

WELL-BEING OF CONTEMPORARY SHIFT WORKERS

A Case Study from a Motivational Perspective

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Abstract

Understanding the well-being of employees has been found to provide benefits for both the employees and the employer organizations. The ongoing change towards a 24-hour society where most services are available for consumers around the clock means that shift work will be part of the lives of an increasing number of employees in different professions. One significant group of these contemporary shift workers are customer service employees who do shift work. Therefore, the purpose of my master's thesis is to provide more understanding of the well-being of customer service shift workers in Finland by approaching the topic from a motivational perspective. The motivational perspective was chosen for this research because the connection between motivation and well-being has been shown to be significant by previous literature.

To fulfill the purpose of this research, I will address two research questions. First, *what affects the motivation of customer service shift workers?* Second, *how does the motivation of customer service shift workers relate to their experienced well-being?* To answer these questions, I conducted a qualitative single case study on how in the specific setting of customer service shift work in Finland, employees experience shift work to affect their well-being and interpreted the findings from a motivational perspective.

I collected the research data in eight semi-structured interviews and analyzed the data by using the method of thematic analysis. First, each interview was analyzed individually and after that, a comparative analysis between them was conducted. Several themes that affect the motivation and well-being of the interviewed employees were identified. I found out that the fulfillment of certain needs enhances both motivation and well-being, and in turn, the frustration of these needs decreases the motivation and well-being in the specific setting of this research. In addition, certain job characteristics that affect the motivation and well-being of these employees could be pointed out.

My thesis expands the comprehensive understanding of the well-being and motivation of shift workers by providing knowledge on how the employees experience their well-being in the specific setting of customer service related shift work in Finland and by discussing the findings from the motivational perspective. In addition, organizations can make use of the findings concerning job characteristics that influence the motivation and well-being of customer service shift workers when considering how to affect the motivation and well-being of their employees in practice.

Keywords employee well-being, shift work, motivation, motivational needs

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Tiivistelmä

Työntekijöiden hyvinvoinnin ymmärtämisen on todettu tarjoavan etuja niin työntekijöille kuin työnantajaorganisaatioillekin. Meneillään on muutos kohti ympärivuorokautista yhteiskuntaa, jossa suurin osa palveluista on kuluttajille saatavilla vuorokauden jokaisena tuntina. Tämä tarkoittaa, että vuorotyö tulee olemaan osa yhä useamman työntekijän elämää yhä useammassa ammatissa. Yksi ammattiryhmä, jota tämä nykyaikainen vuorotyö koskettaa ovat asiakaspalvelutyöntekijät. Tämän tutkielman tarkoituksena on lisätä ymmärrystä Suomessa asiakaspalvelutehtävissä työskentelevien vuorotyöntekijöiden hyvinvoinnista. Aiempi tutkimus on osoittanut merkittävän yhteyden motivaation ja hyvinvoinnin välillä, minkä vuoksi tässä tutkielmassa hyvinvointia tutkitaan motivaatioperspektiivistä.

Täyttääkseen tarkoituksensa, tämä tutkielma pyrkii vastaamaan kahteen tutkimuskysymykseen: *Mikä vaikuttaa asiakaspalvelutyötä tekevien vuorotyöntekijöiden motivaatioon?* Sekä: *Miten asiakaspalvelutyötä tekevien vuorotyöntekijöiden motivaatio liittyy heidän kokemaansa hyvinvointiin?* Vastatakseni näihin tutkimuskysymyksiin suoritin laadullisen tapaustutkimuksen, jossa tarkastellaan Suomessa asiakaspalveluun liittyvissä tehtävissä työskentelevien vuorotyöntekijöiden kokemuksia siitä, miten vuorotyö vaikuttaa heidän hyvinvointiinsa. Tulosten tulkitsemisessa olen hyödyntänyt motivaatioperspektiiviä.

Tutkimusaineiston keräämiseksi toteutin kahdeksan teemahaastattelua. Aineiston analysoimiseksi suoritin temaattisen analyysin. Ensin jokainen haastattelu analysoitiin erikseen, jonka jälkeen suoritettiin haastatteluja vertaileva analyysi. Prosessin tuloksena useita motivaatioon ja hyvinvointiin liittyviä teemoja nousi esiin. Löydösten perusteella voidaan todeta, että tämän tutkimuksen kontekstissa tiettyjen tarpeiden tyydyttyminen parantaa motivaatiota ja koettua hyvinvointia, kun taas näiden tarpeiden turhautuminen heikentää motivaatiota ja koettua hyvinvointia. Lisäksi tutkimuksessa ilmeni tiettyjä työn ominaisuuksia, joiden voidaan nähdä vaikuttavan tutkittujen työntekijöiden motivaatioon ja hyvinvointiin.

Tämä tutkimus laajentaa kokonaisvaltaista ymmärrystä vuorotyöntekijöiden hyvinvoinnista ja motivaatiosta tarjoamalla tietoa siitä, miten asiakaspalveluun liittyvää työtä Suomessa tekevät työntekijät kokevat hyvinvointinsa sekä tulkitsemalla tutkimuksen löydöksiä motivaatioperspektiivistä. Lisäksi organisaatiot voivat hyödyntää tutkimuksen työn ominaisuuksiin liittyviä löydöksiä pohtiessaan käytännön keinoja parantaa työntekijöidensä hyvinvointia ja motivaatiota.

Avainsanat työhyvinvointi, vuorotyö, motivaatio

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Table of Abbreviations

In the following table the abbreviations used in this paper will be presented. The meaning of each abbreviation will be also pointed out in the text when mentioned for the first time.

Abbreviation	Meaning
SDT	Self-Determination Theory
E.R.G.	Model of Three Core Needs
JD-R	Job Demands-Recourses Model

Table 1. Abbreviations

1 INTRODUCTION

Today, shift work is no longer relevant only to the positions that exist to ensure that rescuing, caregiving and production functions work around the clock. Since we want to enjoy a variety of services regardless of the day of the week and time of day, an increasing number of employees will be faced with shift work. These contemporary shift workers are an essential building block of our society, where more and more services are available 24 hours a day. If we hope to continue living in this kind of 24-hour society and develop it further, the well-being of contemporary shift workers should be in the interest of many actors from decision-makers to companies. Otherwise, the negative effects of shift work might decrease the well-being of a significant number of employees and compromise several functions of organizations and society.

1.1 Background and Relevance

In this study, I will examine the well-being of contemporary shift workers through the perspective of human motivation. Contemporary shift work is approached through employees who do customer service related shift work to enable us services also outside regular office hours. The concept of customer service related shift work will be addressed in more specifically later in this chapter. The objective of this study is to understand what kind of effects shift work has on the motivation and well-being of employees who do customer service related shift work. The topic is important especially from a societal perspective since it is closely connected with the ongoing change towards the so-called 24-hour society, and consequently, also connected with the lives of an increasing number of employees. According to the European Working Conditions Survey (2017), more than 20% of all workers in Europe did shift work in 2017, and this percentage is still increasing. Not only is the topic of this study very current, but this study will also contribute to filling a gap the research field of well-being at work has for understanding the well-being of shift workers comprehensively through the experiences of individuals. Let us first take a closer look at why this research on contemporary shift workers' well-being is worth conducting and discuss why the perspective of motivation was chosen. After that, the research objectives and questions will be presented, and the key terminology will be defined.

There are several reasons to argue that research on contemporary shift workers' well-being is relevant and interesting. To begin with, understanding the well-being of employees in general provides many benefits. The well-being of employees will not only benefit the employees themselves by enhancing their health and quality of life (Diener & Suh, 2000), but also the employer organizations can achieve significant benefits by investing in the well-being of their employees. The well-being of employees influences the financial situation and profitability of an organization in many ways. First of all, employee well-being results in higher performance of the employees (Wright & Cropanzano, 2000). Moreover, the well-being of employees helps saving in costs related to absenteeism, occupational healthcare and workplace accidents (Danna & Griffin, 1999). In addition to the direct financial benefits, employee well-being will also promote the engagement and innovativeness of employees (Huhtala & Parzefall, 2007).

So why the well-being of contemporary shift workers in particular should be studied in the current situation and why do I consider customer service related shift work to be contemporary shift work? Only some decades ago, shift work included mostly industrial shift work and around the clock needed emergency and healthcare. Most research concerning the well-being of shift workers from those times studied how shift work affects the sleeping of employees and only through that the well-being of employees. However, the role of shift work in the society has become much broader from those days. Today, the concept of time is no longer wanted to be perceived as something that sets limitations for people's lives and actions. Instead, we have already gone far in a transformation towards a 24-hour society where most services from grocery stores to IT-supports and transportation are available for consumers around the clock. Consequently, more and more employees with different professions are expected to do shift work, and as Costa (2001) states, shift workers are at the same time both builders and victims of this new kind of society. (Costa, 2001; Costa, 2003.)

As described, shift work has taken place in industrial and healthcare-related fields for several decades, but later the ongoing transformation towards a 24-hour society has brought shift work present to other fields as well. One significant group of employees who are faced with this service-related shift work is clearly customer service shift workers who enable us the opportunity to use basic services, such as grocery stores, whenever we want to. Therefore, customer service shift work is considered as contemporary shift work in this study. I believe that studying the well-being of customer service shift workers can expand the understanding of

the described phenomenon of contemporary shift work and provide tools for enhancing the well-being of employees and consequently, also the performance of organizations.

Finally, I find this topic personally highly motivating since employee well-being has been one of my professional interests for a long time. Also, discussions with several shift workers about the pros and cons of their work and having done shift work myself have inspired me to study the well-being of shift workers especially. The study is based on my motivation to understand through the genuine experiences of individuals the effects customer service shift work has on their holistic well-being and this way to provide a new kind of viewpoint to the subject matter. In addition, shift work in general must be studied as its own phenomenon, mostly separate from day-time work in my opinion. According to existing research, shift work differs in many ways from day-time work from the employees' perspective, as will be further demonstrated in the next chapter. For example, the effects of work on employees' personal life and circadian rhythm differ from day-time workers (Costa, 2010). Therefore, the studies on well-being at day-time work cannot always be applied to shift work. Since the share of shift workers among all the working people is significant and shift work differs from day-time work in many ways, shift work deserves to be researched as its own phenomenon.

1.2 Research Gap and Perspective

The existing research related to the well-being of shift workers concentrates mostly on individual building blocks of well-being such as physical health, sleeping habits or family relations of shift workers (Costa, 2010). According to my review on existing literature, research where the shift workers' own experiences of their comprehensive well-being would be examined as such seems to be missing. With this research, I hope to promote filling this gap of understanding the comprehensive experiences shift workers have on their well-being and on the effects that their work has on it. In addition, I aim to contribute to understanding the phenomenon of contemporary shift work better since it seems to be researched relatively little compared to some other fields of shift work, such as nursing. This research is small, and it is limited to the working environment of Finland, but I believe it offers an interesting opportunity to see how the experiences of individuals relate to the previous research on different areas of employee well-being. It has now been argued why studying the well-being of customer service shift workers' through their own experiences is relevant. Next, it will be explained why the

concept of human motivation was chosen to be used as the perspective on well-being in this research.

In this research, the well-being of customer service shift workers was chosen to be studied using the research concerning human motivation as a lens through which the findings can be analyzed. This approach was chosen since the connection between well-being and motivation is evident, just like the connection between motivation and work is too. According to Milyavskaya and Koestner (2011), the natural human desire for need satisfaction brings together well-being and motivation inevitably. More specifically, they see motivation as a mediator between need satisfaction and well-being. Similarly, Benedetti et al. (2015) argue that the type of motivation for pursuing activities can vary and that the different types of motivation affect well-being differently. In addition, they state that the relation of motivation and positive well-being outcomes is stronger early in the workday than later in the workday, which is a relevant finding when studying shift work and well-being. The connection between motivation and well-being will be reviewed in more detail in the next chapter.

1.3 Research Objectives and Questions

In short, the purpose of this study is to understand through the genuine experiences of individuals, in other words, the interviewees, what kind of effects shift work has on their holistic well-being. Existing research on well-being and human motivation will be used as a lens for interpreting the findings. The study aims to provide a new kind of viewpoint to the subject matter by approaching the issue through the subjective experiences of individuals and from a motivational perspective in the specific context of customer service shift work in Finland.

One of the most famous theories of human motivation, the Self-Determination Theory (Deci & Ryan, 1985), argues that motivation and well-being are closely connected, and the fulfillment of certain human needs affects them both similarly. This theory will be further discussed in the next chapter. At this stage, it can be mentioned that the found connection between motivation and well-being does not only justify the chosen motivational perspective of this research but also guides us when forming the research questions. As described, also Milyavskaya and Koestner (2011) state that the most significant factor that makes motivation and well-being so closely linked together is certain human needs. They suggest that need satisfaction raises motivation, which in turn leads to greater well-being. Therefore, in this research setting, the

well-being of employees is studied through the concept of motivation and not the other way around. However, Milyavskaya and Koestner (2011) point out that also other mechanisms between need satisfaction, motivation and well-being might exist, but the overall connection between these three is evident based on several studies and theories. Therefore, more specific presumptions will not be made considering the research questions.

Benedetti et al. (2015) further point out that different motivation types have different kinds of effects on well-being. They have also found the time of the day to affect the connection of motivation and well-being, as presented in section 1.2. These findings support the decisions to choose the motivational perspective for this research and to form the research questions based on the motivational perspective on well-being. All in all, based on the findings of previous research presented above, the research questions of this thesis suggest that studying the human motivation might guide us towards understanding the well-being of employees also in this specific context of customer service related shift work. In other words, to understand the well-being of shift workers in the chosen specific context of customer service, it should be first understood what motivates these employees. Therefore, considering the presented objectives of this study and the current understanding of the connections between motivation and well-being, the first research question is formulated as follows:

- What affects the motivation of customer service shift workers?

To meet the main objective of this study, which is to understand the employee well-being in this exact setting, it is not enough to understand what affects the motivation of the target group but also another research question must be formed. As described, previous literature has found a significant connection between motivation and well-being and that experiencing motivation can lead to greater well-being (Benedetti et al., 2015; Deci & Ryan, 1985; Milyavskaya & Koestner, 2011). Consequently, after finding out how the motivation of the target group members of this study forms, it should be asked how that motivation is connected with their well-being. Therefore, the second research question is:

- How does the motivation of customer service shift workers relate to their experienced well-being?

1.4 Definitions

Below the terms that play an important role in this thesis are defined considering the meanings they have in this specific study.

Well-being

Well-being and employee well-being are broad terms that can have very different meanings in different contexts and for different people. The different meanings and perspectives on these terms will be discussed in more detail in the literature review presented in chapter two. The current academic understanding of well-being in general can be divided into a hedonic perspective and a eudaimonic perspective. The hedonic perspective argues that the existence of well-being can be found in achieving pleasure and avoiding pain. In turn, the eudaimonic perspective views well-being as something more complex and holistic that relates to the full functioning of an individual. In this research, the eudaimonic perspective on well-being is supported since the aim is not to rely on simple solutions but rather to gain a comprehensive understanding of the specific topic of the study. (Ryan & Deci, 2001.)

Since this is a business study, the organizational context must be considered by discussing the concept of employee well-being. Supporting the eudaimonic perspective on well-being, Grant et al. (2007, p. 52) define employee well-being as the “overall quality of an employee’s experience and functioning at work”. The definition of Grant et al. is based on the agreement multiple disciplines have on the conceptualization of well-being. This definition captures the comprehensiveness of well-being, but for this research, the definition is still too narrow since the aim of this study is not to separate employee well-being from the overall well-being of an individual but rather to understand the holistic picture of well-being. However, the organizational context of this research must be noticed when forming the definitions.

Consequently, in this research the meaning of the term well-being can be most suitably defined by following the description of Wright and Huang (2012). According to them, well-being has three primary defining characteristics. First, the existence of well-being is phenomenological. In other words, well-being exists when one subjectively experiences well-being. Second, well-being relates to how we feel, experience and process emotions. Experiencing positive emotions is connected with existing well-being. Third, well-being is holistic, and it refers to one’s life as

a whole. Wright and Huang (2012) argue that these three characteristics can be applied equally in an organizational context as well and that these characteristics separate employee well-being from other terms used in organizational research, such as job satisfaction. In this study, I have chosen to follow the conceptualization of Wright and Huang (2012) since it considers the experience of well-being to be subjective and to occur through personal emotions, which reflects with the subjective experiences of the interviewees of this study. Besides, their definition considers well-being to be holistic, and it is also suitable to be applied in an organizational context, which makes the conceptualization fit my research setting and my personal view. Therefore, in this research, I define well-being as a subjective and holistic state of an individual that occurs through their emotions and experiences. (Wright & Huang, 2012.)

Shift work

When studying the literature concerning shift work, it can be noticed that like the concept of well-being also the concept of shift work is broad, and it can have different meanings in different contexts. It seems that shift work can refer to almost any work arrangements that differ from the so-called standard working hours that take place between seven to nine a.m. and four to six p.m. from Monday to Friday. Costa (2003, p. 84) simply defines shift work as “a way of organizing daily working hours in which different persons or teams work in succession to cover more than the usual 8 h day, up to and including the whole 24 h”. This definition captures well how broad the use of the term shift work is. Therefore, it is important to discuss what kind of shift work this research addresses.

This study is conducted in Finland, which is relevant to mention since the regulations concerning shift work vary between countries. Statistics Finland (2020) defines shift work as “work in which shifts change regularly according to an agreed rota of time periods”. This definition suits this research when considering what kind of shift work this research studies. In more detail, the shift work studied in this research takes place in the field of trade in sales and customer service related tasks. The working shifts of the interviewees of this study were predetermined, and they could not self-decide when to accomplish the work like, for example, knowledge workers often can. The work of all the interviewees of this study included different kinds of shifts. This means that the work studied in this research includes shifts that take place at different times of the day, like morning shifts, day shifts and evening shifts. Work of some, but not all, interviewees also included night shifts. The shift work studied in this research took place also on weekends and national holidays in addition to weekdays.

Customer service related work

This study concerns customer service related shift work, which as a choice of setting will be justified later in chapter three. Now it will be explained what is meant with customer service related work in this study. The interviewees of this study worked in the field of trade to some extent similar sales and customer service related tasks. However, they worked in different organizations and in different positions so it is impossible to provide a simple job description that would explain the nature of their work. The job titles of the interviewees and other relevant information on them will be presented in chapter three. The term that best describes their work is customer service related work. In this study, the terms customer service related work and customer service shift work refer to the setting of this study where most of the work tasks of the interviewees can be described as customer-facing customer service. However, also other kinds of tasks were included in most of their work, such as planning and coordinating customer service and sales-related tasks.

1.5 Thesis Structure

The structure of this research report is following. In the next chapter, the previous literature on employee well-being in general, literature on well-being related to shift work and literature on motivation, motivational needs and their connections with well-being will be reviewed. In addition, the theoretical framework for this research will be formed. After that, in the third chapter, the methodological choices made, and the methods of semi-structured interviews and thematic analysis used in this research will be discussed. In the fourth chapter, the findings of this study will be presented in detail. Chapter five will present the analysis of how the findings relate to the previous literature. Finally, in the sixth chapter, the conclusions of the study will be presented while summarizing the answers to the stated research questions. In addition, the limitations of this study will be covered, as well as some suggestions for future research will be made.

2 LITERATURE REVIEW

In this chapter, previous research and literature on well-being and motivation will be reviewed. Since this study concerns the well-being of employees who do customer service related shift work by viewing the subject matter through the concept of motivation, these characteristics will set a particular focus for the literature review as well. To understand how the motivation relates to well-being, it should first be understood what well-being is. Therefore, this chapter will begin with reviewing the research on well-being and employee well-being on a more general level and then moving on to the research on shift workers' well-being. After that, the literature concerning human motivation and motivational needs will be reviewed with a special focus on how the motivation relates to well-being. The aim of this chapter is to provide tools for analyzing the research data and to form a lens through which the findings of this research can be interpreted. Both aspects, the literature on the different dimensions of well-being and the literature on human motivation and its connections to well-being, are highly relevant in order to be able to study the comprehensive well-being of customer service shift workers from the motivational perspective.

2.1 Well-Being and Employee Well-Being

There is no simple definition of what can be considered as well-being. As we will later find out, researchers who have studied and tried to form theories about well-being have found the concept of well-being to be controversial and approached from several different perspectives. However, it is not indifferent how well-being is being defined since it will guide and influence behavior and practices in many situations. A big part of the functions of society and individuals, such as education and parenting, are there to change things somehow to better, so it needs to be understood what the better is. On a general level, seeking for better can be understood as seeking for more well-being. (Ryan & Deci, 2001.)

Most of us have a subjective sense of what well-being is, but what does it mean from the theoretical perspective? Several disciplines have been interested in this question. Despite the controversiality of the topic, the fields of healthcare, psychology, sociology and philosophy have agreed that well-being has three core dimensions: physical well-being, psychological well-being and social well-being. Physical well-being refers to the health and functioning of a body, psychological well-being to the subjective experiences and mental functioning, and social well-

being concerns the relational experiences and functioning that are connected to others. These three dimensions are the most common way to approach well-being, and they are often used in the research of employee well-being as well. (Grant et al., 2007).

These three core elements of well-being set a good starting point for this study, and they will provide tools for organizing themes in the analysis part of this research. However, since the perspective of this research is the motivational perspective to well-being, naturally the psychological side of research is more relevant than the physical side. At the same time, it needs to be remembered that these dimensions are closely connected with each other and cannot be credibly discussed on their own without considering the connections and combined effects with other dimensions (Grant et al., 2007). Therefore, discussing briefly also the physical side of well-being is justified since it will likely help in understanding also other dimensions of well-being better. It will also help in understanding the multidimensionality of employee well-being when the concept can be divided into sub-concepts and viewed from these different perspectives. Let us next take a closer look at these three different perspectives on well-being in general and also see how they appear in the research of employee well-being. First, physical well-being will be briefly discussed since it is a very traditional way of viewing well-being even though it is not independently the most relevant for this research.

2.1.1 Physical Well-Being

Already in the classical Maslow's (1943) hierarchy of needs are the physiological requirements identified as the base for all the other human needs. However, the fulfillment of basic physical needs, such as eating or sleeping, does not yet mean that physical well-being has been achieved. Similarly, physical needs can be argued to be a pre-condition for performing work in the first place. Physical well-being is also perhaps the most visible part of employee well-being. Physical employee well-being includes physical working conditions, physical stress and ergonomic conditions of work (Virolainen, 2012). In addition, specific work-related injuries and diseases are related to different kinds of professions and working conditions (Kirschenbaum et al., 2000), which also affects the physical employee well-being.

A healthy employee who is in good physical condition is productive, whereas an unhealthy employee is not only less productive but also costly for the employer. Therefore, good health and physical functioning should be in the interest of both employee and employer. Employers

can promote the physical well-being of employees with their actions, for instance by providing suitable ergonomic conditions for work and occupational healthcare. However, also the actions employees take in their private lives outside work are significant when considering their health and other areas of physical well-being. Therefore, employers might want to encourage employees to promote their physical well-being also in their free time, for example, by offering opportunities for exercise. (Holmgren Caicedo et al., 2010.)

2.1.2 Psychological Well-Being

Working life is one of the biggest influencers on the psychological, also known as mental, well-being of individuals. According to research conducted by Butterworth et al. (2011), the mental well-being of unemployed people is not as good as the mental well-being of people who have a job on average. However, the same research shows that people who experienced a lot of negative aspects and feelings related to their work, such as high level of uncertainty or overwhelming workload, suffered from even lower mental conditions than those who did not have a job at all. Therefore, the effects work has on the psychological well-being of employees should not be underestimated.

The mental well-being at work includes several aspects like the level of stress among the employees, the general atmosphere at work and the amount of pressure employees experience in their work and with combining work and other areas of life. Straightforward ways for employers to further the good mental well-being of employees are, for example, supporting the personnel in their work, dividing the work equally and making sure that the employees have an opportunity to have enough spare time and rest to achieve work-life balance in their lives. (Virolainen, 2012.)

It would be a simple approach to view the good psychological well-being of employees as something that can be achieved by simply eliminating negative aspects, such as stress and inequality, from organizations. However, today the commonly used approach is more multi-dimensional. One of the key points of it is the connection between the psychological well-being of employees and the experienced job satisfaction. Job satisfaction can be defined as a stage where the employee experiences the fulfillment of their potential and that their efforts at work have a meaningful purpose. This perspective is closely connected to the concept of motivation that will be viewed closer later in this chapter. As can be seen, the psychological well-being of

employees can be viewed from many perspectives. Finally, it should be noted that psychological well-being is an individual and subjective experience and its building blocks can vary a lot. (Grant et al., 2007.)

2.1.3 Social Well-Being

From the relational perspective within organizational research, physical and mental employee well-being can be considered as properties of individual employees, but the social employee well-being is something that occurs through the interactions between employees (Bradbury & Lichtenstein, 2000). This does not mean that individuals could not experience their social well-being differently under the same conditions. Defining social well-being and the level of it can be complicated since it is something that is built in the interaction, but it still reflects the experiences of individual employees. Therefore, researchers have developed different kinds of concepts to represent the phenomenon and make it easier to study.

Erdil and Ertosun (2011) use the concept of social climate to describe the internal environment and the stage of social well-being inside an organization. In their multi-level research, they have found a significant relationship between the social climate of an organization and the loneliness experienced in the organization. Further, they state that the experienced loneliness will affect the private lives of employees and the employee well-being negatively. Usually, employees spend a significant part of their time within the social environment of their work, so the effects of the working environment cannot be ignored when discussing social well-being. (Erdil & Ertosun, 2011.)

Another concept that is used in studies of social employee well-being is the concept of social capital. Manka and Manka (2016) argue that social capital in organizations affects not only the social well-being but also other areas of the well-being of employees positively. They define social capital as such communal characteristics that strengthen trust, reciprocity and networking inside the community. According to them, social capital will benefit both the organization and the employees since the organization will achieve better performance and employees will achieve better health and well-being when the social capital is high. Oksanen (2009) found out that employees who experienced low social capital in their organizations had a 1.3 times bigger chance of suffering from deterioration of health than the employees of organizations with high social capital. However, high social capital can sometimes have also negative effects, such as

bullying and envy, if the community is very tight and does not tolerate diversity (Manka & Manka, 2016).

2.2 Well-Being of Shift Workers

As mentioned before, shift work differs in many ways from day-time work and therefore, the same research results cannot always be applied to both. The existing research on employee well-being is highly relevant in the research on shift workers' well-being as well, but it needs to be reconsidered before applying to shift work. In addition, independent research concerning specifically the well-being of shift workers is needed more. A significant and growing number of people do shift work or will do shift work in the future (Costa, 2001). Therefore, more research on how the characteristics of shift work will affect the well-being of employees is needed to understand the phenomenon and make the working conditions of shift workers as good as possible. Next, the history and current stage of research and literature concerning the well-being of shift workers will be reviewed.

A big part of research on the well-being of shift workers is relatively old and concerning mostly the sleeping habits and sleeping disorders of shift workers. Most of these older researches have been conducted among industrial employees. More current researches often aim to find an optimal way to organize shift work for employees, for example, by studying the optimal length of shifts or the optimal number of shifts in some specific period (Hast, 2017; Barnes-Farrell, 2008). Also, the effects shift work has on employees' personal lives, especially on family-lives, have interested researchers (Barnett & Gareis, 2007). Achieving a balance between the different areas of life and combining work and family is often experienced to be challenging among employees who do shift work (Hulkko, 2003).

All in all, shift work is generally considered as more wearing and exhausting than average day-time work. Costa (2010) states that several negative effects on employees' health and well-being are connected to shift work. Consequently, these health-related problems and poor well-being caused by shift work result in more absences and more employees quitting their work than on average. This can be noted especially among older employees (Hulkko, 2003). Next, these connections that have been found between well-being and shift work will be addressed in more detail, starting from the health-related effects. This part of the review will be concentrating

especially on mental health since the motivational perspective of this research is more related to that than to physical health.

2.2.1 Health of Shift Workers

As most of the research on the health of shift workers concerns the problems related to circadian rhythm and sleeping, it can be stated that the negative effects shift work has on sleeping are inevitable. This is relevant also for the mental health of shift workers since the negative effects of sleeping related problems are not only physical. Mental illnesses that have been found to be related to shift work are mostly connected with poor sleeping and disorders of circadian rhythms. In their research, Nakata et al. (2004) were able to identify a connection between poor sleeping due to shift work and symptoms of severe depression. In addition to sleeping related mental illnesses, shift workers have found to experience more stressful working conditions and more challenges with social relationships than day-time workers and consequently, more anxiety, nervousness and irritability have been reported among shift workers (Costa, 2010).

In addition to the health issues directly linked with mental health, disorders of sleeping and circadian rhythm have been proven to be connected with several severe physical disorders and diseases. Since physical health and mental health are not separate entities from each other, these physical conditions affect the mental side of health negatively in many cases and the other way around (Stephoe, 2019). Therefore, the most significant physical disorders connected with shift work will be briefly reviewed. First, gastrointestinal and metabolic disorders have proven to be related to shift work already a few decades ago. According to Lennernäs et al. (1995), these disorders are often caused by irregular working times that result in irregularity in other aspects of life as well. Consequently, mealtimes become irregular and the activity hormones that regulate hunger can be disturbed. In their research, shift work has also found out to increase caffeine consumption, which can also disturb metabolism, even though effects on the overall daily amount of consumed food and intake of energy have not been found (Lennernäs et al., 1995).

Second, according to Karlsson et al. (2001), obesity and health disorders in general are more common among shift workers than day-time workers. They argue that this is likely due to both difficulties in following a healthy lifestyle when schedules are irregular and disruptions of the natural circadian rhythm. Karlsson et al. (2001) have also found out that the risk of obesity

caused by shift work seems to be affecting women more than men even though the same phenomenon is also noticeable among men who do shift work. Also, workers who do shift work have been discovered to have an increased risk of developing diabetes, and with more years of doing shift work the risk of diabetes increases (Li et al., 2019).

Finally, shift work is associated with an increased risk of cancer. Especially breast cancer has shown to be more common among shift workers than day-time workers. Shift work has been found to increase the risk of cancer through several different mechanisms, such as light at night disturbing the natural excretion of melatonin and disruptions of the natural circadian rhythm. (Costa et al., 2010.)

Most severe health problems can be identified among employees who are involved in rotating shift work that includes night shifts. After night shifts most employees will have to sleep against their biological rhythm and often in environmental conditions that are not optimal for sleeping because of noises and lighting. This will make it more difficult to fall asleep and it will also decrease the quality of sleep. When rotating shifts are added to this setting, it makes it even more difficult to adapt to the sleeping conditions since they are regularly changing. (Costa, 2010.)

Another significant finding related to the sleeping of shift workers is that shift work affects less the well-being of younger employees since they have fewer sleeping difficulties than the older ones (Åkerstedt & Torsvall, 1981). Viitasalo and Härmä (2008) have found out that also the direction and speed of shift rotation and the flexibility of the shift system affects the sleeping difficulties and daytime sleepiness. According to their research, fast rotation speed to forward direction and flexible shift system have positive effects not only on sleeping habits but also on the blood pressure of employees. It might be difficult to eliminate entirely the negative effects shift work has on sleeping, but the effects can be eased by taking into account different factors that researchers have identified to influence the level of them.

In addition to these sleeping related problems, the disruptions of the natural circadian rhythm also have other negative consequences that can be problematic for both employee and employer. The disruptions of natural circadian rhythm increase the probability of lower performance, human errors and accidents, especially in the evening and night shifts (Costa 2010). Also, the length of shifts affects the risk of accidents at work. According to Hänecke et al. (1998), the

probability of an accident increases exponentially after nine hours of working and that the later the shift starts, the more dramatically will the risk of accident increase after eight hours of working.

As described, the disorders with circadian rhythm and sleeping and the increased risk of accidents can cause significant negative effects on the health of shift workers. In addition to these negative effects, shift work also predisposes the employees for direct health disorders, such as mental and physical diseases, which are often connected with each other. Ohayon et al. (2002) compared daytime and shift workers in their research and they found out that shift workers were more likely to have absences from work because of sickness than daytime workers. Other researchers have also reported the same result (Nakata et al., 2004). However, older research has not found significant differences in the number of sickness absences between daytime and shift workers (Morikawa et al., 2001). Therefore, the phenomenon of shift workers having more sickness absences than daytime workers cannot be argued unambiguously at this point. Still, several mental and physical health disorders and sicknesses have been found to have an evident connection to shift work.

In addition to the health-related problems and diseases caused by shift work, another noteworthy matter when discussing the well-being of shift workers is the relationships shift workers have with other people since the social aspect is one of the core elements of well-being. For most people, family members are the closest social connections and therefore, the family relations of shift workers have interested researchers. That field of study will be reviewed next.

2.2.2 Family Relationships of Shift Workers

All people have different roles in their lives. Some of these roles are related to work, whereas some are related to other areas of life, such as family, friends or hobbies. Sometimes conflicts occur between the time, strain or behavior requirements of these roles, which means that the requirements of one role make it challenging to fulfill the requirements of another role (Greenhaus & Beutell, 1985). One of the most researched role conflicts is the conflict between work and family. Work-family conflict has been identified to have several negative consequences, such as anxiety disorders, lower life satisfaction, greater stress at both work and home, poorer health, lower job satisfaction and more absences from work (Eby et al., 2005). In

other words, conflicts between work and family are likely to decrease the well-being of employees.

One of the predictors for a high probability of conflicts between work and family is shift work, especially if the shift work includes rotating shifts or working on weekends (Eby et al., 2005). The experience of work-family conflict can vary between individuals due to not only work specific factors but also because of the family characteristics such as the number and age of children and domestic workload (Eby et al., 2005). Achieving work-life balance and combining work and family are often experienced to be problematic in families where one or both parents do shift work. Especially on weekends and on national holidays, the families of shift workers might have to adapt to complicated situations (Hulkko, 2003). However, the conflict between work and family can be eased by social support and control over work environment offered by employer (Pisarski et al., 2008).

According to Thompson (2009), work-family conflicts affect not only the shift workers themselves but also the family members of shift workers. In addition to the times when the shift worker is absent from home while other members are usually home, like weekends or evenings, also the phases where the shift worker is preparing for or recovering from a work shift might affect the family members. However, Thompson (2009) also points out that the effects shift work has on family-life are not only negative. Possible other adults in the family might, for example, experience more freedom to organize their own leisure time and children experience the situation to be normal in their lives if they have safe adults to take care of them while the shift working family member is absent. (Thompson, 2009.)

2.3 Motivation and Well-Being

As established at the beginning of this chapter, this review aims to cover literature concerning research on the different aspects of shift workers' well-being and the literature concerning human motivation and its connections to well-being to gain the needed understanding for conducting this research. Now that we have formed a comprehensive picture of what kinds of different effects shift work has found to have on the well-being of employees, the next step is to review the previous literature on human motivation and its connections to well-being.

The following parts will provide perspectives on what motivates people in general, what motivates people in their job, and how does all this affect their well-being. Traditional motivation models, as well as the current academic understanding of motivation, will be discussed. Let us begin by presenting the self-determination theory (Deci & Ryan, 1985) since it is a widely recognized theory that can be connected to several previous theories of motivation, and that appears to serve as a theoretical basis of many subsequent studies in the field as will be later demonstrated.

2.3.1 Self-Determination Theory

When studying the current academic understanding of well-being, two general perspectives can be identified: the hedonic approach and the eudaimonic approach. The hedonic approach considers well-being to be quite similar to happiness and it argues that well-being could be achieved by reaching pleasure and avoiding pain. In contrast, from the eudaimonic approach, well-being cannot be understood as the same as the subjective experience of happiness since not all the desires of people promote wellness. From the eudaimonic perspective, well-being is understood as something more comprehensive than just happiness. Instead, well-being is connected to the meaning and self-realization of an individual. In addition, the satisfaction of the three basic psychological needs presented in a theory called self-determination theory (SDT) will further well-being. These needs are competence, relatedness and autonomy. (Ryan & Deci, 2001.)

Self-Determination Theory and Human Needs

The basic ideas of self-determination theory (SDT) were first introduced in a book called *Self-Determination and Intrinsic Motivation in Human Behavior* (1985) by Edward Deci and Richard Ryan. Afterward, the theory has grown and expanded to new areas. The theory aims to understand human motivation, personal development and well-being (Ryan, 2009). According to SDT, three basic psychological needs can be identified. These are the needs for competence, relatedness and autonomy and when these basic needs are met, it enables self-motivation and personality integration (Ryan & Deci, 2000a). In this theory, competence is seen as a seek to have an effect on the environment and experience the ability to attain the desired outcomes, relatedness is understood as the need to feel fellowship and connection to others, and finally, autonomy stands for the experience of integration and freedom where the desire to self-organize

behavior and experience is fulfilled (Deci & Ryan, 2000). In addition to enabling self-motivation and personality integration, the fulfillment of these three basic needs is crucial for all individuals when considering personal development and well-being (Deci & Ryan, 2000).

So how does the SDT model approach the concept of motivation? The SDT model distinguishes the concept of human motivation into two different types of motivation: intrinsic motivation and extrinsic motivation. Intrinsic motivation refers to being motivated to do something because it appears as naturally interesting, satisfying or enjoyable for the individual. Extrinsic motivation is based on a separable consequence, such as earning some reward or avoiding some punishment. According to SDT, the behavior and actions that are motivated intrinsically satisfy the basic human needs of competence and autonomy. Also, when the contextual social conditions support the fulfillment of basic human needs of competence, autonomy and relatedness, can the intrinsic motivation be maintained. (Ryan & Deci, 2000b.)

To explain the view SDT has for well-being and motivation in short, when the three basic human needs of competence, relatedness and autonomy are supported and satisfied, people will experience more well-being and self-motivation. In turn, the frustration of these three basic needs will cause deterioration of experienced well-being, in other words, greater ill-being. The frustration of the three basic needs will also reduce the experienced self-motivation. (Ryan, 2009.)

As mentioned, several studies have sought to expand the SDT. Weinstein and Ryan (2010) have researched the motivation and prosocial behavior that refers to behavior that is intended to help others. Prosocial behavior can be described as an embodiment of benevolence. In addition, they have studied the connection between prosocial behavior and well-being. They have found a link between the three basic human needs presented in SDT (Deci & Ryan, 1985) and prosocial acts. Based on their findings, they state that autonomous motivation for helping others benefits both the helper and the receiver of help by providing them a greater need satisfaction. The benevolent acts that individuals take make them experience more autonomy when these acts are volitional, more relatedness since they feel more connected to others and more competence since they feel effective in helping. The greater need satisfaction of these three basic needs enhances the sense of well-being of the helper. According to the study, the autonomous motivation for benevolent acts is significant also for the receiver of help. The receivers experience greater benefits when

the motivation for help they receive is autonomous. This is probably due to a greater feeling of relatedness and better quality of help. (Weinstein & Ryan, 2010.)

The studies of Weinstein and Ryan (2010) show that the nature of motivation is significant when trying to understand the connections benevolence has with need satisfaction and well-being. As described earlier, the SDT model demonstrates that the actions that are motivated intrinsically satisfy the basic need for autonomy. Therefore, it can be argued that when the motivation to help is intrinsic, the motivation is more likely to be autonomous, and the positive effects of benevolence are greater for both parts, the helper and the one who is receiving the help.

The studies of Martela and Ryan (2016) show the benevolence having an even more significant role in enhancing human well-being than only the effects that take place through the three basic psychological needs (SDT: Deci & Ryan, 1985) of autonomy, relatedness and competence have. Martela and Ryan argue that benevolent behavior is a source of well-being also independently from these three basic needs. In other words, the experience of prosocial giving per se can enhance one's sense of well-being. It is even suggested that benevolence could be a separate psychological basic need in addition to competence, relatedness and autonomy since it is proven to have a direct and independent relation to human well-being. However, more research is required before establishing beneficence as an additional psychological basic need. (Martela & Ryan, 2016.)

In conclusion, the fulfillment of three basic human needs of SDT: competence, relatedness and autonomy, will enhance intrinsic motivation and well-being, whereas the frustration of these needs will reduce intrinsic motivation and well-being. The other way around, the fulfillment of these basic needs can be best achieved when the motivation for the behavior and actions of one is intrinsic. In addition, benevolent behavior will also enhance the well-being of both the actor and the target when the motivation for benevolent behavior is autonomous and intrinsic. The researchers have not yet been able to fully confirm whether this phenomenon takes place indirectly by benevolence providing fulfillment of the three basic needs or if benevolent behavior could be a source of well-being and motivation also independently like the three other needs are.

Self-Determination Theory in Organizational Context

Self-determination theory has been applied in several fields, such as sports, education, work and healthcare (Ryan & Deci, 2000c). In this study of employee well-being and motivation, the interest naturally lies especially in the organizational viewpoint to SDT. It seems like SDT is perhaps more relevant in the organizational context today than ever before. According to a recent paper by Ryan and Deci (2019), managers and HR professionals have increasingly turned their attention from incentivizing employees based on achieving specific goals to supporting the fulfillment of employees' psychological needs when trying to promote employee motivation.

But why is it relevant to apply SDT in work-related research like this study does? In the first place, SDT has been adopted in organizational research since it offers tools for understanding the psychological need satisfaction that leads to the best possible employee motivation. SDT has also been applied to understand the performance and well-being in organizations and to understand the connections between these themes and with motivation. These aspects naturally interest not only researchers but also the leaders of modern organizations. Applying SDT in an organizational context can offer benefits for both, performance of the organization and the well-being and life quality of employees. (Deci et al., 2017.)

So, what are the main findings and suggestions that can be stated based on the previous research where SDT is applied in the organizational context? According to Deci et al. (2017), the key idea of SDT in organizational research is that work conditions that support the three basic psychological needs of SDT – competence, autonomy and relatedness – of employees will lead to superior outcomes for the performance of the organization and for the well-being of employees. In practice, these work conditions that support the fulfillment of one or several basic psychological needs can refer to several different aspects, such as different kinds of job characteristics, managerial styles or types of compensation. (Deci et al., 2017.)

Especially workplace conditions that support employees' experience of autonomy seem to benefit organizational effectiveness and employee satisfaction. Baard et al. (2004) found in their research that employees' perceptions of their managers being supportive for employees' autonomy influenced the employees' satisfaction of competence, autonomy and relatedness positively. In the same research, it was also found that the satisfaction of these three basic needs,

in turn, promoted better performance on the job and the psychological adjustment of the employees, just like SDT applied in organizational context suggests. Also, a broad meta-analysis of Slemp et al. (2018) indicated that employees whose managers supported autonomy experienced greater need satisfaction and intrinsic motivation, which further enabled better work performance.

To conclude, SDT is currently very relevant in the organizational context since the importance of psychological needs in motivating employees has been understood not only by the researchers but also by the business community. It has been found out that the satisfaction of the three psychological needs of SDT will influence positively both the organizational performance and employee well-being. Therefore, it can be stated to be beneficial for organizations to create work conditions that support the fulfillment of three basic needs. Especially supporting employees' autonomy has been found to lead to superior outcomes. Next, one of the most traditional theories of human motivation and how it relates to the ideas presented above will be reviewed.

2.3.2 Hierarchy of Needs

When the history of human motivation research is being reviewed, the ideas of Abraham Maslow cannot be ignored. In earlier research, before Maslow, the approach to motivation and well-being had been mostly hedonic and relatively straightforward. Maslow argued that the issue of human motivation could not be explained with a simple solution, like the need to avoid pain for example, but instead, it should be approached from a broader perspective. To demonstrate this view to motivation, he developed the hierarchy of needs -theory. According to Maslow's hierarchy of needs (1943), the human needs can be structured to a hierarchical form where the higher needs will occur only after the needs of lower levels are, at least to some extent, satisfied. People will get their motivation from trying to fulfill these needs level by level. According to Maslow, on the lowest level are the physiological needs, such as food and shelter, and when those needs have fulfilled, the second level needs for the experience of safety will emerge. On the third level, there are the needs for love and belonging and after that, follow the needs for esteem, such as self-confidence and respect from others. On the highest level are the needs for self-actualization, which means realizing and fulfilling the potential one has. (Eysenck, 2002.)

Interestingly, when comparing the hierarchy of needs -theory (Maslow, 1943) and the self-determination theory (SDT) (Deci & Ryan, 1985), similarities can be found. The three highest needs in Maslow's hierarchy are comparable with the three basic human needs presented in the SDT model. First, the third level needs for love and belonging in Maslow's hierarchy can be considered as the same as the need for relatedness in SDT. Second, self-esteem and competence are corresponding needs since both are fostered by positive feedback from others concerning skills and features one has. Finally, the highest-level need for self-actualization is a similar need to the basic human need for autonomy that is viewed as demonstrating the growth and development of individuals in SDT. (Rasskazova et al., 2016.)

However, despite these similarities also a fundamental difference can be found between the hierarchy of needs -theory (Maslow, 1954) and the SDT model (Deci & Ryan, 1985). According to the hierarchy of needs, people are not motivated to benefit from the satisfaction of the needs of higher levels before the needs of lower levels are satisfied. For instance, this would mean that people would not reach for fulfilling the needs of self-esteem before achieving the experience of love and belonging. In contrast, in SDT these higher-level needs are not approached as being hierarchical and the benefits that follow from fulfilling those needs are not conditional upon each other. (Rasskazova et al., 2016.)

Maslow's hierarchy of needs has also been criticized from already early on for partly the same reasons that it disagrees with SDT for. For example, Alderfer (1969) saw the hierarchy of needs as problematic for three reasons. First, Alderfer did not want to strictly assume that lower-level needs should be satisfied before the higher-level needs can emerge like Maslow's hierarchy does. Second, his understanding also allows the differences in motivation between individuals, whereas in Maslow's hierarchy the human motivation is considered as a highly fixed phenomenon. Finally, Alderfer argues that the inability to satisfy the needs of higher levels can increase the desire to meet the needs of lower levels. (Alderfer, 1969.)

Maslow's hierarchy of needs -model is usually presented in its traditional form with five levels of needs from which fulfillment people get their motivation from. However, this description of the model is not the final form of the hierarchy that Maslow developed. During his later years, Maslow came to the conclusion that the highest level of his model, self-actualization, was not enough to describe the motivation of human beings in an optimal way. He argued that human motivation could achieve a level of self-transcendence that is even beyond the level of self-

actualization. The level of self-transcendence refers to seeking motivation from experiences that are somehow broader than one's own personal experiences or even mystical. On this level, the motivation relates to something greater than just the individual self. Often this kind of motivation occurs when the actions of one are serving others. (Koltko-Rivera, 2006.)

Maslow refers to the level of motivation beyond self-actualization also as the level of selfless actualization to describe the transition from oneself to others that takes place between these levels in his hierarchy. He argues that people who have moved beyond self-actualization are motivated by something outside of themselves that can also be described as calling. According to Maslow, this highest level of motivation is connected to several positive outcomes, such as a higher level of efficiency and solidarity towards others. He even stated that achieving this level of motivation is the precondition for the occurrence of real creativity. This sixth dimension of motivation is often ignored when applying the hierarchy of needs -model even though it brings a whole new perspective in understanding human motivation by moving the attention from the needs of an individual self to fulfilling the needs of others. (Greene & Burke, 2007.)

Earlier in this chapter, it has been shown that the concepts of self-transcendence and benevolence are very relevant when trying to understand human motivation and well-being. Next, it will be discussed how the presented concepts and different perspectives are linked to each other to get a more coherent picture of the topic. In the theory of basic human values, Schwartz (1992) presents a connection between self-transcendence and benevolence. The theory was first presented in 1992 and it has been developed further after that. Today, the theory identifies ten universal human values and organizes them in a circular structure (Figure 1) to demonstrate the motivations that the values express and the conflicts and compatibilities the values have with each other. The values are self-direction, stimulation, hedonism, achievement, power, security, conformity, tradition, benevolence and universalism. Even though the values are universal, it is recognized that different individuals and groups might prioritize them differently. Several phenomena can be studied and interpreted through these values, but from the motivational point of view they are significant because they refer to the goals people desire for. These desires affect behavior and motivate actions. (Schwartz, 2012.)

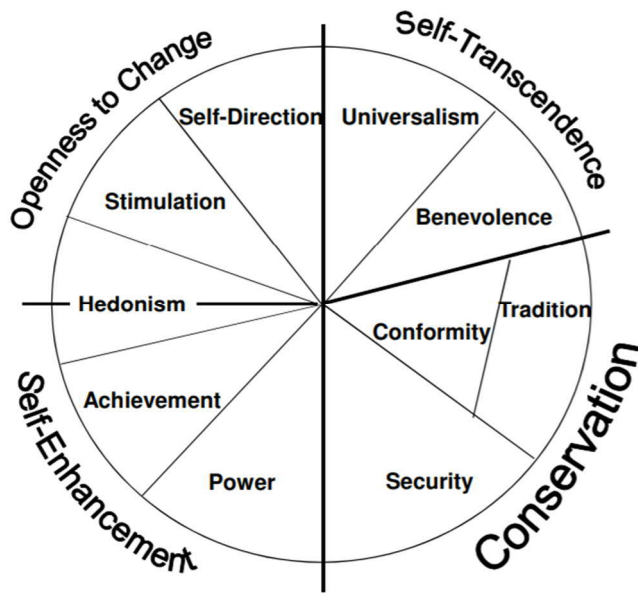


Figure 1. Theoretical Model of Relations among Ten Motivational Types of Value (Schwartz, 2012.)

As can be seen from Figure 1, the ten values in the theory of basic human values are further categorized in four upper groups: openness to change, self-transcendence, conservation, and self-enhancement (Schwartz, 2012). To understand further the human need for self-transcendence, which was also presented by Maslow (1969) as described earlier, this analysis will take a more comprehensive look to the group of self-transcendence in the theory of basic human values by Schwartz as well. As discussed before, Maslow's additional level of self-transcendence refers to seeking motivation from experiences that are mystical or broader than one's own personal experiences (Koltko-Rivera, 2006). Schwartz (1992) seems to share a similar understanding of self-transcendence, but his description of it is more detailed since he states that self-transcendence consists of two values: benevolence and universalism.

As discussed earlier, benevolent behavior has found to motivate people, satisfy human needs and enhance human well-being (Weinstein & Ryan, 2010). It has even been considered whether benevolence could be classified as a new basic human need (Martela & Ryan, 2016). In the theory of basic human values (Schwartz, 1992), benevolence and universalism are separated because the goals driven by these two values are different. According to Schwartz (2012), the value of benevolence motivates people to preserve and enhance the welfare of their frequent personal contacts, and the most significant contacts are the family and other primary groups of an individual. He also highlights that benevolence is related to the intrinsic motivation that is

based on a voluntary concern for the welfare of others rather than an intention to gain rewards or avoid negative consequences.

Whereas Schwartz (2012) connects benevolence with the welfare of only those who are one's personal contacts, according to him, universalism in turn refers to the well-fare of all creatures. The value of universalism motivates people to understand, appreciate, tolerate all people and nature and protect the welfare of those. Universalism springs from the needs of individuals and groups to survive. These needs can only occur when people learn to understand big entities, such as natural resources and societies. Together benevolence and universalism form the concept of self-transcendence. According to Schwartz's theory, self-transcendence values can conflict with the values of self-enhancement, which are achievement and power. In other words, seeking the welfare of others can conflict with seeking personal success and the other way around. (Schwartz, 2012.)

In addition to Schwartz's view of self-transcendence presented above, also his point of different individuals and groups prioritizing values differently is very relevant when discussing human motivation. Since values guide the thinking, behavior and actions of individuals, the differences in prioritizing values mean that there are differences also in what motivates different people in different situations. According to Schwartz (2012), thoughts and actions are usually simultaneously motivated by more than one value which makes understanding individuals' personal motivations even more complex. In addition, values are an important part of people's individual personalities which also has a significant impact on the motivation of individuals. (Schwartz, 1992; Schwartz, 2012.)

To summarize, Maslow's hierarchy of needs has a lot in common with the self-determination theory (SDT), but the fundamental difference is that SDT does not consider its three basic needs to be hierarchical or conditional upon each other. Later, Maslow expanded his own theory by adding a level of self-transcendence, which demonstrates that one can be motivated by something beyond the individual self, such as serving others. Finally, Schwartz brings together the concepts of self-transcendence and benevolence by stating that self-transcendence consists of benevolence and universalism. This means that one can be motivated to enhance the well-being of their personal contacts, but also the welfare of all possible creatures and nature and that behavior motivated by this can increase their well-being since the fulfillment of needs has stated to increase well-being. In addition, Schwartz recognizes that prioritization of different

values might differ between individuals and groups. Consequently, these preferences cause variation in what motivates different individuals and groups.

Now that the concept of human motivation has been presented on a general level through the theories that demonstrate the connection between human needs and motivation, it is justified to take a closer look at some theories that concentrate on how the motivation specifically in the contexts of work and organizations is understood. Let us begin with one of the most well-known theories of employee motivation.

2.3.3 Motivation-Hygiene Theory

Herzberg's motivation-hygiene theory (Herzberg et al., 1959), also known as the two-factor theory, suggests that certain work-related circumstances and events drive the satisfaction and motivation of employees. These factors can be divided into motivator factors and hygiene factors. Motivator factors, such as self-development and recognition, are factors that can be found within the job itself. Experienced motivator factors make employees feel satisfied, motivated and good about their job. Hygiene factors are extrinsic factors, like salary and working conditions. Existing hygiene factors will not motivate employees at work, but the absence of hygiene factors will promote employees' dissatisfaction and decrease their working motivation. In other words, satisfaction is something more than the absence of dissatisfaction. For example, a too low salary causes dissatisfaction at work, but once a fair salary is received, a higher salary will not increase the level of motivation and satisfaction significantly. In addition, the motivation-hygiene theory suggests that without motivator factors employees will meet only the minimum requirements of their jobs, but when motivator factors occur, employees will increase their performance. (Bakker & Demerouti, 2014.)

The motivation-hygiene theory (Herzberg et al., 1959) is well-known and used a lot in management research. However, at the same time, it is highly controversial, and it has faced a lot of critique concerning, for example, the research methods of Herzberg and inconsistency in the use of terms. One of the most common critiques concerns the motivating effects of hygiene factors. Traditionally, one of the key aspects of Herzberg's motivation-hygiene theory has been considered to be the assumption that the motivation of employees cannot be increased with hygiene factors. Only the absence of them will decrease the motivation, as explained earlier. However, Sachau (2007) suggests this to be a misinterpretation of the theory that has taken

place because of dissenting interpretation of terms. In his theory, Herzberg described how the desire to fulfill hygiene needs will cause movement that drives people to work. Motivation to work in turn occurs when fulfilling motivation needs. In general, the term motivation has a broader meaning in the field of organizational behavior research. According to the general understanding in the field today, motivation would cover both terms used by Herzberg: movement and motivation. Extrinsic motivation would refer to movement and intrinsic motivation to motivation. (Sachau, 2007.)

Sachau (2007) also recognizes several ways of how Herzberg's ideas and the motivation-hygiene theory can be applied still today when studying employees' motivation and happiness. When trying to understand the sources of happiness and motivation, the motivation-hygiene categories can provide a useful starting point. Whereas unhappiness and loose work motivation can be connected to hygiene factors, happiness and commitment relate to motivation factors. From this point of view, especially the factors that lead to psychological growth and development would promote long-term happiness. According to Sachau (2007), Herzberg's model demonstrates what kind of factors will lead to true satisfaction and intrinsic motivation. This is also highly relevant when studying employee well-being since it will help understand which aspects of their job and life will make the employees motivated and happy. (Sachau, 2007.)

In conclusion, even though Herzberg's motivation-hygiene theory is controversial and criticized, it cannot be ignored when discussing the motivation of employees. The motivation-hygiene theory, that has been accused of being outdated, becomes more relevant again with the above-presented interpretation of it. Besides, Herzberg's theory has made researchers aware and open to the idea that the motivation and satisfaction of employees can be affected, for example, by redesigning jobs (Grant et al., 2011). The motivation-hygiene theory has also influenced several further theories. One of them is the model of job demands and resources that will be introduced next.

2.3.4 Job Demands-Resources Model

The job demands-resources (JD-R) model was developed to understand how different aspects affect the motivation and well-being of employees. It categorizes working conditions into two different categories: job demands and job resources. According to the model, job demands

concern the working environment and the physical, social or organizational characteristics of the job that require physical or mental effort and consequently, might lead to certain physiological and psychological costs for individuals. Job demands can be, for example, time pressure or shift work. Job resources refer to physical, social, psychological or organizational characteristics of the job that can be associated with either or: functionality in achieving goals related to the job, reducing job demands that lead to physiological and psychological costs, motivating the personal growth, learning or development of an individual. Examples of job resources are controlling one's own work and receiving support from colleagues. (Demerouti et al., 2001.)

According to the JD-R model, the number of job demands and job resources and the relation of those affect the motivation and well-being of employees both positively and negatively. When it comes to the negative effects, Demerouti et al. (2001) argue that too high job demands cause exhaustion and even burnout, but also a lack of job resources often leads to negative consequences that appear as withdrawal behavior and further as disengagement to the job. Similarly, Bakker and Demerouti (2007) point out that constant job demands consume the physical and mental resources of employees even to the extent where it can cause health problems.

The other side is that the existence of job resources has shown to have positive effects. According to Bakker and Demerouti (2007), job resources are essential in motivating employees. In addition, they state that job resources can lead to several positive outcomes, such as good performance at work, high work engagement and low cynicism. Also, a connection with the theory that was presented as the first of the motivation theories, the self-determination theory of Deci and Ryan (1985), can be found since job resources have been recognized to affect both extrinsic and intrinsic motivation positively. Extrinsic motivation might occur because job resources further achieving work-related goals. The effects on intrinsic motivation instead can be connected to the self-determination theory (Deci & Ryan, 1985) since job resources can promote fulfilling the three basic needs for competence, relatedness and autonomy. Therefore, the concepts of job demands and job resources are great tools in understanding both the intrinsic and extrinsic motivation of employees. In addition, they can also help in understanding the effects work has on the employee well-being since too high job demands can lead to burnout and other health issues and job resources, in turn, can affect

positively motivation which has earlier in this chapter found to promote well-being. (Bakker & Demerouti, 2007).

2.3.5 Positive Psychology

The last field of study that deserves to be presented when discussing human well-being and motivation is the field of positive psychology. In its current meaning, the study of positive psychology is relatively new since it has existed only for a few past decades. Positive psychology grew to a highly popular field of study after Martin Seligman applied it in his work *Authentic Happiness* (2002). The early fields of psychology were mostly concerning researching and curing mental illnesses, understanding how people could be more productive and get their needs fulfilled and making use of high talents. In contrast, positive psychology is not about how to cure people or how to get more out of them but rather about how to pursue well-being and good life. It studies positive emotions, positive qualities and human flourishing. Positive psychology states that mental strength is more than the absence of mental weakness and mental well-being is more than the absence of mental illness. The aim of positive psychology is to understand the positive aspects of human life and how to make the people flourish, truly motivated and happy. These positive aspects can be categorized into three groups: subjective positive experiences, positive institutions and positive individual traits. (Seligman & Csikszentmihalyi, 2000.)

Positive psychology is not only relevant when discussing motivation and well-being on a general level but also when studying work-related topics and organizational psychology more specifically. Meyers et al. (2013) have gathered together the findings of several studies that research the effects of positive psychology interventions in organizations. Positive psychology interventions are defined as any intentional method or activity applied in the organization that is created to promote one or several of the three already mentioned categories of positive psychology: subjective positive experiences, positive institutions and positive individual traits. Positive psychology interventions can be, for example, employee coaching sessions or forming cross-functional teams. Meyers et al. (2013) found out that positive psychology interventions related to a working context consistently enhance the well-being of employees. This also has positive effects on the organization that the employee is working for. A happy employee is, for example, more productive and less likely to leave the organization, which expresses greater intrinsic motivation. Based on their findings, Meyers et al. (2013) argue that positive

psychology interventions can be used to enhance the well-being and performance of employees. In addition, positive psychology interventions might reduce stress, depression and anxiety that employees experience. (Meyers et al., 2013.)

So why is it relevant what can be achieved with positive psychology interventions when the aim is to study the well-being of employees? The findings of Meyers et al. (2013) can be used as a tool to connect different factors to the well-being of employees when the cause and effect chain is turned the other way around. Whereas Meyers et al. (2013) state that positive psychology interventions connected to the three areas of positive psychology enhance employees' well-being and reduce negative mental effects, this same cause and effect chain can be used to understand why employees experience their well-being in a certain way. For instance, if an employee experiences less stress than before, it can perhaps be connected to a specific job characteristic that can be identified as a positive psychology intervention and to further development in one or several areas of positive psychology: subjective positive experiences, positive institutions or positive individual traits.

As mentioned, positive psychology is considered to be a relatively new field of study. However, similar aspects can be identified in some earlier theories as well, and connections to Herzberg's ideas and his famous but controversial motivation-hygiene theory (Herzberg et al. 1959), which was discussed earlier, have been found. Sachau (2007) points out that the basic idea of positive psychology is very similar to Herzberg's perspective. Just like positive psychology suggests that mental strength is more than the absence of mental weakness and mental well-being is more than the absence of mental illness, the motivation-hygiene theory argues that true satisfaction with one's job or life is something more than just the absence of dissatisfaction. Sachau (2007) also encourages the field of positive psychology to use Herzberg's theory as a tool for understanding what kind of interventions will lead to true satisfaction and intrinsic motivation in an organizational context. According to him, the answer lies in the motivation factors, like opportunities for psychological growth, rather than in hygiene factors, such as money.

2.4 Theoretical Frame of Reference

Not many studies have combined the motivation perspective on well-being with studying the well-being of shift workers like this study does. Therefore, we have mainly discussed these two fields of study separately in this literature review. However, one more research deserves to be

presented that is interestingly related to both theoretical viewpoints of this research: motivational well-being and well-being of shift workers.

The study of Benedetti et al. (2015) approaches the employee well-being from a motivational perspective and is also highly relevant when considering shift work. Their study confirms the idea of the different types of motivation affecting the well-being outcomes differently, like our literature review also points out. In addition, they argue that the time of the workday affects this connection between motivation and employee well-being. Earlier in the day, intrinsically motivated work tasks provide more benefits for well-being than they will later in the day. Extrinsically motivated work tasks might also provide positive well-being outcomes early in the day, but later extrinsically motivated tasks may result in negative well-being consequences. Benedetti et al. (2015) suggest that this might be connected to the energy levels of employees that are higher in the morning and therefore, the effort needed to complete work tasks is experienced to be greater later in the day. However, it needs to be noticed that in addition to the time of day, also the time the employee had spent at work during that day might affect the results. (Benedetti et al., 2015.)

If trying to summarize this whole chapter about previous literature on the well-being of shifts workers and on human motivation with its connections to well-being, we can see that the theoretical framework of this study includes several different aspects and perspectives. Therefore, it cannot be explained with a simple solution. Instead, these theories and perspectives need to be approached as a set of tools that will be used for interpreting the topics that will arise from the research data. Next, this set of tools will be introduced as it constructs the theoretical frame of reference for this study. Based on the current literature, the following conclusions can be made, and the presented theoretical frame of reference can be formed.

When at the beginning of this chapter reviewing the concept of well-being in general, we found out that the meaning of well-being is highly controversial. However, it has agreed to have three core dimensions: physical, psychological and social well-being. As we took a closer look at these dimensions, we came to notice that these dimensions are useful in studying well-being, but at the same time, it must be remembered that all the three dimensions form the comprehensive well-being together. Consequently, these dimensions cannot be studied in a credible way without also considering the relations between them. Therefore, all the three dimensions are relevant for this research as well, even though the motivational perspective sets

the focus more on the psychological side of well-being to which, however, also the physical side effects. When discussing the well-being of shift workers specifically, the picture formed was not highly positive. Shift work has proven to have several negative effects on the well-being of employees, for instance, by causing health disorders and challenges in family life and other social relationships.

After setting the bases for our literature chapter by reviewing well-being in general and the well-being of shift workers, we dived deeper into the literature by viewing the topic of well-being through a motivational perspective. In our analysis, we found out what motivates people in general, what motivates people at work and how that relates to their well-being according to existing literature. Finally, it was reviewed how the motivational perspective on well-being has been applied in an organizational context. To present this multidimensional theoretical frame of reference of this study, I have created the following visualization. It will demonstrate how the theories presented in this chapter relate to each other and together form a model that will be used to interpret the findings of this study.

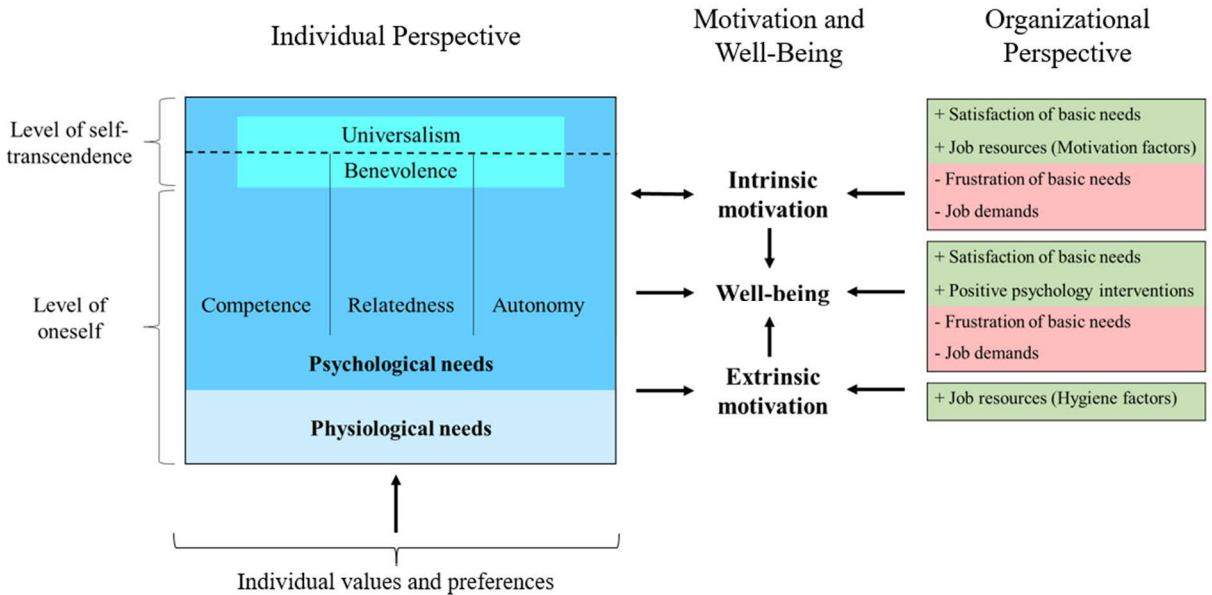


Figure 2: Theoretical Frame of Reference

As we can see from Figure 2, the theoretical frame of reference consists of three dimensions. Motivation and well-being, that are the main interest of this study, can be found in the center of the model and individual and organizational perspectives to it from the sides. As justified in this literature review, motivation has been divided into extrinsic and intrinsic motivation. The

idea of the model is to demonstrate how the theories of individual perspective and organizational perspective affect motivation and well-being, but also to visualize how the different theories inside each dimension appear. Let us begin by discussing the dimension of individual perspective, that can be found on the left side of Figure 2, and its connections with motivation and well-being.

The individual perspective includes the theories of motivational needs that aim to understand the human motivation without considering it in a specific context, like the theories of organizational perspective do. As demonstrated, this literature review has pointed out how research that connects human needs, motivation and well-being concerns mostly the psychological needs instead of the physiological ones. Still, physiological needs have a role in the comprehensive picture of human motivation. Consequently, human motivation cannot be credibly viewed without also considering the physiological needs and especially their effects on extrinsic motivation. However, the role of psychological needs has appeared to be more relevant when considering intrinsic motivation and human well-being. In addition, according to current literature, the effects of intrinsic motivation on well-being are more significant than the effects of extrinsic motivation. Therefore, psychological needs are presented in more detail than physiological needs in this literature review and Figure 2.

According to SDT, the three basic psychological needs are competence, relatedness and autonomy. However, later expansions of SDT have suggested that the need for benevolence works in a similar way than the other three basic needs, but it has not been confirmed whether benevolence only promotes the fulfillment of other basic needs or if it could be classified as a fourth independent basic need. Whereas the needs for competence, relatedness and autonomy concentrate on oneself, the need for benevolence turns the focus to others. As Figure 2 demonstrates and as has been discussed in this chapter, other theories also support the idea of needs above oneself existing. In his later years, Maslow also expanded his famous hierarchy of needs with the level of self-transcendence that refers to the needs that reach beyond the individual self. Schwartz states that this level of self-transcendence consists of the need to increase the welfare of one's personal contacts, in other words, the need for benevolence, and the need to increase the welfare of all creatures, which refers to the need for universalism. Together benevolence and universalism create the level of self-transcendence while competence, relatedness and autonomy present the needs connected to the level of oneself. All these needs exist in the frame of psychological needs, as Figure 2 demonstrates.

From Figure 2, it can also be seen that these needs of individual perspective are inevitably connected with intrinsic motivation and well-being, as has been discussed in this literature review. These connections are demonstrated with arrows in Figure 2. The satisfaction of the presented psychological human needs has been found to promote intrinsic motivation. Also, the other way around intrinsically motivated behavior has been found to satisfy psychological human needs. Both aspects, satisfaction of the human needs and experiencing intrinsic motivation, have also been shown to enhance human well-being, as demonstrated with arrows in Figure 2. Extrinsic motivation can also promote well-being to some extent, but according to the literature presented, genuine satisfaction and happiness are related to intrinsic motivation.

When looking at the individual perspective in Figure 2, it can be noticed that individual values and preferences affect the motivational needs. Like Schwartz points out, the personal values and preferences that are part of people's individual personalities affect thoughts, actions and motivation and make them differ between different individuals and groups. Consequently, these personal values and preferences have an impact on how individuals value their motivational needs, in what kind of hierarchy they pursue fulfilling them and how strong impact the fulfillment or frustration of those needs has on their well-being. So, how is all this relevant in an organizational context and how can it be applied in working life? The right side of Figure 2 will bring together the different theories discussed in this literature review that concern human motivation and well-being particularly in an organizational context.

The organizational perspective in Figure 2 demonstrates which matters have been found in this literature review to affect positively or negatively well-being and different types of motivation in an organizational context. As already described, the satisfaction of basic human needs enhances intrinsic motivation and well-being, whereas the frustration of basic human needs decreases them. According to the JD-R model, job resources have positive effects on both extrinsic and intrinsic motivation. Extrinsic motivation is connected with job-resources that help employees achieve work-related goals and intrinsic motivation can be furthered by job resources that promote the fulfillment of the three basic needs of SDT. When connected with the motivation-hygiene theory, the job resources that further extrinsic motivation can be classified as hygiene factors and job resources that promote intrinsic motivation through the basic needs of SDT as motivation factors. In turn, too high job demands decrease the intrinsic

motivation of employees and affect their well-being negatively by causing exhaustion and burnout. Finally, positive psychology interventions at work have been found to enhance the well-being of employees.

As can be seen from Figure 2, the theories of individual and organizational perspectives are closely connected with each other when it comes to employee motivation and well-being. The motivational needs of an individual perspective play an important role also in the organizational context. Therefore, it must be pointed out that the individual values and preferences that affect the motivational needs of employees should also be considered when examining the issue from an organizational perspective and considering the ways to affect employees' motivation and well-being.

In summary, we can argue that a key role in the creation of motivation is the desire to fulfill different kinds of needs. The needs can relate to the individual self or others, and the desire to fulfill needs is not identical between all individuals. Satisfaction of motivational needs and motivation will most likely further well-being especially when the motivation is intrinsic. In an organizational context, aspects that affect the motivation of employees can be classified and presented in different ways. Finally, work motivated by intrinsic motivation will most likely further employee well-being more than work motivated by extrinsic motivation. Consequently, the key to applying the motivational perspective on employee well-being seems to be to consider the importance of fostering intrinsic motivation and to understand how the intrinsic motivation for work can be furthered.

3 METHODOLOGY

This chapter introduces the philosophical starting points and methodological choices of my thesis. I begin by explaining what kind of philosophical basis this research is built on. Next, I will present and justify the methodological choices I have made for accomplishing the study. After that, I will describe the research process in terms of data collection and analysis. Finally, the ethical considerations and the context of this study will be discussed.

3.1 Philosophical Background

The construction of reality and knowledge is not unambiguous. Each individual has their own way of perceiving reality and approaching knowledge. Similarly, every researcher has their own understanding of reality and knowledge that guides and shapes their research. It is important to bring these underlying philosophical assumptions and opinions to the awareness of both researcher themselves and the audience reading the research. Consequently, the quality of research will enhance when the researcher understands the starting points of the research and can also consider their own underlying assumptions critically. For the reader, the understanding of the researcher's philosophical starting point will provide an opportunity to understand the effects the researcher personally might have on the process and this way, see the research in the right context. Therefore, I will briefly explain how I construct reality and knowledge in this research. (Easterby-Smith et al., 2012.)

The tradition that best captures my epistemological starting point for this research is critical realism. Easton (2010) states that critical realism does not assume that everything that exists is independent of the human consciousness or that nothing exists without being socially constructed but something between these two opposite views. According to Easton (2010), critical realists propose an ontology that believes that there is a reality that exists independently of human knowledge of it, but at the same time, the human knowledge of this reality is socially constructed. Similarly, the basic assumption in this research is that reality is independent of the human observer, so the shift work and its specific characteristics do exist independently, but the knowledge and experiences of individuals, in other words, the employees' experiences of the shift work and its effects on their well-being and motivation, are socially constructed.

Patomäki and Wight (2000) describe how the underlying reality of critical realism provides the possibility for actual events and experienced phenomena to both exist simultaneously. Consequently, critical realism allows this research to concentrate on understanding how individuals construct and experience their motivation and well-being while assuming the actual characteristics of customer service shift work to exist independently. In addition, critical realism allows this research to study the subjective experiences of individuals in the context of the independently existing setting provided by their work.

3.2 Research Design and Method

I chose to use a qualitative approach in this research where I aim to find out how the customer service employees experience the shift work affecting their well-being at work and in their private lives as individuals. Further, through this research, I hope to understand the connections between shift workers' motivation for work and experienced well-being. Creswell (2013, p. 44) defines qualitative research as a study that addresses "the meaning individuals or groups ascribe to a social or human problem". Accordingly, my intention in this research is to search for answers for the stated research questions from the personal experiences of individuals. Eriksson and Kovalainen (2008) describe how qualitative methods are often suitable when the objectives are interpretation and understanding, whereas quantitative methods usually aim to find explanations, analyze statistics, or test hypotheses. Therefore, a qualitative approach was a natural choice for this study where my goal is not to form best practices but rather to examine and understand the experiences of individuals. Also, I did not form a hypothesis in this study, which supports the decision to choose a qualitative approach to the topic.

This research was conducted as a qualitative case study. Creswell and Poth (2018) define a case study as an approach in which the investigator explores one or multiple cases that are in other words real-life, contemporary bounded systems. According to Baxter and Jack (2008), a qualitative case study is a research strategy used to study complex phenomena within a specific context. In this research, the investigator (me) studies the phenomenon of how motivation and well-being occur and how they are related to each other. The context of the study is customer service shift workers in Finland. Bajpai (2018) states that a case study is a suitable research design when dealing with contemporary real-life issues and when wanting to understand a particular problem or situation in-depth, which describes the setting and objective of my study aptly.

To be more specific, this is a single case study of motivation and well-being of customer service shift workers in Finland. Dyer & Wilkins (1991) argue that the approach of a single case study is a best choice when wanting to conduct a careful and deep analysis, and describe the studied phenomenon in detail, like this study does. According to Harling (2012), a single case study can be intrinsic or instrumental. This case study is an intrinsic case study since instead of using the case to understand some broader issue, the interest of this study is in the case itself (Stake, 1995). Eriksson and Koistinen (2005) describe an intrinsic case study to be a suitable approach when the aim of the study is to produce contextual information regarding a specific case instead of making generalizations. They also point out that the experiences and viewpoints of the target group are often the main interest of an intrinsic case study. This description of Eriksson and Koistinen (2005) suits the purpose and methodology of this study where the source of data is the personal narratives of interviewees.

To provide answers to my research questions, I conducted a qualitative interview study. Turner (2010) states that by conducting interviews, it is possible to provide in-depth information on the experiences of interviewees and to understand the viewpoints they have to a particular topic. That is in line with the objectives of my study to understand the shift work related experiences of individuals. Rabionet (2011) also sees qualitative interviews as a suitable tool for understanding how people make meanings of their experiences and as a method that can offer the needed flexibility for qualitative studies. This flexibility was especially important in this research since the research questions of it cannot be answered with yes or no, but instead, the specific direction of results was formed during the research. The clearest example of this is that the motivational perspective for the study was not chosen in the very beginning but during the research process when I found it to be inevitably connected with well-being based on the existing literature and interviews.

Usually, in case studies the data is collected in many forms of qualitative data to gain an in-depth understanding of the studied phenomenon (Creswell & Poth, 2018). However, since this research aims to understand the studied phenomenon through the individual experiences of the interviewees, doing interviews is the most suitable method. Other sources of data, such as observations or documents, would most likely not provide a more profound understanding of the personal experiences of interviewees. Still, the data is collected from multiple sources since each interviewee is approached as a unique individual.

For the interview method, I chose semi-structured interviews. The method of semi-structured interviews is designed to gain responses from individuals concentrating on a particular phenomenon or situation they have experience (McIntosh & Morse, 2015). Since the objective of this study was not to make generalizations but rather to understand the feelings and experiences of shift workers, semi-structured interviews were found to be the most suitable method for this study. According to Eriksson and Kovalainen (2008), in semi-structured interviews, there is a clear outline for the themes that will be covered in the interview, but the exact form and order of questions may vary according to the situation to achieve a conversational and relaxed atmosphere. The method of semi-structured interviews served the goals of my research optimally since the topic of the interviews was clear and narrowed, but the interviewees had an opportunity to express themselves freely in an informal atmosphere and I, as a researcher, achieved the best possible understanding of their experiences. To analyze the interview data, I conducted a thematic analysis that will be described in more detail in section 3.3. According to Nowell et al. (2017), thematic analysis is a suitable method for studying the different perspectives the research participants might have and for finding similarities and differences between them, which serves the purpose of this research.

To summarize, my research design and process was built on the following description of the final outcome of qualitative research by Creswell (2013, p. 44): “The final written report or presentation includes the voices of participants, the reflexivity of the researcher, a complex description and interpretation of the problem, and its contribution to the literature or a call for change”. This final report presents a study that is based on the experiences of the interviewees. The picture formed by these experiences is presented in detail and interpreted in the light of current academic understanding on the topic. As a researcher, I have tried to express my personal reflexivity throughout the process, especially in the discussion part in chapter five. The outcome of this research is contributing to the literature by trying to understand well-being from a motivational perspective in a specific setting of customer service related shift work in Finland.

3.3 Data Collection and Analysis

When planning the interview questions, it is important to have a clear understanding of what kind of data should be collected from the interviews to be able to provide answers to the research

questions of the study. Eriksson and Kovalainen (2008) introduce three types of interview studies; positivist, emotionalist and constructionist, and state that all these types require their own kind of interview questions to achieve the wanted results. The approach to this research is emotionalist since the objective of the study is to understand the authentic experiences of the interviewees instead of searching for facts, like positivist research would do, or focusing on the meaning makings of interaction in the interviews, like the constructionist approach would do (Eriksson & Kovalainen, 2008). Therefore, the interview questions need to aim for understanding interviewees' viewpoints, experiences and emotions.

For the semi-structured interviews of my study, I prepared eleven open questions. In other words, questions that cannot be answered with 'yes' or 'no'. According to Eriksson and Kovalainen (2008), in semi-structured interviews both 'what' and 'how' questions can be used. These beforehand planned questions guided the interviews, but I often took advantage of the opportunities provided by the method of semi-structured interviews to make the interview more conversational and the atmosphere more relaxed. For example, I modified the order and wording of the questions according to the situation. In addition, I often asked follow-up questions or the interviewees to explain their viewpoints in more detail to gain an in-depth understanding of their experiences and thoughts. The interview guide with the interview questions can be found in the appendices of this report (Appendix 1). The interview guide is translated from Finnish to English since the interviews were conducted in Finnish, but the language of this report is English.

The interviewees were recruited by publishing an announcement in my personal social media and in the intranet of a large Finnish corporation. Based on these announcements, which included the topic of my study and the criteria for interviewees, I was contacted by eight people who all were suitable to be interviewed. The criteria for suitable interviewees was that they had recent experience of doing shift work in Finland in customer-facing sales or otherwise customer service related tasks as their main activity.

Since the selection of interviewees was based on them contacting me, the sampling method was nonrandom. I did not conduct my research for any specific organization and the interviewees did not receive any reward, besides refreshments provided in the interview situation. Therefore, I concluded that random sampling would not be likely to succeed since the participation of interviewees was based purely on their personal willingness to participate. Consequently, it was

probably likely that the participants were in some way similar to each other since they were willing to reflect and share their own experiences on personal matters like work and well-being. This could be considered as bias. However, this limitation has relatively small effects on this research since its objective is to understand the experiences of individuals instead of drawing universal conclusions. This approach is typical for qualitative research in general as well, as mentioned earlier. (Eriksson & Kovalainen, 2008.)

As described, the criteria for the interviewees chosen for this study was that they had recent experience of doing shift work in the field of customer-facing sales or customer service as their main activity. All interviewees were currently doing customer service related shift work when the interviews took place, except Julia. She had changed from shift work to work with regular hours just over a year before the interview. The following tables will present the relevant demographic and work-related information about interviewees of this study. In these tables and throughout the paper, the real names of the interviewees have been replaced with invented names to ensure their anonymity. For the same reason, the ages of interviewees are presented in age groups where the ages have been divided into five-year intervals. The education and job title are presented translated from the exact expressions in Finnish used by the interviewees themselves.

Interviewee	Age group	Relationship status	Number of children
Oliver	26-30	Single	0
Ellen	20-25	In a relationship	0
Heidi	20-25	Single	0
Julia	20-25	In a relationship	0
Marcus	26-30	Single	0
Hanna	36-40	In a relationship	1
Miriam	40-45	In a relationship	0
Laura	20-25	In a relationship	0

Table 2: Demographic Background of Interviewees

Interviewee	Education	Job title	Experience in shift work (years)	Experience in non-shift work
Oliver	Comprehensive school	Development specialist	6	Yes
Ellen	Matriculation examination	Salesperson	8	No
Heidi	Matriculation examination	Salesperson	5.5	No
Julia	Special qualification in store management	Customer service specialist	6.5	Yes
Marcus	Vocational qualification in BA	Salesperson	14	No
Hanna	Matriculation examination	Salesperson	11	No
Miriam	BSc	Salesperson	13	Yes
Laura	BHM (hospitality management)	Shift manager	4.5	No

Table 3: Professional Background of Interviewees

As can be seen from table 2, the age of interviewees varied between age groups from 20-25 to 40-45. Three of the interviewees reported to be single and five to be in some type of relationship, but only one of the interviewees had a child. Table 3 demonstrates that the job titles of interviewees varied, and some job titles involve, for example, more responsibility at work than others. However, all interviewees worked in a similar business field of sales and customer service, and their work included mostly somehow customer service related tasks. All interviewees had significant experience in shift work, from 4.5 years up to 14 years. The years of experience in shift work are presented according to the interviewees' own notice, but it cannot be ensured that all reported shift work has been customer service related shift work. Three interviewees had experience also in non-shift work.

All interviews were conducted face-to-face. Six interviews took place in public libraries, one in a cafeteria and one at interviewee's home. All interviewees were interviewed once from 40 minutes to one hour. The interviewees were not asked to prepare for the interview in any way in order to keep the interview situation informal to make the interviewees feel relaxed and to gain genuine information. All the interviews were recorded to allow me, as the interviewer, to interact freely during the interview. At the beginning of each meeting, before the actual interview, the interviewees were asked to fill a form with some demographic questions concerning the interviewees' age, family background, education, and job title. Interviewees also got to read the privacy statement of this research and they had the opportunity to ask questions regarding it before signing it. The language of all interviews was Finnish since it was everyone's native language or the best possible common language for me and the interviewee.

At the beginning of the interviews, I asked a few questions related to the work experience of the interviewees to understand what kind of work they had done before and did at the time of the interview. After this, the "interview to the double" method was applied loosely. The idea of this method is to make the interviewee imagine that they would have a double who would need to replace them the next day and know how to get through the day by using the interviewee's story (Nicolini, 2009). Therefore, I began the interviews by asking the interviewees to describe their average working week in detail. With this question, I aimed to achieve a good starting point for the rest of the interview. After telling a story of their average working week, the interviewees hopefully felt more relaxed and ready to discuss the topics concerning their well-being. It also gave the interviewees an opportunity to refer to their story later in the interview without having to explain their routines again.

After this, the following questions concerned the interviewees' personal experiences about shift work, and finally, I moved on to questions related to the experienced well-being of the interviewees. By starting from simpler questions where the interviewees did not need to reflect so profoundly, I tried to build a safe and relaxed atmosphere for the interviewees before moving on to more personal questions. Like the method of semi-structured interviews allows, the order and form of the questions were modified during the interviews according to the situation and sometimes I got answers to some of my questions even before asking them. More detailed information on the interviews and the interview questions can be found in the interview guide in the appendices of this paper.

After conducting these eight semi-structured interviews, I transcribed the interviews from word to word and further analyzed the interviews by using the method of thematic analysis. Braun and Clarke (2019) describe thematic analysis as a method where themes are systemically identified and organized from the data, which allows the researcher to make sense of collective or shared experiences. Using this method, I was able to go through the data systemically and identify themes, connections and differences related to the motivation, well-being and work of the interviewees. According to Braun and Clarke (2019), the thematic analysis also organizes the data into different patterns, which helps the researcher to identify what information is relevant considering the particular research questions of the study. This aspect was useful in my research since all collected interview data were not relevant to my research questions.

I conducted the thematic analysis according to the following instructions presented by Braun and Clarke (2019). In thematic analysis, after reading through the transcriptions so-called codes will be identified from the data. These codes can be anything related to the objective of the research. After identifying the codes, they will be organized into categories that are called themes. In the next phase, the themes will be reviewed, and it will be evaluated whether the themes are supported with enough meaningful data and whether they are useful considering the research questions. Finally, the relevant themes are defined, named and transformed into a form of a report that explains the findings and how they answer the research questions. (Braun & Clarke, 2019.)

In practice, thematic analysis in this study meant analyzing each interview separately by the above-presented procedures of thematic analysis. After that, it was comparatively analyzed how

these interviews related to each other and which codes and themes appeared to be supported with enough interview data and to be meaningful considering the objectives and research questions of this study.

3.4 Approach to a Sensitive Topic and Ethical Considerations

The topic of this study is sensitive from the interviewees' point of view since the individual well-being can only be described through personal experiences and emotions. The sensitivity of the topic was considered when planning and conducting the interviews and reporting the findings. Before the interviews, I tried to make the interviewees feel safe and relaxed by explaining that I will be the only one knowing their identity and that their identity cannot be recognized from the research. I also pointed out that there are no right or wrong answers to the questions I would ask. During the interviews, I tried to make the interviewees feel comfortable by starting from more general questions before moving on to the more personal ones and giving the interviewees the time they needed to answer. This way, I also avoided the feeling of hurry or pressure during the interviews.

I believe that my personal strengths in approaching this sensitive topic in the interviews were my good social skills and ability to understand the emotional states of people. According to Eriksson and Kovalainen (2008), in semi-structured interviews the interviewer can vary the wording and order of questions. That was helpful in the interviews when trying to understand the situation and modify the details of the interview along the way to get as in-depth data as possible. However, Eriksson and Kovalainen (2008) also point out that doing semi-structured interviews can be challenging if the interviewer is not skilled and experienced. Before this research, I had never conducted interviews that aim to get this comprehensive and personal information. To be able to simultaneously make sure that all the needed topics were covered during the interviews and react to the answers of the interviewees to gain more in-depth information and to guide the discussion in the right direction, I needed to prepare thoroughly for the interviews. Before the interviews, I planned an interview guide with the themes and questions I wanted to cover during the interviews and added notes for myself to remember to do everything correctly, such as explain the purpose of the research in the beginning.

To ensure that my research was conducted in an ethical way, I took care of the following procedures. First, Eriksson and Kovalainen (2008) state that people always need to have the

opportunity to choose whether they want to participate in the research or not. Therefore, I wanted the interviewees to contact me based on my ads that I posted on my personal social media and in the intranet of a corporation whose employees are in the interest group of this research. Before the interviews, I told the interviewees what the research is about and how I would use the information I gained from the interviews and that they could also decline from the interview. I ensured them that they could not be identified from the research and that the discussions of the interviews would be confidential. Second, I ensured interviewees' anonymity by keeping their contact information only to myself and storing the interview recordings separately from their contact information only on my personal device and not in cloud services. Finally, I committed to conducting the research according to the manners of ethical research by protecting the anonymity of the interviewees and refraining from using plagiarism.

I have now argued why the methodological choices I have made for this research are the best possible ones considering my research questions and the objectives of my study. I hope that this study can contribute to understanding comprehensively how customer service shifts workers experience their work to affect their well-being especially from a motivational perspective. I also hope that the interviews provided an opportunity for the interviewees to reflect on their own work and well-being.

3.5 Context of the Study

The definitions of terms shift work and customer service related work used in this research are explained in the introduction chapter. All the interviewees of this study were working in Finland. The legal regulations and general habits concerning the organization of shift work vary between different countries. Therefore, it is justified to limit the number of countries where the study was conducted to only one. This way, the effects of legal regulations and general habits related to shift work, such as maximum length and frequency of shifts, can be eliminated from affecting the study results. In addition to being working in Finland, the interviewees of the study worked in the customer service and sales service duties. As described in the introduction chapter, it is difficult to define the nature of the work of interviewees in a simple way since they work in different organizations, different positions and different tasks. However, all of them can be described to do shift work where most of their work tasks are customer-facing customer service or otherwise customer service related. Examples of these non-customer facing customer

service related tasks are store management, shelving or planning and developing customer service.

The choice of the target group was based on two main motivators. First, the identified phenomenon of contemporary shift work motivated to study the well-being of contemporary shift workers. Second, the idea was to choose as “neutral” as possible target group in terms of the effects their work has for their well-being. This was because the study’s objective is to concentrate as much as possible on the effects that can be connected straight to the shift work itself and minimize the other affecting aspects. Of course, all work has multiple characteristics that affect the well-being of employees, but customer service appeared as more “neutral” in this sense than some other fields where shift work is a common form of work. For example, healthcare and nursing professions were excluded from the target group since the work in those professions is often demanding and stressful due to also other factors than just working in shifts (White et al., 2019).

4 FINDINGS

Now that the theoretical framework and methodological approach have been discussed, this chapter will present the empirical findings that are the outcome of data collection and analysis. The aim is to first provide a short introduction to how the interviewees experienced doing customer service shift work to affect their well-being in general since the objective of this study is to reflect their individual experiences. After this, the findings related to extrinsic and intrinsic motivators with their connections on well-being will be presented by classifying the findings into four themes: the aspects of work itself, social relationships, everyday life and meaningfulness.

4.1 Experiences of Customer Service Shift Work in General

Before digging into the research material in more detail, let us see how the interviewees felt about customer service shift work and the different aspects of it in general. The first theme that will be discussed is how the interviewees experienced shift work to suit them and affect their well-being directly. The data concerning the attitudes and feelings the interviewees had for their work turned out to be quite heterogeneous and their experiences varied. Some described shift work to have several positive aspects that enhance their well-being and make them feel good about shift work. Some, in turn, described the shift work rather to be something they had learned to live with and did not experience shift work to compromise their well-being but did not find so many positive aspects in it. Finally, also very negative aspects were related with shift work and these aspects were experienced to decrease well-being. The negative aspects of shift work were more highlighted in some interviews than in some others. At this point, I wish to point out that each experience of interviewees is unique, and the experiences are affected by numerous different personal and work specific aspects. Since this research is qualitative, the aim of it is not to make generalizations or draw conclusions but to examine individual experiences and try to understand what might affect those experiences. We will begin by viewing some of the highly positive experiences related to shift work and the most mentioned benefits of shift work will be presented.

One common positive aspect found in shift work was the variability that shift work offers. The interviewees who experienced the variability aspect as positive described how the shift work

brings more diversity and free time to their lives and prevents them from getting bored. This is how Laura explained why she likes shift work:

Laura: "I think it (shift work) brings nice variation. I mean, when I was before this job in my former job it was... It was a shift work too, but I had quite regular working times in the beginning from nine to five and it felt like it took my whole day. You had to wake up early and when you got out from work the whole day was gone. But if you have a morning shift you have time in the evening and if you have an evening shift the morning is free. I like it."

Also, some of the interviewees enjoyed the opportunity to have free days during weekdays and did not miss the opportunity to have free weekends.

Miriam: "I do not especially need free weekends. I like my free days during weekdays as well because it cuts nicely the work week. Somehow the week feels shorter when you for example have Wednesday free and the double free days are as valuable for example on Sunday and Monday or if you have in the middle of the week few days free."

Some interviewees experienced their natural circadian rhythm not to be suitable for working on regular office hours since they preferred to go to sleep later and sleep longer in the morning. Therefore, they experienced shift work to be a suitable form of work for them since they do not have to do only morning shifts, and they can live more according to their experienced natural circadian rhythm when having evening or night shifts.

Oliver: "It (shift work) suits me because I am absolutely not a morning person. When you get to go to sleep after evening shift and sleep until the evening shift begins again you get ten to twelve hours sleep. So, it has definitely good sides."

Some of the interviewees also mentioned other positive aspects in their work that were not connected directly with the shift aspect of work but that they would not have in a job with regular hours. They felt that their current work offered them benefits that they could not imagine getting in a daytime job, such as higher salary or flexibility from their employer. Therefore, they would not want to change for a daytime job even though they would enjoy having regular working times and always free weekends. Marcus saw the salary as a crucial issue.

Marcus: ” Well when you are the Christmas day and other national holidays and evenings at work in the commercial sector you do make better money than you would in an average office job. So, I prefer shift work but if someone says that I get 25% or 50% more salary if I go for a nine to five job and weekends off then I would maybe turn to office work.”

Hanna instead felt that her current job was the best choice for her in her life situation even though shift work was not the most suitable form of work for her personally. That was because of the fringe benefits and flexibility Hanna’s current job was able to offer her.

Hanna: ” I would kind of rather want to have a daytime job but there would be so many other conditions that I would want to be met that I don’t think it would be possible for many to get. I mean, I have so many fringe benefits and such that I get that I don’t believe would be possible to get in any other place. (...) And for me the situation is that I have a small child and still I can expand my expertise and reduce shifts at some department and so on. For me this (the shift work) is okay because I don’t have an opportunity for better in this situation.”

Finally, some aspects of shift work were experienced to be highly negative by some of the interviewees. Especially the negative effects shift work has on their social relationships and their natural circadian rhythm of sleeping and eating were experienced to be challenging. Also, the issue of not being able to plan things beforehand since the work shifts are only known for a certain period at the time appeared. Julia, who had changed for a job with regular hours from shift work, saw a daytime job personally as a better option for her.

Julia (When asked why she prefers regular hours over shift work): ” It is the social life and that you have the opportunity to plan things also at short notice. And also that you don’t need to plan beforehand because when you know your working hours you can build everything else around that. It suits me much better and helps me to keep some kind of a rhythm together.”

As we can see, it varied a lot how interviewees experienced the shift work to suit them and which features of it were the significant ones for them. However, what was found the

experiences of interviewees to have in common was that most of the interviewees were able to find both positive and negative aspects in shift work. Now that we have gained a general understanding of how the interviewees felt about shift work affecting their well-being in general, we will next move on to see what motivated them in their work and how that related to their experience of well-being.

4.2 Extrinsic Motivators

As described in the second chapter, Ryan and Deci (2000b) divide motivation into extrinsic and intrinsic motivation. To refresh our memory, extrinsic motivation is based on a separable consequence, such as earning some reward or avoiding some punishment, and intrinsic motivation refers to being motivated to do something because it appears as naturally interesting, satisfying or enjoyable for the individual. Similarly, the interviewees of this study described both intrinsic and extrinsic motivators when discussing their work. Let us begin by presenting the extrinsic motivators that rose up in the interviews.

From extrinsic motivators most mentioned was money. Money motivated the interviewees to work in the first place. For example, Miriam mentioned regular income to be one of the primary motivators when she was deciding which job to choose. Money also motivated the interviewees to do particularly shift work rather than daytime work since most of them experienced that shift work offered them an opportunity to get more salary than they would get in a daytime job because of allowances on evenings, weekends and public holidays. Only Julia expressed that she did not see salary as a reason to choose shift work over regular hours since she experienced the extra allowances on the commercial sector to be poor and she had a better salary now when having a job with regular hours than had had when doing shift work. Otherwise, the salary was mentioned to motivate to do shift work by most (six) interviewees.

Laura (When asked what are the best sides of shift work): "Evening and weekend allowances. At least now when I have an hourly wage, if I have a Sunday shift it is like yay! Rather I have then Monday and Tuesday off if I get to go to work on Sunday. It is really nice."

Marcus: ” I don’t have any other experience to compare with so I can’t say for sure (whether would choose shift work or daytime work preferably). But I can say for sure that salary plays a pivotal role. Realistically, salary decides.”

Even though money seemed to play the most important role from extrinsic motivators for work, also other extrinsic motivators came up in the interviews. Few of the interviewees saw the current work as a tool to achieve a position they would like to have at work in the future, and therefore they were motivated for their current work. This is how Laura described her current motivation and hopes for advancement at work:

Laura: “Advancement motivates me. I mean, I know that this company that I am working for is a growing company and I have great opportunities to advance. And to advance fast since new shops are opening all the time. That is what motivates me at least for now.”

From extrinsic motivators also the location of the workplace was mentioned to motivate to stay in a current job by Miriam and avoiding complaints from customers was mentioned to motivate to make an extra effort at work by Marcus. However, money was the only extrinsic motivator that was directly mentioned to not only motivate to work in the first place but also to motivate to choose shift work over daytime work. The salary motivated the interviewees because they saw it as something that enables many things in free time, such as higher living standards and a more carefree life. Marcus also suspected that more salary would enhance his well-being, but at the same time he mentioned that this would probably be the case no matter how big salary he would have. Next, it will be introduced how intrinsic motivation for work appeared in the experiences of interviewees.

4.3 Intrinsic Motivators and Well-Being

In chapter two and in the theoretical frame of reference of this study, it was shown that intrinsic motivation and well-being go hand in hand. It was stated that the satisfaction of human needs fosters them both and, in addition experiencing intrinsic motivation enhances well-being. Therefore, the findings related to intrinsic motivation and well-being are presented together in the following sections that discuss the findings around different themes. First, the findings that can be connected with the concrete aspects of the work itself will be presented.

4.3.1 The Aspects of Work Itself

Challenge and Responsibility

The findings related to the challenge and responsibility at work are presented together since they were found to be connected with each other in the narratives of interviewees. The level of how challenging the work was experienced to be seemed to affect the motivation of interviewees in several ways. First, too little challenge was described to reduce the motivation for work. Second, positive challenges, such as responsibility at work, were experienced as motivating. Finally, too much challenge and responsibility were experienced to reduce motivation by causing negative effects and feelings. The narratives of Miriam describe the effects the experienced challenge at work was found to have on motivation. Miriam would have experienced her work as more reasonable and motivating if it offered more professional and intellectual challenges for her. Miriam also felt that her potential was not reached in her current job which she experienced to be mentally challenging.

Miriam: “But if you would ask what I would want to do for work if not this, then it would be really difficult to answer. I don’t know, I like to serve the customers, but this is not very challenging. My potential is not really used so to speak. (...) Sometimes there are more difficult periods when I feel like I need more intellectual activities. But I try to balance it in my free time with doing things where I get to use my brain.”

However, Miriam experienced positive emotions and more motivation for work when she was given more responsibility and an opportunity to affect how the work was being done.

Miriam: ” Every now and then I have had nice periods at work when I have got to take more responsibility and implement my own ideas. It has brought more meaning and during those times the work has also somehow cheered up my mind.”

Given responsibility and implementation of own ideas were found to be points that bring more challenges to work in positive ways. However, too high level of challenge and responsibility at

work was found to cause negative feelings towards the job and not found to increase experienced motivation anymore.

Miriam: “I have never been this tired because of work. We have very few experienced employees and a lot of beginners who need guidance and orientating all the time, so it is very challenging. Now I would say it (work) affects negatively my well-being.”

As the experiences of Miriam demonstrate, especially the situations where the level of challenge was experienced to be too high had negative effects also for the well-being of one. When the level of challenge was too high, the interviewees experienced the work to be too hard and difficult, which led to negative consequences, such as tiredness and frustration. This was also the finding on a general level. In conclusion, it seems like the level of challenge needs to be on an appropriate level that is not too high or too low to increase the motivation for work. If the challenges work had to offer were experienced to be too low or not existing, it reduced motivation. Appropriate levels of challenge and responsibility at work were mostly experienced to increase motivation for work among interviewees. However, too high level of challenge and responsibility caused other negative consequences for interviewees, as mentioned earlier. Also, too high level of challenge and responsibility did not increase motivation for work anymore.

Even though several interviews support these general findings considering the experienced level of challenge and responsibility at work, it must be pointed out that different interviewees experienced these levels differently. It cannot be defined what the appropriate level of challenge or responsibility universally is since it varies between individuals. Based on the data of this research, it is not possible to define which exact aspects affect the personal preferences of what are considered to be the appropriate levels.

Experience of being good at work

The previous findings on the experienced level of challenge at work are supported by the following finding that is related to how capable interviewees felt to be to perform their work. When interviewees felt that they had the needed skills and other abilities to perform their work well, they also felt motivated for the work. The experiences of success were also mentioned to

motivate to work. This is how Laura described the feeling of being good at her work to give her extra motivation:

Laura: ” The work itself motivates me. To be in contact with people and to experience successes. And that I know that I am good at what I do, it boosts me up.”

Further, Laura also expressed how the experiences of being capable of performing the job successfully and smoothly do not only motivate her but also directly affect her well-being.

Laura: “Of course in the beginning it was difficult (change for the current job) when the job was new, and everything was new. It was quite stressful but now that the work has started to pan out, I have no problem and I don’t stress about it (work) much. I sleep better and it begins to be the normal. It makes me enjoy work and I have noticed that it is a significant factor for my well-being.”

Experiences of being capable of performing the job and being good at it were not only found to motivate for work but also to promote other positive feelings about work and enhance well-being by reducing stress and leading to a better overall mood. As stated, also a connection between the findings on the capability to perform work and the findings related to the experienced challenge at work can be recognized. When the experienced challenge was on an appropriate level, interviewees felt capable of performing their work and further being good at it. They were also able to experience successes when the work provided challenges that were not on a too high level for the interviewees to overcome. These experiences increased their motivation for work.

Control over work

The control over one’s own work was also a theme that some interviewees described to motivate them. For example, Hanna found the opportunity to affect which department she works at as one of the key motivators to stay in a current shift work rather than search for a job with regular hours. In addition to control of the factors related to one’s own work, also the control of other things at work, such as decision-making or organizing work on a bigger scale, was found motivating. However, the control did not appear as an equally important aspect for all the

interviewees. When conducting the cross-case analysis between interviewees, it was found out that the importance of having control over work seemed to increase as the responsibility at work increased. Oliver had perhaps the most responsibility at work compared to other interviewees, and in fact, he described that control at work does not only motivate him, but it also enhances his well-being at least to some extent by reducing experienced work-related stress.

Oliver: "For me well-being includes that I have my laptop with me on holidays as well, it is my way to affect stress. To have the control all the time, holiday or not, it affects (well-being) positively. But I don't know how well it helps me to recharge myself... Maybe it has a negative side as well."

The narrative of Oliver demonstrates how control shows as a double-edged sword. Control was found to motivate to work and enhance well-being by reducing stress, but at the same time, too tight control over work was found to have negative effects on well-being by disturbing the recovery from work. To conclude the findings related to control, similar to the findings related to challenge and responsibility, the control at work seemed to increase motivation and well-being as long as it did not become too overwhelming for the individual. After becoming too overwhelming, the control had negative effects on well-being, and it was not found to increase the motivation anymore. The control also played a more significant role in the motivation and well-being of interviewees with more responsibility at work than for the interviewees with relatively less responsibility at work.

4.3.2 Social Relationships

What interviewees seemed to agree on was that social relationships overall affected their well-being, whether the relationships concerned family, friends, colleagues or partner. Social relationships were experienced to be important. Especially the opportunity to meet friends and other people outside work was experienced to enhance well-being. However, shift work was mentioned to sometimes make it more challenging to meet people who work for regular hours since the schedules of interviewees did not often match with theirs. Also, personal challenges with social relationships were found to affect well-being negatively by causing stress and worsening the overall mood. Since this study is about employee well-being, let us next take a closer look especially on the findings related to social relationships and community at work.

The main findings in this area concern the experience of receiving appreciation inside the work community and the desire to have close relationships within the work context.

Appreciation and social atmosphere at work

Several interviewees experienced that appreciation they received from colleagues and supervisors about their work and as a person to play a crucial role in how they feel about work. When interviewees experienced appreciation from others at work, it made them feel good and motivated for their work, whereas lack of appreciation caused negative feelings towards work and overall tiredness and lower moods. Hanna saw the appreciation at work to be highly important for the well-being of employees and therefore wanted to bring up this topic at the end of her interview.

Hanna: “I would also like to point out a factor that I believe is important for most employees. It is how other people treat you at work. It increases the comfort at work when other people appreciate your work and express it for you. When I was starting my longer vacation, I was very tired at work and the atmosphere at work was not good. In that situation I felt very exhausted. But when I returned, I felt like I was appreciated more. (Many of the colleagues had changed). It depends so much on your work mates. Or the colleagues you are in contact with at work.”

As can also be understood from the experiences of Hanna, the social atmosphere at work was found to play a significant role in how the interviewees felt about their work and how motivated they were. When the atmosphere was experienced to be relaxed and respectful towards others, also the attitude and motivation for work were better. The findings related to social relationships presented above cannot be directly linked with the shift aspect of work. Next, I will present the findings related to the social atmosphere and community at work that seem to be more directly connected especially with the shift aspect of work.

Community at work

The majority of the interviewees told that the community they have at work, which includes co-workers, supervisors and even customers in some cases, has a significant role in their lives and significant effects on their well-being. For many of them, co-workers seemed to be important

on a personal level as well. For example, Oliver mentioned how he enjoys spending time at the office in the evenings with co-workers. Some of the interviewees directly expressed that it is very important for them to be able to talk about their personal life at work and told how they had become friends with colleagues and even customers. This is how Marcus described the community they have at his work:

Marcus: ” We have good community at work so that you are able to have discussions. And we have a good diversity of employees, like young and old employees and everything between. So, when you go to work you don’t have to hide your personal stuff. Of course, if one would be a different kind of person and would not tell anything to anyone but I am not like that. At work I can discuss and ask for opinions and so on. It is part of well-being that one has good crew at work.”

Interestingly, the same interviewees who saw their relationships with co-workers as very close and important relationships described how their social circle outside work had narrowed after starting shift work. That was because it was experienced to be challenging to agree on meeting times with friends who had regular working rhythm and to participate in certain social events because of shift work. Marcus talked about his social relationships outside work in the following way:

Marcus: ” Over the years I have lost touch with people who have regular working hours and kids since they can’t go anywhere on Wednesday or Thursday of course. And if there is something on the weekend I don’t want to, or I cannot participate because I start work at six in the morning the next day. So why to go there to drink water and leave at 6 pm when the party has started at 5 pm so that you can go to work at six in the morning?”

It was found out that shift work caused challenges for most of the interviewees for maintaining social relationships outside work, especially with friends because of conflicting schedules. In addition, conflicting schedules with a partner who worked for regular hours were experienced to be difficult by a few interviewees. Even though some of the interviewees seemed to value high the relationships at work, also social connections and relationships outside work were mentioned to be very important for the overall well-being of several interviewees.

In conclusion, the connection between social relationships and well-being was found to be evident. Existing and unproblematic relationships, both at work and outside work, affected well-being positively. In contrast, challenges with social relationships affected well-being negatively. Experienced appreciation and positive social atmosphere at work were found to increase the motivation and well-being of interviewees. The shift aspect of work was found to cause challenges for maintaining social relationships with friends outside work and for being in a relationship with a partner who worked for regular hours instead of shift work. Interestingly, interviewees who experienced most challenges with outside work relationships valued the relationships they had at work very high and saw it as important to be able to discuss their personal lives at work and become friends with co-workers.

4.3.3 Everyday Life

Control over own everyday life

Control over one's own everyday life was a theme that rose up in almost every interview. It was found to be important for the interviewees to be able to affect their own schedules and spend their free time as they wished. They were found to be more satisfied with their lives and experience greater well-being when they felt that they could control their everyday lives and self-organize their schedules. Julia described control over her everyday life even to be the most fundamental part of her well-being.

Julia: " To me comprehensive well-being means that you have control over you own life. In my opinion, it enhances well-being when you can decide what to do and when or what not to do. And part of that is that you can affect your everyday life."

However, several interviewees felt that their ability to spend their everyday lives in the self-desired ways was compromised because of shift work. They found it challenging to self-organize their everyday lives in an optimal way and to do some of the things they would have wanted to since shift work does not enable predictable schedules for very far into the future. Some of them felt that unpredictable and irregular working hours impeded significantly their ability to do things that they would have wanted to do in their free time, such as participate in

regular hobbies or have a sauna shift. Some also found it challenging to make plans with friends and relatives since they knew their shifts only for the near future. All of this decreased their satisfaction with their lives and the experienced overall well-being. Julia also mentioned the predictable schedules and control over everyday life as one of the main reasons to seek for a new job with regular working hours.

Interestingly, some interviewees described how their employers' flexibility with shifts eased the difficulties interviewees faced with controlling their own everyday lives. The interviewees who described their employer to take their shift desires into account when planning the shifts experienced the effects shift work has on their control of their everyday lives as less problematic than those who did not receive flexibility from their employer. Also, the opportunity to get flexibility from colleagues by swapping shifts with each other was experienced as a positive aspect that eased their everyday lives.

In addition to the employer's flexibility, also the desired free time activities of interviewees were found to influence the experience of how much shift work compromises the control over everyday lives. Interviewees with time-dependent hobbies, such as group exercises or theatre, found their everyday life more challenging than interviewees with no hobbies or hobbies that are not time-dependent, such as reading or jogging. For example, Marcus did not find shift work to affect his ways of spending free time.

Marcus: " Well not really since I don't have any specific hobbies other than jogging and that you can do whenever. If I have a night shift or whatever I don't mind because you can go whenever if you want to. In the daytime, in the morning, whenever. I don't have a gym membership or any specific hobbies anyway, so it does not affect."

In summary, control over their own everyday lives was found to be highly important for the interviewees, but several of them found it to be compromised because of shift work. They faced difficulties with organizing their lives optimally and doing the things they wanted to do in free time since shift work made their schedules irregular and unpredictable. However, the flexibility offered by the employer and the opportunity to swap shifts with co-workers were found to ease these difficulties among some interviewees. In addition, the challenges with organizing

everyday life in an optimal and desired way were experienced as more difficult by the interviewees who had or would have wanted to have hobbies that are time-dependent.

Passivity in free time

Another everyday life related theme that was found to affect the well-being of interviewees was the level of activity in their free time. Many interviewees experienced that they were not as active as they would hope to be in their free time. They described how they often felt that they did not have enough time or energy to have any free time activities, such as social contacts or hobbies, between shifts. This is how Ellen described her everyday life:

Ellen: " If I have an evening shift it begins at one and ends at nine. Usually I don't really have time to do anything before it since I sleep quite late because if my shift ends at nine the night before I can't go to sleep right away. So, I go to sleep quite late and then I also sleep later. Then I don't have time to do anything else than wake up and eat something and that kind of little things. But I don't have time to meet friends or anything like that. Morning shifts are kind of better because after that you have time to do things. But then again do you have the energy... Because if I have started work at seven in the morning then I might not have the energy to do anything special after work since I'm tired."

The things interviewees experienced to miss out because of this undesirable free time passivity were the kind that affected their well-being negatively when missing. Most interviewees saw the shift aspect of their work as the most significant cause for free time passivity for three reasons. First, they felt that irregular working times led to a situation where they did not get enough rest before a morning shift to have the energy to be active after the shift. Second, they did not want to be too active before a day shift or evening shift to have enough energy at work. Finally, after an evening shift, they wanted to sleep longer, which decreased their active free time the following day. All in all, many of the interviewees experienced that they were able to make use of less free time than they would have if having regular schedules every week.

However, interestingly some of the interviewees felt that being passive in their free time was not connected to shift work since, in theory, they would have the time to be active between their shifts. Instead, they felt that being passive was their own fault since they did not make use of

the time they had, for example, by waking up earlier or making busier schedules. This is how Heidi described the reasons for her undesirable free time passivity:

Heidi: “Sometimes it is difficult to combine work and other areas of life since the work can be pretty tough and if you have an evening shift it pretty much takes your whole day. And it is much more limited what you can do with your free time when it is night. And it is late when you get back from the evening shift. But still I don’t think it (shift work) has limited me much. In theory, you still have the opportunity to do things if you wake up early and so on.”

As the narrative of Heidi demonstrates, some of the interviewees had mixed feelings about whether the real reason for their free time passivity was in shift work or in themselves. Among a few interviewees, this also appeared as a feeling of guilt about not being as active as they would have hoped they would be in their free time. To conclude, the undesirable free time passivity was found to decrease the quality of life and well-being of several interviewees. Some of them saw a connection between shift work and free time passivity, whereas some of them considered the reason for free time passivity to be more in themselves.

Variability

Even though shift work was found to negatively affect the everyday life and well-being of interviewees by reducing the control of everyday life and causing undesired free time passivity, also positive effects on everyday life were found. As already mentioned, when discussing the overall attitudes the interviewees had for their jobs, the variability the shift work offers was one of the most commonly mentioned positive aspects of shift work. Shift work was experienced to make everyday life more diverse in two ways. First, the work itself was experienced to be varied since the tasks and atmosphere at work were different in different shifts. The variation between different kinds of shifts was described to make the work more interesting and prevent the interviewees from getting bored at work. In addition, it brought more professional challenges to the work. Second, shift work also made the overall life more variable since the working schedules were not regular. This is how Heidi described why she likes the variability shift work brings to her everyday life:

Heidi: "The life is more diverse, and it feels like more nuanced when you do shift work and the everyday life is not the same all the time. You know, when you go to work five days a week, from Monday to Friday, from eight to four... I feel like the shift work suits me. It makes me feel somehow happier when it is not the same all the time."

Variability the shift work brings to work itself and to the overall lives of interviewees were both found to enhance the well-being of interviewees by making their lives more interesting and cheering up their minds. Variability inside the work itself was found to also increase the motivation for work by preventing boredom at work and offering more challenges. Now that the findings related to the everyday lives of interviewees have been discussed, we will move on to presenting the findings on meaningfulness the interviewees experienced and its effects on motivation and well-being.

4.3.4 Meaningfulness

For several interviewees, the motivation for work was closely connected to the meaningfulness of work. When the interviewees experienced their work to be meaningful, they also felt more motivated. Especially important for them was to feel that their work was meaningful for also others than only themselves and that their work had a broader meaning than just earning money. Oliver described how the feeling of being irreplaceable for his employer is one of his key motivators to work and an aspect that enhances his well-being. However, there was variability between the interviewees on where exactly the meaningfulness was found. For example, whereas Miriam found the meaning in serving customers and colleagues, Hanna found it in the opportunity to expand her own expertise and this way to be able to serve the company in several departments. For Oliver, the meaningfulness was especially important, and he found it to enhance his well-being directly. Oliver also described how the basis of his motivation was found in the feeling of being meaningful and even irreplaceable for his employer.

Oliver: " To experience that I am important for my employer is something I have reached for and something that brings well-being for me. I mean, if I would work from nine to five and every time I would leave work I would not have to worry about how they manage without me or it wouldn't have any relevance for the company that I'm not in there, it would feel pretty pointless to work."

In addition to experiencing work to be meaningful for other people, like co-workers or customers, or meaningful for the employer organization, seeking meaningfulness also occurred in a broader perspective. Few interviewees described how the intrinsic motivation for work occurred especially when they believed their work to promote goals that they personally valued. It was also found to be motivating for the interviewees when they believed in their employer organization. In more detail, in the opportunities they believed their employer organization to have in the future and in what the organization wanted to achieve. This is how Laura described her motivation to work for her employer:

Laura: " Now that I have begun to work for this company, I have noticed that this is what I want to do. I mean, this sector and this company are something I can stand for. I'm proud that I work for this particular company and this is the company I feel the desire to advance in since I know what kind of opportunities this company has."

In addition to the employer organization, the business sector was also mentioned to motivate the interviewees when they found it interesting and believed that it would exist in the future as well. A meaningful position, employer organization and business sector were not only found to increase motivation but also to make interviewees feel happy and satisfied with their work. Interestingly, this kind of organization or business sector-based motivation occurred directly only among the interviewees who expressed significant hopes to advance in their careers in the future. To conclude, interviewees found the meaning in different kinds of aspects of their work, but the effects on motivation were positive whenever the meaningfulness was experienced. Finding meaning in work and believing in the employer organization and business sector was also found to enhance well-being by making interviewees feel more satisfied and happier.

4.4 Summary of Findings

To summarize the findings of this research, it can be stated that data gained from the interviews was somewhat heterogeneous, which indicates that the personal experiences of interviewees differ from each other. However, several common themes were found, as has been described in this chapter. In the beginning, it was explained how the experiences interviewees were found

to have about shift work in general varied and that both positive and negative aspects of shift work were described by the interviewees.

After forming a general understanding of how the interviewees felt about customer service shift work, the findings on extrinsic motivators were presented. Even though several extrinsic motivators were found from the interview data, the most common extrinsic motivator was money that motivated the interviewees to work in the first place and further to choose shift work over work with regular hours. The findings on intrinsic motivators were presented together with the findings on well-being, and these findings were divided into themes that appeared from the analysis of interview data. Challenge, responsibility and control over work were found to affect motivation positively when being on an appropriate level. When being too low or too high, the effects of these matters were in turn negative. However, these appropriate levels could not be defined since they appeared to be different for different interviewees. In addition, the experience of being capable of performing own work and the experience of being good at it were found to increase the motivation and well-being of interviewees.

The main findings concerning social relationships were that appreciation received from others and the positive social atmosphere at work affected motivation and well-being positively, whereas the lack of these had negative effects. The importance of a close community at work seemed to play a more significant role in some interviewees' well-being than others. Interestingly, the same interviewees who described the community at work to be very important for them were found to experience most challenges with maintaining social relationships outside work because of their shift work. When it comes to the findings concerning the everyday lives of interviewees, several of them found control over their everyday lives to be compromised because of shift work. The employer's flexibility and having hobbies that are not time-dependent were found to ease this issue. In addition to the experience of shift work compromising control over everyday life, interviewees were also found to experience undesirable free time passivity that decreased their well-being. Whereas some interviewees saw shift work as the reason for this passivity, some felt that the reason was rather in themselves, and some even expressed a feeling of guilt because of that.

Despite these challenges in everyday life caused by customer service shift work, also a positive effect was found. The variability offered by shift work was found to have very positive effects on the everyday lives and well-being of several interviewees. Finally, the experience of

meaningfulness of one's work was found to affect the motivation and well-being of employees positively. However, the findings on what made the work meaningful for interviewees were variable, which again indicates the different individual experiences on interviewees. To conclude, the findings of this research reflect how several different aspects affect the motivation and well-being of the interviewed customer service shift work employees. Even though many common themes can be identified from the findings, also the individual voices and experiences of the interviewees can be noticed.

5 DISCUSSION

In this chapter, I will discuss the empirical findings presented in chapter four together with the previous research and theoretical framing presented in chapter two.

5.1 Experiences of Customer Service Shift Work and Well-Being

As the findings of this study show, the experiences of customer service shift work are not unanimous. Most of the interviewees were able to find both negative and positive aspects in shift work. In the second chapter, we found out that the existing research concerning the well-being of shift workers has found shift work to have mostly negative consequences on the well-being of shift workers. When forming the general picture on the topic, it was stated that the shift work inevitably has negative effects on sleeping and natural circadian rhythm and that the disruptions of the natural circadian rhythm can lead to negative consequences, such as mental challenges and difficulties in social relationships (Costa, 2010). As stated, the main interest of this study is not on the physical effects that shift work has on well-being. Still, the experiences interviewees had on sleeping and circadian rhythm are relevant in this study because those aspects relate to negative consequences on the mental and social dimensions of well-being according to earlier research (Nakata et al., 2004; Thompson, 2009). Even though some of the interviewees of this study felt that shift work offered them an opportunity to sometimes sleep more than they could in a daytime job, most of the interviewees experienced shift work to overall affect negatively their sleeping and circadian rhythm. Therefore, it can be argued that the experiences of interviewees were consistent with existing research when it comes to the circadian rhythm.

Another significant theme that was noticeable in the existing literature on the well-being of shift workers was the effects shift work has on the social relationships of the employees. Especially the family life of shift workers was found to differ from the family life of employees who do daytime work, but despite the challenges shift workers might face with combining work and family, the family members are often used to the situation (Eby et al., 2005; Thompson, 2009). Interestingly, the interviewees of this study brought up more often challenges that shift work caused on relationships with friends than on the relationships with family. Hanna even found the shift work to have positive effects on her family-life since she had an opportunity to take care of everyday chores on the weekdays and get flexibility on working hours when needed.

However, this theme should be considered in the light of knowing the demographic background of interviewees since only one of the interviewees reported having a child in their family, and six out of eight interviewees belonged to the age groups under 31 years. This might affect how important role family plays in the lives of interviewees on average, but it cannot be known for sure.

As we can see from the findings of this study in general, some of the negative effects that shift work has on employee well-being according to existing research were also experienced by our interviewees. However, several positive effects were also connected to the shift work by our interviewees, contrary to what might have been assumed based on our literature review. In addition to an opportunity for a greater salary because of evening and weekend allowances, also the positive effects that shift work's variability has on well-being were mentioned several times. Despite all the negative consequences the shift work has proven to have on the well-being of employees, some of the interviewees found the shift work to be the best form of work for them.

These findings show how the topic of this study is far from unambiguous and how the experiences of individuals might not reflect perfectly the picture formed by academic understanding. Exactly in the experiences of individuals lies the significance of this research. To better understand the connections between the findings of this study and the existing literature, we will next move on to discuss the fulfillment of the motivational needs of the interviewees and see if that can be interpreted with the help of the theoretical framework formed in chapter two. We will begin by viewing the findings through the three basic needs of self-determination theory.

5.2 Motivation and Well-being

In the second chapter, we found out that intrinsic motivation and the three basic human needs of self-determination theory (SDT) are closely connected with each other (Ryan & Deci 2000b). According to SDT, the satisfaction of competence, relatedness and autonomy will make people experience intrinsic motivation and enhance their well-being, whereas the frustration of these needs affects the experienced motivation and well-being negatively (Ryan, 2009). The findings of this study support these connections that SDT has found between intrinsic motivation, well-being and three basic human needs. This section will discuss how the presented findings relate to the SDT and other literature that connects motivation and well-being.

5.2.1 Competence

SDT defines the need for competence as a desire to be able to affect the environment and to experience the ability to achieve the desired outcomes (Deci & Ryan, 2000). Like all three basic needs of SDT, also the need for competence is closely linked with experienced well-being and self-motivation. The fulfillment of competence will promote self-motivation and well-being, whereas the frustration of competence will reduce them (Ryan, 2009). From the findings of this study, three major themes related to the need for competence appeared. First, some interviewees described how they experienced the work to be more motivating when they felt that the challenge and responsibility they experienced at work were on an appropriate level. Second, the experience of being good at the work one does, and opportunities to learn more and advance at work were found to motivate for work. Finally, many of the interviewees experienced that because of shift work, they had difficulties being as active as they would hope to be in their free time, which expresses frustration with the need for competence. Let us first take a closer look at the connections challenge and responsibility has with the fulfillment of the need for competence.

According to the findings of this study, it seems like the level of challenge the customer service shift workers experience at work must be on a sufficient level to support the employee motivation. That can be explained with the basic human need of competence since overcoming work-related challenges can offer an experience where the actions of one affect the environment and the ability to achieve the desired outcomes come true, just like Deci and Ryan (2000) describe. If the work was not experienced to offer enough challenge for the interviewees, it failed to satisfy their need for competence and consequently failed in motivating them for work in those respects. Like our interviewee, Miriam, described, the experience of having significantly more potential than the job requires will decrease the motivation for work and affect psychological well-being negatively. These findings can be interpreted as a frustration of the need for competence, which has in previous research found to reduce the experienced self-motivation (Ryan, 2009). The experience of not being able to make use of one's full potential can also affect the psychological well-being of employees negatively by weakening their experience of job satisfaction like presented in chapter two (Grant et al., 2007).

In addition to challenges, also being responsible for things at work and the experience of being irreplaceable at work was found to motivate at work and affect well-being positively. Being responsible for things and the experience of one's own work being meaningful and important for the employer can also express fulfillment of the need for competence. However, when the experienced level of responsibility and challenge at work was too high, it was described to cause stress and affect well-being negatively. Like the experience of one's full potential not being used, also responsibility and challenge can cause frustration of the need for competence when they get too overwhelming. This is following from the experience of one not to be able to reach the requirements of accomplishing work successfully. The findings support the claim of Ryan (2009) of the frustration of competence to cause deterioration of experienced well-being.

In short, as we can see from the findings, the optimal level of challenge and responsibility at work seems to affect the motivation and well-being of interviewees positively. Experiencing the optimal level of challenge and responsibility can be interpreted as satisfying the need for competence. When the interviewees felt that they had the skills and productivity to perform their work successfully and that they had the opportunity to use their personal capacity, they felt competent and motivated. However, it was also noted that too big responsibility and challenge at work caused an experience of own competence not being enough, in other words, the frustration of competence, which affected well-being negatively by causing stress and tiredness.

The second competence related finding of this study is the motivating effect of experiencing to be good in the work one does. Also, the opportunities for personal and career-related development and success were found to motivate some of the interviewees. The level of how capable the interviewees experienced to be to perform their job was found to affect how motivated they felt for their work. Being capable of performing a job successfully was also found to affect well-being positively by enhancing mood and reducing stress. The experience of being capable of performing work is connected with the appropriate level of challenge, as mentioned in the findings chapter. From a theoretical perspective, the findings of the experienced capability to perform work successfully and advance in the future, leading to motivation and well-being, are linked with the fulfillment of competence (Deci & Ryan, 2000). That is because a person who experiences competence believes in their own skills and productivity to accomplish their work with success and to achieve things they desire for. As justified above, it

can be stated that this finding also supports the claim of SDT that fulfillment of the need for competence will lead to self-motivation and better well-being (Ryan, 2009).

Finally, the third significant competence-related finding that can be identified from the experiences of interviewees is the level of their activity in their free time. As described in the findings chapter, many interviewees were found to experience undesired free time passivity. In other words, they found it challenging to get things done in their free time, which can be interpreted as frustration with the need for competence. It was found that most of the interviewees experienced this free time passivity to be caused by the shift aspect of their work. However, some felt that it was at least partly if not totally due to their own lack of ability to make arrangements that would help them to get more things done in their free time. Especially experiencing the reason for free time passivity to be internal caused negative feelings, such as frustration and guilt, among interviewees. Again, this finding supports the basic ideas of SDT since the frustration with the need for competence was found to decrease the experienced well-being (Ryan, 2009).

5.2.2 Relatedness

As a starting point for the literature chapter of this report, it was stated that according to existing well-being research, well-being has agreed to have three core dimensions: physical well-being, psychological well-being and social well-being. Social employee well-being was stated to occur through interactions between employees but at the same time, to reflect the experiences of individual employees. The social conditions in the organization were found to have significant effects on employees' health and well-being and on the organization's performance. Good social conditions had positive effects and lower social conditions negative effects. It was also noted that individuals can experience their social well-being differently under the same conditions. (Grant et al., 2007; Bradbury & Lichtenstein, 2000; Oksanen, 2009; Manka & Manka, 2016.)

Since this study is interested in the experiences of individuals, the following part aims to understand how the interviewees experience social conditions in their work and how does that affect their motivation and well-being. This understanding can be achieved by interpreting the experiences of interviewees through the basic human need of relatedness that was presented in the second chapter. According to SDT, the need for relatedness can be defined as the human

desire to experience fellowship and connection with others, which means that human motivation and well-being are closely connected with the people around us (Deci & Ryan, 2000). The satisfaction of the need for relatedness fosters especially the experienced intrinsic motivation (Ryan & Deci, 2000b).

Just like the existing research was discovered to state that social relationships could affect well-being both positively and negatively, the interviewees also described how challenges with social relationships negatively affected their well-being, and positive relationships enhanced their well-being. In more detail, the findings of this research include two significant themes that can be connected with relatedness. First, the appreciation from others and the social atmosphere at work and second, the importance of community at work. Next, it will be discussed how these findings are related to the existing research, especially to the SDT and its basic need for relatedness.

Both the positive effects of experienced relatedness and negative effects of frustration with relatedness appeared in this research through the appreciation interviewees described to receive at work and through the general social atmosphere at work. The social atmosphere can also be assimilated with the concept of social climate that, according to Erdil and Ertosun (2011), describes the social well-being inside an organization. Accordingly, the findings show that the interviewees felt good and motivated for work when they received appreciation from others at work and when they experienced the social atmosphere at work to be positive. These aspects can be seen supporting the fulfillment of the need for relatedness at work, which, according to SDT, explains the positive effects. Similarly, when the interviewees felt that others did not appreciate their work or they experienced the social atmosphere to be negative, it was found to affect their motivation and well-being negatively, which can be explained by the frustration with the need for relatedness. (Deci & Ryan, 2000.)

However, it should be noticed that the experience of appreciation received from others at work can be interpreted through the need for relatedness but also through the need for competence. When the appreciation received from others enhances the feeling of belonging to the group and being appreciated as a person it satisfies the need for relatedness. But when the appreciation received from others at work promotes the experience of being competent to perform work successfully it can be interpreted as satisfying the need for competence. Consequently, both

needs of relatedness and competence can explain the positive and negative appreciation related effects on employees' well-being. (Deci & Ryan, 2000; Ryan 2009.)

Another finding that expresses the interviewees' need for relatedness, is the finding of the importance of a close community at work. It was found that especially among interviewees whose social life outside work had been negatively affected by shift work, experienced the community at work to be very important for them and for their well-being. When examining the theoretical frame of reference (Figure 2) formed in chapter two, it can be seen that people get their motivation from trying to fulfill their needs, and the fulfillment of needs also promotes better well-being. It seems like the interviewees who did not achieve fulfillment for their need for relatedness outside work searched more for that fulfillment at work, which made the community at work so important for them.

5.2.3 Autonomy

The SDT defines the need for autonomy as the human desire to be free to self-organize behavior and life and to take actions to accomplish things that one experiences intrinsic motivation for (Deci & Ryan, 2000). In this study, the need for autonomy at work and in free time was found to be important for the interviewees. Like described in the findings chapter, Julia saw the need for autonomy even as the most fundamental building block of her well-being. Both themes connected with the basic need for autonomy by Deci and Ryan (2000), the desire to decide and self-organize one's own life and the desire to take actions for things one experiences intrinsic motivation for, appeared in the interviews. Let us start by discussing how the need to self-organize behavior and life appeared in the findings of this study.

It was found that control over one's own work motivated interviewees for their work and also enhanced their well-being in some cases by reducing stress and making the work more meaningful. Control over own work expresses the need for autonomy, and therefore the finding supports the idea of SDT that fulfilling the need for autonomy will further motivation and well-being. However, a very high level of control at work seemed to be connected with a very high responsibility at work, which was found to have negative effects on well-being by causing stress. Like described earlier, this can relate to the frustration of the need for competence.

In addition to control over work, the need for autonomy also appeared as a desire to have control over one's own everyday life in the findings of this research. The ability to affect their own schedules and spend their free time in their desired way was found to enhance the well-being of interviewees and make them feel more satisfied with their everyday life. However, some of them were found to experience the shift aspect of their work to compromise this ability, which expresses frustration with the need for autonomy. Consequently, satisfaction with life and well-being were experienced to be poorer. These findings support the SDT. (Deci & Ryan, 2000; Ryan, 2009.)

Interestingly, flexibility in shifts offered by employers or co-workers was found to ease the above-described frustration of autonomy caused by irregular and unpredictable shift work schedules and, consequently, further better well-being. That supports the key suggestion of SDT applied in organizational research presented in chapter two, which is that work conditions that support the three basic needs of SDT will benefit employee well-being (Deci et al., 2017). Workplace conditions that support autonomy were even mentioned to support employee satisfaction especially well. Baard et al. (2004) found managers' support for employees' autonomy to affect the satisfaction of employees' basic needs of STD positively, and Slemp et al. (2018) argued managers' support for autonomy to promote employees' intrinsic motivation and better work performance. The kind of organization where the employees' autonomy is supported by offering flexibility in shifts, like some of the interviewees described, is an excellent example of what kind of management and workplace conditions can lead to better employee well-being.

The other half of the definition of autonomy by Deci and Ryan (2000) was that autonomy is the desire to accomplish things that one experiences intrinsic desire for. This side of autonomy can also be identified from the findings of this study. Intrinsic motivation occurred among the interviewees when they experienced their work to be somehow meaningful and believed their work to promote goals that they personally valued. Finding intrinsic motivation for their work was found to also promote the well-being of interviewees by making them feel happier and more satisfied, which can be explained with the fulfillment of the need for autonomy. Let us next take a closer look at how the work-related aspects that were found to bring meaning for the interviewed customer service shift workers are related to the current academic understanding of motivation and literature presented in chapter two.

5.2.4 Beyond Oneself

When the work was experienced to be meaningful, it promoted intrinsic motivation and well-being. As described in the findings of this research, a significant aspect that made the work meaningful for some of the interviewees were other people, such as colleagues or customers or the employer as a person or as an organization. Finding motivation from others can be partly explained with the need for relatedness but also the more recent research directions that provide additions to SDT can be used as tools for understanding the motivation and well-being arising from others. Weinstein and Ryan (2010) found the benevolent behavior to satisfy the three basic needs of STD, and Martela and Ryan (2016) even suggested benevolence to act as a fourth separate basic need. For example, Miriam described helping customers and colleagues to bring meaning to her work and to motivate her, which expresses the benevolence to increase motivation like also the other basic needs of STD do. However, based on this research it is impossible to argue whether this motivating effect of benevolence appears through fulfilling the three original basic needs of SDT or if benevolence can also be considered as an individual source of motivation like Martela and Ryan (2016) suggested.

As described, the fulfillment of benevolence motivated interviewees by giving their work meaning through the opportunity to help and serve other people. In addition to this, it was found out that also the employer organization and its goals gave meaning to the work of interviewees and woke up intrinsic motivation. Maslow's later expansion to his hierarchy of needs offers an explanation for why motivation can also be found from broader perspectives outside oneself (Greene & Burke, 2007). The motivational level of self-transcendence refers to finding motivation from something greater than oneself. Schwartz (1992) provided an even more detailed explanation by dividing the self-transcendence into benevolence and universalism.

Universalism refers to finding motivation from protecting enhancing the welfare of all creatures on a larger scale instead of considering just the individuals close to one like benevolence does (Schwartz, 2012). Universalism can explain why some of the interviewees found the goals of their employer organization or their business field also personally motivating. Schwartz (2012) also pointed out that seeking for the welfare of others can conflict with personal success, but in my findings this phenomenon does not occur. Instead, the interviewees who were found to be motivated by universalism also believed that they had opportunities personally to advance on

their careers in these organizations and business fields that they believed to promote universal goals as well.

5.4.5 Individualistic Approach to Motivational Needs

One dimension of the theoretical frame of reference (Figure 2) formed in chapter two considers the individual perspective to motivation and well-being. The individual perspective consists of motivational needs. When it comes to the psychological needs, this dimension includes the three basic needs of SDT on the level of one-self and the additional needs of benevolence and universalism on the level of self-transcendence. The findings of this research support the current literature since all these needs with their stated effects on motivation and well-being can also be found from the analysis of the interview data. However, the findings of this research also revealed heterogeneity in the experiences of the interviewees concerning their personal needs and motivation. Interviewees valued their needs differently, and the aspects that are a significant source of motivation and well-being for one might not be it to the other one. For example, Julia saw the fulfillment of the need for autonomy as the most significant factor for her motivation and well-being, while for Oliver the most significant need seemed to be the need for competence.

In the light of the above-presented findings of this research, it is easy to agree with the criticism already Alderfer (1969) presented of Maslow's hierarchy of needs (1943) for presenting human motivation as a fixed phenomenon and not considering the differences in motivation between individuals. Even though SDT is a later developed theory and currently very popular, the simplistic perspective on human motivation and human needs is also present in it. In the theory of basic human values by Schwartz (2012), the differences between individuals are considered better since it is recognized and pointed out that different people and different groups might prioritize the values that drive motivation differently, which the findings of this research support. Based on the findings of this research, it can be suggested that perhaps the individual differences in valuing different needs and finding motivation should be highlighted more also when applying SDT.

5.3 Tools for Organizations

We have now analyzed how the experiences of our interviewees relate to the existing research on motivation and well-being presented in chapter two. From our theoretical framework, we have found explanations for what was found to affect the motivation and well-being of the customer service shift workers interviewed in this study. According to the analysis above, the theories of human needs provide useful tools for understanding the motivation and well-being related to the experiences of customer service shift workers. Next, we will slightly change the perspective from researching the internal experiences of customer service shift work employees to analyzing which external matters affect the motivation and well-being of customer service shift work employees. Consequently, perhaps we can provide some food for thought for the employers of shift workers.

5.3.1 Aspects of Work that Fosters Motivation and Well-Being

So, what kind of matters can be stated to affect the motivation and well-being of customer service shift workers based on the findings of this research? To begin with, in the analysis of the interview data of this research it was found out that both extrinsic and intrinsic motivators can be identified motivating the interviewees. From extrinsic motivators, money was found to be the most mentioned motivator. Money was also found to be one of the main reasons to choose shift work over regular hours for several interviewees. When considering the motivation-hygiene theory of Herzberg, the salary can be classified as a hygiene factor (Herzberg et al. 1959.) According to Sachau's (2007) interpretation of the motivation-hygiene theory, non-existing hygiene factors will cause loose motivation and dissatisfaction, but existing hygiene factors are not enough to raise intrinsic motivation. Similarly, the interviewees of this study were found to experience salary as something that needs to be on a sufficient level to motivate them to work in the first place. However, the salary was not something that would give a deeper purpose for their work or make them experience significant intrinsic motivation.

Instead, the intrinsic motivation of interviewees was found to be promoted by a great variability of different aspects. In work itself, the responsibility, challenge and control over one's own work was found to increase both motivation and well-being. However, when responsibility, challenge or control over things was experienced too overwhelming, the positive effects were not experienced anymore, and instead, negative effects on well-being occurred. According to

the job demands-resources model (JD-R) discussed in chapter two, job resources are characteristics of the job that can be associated with either or: functionality in achieving goals related to the job, reducing job demands that lead to physiological and psychological costs, motivating the personal growth, learning or development of an individual. Job demands refer to the job characteristics that require significant efforts from the employee and therefore, might lead to negative costs for the employee. JD-R model helps in understanding why challenge, responsibility and control at work were found to affect the motivation and well-being of employees both positively and negatively. (Demerouti et al., 2001.)

When challenge, responsibility and control over work are experienced to be on a sufficient level, they can be seen as job resources. These job resources were found to promote achieving work-related goals and motivating the development of employees. In chapter two, the previous research was also found to state that job resources can promote fulfilling the three basic needs of SDT and therefore affect motivation and well-being positively (Bakker & Demerouti, 2007). This was also proven earlier in this chapter when discussing the findings related to challenge, responsibility and control and the connections of those findings and SDT. However, when challenge, responsibility and control were experienced to be on a too high level at work, they were found to have negative costs for the interviewees. At that point, they can be seen to turn into job demands instead of job resources, which explains the negative effects of these aspects.

The final finding that has not been discussed yet is the finding of how the interviewees experienced the variability of shift work to enhance their motivation and especially their well-being. One part of this finding can be explained with variability bringing more challenges to work, of which positive effects were already discussed earlier in this chapter. However, the variability was also found to make the work and overall lives of interviewees more interesting and enjoyable by preventing boredom offering variability. These findings support the basic ideas of positive psychology discussed in chapter two (Seligman & Csikszentmihalyi, 2000). Just like positive psychology suggests that well-being is something more than the absence of ill-being, the variability-related findings show that the aspects of work can not only prevent ill-being but also raise the well-being of employees to a higher level. Offering variability at work can consequently be seen as a positive psychology intervention that promotes subjective positive experiences of employees. Like Mayers et al. (2013) argue, this kind of positive psychology intervention was found to enhance the well-being of employees and maybe even performance by increasing their motivation.

5.3.2 Consideration of a Holistic View

As has been discussed above, the findings of this research concerning the themes that affect the motivation of customer service shift workers can be interpreted with the help of organizational theories presented in chapter two, like the modern version of the motivation-hygiene theory (Sachau, 2007) and JD-R model (Demerouti et al., 2001). Classifying aspects that were found to motivate the interviewees into motivation and hygiene factors is a useful tool for understanding how the different matters relate to extrinsic and intrinsic motivation. JD-R model, in turn, divides the job characteristics into job resources and job demands, which provides understanding of how these different characteristics might affect the motivation and well-being of employees. However, these theories can mostly be used to only interpret individual issues one at a time.

The narratives of interviewees pointed out that a countless number of connections inside and between their work and private lives affect their motivation and well-being. For example, it was found that the point when having the control or responsibility at work changes from being a job resource into being a job demand varies between different individuals. This phenomenon seemed to be affected by several matters, such as the personal goals of an individual. Therefore, it can be questioned whether work even should be studied as an entity that is separate from the other areas of the lives of the employees like the JD-R model does. Besides, the definitions of job resources and job demands in the JD-R model are broad and almost anything could be classified under them, so the depth of information they provide could be questioned. (Demerouti et al., 2001.)

In conclusion, the theories that form the theoretical frame of reference for this study have different kinds of deficiencies, such as not concerning the individual differences between people or the holistic context and connections between different matters. It should be noticed that theoretical models are simplified pictures of reality, and especially in qualitative research they can only be used as a tool to interpret the findings instead of providing direct answers. Despite the deficiencies theoretical frameworks inevitably have, all the used theories have helped interpret the findings of this research for their part. To avoid forming a unilateral analysis, several different theories have been used in this research and the deficiencies of those theories have been considered. By using a set of different kinds of theories for interpretation

and discussion on findings instead of trying to provide too simple explanations, a credible and multidimensional analysis can be formed.

5.4 Contribution to Frame of Reference

Finally, I would like to highlight the some of the findings that have been already discussed in this chapter. These finding are worth emphasizing in the contemporary shift work context of this study since they can be interpreted to especially relate to the shift aspect of the work, as presented in the discussion above. These findings are concerning the motivating effect of money, the experienced free time passivity, the importance of work community, the ability to control own life, the variability shift work offers and the individual differences between the values and preferences of interviewees. Even though these findings can be connected with the shift aspect of work, it should be noticed that based on this study, it cannot be stated how these findings would appear compared to work with regular hours since work with regular hours was not studied. The following visualization will show how these findings appear in the theoretical frame of reference (Figure 2) presented in chapter two. The findings are marked in yellow on top of the original frame of reference that was presented in Figure 2.

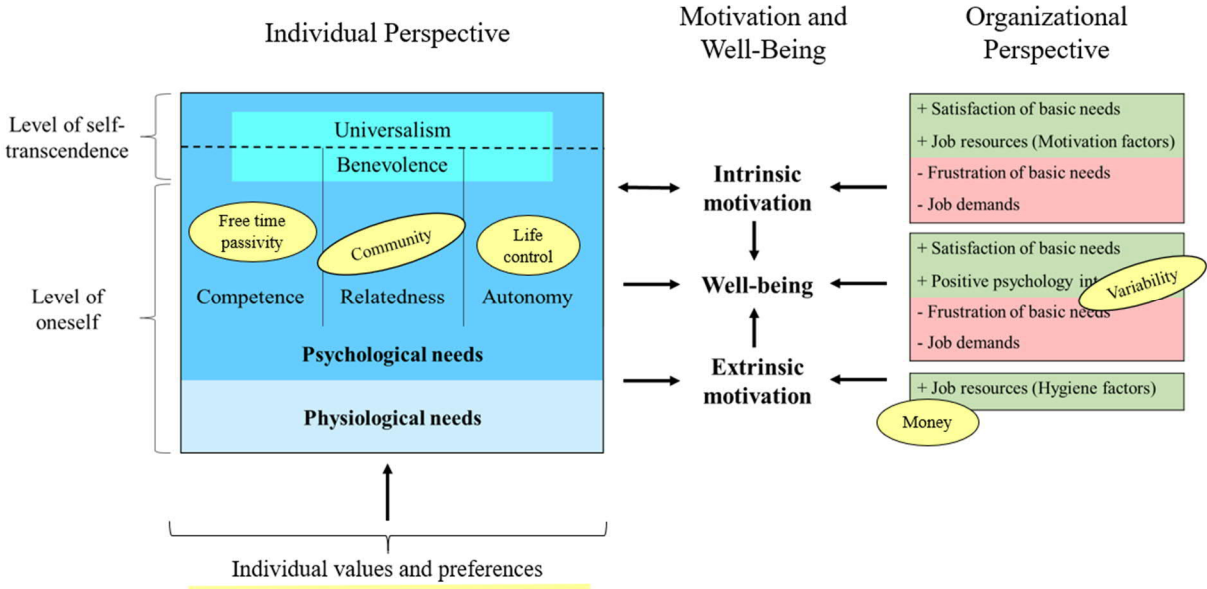


Figure 3: Findings in the Theoretical Frame of Reference

Our theoretical frame of reference showed that the extrinsic motivation of employees can be affected by the job resources of the JD-R model that are classified as hygiene factors by

motivation-hygiene theory. As Figure 3 demonstrates, for the interviewees of this study money was found to be the most significant one of these hygiene job resources. In the setting of this study money as a motivator can be also connected with the shift aspect of work since for some of the interviewees money was one main motivator to choose shift work rather than work with regular hours since they believed they could get more salary by doing shift work than by doing work with regular hours. (Demerouti et al., 2001; Herzberg et al., 1959.)

When examining the motivational needs that form the individual perspective in the theoretical frame of reference presented in Figure 2, the three basic psychological needs of SDT can be noticed. All these three needs for competence, relatedness and autonomy were also found to affect the motivation and well-being of the target group of this study. Some of these findings have been interpreted to relate to the shift aspect of work in the setting of this research like has been discussed earlier in this chapter. First, Figure 3 shows that undesirable free time passivity was found to cause frustration with the need for competence which further had negative effects on the well-being of the interviewees. This free time passivity and its negative effects can be at least partly connected with the shift aspect of work. As described in chapter four, based on the narratives of interviewees shift work was found to cause undesirable free time passivity through several mechanisms. (Deci & Ryan, 2000; Ryan 2009.)

Second, the shift aspect of work was found to cause frustration with the need for relatedness since shift work had negative effects on interviewees' social relationships outside work. It was also found that the same interviewees who faced challenges with the social relationships outside work experienced the community at work to be very important for them. This can be interpreted as a search for the fulfillment of relatedness from work when the fulfillment of it is compromised outside work, as Figure 3 demonstrates. Third, the basic psychological need for autonomy was found to be negatively affected by the shift aspect of work since it reduced the experienced control over own life. However, it was also found that this frustration of autonomy can be eased by employers and colleagues that offer flexibility. This is a good example of how the employees' experienced fulfillment of basic needs, and further employees' well-being, can be affected by the organization in practice, like the theoretical frame of reference (Figure 2) of this study demonstrates. (Deci et al., 2017; Ryan 2009.)

Another way to affect the well-being of employees presented in the frame of reference (Figure 2) is making use of positive psychology interventions. As described, with positive psychology

interventions, it is possible to not only prevent ill-being of employees but also to raise the level of employee well-being higher. In the setting of this study, the customer service shift work in Finland, one theme that both relate to the shift aspect of work and can be seen as a positive psychology intervention appeared. Variability at work and in private lives was an aspect that several interviewees experienced to be highly positive in doing shift work and to enhance their well-being, as described earlier. As Figure 3 shows, based on this study, offering variability for employees can be considered as an example of a positive psychology intervention that can be used to enhance the well-being of employees. (Meyers et al., 2013; Seligman & Csikszentmihalyi, 2000.)

Finally, this study confirms the idea presented in the theoretical frame of reference that individual values and preferences affect the motivation and well-being of employees in the setting of this study. These differing values and preferences appeared in many ways in the data of this study, for example, in the variation of aspects that made the work meaningful for the interviewees. Some of the findings concerning differing values and preferences can also be connected to the shift aspect of work since the interviewees experienced the shift aspect to affect their well-being differently compared with each other. Whereas some experienced the negative sides of customer service shift work very strongly, some found the positive sides of shift work worth highlighting. This shows how the same aspects of work can affect the motivation and well-being of employees differently. These findings also confirm that in the specific setting of this study, it would be beneficial to consider the individual values and preferences of employees when pondering the ways to affect their motivation and well-being from an organizational point of view, like also the theoretical frame of reference formed in chapter two suggested. (Schwartz, 2012.)

By highlighting these points of discussion and visualizing them in Figure 3, I have summarized what are the most significant contributions of this study to the theoretical frame of reference presented in chapter two. The aspects presented in Figure 3 are highlighted as the most significant ones when considering the contribution of this particular study since they can be directly connected with the specific context of shift work applied to this research. However, this study cannot take a stance on how these aspects might appear in other contexts, such as work with regular hours. Also, highlighting the contribution of these aspects does not mean that the other findings and points of the discussion presented in this study would be less relevant or less useful when considering the comprehensive field of research on motivation and well-being.

At the beginning of this thesis paper, it was discussed why research on the well-being of contemporary shift workers is important and topical. It was described how more and more employees are faced with shift work to provide services for consumers 24 hours a day and seven days a week. Consequently, these contemporary shift workers play a significant role in several companies and in our society. Therefore, their well-being should be in the interest of researchers, organizations and decision-makers. If we consider the findings of this research in the light of that context presented in the introduction chapter of this paper, a few ideas can be presented.

First, this study confirms that the well-being of contemporary shift workers should be studied more since several negative effects on the well-being of customer service shift workers were found and some of them could be connected directly with the shift aspect of work. However, the customer service related shift work was found to have also positive effects on the well-being of interviewees based on their own experiences. Also, practical ways to enhance the well-being of customer service shift workers were identified in this study. Consequently, despite all the negative effects shift work has found to have on the well-being of employees in this study and in earlier research, it seems to be possible to affect the well-being of these employees positively in different ways. In addition, there seem to be employees who feel like contemporary shift work suits them and who are interested in doing contemporary shift work. More research is needed on what is behind the negative and positive experiences about contemporary shift work and how those experiences can be influenced to ensure the motivation and well-being of employees.

Second, this study has shown that understanding the well-being of contemporary shift workers is a complex entity since it deals with individual people. In addition, the studied phenomenon is relatively new, and not much research has been done concerning it. However, this study provides findings concerning what affects the motivation and well-being of the interviewed customer service shift workers and discussion on the mechanisms of how these effects take place through the motivational needs. Also, this study expands the understanding of how organizations can affect the well-being and motivation of customer service shift workers. All this would not have been possible without applying the multidimensional model of the theoretical frame of reference (Figure 2) formed in chapter two. Deci et al., 2017 argue that applying SDT in an organizational context can offer benefits not only to the well-being of

employees but also to the performance of organizations. I suggest that applying a model that combines several different theories of motivation and well-being, like in this study has been done, can offer both employees and organizations even more benefits since using a model of several theories combined can help in forming a comprehensive understanding and in avoiding having a unilateral approach to the topic of well-being.

6 CONCLUSIONS

In this final chapter, I will summarize the main findings and contributions of this research, discuss the limitations of this study and propose some suggestions for further research that arose from this study.

6.1 Main Findings and Contribution to Research

The objective of this thesis was to offer new kind of understanding of how motivation and well-being occur and relate to each other in the specific setting of customer service related shift work in Finland. With the presented findings, analysis and discussion, I believe I have provided answers for the following research questions presented in the introduction chapter of this thesis report.

- What affects the motivation of customer service shift workers?

All the aspects that were found to affect the experienced motivation of customer service shift workers were presented in chapter four. From extrinsic motivators, money was found to be the most significant motivator for the interviewees for work and for choosing shift work over regular hours. However, money was not found to satisfy any of the psychological needs or to provide greater motivation when performing work, which is in line with the understanding of previous research. From intrinsic motivators, the set of aspects that were found to affect motivation was broader and more complex. In the discussion of chapter five, it was found that the motivating effect of many of these aspects can be explained with the fulfillment of the needs for autonomy, relatedness, competence, benevolence or universalism. Similarly, the motivation reducing effect can be explained with the frustration of the same needs. However, the individual differences in the creation of motivation were also found like also previous literature suggests.

- How does the motivation of customer service shift workers relate to their experienced well-being?

The previous research has shown a connection between motivation and well-being. Therefore, this research has concentrated on understanding how this connection appears in the specific

setting of customer service related shift worker in Finland. Some individual differences appeared concerning the experienced well-being since interviewees emphasized somewhat different aspects of their work to affect their well-being. The identified connections between motivation and well-being were not either the same between all the interviewees, but several common themes were found. In chapter four, aspects that were found to affect the well-being of interviewees were presented and it was noticed that many of these aspects also affected their motivation for work.

In conclusion, it was found that shift workers interviewed in this research experienced both satisfaction and frustration of all three basic needs of self-determination theory, competence, relatedness and autonomy because of their work. The satisfaction and frustration of these needs affected their motivation and well-being, like also previous research argues. In addition, the fulfillment of the needs related to the level of self-transcendence: benevolence and universalism, were also found to affect positively the intrinsic motivation and well-being of shift workers. However, based on this research, it cannot be stated whether these needs beyond oneself can be included in the basic psychological needs, as Martela and Ryan (2016) have suggested, or if these effects can be explained through other mechanisms.

In general, it can be stated that when interviewees experienced motivation for their work, they also experienced well-being. Lack of motivation, in turn, caused negative effects on well-being. The second research question was partly based on the suggestion of Milyavskaya and Koestner (2011) that need satisfaction would raise motivation, which then would lead to greater well-being. This idea might also explain the findings of this research on the connection between motivation and well-being. However, based on the findings of this research, it cannot be stated whether the mechanism suggested by Milyavskaya and Koestner (2011) would be the reason for the found connections of motivation and well-being or if motivation and well-being are just promoted by the fulfillment of the same needs.

In addition to answering the stated research questions, this study has shown that classifying job characteristics according to our theoretical frame of reference, for example into job demands and resources and positive psychology interventions, is useful in customer service shift work context when aiming to understand the motivation and well-being of employees. In addition, according to the findings of this research, it seems like the same aspects can act as both job demands and job resources depending on the experienced level of those aspects. Finally, this

research has also provided new information on what characteristics of work the employees in this specific context consider to be significant for them and how they experience their work to affect their well-being. These findings can also be interpreted from other perspectives than the motivational perspective.

Finally, considering the topicality of the phenomenon of contemporary shift work and the findings of this study, I suggest that more research on the well-being of contemporary shift workers is needed to understand the experiences of contemporary shift workers and how working life can be made better for them. Hopefully, this study can inspire not only researchers to study contemporary shift work more but also organizations and employers to consider the ways to affect the well-being of their employees and the interviewees of this research to reflect on their own well-being.

6.2 Limitations of Research

Like all research, also this study has limitations that must be identified and discussed. First, the philosophical starting point for this research was critical realism that assumes the reality to exist regardless of human knowledge of it, but at the same time, the human knowledge of this reality is socially constructed (Easton, 2010). This means that the knowledge gained in the interviewees was socially constructed. Consequently, I, as a researcher, might have influenced the collection and interpretation of the data. In practice, this researcher bias might have affected, for example, the selection and framing of interviewee questions, the atmosphere and course of discussions in the interviews, the coding and analysis of data and finally, the interpretation and presentation of findings.

To avoid the impacts of researcher bias as much as possible, the issue was considered in every step of this research. The interviews were planned carefully, and the interview questions were formulated in advance to ensure they would not lead the interviewees in one way or another during the interview. I also pondered what kind of interviewer I am and how I could remain as neutral as possible. The interviews were recorded and transcribed to avoid any impact of my personal subjective experiences and memories on the collected data. The analysis of data was conducted carefully. I let the data to guide the process and consciously tried to let go of my personal opinions and expectations. The interpretation and presentation of findings are always

inevitably somewhat affected by the researcher, but in this study also those were based on a comprehensive understanding of current literature and academic mode of operation.

The second main limitation concerns the so-called interviewee bias. The findings of this research are based on the narratives of the interviewees. The themes that appeared in the interviews are only part of the experiences of interviewees that they choose to address in the interview that day. The experiences of individuals are also always subjective. To collect as genuine as possible information from the interviews, the anonymity of the interviewees was fully protected. Still, there could be several reasons why interviewees might have shaped their narratives, such as the desire to give a certain kind of image of oneself or remembering some experiences inaccurately.

According to Bajpai (2018), in addition to the subjectivity of the data collection and analysis, a common limitation of a case study is the difficulty in generalizing research results. However, the issue of subjective information is always present when conducting qualitative interviews from both perspectives of the researcher and the interviewees. Like Eriksson and Kovalainen (2008) point out, the objective of qualitative research is not to make generalizations but rather to examine different phenomena and individual experiences and try to understand what might affect those. Therefore, in my opinion, when studying a subjective experience, like well-being according to the definition used in this research is, it is justified to be interested in the subjective experiences of individuals instead of aiming for producing general information.

6.3 Suggestions for Further Research

Many interesting themes that could be researched further appeared in the findings of this research. Personally, I consider the findings that can be directly linked with the shift aspect of work as the most interesting ones. Also, as I justified at the very beginning of this paper, the well-being of shift workers deserves to be studied more. First, when comparing the literature review and findings of this research, a discrepancy between current literature on shift work in general and the findings of this research conducted in a more specific setting can be identified. Current literature on the effects shift work has on employee well-being considers mostly the negative effects shift work has found to have. However, the interviewees of this research described the shift aspect of their work also to have several positive effects on their well-being,

and their overall attitudes towards shift work varied from highly positive to quite negative. It could be further studied which matters affect these attitudes. Perhaps even some groupings on which personal aspects affect the attitudes individuals have towards shift work. Consequently, more information on what kind of people are the most suitable ones to do shift work could be provided.

Second, the finding on how the same interviewees who experienced frustration with the need for relatedness because of shift work also valued high having a close community at work to fulfill the need for relatedness there. The effects shift work has on family life have been studied before, and it has been shown that shift work is a predictor for a higher probability of conflicts between work and family that might affect the well-being of shift workers and their family members negatively (Eby et al., 2005; Thompson, 2009). However, the effects shift work has on other social relationships of customer service shift workers that appeared in this research has not been in the interest of researchers in the same way. Therefore, it might be interesting to study also other relationships of shift workers in addition to the family relationships, and explore more the found phenomenon of searching for the fulfillment of the need for relatedness at work when the frustration of relatedness is experienced in other areas of life.

Finally, the found frustration of the need for competence caused by the experienced undesirable free time passivity could in this study be connected with the shift aspect of work. It would be interesting to study further if this phenomenon of undesirable free time passivity can be directly linked with only customer service shift work or if it also appears among people who do other kind of shift work or work with regular hours. This frustration of the need for competence caused negative feelings, such as guilt and experience of failing, among the interviewees, and consequently decreased their well-being. Therefore, studying this topic more and finding solutions to prevent this frustration could be beneficial for many organizations and individuals.

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APPENDICES

Appendix 1. Interview Guide in English

About the interview:

1. The purpose and progress of the interview and research
2. Privacy statement and the rights of an interviewee
3. How I process the gathered data
4. Basic information form

Do you participate voluntarily in this interview and research?

Can this interview be recorded?

Theme 1: Work experience

1. What kind of shift work have you done and for how long?
2. If you have done some other work than shift work, what kind of work it was?
3. Describe the typical routines of you work week in detail. How does your everyday life work around different shifts?

Theme 2: Shift work

1. How do you feel about shift work? Does it suit you?
2. If you could choose between shift work and regular working hours what kind of work would you do? Why?
3. How do you experience combining work and other areas of life? (For example, friends, family, hobbies...).

Theme 3: Well-being

1. What do you think is well-being and what does it mean for you?
2. What do you consider to be the building blocks of well-being?
3. How do you experience your own well-being?
4. Which aspects in your life affect your well-being?
5. If you have experience on both, shift work and regular hours work, have you noticed some differences on your well-being between those times?

Finally:

1. Is there something you would like to add to something we have already discussed, or would you like to discuss something else?
2. Do you have any questions for me?