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**The Quest for Well-being in Growth Industries:
Contexts, Research Design and Methodological Development**

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Key words: care, companies, cultures, employing organisations, methodology, organisations, organisation carescapes, well-being, work

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The Quest for Well-being in Growth Industries: Contexts, Research Design and Methodological Development

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Abstract:

This Working Paper reports the background to the first stage of the ongoing research project, *The Quest for Well-being in Growth Industries: A Collaborative Study in Finland and Scotland*, conducted under the auspices of the Academy of Finland research programme *The Future of Work and Well-being (2008-2011)*. This collaborative project provides national and transnational data, analysis and outputs. The study is being conducted in the Department of Management and Organisation, Hanken School of Economics, Finland, in collaboration with Glasgow Caledonian University, University of East London, Heriot-Watt University and Reading University, UK. The project examines policies and practices towards the enhancement of work-related well-being in growth industries, and contradictory pressures and tensions posed in this situation. The overall aim is to evaluate the development, implementation and use of work-related well-being policies in four selected growth industries. These sectors – *electronics, care, finance and accounting, and tourism* – have been selected on the basis of European Union and national forecasts, and demographic and socio-economic trends in employment. In this working paper we outline the background to the research study, the initial research plan, and how the survey of employers has been constructed. The working paper concludes with a brief discussion of general ongoing research issues arising in the project.

Key words: care, companies, cultures, employing organisations, methodology, organisations, organisation carescapes, well-being, work

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CONTENTS

1.	INTRODUCTION – CONTEXT AND BACKGROUND TO THE STUDY	5
1.1	Transformations in the spheres of work and life	5
1.2	Researching well-being and work.	7
2.	AIM AND OBJECTIVES	9
3.	RESEARCH DESIGN.....	11
3.1	A collaborative study: Finland and Scotland	11
3.2	Growth sectors	13
3.3	The conceptual basis to the project	15
3.4	Collaborative research	16
3.5	Languages and translation	17
3.6	Methods, sampling, data collection and analysis.....	18
3.6.1	Systematic mapping and situational analysis	18
3.6.2	The survey	18
3.6.3	Portraits of practice.....	19
3.6.4	Dissemination ‘focus’ groups.....	20
3.6.5	Ethical issues	21
4.	IMPLEMENTING THE SURVEY	21
5.	DISCUSSION	23
	Bibliography	25
	APPENDIX 1: TOL codings used in the sampling	28
	APPENDIX 2: The survey questionnaire in Finnish and English	31

1. INTRODUCTION – CONTEXT AND BACKGROUND TO THE STUDY

The research project *The Quest for Well-being in Growth Industries: A Collaborative Study in Finland and Scotland* (#124392) aims to study work-related well-being policies in selected growth sectors. The study is being conducted in Finland, Department of Management and Organisation, Hanken School of Economics, Finland, with collaboration with Glasgow Caledonian University, University of East London, Heriot-Watt University, and Reading University, UK.⁷ The proposal for this research was submitted under the auspices of *The Future of Work and Well-being* (2008-2011) co-operation between the Academy of Finland and the UK Economic and Social Research Council (ESRC). The stated goal of the Call for this co-operation was to ‘explore the relationship between work and well-being, and to open up new research frontiers with a view to meeting future challenges.’

The Academy of Finland research programme *The Future of Work and Well-being* comprises six research consortia and 15 research projects in universities and research institutions around Finland (<http://www.aka.fi/en-gb/A/Science-in-society/Research-programmes/Ongoing/Work/>). The projects of this transdisciplinary Academy of Finland programme cover a wide variety of research topics across the social sciences, business studies, medical and health studies, and social medicine.

The aim of this working paper is to outline the background to the research study, the initial research plan, and how the survey of employing organisations has been constructed and carried out. The paper concludes with a brief discussion of some general ongoing research issues arising in the project.

1.1 Transformations in the spheres of work and life

A number of studies have drawn attention to the inter-relationship of work, well-being and lifestyle across Europe. These include:

⁷ The Hanken research team (<http://www.hanken.fi/public/en/thequestforwellbeing>) comprises Professor Jeff Hearn (responsible leader, Finland), Dr Teemu Tallberg, Dr Pernilla Gripenberg, Dr Marjut Jyrkinen, M.Sc. (Econ.) Charlotta Niemistö and M.A., M.Sc. Hertta Niemi. The collaborating Scottish/UK research team comprises Professor Linda McKie, School of Law and Social Sciences, Glasgow Caledonian University, (responsible leader, UK), Dr Andrew Smith, University of East London, Professor Gill Hogg, Heriot-Watt University, and Dr Sophie Bowlby, Reading University (www.organisationsworkcare.org).

- Rotating module included in the *European Social Survey 2004* on Family, Work and Wellbeing;
- European Foundation for the Improvement of Living and Working Conditions (Eurofound):
 - Recently published results of the *4th European Working Conditions Survey* undertaken in 2005;
 - *Working Time and Work-life Balance in European Companies* undertaken in 2004/5;
- ESRC funded research:
 - *Understanding Trends in Job Satisfaction* (Green, 2005);
 - *Employment and the Family* (Crompton, 2005).

Across all of these studies a range of trends and issues can be identified. Workers in Europe tend to be satisfied with many aspects of their home and working lives. Those working regular and predictable schedules perceive work-life balance most positively. There are, however, tensions. Stresses can be caused by the pace and nature of growth and change. Conflicts among colleagues and with customers or clients can cause tensions and stress. Uncertainties in company finances and downward economic trends may also cause strains. Information technologies were the main factor in the changing nature of job content and work-life articulation. Less change was evident in the gendered nature of work and work-life. Women working full-time or part-time were more likely to report problems in combining caring and working than male counterparts. Regardless of gender and age, workers value scope for personal initiative and control of tasks and time, and remain concerned about long hours, as well as job security and future incomes. A growing number of workers will traverse paths that shift across security and insecurity, as they are encouraged to be flexible. It is in this context that the notion of ‘flexicurity’, combining flexibility in labour markets with social protection is promoted across the European Union (EU, 2006: 15).

All these issues take on added urgency with the policy pressures towards economic growth, sustainability and innovation, as emphasised in national and EU agendas. It is thus partly for this reason that we direct our focus to employment sectors which have experienced growth and/or have potential for further growth. It is in such sectors that the question of well-being may be especially important in terms of sustainable economic development. Furthermore, these sectors are at the same time likely to include workplace sites where there may be separate differential pressures for, in some cases, the promotion of well-being and, in others, the overriding of well-being in the rush to growth.

Having said that, promoting and maintaining physical and psychological health is critical to ensuring well-being and productivity. Respondents to the health and well-being survey undertaken by Eurofound (2007) reported musculoskeletal problems (25%), psycho-social stresses (22%) and the experience or fear of harassment and violence (15%). Reasons for health-related problems at work included the changing nature of work, exposure to risk factors, repetitive and stressful work, time pressures, intensification and increased multi-skilling. Further, gender equality and diversity in work organisations remains a complex arena with attitudes and practices seemingly entrenched (see www.monikko.net).

In noting the transformations of work and home life Glucksmann's (2006: 20) concept of the *Total Social Organisation of Labour* (TSOL) offers a useful framework. TSOL affords equal significance to developments in "non-market and unpaid work, including proliferation of the modes and extent of care work, the growth of voluntary or community work in the public domain, and shifts in both directions across the commodity / non commodity divide." Thus this model offers a framework to identify and assess key elements, including work, well-being, personal development, home, family and leisure.

In this research project we draw upon ongoing empirical and conceptual work on work-life balance and care in and around organisations (Niemistö, 2007; Hearn et al., 2008, 2009; McKie et al., 2008, 2009; Smith and McKie, 2009). Aspects of care and well-being can be found in a range of statutory duties, policies and related activities, including: health and safety, equality and diversity, maternity and parental leave, religious observance, bullying and harassment, personal development, voluntary redundancy, early retirement, employer pension schemes, grievance procedures, and dismissal. Care is, however, intrinsic to well-being. By that, we refer to personal, family and dependents' care needs, including physical and psychological dimensions, and the work and emotions of caring about colleagues, who may in turn offer friendship and support or indeed deny care and caring. The term, well-being, affords a broader conceptual base and one that, while not without conceptual problems and too often associated with health, builds upon ongoing EU surveys and work.

1.2 Researching well-being and work

In a comprehensive transdisciplinary review of published work on the concept of wellbeing examined definitions used in psychology, health studies, sociology and anthropology, economics and multidisciplinary projects, Cronin de Chavez et al. (2005: 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 create and mask potential misunderstandings. For example, well-being needs to refer and incorporate not only to physical dimensions, but also to temporal demands and responsibilities. It may also carry an implicitly positive, and arguably ideological, message, with ‘well-being’ suggesting that ‘(all) being well’!

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 the European Parliament. They are also stressed not only in the Lisbon Treaty, but in numerous policy documents and research and development calls from the European Commission. Businesses and organisations are grappling with a range of policies on these matters. Employers associations and trade unions are also exploring the transformations of work. In addition, a number of companies have emerged that offer practical HR and legal advice, lobby governments and the EU and undertake research on these matters (see, for example, www.eff.org.uk).

In previous research with employing and related organisations across all sectors in the UK we have found that ‘well-being’ is a term rarely used by employers, more often by human resource personnel, and occasionally by workers (McKie et al., 2009). Given this, previous research has explored ways to examine well-being in which we can ‘operationalise’ the concept across levels and sectors.

In Finland the equivalent term to “well-being”, “hyvinvointi”, is in much greater use, as well as in some contexts being equivalent to “welfare” more generally. “Well-being” in the Academy of Finland Call for proposals is defined in terms of needs or resources to influence and participate in working life. Much of the focus is 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, therefore, critical.

As already noted, the question of well-being needs to be placed alongside and in relation to those of economic growth, sustainability and innovation. Again, these are all highlighted in EU and EC discourse. However, it is less often that the possible negative effects, direct and indirect, of economic growth, sustainability and innovation are stressed. As Sveiby et al. (2009: 7) have recently noted,

Extant literature suggests that innovation literature is coloured by “pro-innovation bias” (Rogers 1983, Abrahamson 1991), that is, researchers and change agents, who are often also the financial sponsors of research, tacitly (unconsciously) assume that

the consequences of innovation decisions will be positive and as desired by the change agents.

Making clearer distinctions between desirable and undesirable consequences of economic growth, sustainability and innovation is thus necessarily part of the agenda of this project.

2. AIM AND OBJECTIVES

The overall aim of this project is to evaluate the development, implementation and use of work-related well-being policies in four selected growth industries. These industries – care, electronics, 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. The 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. In such industries there may be pressures and factors that inhibit well-being, such as the need to meet deadlines at all costs in the rush to growth, while other pressures and factors, such as the need to retain scarce staff expertise, may work in the direction of policies and practices enhancing well-being. Thus innovation in growth sectors can have both desirable and undesirable consequences for employees, as well as long-term implications for sustainable economic growth.

A thorough search of relevant sources did not reveal a similar project or existing databases (www.esrc.ac.uk and <http://www.esds.ac.uk/>). The search did, however, illuminate further material on family, work and well-being from EU and ESRC funded surveys and studies. In subsequent sections we refer to related data, studies and publications.

This is a collaborative project that provides national and transnational data, analysis and outputs. The original research proposal was to complete a strictly comparative study between Finland and the UK; but 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 multi-method project has also drawn upon the resources of the ESRC National Centre for Research Methods (<http://www.ncrm.ac.uk/> and specifically the Connected Lives study <http://www.reallifemethods.ac.uk/research/connected/>), together with ongoing developments and ideas drawn across the collaborative team. We have adopted and adapted case study methods to develop an approach we term ‘portraits of practice’. Moreover, as the

funding from the Academy of Finland was reduced compared with the original research plan, some reductions in the data gathering are necessitated, especially in the more qualitative 'portraits of practice' and dissemination phases.

In summary, the objectives and methods of the project are as follows:

1. To provide a systematic mapping and situational analysis of work-related legislation and policies for well-being in Finland. Method: critical review of relevant documentary, policy, published literature and material not formally published such as reviews by NGOs etc. (commonly known as 'grey' literature).
2. 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. Method: survey to achieve 100 completed responses with companies contacted drawn through a quota sampling frame.
3. To examine the interactions between work-related well-being policies, practices and cultures. Method: 'portraits of practice' approach, to include interviews and field notes, together with documentary analysis of policies in the selected companies.
4. To identify the opportunities and barriers to the development of well-being policies and practices both formally and informally in the selected industries. Method: 'portraits of practice' approach to include interviews, field notes and documentary analysis.
5. 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. Method: 'portraits of practice' approach drawing on policy analysis, interviews, and dissemination focus groups.
6. To examine how transnational processes and structures affect the operation of growth industries and work-related, well-being policies. Method: 'portraits of practice' approach drawing on policy analysis, interviews, and dissemination focus groups.

This collaborative work is also part of a longer term research relationship that aims to increase synergies between research and the research teams in Finland and the UK, encourage comparative perspectives, and increase the quality as well as competitiveness of European research on relations between work and well-being. These are transdisciplinary teams drawing upon the disciplines of management and business studies, sociology, geography and public and social policy. Members bring together research experience in

business, management and organisations; age, gender, ethnicity and intersectionality; and geographies and sociologies of work.

3. RESEARCH DESIGN

3.1 A collaborative study: Finland and Scotland

The study was conceived in terms of the economies and labour markets of Finland and Scotland, countries with several demographic, geographical and political parallels. They are of similar population size (over 5 million), with about 40% of the population concentrated in the south of each country: the Helsinki Metropolitan Area, and the ‘central belt’ between Edinburgh and Glasgow. Large remote and sparsely populated areas pose particular issues for service delivery, the sustainability of communities, and economic development. Governments are managing socio-economic changes at a time when populations are ageing, and family and relationship patterns are shifting with divorce, serial monogamy, co-habitation, family reformation and increases in solo living. Women are visible and active in business and public life; in Scotland this has been greatly enhanced by recent changes brought by devolution. Finland has among the highest rates of full-time work among mothers, and women in general, in the EU. In Scotland there are high rates of part-time work among women and a growth in mothers with children under 5 working full-time. Immigration is on a limited increase, partially promoted by transnational companies and EU policies on mobility.

There are, however, obvious contrasts between the two countries. These include differences in welfare regimes, most notably in public sector provision of childcare, with established services in Finland supporting full-time engagement in employment. Differences are also evident in approaches to achieve greater equality, and address issues of work and well-being; for example the Scottish approach is less regulated and based upon advice, support and awards (see Scottish Centre for Healthy Working Lives, <http://www.shaw.uk.com/>). Finland can be broadly characterised as a Nordic welfare state with significantly greater welfare provision (such as universal pre-school day care provision) than the UK, but this does not mean that such a state system has been able to effectively to tackle well-being and work issues. Mental health and suicide are major concerns. The work Finnish Institute of Occupational Health (www.ttl.fi/internet/english/) has parallels with that of Scottish Centre for Healthy Working Lives, but the contrasts are notable, not least the greater regulation of workplaces in Finland.

Differences are evident in health and safety but also equality and diversity. Since the 1995 Amended Equality Act employers with a regular payroll of at least 30 staff-members must incorporate effective equality-promoting measures into their annual personnel and training plan or labour protection action programmes. Active measures of promoting equality are required. If the staff is 30 or more, an annual personnel and training plan of workplace must include measures to further equality between men and women. In 2005 the law on gender equality was strengthened. Employers with 30 or more employees that do not produce a gender equality plan may now face a fine, whereas previously there were no such sanctions. The plan should include a report on how women and men are distributed in different tasks and on wage differentials by gender.

Both countries have above 100% of EU Gross Domestic Product per capita, at 124% for Finland and 125% for the UK, placing Finland 6th and the UK 5th in an analysis of the 27 member states. Post-devolution, the Scottish coalition government has worked with an overarching strategy of social justice and the pursuit of social capital. *The Way Forward: Framework for Economic Development in Scotland*, (2000, modified 2006), provides ‘an integrated and coherent framework within which the promotion of Scottish economic development may be taken forward.’ Finland has a “centre-right-green” coalition government,⁸ and UK elections are pending in 2010 and Scottish elections in 2012. Both Governments are committed to the EU goal of increased productivity, global economic competitiveness, and development of industries premised upon ‘knowledge’; industries that create and innovate, and those that manage, process and distribute various forms of knowledge (Ahonen, 1998). To address these challenges a new Ministry of Labour and Commerce will be established in Finland. In Scotland a major review of economic policies has drawn upon research in employment and well-being.

⁸ Coalition politics and policy development are more established in Finland, with the current national government comprising the Centre, Conservative [Kansallinen Kokoomus: National Coalition Party], Swedish People’s and Green Parties. A recent previous government actually comprised Social Democrats, Conservatives, the Swedish People’s Party, the Left League (former Communists) and the Green Party. However, these party titles can be misleading, particularly in relation to UK political labels. For example, while the Finnish Conservative (or National Coalition) Party is part of the Group of the European People’s Party (Christian Democrats) and European Democrats [EPP-ED) in the European Parliament, it is probably not very different to the current UK (ex-New) Labour government on some policies.

3.2 Growth sectors

The focus on growth sectors is likely to highlight specific contradictions in well-being, including desirable and undesirable consequences of innovation. The selected industries (electronics, finance and accounting, care services and agencies, and tourism) capture the dynamic ways in which technical innovation and economic competitiveness have differential impacts on businesses, managers and workers. They also reflect the mixed economy and pan-European provision of goods and services in an ageing Europe and draw upon the work of organisations located across all sectors. Importantly, the pace and nature of 'growth' can be *inhibiting* or *enhancing* for well-being policies and practices. A lack of policies and practices on well-being can present challenges for recruitment and retention. Further, economic growth can reinforce gender, ethnic and age segregation. It can also reinforce inequalities between skilled professional and unskilled workers, as non-standard forms of employment increase, and outsourcing and subcontracting takes place. Pressures can lead to workplace conflict, abuses and stresses. Employers' federations and trade unions have also expressed concern about the amount, and implications of, work-related well-being legislation, often referred to in a negative terms as 'red tape'.

Production industries and services

In these industries well-being issues include those for the employee, users or consumers and other businesses.

- **Electronics:** Electronics in this context includes information and communication technologies (ICTs). In Finland great emphasis has been placed upon research and innovation in electronics and the 'next generation' of technologies. In 2006 Nokia's net sales figure was higher than the entire Finnish budget. The mobile phone giant made a record profit of 4.3b€. The search is on for the new generation of e-technologies, as in both countries electronics is a major export earner. Electronics requires a range of skills with some highly qualified people working in major areas such as product development, innovation, design and marketing. This is a very significant sector with many SMEs. It is a sector in which subcontracting and outsourcing has implications for manufacturing and job security.
- **Finance and accounting:** Scotland, as with Finland, has a long and distinguished history in this field. In both economies, industries are now building upon new technologies and highly trained professions to offer trustworthy and highly regulated services. Accounting practices are also concerned with employee wellness as

‘intellectual capital’ (Roslender et al., 2006; also see Sveiby, 1997). Quality finance and accounting services underpin company and economic growth *per se*.

Our grouping of these two under the heading of production industries and services draws upon the creation of innovation of knowledge and value in and through electronics;. Such technologies also enable other businesses to manage, process and distribute knowledge, as, for example, in the finance and accounting sector

‘Care’ service industries

Both of these industries are concerned with well-being both to employees and to users and consumers:

- Care agencies and services: this is an obvious choice as in order to facilitate well-being in the workplace, and care needs more generally, agencies and services have grown for child, elder and chronic illness care. There are, however, interesting contrasts between Finland and Scotland, especially regarding childcare. Whereas there is a mixed economy of provision in the UK, in Finland much of this is state run. With regards elder care and care for those with a chronic illness (in line with demographic trends) care agencies and private residential forms of care are on the increase. In Scotland employment is often low-skilled and yet carries with it heavy responsibilities. By contrast, in Finland, care services employ a range of professionally qualified staff. This sector has a higher status in employment terms in Finland than the UK.
- Tourism: this is a leading sector in Scotland and a high growth one in Finland. Whilst Edinburgh and Helsinki dominate the city break market in each country, other forms of tourism encourage economic development across regions and over the seasons. Tourism offers the potential for diversification, especially in agricultural areas. In both countries activity-based holidays are promoted and tourism agencies are aiming to increase the proportion of high spending tourists. This industry employs a wide range of people on both standard and nonstandard contracts. Training may be minimal but is increasingly emphasised.

The above sectors were also selected on basis of the Call for proposals, and in particular the issues of an ageing population, lifelong learning, changing forms of employment and (in)security, and shifting forms of policies and practices that must address working outside traditional work patterns and structures.

3.3 The conceptual basis to the project

In this project we explore the dynamic relationship between *well-being and work*. We note that the definition of well-being provided in the Call for proposals identifies the issues of perceptions of fairness, opportunities for self-expression, trust and confidence among parties. We see this as a starting point to be built upon critically and reflectively, as discussed earlier. Thus the conceptual basis to our research design requires research methods across a somewhat wider range of levels that are related and interwoven, 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 UK research, we seek to develop research and 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?

Drawing upon the range of policies and arenas provides an empirical basis to identify and analyse the combinations of policies and practices that collide in and around the every shifting and multifaceted relationship between work and well-being. This approach has affinities with the notion of ‘human resource bundles’ (Ichniowski et al., 1997; Perry-Smith and Blum, 2000). This is a central set of issues to be explored in the ‘portraits of practice’.

3.4 Collaborative research

While much comparative research has focused on macro comparisons and the pursuit of an objectivist notion of truth, our research is informed more by a critical realist approach in which everyday meanings are taken seriously and located within the context of historical material change (Hearn, 2002, 2004; Hearn and Pringle, 2006). This project involves dealing with terms, ideas and questions arising from ongoing attempts to define concepts, the critical one being ‘well-being’, and how this is manifest in policies and practices (McKie and Hearn, 2004; Hearn and McKie, 2008).

Our research seeks to problematise what is taken-for-granted in the theory and practice within particular cultural and national contexts (Anttonen and Sipilä, 1996; Esping-Andersen, 1996; Hearn and Pringle, 2006). An initial theoretical working paper has been published on the conceptual framework of ‘organisation carescapes’ (McKie et al., 2008), and this working paper should be read in conjunction with that. That previous working paper and the conceptual framework explicated there provide some significant parts of the background thinking for this current project.

We emphasise four issues in developing collaborative research and these provide a framework for analytical work:

- First, there is the importance of understanding difference in history and, for want of better words, (societal) ‘culture’ and ‘cultural difference’ must be emphasised. These are not vague, remote contexts; they influence the creation and everyday operations of work and welfare systems. The intersections of the ‘macro’ historical and the ‘micro’ mundane are intimate and intense.

- Second, and linked to this, our historical and cultural observations have made us cautious in transferring concepts from one country to the other in too simple a way. As noted, the very term, ‘well-being’, can have different connotations in different countries, as indeed might the concept of ‘organisation carescapes’. This linguistic caution can also be applied to conceptualisation of and within this area of scholarship, and even its naming. For example, well-being in organisations may easily be reduced to a question of “HRM policies” rather than engaging with the material totalities of people’s lives, their paid and unpaid work and care.
- Third, we urge more attention to and self-reflective study of the practical organisation of comparative and collaborative research projects. They are not easy, but they are a growing form of research and raise many theoretical, practical and linguistic issues rarely addressed in research method textbooks.
- On a final positive note, comparative and collaborative research has policy and practice implications, in highlighting the strengths and weaknesses of different systems. This is critical to ensuring outputs are ‘grounded’ and relevant, even if their transfer needs to be done with caution and critique. While we do not have strictly comparable comparative data, we do, across the research teams, have collaborations that allow for some comparisons with survey and other data.

3.5 Languages and translation

Team members work across English and Finnish, and where necessary Swedish. There are three main issues here:

- translation of research instruments, for example, questionnaires, information sheets. This has been and will be undertaken within the Finnish research team;
- translation of transcripts, research notes and other research data collected. This is a task for a researcher rather than a translator, and is thus best done within the research team, and needs therefore the funding of additional research time; and
- language checking for English language articles and other publications. This can be done by an external language expert.

Because of English language hegemony, translation demands fall almost totally on the Finnish team; yet the benefits accrue to both national teams. We will adopt and adapt the research specifications on language and translation detailed in the methodological framework report (noting the ‘principle of equivalence’ of the European Social Survey) of the FP 6 Co-ordinated Action on Human Rights Violation (<http://www.cahrv.uni-osnabrueck.de/>). As a leading member of that team Hearn was active in writing and

developing this framework, which also offers guidance to ethical working practices and conduct of transnational research (Hearn et al., 2006).

3.6 Methods, sampling, data collection and analysis

Our approach is a multi-method one combining quantitative and qualitative methods. This approach is highly appropriate to the topic of researching policies and practices (Bryman, 2006). The study involves a survey, employment of a range of qualitative methods through what we define as ‘portraits of practice’, and dissemination focus groups. Mindful of the need to assess and enhance quality means addressing ‘traditional’ notions of internal validity and triangulation (Seale, 1999; Tashakkori and Teddlie, 2003). First, we introduce the phases in the research plan, before going into more detail on the implementation of the survey. A future working paper will summarise the main survey results.

3.6.1 Systematic mapping and situational analysis

This is required to underpin comparative work in the context of the EU. The project involves a national search and analysis of relevant documentation. Searches for documentation include databases and departments in national and supranational organisations (for example, EU, ILO, OECD) with responsibilities for employment, equality and diversity, health and safety, training and education, and so on. Published and unpublished material is being critically reviewed in addition to legislation and strategies (for example, the Lisbon and Gothenburg summits).

3.6.2 The survey

The next phase of the study is a survey of employers in terms of the existence of policies and practices relevant to work and well-being. Given the relevance of the number of employees to the development, implementation, use and evaluation of policies, and the existence of a HR department or specialists, the sample was drawn on the basis of size as well as sector. The goal was a survey of 100 completed questionnaires: 25 completed questionnaires from each sector and within that biased to larger organisations(, as major labour market actors), with 15 of the 25 from large and 5 from each of the small (micro) and medium sized companies. We have recognised that most workers in the EU are employed by SMEs but also the crucial role that large companies play in economic growth and policy and practice development in well-being, care and work. The inclusion of large and medium sized, as well as the often ignored small companies, in the study brings different organisational contexts of well-being policies and practices that have been relatively neglected in some studies.

Both teams have also undertaken related survey work with businesses, including surveys of equality plans in the largest 102 companies in Finland (Hearn et al., 2002), and of work-life balance policies in the UK (McKie et al., 2009). Piloting is crucial, and specialist statistical advice is sought to ensure analysis that is appropriate to the research questions. We now turn to practices and the everyday experiences of work and well-being to be researched through the approach we have termed ‘portraits of practice’.

3.6.3 Portraits of practice

Data Collection: ‘Portraits of practice’ are detailed interpretative cases focussed on how the issues (of well-being / care) are managed within different organisations (Hart et al., 2006). This type of ‘case study’ goes beyond the illustrative by virtue of the researchers’ 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. These will be undertaken in 2010, and the methods will include:

- Collation and analysis of relevant policies
- Interviews with workers, managers / HR personnel, senior company personnel
- Field notes / observations undertaken before, during and after interviews
- Interviews with professional, trade union and enterprise / government organisations

Specific themes for interviews will evolve from earlier stages of the research and be refined in the piloting stages. At this point we would envisage questions on how well-being is defined and understood, how policies are perceived and used (or not used), what are the everyday practices to promote or challenge well-being, how wider industry and specific company economic health and competitiveness affect policies and practices, the role of state and supranational legislation, recruitment and retention, training and lifelong learning, gender, diversity and social differentiation, transnationalisation, mobility and immigration, and perceptions of, and plans for work related well-being policies. The original sample included the following categories drawn across the industries and other relevant organisations:

Large	4 companies x 10 interviews drawn across workforce and management	Total number of interviews is 40
Medium	4 companies x 4 interviews across the company	Total number of interviews is 16
Micro	4 companies x 2 interviews in each company	Total number of interviews is 8
'Other' Organisations	Professional, trade union, business, enterprise, government and EU agencies / organisations	Total number of interviews is 6
Totals	12 companies and 6 agencies / organisations	70 interviews

Table 1: Original research plan for interviews and portraits of practice

Data Analysis: Analysis of qualitative data is an iterative process, which will be on going throughout the fieldwork. It will be based upon a thematic analysis of responses to open questions, verbatim transcripts supported by the field notes and observation by the research fellow (Bowling, 1997). Transcripts of interviews will be read and reread in different 'cuts' and by team members drawn across the bilateral team (Silverman, 2000). The research team will clarify themes before making systematic and thematic comparisons. Topics for the dissemination focus groups will be drawn up after this analysis. Accounts in interviews will necessarily reflect a diversity of experiences and expectations within the sample and also provide a basis for the development of policy and practice by establishing key factors for future work (Mason, 1996). The team will analyse the transcripts and field notes, code them into NVivo7 and produce fieldwork notes and summaries of the interviews and their emergent themes so that all team members will have an overall picture. As noted in the introduction to this section we are aware of issues posed in multi-method approaches and the need to monitor and enhance quality (Seale, 1999; Bryman, 2006).

3.6.4 Dissemination 'focus' groups

Sampling: A dissemination 'focus' group will be conducted by each country team. The aim is to both explore findings, and seek ideas / advice on dissemination. These groups will comprise up to 8 invited participants who will review the findings from earlier stages. Relevant organisations will be contacted by letter and asked to nominate participants. A

draft briefing paper (4 times A4 pages) summarising findings from the ongoing analysis will be circulated to invited participants prior to the focus groups. Participants will be asked to reflect on the implications of these findings for policy and practice. The composition of participants will reflect the diversity of services in both the public, private, and third sectors. For example: representatives from economic development units and government departments; professional associations and trade unions, chamber of commerce; financial services; employment services; personnel officers from companies, and occupational health services.

Data Collection: The participants will be mixed across the sectors and agencies and individual nominees will be contacted directly to seek consent and complete arrangements. The dissemination focus groups will be conducted on university premises (as neutral ground), audio taped and will open with a presentation by the applicants of the major themes emerging from the analysis of data.

3.6.5 Ethical issues

In all aspects of the research we will refer to the recently revised guidelines on ethical practice of the Market Research Society (<http://www.mrs.org.uk/standards/guidelines.htm>), Academy of Finland (www.aka.fi), British Sociological Association (www.britisoc.co.uk), ESRC framework (www.esrc.ac.uk) and EU Respect Code (<http://www.respectproject.org/code/>). Members of the team are active in ethics committees and teach ethics to doctoral students. We are, however, mindful, of the need to ensure informed consent at every stage, ensure anonymity of data, and offer appropriate feedback to respondents. As a team we are committed to critical reflective practice.

4. IMPLEMENTING THE SURVEY

We now consider in a little more detail the process of implementing the survey.

Sampling:

The sampling for the survey of employers was done on basis of the four selected growth sectors. Using the Finnish Standard Industrial Classification TOL 2002 (http://www.stat.fi/meta/luokitukset/toimiala/001-2002/index_en.html), a list of codes covering the four sectors was compiled (see Appendix 1). Organisations within these categories were searched from the Fonecta ProFinder B2B contact information database (<http://www.profinderb2b.fi/>). In addition to the TOL classification, the number of employees was used as a filter in order to balance the sample in terms of size of the

organisations. Additionally, organisations with less than 10 employees were excluded from the sample. On basis of these searches, a database with the basic and contact information of 544 organisations was compiled. The database included: company name; sector (TOL classification + possible details); company size; address; contact person; telephone; website address; information source (mainly Fonecta ProFinder B2B).

Every effort was made to identify a senior person in the employing organisation with responsibilities for organisational policies and practices on well-being, including health and safety, disciplinary actions, grievances, bullying and harassment, as well as the more obvious policies on work-life reconciliation. In our experience a questionnaire sent to a specific person is much more likely to be completed.

Data Collection:

The survey was based upon the conceptual work described above (see McKie et al., 2008). In development, the survey considered comparative and cross national issues. Topics raised included the collation of basic characteristics of the company and staff arrangements, and policies and practices with regard to:

- Equality and diversity
- Health and well-being
- Responsibilities and rights
- Policy development and implementation
- Who uses policies, when and why
- Monitoring and evaluation

The questionnaire “Työ ja hyvinvointi” [“Work and well-being”] (see Appendix 2) drew on previous questionnaires from:

- a. Scottish/UK team (UK Research Council [ESRC] study ‘Policies and practices of work-related well-being’) (McKie et al., 2008, 2009; Smith and McKie, 2009);
- b. previous Academy-funded research in Hanken on gender policies in 100 largest companies in Finland (Hearn et al., 2002; Hearn and Piekkari, 2005; Hearn et al., 2002, 2009);
- c. STAKES project (‘Perhevapaat ja työelämän tasa-arvo’) on practices of work and family reconciliation in companies (Salmi et al., 2009);
- d. Hanken TEKES project (‘The Role of Boards and Management Teams in Maximizing Value Creation and Innovation’), revised in the light of this project’s aims.

After developing the questionnaire through many drafts, including extensive discussions on translation issues, piloting was carried out. At this point the questionnaire was constructed as an online ‘webropol’ instrument. Volunteers for the piloting were sought for through a letter to around 2,000 alumnae of the Hanken School of Economics. Although this brought a small number of pilot responses, these were of high quality, in suggesting several very helpful clarifications and improvements.

The survey was sent out to 540 organisations in June 2009. The questionnaire existed in the internet only in Finnish, but the informants were given the possibility to have the questionnaire in English if they wished. Throughout the survey contacts (i.e. sending out the survey and two reminders), email addresses that ‘bounced back’ or otherwise found to be faulty were replaced by corrected or new ones, either from the same organisation or by replacing the organisation with a new one.

After the survey contacting via email, altogether 107 responses had been received. As these were heavily concentrated on the care sector, additional contacting was necessary in order to reach a satisfactory dataset of 127 responses (comprising of 25 from electronics, 26 from finance and accounting, 52 from care, and 24 from tourism sector).

Data Analysis: The survey comprises open and closed questions, with analysis reflecting differing forms of data. Where appropriate analysis will be undertaken using SPSS (closed questions and categorised data from open questions) and with open questions consideration will be given by the team to the categorisation of data and subsequent handling. On categorisation some data from open questions may in due course become part of a statistical analysis. Specialist statistical advice is sought so as to ensure appropriate levels and types of analysis.

5. DISCUSSION

While our 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. It is quite possible to foresee multiple permutations between different “growth sectors” and different individual employing organisations, that have experienced or anticipate growth.

The compilation of a survey questionnaire for Finnish companies is based on relevant earlier studies both in Finland and the UK. This has involved the translation, and then further development and refinement, of the Scottish/UK questionnaire used earlier by the collaborative project. This collaboration has already shown the importance of paying attention to the legislative, institutional, and policy contexts around working life and organisations, and the related health and well-being issues. There are contrasting national contexts in terms of the legal apparatus and the form and extent of the welfare state, the development of equality politics and policy, and the ideological status of ‘well-being’ within workplaces debates and cultures. For example, as noted earlier, while the notion of “well-being” does not figure in the employer’s lexicon in the UK, the equivalent concept of “hyvinvointi” is familiar to many Finnish employers, as well as in its more general usage as “welfare”. These are both institutional and linguistic questions, with kindred terms such as “care” having different connotations in the two countries/languages. In English the term can be used variously and as an umbrella concept; in Finnish there are different words for institutional, medical or professional care (“hoito”) and interpersonal, family or emotionalised caring (“hoiva”). On the other hand, “policies” is in Finnish the same word as “politics”. Thus the distinction of “policies” versus “practices” that is well established in Anglophone contexts is somewhat different in Finland.

Our aim is to develop recommendations for research, policy and practice through interactive dialogue (Frankland and Bloor, 1998). We concur with the conclusions of Berridge and Thom (1996: 32) that ‘the research-policy relationship is also a symbiotic one. For research, itself part of the policy process, is altered and framed as a result of that conjuncture.’ To this we would add the need to also argue that research, itself part of the policy process, is further altered and framed as a result of that national and transnational conjunctures. These are promoted by the European Union context, and yet rendered challenging through the histories of nation-states, supra- and transnational coalitions, and global economic trends, all significantly though differently gendered.

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APPENDIX 1: TOL codings used in the sampling

Standard Industrial Classification (TOL) 2002

- A Agriculture, hunting and forestry
- B Fishing
- C Mining and quarrying
- D *Manufacturing***
- E Electricity, gas and water supply
- F Construction
- G Wholesale and retail trade; repair of motor vehicles, motorcycles and personal and household goods
- H *Hotels and restaurants***
- I Transport, storage and communication
- J *Financial intermediation***
- K Real estate, renting and business activities
- L Public administration and defence; compulsory social security
- M Education
- N *Health and social work***
- O *Other community, social and personal service activities***
- P Private households employing domestic staff and undifferentiated production activities of households for own use
- Q Extra-territorial organizations and bodies
- X Industry unknown'

ELECTRONICS

- 32 Manufacture of radio, television and communication equipment and apparatus**

- 31 Manufacture of electrical machinery and apparatus n.e.c.**
- 312 Manufacture of electricity distribution and control apparatus
- 314 Manufacture of accumulators, primary cells and primary batteries
- 316 Manufacture of electrical equipment n.e.c.
 - 3161 Manufacture of electrical equipment for engines and vehicles n.e.c.
 - 3162 Manufacture of other electrical equipment n.e.c.

- 33 Manufacture of medical, precision and optical instruments, watches and clocks**
- 331 Manufacture of medical and surgical equipment and orthopaedic appliances
- 332 Manufacture of instruments and appliances for measuring, checking, testing, navigating and other purposes, except industria
- 333 Manufacture of industrial process control equipment

TOURISM

- 55 Hotels and restaurants**
- 551 Hotels
- 552 Camping sites and other provision of short-stay accommodation
 - 5521 Youth hostels and mountain refuges
 - 5522 Camping sites, including caravan sites
 - 5523 Other provision of lodgings n.e.c.
 - 55231 Boarding houses
 - 55232 Holiday villages

55239 Provision of lodgings n.e.c.

63 Supporting and auxiliary transport activities; activities of travel agencies

- 633 Activities of travel agencies and tour operators; tourist assistance activities n.e.c.
 63301 Activities of travel agencies and tour operators
 63302 Tourist assistance activities n.e.c.

92 Recreational, cultural and sporting activities

- 923 Other entertainment activities
 92330 Fair and amusement park activities
 926 Sporting activities
 92610 Operation of sports arenas and stadiums

FINANCE & ACCOUNTING

65 Financial intermediation, except insurance and pension funding

- 651 Monetary intermediation
 6511 Central banking
 6512 Other monetary intermediation
 65120 Monetary intermediation by deposit banks
 652 Other financial intermediation
 6521 Financial leasing
 6522 Other credit granting
 6523 Other financial intermediation n.e.c.
 65231 Investment and development company activities
 65232 Unit trust activities
 65239 Other investment activities

66 Insurance and pension funding, except compulsory social security

- 660 Insurance and pension funding, except compulsory social security
 6601 Life insurance
 6602 Pension funding
 6603 Non-life insurance
 66031 Non-life insurance companies
 66032 Insurance associations
 66039 Other non-life insurance

67 Activities auxiliary to financial intermediation

- 671 Activities auxiliary to financial intermediation, except insurance and pension funding
 6711 Administration of financial markets
 67111 Stock broking
 67119 Other administration of financial markets
 6712 Security broking and fund management
 6713 Activities auxiliary to financial intermediation n.e.c.
 672 Activities auxiliary to insurance and pension funding

CARE

851 Human health activities

- 85112 Rehabilitation centres and nursing homes
 85141 Physiotherapy
 85144 Ambulance service
 85149 Other health care services

853 Social work activities

- 8531 Social work activities with accommodation
 - 85311 Child and youth welfare institutions
 - 85312 Institutions for the disabled
 - 85313 Institutions for the elderly
 - 85314 Institutions for alcoholics and drug abusers
 - 85315 Service centres and residences
 - 85316 Mother and child homes and shelters
 - 85319 Other institutions and housing services
- 8532 Social work activities without accommodation
 - 85321 Child day care
 - 85322 Day care activities
 - 85323 Home help services
 - 85324 Sheltered work and rehabilitation
 - 85325 Child health clinics
 - 85326 Outpatient rehabilitation for intoxicant abusers
 - 85329 Other social work activities

APPENDIX 2: The survey questionnaire in Finnish and English

TYÖ JA HYVINVOINTI – KYSELYTUTKIMUS

Hyvä vastaanottaja,

Pyydämme teitä osallistumaan tutkimuskyselyymme alla olevan linkin kautta. Kyselyyn vastaaminen vie n. 10-15 minuuttia. Vastausaikaa on toukokuun loppuun.

Kyselytutkimuksemme on osa Suomen Akatemian rahoittamaa tutkimusprojektia "Päämääränä hyvinvointi". Kysely koskee organisaationne henkilöstöä sekä työhyvinvointiin liittyviä toimenpiteitänne. Tutkimus kattaa satoja rahoituksen ja laskentatoimen, matkailun, elektroniikkateollisuuden ja hoitoalan organisaatioita sekä näihin toimialoihin liittyviä tai niitä tukevia organisaatioita.

Lähetämme kyselyyn osallistuneille tiivistelmän keskeisistä tuloksista syksyllä 2009. Niiden valossa voitte halutessanne verrata organisaatiotanne kokonaistuloksiin. Antamanne vastaukset käsitellään luottamuksellisesti ja nimettöminä. Yhteystietonne olemme saaneet Fonecta ProFinder B2B -palvelusta.

Olkaa hyvä ja ottakaa yhteyttä mikäli haluatte lisätietoja tutkimuksesta. If you wish to have the questionnaire in English, please contact us.

Yhteistyöterveisin,
 FT Teemu Tallberg ja professori Jeff Hearn
 Hanken Svenska handelshögskolan
 Johtamisen ja organisaatiotutkimuksen laitos
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A	= avoin kysymys
K/E/EOS	= kyllä/ei/en osaa sanoa
MV	= monivalinta
DD	= drop-down valikko

1. Vastaajan nimi (A)
2. Vastaajan asema organisaatiossa (DD + A)
 - a. henkilöstöjohtaja
 - b. henkilöstöpäällikkö
 - c. henkilöstöassistentti
 - d. talousjohtaja/päällikkö
 - e. toimitusjohtaja
 - f. muu johtaja
 - g. yrittäjä
 - h. muu, mikä?)
3. Vastaajan ikä (A)
4. Organisaationne nimi (A)
5. Organisaationne perustamisvuosi (A)
6. Onko organisaationne osa (MV + A)
 - a. julkista sektoria
 - b. yksityistä sektoria
 - c. kolmatta sektoria
 - d. muu, mikä?
7. Onko organisaationne kasvanut viimeisen viiden vuoden aikana (K/E/EOS)
 - a. tuloksen osalta?
 - b. henkilöstönmäärän osalta?
8. Odotatteko organisaationne kasvavan seuraavan viiden vuoden aikana (K/E/EOS)
 - a. tuloksen osalta?
 - b. henkilöstömäärän osalta?
9. Millä toimialalla organisaationne pääasiassa toimii? (A)
10. Pidätkö toimialanne kasvualana? (K/ E/EOS)
11. Kuinka monta henkilöä organisaatiossanne työskentelee? (A)
12. Kuinka monta naista organisaatiossanne työskentelee? (A)
13. Kuinka monta miestä organisaatiossanne työskentelee? (A)
14. Onko organisaationne henkilöstö (MV)
 - a. enimmäkseen tai pelkästään alle 45-vuotiaita
 - b. suunnilleen yhtä paljon alle ja yli 45-vuotiaita
 - c. enimmäkseen tai pelkästään yli 45-vuotiaita?
15. Mikä on työntekijöidenne keski-ikä? (A)
16. Suurin piirtein kuinka suuri osuus (%) nykyisistä työntekijöistänne on (A)
 - a. ulkomaalaisia, muita kuin Suomen kansalaisia, maahanmuuttajia
 - b. työrajoitteisia
 - c. tilapäis/vuokratyövoimaa
 - d. kuuluu ammattiliittoon/henkilöstöjärjestöön?

17. Kuinka suuri osuus (%) organisaationne henkilöstöstä on määräaikaissa työsuhteissa? (A)
18. Tehdäänkö organisaatiossanne (MV)
- enimmäkseen tai pelkästään päivätyötä
 - sekä päivätyötä että vuorotyötä
 - enimmäkseen tai pelkästään vuorotyötä?
19. Tehdäänkö organisaatiossanne (MV-taulukko) (Kyllä / Ei / En osaa sanoa)
- työtä joustavin työajoin
 - osa-aikatyötä
 - lyhennettyä työviikkoa/ työpäivää
 - työvuorojen vaihtoja työntekijöiden kesken
 - etätöitä (kotoa käsin)
 - ns. sesonkityötä
 - Onko työtä mahdollista tehdä vain koulujen lukukausien tai lomien aikana työntekijän niin halutessa?
 - Pidetäänkö organisaatiossanne vuorotteluvapaata?
20. Koskevatko epätyypilliset työaikajärjestelyt erityisesti jotakin henkilöstöryhmää (ikä, sukupuoli, ammattiryhmä tms.)? (MV + A; Kyllä / Ei / Mitä ryhmää järjestely erityisesti koskee?)
- joustavat työajat
 - osa-aikatyö
 - lyhennetty työviikko/päivä
 - työvuorojen vaihto työntekijöiden kesken
 - työ vain koulujen lukukausien tai lomien aikana (työntekijän niin halutessa)
 - etätyöt
 - ns. sesonkityö
 - vuorotteluvapaa
21. Mikä on organisaationne suurin henkilöstöä koskeva haaste lähitulevaisuudessa? (A)
22. Kuka vastaa organisaatiossanne henkilöstöasioista (MV + A):
- henkilöstöosasto/yksikkö
 - yksittäinen/useampi henkilö, millä ammattinimikkeillä?
 - ei varsinaisesti kukaan
 - En osaa sanoa
23. Onko seuraavissa organisaationne dokumenteissa mainittu jotain työhyvinvoinnista (K/E/organisaatiollamme ei ole kyseistä dokumenttia/EOS)
- kehityskeskusteluja koskevat ohjeet
 - organisaation strategia
 - tasa-arvo-ohjelma
 - työhyvinvointiohjelma
 - työsuojelun toimintaohjelma
 - vuosikertomus
 - muu, mikä?
24. Onko organisaatiossanne käytössä seuraaviin aihepiireihin liittyviä toimintaohjeita tai henkilöstöjohtamisen välineitä? Valitkaa lisäksi viisi tärkeintä (Kirjallisia toimintaohjeita / Muita käytäntöjä / En osaa sanoa / 5 organisaatiossanne tärkeintä)

- alkoholin ja huumausaineiden käyttö
 - ammattijärjestötoiminta
 - eläkkeelle siirtyminen
 - erottaminen / viraltapano / työsuhteen purkaminen
 - henkilöstön arviointi
 - henkilöstön koulutus
 - ikäsyrrjintä
 - irtisanominen
 - joustava työskentely (joustava tai lyhennetty työaika, osa-aikatyö)
 - kurinpidolliset toimet
 - lomaoikeudet
 - mentorointi
 - palkitseminen / kannustimet
 - poissaolot sosiaalisista syistä (läheisten sairastuminen jne.)
 - rotu- ja etninen syrjintä
 - sairauspoissaolot
 - seksuaalinen ja sukupuolinen suuntautuminen
 - sukupuolten välinen tasa-arvo
 - työajat
 - työpaikkakiusaaminen ja häirintä
 - työterveys
 - työturvallisuus
 - uskonnon harjoittaminen
 - valituskäytännöt
 - vammaisiin kohdistuva syrjintä
 - väkivaltatilanteet
 - yleinen tasa-arvoa ja syrjintää käsittelevä toimintaohje/säännöstö
 - isyysvapaa
 - äitiysvapaa
 - muut vanhempainvapaat
25. Mitä muita kuin edellä mainittuja toimintaohjeita tai henkilöstöjohtamisen välineitä organisaatiossanne on käytössä? (A)
26. Mitä kautta työntekijöitänne informoidaan edellä mainituista toimintaohjeista ja käytännöistä? (Informaatiokanava kakkien työntekijöiden kohdalla / Informaatiokanava joidenkin työntekijöiden kohdalla / Ei käytössä / En osaa sanoa)
- | | |
|------------------------|--------------------------------|
| a. esimies/työnjohto | f. perehdyttämisohjelma |
| b. henkilöstökäsikirja | g. sähköposti |
| c. henkilöstötiedote | h. työsopimus |
| d. ilmoitustaulu | i. työsuojelun toimintaohjelma |
| e. intranet | |
27. Onko organisaatiossanne viime vuosina tehty säännöllisesti (MV + A)
- | | |
|---|--|
| a. henkilöstötilinpäätös | |
| b. työilmapiiri- tai työtyytyväisyyskyselyitä | |
| c. muita henkilöstön hyvinvointiin liittyviä selvityksiä, mitä? | |
28. Miten yllä mainittujen selvitysten tulokset vaikuttavat organisaationne henkilöstökäytäntöihin? (A)
29. Mitkä seuraavista palveluista ja eduista ovat työnantajan toimesta henkilöstönne käytettävissä? Valitkaa lisäksi viisi tärkeintä (K/E/EOS/ 5 organisaatiossanne tärkeintä)
- | | |
|---|--|
| • elinikäisen oppimisen edistäminen | • kielikoulutus |
| • eläke- tai taloudellinen neuvonta | • kouluttautumisen taloudellinen tukeminen |
| • eläkkeelle siirtymiseen valmistava koulutus | • kuntosali / muu liikuntatila / liikuntasetelit |
| • henkilöstöruokala | • kuntoutus |
| • hieronta | • lasten päivähoito |
| • ilmaiset/tuetut lomamatkat tai -majoitus | • muiden huollettavien hoitoa koskevat palvelut tai neuvonta |

- ohjaus terveellisiin elämäntapoihin
 - oppisopimuskoulutus / työharjoittelu
 - sairaan lapsen hoidon tuki
 - suomenkielen opetus maahanmuuttajille
 - taloudellinen neuvonta/tuki
 - terveystarkastus
 - työmatkatuki
 - työsuhdeauto
 - työsuhdepuhelin
 - työterveydenhuolto
 - työvaatetus ja -välineistö
30. Mitä muita palveluita – edellä mainittujen lisäksi – on henkilöstönne käytettävissä työnantajan toimesta? (A)
31. Kun ajattelette edellä mainittuja organisaationne hyvinvointiin liittyviä käytäntöjä ja toimintaohjeita, mitä mieltä olette seuraavista väittämistä: (MV; 1=Pitää täysin paikkansa, 7=En pidä lainkaan paikkaansa; En osaa sanoa)
- Organisaatiomme hyvinvointi perustuu siihen mitä käytännössä tehdään
 - Organisaatiomme hyvinvointi perustuu kirjoitettuihin ohjeisiin ja suunnitelmiin
 - Organisaatiossamme hyvinvointiin pyritään pääasiassa paperilla
 - Organisaatiossamme hyvinvointiin pyritään pääasiassa käytännön toimin
 - Hyvinvointitoimenpiteemme lisäävät työntekijöidemme sitoutumista
 - Hyvinvointitoimenpiteemme lisäävät työtyytyväisyyttä
 - Hyvinvointitoimenpiteemme lisäävät tuottavuutta
 - Organisaatiomme työntekijät voivat hyvin
 - Organisaatiomme pitää työntekijöistään hyvää huolta
 - Hyvinvointitoimenpiteemme lisäävät organisaatiomme houkuttelevuutta työnantajana
32. Katsotteko organisaationne pyrkivän edistämään työntekijöidenne hyvinvointia ensisijaisesti heidän (MV)
- a. työssään
 - b. elämässään yleisesti
 - c. organisaatio ei pyri edistämään työntekijöidensä hyvinvointia
33. Miten keskeisiä seuraavat tavoitteet ovat organisaatiossanne (likert scale, 1=ei lainkaan tärkeä, 7=erittäin tärkeä):
- asiakaspalvelu
 - markkinajohtajuus
 - organisaation kasvu
 - organisaation uudistuminen ja innovatiivisuus
 - osinkojen tuottaminen osakkaille
 - työntekijöiden hyvinvointi
 - vakaus työnantajana
 - yhteiskunnallinen vaikuttavuus
 - ympäristöarvot
34. Onko edellä jäänyt mielestänne käsittelemättä joitakin tärkeitä asioita? Jos on, mitä asioita jäi käsittelemättä?(A)

Kysely päättyy tähän.
Painattehan vielä ”Lähetä” nappia.

WORK AND WELL-BEING – SURVEY

1. Name of the respondent
2. Position of the respondent in the organisation
 - a. HR/personnel manager
 - b. Chief of HRM
 - c. Personnel assistant
 - d. Finance manager / Chief of finance
 - e. Chief Executive Officer
 - f. Other manager
 - g. Entrepreneur
 - h. Other, please specify:
3. Age of the respondent
4. Full title of the organisation
5. Start-up year of your organisation
6. Is your organisation a part of the
 - a. public sector
 - b. private sector
 - c. voluntary/third sector
 - d. other, please specify:
7. Has your organisation grown during the last five years in terms of (Yes / No / Don't know)
 - a. turnover?
 - b. number of employees?
8. Do you expect your organisation to grow in the next five years? (Yes / No / Don't know)
9. In what sector does your organisation mainly operate?
10. Do you consider your sector a growth sector? (Yes / No / Don't know)
11. How many employees do you currently have (on the payroll) in your organisation?
12. How many women do you currently have (on the payroll) in your organisation?
13. How many men do you currently have (on the payroll) in your organisation?
14. Is the personnel of your organisation aged
 - a. mainly or only under 45 years
 - b. approximately as many over as under 45 years
 - c. mainly or only over 45 years
15. What is the medium age of the personnel in your organisation?
16. Approximately what proportion (%) of your employees are
 - a. foreigners, non-Finnish nationals, immigrants

- b. disabled
- c. temporary or agency employees
- d. members in a union or staff association?

17. How large a proportion (%) of your personnel are fixed term employed?

18. Do employees in your organisation work

- a. mainly or only daytime
- b. both in daytime and in shifts
- c. mainly or only in shifts?

19. Are the following used in your organisation?

	Yes	No	I do not know
a. flexible working hours			
b. part-time working			
c. work a compressed working week/day			
d. change of shift patterns by/among the employees			
e. work only during school term-time or school holiday-time			
f. homeworking / remote work			
g. seasonal work			
h. "vuorotteluvapaa" (unemployed workers temporarily replacing permanent staff)			

20. Are there any particular groups of staff who are more likely to make use of these flexible working arrangements (age, gender, occupational group etc.)?

	Yes	No	Which group of staff?
flexible working hours			
part-time working			
work a compressed working week/day			
change of shift patterns by/among the employees			
work only during school term-time or school holiday-time			
homeworking / remote work			
seasonal work			
"vuorotteluvapaa" (unemployed workers temporarily replacing permanent staff)			

21. What is, concerning human resources, the biggest challenge that your organisation is facing in the near future?

22. Who is in your organisation responsible for human resource issues?

- a. Human Resource / Personnel department
- b. Particular person(s), with what titles?
- c. Nobody in particular
- d. I do not know

23. Do any of the following documents in your organisation mention/discuss work-related well-being? (yes / no / organisation does not have the document in question / do not know):

- a. instructions concerning performance assessment / development discussions
- b. organisational strategy
- c. (gender) equality programme / plan
- d. work well-being programme / plan
- e. industrial safety / health and safety programme / plan
- f. annual report

24. In your organisation, are there **personnel policies or practices** concerning the following areas? Choose the five most important ones.

- alcohol and drug misuse
- unionising
- retirement
- dismissal
- staff appraisal / personnel assessment
- personnel training
- age discrimination
- redundancy
- flexible working (flexible or shortened work time, part-time work)
- disciplinary procedures
- holiday entitlement
- mentoring
- incentives
- absence for social reasons (sickness of dependents etc.)
- racial and ethnic discrimination
- sickness absence
- sexual and gender orientation
- gender equality
- working hours
- bullying and harassment
- occupational health
- occupational safety
- religious observance
- grievance procedures
- disability discrimination
- workplace violence
- general policy on equality and discrimination
- fatherhood leave
- motherhood leave
- other parental leaves

25. What other personnel policies and practices do you have in your organisation?
26. How are the above mentioned policies usually communicated to employees?
- a. supervisor / line manager
 - b. staff handbook
 - c. staff newsletters
 - d. staff notice board
 - e. intranet or computer network
 - f. staff induction programme / material
 - g. e-mail
 - h. contract of employment
 - i. occupational health and safety programme
27. Have the following been conducted in your organisation regularly during the past years:
- a. working climate surveys
 - b. personnel report / personnel accounting
 - c. other accounts concerning work well-being?
28. How do the results of the above mentioned accounts affect the human resource management of your organisation?
29. Which of the following services and benefits are, by the employer, available to your employees? Choose the five most important ones.
- | | |
|--|--|
| • promotion of life-long learning | • healthy lifestyle provision |
| • pension/financial advice | • apprenticeships or support for young workers |
| • pre-retirement courses | • financial support for care of sick children |
| • staff canteen | • Finnish language classes for migrant workers |
| • massage | • financial advice/support |
| • free / supported holiday trips/accommodation | • health checks |
| • language training | • support for transport-to-work expenses |
| • financial support for education/training | • company car |
| • gym or exercise facilities, exercise coupons | • company phone |
| • rehabilitation | • occupational health service |
| • day-care / nursery access | • work dress or equipment |
| • services / advice on care for other dependents | |
30. In addition to the above mentioned, what other services and benefits are, by the employer, available to your employees?

31. When you think about the above discussed policies and practices related to well-being of your organisation, what is your opinion on the following statements (likert scale; 1=I agree totally; 7=I do not agree at all; I don't know):
- In our organisation well-being comes from what happens in practice
 - In our organisation well-being comes from written policies
 - In our organisation well-being is managed mainly as a paper exercise
 - In our organisation well-being is managed mainly by practices
 - Our actions regarding well-being increase the commitment of our employees
 - Our well-being actions increase working satisfaction
 - Our well-being actions increase productivity
 - Our employees' well-being is generally good
 - Our organisation takes good care of its employees
 - Our well-being actions increase the attractiveness of the organisation as an employer
32. Would you say that your organisation promotes the well-being of its employees primarily
- a. in their work?
 - b. in their lives in general?
 - c. the organisation does not promote the well-being of its employees
33. How central are the following goals in your organisation (likert scale, 1=Not at all important, 7=Very important):
- customer service
 - market leadership
 - growth of the organisation
 - organisational renewal and innovativeness
 - return to shareholders
 - well-being of the employees
 - sustainability as an employer
 - societal impact
 - environmental concerns
34. In your opinion, has this survey left some important issues undiscussed? If so, please say what they are.

THANK YOU FOR YOUR TIME AND YOUR ANSWERS!

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