

MEDDELANDEN FRÅN
SVENSKA HANDELSHÖGSKOLAN
HANKEN SCHOOL OF ECONOMICS
WORKING PAPERS

560

Charlotta Niemistö, Jeff Hearn, Teemu Tallberg and Hertta Niemi,
with Pernilla Gripenberg, Marjut Jyrkinen and Linda McKie

The Quest for Well-being in Growth Industries 3:
Portraits of Practice

2012

The Quest for Well-being in Growth Industries 3: Portraits of Practice

Key words: companies, employing organisations, growth sectors, human resources management (HRM), organisations, organisation, portraits of practice, qualitative research, well-being, work

© Hanken School of Economics and the authors, 2012

Hanken School of Economics

Helsinki 2012

ISBN 978-952-232-167-1 (PDF)

ISSN-L 0357-4598

ISSN 2242-7082 (PDF)

The Quest for Well-being in Growth Industries 3: Portraits of Practice

Charlotta Niemistö, Jeff Hearn, Teemu Tallberg and Hertta Niemi, with
Pernilla Gripenberg, Marjut Jyrkinen and Linda McKie

Abstract:

This working paper reports the ongoing research conducted in the research project, *The Quest for Well-being in Growth Industries: A Collaborative Study in Finland and Scotland*, under the auspices of *Academy of Finland* research programme, *The Future of Work and Well-being*. The research project examines the contradictory pressures for policies and practices towards *both* the inhibition and the enhancement of work-related well-being that are likely in growth industries. The overall aim is to evaluate the development, implementation and use of work-related well-being policies and practices in four selected growth industries. These – electronics, care, finance and accounting, and tourism – have been selected on the basis of EU and national forecasts, and demographic and socio-economic trends in standard and non-standard employment. Following an earlier survey of 127 employing organisations on questions of growth and well-being, in this working paper we present the initial results of the qualitative phase of the project. This phase comprised ‘portraits of practice’ in nine case companies, selected on the basis of some of the quantitative analysis of the survey, with interviews, ‘mini-ethnographies’, and other data and documents received from the organisations. The working paper concludes with discussion of methodological issues across the quantitative and qualitative phases of the project.

Keywords: companies, employing organisations, growth sectors, human resources management (HRM), organisations, organisation, portraits of practice, qualitative research, well-being, work

CONTENTS

1.	Introduction	6
1.1.	Researching well-being and work.....	8
2.	Portraits of Practice	10
2.1.	The method.....	10
2.2.	Selection of the case organisations	12
2.3.	Fieldwork.....	16
3.	Analysis	19
3.1.	Methodology.....	19
3.2.	The case organisations	21
4.	Initial results	24
5.	Concluding methodological remarks	33

LIST OF APPENDICES, FIGURES AND TABLES

APPENDIX 1: Research contract made with the interviewees	38
APPENDIX 2: Organisational pro forma	39
APPENDIX 3: Interviewees' background pro forma	42
APPENDIX 4: Interview structure pro forma	44
APPENDIX 5: Interview quotes in Finnish	48
FIGURE 1: "The overall picture"	19
FIGURE 2: The aspects of work presented in the interviews	31
FIGURE 3: Layers of control, decision making and regulation	32
Table 1 Size, past growth, expected growth, and well-being activity of the organisations studied (listed by survey well-being activity)	15
Table 2 The chronology of the research process	16
Table 3 Timing of the fieldwork and the researchers involved (ordered by sector)	17
Table 4 Summary of data gathered from the portraits of practice (ordered by sector).....	18
Table 5 Pro formas for the analysis of interview data.....	20

1. INTRODUCTION

This paper is based on a research project called *The Quest for Well-being in Growth Industries: A Collaborative Study in Finland and Scotland*. It is a part of the Academy of Finland research programme, *The Future of Work and Well-being*.¹ The project aims to study work-related well-being policies and practices in selected growth sectors. The Academy of Finland programme, *The Future of Work and Well-being*, comprises six research consortia and 15 research projects in universities and research institutions around Finland. The projects of this cross-disciplinary programme cover a wide variety of research topics, drawing on *inter alia* economics, law, occupational health, political science, psychology, public health, social psychology, sociology, as well as studies of work, organisations and management. The original application for this project was made to a research call from the Academy of Finland and Economic and Social Research Council (UK). The goal of the call was to ‘explore the relationship between work and well-being, and to open up new research frontiers with a view to meeting future challenges’ through Finnish and UK research collaboration.

The Quest for Well-being in Growth Industries: A Collaborative Study in Finland and Scotland project examines the contradictory pressures for policies and practices towards *both* the inhibition and the enhancement of work-related well-being that are likely in growth industries. The overall aim is to evaluate the development, implementation and use of work-related well-being policies and practices in four selected growth industries. These – electronics, care, finance and accounting, and tourism – have been selected on the basis of EU and national forecasts, and demographic and socio-economic trends in standard and non-standard employment. This collaborative project provides national and transnational data, analysis and outputs. The study is being conducted in Finland, at the Department of Management and Organisation, Hanken, with collaboration with researchers in Scotland/UK, led by School of Law and Social Sciences, Glasgow Caledonian University (www.gcal.ac.uk), with East London, Heriot-Watt and Reading Universities.²

¹ We are very grateful to Professor Karl-Erik Sveiby for his generous and constructive comments on a previous version of this paper, to the Academy of Finland for funding this project within the *The Future of Work and Well-being* research programme, and to all those organisations and their members who cooperated in this study.

² *Hanken, Finland*: Professor Jeff Hearn (hearn@hanken.fi), Project leader, Researchers: Dr Charlotta Niemistö, Dr Hertta Niemi (currently Hanken and Henry ry), Dr Teemu Tallberg (currently University of Helsinki). Associated researchers: Dr Pernilla Gripenberg, Dr Marjut Jyrkinen.
Scotland/UK: Professor Linda McKie (L.McKie@gcal.ac.uk), Glasgow Caledonian University, Dr Andrew Smith, University of Bradford, Professor Gill Hogg, Heriot-Watt University, Dr Sophie Bowlby, Reading University.

The objectives and methods of the project are as follows:

- To provide a systematic mapping and situational analysis of work-related legislation and policies for well-being in Finland.
- To identify which policies are in place, are being used, monitored and evaluated, in the selected growth sectors of care services, electronics, finance and accounting, and tourism.
- To examine the interactions between work-related well-being policies, practices and cultures.
- To identify the opportunities (enhancements) and barriers (inhibitions) to the development of well-being policies and practices both formally and informally in the selected industries.
- To examine how gender and other forms of social differentiation, such as age and including forms of employment (non-standard and standard), affect competitive advantage and well-being.
- To examine how transnational processes and structures affect the operation of growth industries and work-related, well-being policies.

The original research proposal was subtitled *A Comparative Study in Finland and Scotland*, and the plan was to complete a strictly comparative study between Finland and the UK. However, with the non-funding by the ESRC of the UK part the shift from a comparative to a collaborative study, with sharing and discussion of frameworks and methods, was necessary. This meant that the cooperation was much more limited than planned. It entailed learning from and receiving advice from the Scottish/UK research team, especially from their earlier related research (McKie et al., 2009), building on by adapting the questionnaire method, and drawing on the portraits of practice approach. But the original idea to complete a full comparative two-country study had to be shelved.

In particular, the project draws on earlier work on organisation carescapes (McKie et al., 2008, 2009, 2010). This working paper also follows two earlier working papers (Hearn et al., 2009; Tallberg et al., 2011). The first of these outlined the conceptual and empirical background to the current research study, the initial research plan, and how the survey of well-being policies and practices in 127 employing organisations has been constructed and

carried out. It also included a brief discussion of ongoing research issues arising in the project. The second examined the results of the analysis of the survey.

This working paper presents the further phase of the project, namely, the carrying out of focused ‘portraits of practice’ in nine case organisations. It provides an overview of the fieldwork, interviews and ‘portraits of practice’, that constitutes the third main phase of this research, and concludes with some preliminary analysis and discussion of some ongoing methodological research issues arising from the project.

1.1. Researching well-being and work

A comprehensive transdisciplinary review of published work on the concept of ‘well-being’ (Cronin de Chavez et al., 2005) examined definitions used in psychology, health studies, sociology and anthropology, economics and multidisciplinary projects. The authors of that paper (ibid.: 81) concluded that well-being is a ‘multifaceted concept which requires clearer definition and agreement among both researchers and practitioners.’ Given that the concept often appears ‘all-encompassing may well be its strength and its strategic attraction’ (ibid.). Certainly it is a term that offers breadth, but used unreflectively can mask potential misunderstandings, such as assuming a monolithic view of ‘well-being’, avoiding attention to social divisions within organisations (such as gender and class), or neglecting issues beyond the organisation (either in people’s home life or structurally in society).

The changing demographic profile of the EU has major implications for work and well-being. This and the issues cited above are of major concern to the European Commission and Parliament. Businesses and other employing organisations are grappling with policies on these matters. Employers’ associations and trade unions are also exploring the transformations of work.

In our own research we seek to explore ways to examine well-being in which we can ‘operationalise’ the concept across all levels and sectors. Well-being in the original programme call for proposals was defined in terms of needs or resources, to influence and participate, in working life. The focus was upon employees, and the opportunities or challenges posed by frameworks of employment and the balance between work and other spheres of life. Policies and practices in the workplace are thus critical. Thus the conceptual basis to our research design requires research methods across a range of levels, namely:

- *the health and well-being of employees*, involving: health and safety legislation, bullying and harassment policies, grievance procedures, sickness absence and policies on stress;
- *equality and diversity issues*, encompassing: parental leave, sexual orientation, ethnic and race relations, disability and age discrimination, and religious observance; and
- *responsibilities and rights*, including: training, professional development and life-long learning, flexibility and security (along with the notion of ‘flexicurity’), redundancy, employer pension schemes and retirement.

Further, and as developed in the previous UK research (McKie et al., 2009), we seek to develop analysis that can encompass and move across and between the following:

- *Formal ‘well-being’ policies*: These may be defined as courses of action adopted in a written format on the range of areas in which well-being may be relevant. How does the adoption and form of such policies link to regulation by national and supranational governments and pressures from professional associations, trade unions and the labour market?
- *The implementation of policies and practices of well-being*: This would include, if applicable, human resource managers or departments, and line managers.
- *Experiences of well-being policies*: Firstly, within companies. How have policies and practices evolved? Who uses such policies? How, when and why? How far do practices match policies? Who holds discretion and how do they make decisions on accessing aspects of policies that are not statutory? Secondly, how do these practices link to wider cultures of well-being outside the workplace?
- *Well-being cultures in and around work organisations*: What are the cultures of well-being in work organisations? In what ways do these cultures evolve, develop and transform over time? What impact do these have on working relations, employer-employee attitudes towards the company, job security and well-being?
- *Relations between well-being inside and outside organisations*: How do formal well-being policies, their implementation, and well-being cultures in organisations affect and interlink with the experiences of well-being inside and outside organisations?

Thus we see ‘well-being’ as a multi-faceted and open ended conceptual frame for studying organisations that incorporates the often neglected questions of care within and around organisations. Accordingly, our approach is a multi-method one combining quantitative and qualitative methods – an approach that is highly appropriate for researching policies and practices (Bryman, 2006). As noted, the project includes a survey of employers’ policies and practices, and qualitative methods through ‘portraits of practice’. This involves placing alongside each other the analysis of both concrete policies and practices relevant to well-being at work, as understood by employers and their representatives, often the Human Resources (HR) manager, and the everyday realities of well-being, including subjective realities and experiences thereof. This includes attention to different contextual understandings of well-being (Finnish: *hyvinvointi*) itself. It also raises some methodological challenges. To assess and enhance quality also means addressing established notions of internal validity and triangulation (Seale, 1999; Tashakkori and Teddlie, 2003).

The previous working paper (Tallberg et al., 2011) noted some of the key conclusions from the survey in the earlier phase of the project. Several possible factors that might have been assumed to affect the level of well-being policies and practices were found not to be significant. These included, crucially, the extent of growth by turnover or number of employees over the previous five years. On the other hand, the size of the employing organisation was found to be significant, with large organisations more active in this respect. A second significant factor was the age of employees, with higher the mean age of employees, the less well-being activity. In addition, several other conclusions could be drawn: the emphasis from the employer’s point of view on the importance of flexibility regarding working time, occupational schemes, and health and safety policies, and on the other hand, the relative neglect of emphasis on formal equality and diversity policies (even though equality plans are mandatory when there are 30 or more employees). Also, age and generational issues, of different kinds, were noted as significant.

2. PORTRAITS OF PRACTICE

2.1. The method

‘Portraits of practice’ are detailed interpretative case studies focussed, in this context, on how the issues of well-being and care are managed within different organisations (Hart et al., 2006).³ This type of ‘case study’ goes beyond the illustrative by virtue of the researchers’

³ We are grateful to Gill Hogg for introducing us to this method.

immersion in the issues apparent in the organisation and is developed (in metaphorical terms in the same way as an artist) by drawing upon the researchers pre-understanding of the conceptual and regulatory context and the culture and climate of the organisation to develop a picture of the application of theory in practice. As such, the approach draws on both anthropological traditions (Wright, 1994), practice-based, and abductive (Alvesson and Sköldbberg, 1994; Coffey and Atkinson, 1996) traditions to the study of organisations to produce what might be called ‘mini-ethnographies’. Methods used include:

- Pre-knowledge of the organisation, in this case, both internet sources, and collation and analysis of relevant policies and other information from the previously carried out survey;
- Interviews with workers, managers, HR personnel, and senior company personnel;
 - brief biographical information;
 - checking relevant policies regarding well-being;
 - what facilitates well-being?
 - what are the barriers to well-being?
 - use of the Critical Incident Technique,⁴ in relation to: i. growth of the organisation; ii. issues of age and/or generation; and iii. one other well-being-related area (e.g. health, equality, rights);
 - how does the respondent understand well-being?
- Documentary analysis of policies and other documents;
- Field notes and observations undertaken before, during and after interviews;
- Analytic (taped and transcribed) discussions amongst the researchers; and
- Triangulation between data and methods.

⁴ The Critical Incident Technique is used for collecting observations of specific incidents that have had critical significance to the respondent. A critical incident can be described as one that makes a significant contribution, either positively or negatively, to the research question or phenomenon in focus. Respondents were asked to tell a story about an experience they have had in relation to one of the themes (see Flanagan, 1954; Chell, 1998; Hettlage and Steinlin, 2006).

Analysis of such qualitative data is best seen as an iterative process, based upon a thematic analysis of responses to open questions and verbatim transcripts, supported by the field notes, observations and other data (Bowling, 1997). Special attention should be drawn towards the taped and transcribed analytic discussions amongst the researchers, as these have served to both increase internal validity and generate new hypotheses and possible interpretations.

2.2. Selection of the case organisations

The selection of case studies can be conceptualised at two levels: first, the overall framing of selection, and, second, the selection of specific cases. Case selection represented a specific and clear challenge in the development of the project. On the one hand, the central premise of the project has been to study well-being in growth industries, but, on the other, one of the results from the survey (Tallberg et al., 2011) is that growth is not a distinguishing factor in terms of well-being practices. Instead, the size of the employing organisation was found to be significant, with large organisations appearing as more active in terms of well-being activity at least at the level of organisational policy. Specifically, the regression analysis showed company size in absolute numbers of employees ($p < 0.011$) as the decisive independent variable in relation to organisational well-being activity. Also, the larger the organisation the more written policies there were on well-being (correlation 0.322). In the regression analysis mean age of employees was significant ($p < 0.204$) in relation to organisational well-being activity.

This presented us in the research team with a dilemma – whether to recast the framing of the selection of cases in terms of provisional data and findings, or whether to stay with our original focus on growth. This raises the more general question: what does one do as a researcher in the face of data that complicates the focus of one's project? Does one redesign the study? Does one stick to the original plan? After much deliberation, we decided to stay with the original design rather than shifting the design to allow the earlier parts of the study to guide the research design. This was for several reasons.

First, the study was evaluated and commissioned by the Academy of Finland on the basis of studying the question of growth and well-being. This needs to be respected. To have done otherwise would have meant renegotiation with the funders. In addition, in terms of the resources of the project it was not possible to construct a finely tuned framework with many cases combining the full permutations of several factors, for example, size of organisation, organisational growth, and level of well-being activity. The project resources dictated that it was possible to study between eight and ten cases in more detail, rather than, say, 24 as would have been necessary to meet the requirements of a more detailed selection frame.

Second, this particular project is, as noted, part of the much larger Academy of Finland programme, *The Future of Work and Well-being*. This was relevant in two ways: first, the other projects in the programme were not examining the relevance of growth for well-being; and second, there were several other projects with the broader programme that were considering issues of well-being in relation to questions of age and generation.

Third, and more substantively, the results from the survey could be said to be of an interim nature. In particular, the finding that organisational size, in terms of number of employees, was significant for well-being activity was both unsurprising and inconclusive. In keeping with institutional theory, focusing on how organisations become isomorphic to survive in their wider social environment (Meyer and Roman, 1977; DiMaggio and Powell, 1983), it would be highly surprising if growth in organisational size did not have some impact the development of relevant formal HR and related policies, including well-being policies. However, having said that, the existence of relevant policies is no necessary guarantee of the experience of well-being within the organisation. Indeed the importance of both the implementation of policies and the impact of the immediate working supervisors or managers were raised within some of the replies in the survey itself, especially some of the replies to the open-ended questions. The existence of relevant policies does not guarantee the experience of well-being. In other words, the survey of formal policies and practices can be only one part of the larger story.

Fourth, an issue of special significance in this project has been that the focus on sector growth and organisational growth has coincided with a time of great financial and economic uncertainty. In a previous working paper we discussed this issue more generally, noting that while the

... focus is on key economic sectors that have the potential to remain relatively buoyant, the current transnational economic crisis has posed a number of challenges for the study of the relationship between well-being and growth sectors. Growth is not a simple and transparent process or phenomenon. Rather it is necessary to problematise 'growth' in terms of relations between diverse developments – economic and other – in organisational, market, sectoral, national, transnational levels. Even within secure “growth sectors” there are uneven company and employer fortunes; such variations are further complicated in the current economic climate. (Hearn et al., 2009: 23-24).

This issue of the relation of growth and well-being has taken on a more practical significance with the question of case selection. “Growth”, or indeed lack of it, is not an abstracted narrowly economic or organisational variable but rather is better seen as a contextual nexus that operates differently in different sectors. Even narrowly economic growth can be sustained by direct or indirect debt. More specifically, the connections between well-being and “growth” appeared to function very differently within the different organisations and sectors. In terms of the financial crisis, the finance sector was itself among the first to be affected and also among the first to recover to varying extents. While less economic growth generally was linked to recession, uncertainty and lay-offs in most sectors, within the care sector the effects were very different. We return to this issue later in this working paper.

For all these reasons we decided to maintain the overall frame of case selection in terms of growth, seen now as more contingent and contextual. In maintaining the focus of interest in our study on growth, the *selection was done among the organisations that reported in the survey, “Työ ja hyvinvointi” [Work and well-being] conducted in Summer 2009 (Tallberg et al., 2011), having had growth during the last five years in terms of both turnover and the number of employees.* Among these, the short-listing of possible “candidate” organisations was done by grouping the organisations of high well-being activity (highest third among the respondents, 29-49) and low well-being activity (lowest third, 1-20) within each sector. Additionally, four organisations were included in the pool because of their exceptional answers to particular well-being questions. These included organisations that:

- 1) reported in the survey that their organisation does not promote the well-being of their employees,⁵ and/or
- 2) gave the lowest values for employee well-being in the survey question asking about the centrality of different goals in the organisation.⁶

These four additional organisations would not have been included if we had kept only to the sole criterion of having had, or reported, *growth during the last five years in terms of both turnover and the number of employees.* It should be commented that these four organisations were included because of their exceptional answers to particular well-being questions. All exceptional answers were “bad”. There were not equivalently exceptional outliers that were excluded by the main criterion of growth outlined.

⁵ Two respondents chose the last option in question 32: “*Would you say that your organisation promotes the well-being of its employees primarily in their work / in their lives in general / does not promote the well-being of its employees?*”.

⁶ This refers to question 33. Three respondents gave 3-4 on a scale of 1-7; none gave 0-2.

Within this pool of 54 organisations we strived for a sample that would include:

- at least two organisations from each sector;
- large, medium-sized and small organisations; and
- organisations from different parts of Finland.

This emphasis of variations in size provided some information on the relevance of organisational size, rather than being the sole or primary variable in constructing the selection frame. Although some of the contacted organisations refused to participate in this phase of the study, the overall sampling frame was successfully implemented. From each sector one large, and either one medium sized or one small organisation were willing to participate the study. In each sector the two participating organisations represented, respectively, the highest and the lowest third of the organisations responding to the survey in terms of well-being activity. From outside the pool of organisations that had had clear growth within the past five years, one additional electronics company (Electronics 2) was included as a special case of low growth following a recent merger and high well-being activity, combined with some exceptional answers to well-being questions of the survey.

Table 1 Size, past growth, expected growth, and well-being activity of the organisations studied (listed by survey well-being activity)

Organisation	Size*	Turnover growth	Employment growth	Exp TG**	Exp EG**	Well-being activity***
<i>High performing on well-being activity</i>						
Electronics 2	M	No ✓	No ✓	Yes	No	40
Finance 1	L	Yes	Yes	Yes	Yes	38
Care 1	M	Yes	Yes	No	No	30
Electronics 1	L	Yes	Yes	Yes	Yes	30
Tourism 1	L	Yes	Yes	Yes	No	29
<i>Low performing on well-being activity</i>						
Finance 2	M	Yes	Yes	Yes	Yes	18
Tourism 2	S	Yes	Yes	Yes	-	18
Care 2	L	Yes	Yes	DK	DK	5
Electronics 3	S	Yes	Yes	Yes	Yes	4

* L= large (> 250 employees), M= medium (50-249 employees), S= small (1-49 employees).

** Expected growth concerning turnover (TG) and the number of employees (EG), as reported in the survey.

*** Well-being activity measured by amount of well-being related organisational policies, as reported in the survey.

✓ The company was the result of a recent merger.

Thus portraits of practice have been conducted in:

- two care organisations, one medium-sized, one large;
- two tourism organisations, one small, one large;
- two finance organisations, one medium-sized, one large; and
- three electronics organisations, one small, one medium-sized, one large.

Of these nine, two are public or public/private partnership employing organisations; seven are private sector employers.

2.3. Fieldwork

The fieldwork was completed between February 2010 and February 2011. Fieldwork and the interviews were conducted by three researchers (Niemi, Niemistö, Tallberg), either alone or in pairs. Research contracts (Appendix 1) were signed with most of the interviewees. During the fieldwork, two pro formas were used for documenting basic information on the studied organisations (see Appendix 2) and the interviewees (see Appendices 3 and 4). The table (Table 2) illustrates how the different phases of the research process have taken place.

Table 2 The chronology of the research process

	2009												2010												2011														
SURVEY PILOT	JAN	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
SURVEY	JAN	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
FIELD-WORK	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
OTHER (analyses and writing)	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	

As already mentioned, the fieldwork was done under a relatively long period of time and by three researchers. In some organizations, only one researcher has been present, and in others two of the three have both attended and later on, analysed the data. In some organisations, the researcher, or researchers, have been able to spend the whole day or several days and have gained some understanding of the everyday life in the respondent organisation and ‘a feeling’

of the people working there. In other organisations the interviews were done in different occasions, just briefly visiting the organisation, not getting a very deep touch of the place or the people working there. Consequently, the building of the portraits is uneven, depending of the time spent and chances and scope of observation. The table (Table 3) below shows the timing of the fieldwork and the researchers involved.

Table 3 Timing of the fieldwork and the researchers involved (ordered by sector)

Organisation	Fieldwork	Researchers
Finance 1	September-October 2010 (5 interviews)	CN
Finance 2	12 Nov 2010 (6 interviews)	CN
Care 1	4-5 Feb 2010 (6 interviews)	HN
Care 2	February-August 2010 (7 interviews)	HN HN & CN
Electronics 1	22 Jan 2010 (1 interview) 3 Feb 2010 (4 interviews)	TT & HN TT
Electronics 2	16 March 2010 (3 interviews) 30 March 2010 (3 interviews)	TT & HN TT
Electronics 3	12 Feb 2011 (6 interviews)	TT & CN
Tourism 1	October 2010 (3 interviews) 4 Nov 2010 (3 interviews)	HN HN & TT
Tourism 2	August 2010 (6 interviews)	HN & CN

In each organisation the process of interviewing and ethnographies was preceded by studying the survey data as part of the pre-understanding of the case in question. However, the researchers strived to arrive to the appointments with an open mind, wanting to truly see 'behind the scenes', meaning beyond the formal policies and practices as reported in the survey. A wide variety of data was gathered on the organisations. Fifty-three interviews were carried out with management and employees. The gatekeeper was usually the person that had replied to the survey questionnaire, often the HR manager or their equivalent, and through her/him other interviews were arranged. All interviews except one⁷ were transcribed.

⁷ Due to technical difficulties one interview could not be taped. Analysis is based on extensive notes from that interview.

Table 4 Summary of data gathered from the portraits of practice (ordered by sector)

Organisation	Size	Inter-views	Other material
Finance 1	L	5	Information on a company well-being project
Finance 2	M	6	Report on present situation and goals concerning work-related well-being; development plan for work-related well-being; summary of a personnel survey; action plan of industrial safety; annual report
Care 1	M	6	National strategy for certain educational institutions; personnel policy programme; assessment of personnel's coping at work; programme on intoxicant use; personnel accounts; industrial safety programme
Care 2	L	7	Guide on formal negotiations between the employer and employees on possible redundancies; personnel report; programme for work-related well-being; familiarisation material; presentation on the corporation; website printouts
Electronics 1	L	5	Seminar presentation; security policy paper; personnel plan; occupational safety instructions; health guide and occupational safety guide for project expatriates; gender equality plan; newspaper articles; website print-outs
Electronics 2	M	6	Corporate annual report; guidelines for discussions after returning to work after absence ("Työhönpaluu-keskustelu"); information leaflets concerning occupational healthcare (health nurse, stopping smoking, "taukojumppa", etc.); form for 'close shave' situations; newspaper articles
Electronics 3	S	6	Company brochures; customer magazine; newspaper clips; website printouts
Tourism 1	L	6	Internal descriptive summary of the corporation; brochures
Tourism 2	S	6	Term paper on the company; company brochures; PowerPoint presentation on the company

* L= large (> 250 employees), M= medium (50-249 employees), S= small (1-49 employees)

The interviews were carried out either all during one day as a very intense time spent in the organisation, meeting and interviewing six or seven employees during the day, possibly having lunch with them and just generally spending time with and around them at the workplace. Alternatively, some fewer interviews were done during the same day and others at other times. Finally, in some companies, the interviews were done one at the time, all in different points in time. Gathering data like this makes it important to reflect upon the different premises and, in a way, different levels of 'depth' that were possible to obtain. Also, sharing the experience with another researcher made it possible to reflectively analyse both the own perceptions and the material together. Doing all the interviews at once and spending more time in the organisation

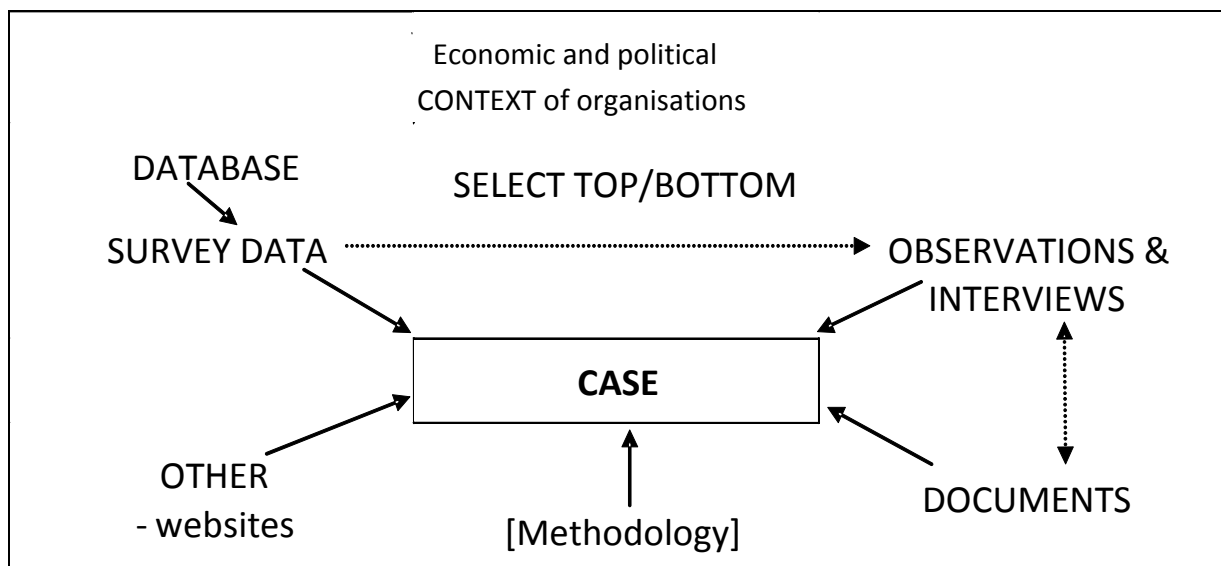
gave, in a way, a better insight of the organisation than short visits could. On the other hand, when visiting the same organisation at different points of time, the researcher had the chance to experience different kinds of days and ambiances in the organisation.

3. ANALYSIS

3.1. Methodology

The analysis of each portrait of practice case was conceived as a distinct and separate whole, using multiple forms of data (Figure 1). Analysis brought together the wide variety of data gathered.

Figure 1 “The Overall Picture”



Analysis was developed in the following stages:

- summaries of interviews;
- triangulation with other data;
- summaries of each organisational portrait of practice;
- analysis across and between organisational portraits of practice, and devising of explanatory models.

To assist analysis two pro formas were devised: one for each interview conducted, and one for the set of interviews from each organisation studied. This is illustrated in Table 5.

Table 5 Pro formas for the analysis of interview data

Questions for analysis of each individual interview data	Questions for analysis of portraits of practice, including the organisational interview data sets
<ol style="list-style-type: none"> 1) Summary/abstract of each interview 2) What kind of interview, what topics, specify (give a short label to) critical incidents 3) What is 'well-being'? How is it constructed, policies/lack of them, health/sickness, happy/sad? 4) What are the opportunities, what facilitates/assists well-being? 5) What barriers/impedes well-being? 6) How does "growth" assist/facilitate WB? 7) How does "growth" impede well-being? 8) Age and generational issues 9) Other issues 	<ol style="list-style-type: none"> 1) Summary/abstract of each case 2) What is 'well-being'? How is it constructed, policies/lack of them, health/sickness, happy/sad? 3) What are the opportunities, what facilitates/assists well-being? 4) What barriers/impedes well-being? 5) How does "growth" assist/facilitate well-being? 6) How does "growth" impede well-being?

In addition to the documents and other material listed above, observations and 'hanging around' in the organisations often proved to be a very enlightening experience. For example, a 'low-performing' organisation, in terms of economic performance, might still have an excellent team spirit and very good social relations. Such informal practices could function as a parachute and keep the organisation together during tough times, and thus strengthen the internal morale. On the other hand, a 'high-performer' could give a very distant and stark impression, and interview respondents could strengthen this impression further. In those organisations where more time was spent more observations on such informal relations could be made than those who visited infrequently only for pre-arranged interviews. The 'portraits of practice' were formed from the interview data and field notes, triangulated with the survey and documentary data, and also by discussion of analysis among the researchers.

These analyses resulted to a somewhat different view on the situation regarding 'well-being' in the case organisations to that the survey had provided. Differences amongst individual views in the same organisation were also sometimes reported, and these often appeared related to people's variable position within the social relations of the workplace. When going through the documents received from the case organisations and the survey questionnaires filled in by, in

most cases, one of the respondents in the interviews, different levels of well-being activity, work around organisational well-being, and sometimes separate formal and informal levels became apparent.

3.2. The case organisations

The case companies provided us with very different starting points for the fieldwork. Even if they had been selected on the basis of quantitative analysis and measures of well-being activity in two different categories, the case companies were everything but similar even within the same category or field of business. Also, the fact that the interviews were done within intensive days of fieldwork in some of the companies and at separate points in time in others contributed to different forms of information becoming available and to the case companies appearing different in the eyes of the researchers.

Importantly, each of the organisations needs to be understood as a different location of practice, a different organisational world, with different histories and where different factors and influences on well-being and its understanding and construction may operate. In order to clarify the characteristics of the organisations studied in the portraits of practice phase, we provide a short summary on each, ordered by the extent of organisational well-being activity, beginning with those that were high performing on well-being activity, as measured in the survey.

Organisations performing high on well-being activity

Electronics 2

This medium-sized electronics company is based in two national locations, and functions with two of its own subcontractors outside Finland. The company resulted from a merger a few years back, and is currently part of a multinational corporation, with its headquarters in Finland, that includes about ten companies in Finland and several units abroad. The merger was difficult and involved confrontations between employees of different company origins, and between management and employees. Changes in management were made, for example, both of the former CEOs left the company. The merger has had long lasting consequences. Different personnel policies (for example, benefits) in the different (merged) companies were still a

problem in the corporation. This has created continuing fractions among and between different employee groups.

Finance 1

This is a large company, a subsidiary part of a multinational corporation. The surroundings of the bank are light, elegant and placed in one of the most expensive addresses in town. The HR manager was moving on to another organisation after more than 10 years in the organisation, and at the time of the initial contact the situation with the successor was still unclear. This affected the start of the fieldwork in the organisation. A few years earlier the company had conducted formal negotiations between the employer and employees on possible redundancies. After these tough times for the sector and the organisation, an extensive well-being project had been launched in the organisation. The company had allocated resources to a national well-being project that individuals could access and attend online during working hours.

Care 1

This care and educational institution is situated in Eastern Finland and comprises of three separate units. The workplace itself forms a very tight social unit despite its three separate locations. Much of this seems to be the result of the positive management style. Economic downturns affect the 'business' positively in the sense that institutions to place children are needed more when issues related to the economic situation, such as long-term unemployment of one or both parents and alcoholism have exacerbated the situation in individual families. Economic growth is not an organisational goal, as the economic result is not decisive for the institution. If the outcome of the financial accounting is negative, the state will compensate for this. Organisational changes have taken place fairly recently when two separate units were administratively combined to one.

Electronics 1

The case company is large and a part of a multinational corporation. The company had conducted formal negotiations between the employer and employees on possible

redundancies in 2008. Around half of the employees are clerical employees. As a result of economic pressures, there were pressures for cutting down salaries. A new salary system and new imported work processes have created workplace tensions.

Tourism 1

The case company is one of the largest tourist companies in Finland and its headquarters are located in the Metropolitan area, where the interviews were done. The company has won awards for being one of the best employers in Finland. It has instituted a large amount of development work in process, and was also at first enthusiastic to participate in the project, although in due course the initial contact person left, which slowed the research cooperation to some extent. This personnel change left us in a rather strange situation which was, despite asking about it, never really clarified or discussed but rather bypassed by the other interviewees. These were all people selected by the previous HR manager who had left and as such may well have been “handpicked”.

Organisations performing low on well-being activity

Finance 2

The organisation, a bank, had recently survived harsh times and had been bought up by former employees. The organisation had a relatively young workforce and the spirit was youthful. This organisation was chosen as a “low performing” representative in well-being activity of its sector. The ‘down to earth’ feeling at this organisation at the time of the fieldwork was striking. The welcoming was friendly and somewhat informal. The interviews were completed during one day.

Tourism 2

The case organisation was ranked as the “low achiever” based on the survey data. This means that the organisation did not have very many formal policies and practices in use during the time of answering the survey (at the beginning of 2009). This is probably mostly to do with the smallness of the company and the way well-being was constructed in the organisation.

Care 2

The organisation is a large healthcare organisation comprising many units dispersed over a wide geographical area and employing thousands of people. Our interviews were mainly done in the main HR unit amongst the administrative staff and then with a group of different section heads selected by one of the HR personnel. As such, they were not a very random sample.

Electronics 3

This small electronics company in Southern Finland specialised in planning and innovation of wattage electronics. It was relatively recently founded, with the company address at the CEO's home. The company had grown since it had moved from smaller to larger premises a few years earlier. At the time of the survey there were six employees, a number that subsequently had grown to ten employees by the time of the fieldwork. These were young men in their twenties and thirties, with a couple of much older specialists, recruited to assist with production. The CEO owns just over half of the company; another electronics company owns the rest. This is a family business, with the CEO's father working as the technology manager (after having his own enterprise previously), the wife of the CEO working as the controller/administrator (and the only woman in the company), and with other relatives and friends working in or closely connected to the company.

Next, we move on to discuss some of the initial results of the 'portraits of practice'.

4. INITIAL RESULTS

As already noted, the earlier survey showed a number of broad tendencies in regard to the development of well-being policies and practices. In addition to these, a significant number of respondents emphasised that how management, leadership and supervision was carried out in practice was more important for well-being than formal corporate policy. For example, in response to the open-ended survey question (# 35), "In your opinion, has this survey left some

important issues out of discussion? If so, please say what they are.”, among the responses were:

- management and leadership (“esimiestyö”);
- the responsibility of the employees themselves for well-being;
- the existence of ‘communality’; and
- the nature of the work in itself.

These practical, everyday issues came to be at the centre of attention in the portraits of practice.

At the most general level, the most significant contextual factors overall the portraits of practice were changes in the organisation regarding:

- the economic situation in organisation;
- commercial variations within the given sector; and
- the impact of the search for (potential) customers.

Within these contexts, and despite variations in the size of the organisation, the sector, and even the reported well-being activity of the respondent organisation, some features were shared by all of them. Firstly, the role of colleagues and a good morale at the workplace was the key to well-being as reported by interview respondents. Equally important, the role of the superior, especially the immediate supervisor, was crucial. If he or she was experienced as supportive, flexible, fair and trustworthy, the employees reported that they felt motivated, safe and ready to work hard for the shared purpose and interests, for example, to save the company if it was in crisis.

In this situation the question of trust and motivation was far from a theoretical issue. The interviews were conducted during or just after relatively tight economic times, and this was apparent in most of the interviews. The case companies and the respondents were, in many ways, the ‘survivors’: they had made it through tough times and formal negotiations between the employer and employees on possible redundancies. But in spite of this, fear remained very close to the surface, and safety and trust were very important reported values in the attempt to survive – both organisationally and individually.

We now examine in some more detail how well-being was constructed in the individual organisations, and how this intersects with the economic context. Thus economic, sectoral and related challenges can be understood as intersecting with the more specific conditions of well-being in the organisations. First, we consider the high performing group of five organisations.

Organisations performing high on well-being activity

The highest performing on well-being activity, according to the survey was Electronics 2. At the same time, the electronics sector was experiencing an increase of stress and uncertainty due to the economic climate. Some different consequences followed from the three companies in this sector. Growth through merger can mean severe culture clashes (as in Electronics 2):

”[...] When we heard about the merger, well it did bring about quite a lot of discussion, astonishment and fear, of course, as we had double functions, well, what is going to happen. So I think it did worsen the atmosphere.” (E2, interview 2)⁸

However, even with these challenges, well-being at work there was apparent in terms of mutual respect. Employees were generally pleased with their work situation, and they reported that they wanted to come to work. Also, to have the right technological support, time to do the job and the knowledge of what to do with them in order to get a specific task done was important. Here, a balance between different parts of life (work – non-work) was emphasised. A good atmosphere and nice and friendly workmates were seen to be important. Well-being was also gauged by reference to simply everyday smiling and laughter at the workplace. Finally, clarity of goals, orderliness, and guidelines were emphasised by the interviewees.

According to the survey data, Finance 1 was one of the companies ranked as a “high-achiever” in organisational well-being activity. In the interviews, social relations among colleagues were again at the forefront when discussing well-being. Even though the sector was described as hectic and stressful, good internal team relations, alongside high compensation, were seen as important means of managing the job. Even with stresses and uncertainty from the financial climate, a firmly realistic perspective was evident here:

“Well-being is enabled by adequate resources, so that we can recruit enough people, and during growth, to be able to recruit people fast enough.” (F1, interview 1)

⁸ See Appendix 5 for the original Finnish transcripts.

Well-being at work in Care 1 was mostly and mainly built on the social relations at work. The work itself is very demanding, physically and mentally, and all the interviewees stressed the necessity of being able to trust one's colleagues, to feel good around them, and to be in broad agreement with them when it comes to all decisions. They also point out that they receive as much counseling and support as they need and that this is important. Another very important factor is ability to create distance between oneself and the work after the day is done. However, to be able to do the job and do it well it is crucial for everyone that the team spirit is good and that they put up a united front in relation to the children and young people. This basically very strong situation was, however, complicated by the economic context. The care sector had a rather complex relation to the economic situation, with that in itself leading to more demand and more potential work, yet at the same time restricted resources from funders.

“At the time when I answered the survey I had a more positive perspective [to the effects of the economic situation], now it has worsened for us, too ... well, statistically child protection and foster care is a growth sector but ... well, when the money in municipalities is tighter, it shows here in the way that when inquiries are done to us, they are very provisional and when the child actually comes – well, the time span has lengthened.” (C1, interview 5)

Thus this intersection was becoming a key factor in the operations of and well-being within Care 1.

In Electronics 1 well-being at work was defined in the interviews primarily in a rather pragmatic way, terms of there being enough orders from clients. The pace of work was not a problem as long as there was a sense of respect, a competitive salary, and a mutual understanding of how work is organised. This was overlain by adjustments to a new set of distant relations to new foreign management (as in Electronics 1):

“I think well-being here at work was better during the time of growth. Even if we had loads of work, there was a difference as we had a Finnish owner [...] In those days we only concentrated on making a good result, we did not have to draw any lines ... everybody thinks it sucks [now], nobody interfered and everyone had work.” (E1, interview 2)

Additionally, the feeling that it was good to come to work was an important factor for well-being, that there were nice and friendly work mates and a good atmosphere at work, which was based on communality. Further, important factors for well-being were that the employees felt that their opinions were heard, that support was available when needed and that there was someone to consult. It was considered that there needed to be feelings of being useful in their work. In addition, the role of management was highlighted. More control over work times was

important, as well as training and safety (in terms of regulations, practices and attitudes) which guarantees employees' working ability.

In Tourism 1 well-being was also perceived as strongly related to the work in hand: the ability to receive the necessary information as well as to have effective tools and equipment to work with. It was also interpreted as effective communication, and the ability to have control over one's work in general, tightly linked to the amount of work. Too much work was seen as bad, but too little was bad, too. Well-being mostly was framed via the nature of the work and ability to do it, and stress seemed to be a central problem. With this construction of well-being, the economic climate had, predictably, led to an increase of stress and uncertainty:

“Q: [...] Is the economic situation visible in your organisation, how does it affect your work?”

A: Well of course it is visible, because I think it is an important factor affecting well-being, so economic issues can't be [only] internal issues within the top management and finance department, but should be informed about.” (T1, interview 3)

Organisations performing low on well-being activity

Though Finance 2 was amongst the “low performing” organisations in the survey, judging from the interviews, as well as all the documents received after the interviews, the well-being activity of Finance 2 had risen remarkably since the time of the survey. Also in other respects, there had been substantial changes in the organisation: the employees had bought up the company from foreign owners, who had a few years earlier bought the Finnish origin company, and saved it from bankruptcy. A similar kind of 'survival spirit' as in Tourism 2 was obvious in Finance 2, where the employees bought the company in order to save it from collapse:

“[Economic growth and economic downturn] affected, affects indeed very strongly, sort of when we handle investments ... well, the 6-month downturn was very rough. During that final period even the last drops of strength to carry on were squeezed ... it took a long time ... well now it is, it has, it started to calm down for us first, before it even was visible in the real economy, among the first sectors, if you think of it.” (F2, interview 1)

Accordingly, there was a strong feeling of entrepreneurship, commitment and survival in the company. Respondents all emphasised the social relations at work, and told stories about working together in order to save the company. The feeling of surviving the harsh conditions was repeated in all the interviews.

Well-being in Tourism 2 seemed to be constructed more through social relations among the employees, low hierarchy between management and workers, job-rotation, as well as employee flexibility during tougher times, than formal policies. The hotel and conference centre had experienced an increase of uncertainty, but there a coping strategy was in clear evidence, with a form of survival spirit, for example, with all the permanent working personnel joining in cleaning and renovation of the fabric of the venues.

“I’m sure they [economic turndowns] stress people somewhat. But we are also grateful that we have a regular workday. I believe that people see that, but I’m not 100% sure. And then they see that we have not laid off a single person, here has been done some customer service when there has not been enough ... for example, we have a receptionist who painted hotel rooms, as she happened to know that kind of work and did not have work in her normal position, then we did stuff like that. The cleaning job can be shared; here is always plenty of that as we have a square kilometre of this property. It is creativity and flexibility, [business] chains can’t do that but we private entrepreneurs can ... [...] Not everyone likes to do many different kinds of jobs, but if the alternative is to be laid off, that puts things into perspective.” (T2, interview 3)

Thus, well-being was not formalised through policies and practices, specifically addressing well-being at work. The question of sickness was also present in the organisation, especially in relation to when the former CEO two years earlier got sick. However, this seemed relatively distant to many of the employees; at least they did not bring it up during the interviews.

Well-being in Care 2 appeared to be tightly linked to one’s ability to do one’s own work as well as possible. This is perhaps the strongest connection of this kind across the nine organisations. The nature of the job, “the calling”, seems to feature strongly in the way working and work are talked about there. This even applies with the staff that are not directly involved in caring, some of whom also have a background in healthcare originally. As noted, the care sector had a complex relation to the economic situation, leading to both more demand and potential work, yet restricting resources. Drastic cuts in resources are a problem as that can sometimes hinder the staff’s ability to work. However, they are also used to constant lack of funds and often note that saving resources is a constant state of affairs there. The demand for the services of the organisation remains and may even increase during times of stringency.

”I would say that it [economic growth and economic situation] does not actually affect the daily, this kind of care. The decisions on cutbacks and others are done further up there, they are brought down here ... but as savings have been an issue in carework for ages and ... [...] ... it is happening on a daily basis.” (C2, interview 6)

The employees’ ability to work in their “calling” and do their jobs as well as possible constructed well-being in the organisation; this was the most important issue here. The ability to make and have control over decisions regarding how work is to be done or organised was

also crucial. Well-being is mostly described in terms of internal social relations and having good relations with colleagues, along with having sufficient working facilities. Surprisingly enough, the front line healthcare staff discussed the resources more than did management.

In Electronics 3 well-being meant to the interviewees that it is pleasant to be at work. The work community, and the people at work are central, but this includes an element that differs from other organizations, namely that in such a small organisation everybody should get along with everybody. Formal policies are in practice non-existent. But occupational healthcare exists and is used, as well as culture/sports vouchers; otherwise practices are in the level of “we order pizzas or go out to eat together after a successful project”. New systems and more stressful tasks with less ergonomic working premises brought a rather different set of responses (as Electronics 3).

”[...] As we are a strongly expanding company, I am aware of it and hope many others here are aware of it, that we do have phases when we are extremely busy – for example now when the launch of new products is closing in and people are pressured. [...] When creating new, you always have to push the limits of previous knowledge, every time, again and again. That is why product developers are a special group of people; they have to face the problem time after time. And push over the limits and it is, it does show in people, as exhaustion and at times as stress. A good question is how the work environment manages that. Normally product development people are relatively committed to their organisations, if they feel they have an inspiring and innovative job, they stay in spite of the stress. But we are a young company and still learning how to handle this ...” (E3, interview 1)

Initial synthesis

Overall, at the level of everyday life of the case organisations, the most significant issues for subjective experience of well-being were:

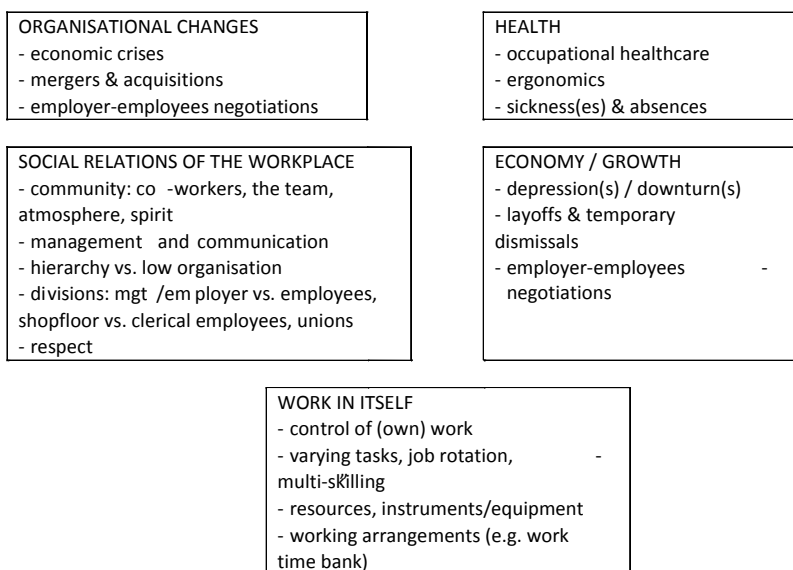
- perceived ability and sense of control over employees’ own work tasks, and freedom to use some flexibility;
- experience of appreciation and esteem in immediate working community, and social relations in working community;
- importance of colleagues, immediate superiors and good morale in the workplace as key to well-being;
- the differences between formally instituted and discretionary policies, and the frequent experience of distance from corporate policies.

This last aspect of the role of the policies and practices in the organisations deserves some further comment. Despite the classification to 'low-performer' or 'high-performer' based on the survey, the respondents generally felt relatively distant to the formal policies and practices. The sense of their own control over work, tasks and a freedom to use some flexibility when needed was considered very important. Followed by the importance of good colleagues, a good team spirit and a fair and supportive superior, these were the instant factors affecting the respondent's sense of well-being at work. The other levels of the organisation were usually experienced as fairly distant and played a much less central role for the sense of well-being. These more distant levels mainly concerned economic conditions, fear of managerial decisions affecting the unit of the respondent, criticism of not knowing the objects of decisions, and fear and memories of fear of formal negotiations between the employer and employees on possible redundancies.

The nature of the work and work tasks themselves were also important, as well as feelings of being respected by colleagues, superiors and management. Health aspects were mentioned in some instances, though in each of the case organisations the mental health aspects of work seemed much more important than physical health. This was shown in some cases in terms of a considerate attitude to ageing employees.

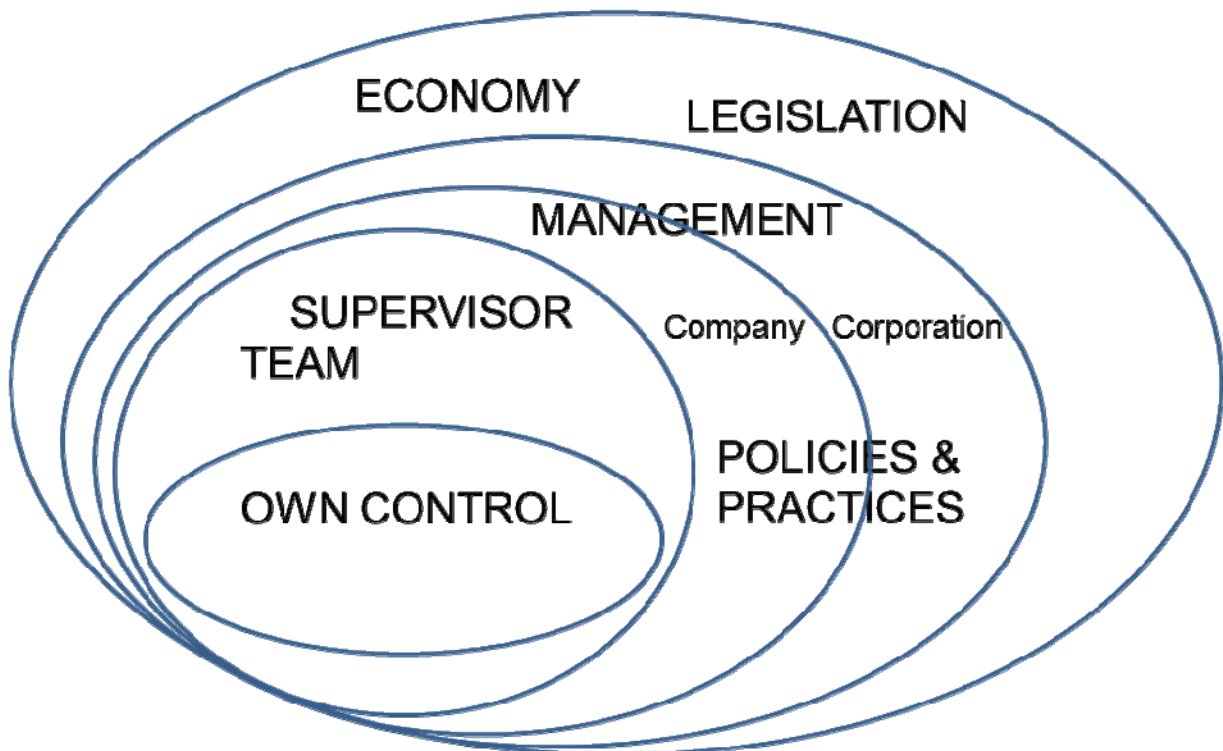
The figure below (Figure 2) summarises the different aspects of work emphasised in the interviews:

Figure 2 The aspects of work presented in the interviews



A number of possible models may be developed to summarise the findings thus far. One way is to conceptualise the organisations as a series of varying realms of focuses of control, decision-making and regulation, as illustrated in Figure 3 below.

Figure 3 Layers of control, decision making and regulation



This model can be supplemented by variations by size, extent of well-being activity, and whether such activity is 'top down'-driven policy or based in immediate social relations, 'communality' and the work itself. This would provide a more three-, or even a four-, dimensional model. As noted, in most cases informal practices among colleagues are much more important to perceptions of individual employee well-being than formal corporate policies.

Current further analysis is examining these data in more detail, and addressing comparisons of and differences between: quantitative and qualitative data; growth and no-growth employing organisation; high well-being and low well-being organisations; and Finland and UK data.

5. CONCLUDING METHODOLOGICAL REMARKS

In conclusion, the portraits of practice indicated that well-being was the result of the interaction of several factors:

- economic pressures and work intensification;
- managerial practices and policies, especially how leadership was conducted in practice;
- social relations in the workplace: ‘communality’, trust, ‘fairness’ and appreciation;
- labour process/work itself structuring competition/cooperation between employees, control of own work, time flexibility;
- health issues: ergonomics, occupational healthcare, levels of sickness and absence;
- social divisions.

On this last point, it should be noted that social divisions were not often explicitly emphasised in either the survey or the interviews. Even with the legal demand for gender equality plans, gender issues were not stressed as a high priority, and this neglect extended to most other inequalities. However, age and generational issues were noted – in both the survey and the portraits of practice – as emerging as worthy of increasing attention in terms of recognition of well-being policies, practices and activity more generally. This matches recent research on the incentive for some Finnish companies to develop work/family reconciliation policies as a means of attracting and retaining younger employees, and improving their corporate image (Niemi, 2011). As noted in the analysis of the survey, employing organisations with younger employees tended to have greater development of well-being policies.

This project has used two very different methods of data collection: survey of policies and practices, as seen from the perspective of the employers and their, usually HR, representative; and the portraits of practice focused at the level of everyday and subjective experience. This combination of methods can be said to have definite pros and cons. On one hand, this has meant that the data is of very different kinds – not just quantitative as against qualitative, but formal and single source as against largely informal, multiple and triangulated – has been at times difficult to bring together. On the other hand, this combination of methods, whilst emphasising formal policies and informal realities respectively, has generally generated data that is surprisingly compatible.

To be more precise, the survey method was framed by the previously assumed macro-economic context of “growth”, and indeed found a rather surprisingly high level of past and expected growth in the respondent organisations. While the survey focused on and generated data mainly on formal organisational policies on well-being, it also produced indications of the importance of both immediate working relations and how ‘policy’ is implemented or not in practice. The method and the focus on formal policy data was thus complemented by indications of the importance less formal data. On the other hand, the portraits of practice were focused on generating data on everyday practices, more informal realities and experiences of well-being, especially in relation to immediate colleagues, supervisors and the work itself (cf. Segercrantz, 2011). They certainly did this, but they also pointed to the importance of the overall economic context for the survival, and sometimes growth, of the organisation.

Thus, both methods produced data that was, in some senses, the major focus of the other method. Interestingly, both methods cast some doubt on the importance of the meso level of the organisation “as a whole”. Moreover, this was rather ironic, in view of the construction of portraits of practice as investigating different and distinct organisational worlds. It would seem that the two levels of macro (economic) and micro (immediate working situation, supervisors, colleagues, morale, and the work itself) were especially significant, and much more so than the overall organisational structure or conditions at the meso-organisational level.

As the same time, the portraits of practice method could be said to offer HR practitioners, other researchers, and business and community organisations more generally potential to add depth to the analysis of similarities and differences across organisations, with data on the day to day (micro) experiences, activities, processes, as well as the macro context. A meso layer, the organisational level, could be seen as that which is drawn out across portraits of practice to conclude on such factors as sector, location, size of organisation, and composition of workforce.

These conclusions imply that more research should be conducted in the immediate micro-individual levels in different contexts in order to better understand the implications of different macro(-economic) levels for the work itself of individuals and collectivities. On the other hand, our results also indicate that there is no one specific meso-organisational model or programme for companies to implement in order to ensure the well-being of employees. Each case seems to be a world of its own, with some shared features and some differing ones. As well-being in working life continues to be a central theme in research, we suggest that more

case companies should be closely studied by using mixed methods in order to learn about the formal status of well-being, but also to learn about the diverse everyday realities of individual work organisations.

Bibliography

Alvesson, M. and Sköldböck, K. (1994): *Tolkning och reflektion vetenskapsfilosofi og kvalitativ metod*. Lund: Studentlitteratur.

Bowling, A. (1997): *Research Methods in Health*. Buckingham: Open University Press.

Bryman, A. (2006): Paradigm peace and the implications for quality, *International Journal of Social Research Methodology*, 9, 2, 111-126.

Chell, E. (1998): Critical incident technique. In: G. Symon and C. Cassell (eds.) *The Practice of Qualitative Organizational Research: Core Methods and Current Challenges*. London: Sage, 51-72.

Coffey, A. and Atkinson, P. (1996): *Making Sense of Qualitative Data: Complementary Research Strategies*. Thousand Oaks, Ca: Sage.

Cronin de Chavez, A., Backett-Milburn, K., Parry, O. and Platt, S. (2005): Understanding and Researching Wellbeing. *Health Education Journal*, 64, 70-87.

DiMaggio, P. J., and Powell W. W. (1983): Iron cage revisited: Institutional isomorphism and collective rationality in organizational fields. *American Sociological Review*, 48, 147-160.

Flanagan, J.C. (1954): The critical incident technique. *Psychological Bulletin* 51, 28, 28-35.

Hart, S., Hogg, G. and Tagg, S. (2007): *Marketing Capability in Innovative Firms*. Glasgow: Working Paper, University of Strathclyde, Department of Marketing.

Hearn, J., Tallberg, T., McKie, L., Gripenberg, P., Jyrkinen, M. and Niemistö, C. (2009): *The Quest for Well-being in Growth Industries; Contexts, Research Design and Methodological Development*. Hanken School of Economics, Working Paper Series No. 548. <http://dhanen.shh.fi/dspace/bitstream/10227/501/1/548-978-952-232-074-2.pdf>

Hettlage, R. and Steinlin, M. (2006): *The Critical Incident Technique in Knowledge Management-Related Contexts*. Swiss Association for International Cooperation. Available: www.i-p-k.ch/files/CriticalIncidentTechnique_in_KM.pdf

McKie, L., Hearn, J., Bowlby, S., Hogg, G. and Smith, A. (2008): *Organisations Carescapes: Researching Organisations, Work and Care*. Helsinki: Hanken School of Economics, Working Paper Series No. 548. <https://helda.helsinki.fi/bitstream/handle/10227/294/538-978-952-232-014-8.pdf?sequence=2>

McKie, L., Hogg, G., Bowlby, S. and Smith, A. (2009): *Organisation Carescapes: Policies & Practices of Care in Business Organisations*. Final Report to ESRC. Glasgow: School of Law and Social sciences, Glasgow Caledonian University.

McKie, L., Hearn, J., Bowlby, S., Gripenberg, P., Hogg, G., Jyrkinen, M., Niemistö, C. Smith, A. and Tallberg, T. (2010): *Articulating Working and Caring over Time and Space*. International Sociological Association Conference. Research Committee on Sociology of Work RC30. Gothenburg. July.

Meyer, J. W., and Rowan B. (1977): Institutionalized organizations: Formal structure as myth and ceremony. *American Journal of Sociology*, 83, 340-363.

Niemistö, C. (2011): *Work/Family Reconciliation: Corporate Management, Family Policies, and Gender Equality in the Finnish Context*. Publications of the Hanken School of Economics No. 236. Helsinki: Hanken School of Economics.

Seale, C. (1999): *The Quality of Qualitative Research*. London: Sage.

Segercrantz, B. (2011): "... *The walls fell down but the blokes just coded ...*" *Varieties of stability in software product development during organizational restructurings*. Publications of the Hanken School of Economics No. 226. Helsinki: Hanken School of Economics.

Tallberg, T., Hearn, J., Niemistö, C., Gripenberg, P., Jyrkinen, M. and McKie, L. (2011): *The Quest for Well-being in Growth Industries 2: The Survey*. Working Papers Series No. 558. Hanken School of Economics, Helsinki.
https://helda.helsinki.fi/bitstream/handle/10138/27472/558_978-952-232-140-4.pdf?sequence=1

Tashakkori, A. & Teddlie, C. (eds.) (2003): *Handbook of Mixed Methods in Social and Behavioral Research*. Thousand Oaks, CA: Sage.

Wright S. (ed.) (1994): *The Anthropology of Organisations*. London: Routledge.

APPENDIX 1: Research contract made with the interviewees
Työ ja hyvinvointi osa II, 2010

TUTKIMUSSOPIMUS (kaksi samanlaista kappaletta)

Tutkimuksemme on osa Suomen Akatemian rahoittamaa tutkimusprojektia *Päämääränä hyvinvointi*. Tarkoituksenamme on syventää keväällä 2009 tehdyn kyselyn tuottamaa tietämystä työhyvinvointiin liittyvistä käytännöistä ja henkilöstöjohtamisen välineistä paneutumalla tarkemmin erilaisten organisaatioiden toimintaan ja työhyvinvointia koskeviin haasteisiin.

Tämä on tutkimushaastattelu. Haastattelumateriaalia kerätään ja hyödynnetään tutkimuksellisessa käytössä. Materiaali käsitellään luottamuksellisesti ja anonyymisti.

Tutkija

Haastateltava

APPENDIX 2: Organisational pro forma
(translations in italics)

Quest for Well-being in Growth Industries

Organisaatiolomake (*Organisation form*)

Organisaation nimi (<i>Name of the organisation</i>)				
Sektor (<i>Sector</i>)				
TOL 2008 (toimialaluokitus) (<i>listing of industry</i>)				
Toiminnan kuvaus (<i>Description of activity</i>)				
Työntekijät (<i>Employees</i>)	Miesten määrä (<i>Amount of males</i>)	%	Naisten määrä (<i>Amount of females</i>)	%
Organisaation koko (<i>Size of organisation</i>)	Pieni <50 (<i>Small <50</i>)	Keskisuuri 50 – 249 (<i>Medium 50-249</i>)	Suuri >250 (<i>Large >250</i>)	
Liikevaihto / muut taloustiedot (<i>Turnover/other financial information</i>)				
Toimipaikat Suomessa (keskeisimmät) (<i>The most central places of business</i>)				
Nykyiset politiikat & käytännöt kuten ilmoitettu kyselylomakkeessa (<i>Current policies & practices as identified in the questionnaire</i>)				

Yhteyshenkilö ja yhteystiedot <i>(Contact person and contact information)</i>	
---	--

Tehdyt haastattelut <i>(Conducted interviews)</i>		
Haastattelutyypit <i>(Type of interview)</i>	Puhelin (lkm) <i>(Telephone, amount)</i>	Kasvotusten (lkm) <i>(Face to face, amount)</i>
Haastattelupaikat <i>(Venues of interviews)</i>		
Hallintorakenne <i>(Administrative structure)</i>		
Työvoimarakenne <i>(Labour structure)</i>		
Ammattiliitot ja -yhdistykset <i>(Unions)</i>		

Erityispiirteitä; Organisaatio- kulttuuri <i>(Special features: Org. culture)</i>	
Muuta tietoa (organisaation nettisivuilta tms.) <i>(Other information, from website etc.)</i>	

APPENDIX 3: Interviewees' background pro forma

(translations in italics)

Sektori (Sector)	Organisaatio (Organisation)	Haastattelu (Interview)	Haastattelija (Interviewer)

Quest for Well-being in Growth Industries

Haastattelu/henkilölomake (lomakkeen voi täyttää haastattelun aluksi tai lopuksi)
(Interview/respondent form; form can be filled in in the beginning or in the end)

Sukupuoli (<i>Gender</i>)	Mies (<i>Male</i>)		Nainen (<i>Female</i>)		Ikä (<i>Age</i>)
Perhesuhteet (<i>Family relations</i>)					
Asema organisaatiossa (<i>Position in organisation</i>)					
Koulutus (<i>Education</i>)					
Aiempi työkokemus (<i>Previous work experience</i>)					
Työsuhteen laatu (pysyvä, osa-aikainen jne.) (<i>Type of employment; permanent, part-time etc.</i>)					
Kauanko työskennellyt organisaatiossa (<i>How long have you worked in the organisation</i>)					
Kauanko työskennellyt nykyisessä tehtävässä (<i>How long have you worked in your present position</i>)					
Haastattelutyyppi (<i>Type of interview</i>)	Puhelinhaastattelu (<i>Telephone</i>)		Kasvotusten (<i>Face-to-face</i>)		Muu (<i>Other</i>)

Haastattelupaikka ja – ajankohta <i>(Venue and time of interview)</i>	
Muuta <i>(Other)</i>	

APPENDIX 4: Interview structure pro forma

(translation in italics)

HAASTATTELURUNKO

Haastattelurunko sisältää kysymyksiä ja teemoja, joita yhdistellään kunkin organisaation ja haastateltavan mukaan. **Modulit ovat valinnaisia osia, numeroidut kaikkien haastattelujen perusrunko.** Keskeinen ero on haastateltavien välillä, jotka ovat vastanneet kyselyyn ja jotka eivät ole vastanneet kyselyyn. Vain kyselyyn vastanneiden henkilöiden haastatteluissa voidaan palata haastateltavan antamiin vastauksiin. Niiden johtavassa asemassa tai HR vastuussa olevien haastateltavien kohdalla, jotka eivät ole vastanneet kyselyyn, tyhjän kyselylomakkeen voi näyttää tai haastateltavaa voi pyytää tutustumaan lomakkeeseen tai täyttämään sen. Tällaisilta haastateltavilta voi myös kysyä kyselystä puuttuneita tietoja ja kyselyajankohdan jälkeen tapahtuneista muutoksista.

*The interview pro forma includes questions and themes that can be combined according to each individual and organisation. **The modules are discretionary; the numbered parts are the basic body of the interviews.** The relevant difference is between those respondents who have answered the survey and those who have not. Only with the respondents who have answered the survey can one go back to those answers. Those respondents in a leading position or with HR-responsibilities who have not answered the survey can see and/or fill in the survey questionnaire. With these respondents missing information or changes that occurred after the survey can also be checked.*

Kyselyyn vastannut henkilö / muu HR vastaava / johtavassa asemassa oleva (<i>Person responsible for answering to the survey/other HR responsible/ other with a leading role</i>)	Muu työntekijä (<i>Other employee</i>)
1. Voitteko kertoa lyhyesti työstänne / roolistanne organisaatiossa? (<i>Can you kindly shortly explain about your role in the organisation?</i>)	
MODULI A (<i>Module A</i>) Yleistiedot organisaatiosta (täytä Organisaatiolomake) <i>(Contact information of the organisation; fill in the organisation form)</i> Organisaation toiminnan kuvaus / toimiala <i>(Description of organisational activity/industry)</i> Hallintorakenne (<i>Administrative structure</i>)	MODULI B (<i>Module B</i>) Millaista on työskennellä tässä organisaatiossa? (<i>What is it like to work in this organisation?</i>) ○ Mikä parasta, mikä huonointa? <i>What is the best part, what is the worse part?</i>

<p>Työvoimarakenne (<i>Labour structure</i>)</p> <p>Ammattiliitot ja -yhdistykset (<i>Unions</i>)</p> <p>Muiden haastateltavien valinta/sopiminen ja organisaatiota koskevien dokumenttien saatavuus (<i>Agreeing upon other respondents and access to organisational documents</i>)</p>	
<p>2. Työhyvinvointi (<i>Well-being at work</i>)</p> <p>a) Mitkä seikat/tekijät vaikuttavat/edesauttavat/estävät/vaikeuttavat hyvinvointia omassa työssäsi? (<i>What kind of factors/issues influence/improve/inhibit/disable well-being in your own work?</i>)</p> <ul style="list-style-type: none"> - Mikä tärkeää/keskeistä? (<i>What is important/central?</i>) - Onko tämä käsityksesi mukaan yleistä tässä organisaatiossa? Kokevatko muut/kaikki työntekijät samoin? Puhutteko usein näistä asioista?<i>(Is your perception that this is common in this organisation? Do the others perceive/feel the same? Do you often discuss these issues?</i> ➔ MODULI C: Voitko kertoa esimerkin hyvinvointiin liittyvästä tapauksesta omassa työssäsi?<i>(Module C: can you give an example of an incident related to well-being in your own work?)</i> <p>b) Mitkä seikat/tekijät vaikuttavat/edesauttavat/estävät/vaikeuttavat hyvinvointia organisaatiossa/yksikössäsi/osastollasi? (<i>What kind of factors/issues influence/improve/inhibit/disable well-being in the organisation/your unit/your department?</i>)</p> <ul style="list-style-type: none"> - Mikä tärkeää/keskeistä? (<i>What is important/central?</i>) ➔ MODULI C: Voitko kertoa esimerkin hyvinvointiin liittyvästä tapauksesta omassa organisaatiossasi/yksikössäsi/osastollasi? <i>(Module C: can you give an example of an incident related to well-being in the organisation/your unit/your department?)</i> 	
<p>3. Kasvu / talous</p> <ul style="list-style-type: none"> - Näkykö talouden tilanne organisaatiossasi? Miten se vaikuttaa työhön?<i>(Does the economic situation show in your organisation? How does it affect work?)</i> - Onko yleinen taloustilanne on vaikuttanut organisaatioonne? Miten?<i>(Has the economic situation in general affected your organisation? How?)</i> - Onko taloudellinen tilanne vaikuttanut organisaatioonne menneisydessä? Millaisia muutoksia on odotettavissa / taloustilanne tulee aiheuttamaan? <i>(Has the economic situation affected your organisation in the past? What kind of changes do you expect/ will the economic situation cause?)</i> - Onko organisaatiossanne tapahtunut muutoksia?<i>(Have you experienced any organisational changes?)</i> - Miten taloustilanne / organisaatiomuutokset ovat vaikuttaneet työhyvinvointiin?<i>(How has the economic situation affected well-being at work?)</i> ➔ MODULI C: Antaisitko esimerkin taloustilanteen / organisaatiomuutosten vaikutuksesta työhyvinvointiin/vointiisi? <i>(Module C: can you give an example of an incident related to the economic situation/organisational change that has affected (your) well-being?)</i> 	

4. Ikä (Age)

- Mikä rooli ikäkysymyksellä on sinun työssäsi / organisaatiossasi? Onko se positiivinen vai negatiivinen asia? *(What role does age play in your work/organisation? Is it a positive or negative aspect?)*
 - Onko moni työntekijöistänne *(Is /has many of your employees)*
 - i.) jäämässä eläkkeelle lähivuosina? *(going to retire in the next coming years?)*
 - ii.) puhunut työssä jaksamisesta? *(talked about managing the workload?)*
 - iii.) Jatkamassa eläkeiän saavuttamisen jälkeen? *(going to continue working after retirement age?)*
 - Ovatko eri sukupolvet edustettuina työpaikallasi? Miten tämä näkyy? Miten vaikuttaa työhön/työskentelyyn? *(Are different generations represented at your workplace? How does it affect work/working?)*
- ➔ MODULI C: Voitko kertoa esimerkin siitä miten ikä liittyy työhyvinvointiin organisaatiossasi? *(Module C: can you give an example of how age is related to well-being in your organisation?)*

MODULI C (Module C): Critical Incidents

Voitko kertoa esimerkin? *(Can you give an example?)*

- o Mitä tapahtui? *(What happened?)*
- o Miksi/Miten liittyy työhyvinvointiin? *(Why/how does it relate to well-being?)*
- o Ketkä osallisia? *(Who were a part of this?)*
- o Miten mielestäsi olisi pitänyt toimia? *(How do you think this should have been handled?)*
- o Johtiko tapaus muutoksiin / opittiinko jotain? *(Did the incident lead to changes/was something learnt from it?)*

MODULI D (Module D): Extra Critical Incidents

Milloin **koulutetun työvoiman saaminen / osaaminen / ammattitaito** on noussut esiin (esimerkki)? *(When has access to educated workforce/ know-how/skills been present (example)?)*

Milloin **jaksaminen / joustavuus / sitoutuminen / sitouttaminen** on noussut esiin (esimerkki)? *(When has managing the workload/flexibility/commitment been present (example)?)*

MODULI E Kyselyn teemojen läpikäyntiä (Module E Going through the themes)

- o Keskeiset työhyvinvointiin liittyvät toimintaohjeet ja henkilöstöjohtamisen välineet organisaatiossa? *(The central policies and HR-equipments related to well-being in the organisation?)*
- o Muutoksia kevään 2009 jälkeen? *(Changes since spring 2009)*
- o Puuttuvat tiedot kyselylomakkeeseen

<p>liittyen (<i>Missing information related to the questionnaire?</i>)</p> <ul style="list-style-type: none"> ○ Mihin työhyvinvointi organisaatiossanne perustuu?<i>(What facilitates well-being in your organisation?)</i> ○ Työhyvinvoinnin esteet?<i>(Hinders of well-being?)</i> ○ Mitä työhyvinvointi merkitsee? <i>(What does well-being at wor mean?)</i> 	
<p>MODULI F (Module F)</p> <p>Kysymysten 21 ("suurin henkilöstöä koskeva haaste lähitulevaisuudessa") ja 34 ("mielestänne kyselyssä käsittelemättä jääneet asiat") purkaminen haastateltavan antaman vastauksen pohjalta. (<i>Unpacking questions 21 "the biggest challenge related to workforce in the future" and 34 "issues not adressed in the questionnaire", based on the answer given by the respondent.</i></p>	

APPENDIX 5: Interview quotes in Finnish (see pp. 25-29)

”Kun se tieto tuli tästä yhdistymisestä, niin kyl se silloin aiheutti aikamoista keskustelua ja ihmetystä ja pelkoo tietysti, kun oli päällekkäisiä toimintoja ja muita, et mitä sitten käy. Et kyl se ehkä osaltaan sitä ilmapiiriä sekin silloin kiristi kyllä.” (E2, interview 2)

”Työhyvinvointia edesaututtaa, et on riittävä resurssointi et me saatas palkata riittävästi ihmisiä ja kasvun myötä riittävän nopeesti lisää ihmisiä..” (F1, interview 1)

”Työhyvinvointi oli parempi, se oli silloin, se oli kasvun aikana joka tapauksessa parempi. Vaikka töitä oli hirveesti ja, mut silloin tehtiin, silloin oli semmonen ero oli tällä, sen aikasella omistuksella ku tää oli suomalainen [...] Ni, silloin tehtiin vaan, tulosta, ei silloin tämmösi viivojen vetelyihin pitäny, kaikki pitää ihan, tyhjän touhuna, ei silloin tämmösiin puututtu eikä, silloin, kaikilla oli töitä.” (E1, interview 2)

”No kyllä se totta kai näkyy, koska musta se on myös yks tärkee hyvinvointiin vaikuttava tekijä, et niit talouden asioita ei pidetä salaisena jonkun johtoryhmän ja talousosaston sisäsenä asiana, vaan et niistäkin tiedotetaan.”(T1, interview 3)

”Kyllä se varmasti stressaa jonku verran. Mutta myös ollaan kiitollisia siitä, että on vakituinen työpäivä. Mä uskon, että porukka sen näkee, en mä sitä tiedä satavarmasti. Ja sitte näkee sen, et me ei oo lomautettu yhtä ainutta ihmistä, et tääl on sit tehty asiakaspalvelutyötä ku eri oo riittäny. Meil on muun muassa vastaanottovirkailija maalasi hotellihuoneita, ku hän sattu osaamaan tämmösen homman, ku ei ollu omaa duunii tarjolla ni sit tehti jotain tommosta. Siivoustyötä pystyy jakamaan, sitä täällä riittää aina, meil on neliökilometrin verran tässä kiinteistöä. Se on luovuutta, ketteryyttä, mihin ei sit taas ketjut pysty, et me yksityisyrittäjät pystytään sisäisesti.” (T2, interview 3)

”Sanotaan et se oikeestaan tohon päivittäiseen tällaseen hoitamiseen, ni, mä en nää et se ihan hirveesti vaikuttaa. Et ne päätökset, säästöistä ja muist tehdään tuolla ylempänä, ne tuodaan tänne alas mut ku siit on hoitotyös puhuttu iän kaiken tästä säästämisestä ja, [...] et se on niin semmosta päivittäistä. (T2, interview 6)

”Me ollaan voimakkaasti kasvava yritys ja, minä tiedostan sen ja toivottavasti sen tiedostaa meil moni muuki et meil on tämmösi vaiheita jollon on tosi kova kiire, niin kun esimerkiks nyt ku tuotteiden lanseeraus lähestyy ja ihmisil on vuorenmasti paineita. [...] Tämmönen tuotekehitysprosessi on aina sitä ääri rajoilla toimimista. Kun luodaan uutta, ni täytyy mennä tavallaan sinne entisen osaamisen ylärajalle, joka ikinen kerta uudestaan ja uudestaan. Ja sen takii tuotekehitysihmiset on vähän erityislaatusii ihmisiä et heidän täytyy kerta toisensa jälkeen tavallaan kohdata se ongelma. Ja mennä, sinne rajan toiselle puolelle ja, se on, kyl se näkyy sit ihmisissä joskus väsymyksenä ja joskus semmosena, stressinä. Et siin onki hyvä kysymys et miten tavallaan työyhteisö sen sit hallitsee. Normaalistihan tuotekehitysihmiset on aika, työpaikkauskollisia et jos he, kokee et he on hyvä työpäikassa ja saa tehdä semmost innostavaa, innovatiivist työtä he kyl pysyy, vaik siel on stressiä. Mut, nää on haasteita me ollaan nuori yritys ja vielä varmaan harjotellaankin sitä, et miten hallita tämmöstä.” (E3, interview 1)

Meddelanden från Svenska handelshögskolan

Hanken School of Economics. Working Papers.

2009

- 539. Ahlgren, Niklas & Juselius, Mikael: Tests for Cointegration Rank and the Initial Condition.
- 540. Bask, Mikael: Monetary Policy, Stock Price Misalignments and Macroeconomic Instability.
- 541. Ahlgren, Niklas & Antell, Jan: The Power of Bootstrap Tests of Cointegration Rank with Financial Time Series.
- 542. Grönroos, Christian & Ravald, Annika: Marketing and the Logic of Service: Value Facilitation, Value Creation and Co-creation, and Their Marketing Implications.
- 543. Leppänen, Hanna & Grönroos, Christian: The Hybrid Consumer: Exploring the Drivers of a New Consumer Behaviour Type.
- 544. Grönroos, Christian: Towards Service Logic: The Unique Contribution of Value Co-Creation.
- 545. Mickelsson, Jacob: Activityscape Mapping: Consumer Activity Systems as Service Context.
- 546. Heinonen, K., Strandvik, T., Mickelsson, K-J., Edvardsson, B., Sundström, E. & Andersson, P.: Rethinking Service Companies' Business Logic: Do We Need a Customer-Dominant Logic as a Guideline?
- 547. Finne, Åke & Strandvik, Tore: Silent Communication - A Challenge to Established Marketing Communication Practice.
- 548. Hearn, J., Tallberg, T., McKie, L., Gripenberg, P., Jyrkinen, M. and Niemistö, C.: The Quest for Well-being in Growth Industries: Contexts, Research Design and Methodological Development.

2010

- 549. Söderqvist, Anette & Wägar, Karolina: Board Effectiveness in Small Firms.
- 550. Strandvik, Tore & Rindell, Anne: Value of Image in Service.
- 551. Rindell, Anne: Time Dimension in Consumers' Image Construction Processes: Introducing Image Heritage and Image-in-Use.
- 552. Voima, Päivi, Heinonen, Kristina & Strandvik, Tore: Exploring Customer Value Formation – A Customer Dominant Logic Perspective.
- 553. Heinonen, Kristina, Mickelsson, Jacob & Strandvik, Tore: Customer Energy in Relationships.
- 554. Helle, Pekka: Re-Conceptualizing Value-Creation: From Industrial Business Logic to Service Business Logic.

2011

- 555. Gerkman, Linda & Ahlgren, Niklas: Practical Proposals for Specifying k -Nearest Neighbours Weights Matrices.
- 556. Hampf, Anders & Lindberg-Repo, Kirsti: Branding: The Past, Present, and Future: A Study of the Evolution and Future of Branding.
- 557. Vilppo, Tiina & Lindberg-Repo, Kirsti: Corporate Brand Repositioning with CSR as the Differentiating Factor: A Study on Consumer Perceptions.
- 558. Tallberg, T., Hearn, J., Niemistö, C., Gripenberg, P., Jyrkinen, M. and McKie, L.: The Quest for Well-being in Growth Industries 2: The Survey.
- 559. Grönroos, Christian & Voima, Päivi: Making Sense of Value and Value Co-Creation in Service Logic.

2012

- 560. Niemistö, C., Hearn, J., Tallberg, T. and Niemi, H.: The Quest for Well-being in Growth Industries 3: Portraits of Practice.