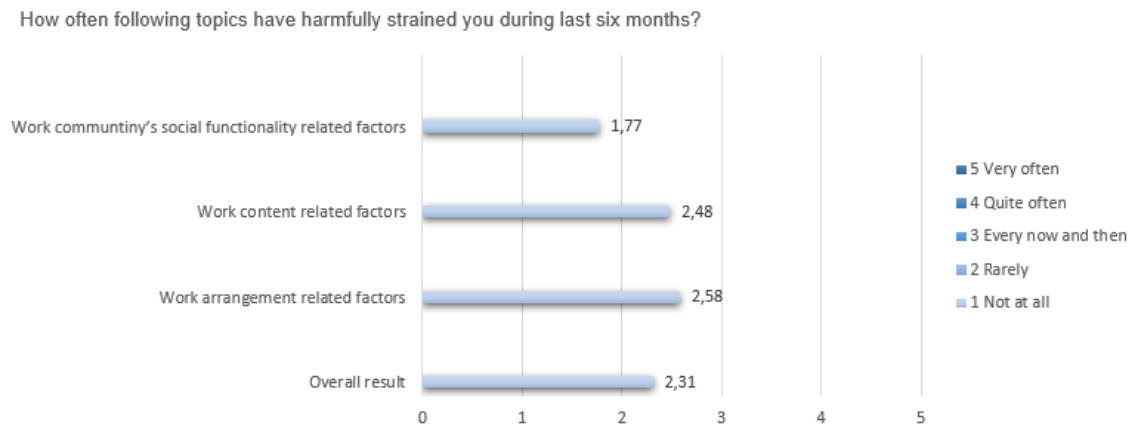


Figure 1. Work strain during last six months

In the inspection, it was brought up that *more than current actions to improve work well-being were needed*, and for example, an additional survey by occupational healthcare was recommended.

3.3.3 Results of occupational healthcare's work well-being survey

The purpose of the work well-being survey, made in the spring of 2022, was to measure the target groups' well-being and work-related stress levels and raise employees' awareness of their own level of stress. After answering the closed questionnaire, respondents got immediate personal feedback on their stress level and additional instructions to contact occupational healthcare if needed. The survey results were compared to the benchmark group, consisting of 17,000 employees from 80 different companies. The survey was made in two parts, first to supervisors and in the next stage to employees.

The main result, the level of stress, is summarized in Figure 2, and according to *the survey, over 50 % of respondents experienced apparent stress related to work. In contrast, in the comparison group, the result was 26 %*. Stress-related symptoms were especially sleeping disorders, fatigue, irritability, problems concentrating and memory. *35 % of the respondents felt they could continue similar work habits for less than two years (comparison result 28 %)*. *The experience of being rushed and strained was the primary reason for increasing*

stress. Respondents also felt they had *problems recovering from work*, and the *joy felt at work was shallow*. From the target group, 74 % fully agreed or somewhat agreed that they were missing the joy of work, whereas the comparison group figure was 46 %.

When analyzing only *supervisors' results*, 60 % of the respondents felt *apparent work-related stress*. Also, for example, sleeping disorder symptoms increased from 36 % to 45 %. *Two main stress impactors were rush and strain in work (70 %) and the length of the work week*. 50 % of the supervisors worked 45 or more hours a week, whereas in the benchmarking group, the comparison figure was 14 %. Also, recovery from work and joy felt at work were lower than among all respondents. In the survey's conclusions, *especially the supervisors' well-being, were pointed out to be very alarming*.

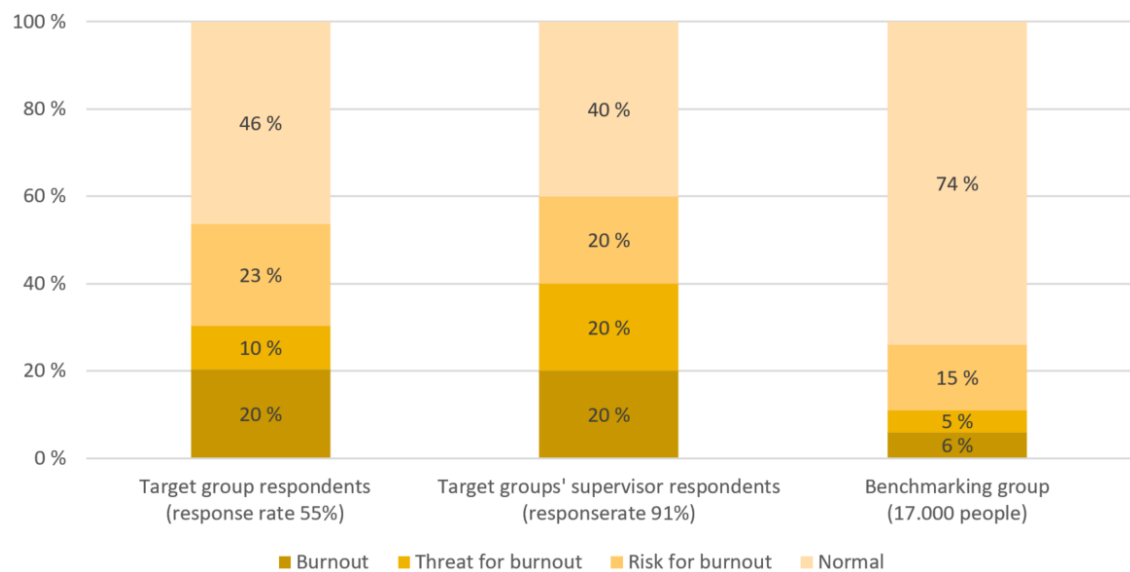


Figure 2. Level of stress according to occupational health survey

4 Research design

4.1 Methodology

The research was done as a case study. The target group was one sub-organization within the case company. The sub-organization consisted of white-collar employees who worked at the headquarters office and provided internal services to the company. Data was collected by interviewing supervisors and Human Resource representatives.

In this thesis, the research questions aimed to seek internal data and explanations. At the same time, questions were exploratory and *aimed to find solutions for earlier measured well-being issues.*

The semi-structured interview was selected as the research method as it allows interviewees to progress their thoughts and ideas about the research subject iteratively. In semi-structured interviews, topics are determined in advance, but there is still flexibility to ask additional questions and concentrate on the most important topics from the interviewee's point of view. (Klenke et al. 2016, 123-139)

Even being careful, the interview is only a partially objective method to collect data, and the interviewer has to be careful with the wording. The interviewer must also ensure that the semi-structured interview does not lead to the expected direction but is based on the interviewees' honest opinions and comments. (Klenke et al. 2016, 123-139) The reliability of the data is analysed in more detail in Chapter 4.3.

4.2 Data collection process

Data for the research was collected in two steps. In the first part, the target population was the case organizations' supervisors. In the second part,

organizations' Human Resource representatives were interviewed to determine whether there were similarities between the answers.

4.2.1 Target population and sampling

Sampling within the target population was done carefully. As W. Paul Vogt recommends in his book *When to Use What Research Design* (2012, 34-36), interviewees must have enough deep understanding and experience of the subject. The number of interviews usually depends on the research questions. As in this case study, the research questions are exploratory, *so the number of interviews was kept relatively small, concentrating on a deeper understanding of the topic within each interview.*

The research was planned to *interview five to ten supervisors* using a semi-structured interview model. The target population was *all supervisors in the target sub-organization*. The target population, *the list of the supervisors, was provided by Human Resources*. The list also included information about supervisors' job grading, working years and department. *The purpose was to include supervisors from all departments, with all job grading levels and different amounts of working years. The department was used especially as a weighting method, meaning departments were represented in the sampling group in the same relation as each department had supervisors in the research population. Also, job grading was considered the same way.* Weighting ensured, at the same time, a diverse but realistic picture of the target organization.

For Human Resource representatives, there was no sampling as they were not part of the target population, but the interviews were conducted based on their expertise and position in the organization.

4.2.2 Interview structure for supervisors

The target group was *contacted via email two to three weeks before the possible interview*. A transcription of *the contact letter is available in appendix 1*. If a target group member was willing to take part in the study, time and interview channel were agreed upon separately. At the same time, the general-level interview structure, the research privacy notification, and information about the study were shared with the interviewee. The planned time for the interview was one and a half hours.

In the first round, a contact letter was sent to nine supervisors, and three interviews were agreed upon. The target was to have five to ten interviews, which would mean 25-50 percent coverage of the target population. A second contact round was made. Different supervisors were contacted, but the relation of department and job grading was considered the same way as in the first round. Six contact letters were sent in the second round, and four interviews were agreed upon.

Interviews were held in the local language, either via Teams video connection or in a face-to-face meeting at the office. Interviews were recorded if the interviewee gave permission. At the beginning of the interview, general information about the research and privacy information were shared with the interviewee. Also, the structure of the interview was repeated. Before the interview, permission for the interview was asked from the interviewee.

Appendixes 2 and 3 present the structure of the interview and the interview questions. After general information about the study was presented, basic questions, like the number of direct subordinates and work experience, were asked. Interview questions were created based on research questions and results from the organization's previous internal studies. Also, possible additional questions were planned in case there would have been difficulties in receiving any information or thoughts from the interviewee.

After the interview, interviewees were also given the possibility to give additional comments and thoughts anonymously via the Webropol survey link. The link was sent to them via email after the interview, and it was highlighted that these answers were anonymous for the author and that the answers would be treated with the same privacy level as the interview.

4.2.3 Interview structure for Human Resource representatives

Human Resource representatives were interviewed using the semi-structured interview model, as the research questions were exploratory. The purpose of the interviews was to collect a wider view of well-being leadership and what issues are recognized within the theme.

The interview questions were planned but left room for free discussion. *Interview questions are presented in appendixes 2 and 3.*

Interviews with the representatives were first agreed upon by email, and the interview timing was agreed upon. The interview was kept confidential, and no personal-level data was discussed. *Persons were interviewed separately, and interviews were recorded if agreed with the representatives. All recorded and written interview data will be deleted after the master's thesis is finalized. Meanwhile, interview data is stored on the organization's shared drive, which only the author can access.* These GDPR topics were also discussed with the interviewee at the time the interview was agreed upon and repeated at the beginning of the interview. Interviewees were also informed of how and when they would hear the results of the study.

4.2.4 Data analysis

Supervisor interviews were analyzed with a coding method to find what kind of patterns there are within the data and between interviews. The method helps the author to structure and find the most relevant parts of the data. (Auerbach and Silverstain 2003, 35)

All supervisors and Human Resource representatives allowed to record the interviews via Teams. First, all interviews were transcribed into written text. The written text was coded based on different themes impacting well-being.

After the supervisor's interviews were coded, Human Resources' data was analyzed using the coding method. It was analyzed if there were similarities with the supervisors' answers.

4.3 Reliability of the data

Interviewing is an effective research method to find new and different perspectives. At the same time, the interview situation and the content of the interview are always subjective experiences. For example, the interviewer's and interviewee's current emotions, rush and chemistry between participants can impact how questions and answers are understood and interpreted. (Vogt et al. 2012, 148-149)

As the target of the research was to understand how supervisors experience work well-being leadership and what kind of obstacles they find in it, the interview was the most reliable method to seek their own impressions, feelings, and thoughts about the subject. To ensure trust and comfort in the interview, interviews started with a general discussion and simple general questions. The interview time was also optimized to be long enough for free answers. Even with these actions, the subjectivity of the interview method can never be entirely eliminated.

Another aspect impacting the reliability of the data is the interviewer's objectivity. Even if this is a recognized and acknowledged risk, *the interviewer can never be entirely objective. Own experiences and feelings can impact, for example, how the interviewee's answers are understood and interpreted.* (Vogt et al. 2012, 148-149) *As the author of the research also worked in the case organization,* it was decided, for example, not to interview her own supervisor to ensure as objective results as possible.

Meaning can also diminish the reliability of the research data. In an interview, the interviewee can understand the questions differently than meant, and the interviewer can misinterpret the answers. (Vogt et al. 2012, 148-149) In *the semi-structured interview, asking additional and clarifying questions to increase understanding* is possible. At the same time, it increases the complexity of the interview to keep focus on the main subject and not to transfer the discussion out of the scope.

5 Research findings

Based on interviews, supervisors considered that well-being was at a better stage compared to a year ago. According to their discussions with subordinates, the level of well-being in most functions was not yet good enough, but the trend was positive and changing in a better direction. One supervisor out of seven felt that the team's well-being had not improved during the last year.

Human Resources representatives' experience of employees' well-being was parallel with supervisors'. *Even employees commented that the amount of work had increased*, and the discussion was considered to be more positive than a year or two ago. In general, *it was found positive that well-being is brought to awareness and discussion about it has become more open*.

During the supervisor interviews, it was found that supervisors consider well-being and how to affect it differently. For some, it was more *concrete* methods, like a company supporting financially with free time activities, while for others, it was more about *strategy*, organization culture, and how functions are managed. In all interviews, it was still recognized that *well-being at work is a combination of several different aspects*.

In the interviews, six main themes could be recognized, which, according to supervisors, affect the subordinates' well-being the most. These themes are explained in the following. If supervisors raise specific needs or development proposals related to the theme, these are described at the end of each theme. Additionally, Human Resources representatives were interviewed about the same themes, and their answers are represented after the supervisors' interview findings.

5.1 Functional level goal setting

Half of the interviews raised uncertainty, *the rapidly changing work environment*, and the capability to react to these changes as *a threat to well-being*. The

higher-level strategy and targets driven by this strategy are clearly communicated and stable. However, when targets flow on a more concrete level as goals in the organization to different functions, there comes more unclarity and *difficulties in prioritizing between all the goals*. It was found problematic when each function in the group defined its own lower-level targets and related goals. The challenge is that *reaching the goals often requires support from service functions*. This results in a situation where *the service organization receives several requests with the same priority from different parts of the organization. Requests might be inaccurate, and the amount of resources, requirements, and exact timing of the requests are hard to estimate*. Additionally, these requests are often *communicated at a late stage, making the planning in service organization even more difficult*. 43 percent of the supervisors mentioned that urgent requests, sudden changes in prioritization and new goals also come from top management, not only from other functions.

In teams where supervisors feel that the team can concentrate on agreed goals, team members have support from their own supervisor to act according to agreed goals, and there are not too many changes or constant prioritization issues between different tasks, also found the well-being level in the team better.

Supervisors found it positive that nowadays, in the biggest and highest priority projects, communication is done in a good, timely manner, and service functions are already involved in the project planning phase. However, at the same time, it was still found that the information comes from yearly team and personal goal-setting points of view sometimes too late. *Supervisors found it inconsistent and unmotivating for subordinates if agreed prioritizations and goals change constantly and harm also the relevancy of the individual performance management process*. One supervisor raised those changes, and constant prioritization between requests harm also consistency of one's own management work.

Projects, organization, and process development, in general, were not found to be negative; on the contrary, they were found to be needed and necessary.

When supervisors were asked how they currently manage rapidly changing work and goals, *communication was the most crucial method. Change itself can raise uncertainty about subordinates' future roles and expectations, as well as doubts about sufficient personal competence.* In successful supervisor experiences, they had repeatedly and openly discussed the situation, its impact on the individual and reasons for change.

Development proposals from supervisors

The constant change in work life requires good adaption skills and employee resilience. In the interviews, *some supervisors found it difficult to find methods to support subordinates in these situations, how to support subordinates' adaption skills and their resilience to readjust to new situations?*

Supervisors also raised the capacity requirements for upcoming years; it was recognized that several exciting and motivating projects are ongoing at the same time as normal daily operations must be run. They felt that *it will be challenging for supervisors to support their team and well-being, even if people are motivated, the amount of work will be overloading.*

Development proposals from Human Resources

When interviewing representatives from Human Resources, they raised *management decisions and target setting as important impactors for well-being.* From the Human Resources point of view, they would like to *raise the importance of well-being as part of decision-making.* They also consider raising awareness of this as one of their most important but at the same time most challenging topics in Human Resource work.

Related to resilience, Human Resource representatives highlighted the *importance of communication.* Based on their experience, repetitive and open communication is vital when supporting subordinates in adapting to changing situations. At the same time, it was raised that *leadership, in general, is all about communication, there is no longer a need for separate change management, it should be integrated into daily leadership.*

5.2 Fragmented work

Typical specialist work consists of several different responsibility areas. According to supervisors, there can be different daily responsibilities and additional project work, which might be added on top of the regular daily work. *Broad responsibilities cause simultaneous requests, tasks and deadlines and increase the level of negative stress if there is not enough time to do all the required work.*

Service functions typically have also *several different stakeholders*. They cooperate with the group, different business units, and inside the service organization. Several stakeholders *increase the number of requests, especially ad hoc requests*. This *makes the prioritization more challenging but also makes the work more fragmented*. In service organizations, ad hoc requests often override everyday tasks and thus increase the workload pressure. In the interviews, it was raised that functions should have more common targets between functions or at least a shared forum between functions to *manage the prioritization*.

Most essential projects were usually recognized and easily prioritized, both on the supervisor and subordinate level, but it was found to be more difficult for the next prioritization level tasks. Supervisors raised that teams should work more strictly according to functions roadmap instead of ad hoc requests, but it was felt that this had not happened yet.

Supervisors thought *open and honest discussion was the key to handling subordinates' workload*. It was essential to understand *what subordinates' work consisted of, how much tasks took time and if there were specific areas where support was needed*. Many of the supervisors mentioned that it is also essential to *understand the work content itself, it helps supervisors estimate the workload*.

Supervisors recognized themselves that even though they basically know what subordinates' work consists of, they are *not aware of all the requests and ad hoc tasks they reserve from different stakeholders*.

In general, *prioritization* for supervisors meant *which tasks should be done first, which tasks can be left for later stages, whether someone else can take care of the tasks, or whether some of the tasks are not done at all*. At the same time, it was recognized that *prioritization was only theoretical*. Even though prioritization was discussed and done together, *it did not reduce the work*. In the research, supervisors criticized the possibility of supervisors prioritizing. Requests come from several different stakeholders, and these are all important from stakeholders' point of view.

In teams where the workload was in control, and there was enough time to recover from high season peaks, it was considered that there was also time to concentrate on developing the teams and processes. Timing of the *development* was found necessary and it is *possible only when people are not too overloaded with other tasks*.

Supervisors also felt they could affect the workload with their daily actions. Leading by own example and concentrating on decent work – free time balance also encourages team members to act the same way.

Within interviews, all supervisors considered that *supporting and helping subordinates in prioritization is a vital supervisor task and has a high impact on well-being*. Supervisors discuss prioritization with their subordinates mainly in the one-to-one discussions, in some teams, it was more based on the request, in others, it was constantly part of the one-to-one discussions.

There were differences between teams in how prioritization was done. In one of the teams, there was a transparent process of prioritizing tasks and, in which order. The model was also communicated clearly inside the team. Whereas in most of the teams, prioritization depended on the situation and was done case-by-case.

Some of the supervisors highlighted that *real support in prioritization is first the dare to prioritize and decide which tasks will be done and which not to be done and, secondly, clearly communicate this with the subordinates.*

Additionally, defining and communicating *the required quality of the tasks was essential. Supervisors felt that subordinates easily prioritized tasks according to their own ambitions and not necessarily according to the team's prioritization order.* Three out of seven supervisors found it also problematic that subordinates set goals for work quality according to their own criteria, even if the organization would have set the goal lower. *It was often considered to be challenging for the supervisor to make the subordinate understand if there were lower qualities required than the subordinate would like to perform.*

According to the interviews, there was *no clear model or tool that would support supervisors in work prioritization, especially in terms of how to prioritize tasks that are below the top five prioritization.* The project portfolio used within the organization was considered to be still in the early phase and on a very high level, so it could be used for daily resource allocation at the moment. It was also considered that *supervisors are not always in the position to decline some of the requests*, instead, they concentrate on how to prioritize these in the most effective way.

Development proposals from supervisors

In general, ineffective resource allocation and lack of recourses were considered to be a risk for well-being at work. When asking supervisors what would help them in prioritization and supporting prioritization, they highlighted that service organizations should have more possibilities to guide businesses and other functions on how function-related processes are run instead of running their processes according to stakeholders' requests. It was felt that the service organization has a good understanding of the whole organization and their ways of working, and this knowledge should be utilized more.

There was a clear *need to harmonize the work of service functions provided for different businesses.* Harmonized processes would require fewer resources,

and work would become more flexible. *Management's*, especially outside of service function, *support and engagement* to new guidelines and processes was found to be necessary, this would ensure the development to implemented also in practice.

Additionally, the culture of prioritization was questioned by supervisors, *instead of prioritization, there should be clearer filtration, which tasks will be done and what will not be done at all*. Especially two of the service functions raised that there is a need for a better prioritization process, for example, a separate prioritization forum, which would consist of all functions and prioritization could be defined together.

Development proposals from Human Resources

Human Resource representatives emphasized *good relationships between subordinates and supervisors* when asking about prioritization.

Individual's *resilience increases when they can openly discuss and share their concerns with the supervisor*.

Human Resources raised the same need for harmonization when considering other concrete methods to support prioritization. It was experienced that employees' well-being decreases when there are several different ways of working within the same process. This increases the fragmentation of work. *In harmonized processes, there is one agreed process, and exceptions for the process are delimited or even forbidden*.

Whereas supervisors raised that work is changing to more administrative and less dependent on colleagues, Human Resources raised that *close dependencies in work processes increase the work pressure and forward impact on well-being*. They consider employees are not able to affect work prioritization, it is often in a given model.

5.3 Job description and its constant change

In the interviews, supervisors considered *the work content to impact well-being significantly*. Exciting and motivating work improves work well-being, but at the same time, it was sometimes challenging to combine a motivating job description and the team's goals. *According to supervisors, work has changed from operative work to more administrative. It was felt that some subordinates experienced this change negatively.*

Team members' competence might also challenge the forming of the job description, *in some cases, competence was not high enough*, but also the other way around, it was felt that *there were not enough possibilities to support an individual's career path for talented subordinates*. In general, open, two-way discussion about career paths and job descriptions was found essential to be able to motivate the subordinates.

Properly communicated strategy and the team's commitment to the target is essential for the organization, but it also helps the individual to understand his/her role in the organization and increases the meaning of work. Supervisors raised that clear *communication about team's and individuals' goals and, further, how goals impact individuals' responsibilities positively affects well-being and further subordinate's work performance.*

In the interviews, it was considered that *the responsibilities inside the team and the job descriptions in general were unclear* in some of the teams. When asking about the reasons for unclarity, changes in goals, new tasks and projects, and changing work requirements were raised as reasons. Two supervisors especially mentioned that *change itself is not problematic, but too many changes simultaneously are*. Pressure for changing work content comes from several directions: changes in processes required by legislation, changes in stakeholders' ways of working, employee turnover and other organizational changes. Supervisors felt that changes *lead to situations where people constantly perform tasks outside their own, agreed job description*. It was also recognized that in change situations, people might additionally *continue working*

with old responsibilities even if it was expected those to be ended. In some cases, this happens *even without the supervisor being aware of it*.

Interviewees raised that they are not always aware of all the tasks their subordinates do and how much the tasks and different responsibilities take time. This also leads to *non-updated job descriptions and difficulty managing the work content*. One of the interviewees highlighted the need for agility, subordinates should be more flexible and agile so that changing work environment would not burden the well-being.

In the interviews, supervisors raised the orientation and sparring work inside the team as one challenge. Especially in teams with new colleagues or changing responsibilities, it was felt that it is *necessary to have a clear structure for orientation*. However, it was recognized that not all teams had been successful in this. In general, *the specialist work orientation period was considered to take much time and to have a relatively long-term impact on other team members' workload*. This was considered more challenging, especially in teams with low employee turnover, where people are familiar with organization culture and processes and have strong team maturity levels. It was also raised that changes in work and, for example, changes in the organization increase uncertainty and, as a result impact well-being.

Development proposals from supervisors

It was considered that *work will be even more administrative and fragmented in the future*, mainly due to the development of automation and artificial intelligence. The working environment was expected to become also faster, *stakeholders expect fast reactions and responses*. People need to have a comprehensive knowledge of various topics and the capability to process several topics simultaneously. Development and change in work itself can be positive for some people, but *they can also threaten well-being*. Supervisors raised that *they would need tools and a better understanding of how to support subordinates in a changing work environment, how to support their agility and have better tolerance of discomfort zone*.

Supervisors mentioned the importance of *career-bath planning*. This was raised when discussing especially about young talented personnel, how supervisors would like to get more support in career planning in case there is no natural career bath in their own team.

Development proposals from Human Resources

Human Resource representatives recognised fragmented and constantly changing work as a negative impactor on well-being, but well led, it could also have a positive effect. In the same way, as on strategy and target setting, communication about work content is necessary. For example, if there are *temporary changes* in the work content, it is *essential to discuss what is expected and how long the situation will continue*. *Changes are essential to communicate even if it would not have a direct impact on individual*.

The interviewees also raised that, in general *up-to-date and recognized job descriptions are, according to their experience, essential for individuals*. If work content changes, it should also be documented clearly and discussed how it, for example, affects job grading. *Possibilities for personal development and motivating career path were also experienced to positively affect well-being*, in such level that it also impacts voluntary employee turnover.

5.4 Collaboration and atmosphere in the organization

Cooperation within and between teams was generally considered to work well. Supervisors prioritize team leadership in their management, according to the interviewees, they also support interaction and free discussion among team members and encourage cooperation and sparring. It was *recognized that team collaboration increases positive attitude and atmosphere and vice versa*. Supervisors highlight equal leadership with each team member and *emphasize commonly agreed-upon rules*. It was also raised in the interviews that it was essential to find which topics combine and commit team members to be part of the team. This was found to be sometimes difficult if, for example, the work

tasks between team members differed a lot from each other and the team was more a theoretical team instead of an operative team.

Some of the *supervisors considered the communal spirit has not returned to the same level as it used to be before the Covid-19 pandemic. They, for example, found it challenging to motivate people to come to the office and meet each other in person.* Some of the interviewees had found solutions by discussing with the team openly the reasons they should meet their colleagues more in person.

At the broader organization level, *supervisors were critical of the general atmosphere.* It was felt that *work has changed to be more administrative, which also decreases the natural communication between departments.*

Communication concentrates more on cost allocations and *administrative tasks between team leads instead of organization members' co-operational work and concentrating on one common goal.* Additionally, it was recognized that *if people were able to help and support their colleagues, it impacted positively and raised their professional confidence.*

Feedback between teams was implemented and actively led in one function of the service organization. This had also affected positively the cooperation between teams. Additionally, it was raised throughout the interviews that people behave better and more kindly against each other compared to the organization's behaviour in the past.

Development proposals from Human Resources

Also, the *Human Resource representatives considered the general atmosphere good and constructive.* According to their experience, people treat each other nicely, and their behaviour is on a proficient level. The only negative topic they mentioned was *the non-personal communication methods* used in the service ticketing system, which is used for sending out service requests from the organization to different service functions. According to their experience, in this kind of communication channel, where the recipient is not necessarily

known, *communication can be more easily impolite and less empathetic. This naturally has an impact to well-being.*

5.5 Well-being discussion and individuals' role in well-being

When asking supervisors how and when they discuss the well-being with their subordinates, *the main channel was the one-to-one discussions between supervisor and subordinate.* Four of seven interviewees said this discussion must be constant and continually active. This is because *the level of well-being can change rapidly due to circumstances at work or outside of work.* Additionally, all subordinates do not actively raise topics affecting well-being into discussion, it is more about *active listening from supervisors' side.* Supervisors felt that especially topics outside of work life were not easily mentioned. Even supervisors felt that this would help their work as supervisor.

Many of the supervisors mentioned that well-being *on the team level* was discussed *at the time, the work engagement survey results were received,* but this discussion was often more *about stating the discussion instead of openly analyzing the reasons.* For example, *the well-being themes raised by the Human Resources department were not often discussed with the team.* It was also recognized that even though well-being would sometimes be discussed together with the whole team, it was rarely kept as a continual topic, for example, on the team meetings' agenda. There was one function as an exception: their well-being was constantly measured and followed up with a separate questionnaire. This way, it has been possible to collect information about concrete items affecting well-being. Additionally, improvement ideas were collected, analyzed, actions agreed and also communicated throughout the function.

When discussing how supervisors felt individuals can affect their own work well-being, *43 percent of the supervisors said that often subordinates set their personal targets for work quality and performance much higher than the organization sets.* In some cases, *subordinates are incapable of prioritizing their*

work, or prioritization is more based on their passions and in conflict with the commonly agreed prioritization order. This increases the feeling of inadequacy and further impact to well-being.

Supervisors experienced that subordinates are proud of their work and organization, which itself is positive, but at the same time, impacts how emotionally people react to their own work. Some subordinates might also feel pressure to keep up with the constant change and development and might, for example, use much time for studying and additional work at the cost of recovering free time.

Development proposals from Human Resources

In the Human Resource representatives' interviews, the same feature was recognized in employees, as some of the supervisors mentioned. *Individuals can be rather demanding about their quality of work. It was considered to negatively affect on well-being, if the organization does not allow or expect the same level of work quality.*

5.6 Supervisors' resources

All interviewed supervisors had several responsibilities in addition to their supervisor work. Supervisors mentioned that this increases workload and requires rough prioritization of one's own work. Multiple roles do not increase stress only due to the number of tasks, different responsibilities require a lot of information processing, resulting in a high information load and further increased negative stress. Still, at the same time, all supervisors felt that they had enough time or could prioritize the most critical supervisor role's tasks. In some cases and situations, it meant that work days were long, but in general, all supervisors kept their subordinates and their urgent topics on the highest prioritization level.

One of the supervisors considered that the supervisor role is not stressful. However, all the other supervisors felt that even though there is time to do the

daily supervisor tasks, *they do not have time for a comprehensive supervisor role*, for example, time to *educate themselves* as supervisor, *develop their team and its work* or prepare to different tasks as well as wished. Some of the supervisors *felt stress because they were not able to perform supervisor tasks as well as they would like to*.

One supervisor with several years of experience raised the point that *supervisor work has also changed* compared to history. Work is more demanding, supervisors are more demanding of themselves, and the same could be said for subordinates' expectations. Work is more structured, requires more documentation and administrative *takes more time, but the time allocated to supervisor work has not increased*.

Supervisors experienced that both their own supervisors and, in general, organizations' support and trust were vital for them to succeed in their own work. All the interviewers mentioned that they have the mentioned support. Supervisors also felt that they have the possibility to affect their own and the team's work.

It was felt that *service organization does not always have a mandate to direct other functions of the organization and neither a mandate to prioritize their own teams' work themselves*.

The support and role of the Human Resources were clear to the supervisors. All supervisors were unanimous that they received needed guidance and support from Human Resources when asked. They also considered that *enough training and tools related to well-being are available*. However, *at the same time, it was recognized that many of the tools are not used in their daily supervisor work, usually because there was not enough time to get familiar with them*. The most essential support channel from Human Resources for supervisors was personal contact with the Human Resource Partner.

When interviewing about future requirements of supervisors' work, it was considered that basic supervisor work will not change, but the environment does. Teams and subordinates will be more diverse and global, leadership is

expected to be even more conversational and flexible. At the same time, it was raised that supervisors still need the capability to make solid decisions and be demanding enough.

Development proposals from supervisors

Supervisors felt that there was enough leadership training available for them. They also found different supervisor forums interesting and useful, but when asking what kind of topics they would like to discuss in these forums in future, they had difficulty naming any.

It was felt that *supervisory work is not always appreciated highly enough in the organization*, it appeared especially when asked how much time they are able to use for supervisory work, among other responsibilities. One of the experienced supervisors also proposed that *it would be good to monitor how much time is used for supervisor work as, in general, it can be considered this has a high impact on subordinates' well-being at work*.

Development proposals from Human Resources

Human Resources representatives felt that, in general, *supervisors are aware of the level of their subordinates' well-being, especially the closer the supervisors' team was to the operative work*. However, if the level of well-being was brought further up to the organization, the interviewees were not sure. On behalf, they raised a concern that *if the level of well-being is not brought forward or subordinates, in general, feel that there are no improvement actions for better well-being, it creates cynicism*.

Supervisors' well-being was one of the topics about which Human Resource representatives were the most concerned. Several responsibility areas and multiple requests and requirements increase the amount of work. Additionally, both subordinates and supervisors themselves are demanding about supervisor work. Interviewees recognized that Human Resources is also one of the functions that strains supervisors with several tasks. In the interviews, Human Resource representatives mentioned that even in general, subordinates are

satisfied with their supervisor's work, they share the same feeling that *supervisors are extremely busy. In some cases, subordinates experience supervisors not having enough time to discuss and spar with them.* Representatives suspected that sometimes subordinates most likely do not want to bother their supervisors and do not necessarily ask supervisors for support, even if it should be done. *One of the interviewees recommended a clear definition of the supervisor role in the job description to ensure supervisors would have more time for supervisor work. This would also support a more realistic estimation of how much the work would need resources.*

When interviewing about the co-operation between Human Resources and supervisors, it was described to be good. It was recognized that Human Resources' support was easily found, but the support of the Well-being function could be used more effectively. *As the Well-being function is still relatively young, supervisors have not recognized what kind of benefit and direct support it could give them.*

Even though interviewees felt that work around well-being had started well, they raised the issue that *they do not have a full view of how much well-being is part of supervisors' and subordinates' daily cooperation. Supervisors have received training and information about well-being leadership, but it is not yet visible how well this knowledge is used in practice.* Are, for example, well-being themes, which are presented in the organization's monthly meetings, discussed within the team or in one-to-one meetings?

Interviewees felt that supervisors' commitment to well-being is relevant for improving well-being at work in the organization. *Well-being leadership is something supervisors and management should cherish in their everyday work, it cannot be outsourced to Human Resources, supervisors should take actions, and Human Resources can only support this work.*

6 Conclusions

The study aimed to find out how supervisors can promote subordinates' well-being at work in their daily work and how organizations can support supervisors in this work. The intention was to find out how supervisors currently support subordinates' well-being and what tools and methods they use. Additionally, it was studied which items supervisors consider to be most relevant for well-being and where they find difficulties in well-being leadership.

How can supervisor promote subordinates' well-being at work in their daily supervisor work

According to the study, supervisors are motivated and interested in subordinates' well-being. They actively discuss the topic in one-to-one meetings, which are also recognized as the most helpful tool for improving subordinates' well-being at work. In general, *open and honest communication and good supervisor-subordinate relationships are, by all interviewees, the best method to preserve well-being*. With discussion, they can support subordinates, for example, in change situations, work prioritization and resilience.

On the team level, well-being discussion is less used. Joint well-being discussion happens mainly on the service function level, but the conversation does not continue on the team level.

Supervisors are, on a general level, aware of different well-being tools and methods provided by the Human Resources department. However, they do not consider using those actively in their daily work. The main reason for not using the tools is not having enough time to study the tools properly. Based on the study, supervisors can prioritize the most essential supervisor tasks, but in total, there is not enough time allocated for supervisory work. Due to this, it is felt that the development of one's own leadership skills, team performance and well-being is not on the required level. In addition, when supervisors do not have enough time for supervisor work, communication with subordinates diminishes, and this can further have a negative impact on subordinates' well-being.

How can organization support supervisors to promote subordinates' well-being at work

In general, support from the organization, own supervisor, and Human Resources function is vital for supervisors to succeed in well-being leadership. According to the study, supervisors found *enabling precise target setting and job description, ensuring enough resources for leadership and emphasizing good communal spirit as most relevant organization matters that impact well-being.*

The target setting for teams and individuals must be precise, well-communicated, and stable enough to ensure well-being at work. When targets in the organization and further related requirements to other functions change too often or with a short notice period, it harms teams' and individuals' planning and target setting. *It should be possible to set more stable operative level targets for individuals.*

Fragmented work easily increases the workload too high, creates a feeling of inadequacy, and harms well-being at work. According to the study, *several stakeholders, their simultaneous requests, non-harmonized processes between stakeholders and working with projects on top of daily work increase the negative impact of fragmented work.* To diminish the negative impact, work should be more easily and effectively prioritized. According to the study, a clear prioritization process, harmonized ways of working and management's support, especially outside of own function, are vital for this.

Supervisors' fragmented job descriptions can also harm both, supervisors' and subordinates', well-being at work. To ensure there is enough time for communication and fostering good supervisor-subordinate relationships, supervisors must have enough time for this work.

According to the study, community spirit is essential for well-being at work. If employees cooperate *closely, the communal spirit is more accessible.* However, it is more challenging when there are fewer face-to-face meetings and

communication is generally impersonal. The organization needs to encourage *joint targets and cooperation across the teams*.

In addition to the organization, supervisors and Human Resources have significant roles in supporting supervisors' well-being leadership. Subordinates need a good relationship with their supervisor, but it is also needed higher in the organization. According to the study, *well-being thinking should be part of daily decision-making and management*.

As the supervisors' leadership model in the case organization is rather reactive than proactive, the more personalized the Human Resource function's support is, the more valuable it is for the supervisor. At the same time, it is identified that *supervisors do not recognize all the support the Well-being function could provide for them*. Simultaneously, the Well-being team is missing feedback from supervisors, and they do not have clear visibility of how well supervisors have taken their tools into daily use.

According to the study, the Human Resources function can also support supervisors with their well-being leadership knowledge. As work nowadays requires fast adaptability, good tolerance of uncertainty and good resilience, supervisors need to have a good understanding of how they can support individuals in this area.

Motivating work and suitable job descriptions significantly impact individuals' well-being at work and commitment to the organization. Supervisors have an important role in supporting individuals' career path, but support from Human Resources is needed, especially if there are no suitable or prominent positions within their own function.

According to the study, organization and management can affect and support several ways of well-being. Even the supervisor plays a vital role in subordinates' well-being; without well-being-oriented management, they do not have enough possibilities to impact well-being. Based on the study, *employees' well-being is much more about management's support and well-being-oriented*

decision-making than concrete tools and methods used in well-being leadership.

7 Discussion

As well-being at work has been a focus in the case organization in previous years, it could be seen that the research group had studied and discussed the topic.

When comparing research results to Larjovuori's et al. (2015, 32) theory about well-being capital, similar aspects impacted well-being at work in the case organization. *In the research, it was recognized that all of Larjovuori's capital areas, Individual's knowledge capital, Social capital and Structural Capital, impacted well-being at work.* In the Individual's knowledge capital, especially the need for resilience was raised. In Social capital, the supervisor-subordinate relationship was found to impact well-being at work significantly. Additionally, there were found organization's Structural items, like target management, impacted well-being at work.

Manka and Manka (2023, 182,186) raised positive leadership features, which help supervisors promote well-being at work. In the research results, several similar aspects were raised. Even though communication was raised as the primary tool to support well-being, *it was recognized that with the help of discussion, it was possible to support the subordinates, follow their workload, help in prioritization and create a safe work environment.* The research also recognized that inspiring the subordinates, trusting their capabilities and promoting work self-esteem supported well-being at work. When comparing the results with Manka's leadership features, managing optimism was the only feature which was not recognized in the results. It was raised that a negative atmosphere can spread, but the importance of promoting a positive atmosphere was not mentioned.

A more general observation is that managers cannot promote well-being at work if they do not have time to lead people but are squeezed out by other tasks. Secondly, even if managers have time for their subordinates, their well-being will not improve if they are overworked, have unclear job descriptions, are distracted by ad hoc tasks with unclear or competing priorities, or have too

many stressors in their personal lives. All these factors that make managing well-being at work complex seemed to be present in the case study organization, although the stress factors in the private lives of managers and employees were excluded from the scope of the present study.

7.1 Further research proposal

From the case organization point of view, it would be relevant to measure how the development proposals that have been raised will progress in the future. The presented well-being management framework (Fokukseen.fi 2023, 30) in the literature review highlighted the importance of evaluation. Even though well-being at work is already frequently measured, it is essential also to follow the development of the root causes.

In the research, the supervisor – subordinate relationship was evaluated, but it did not concentrate further on the supervisor's well-being. In the literature view, *Leader-Member Exchange (LMX)* theory was presented (Mäkelä et al. (2021). According to the theory, a supervisor's low well-being at work correlates with a negative LMX relationship. According to earlier studies in the case organization, supervisors' well-being at work was lower than the benchmark group. Additionally, this research recognized that supervisors do not have enough time for supervisor work. It would be essential to understand how much low well-being at work further impacts the LMX relationship and subordinates' well-being at work. It should be measured if there is a correlation between a team's and supervisor's good well-being at work and, further, what impacts to supervisors' well-being at work.

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Interview request

Hello,

I am Niina Raitala and working at xxx-department in xxx team. In addition to my work, I study Business Management at Turku University of Applied Sciences. I am currently working on my master's thesis and related to this, I would like to interview You.

I would like to interview You from supervisors' point of view, how to support subordinates in their well-being at work. Participating in the study would take about 1 – 1½ hours of Your time.

If You are interested in taking part to the study, could You reply to this email within one week?

I will send You a separate interview invitation via email, if You are willing to participate to the study. I will send additionally the interview structure, privacy notice and research brief.

Please find below general information about my master's thesis and research subject.

- Subject and goal: Well-being at work, how subordinate can support his/her team members well-being at work and how organization can support supervisor in this work. Target is to find subjects which support the work, but also items, which difficult the work. My thesis supervisor is xx.
- Publicity: Interview answers and results are processed anonymously within and outside of organization. Master's thesis is public, but case organization is referred anonymously. Interview results, without possibility to recognize the interviewees, are summarized to the case organization's Human Resources department and to interviewees who have taken part to the research. Interview material or parts of it will not be given to the organization.

- Time of interview: as agreed, between 21.8.-8.9. Detailed interview invitation will be sent after Your interview permission.
- Interview method and target group: qualitative semi structured interview. Structure of interview will be send in advance for information. Target group is xx -organization in Finland.
- Interview channel: via Microsoft Teams or in the office as preferred. Duration 60-90 minutes. If permission given, interview will be recorded for interviewers use. (Recording will be stored on interviewer's personal One Drive and material will be deleted after master's thesis has been approved, goal 12.2023)

It would be highly appreciated, if You would like to take part to the research.

Kind regards,

Niina Raitala

..... Section Break (Next Page)

Interview structure – supervisors

Basic information about research

- Interviewer's introduction (work, studying)
- Research target: supporting well-being at work by studying which topics support and which harm well-being leadership
- Research questions: How can supervisor promote subordinates' well-being at work in their daily work? How can organization support supervisors to promote subordinates' well-being at work?
- Interview questions are based on previous work engagement researches during 2021 and 2022
- Public research, but case organization anonymous. Interview results, without possibility to recognize the interviewees, are summarized to the case organization's Human Resources department and to interviewees who have taken part to the research. Interview material or parts of it will not be given to the organization.
- Target group is xx -organization in Finland, supervisors within the organization.
- Interview answers and results are processed anonymously within and outside of organization.
- qualitative semi structured interview
- Possibility for anonymous comments after interview. Link will be sent via email.
- If permission given, interview will be recorded for interviewers use. Recording will be stored on interviewer's personal One Drive and material will be deleted after master's thesis has been approved, goal 12.2023.

Basic information

- How long you have worked for the organization?
- How long as supervisor, in total / in case organization?
- How many direct subordinates?
- Age structure of the team?

Interview

- What is your opinion about well-being at work level in case organization? Which topics impact the most to you subordinates well-being at work negatively/positively?
- How well-being is currently led in your team?
 - What kind of discussion there is with subordinates?
 - What kind of preactions there is in use?
 - What kind well-being tools in use?
- What makes the leadership easy/difficult?
 - What should change to make it easier?
 - What kind training you have received related to well-being management?
 - What/who supports you the most in well-being leadership?

Interview

- What is your opinion about supervisors' well-being at work?
- How would you describe your amount of work? How much there is time for leadership?
 - How your work time is split between leadership and other tasks?
- What adds the workload the most?
- What should change to increase the level of well-being at work?
 - In the organization
 - In supervisor leadership
 - In subordinates' work
- How do you consider well-being at work has changed during years? And how do you think it will be in future?

Interview structure – Human Resources

Basic information about research

- Interviewer's introduction (work, studying)
- Research target: supporting well-being at work by studying which topics support and which harm well-being leadership
- Research questions: How can supervisor promote subordinates' well-being at work in their daily work? How can organization support supervisors to promote subordinates' well-being at work?
- Interview questions are based on previous work engagement researches during 2021 and 2022
- Public research, but case organization anonymous. Interview results, without possibility to recognize the interviewees, are summarized to the case organization's Human Resources department and to interviewees who have taken part to the research. Interview material or parts of it will not be given to the organization.
- Target group is xx-organization in Finland, supervisors within the organization.
- Interview answers and results are processed anonymously within and outside of organization.
- qualitative semi structured interview
- Possibility for anonymous comments after interview. Link will be sent via email.
- If permission given, interview will be recorded for interviewers use. Recording will be stored on interviewer's personal One Drive and material will be deleted after master's thesis has been approved, goal 12.2023.

Basic information

- How long you have worked for the organization?
- What is your role in the organization?

Interview - 1

- What is your opinion about well-being at work level in case organization? Which topics impact the most to well-being at work negatively/positively?
- What kind of feedback you receive from supervisors related to well-being at work? What kind of topics raise questions the most?
- How supervisors' manage their well-being leadership?
- What kind of feedback you receive from employees, who are leaving the organization?
 - Has the feedback changed during years?

Interview 2

- What is your opinion about well-being at work level in case organization? Which topics impact the most to well-being at work negatively/positively?
- Planning and development of well-being at work, is there any challenges?
- What is the most important tool/method/channel to support supervisors?
- What is the most important tool/method/channel to support subordinates?
 - How to support resilience?
- What kind of feedback you receive from supervisors/employees related to well-being at work? What kind of topics raise questions the most?
- How do you consider well-being at work has changed during years? And how do you think it will be in future?