Work and the Volvo Way

An investigation of the psychosocial work environment

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I dedicate this dissertation to my beloved family, my girlfriend Therese and my two daughters Felicia and Saga, who have supported me during the entire time of this project. You have always been there for me although I have not had the time for you.

I love you deeply and I will make it up to you. That is a promise!

v

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Skövde, May 2006.
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Abstract

This dissertation is concerned with the issue of psychosocial work environment at a company in Sweden. The research was carried out at one of the departments where it felt that the area needed to be investigated. The research was made with the use of qualitative interviews and observations to get the knowledge of what people felt about their work situation. The study was limited to four areas of investigation, namely personal motivation, organisation and personal development, communication and leadership. These results should be compared to the company's own view of how things should be managed. Observations were made during an entire year and notes were taken throughout the period. Of the approximately 90 employees at the department, 20 were chosen to be interviewed by random selection. It was clearly shown, both by the observation and during the interviews, that there were many issues that were creating irritation and dissatisfaction. Furthermore, the outcome of the investigation also showed that there were some psychosocial work environment factors that were seen as quite good at the department. Although the negative factors seemed to be in domination people were not willing to quit the work, and chose to cope with bad environment. This is believed to indicate that there are some psychosocial work environment factors that are more important than others. The research also showed that there were discrepancies in the company's way of how work should be done, the Volvo Way, and how the employees perceived the situation at the department. The researcher finally gave some recommendations about possible directions for the future.

Keywords; Psychosocial work environment, Motivation, Organisation, Leadership, Attitudes, Work, Communication.

Table of contents

Table of figures

Introduction

In this chapter the subject of this dissertation is introduced. From a wide overall discussion about the society and work, the introduction works itself towards the background of the dissertation. The chapter also includes the purpose, objectives and research question of the dissertation. Furthermore, other aspects of the study and company are discussed.

Societal development and work

The development of our society during the last century has led to a change in the way people live and work. There is always a natural ongoing progress, but during the last fifty to sixty years it seems that this change grows faster every year. Thanks to new technology the progresses in many areas are at levels that that never could be expected just a few years ago. Andersson (2000) discusses the change in society and the revolution at workplaces. He describes that the society is constantly changing, which in turn affects both the society and work as the working life is connected to the life in the society.

The development from hunters and nomads to feudalism and thraldom, on to industrialism and today's globalisation and information technological development are naturally big changes, which creates different perspectives on the way we live and work. Although the changes did not occur over one night it is problems for people to adjust to new situations and it takes time (Theorell 2003).

This development is probably both good and bad, without taking any particular side, and lies in the humans' nature. "Survival of the fittest", as Carl von Linné expressed it. The industrial revolution has given the western world welfare, in varying degree, which comes wrapped in a materialistic package. Water and electricity in the house are common today and most young people in Sweden have not experienced real hunger as perhaps their great grandparents have done. Furthermore, Sweden has not experienced war since 1809 (Andersson 2000).

Today we are living in the so called post modern world, which gives us new conditions. In the near future there probably will be some new term for the society that we live in, which will respond to additional needs and demands. Long gone is the time where everybody had an employment. Today there is a greater workforce than the society demands, and the once well needed workforce is of no use. It is motivated to speak about the unemployed welfare state (Andersson 2000).

This society differs extremely much compared to the old norm-society and there are many interesting features. For example in the old society there was a close bond between people, whereas it today is a quite shallow. It is more important to follow trends and make an impression than it is to be oneself. People constantly have to perform without perhaps know why they do it. Casual relationships relieve each other and it is important to build on this shallow base. For many people this creates an empty space which needs to be filled in some way. Some people are searching for the meaning of life while others respond with resignation (Andersson 2000).

Looking at the working life there are as big upheaval as in the society, which of course goes hand in hand. As opposed to previous days where business competed in a local surrounding, they now have to think and act globally. This as a consequence of the decreasing distances, due to the development of technical solutions. Furthermore, to stay competitive in this global market companies has been forced to be more efficient, which has led to automation and other forms of cost reductions. As a result of these actions, how ever necessary they may be, there are less job opportunities for the people and many of the jobs that are available needs a high degree of competence and education. To respond to these new market conditions, new forms of employment have evolved. Employment on a permanent basis has been replaced with short-term employments and project employments to mention a few new approaches. These changes must naturally have an impact on the way people feel about their work.

Background

This dissertation idea has been developed during the time the researcher has worked at Volvo Powertrain in Skövde. The study is done at one department within the foundry. After spending almost two years at the workplace, there seems to be many worrying issues at the department. It seems like it is not fully functioning as it should, with respect to the interface between different levels of staff and tasks, which creates both irritation and resignation among the employees. Having a job must be seen as positive, but by creating a non stimulating environment it could result in negative feelings, which creates passive, unmotivated and effortless employees. The consequences for this kind of behaviour are quite obvious, looking at the competition in the world of today.

Looking at Volvo, the name gives a feeling of quality, safety and concern of the environment, which is also something that is clearly stated in their policy. This is something that naturally also should be a guiding principle with regard to their employees, that is a quality work which is safe and has a good working environment. Something that has been told is about the "foundry spirit", which meant that people that begun working at the foundry never wanted to quit.

During the researchers time at the company there have more or less constantly been comments about how things are handled at the department. Comments like "nothing surprises me anymore" and "they live in a fantasy world" are common, but also several other comments that are much harder expressed. Generally it can be said that it feels that there are many negative opinions at the referred department. Of course there are not only negative feelings about the department, there are also positive issues. However, there seem to be a resignation of many employees at the department. This must be a very frustrating situation to deal with every day and will eventually lead to complications with possible devastating effects, both for the employees and the company itself.

Looking at the organisation of the department it seems that it has become more hierarchical during the last year. It also has been subject to many changes during this time. Naturally it is important to be able to change, but it always affects the persons involved. The feelings are that these changes and the more hierarchical structure have made the organisation a little bit unstable with respect to the employees' feelings, although employees seem to cope with it.

The interest of motivation and health at companies and the interaction between people is something that always has been close at heart to the author, and a good psychosocial work environment at a company is believed to be one of the most important factors to achieve this. It is not unfair to say that the psychosocial work environment touches most areas in our work life, while physical factors can become a psychological problem as well as vice versa.

From the above discussion it seems like a huge problem to choose a starting point for this research. However, as Volvo is the company where the dissertation is to be carried out, it is wise to consider their point of interest. To find interesting parameters in the psychosocial work environment area, I found the study of The Volvo Way has been crucial.

The Volvo Way is produced internally by Volvo and gives information about company objectives and visions and not the least, how you as an employee or a leader should work and act. This is enormously interesting, since I have studied both the organisation and the publication during a long time, which has led up to many questions about the company and

the employees. From The Volvo Way areas of special interest are derived, which are of importance for both Volvo and the employees, and together with the raised question the foundation of the research is set.

The Volvo Way (2004) statements below are the base from which the areas are derived.

- **Energy, passion and respect** for the individual help us to achieve the Group's objectives, and to develop as individuals.
- **Energy**: By expanding more energy in each situation, we enhance our competitiveness. When achieving good results, we should be diligent in communicating this. Good results inspire and act as a renewable source of energy.
- **Passion**: Passion is a strong emotion, and yet this word best describes how it feels to be deeply committed. It evolves from feeling pleased and proud about being part of the company, its products and its support for our customers.
- **Respect for the individual**: Respect is fundamental for all relations. When we feel respected, we are empowered to assume responsibility for ourselves and our situation. Our personal capacity and self-esteem will grow and help us meet the high expectations that we face as employees.

  Respect for the individual involves giving people the information and feedback that they need, under both favourable and difficult conditions. It also involves actively listening to, learning from and supporting each other, working together and benefiting from each other's differences and experiences. There is strength in diversity.

- **Open dialogue**
- Through an open dialogue, all of us can contribute to improvements. Avenues for open, honest and active communication should be developed in all areas and at all workplaces.
- **Clear objectives**
- …This is a process in which everyone participates in setting objectives based on our knowledge and experience. This process should result in strong responsibility for achieving objectives and fulfilling commitments, and deeper understanding of how each of us can contribute to success.

- **Feedback and follow-up**
- Personal development dialogues have to occur between leaders and employees on a regular basis to clarify and reinforce objectives, and explore the need for individual competence development
- By delivering constructive feedback on performance, we can all contribute to the follow-ups and improvement efforts of our colleagues. It is particularly important to contribute with positive feedback. By encouraging each other, we generate new energy in the organisation and a willingness to learn and act.

- **Company spirit**
- Our belief is that every individual wants to and is able to change and improve performance. This is true, regardless of their work assignment or position.
- Company spirit means acting in the company's best interests. We are not victims of circumstances, but participants with the responsibility and courage to influence and

allow ourselves to be influenced. Active employee commitment develops us, both as individuals and professionals.

- **Teamwork**
- Cooperation means working openly and effectively together with others... ...are convinced that the total capability of a team is greater than the sum of the capabilities of its individuals.
- Teamwork also builds the self-confidence, support and recognition we all need. It is based on solid relations, cooperation, and working constructively toward a common business objective.

- **Leadership**
- Leaders are responsible for developing strategies and goals, for establishing business-oriented guidelines for work, and whenever possible, involving employees in the decision-making process.
- Leaders must earn the respect of their teams. ...by showing respect for individuals and a commitment to our team and company.
- Leaders initiate and encourage competence development, and ensure that employees have supportive environments in which to perform their work.
- Leadership requires active communication. That means listening, motivating and explaining decisions, and asking for feedback.
- It is part of the leader's responsibilities to handle conflicts within the group about decisions, objectives, tasks, and areas of responsibility.

The Volvo Way should, among other things, be used to create a customer focused, competitive and profitable company and furthermore, support the employees' personal development. The document also states that to be able to move from word to action it is required to quantify, measure and deliver (Volvo 2004).

The above statements from the Volvo Way have led to the investigation of the following four parameters from a psychosocial perspective:

- **Personal motivation**
What do the employees' feel their role at the department and in the company is? What contributions do they give and how are they treated by the department/company?

- **Communication**
How well are goals and purposes explained and communicated and what roles have the different employees' in this process? How well is the feedback at the department to the employees'?

- **Organisation and development of the individual**
How does the department function with respect to the personal work, development of personnel? Does the work offer any added values? What is the foundry spirit according to the employees'?

- **Leadership**
How well does the leadership at the department work and are they responsive for the employees' feelings and thoughts?

These areas will be investigated from the perspective of the production employees to give an understanding of how they perceive their work and things affecting the work.

Dissertation purpose

All in all there are five main purposes with this work:

1. Get a deeper understanding in how the employees experience their work situation by using a qualitative way of measuring.

2. Theorize the practice with the generated knowledge about the psychosocial work environment received from the employees, with the goal to generate an overall theory about the psychosocial work environment at the department.

3. Investigate how well the Volvo Way coincides with the employees' feelings about the psychosocial work environment according to the chosen parameters outlined.

4. Use previous knowledge from different sources of information by undertaking a literature review, and use the information to compare it with the results derived from interviews and observations in the dissertation and hence, discover points of similarities and distinctions.

5. Generate recommendations, from the experiences gained, of how to proceed with the future work towards a better psychosocial work environment at the department.

By carrying out this dissertation Volvo will get a receipt on how good the company is at the psychosocial work environment, compared to their goals in the Volvo Way. The research will enlighten the current situation at the department, and generate a document that can be the foundation for further work if necessary. The produced knowledge about the psychosocial work environment within the investigated areas also gives opportunities to optimise resources to less good areas to reach the wanted results according to the Volvo Way.

Research question

The following research question has been generated to be the foundation of this dissertation to lead the research in the right direction.

> How does the psychosocial work environment look at the department with respect to the outspoken parameters of personal motivation, organisation and personal development, communication and leadership, compared to the Volvo Way?

Limitations

The study investigates only one department at the company and can not be seen as an overall theory for other companies as it is dependent of several factors. The dissertation deals with a specific environment at a specific time and has no intentions of being an overall theory for every company or industry. However, the results and conclusions could be a guide to similar industries about their way of how things are being perceived. This study will focus on the mental part of the psychosocial work environment at the department and will not deal with the physical problems, other than if a physical area is of special importance for the mental area. Furthermore, the four parameters outlined will be the focus of the study. Areas outside these will not be considered for investigation.

Departmental structure

The department consists of approximately 90 employees, which are divided into four sub-departments. The official structure of the department is shown in the figure below.
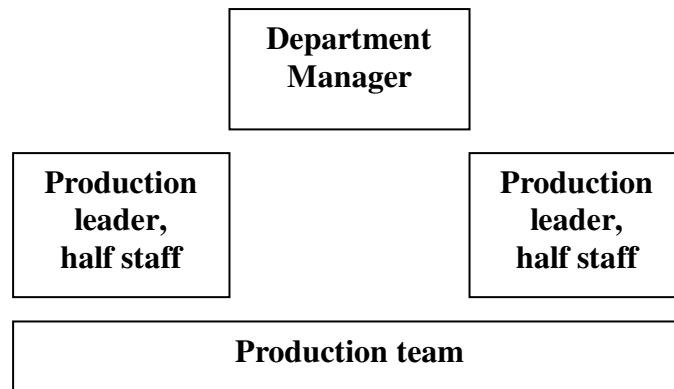
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                    ┌─────────────────────┐
                    │     Department      │
                    │      Manager        │
                    └─────────────────────┘
  ┌──────────────────┐                  ┌──────────────────┐
  │   Production     │                  │   Production     │
  │    leader,       │                  │    leader,       │
  │   half staff     │                  │   half staff     │
  └──────────────────┘                  └──────────────────┘
  ┌──────────────────────────────────────────────────────┐
  │                 Production team                       │
  └──────────────────────────────────────────────────────┘
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Figure 1. Official department structure of the investigated company.

This structure shows only the overall structure of the department. Within the production team there is also a number of different positions. These blue-collar positions can be divided into instructors/coordinators, line drivers and finally the workers on the "floor". The department is separated geographically in sub-groups, and has in its current form not existed more than about a year. At the moment there are three shifts. During day and evenings there are two two-shift group and one firm night. However, it varies between two- and three-shifts due to the production need. The over all task for the department is to produce various cast iron products, both for internal and external customers.

Dissertation structure

This dissertation is structured as showed in the figure at the next page. It starts with an introduction which explains the background to the study and also the study purpose and objectives with the research. The next part is the introductory theory, which is theory gathered within the area of the dissertation subject.

From the introductory theory the dissertation continues with a research method. This chapter contains information of how the dissertation is built up and how it is conducted, from overall design down to the smallest pieces.

The result chapter contains information about the results of the primary data that was collected during the study. It shows the results for both the interviews and the observation respectively. The step after the results is the discussion, where the researcher's thoughts are discussed together with the primary data and the theory gathered.

Finally the reader reaches the conclusion and recommendation chapter. In this chapter the researcher concludes the dissertation. The chapter deals with the objectives of the study and if they were reached. Other issues as future research and choice of method are also discussed among other things. Furthermore, recommendations for the company are made.
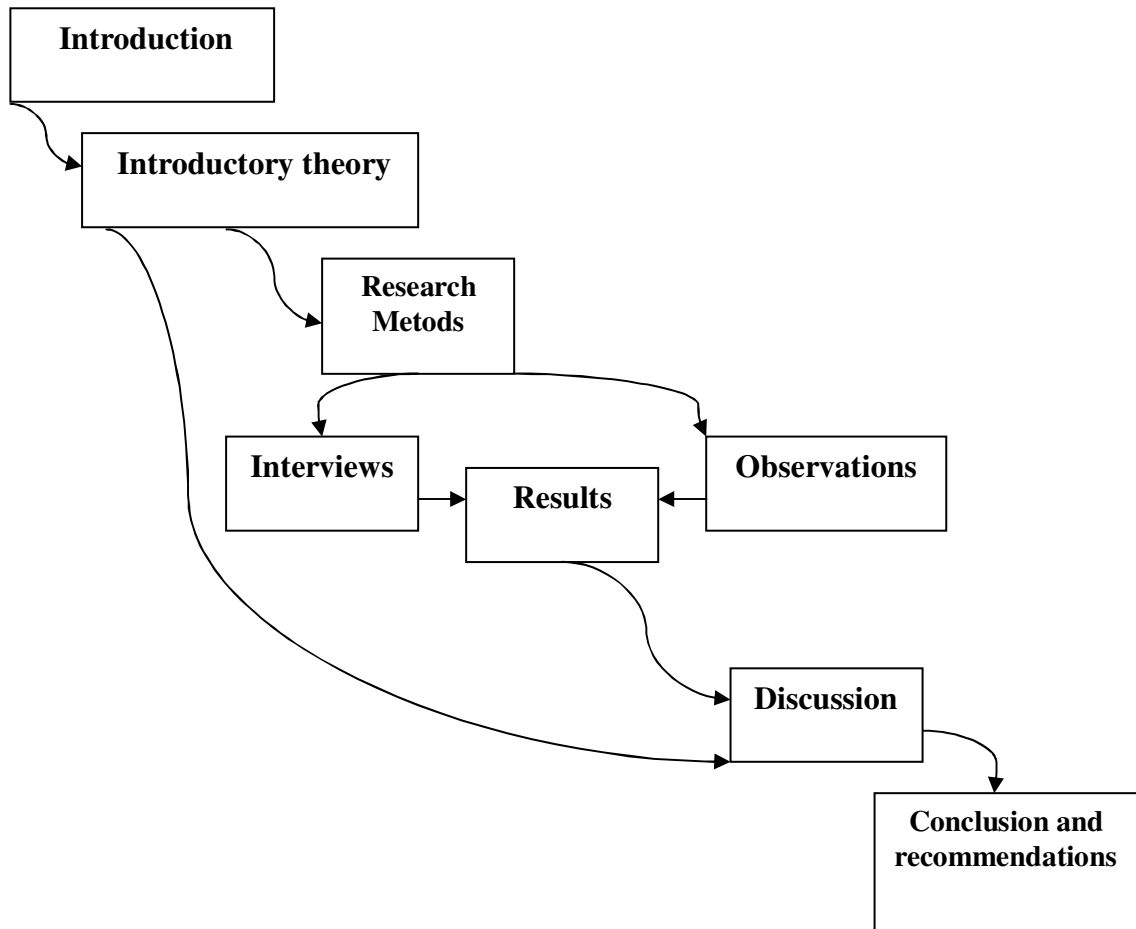
Figure 2. The structure of the dissertation.

Introductory theory

This part of the dissertation discusses theories around the chosen subject and is needed to get a better understanding of the problem. The author has made no effort to make an entire literature review, although this would be interesting, but only to find literature within the concerned areas of interest regarding the dissertation subject. As the subject lies between the borderlands of several areas, the literature presented covers several areas.

The changing work concept

As a consequence to the market changes there has also been a drastic change of the thoughts and actions of the workforce. The loyalty that once was within every worker towards the company has been reduced. People are more willing to change work today. Furthermore, there has been a shift in attitudes and values where less people try to please the companies and are afraid to do wrong. This is a result of people being free and provided with competence, capacity to act and demands (Andersson 2000). However, as an opposite of this there is a reduction in the amount of work opportunities that is affecting people in the other direction.

In Sweden there is a greater part of employed than self-employed people compared to other European countries. Andersson (2000) argues that the concept of work will become less defined in the future, due to the change in attitudes and values about work. There have to be new areas of knowledge mastered by everyone. Work and leisure is a concept that more and more crosses each other. We must ask if we live to work or work to live. Since people are working much should they not combine that with something that is of interest for them selves?

Today there is an increasing individualism which needs to be combined with an even more important cooperation. As humans of today are seen as autonomous, reflecting beings instead of care objects, it is important to be able to strive toward combining these factors. Employees want to control their own time as far as possible as well as their time at work. It is important to give the employees the tools to handle the work, in forms of education and development. Today the talk is about "model work place" (Andersson 2000) and "the good work" (Renborg & von Scheele 1996), which is the new type of workplaces and that provides freedom at work for the employees. Furthermore, these workplaces have typically flat organisations instead of the old hierarchical system. However, not everyone can have a piece of "the good work". Increased productivity and efficiency often leads to downsizing and the unqualified work tasks reduce and there are high demands for the remaining work. Especially the young generation want to have more influence and dictate their own work and dislikes authoritarian leadership (Andersson 2000).

The same discussion as Andersson has Renborg et al. (1996) when it comes to young people. The youths have different and higher demands of their future work. Many times these demands fit badly with the work offered. This new generation is brought up with a questioning and critical analysing mind, in which information must be located and then processed and valued. This is an opposite towards the old system where information was being fed to the people. This discrepancy fits badly and will definitely have an impact for companies in the future.

Psychosocial factors

Definitions

Health is by the World Health Organization (WHO) defined as a;

"…state of complete physical, mental and social well-being and not merely the absence of disease or infirmity" (WHO 2006).

One of the most common definitions of the psychosocial concept is;

"the interaction between the mental and the social factors" (Theorell 2003, p. 14)

This interaction goes in both directions. The psychosocial environment is all the actions that are taking place around us and affect us either socially or/and mentally. Renborg & von Scheele (1996) discuss the psychosocial work environment as the cooperation between the physical, psychological, organisational and social relationship at work. However, sometimes there is an idea that the psychosocial work environment is a special type of environment, but Renborg and von Scheele states that there is no such thing. The psychosocial work environment is a wide area of interactions and effects and something that is not always a hundred percent defined.

> "The psychosocial factors provide in this way not an isolated group of work environmental factors. Psychosocial factors in the work environment appear through the observation of the work environment through a psychological and sociological perspective. This perspective includes physical as well as organisational and social work environmental factors."

The statement above is a draft from the Swedish minister of labour in the pre-work to the 1978s Work Environment Act and it discusses the issues of psychosocial work environment (Renborg & von Scheele 1996, p. 13). With the above statement clear in mind it is important to include the psychosocial factors in work environment discussions.

Phenomenons that seem to have importance for health and wellbeing have been identified in the MOA-project (MOA-projektet 1998:8). This study shows that the social interaction between people at the workplace and the relations to colleagues are regarded as important, as well as the relationship to the management. Furthermore, a work that is regarded as meaningful is of great importance for the individual as well as getting positive feed-back.

Other factors that are seen as important are the mental and physical demands and where and when the work is performed. The possibility to recover during the work and to relax after work is also important. Naturally, the influence at work and the feeling of being important also matter for the employees. Changes in the organisational structure and work conditions seem to have impact on people's wellbeing (MOA-Projektet 1998:8).

Work Environment Act
The Work Environment Act of 1978 is a framework law that states general issues of work condition restrictions. This act focuses on physical, mental and social aspects of the work environment, although it is difficult to specify limits for the mental and social workloads (Renborg & von Scheele 1996, p. 28). Additional acts have followed during recent years and the following aspects of the mental and social work life are listed in the Swedish law as of special importance (Renborg & von Scheele 1996, p. 29);

- a meaningful work;
- a work with the possibility of variations;
- possibility to influence ones own work situation, e.g. when to do things and in which order, the amount of work etc.;
- the ability to make use of ones talents;

- the opportunity to continuous development;
- have a responsibility and make decisions;
- have an overview of ones own contribution to the final product;
- work is organised with respect to good communication and contacts between people and an open climate.

The reactions at work are dependent of many variables. The role of the team is important. The interests and ambitions within the organisation are of importance for the reactions, both the company's and the employees. Additional important factors are how the physical environment looks an, not the least, how the interpersonal environment works. These factors are dynamic and interact all the time (Belbin 1997).

Stress

Stress is something normal and a reaction to something that requires energy. However, too much stress is unhealthy and can cause health problems (Theorell 2003). Stress is not only a negative phenomenon, and many authors argue for the need of some stress to enhance competitiveness and perform better (see Renborg & von Scheele 1996, Loehr 1997). Often the view on negative stress is that there are too much things to do and too little time. However, another form of negative stress is the lack of stimulation. Humans need a certain amount of stimulation to be alert (Renborg & von Scheele 1996).

Same thing - different reaction

As a framework of the psychosocial work environment is built up, about the interactions between people within their work, it could be assumed that people react differently to the same environment. Renborg and von Scheele (1996) discusses the disc-jockey that can be exposed to very loud music without getting an impairment of hearing, while others should receive a permanent hearing disorder due to the sound. This is because the disc jockey likes the music and he chooses to play it. He perceives the sound as something good. Theorell (2003) uses a figure (see below) to describe the psychosocial interaction and its outcomes which are divided into three levels in an individual's work, the surrounding level, the individual level and the reactions.
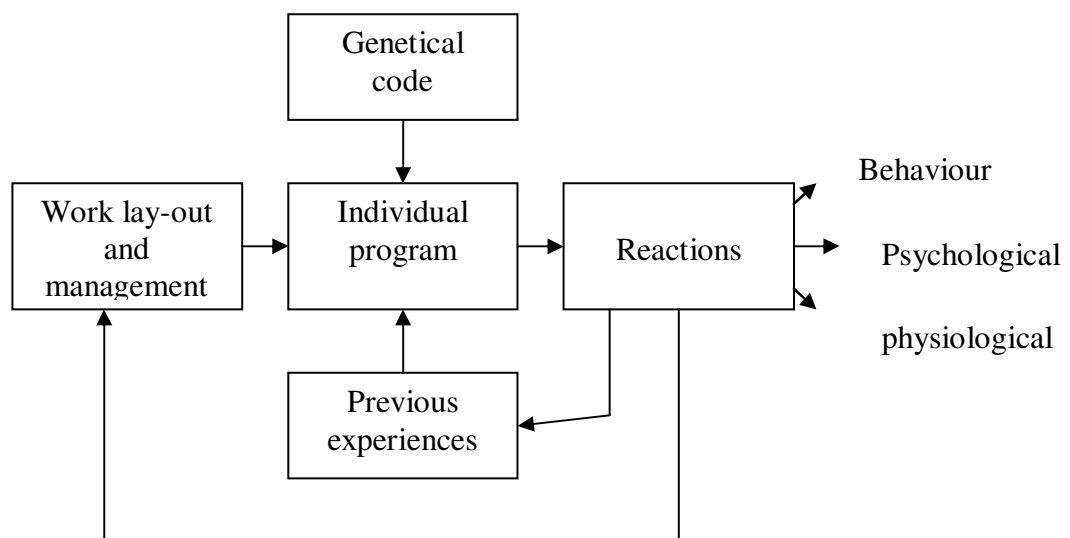

Figure 3. Surrounding and individual at work. Source: Theorell (2003, p.15)

The reactions of an individual depend naturally on the surrounding environment of the individual. This is the work that is performed, the management and co-workers and the tools used for work to take some examples. However, it is also important to look at the individual level. Theorell argues that the individual program is based on both a genetic code and previous experiences, which controls our reaction to a specific situation. Likewise, Tietjen and Myers (1998) discuss values that the individual has developed during his or her life time, as the frame of reference for actions and outcomes.

Within the area of psychology the concept of coping is the way in which an individual handles stress, which also lies in the area of our individual program discussed by Theorell. With respect to the psychosocial environment the locus of control is of importance. This is where the individual lays the possibility of dealing with a problem, and this can be internal or external. With an internal point of view the individual feels that there is a way by oneself to fix the problem. Furthermore, another important way of coping is if it is open or concealed, which is whether the individual have the ability to communicate the problem or if it is hidden. The latter aspect can hurt the social interaction (Theorell 2003).

Quality of working life

The quality of work issues has from the 1960s had two major theories, the neo-Marxist and the "liberal". Both theories share the view that quality of work is of great importance for both well being of the individual and in a broader social context. The former theory focuses on organizations and their development which affect individuals, whereas the latter is concerned with the subjective well being taken principally as job satisfaction (Gallie 2003). However, both approaches share different important factors that are of importance for well being at work, such as scope for initiative in carrying out the job, the variety of work, the opportunities for learning and the ability to be a part of the decision making (Gallie 2003). The fact that these issues have an impact on the work life is widely accepted in research (e.g. Herzberg et al. 1999, Vroom 1995), there is just the issue to what extent. The area of work life quality are close related to job satisfaction and motivation as the same parameters are used to describe both quality of work issues as job satisfaction factors (Vroom 1995, Gallie 2003).

Sweden is one of the countries, and also other Scandinavian countries, that took an early lead in the improvement of the quality of work life. Although the measures made there are distinctions between different people. People in less-skilled class positions are disadvantaged in quality of work life, compared to the ones in high-class positions. This is seen in work tasks, participation, career opportunities and employment stability (Gallie 2003).

The scale of an organisation also have implications for the quality of work, where large organisations had negative impact on the work tasks and participation but positive impact on the career opportunities and employment stability (Gallie 2003).

Crow and Hartman (1995) have a different perspective about the area of job satisfaction. They argue that there is too much focus on improving the satisfaction rather than reduce employee dissatisfaction, and that this work does not improve the productivity of companies. The job satisfaction of an employee is a result of multiple factors, of which many the company is unable to control. All in all the employees' must take responsibility for their own happiness. Furthermore, they address the issue of dissatisfaction as an area of importance, whereas there is a likely connection between dissatisfaction and performance. This is not the case for satisfaction and performance. This distinction is quite interesting, although it is a subtle

difference between the concepts. Reducing employee dissatisfaction should improve productivity and efficiency, while when people are frustrated or feel bad attention is absorbed with these issues.

How can work be a better place? Cacioppe (2000) writes about creating a spirit at work. Most people divide time into work time and play time. The work is a place where one has to go to be able to have play time. It is important to discover the meaning in what one does. Finding the roots of what one like and pursue this goal.

Work and motivation

Hierarchy of needs
What needs have human beings? It is a question of controversy. One of the most influential theories about human needs was formed by the psychologist Abraham Maslow (1954). He assumed that humans were driven by multiple needs and that they were divided into a hierarchy, as some needs are more fundamental than others. Maslow constructed five levels of needs, which were hierarchical. The lowest level needed to be fulfilled before the next need arose. The higher one reaches in the hierarchy the better psychological health.

1. Physiological needs: People need food, sleep and drink to survive.
2. Safety needs: To have order, security and predictability.
3. Love needs: To have affection, closeness and group belonging.
4. Esteem needs: To feel appreciated, have self-respect and a reputation.
5. Self-actualization needs: personal achievement and self-fulfilment.

The hierarchical levels are not unwavering and parents can, for example prioritize their children and a martyr could offer himself for a cause and thus, break the hierarchy (Bolman & Deal (1995, p.129). Furthermore, Bolman and Deal argue that although there is little empirical evidence of Maslows work, it has become generally accepted by many people, especially managers.

Theory X and theory Y
This theory uses Maslows hierarchy of needs and adds an additional parameter, an assumption that many managers have a perception that employees are lazy, passive, have no ambitions, prefer to get orders and be led and dislike change. This was theory X. The managers could deal with this in two ways, the hard and the soft. The hard way was with force, control, threats and punishment, while the soft way was trying to please everyone and avoid conflicts. The end result became the same, a self fulfilling prophecy, where the employees became as the managements perceived them to be. Theory Y was to organise the work in a manner where the employee could fulfil the needs through the rewards within the organisation. It this was not a possibility there remained just the option of theory X (Bolman & Deal 1995, p. 130-131).

Motivation to work
Herzberg et al. (1999) tried, in a study in the late fifties, to specify the attitudes of individual toward his or hers work and the cause and consequences of these attitudes. An employee's motivation to work is, according to Herzberg, best understood when that employee's attitude is understood. By asking the interviewees to recall one time when they had felt exceptionally good about their jobs and one time when they had felt particular bad about their work,

Herzberg et al. found that there were two set of factors, one caused good feelings within the worker and the other was present mainly when feelings of unhappiness or bad attitudes were evident. When the respondents had talked about good feelings the following factors appeared frequently:

- achievement;
- recognition;
- work itself;
- responsibility;
- advancement;
- possibility of growth.

The other set of factors appeared when the respondents were describing bad feelings about their work. These were:

- company policy and administration;
- supervision;
- salary;
- interpersonal relations;
- working conditions.

The former set of factors Herzberg et al. called motivators and the latter was called hygiene factors. Another word for motivators is intrinsic factors as they focus on the actual work itself. Similarly, the hygiene factors are called extrinsic factors as they focus on entities which are outside the workers actual work, e.g. relations to other employees. The gist of the theory is that people feel satisfied by the motivators (intrinsic factors) and dissatisfied by the hygienic factors (extrinsic factors). Satisfaction and dissatisfaction are not opposites, but are affected by different factors. Thus, a good hygienic environment are able to reduce dissatisfaction but will not in it self bring satisfaction.

The view of the importance of the intrinsic motivators is also supported by Savery (1996), who in a study concluded that these factors are of high importance to influence a person's job satisfaction and dissatisfaction.

Herzberg also concludes that there is some relationship between job attitudes and output of productivity (Herzberg et al. 1999, p 8), which is also supported by Savery & Luks (2001). However, although there are many suggestions of this relationship others claim that there is no relationship between these parameters (e.g. Dowling 1975 & Kahn 1960).

Attitudes and motivation is also dependant of the outer environment. The factors outside work affect people to think about their situation. Many people wonder why they are going to work and what they are going to do with their life. Work is for many people a must, not something that they look forward to. Naturally, a company that can produce the converted feelings within their employees would mean a lot for the outcome of results, but this is also a task the employees should do for themselves. All people need to identify what is important for them, finding their values and focus on them (Cacioppe 2000). Furthermore, he uses the term "holons", taken from Wilber, who describes it as "an entity which is itself a whole and simultaneously a part of some other whole" (Cacioppe 2000, p. 111).

Organisation

"A company is an organisation that coordinates labour, fixed capital, technology, information and knowledge to produce goods and service." (Nationalencyklopedin 20060217 Search word "company")

The above definition of a company is given by the Nationalencyklopedin dictionary. A company exists ultimately to produce goods and services and hence, generate a profit for its owners.

All organisations have ideas of how to act and behave in different situations. These ideas change over time and can both be enhanced and weakened. These codes act as a frame of reference for the organisation and the social construction within the company. This is similar to how societies and cultures are built up. However, accepting these rules means that selective interpretations have to be made. In this environment, with limited ways of perceiving the organisation, a concordance is easier to achieve. Organisations build up and break down common meanings to create a long going accordance along its members. This process demands a continuous work with enhancing the core values of the organisation and thus, achieving full support from the members (Alvesson 2002).

An organisation is constantly subjected to change. This depends on different circumstances, but is often connected to the world outside the company. There is a trend in the concept of how the organisation structures are built up at different periods of time (Rövik 2000).

Heide et al. (2005, p. 18) talks about how people generally look at organisations today and writes; "These days many people has changed to describe organisation as social systems that are hold together by a common culture. It is composed of among other things, norms, values and way of thinking, routines and rituals". The organisation can be looked upon as a structure which constantly alters and thus, always needs to adjust itself to be able to survive.

Alvesson (2002) discusses the information meeting within an organisation and is aligned with Heide et al. when looking at the organisation. Alvesson argues that the information meeting can be seen as an imprint of how the organisation works from what is seen at a meeting. A cultural organising can be seen at meetings, where the organisation is created and re-created in the minds of the organisational members and their subjective view of the organisation.

Objectives and means are communicated in the organisation, and in this lecture issues as hierarchy, unity and social order etc. are wowed in. Furthermore, communicating to the organisation members is a way of controlling the members and it leads them to see things the organisations way, if done properly (Alvesson 2002).

In order to create a spirit at work there is a need for the organisation to see beyond the surface of employees. The need for a holistic view is important; the organisation must see to the physical, emotional and spiritual well being of the employee (Cacioppe 2000). Decentralisation is a way of bringing more decisive right further down in the hierarchy in the organisation and to increase the involvement by all employees (Renborg & von Scheele 1996).

To promote productivity, there need to be cooperation. The work relationship and morale is also strengthening by a good cooperation within an organisation. With a good way of cooperate it is possible to fulfil both the individual needs and the ones of the organisation (Tjosvold 1984). This is pointed out in the article "Alcan workers don't want to be management" (2004). It states that by giving employees the responsibility for their work and to work as a team, instead of using a hierarchical leadership, it is possible to create a feeling of belongingness of the workers as well as better self-esteem. However many managers are unwilling to give up the control of the workers.

In organisations where people have influence on issues that directly affect them, there seems to be productivity benefits of the production staff. When the employees have no chance of affecting the decisions made there are no improvement in the productivity. Empowered people within an organisation seem to have more confidence in the organisation. Another reason could be that cooperation within the organisation gives the feeling of belongingness and hence, people are more willing to participate and make an effort (Savery & Luks 2001).

Different forms of organisations
There are not one but several type of organisations as well as there are many type of different cars. There is the bureaucratic school, scientific management, the administrative school, the human-relations movement and the socio-technical school (Renborg & von Scheele 1996). The following text will give a short description of some of these organisation types.

The bureaucratic school
The bureaucratic school is recognised by three keywords, power legitimacy and authority. The organisation has clear rules and instructions. There are clear limited areas of responsibility for the employees and the head at the office have authority. The structure is hierarchical and the employees are educated. The recourses of the organisation are free from outer control. Furthermore, decisions and regulations that affect the organisation are written. The organisation is considered as stable. Everybody knows what to do and what their responsibilities are. It tends to develop a territory-mindedness, and the creativity is usually quite low (Renborg & von Scheele 1996).

Scientific Management
This form of organisation is also called Taylorism, after the founder of the theory of Scientific Management, Fredrick Taylor. Taylor is seen as the father of the assembly line. The driving force of this theory is the salary, and the work should be divided into easy tasks. People should be specialised in one area. This applied also for leaders and a pyramid of command were seen as important. Processes should be automated as far as possible (Renborg & von Scheele 1996).

The Administrative school
This way of viewing the organisation is mostly used by larger organisations even today. It is a development against the functional leadership of Taylor. This way of thinking has been the driving force of the development of the line organisation. The idea that the worker only should have one leader was of importance. This form of organisation has been evolved to include more responsibility for the leaders (Renborg & von Scheele 1996).

Human relations movement
This way of thinking was introduced with the ideas that there are human factors that have influence for productivity. Several authors give the example of the illumination at a factory was altered to measure effects in productivity (Haslam 2004, Renborg & von Scheele 1996).

Renborg & von Scheele (1996) address five of the important theses of the human relations movement;

1. The productivity is also decided by social norms. It is usual that the norms in the work groups are more probable to affect the production results, than the management.
2. Rewards and punishments of a non-economic part are affecting the workers' behaviour, and thus reduce the salary as a driving force to perform at work.
3. The social acceptance in the work group is important.
4. The leadership is of great importance to affect group norms.
5. It is not of production interest to divide work into narrow tasks.

The socio-technical school
The socio-technical school focuses on a holistic view and is the dominating organisational theory of today. It concerns with the variation of work tasks and that there should be a possibility to learn new things. Additional thinking is that there should be a decisive right for the employee. The worker should be respected and be understood by the surroundings. Furthermore, the ability to see the work in a wider way is expressed and to be able to connect it to values of usefulness and (Renborg & von Scheele 1996).

Communication
Communication is one of the most dominating phenomenons in an organisation, and it is vital for the organisation to fully function. All members in an organisation are dependent of information, while it is a way to understand and accept the organisations objectives and to transform these objectives into actions. Information is power for the one that receives it and with the right information one can use the information in ways that optimize activities to coincide with the organisation. From an individual perspective, communication is also of great importance, as it is one of the corner stones in social relations. Furthermore it is a contributor to our way of understanding and perceiving the world (Heide et al. 2005).

The fact that communication is very important is generally known. There is however, often a problem with the issue of communication. In many organisations there are complaints about lack of information or that the information does not get through to those who need it (Alvesson 2002, Heide et al. 2005, Clampitt 1991).

Although communication is known to be important it is often a low priority issue. Heide et al. (2005) argues that it depends upon the fact that the leaders lack the proper knowledge in the art of communication. As most leaders come from backgrounds as technicians or economics, which is an area that do not often contain courses in communication, there will also be a gap in this issue regarding the leadership. In both public and private organisations there is a lot of internal recruitment, which leads to the same result.

In the hard and competitive business environment that prevails at the market today, and the constant demand for results, it can sometimes be hard to ask for resources that can not easily be measured. These so called "soft values" are often hard to estimate how well they contribute

to the result of the organisation. As communication is one of these areas where it is hard to calculate revenues of the investments made it is often easier not to deal with the problem (Heide et al. 2005).

Madison et al. (1980, p. 82) explain the view of Patchen, who argues of the dependency between the salience of issue for an individual. The amount of information that is given to an individual is related to how much that individual is perceived to be involved in the process or concerned. The salience of issue is very important for receiving information.

Leadership

There have been many attempts to define the concept of leadership during the years. The reason for this is probably because there are so many angles, in which leadership can be seen (Northouse 2001). A search of the word "leadership" in the Nationalencyklopedin dictionary gives a description of "someone that has a decisive position" (Nationalencyklopedin 2006, search word: "Leadership"). Furthermore, the second hit in the dictionary gives the explanation that there is a distinction between a leader and a manager in the sense that a leader is someone that is able to get people to follow, as opposed to a manager who is responsible for the results and task solving (Nationalencyklopedin 2006, search word: "Ledarskap"). Another distinction is between formal and informal leadership.

Although the word leadership is associated with a decisive position, a Swedish word close related to leadership is "ledning". It comes from the Old Swedish "ledhning" earlier than the 16th century and can be explained by the words protection or safe-conduct. The connection with power and a decisive position is a new interpretation that rose in the end of the 19th century (Sjöstrand 1999, p. 106).

Besides power another dimension of leadership has become evident during the last couple of decades. All leaders have, besides power, a continuous constructed interaction with people. This directs the focus away from the leaders and develops a context where several people are involved to create a frame, both the leader, followers and others. This way of thinking creates a context where the leadership becomes more a social phenomenon, rather than an individual one. The leadership is created by different constructions of interactions of people, which is more or less changeable. These constructions are both influenced historically and of the present (Sjöstrand 1999).

Leadership has in previous days often been looked on as a trait. "He is a born leader" someone says. The trait view is based on that that certain people have the abilities to become good leaders. Only people that have these special characteristics can become a leader. However, leadership can also be looked upon as a process. This enables people to evolve and learn to be leaders and hence, be available for everyone. Whereas the first view creates more of a leader follower situation the other generates an interaction between the involved parties (Northouse 2001).

A manager must try to be aware of the motivators that are important and seen as positive for the employees. Furthermore, the manager must try to decrease the ones that have a negative impact on the employees. By doing this, the manager is able to create a satisfied workforce, which will generate a positive impact for the company and at the department in general (Savery 1996).

Management has an important task in providing the right conditions for the employees. This must balance the need of the employee with the company needs. The right actions can help the employee finding more meaning in the work than money (Cacioppe 2000).

Thompson et al. (1994) discusses the management of people. They argue for the need of a balance in how employees are seen. Some managers see the need for a safe and comfortable working environment for the staff, while others only see the staff as a means of production.

Method

This chapter holds information about the participants of this study. It explains the design of the dissertation and the methods used, and what methods were available. The use of instruments for conducting and gathering primary data is discussed and issues of validity and reliability are talked about. Furthermore, the procedure for the dissertation is outlined thoroughly. These issues are important for external examiners, as they can critically view the choices made and methods used to conduct the study.

Participants

The participants in this study are all employed within the department that is being the subject for investigation. All the participants work within the production team at the department. There has been two ways of participating, the first indirectly by observations and second, by interviews.

The observations have been made during a relative long period of time, and have included several of the employees within the department. The interviews have been carried out during a relative short period of time with a random selection of employees at the department. The number of interviews has been chosen with regards to the reasoning of Kvale (1997, p.97), that is; interview as many people as you need to find out what you want to know. The researcher set a number of 20 interviews as a minimum, which in the end were the actual number of interviews.

The subjects that have been interviewed and observed are both male and female, with a domination of males, due to the composition of the workplace. The subjects vary in age between about 20 to 60 years. Furthermore, the interviews cover subjects with different types of employment and experience.

Design

The world of research literature often discusses and makes distinctions between quantitative and qualitative research. This can be seen in many research methods literature (Rudestam & Newton 1992, Denscombe 2001, Patel & Davidson 2003 etc.). A common distinction between the methods is that quantitative research is described as numeric whereas qualitative research is non-numeric (Denscombe 2001).

For this research a qualitative approach has been adapted, since the data collected consists of words. The research is of a nature where it is a necessity to have a holistic view. This situation is nothing that can be solved (only) by looking at statistics and making charts, it needs to be investigated on a deeper level. It is important to draw out the true feelings of people and get a deeper understanding of what they think. It is crucial to find peoples feelings about the special environment that they work and act in, which as a consequence makes it necessary to use qualitative technique as a way to achieve this. According to Rudestam and Newton (2001) it is useful to use a qualitative approach when peoples' feelings are being investigated, since it seeks a psychologically rich, in-depth understanding of the individual.

Since the question is open, there is no way of knowing in which direction the study will take until it is further explored, e.g. it is an inductive research. The outcomes can not be known in advance. It is also a naturalistic approach, where people are studied in their natural environment. These are the three reasons for choosing a qualitative approach.

By using a qualitative approach as a research method, three fundamental assumptions are made. First there is the holistic view, which means that the sum of all different factors is greater than its parts. As opposed to experimental paradigms, no isolation and control of variables is undertaken. Secondly, there is an inductive approach, which is the open mind approach towards the subject investigated. No pre-assumptions are made prior to the investigation with regard to inter-relationships between parameters. Third, there is a naturalistic inquiry that looking to understand the natural environment without affecting it (Rudestam & Newton 2001).

An additional reason for choosing a qualitative research approach is to give a balance to the many quantitative ways of measuring at the company, which are made today. This could probably help to expand the company's thinking about alternative research methods.

However, this way of working does not imply that the research is without previous knowledge. The researcher brings both ideas and conceptions about the area, which will colour the research (Patel & Davidson 2003).

The research is done with a phenomenology inquiry method perspective, since it suites the purpose well. The phenomenological inquiry sets out to explore and explain the feelings and meaning of human experience, it tries to get underneath the surface and explore the deeper levels of the human intentions and thoughts. The usual way of doing this is by interviews or longer conversations with people, where they discuss issues about special themes (Rudestam & Newton 2001).

In some aspects the research is also built on the grounded theory approach. The use of Grounded theory was first introduced in the late 60ies by two American sociologists, Glaser and Strauss as a reaction to grand theories. Grounded theory starts with empirical research and this leads on towards a local theory. This theory claims nothing more than to be valid for the unique case and with a local importance (Patel & Davidson 2003). This research focuses at the investigated department and has no intentions of building a theory valid for other companies or departments. However, it is not unrealistic to assume that the theory could, at least partially, be applied to other departments at the company and to other companies with similar work tasks.

In order to get the information needed to complete the study, two ways of gathering primary data were selected. These two methods are interviews and observations. Kvale (1997) discusses the issue of the conversation as research and he writes;

> "The conversation is a fundamental form of human interaction. People talk with each other – they ask and answer questions. Through conversation we get to know other people, get to know something about their experiences, feelings and hopes, and about the world in which they live."
>
> Direct translation from Swedish in Kvale (1997, p.13)

By the use of qualitative interviews the researcher wanted to find the experiences, feelings and hopes, expressed by Kvale.

The observations were used as a complement to the interviews. Observations are both a scientific way of retrieving information as well as a way to understand the surrounding world. Scientific observation must be structured, systematic and planned (Patel & Davidson 2003).

In this research the observations have been used to see how people behave and act in different situations relating to the study. It has been an ongoing process where notes have been taken continuously during one year's time.

Secondary data was gathered during the entire dissertation time. Parallel with other activities the secondary data was controlled by the current empirical issues that were dealt with.

Instruments

For retrieving primary data to this study two different instruments have been used. The first one is a semi-structured interview and the second one is the instrument of observation. The interviews were conducted face-to-face with one respondent at the time. The questions were asked in a semi-structured way which gave room for further investigation at each question. The interviews were conducted in Swedish due to the uncertainty of the English skills of the respondents. The interviews were recorded so that the interviewer could follow the interview in a good way, without loosing attention of the interview subject.

Interview design

The interview guide (see appendix 1) was constructed by the researcher with the objective to retrieve information about what the employees felt about the areas of investigation. The interview guide served the purpose of having the same frame of reference for all the interviewees and to ensure that the prerequisites were the same for everyone. Based on this every interview subject received the same information before the start of the interview and afterwards.

The interview design was semi-structured, with a quite extensive list of base question. Some questions were designed to be somewhat overlapping hence, giving the researcher possibility to compare if answers were altered during the interview due to different formulation of the questions. This gives the researcher freedom to pursue different directions dependent on the answer of the respondent.

Prior to the original interviews, two test interviews were made to ensure that the participants would be able to understand and answer the questions. Only a few alterations were made with respect to the first interview guide. The interviews were made in Swedish due to the uncertainty of the participants' knowledge in English.

The outcomes of the interviews are presented in the result part and in appendix II. It has been chosen by the researcher not to include the complete interview answers in the appendix to be sure that no one of the involved persons can be identified. This is done as it is a quite small department and the chances of identification of certain employees are considered as quite high. The result in the appendix is presented randomly. The participants answers have been mixed together to be sure of the anonymity. Furthermore, the opinions about specific people are not needed to understand the situation at the department and hence, names have been removed.

Observations

The observations were made continuously during one year's time and notes were taken about interesting things that happened. Patel & Davidson (2003, pp. 87) discusses the importance of observations when it comes to gather information of behaviours and happenings in their natural environment. They make a difference between structured and unstructured information. The former is used when there is a known and well defined problem whereas the latter is used in an explorative way to gain as much information as possible, and thus register everything.

With respect to the above the observations in this study can not be specified as either structured or unstructured, but lay somewhere in between. The observed people do not know

that they have been observed and have therefore been acting normal in each situation. The observer has sometimes been part of the observation and at other times just an observer.

Validity and reliability
Both the interviews and the observations have a quest to be objective. However, as the researcher is a part of the environment at the department and therefore affected by things that happen it can not be excluded that the researcher have had an impact in some ways. However, objectivity is a subjective concept according to Kvale (1997, p. 64), and the research should therefore be observed with this thought in mind.

The objectives have been not to intentionally alter the information collected to approve or disapprove any prior thoughts concerned to the researcher. Kvale (1997, p. 65) also discuss the concept of objectivity as inter-subjective unity. "The qualitative interview can reach objectivity in an arithmetical sense of inter-subjectivity." An interview can never precisely be duplicated, but by following the same procedures the outcome can be the same.

As the respondents during the interviews more or less have a relationship with the researcher this can affect the outcome of the results. Naturally, the relation can serve as both a positive injection, which make people are more honest. There is also the possibility that the results can be affected negatively, and people keep information for themselves.

The researcher leaves it to the reader to make up his or hers own mind about the validity and reliability of the results.

Procedure
This dissertation started with the search for a suitable topic that could be fascinating over a relative long period of time. The researcher became interested in the psychosocial work environment at the company he currently was working at. After finding this topic, the next thing addressed was a first search for literature. A thoroughly examination of the company's own written material of how to behave and act within the company were first made. From this examination the study purpose and background could be outlined, as well as the objectives of the study.

The next step was to find sources of literature, which were related with the chosen topic. This literature search showed that the subject was in the borderlands of several areas, and the literature found was within several different areas, all with some connection to the chosen subject.

Parallel with the literature research, the work with the research method was started. As the task involved the psychosocial work environment and the way that people felt about their situation at work it was early established to go with a qualitative research method, rather than a quantitative way. As the qualitative way of research focus more on feelings it felt as the best method to conduct the research. Here time was also used to discuss questions of reliability and validity, which is of great importance to give the study credibility.

The search for primary data was conducted in two ways, by observations and by qualitative interviews. The observations were made during approximately one year's time. It was conducted during work time by observing people that worked at the department. This was done in different situations and at different times and short notes were made afterwards. The

observations were not made during some special time, but when something interesting happened that affected an employee at work, the researcher registered it.

For the interviews the researcher constructed an interview-guide. The questions in the guide set out to cover the research area. To ensure that this was the case, a couple of test interviews were made and afterwards it was confirmed that the interview gave answers about the investigated area. Only a few alterations were made to the original guide. Each interview was set out to last between 45-60 minutes, which were held reasonably well. The choice of people who were going to be interviewed was made by random selection. From a list with all employees at the department, the researcher continuously chose each fourth name until the end of the list. This was made through a secret system of the researcher, so that no one can identify the employees just by selecting each fourth name. All the interviews were recorded for later analysis, and with the thought that the researcher could have full focus on the interviewee during the entire session. No information, more than the fact that people were going to be interviewed, were submitted prior to the interviews to reduce interpersonal talk about the interviews. All of the interviewees were informed about the ethics and purpose of the interviews, as outlined in the interview guide.

The information gained should not be able to identify with a special person. During this process one person chose not to participate in the study. Further problems with the participants were that three subjects were unable to attend. This meant that from the original 22 interview subjects, only 18 were able or willing to attend. As a compromise the test interviews were added to the data as these interviews was seen as quite equal to the original ones. This gave a number of 20 interview subjects, which the researcher considered as enough.

All the primary data was analysed by the researcher according to the areas that were investigated. These areas were;

- motivation;
- organisation and personal development;
- communication and;
- leadership.

The interviews and observations were analysed separately. With the work of analysing of the interviews the data were put in the most suitable category of those listed above. The same procedure was used for the observations. Many of the categories overlapped each other and the different categories sometimes seemed to be dependent of one another.

The next step in the dissertation was the discussion which combined the researcher's reflections and thoughts about the gathered primary and secondary data, i.e. the interviews, observations and theory. Here the literature became more dominant again after playing a more passive role during the previous work. The primary data were integrated with the secondary, with the researcher as an active force.

Finally in the last part of the dissertation the conclusions and recommendations were outlined. In this part the researcher investigate if the objectives were obtained and made recommendations based on the derived information.

Results

The results presented in this chapter derive from two types of investigations, which are observations and interviews. The observations are made during almost a year, whereas the interviews are made within a short period of time. Both of the results are presented with an ongoing text instead of using fragments from observations and interviews. The observation and the interviews are divided, respectively, into four categories which were investigated, namely; personal motivation; organisation and personal development; communication and leadership. In the interview section each of the above stated areas includes some of the statements made during the interviews.

Observations

Personal motivation
Several times the researcher have seen people disappear when tasks are about to be done. They have appeared just in time to see the completion of the task.

There are often a few persons that work during cleaning time, and other people stand beside and observe the ones working.

Lack of interest in the task performed. Employees do nothing more than the absolutely necessary.

High interest in the tasks performed. Subject tries to find faults.

People have a twenty minutes break, takes thirty minutes.

Employees with higher position at the department generally take more responsibility than employees at lower positions. They do not always work more.

The organisation inhibits change. It is hard for employees to evolve within the organisation. As a consequence of this poor attitudes have been observed.

"I do not care" is a common expression.

The organisation is hierarchical, both formal and informal.

There is a low involvement in decisions concerning the department and things that affect the employees. The influence decreases with position.

There is low trust in the department from many employees.

Employees make efforts and put up for the organisation.

There are unclear signals from the organisation. Total Productive Maintenance (TPM) is a clear example.

Employees are being treated as a cost rather than an asset by managers. Other times the importance of the employees is expressed.

The work tasks are considered boring and employees at low positions experience a low level of responsibility.

There is generally a low amount of initiative at the department within the employees at low positions. There is a "lazy" attitude. Many employees have to be told what to do.

Some employees shout a lot, others are silent

Changes are generally accepted quickly by the employees.

There is a low chance for advancement within the department for most employees.

Employees at low positions regard the work tasks as quite easy and require no or very little thinking. Employees at higher positions have more challenging tasks.

There work consists of repetitive tasks and is seen as monotonous. Rotation helps to reduce these feelings. Employees are bound to many work stations.

Most employees are fairly satisfied with the salary.

A part of the work force are feeling used.

Organisation and personal development
It has been observed that the organisation is considered as slow and that it is hard to get things to happen.

There are too many manager positions within the department.

There is old fashion thinking at the department. Things should be as they always have been in some cases whereas it in other aspects is suitable to adjust to new thinking.

The hierarchy structure is obvious and has been increased over time. This goes both for the formal hierarchy and the informal.

People at the company have different value. Depending on position the need shifts.

Positions are obtained on other qualifications than knowledge and experience.

Things are not followed through. There is distrust in the organisation. Decisions are made over-head of the production personal.

Information is kept in the dark, or is not communicated to everybody.

Changes occur frequently. There is short term thinking within the department. Things are not entirely thought through.

There is a very poor work environment at some work stations within the department.

The organisation is built up to hinder rather than to enhance personal development.

A poor use of the employees is apparent at the department.

There is a good unity within the shifts. Between the shifts this unity is absent and also between different geographical positions. An invisible wall is also observed between groups of different positions.

There are good resources for the employees outside the work.

Communication

The communication is generally bad at the department. Many times the lack of communication makes people irritated.

There is a lack of structure of how and when to communicate important issues and often it becomes a scattered activity. Not all people receive information.

Information is sometimes given with a blame-attitude towards the employees.

It is quite usual with backbiting. This often happens between the shifts and towards the managers. Seldom, but sometimes, it is also personal.

It is communicated that the employees within production are important to the company, but no actions are made to support this.

There is a carefulness of some employees when it comes to express openly. Others express freely.

It is hard to get information through, from the bottom to the top. The information often stops along the communication chain. This issue creates disturbance and irritation among the involved parties.

A general lack of feed-back is evident, both production information and about personal situation.

There is a difference of how the employees apprehend the information given. Some are positive, while others are negative.

Leadership

There is generally a low trust in the departmental leadership of the production staff.

The leadership is unclear and the different manager positions are being questioned. Employees feel that there are too many managers and leaders.

An outspoken issue is of the managers' genuine interest in the department. They are not around and talk with the production staff. Furthermore, some of the managers do not even bother to say hello to the staff.

There is often a problem to get in touch with the leaders according to many employees.

Some employees have expressed that there is a lack of encouragement of the leaders for the staff. The rates per hour are the only important issue for the managers. The wellbeing of the staff is a low priority for the managers'. Cost must be cut at the expenses of staff.

The managers do not concern about all employees feelings. Some persons are more important than others, and others are completely ignored.

New leadership is seen as a possibility to improve the organisation in the future. Still not there and it is going to take quite a long time according to employees.

Employees think that there is a low knowledge within the leadership-circle about the production, and things needed.

Some employees express that the feeling that leaders are interested in what is said sometimes feel like a façade, and not as they really care.

The leaders lack the ability to create a good workplace and good work conditions. They are puppies in a chain of command and do not stand up for the department.

Interviews

Personal motivation

"It does not feel like our efforts are worth that much… The motivation declines when you do not get any response. This is also evident in the work performance."

"When I think of Volvo I think of monotonous work. …now I have not got any feelings than the economy"

"The work means a lot, both socially and economically. The people I work with here are great and we have a good spirit in the group."

"I give 100 % when I am here. My motivation is better now."

The above statements come from different interviews that have been carried out. These statements speak for themselves, and it also gives a picture of the different thoughts about the motivation that people at the department have. It can be seen that the level of motivation differs between the employees.

Many people say that they are unmotivated, that the work is unstimulating and that it gets boring over time. It is just a work, nothing more and when the work day is over you stop thinking about the work. Although this attitude most employees feel that they have a responsibility for the work they conduct and can not do less than what are expected of them. However, many of the interviewees are often saying that you do the things that are expected from you, but nothing more.

Other employees say that they are highly motivated. This motivation comes from having interesting tasks and a good chance to develop within the position. Responsibility is also an important factor when it comes to motivation.

However, having a work is of importance to all of the interviewees. There are a lot of reasons to this, such as it is hard to get a job these days since there are not that many on the market, people start to get older, and that having a work makes people feel good about them selves etc.

When the question what drives people at work is asked, all people answer the salary and the social relations at work. Pay is an important factor of motivation. However, it is not of crucial importance to everyone. There are only a few interviewees that go beyond these answers. These people have mentioned the issue of production and produce goods of good quality.

Additionally, be here to do a good work is not stated by more than a few interviewees, but when asked of how well employees perform in their work, everyone states that they are very good at what they are doing.

The lack of mental stimulation seems to be evident in some cases whereas it is a more stimulating environment for others. As one of the more stimulated interviewee put it "The way of seeing things changes when you develop within the company. You get more knowledge and can do more good." As an opposite of the former statement another interviewee reflected about the company, "They do not want the people to develop, but just stay at their positions."

The environment is perceived by most interviewees, in lower positions, as never or almost never stressful.

Other motivational issues are the feeling that the efforts one make does not matter that much for the company. A feeling that the company does not care for the people in the organisation is also evident in many cases. There is a low mental challenge for many of the interviewees.

When it comes to having all the requirements to fulfil the work there is a mixture of answers. Some think that there are very good requirements whereas some think that they are poor and then there are some in between those boundaries. The different reasons for these sometimes poor conditions are more or less responsible for affecting the motivation.

It is interesting to see the amount of variation in the degree of motivation of the work force. It seems that many of the things that affect motivation are derived from issues that concern the organisation of the company. This makes people feel, in various degrees, passive and resigned. All of the interviewees have expressed that there constantly are issues that affects them negative due to this. Examples of these issues are the leadership, organisation and communication.

Generally people give the feeling that they like their work, with some exceptions. It would seem that this is an attitude for having a fairly good motivation. This feeling is common for all interviewees, independent of position. However, the importance of position for motivation can be seen in the interviews. The employees that have a "higher" position within the company, more often talk about their motivation.

Organisation and personal development

"It is hard to know who is making the decisions."

"All employees are working towards the same objectives, which can be hard to believe sometimes."

"In the beginning one almost had to be ashamed if one worked too much."

"Instead of reducing the leadership they have increased the hierarchy."

"The organisation only looks at the production, not the individual."

When asking about the organisation at the department, everybody has an opinion. Interviewees talk about poor structure, confused organisation and disorder to name a few. Several interviewees express the feeling that it is hard to know who makes the decisions.

Many of the interview subjects are talking about unclear roles and how this is a source of irritation. Since there are quite many unclear roles it takes time to get things done. In the interviews it is stated by many that things take time to carry out, because it has to pass through several channels.

Another issue that has been expressed is the level of hierarchy. It is expressed to have increased over time. Although the cost for the apartment is too high, according to the managers', new leaders are employed, and the employees at the "floor" decreased. The expressed feelings are that it could be of more use to get more production personal. The lack of understanding for this situation is obvious and people feel somewhat upset.

The cooperation at the department is expressed at very good of everybody when looking at the teamwork one do within the shifts. As one employee puts it; "The ones who work together stand by each other. When there is a problem you change with each other."

On the other hand it is evident that the cooperation between shifts and different areas within the department does not collaborate that well. This is the opinion of most employees, and several issues have been mentioned. The geographical distance between shifts is often brought up. Furthermore, blame attitudes towards persons outside ones own shift is evident. It seems that people think that the own shift is the best.

The constantly ongoing changes in the organisation are expressed by a few as hard, since it is handled in a bad way. Some believe that it is a result of the old way of thinking at the department. It should be possible to have a better long term planning.

Another cleavage is between the people at the "floor" and the ones a little higher up, the lines-driver. Although there is a relationship between the two groups, employees regard it like there are an invisible wall between them. This is evident when speaking to both groups. Some of the "floor" staff looks at it as it is another level of hierarchy. The people in higher positions have another perspective, which is that their work is more important. It seems like the former group is most affected negatively by this thinking.

One thing that has been brought up by many is that it is hard to get things done and that it is hard to get people to listen. This phenomenon varies with position. The higher up in the hierarchy the easier to make one self heard. However it is still hard to get things carried out. Lack of influence is a feeling that many people carries with them and this is also something that reduces with position in the hierarchy.

An important issue is that of the organisations efficiency. Many people mention that it feels like it is an inefficient organisation. There are several meanings and opinions about this. The most common outspoken issues are the lack of education, the unclear roles for some people and the size of the company.

The issue of that the personal development is poor at the department is a continuous mentioned fact. However, some point towards that there are great possibilities to develop at

the company, but within the department it is harder. One interviewee said; "They have an old way of seeing things here. They do not want people to develop, but just know their place." Several people share that view although it is said indirectly.

It is mentioned that the level of knowledge is poor at the department, and it is related to the above stated issue. This low level is related to the efficiency. They do not make use of the work force in a positive way. Furthermore, it is hard to make good use of all employees as the company has a bad way of handling the staff. Many people of the department's workforce have been employed with "limited time" conditions, which hinder the development of the individual. This is also an impediment for the rest of the workforce as they can not make full use of that employee.

The issue of unclear roles deserves a special section. Many of the interviewees have addressed this as a big problem, as it makes them irritated. As the roles are unclear it seems that some persons at the department do not know what their task is, and therefore do not do anything of use as it is explained from some perspectives.

Many people in the organisation say that they have given up trying to influence and improve things at the department. They get no response and do not bother to do anything but the least possible that is being expected from them. As one person expressed it; "…if you do more than you are supposed to, you get nothing extra for it. Then you do not do more."

The opinion that the machinery is in a poor condition is also a fact that have a big impact for the employees as they often feel that they are the ones in blame when it stops.

There are only a couple of people that are sure of what the "foundry spirit" is. Interviewees have either no idea or make guesses. Only two employees answer that it still exists at the department.

Communication

"The information sucks! There is no control over who is receiving the information."

"Information comes in a roundabout way, which is very bad."

"The information is often hush-hush and kept in the dark."

"It is important to inform about things that affect directly"

When communication is discussed during the interviews there is a general conception that information is very important. Most interview subjects seem to be unanimous in the way in which the department communicates, that is to say bad. There is also the feeling that it has become worse over time.

There are several factors of why the communication is classified as bad. Some argue that the information does not reach out to everyone. Another problem is that it is communicated too late. An additional problem with the communication is the way information is communicated.

Often when/if information is given it is communicated in a bad way. One interviewee tells the story of when information was given that the employees at the department cost too much money, and that the department "bleeds money". The person continues to explain how this felt bad and later received new information; "then you hear that it is not because of us but dependent of other circumstances". This feels annoying, the person argues.
Several of the interview persons declare that different people can give diverse information about the same thing. This is experienced as awkward and it is hard to know who to trust and what really is the truth. It creates more work for everybody and furthermore, generates irritation and a reduction of production in some cases.

Someone describe the feeling of the departmental communication as if the staff only was seen as a cost and not an asset. This way of viewing the staff creates both low morale and irritation according to the employees. Some interviewees responded that they had get used with it and paid no attention to it.

Much of the information at the department is described as hush-hush. Information is treated as top secret material and is not communicated if it can be avoided. This is the case with regard to information that is sensitive and affects the workers directly.

Again it is a relatively high accordance in the fact that the higher position in hierarchy the more information you get. There are a couple of interviewees that disagree with this, but overall it seems to be the case. This could be the result of the closer contact with people that make decisions, is one of the views. Another idea is that the people low in the hierarchy is not that in need of information that fast.

One person put it like this; "Information is probably something they have not worked with before". It is interesting to notice that some people think that it is very important to receive proper information, however not all information is useful.

The communication focus should be on issues that help us improve production and procedures, and not just theoretical figures and calculations. More practical information of what is done wrong would be nice.

Feed-back is something that seldom is given. This feeling is present with almost everybody the production staff. Once again the interviews give a picture that "higher" production staff gets better feed-back than the ones that are lower in the hierarchy. The feed-back is poor both regarding performance and other information, for example when something is asked about. Receiving positive reactions from someone creates a feeling of being proud, needed and that you have a worth.

Another issue with the communication is that some people have a feeling that they have to think about what they are saying because of reprimands. Additional important but ominous signs are the feeling that people have stopped caring.

The communication within the different shifts is felt like good, although it is not much said about work issues. However, between the shifts and different areas of the department the communication is experienced as worse. This is not seen as a problem.

Leadership

"No good examples (the leaders) as they do not feel inspired."

"What leadership…I have no faith in the departmental head. He thinks the stopping limit for visitors apply for him as well."

"Too many managers and they have trouble to unite."

"The managers do not work for me. They do not work that much with and for the staff."

"They (the managers) seldom explain decisions in a satisfying way."

The above statements show what some interview persons think about the leadership at the department. The leadership definition varies between different interviewees to the departmental head to instructors, and "the leader" spoken of is one of the leaders in the hierarchy of leadership.

Many people are dissatisfied with the leadership within the department. Some of the interviewed persons speak of distance between worker and leader. It is argued that the leadership has become worse than before, since people that are not motivated and interested gets the positions. There are also some people that explain that some of the leaders actually seem to have potential and that they seem to care. This is seen as good role play by others.

One apprehension is that with a higher position within the department the leaders care more for you. One person expressed this by saying; "When I worked on the "floor" it was a lot worse, they (the leaders) did not care that much. It is a frame that you can not get out of." Others mention that they do not feel appreciation from the leaders for what they do.

Some of the leaders prefer some staff in front of others, and put out more for these people. The fourth statement above says a lot of how people feel. Many people feel that the leaders just think of the production and forget the people. The feeling is that they do not support the staff. One other interviewee points out that they are new, and are easily scared by people above them. Additionally, they probably do what they can for the workers.

Others say that they think that the leaders have difficulties to cope with the role as a leader. The interviewees show almost total unity in the apprehension that the leaders do not try to help taking part of building a good workplace and good working conditions. There is a lack of spirit from the leaders.

The leader's conflict management is seen as poor according to some people whereas others have no experience from it.

Another irritating issue is that some leaders never visit the workplace, and if they accidentally should pass they never say hello.

Some of the leader roles are unclear and this is confusing to both the staff and the leader itself. "Some of the leaders can not answer what their tasks are…" was one reflection during the interviews. This is hard to accept as the other staff feels that they are undermanned.

Discussion

In this chapter the author's reflections and thoughts are discussed. The chapter deals with the obtained result from interviews, observations and theory. The chapter relates the outcome of both the qualitative interviews and the observations with theory, woven together by the researchers thoughts.

The different areas of investigation

The study set out to look at the psychosocial environment at the department. The areas were limited to four, namely personal motivation, organisation and personal development, communication and leadership. Each of the area will be dealt with respectively in the above order. In the end of the chapter a holistic view will summarize the findings.

Personal motivation

It seems like there is just a small group that is highly motivated at the department. This can be seen in both the observations and the interviews. Many people in the organisation regard their effort as good, but it seems like not many people do anything more than what is expected from them. The ones with higher or better motivation can be connected with those people that have a higher position within the production team. This aligns with Renberg & von Scheele (1996), who argues that people are affected in their work of how one is perceived.

However, as the researcher have found a general low level of motivation among the staff there is reason to believe that there are more things that are unsatisfied by the workers. This will be shown further in this discussion. However, although the level of motivation is quite low it does not seem to affect production that much. This is probably due to the built in work morale of the workers.

The organisation at the department constantly changes and this is how things work according to Alvesson (2002). The structure of the organisation seems to inhibit change, which is a fact that has been pointed out in interviews and also been observed. People have a very little chance of evolving at the work place and this is also an issue that affects motivation. The researcher has lost count on the number of occasions where employees have used the words "I do not care", which is a statement that gives a clear standpoint of the attitudes. One of the interviewee said that this is the way it should be. "People must have something to complain about, otherwise it is not right". The researcher finds this way of thinking both wrong and right. People must complain to get things to happen, but not complain just for the sake of it. When nothing happens when complaining, in the end the statement becomes a reality.

The work is also seen as static, monotonous and boring for most workers. Furthermore, there is an outspoken feeling of being treated more of a cost than an asset to the company. These are also issues that affect motivation negatively. Some of the important issues of The Work Environment Act are pointed out by Renborg & von Scheele (1996), such as having a meaningful work with a possibility of variations, have the opportunity to continuous development and have responsibility etc. These factors do not seem to appear among the workers very often. The researcher believes that due to this organisation of the work it is hard to gain real attention from the workers and hence, good motivation is hard to achieve.

Another interesting fact is that people regard the organisation as hierarchical, both in a formal and informal way. The people with low positions in the organisation feel that there is an extensive hierarchy, which is hard to understand. Furthermore, an informal hierarchy is present between the production people at different positions. There is a perception that some workers are more important than others.

Herzberg et al. (1999) has investigated what motivates people and speak of intrinsic factors as a means for motivation. He mentions achievement, recognition, work itself, responsibility, advancement and possibility of growth as people have good feelings about their work. With

this in mind it is interesting to see that these words are seldom expressed positive in the interviews. The issue of responsibility has been commented often in the interviews and also been noticed during the observations. The employees with a low position within the department speak of the lack of responsibility. Although it does not seem as a problem for some, it is a problem for others. It seems to create a poor level of motivation among the concerned staff. It has been observed that employees at higher positions at the department are more engaged.

Another issue concerned with the above is that attitudes transmit and affect other people. As attitudes have an impact on productivity (Savery & Luks 2001), it is negative for the company. Crow and Hartman (1995) have the opinion that dissatisfaction affects work. The researcher agrees with the above and thinks that it is an important issue. To increase the attitudes and motivational behaviours, the things that create dissatisfaction at work places must be removed as far as possible.
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Furthermore, activities are continuously started, but never followed through. Often it depends on changed requirements for the production. None the less it affects the employees' way of perceiving the department and the company. These unclear signals from the company's side affects motivation since things that are important one day can be ignored the next. An example hereof is the Total Production Maintenance (TPM), which was introduced and then neglected. Alvesson (2002) states that objective and means are communicated in the organisation. How can employees take this serious and with a large amount of engagement and motivation when the organisation does not?

Attitudes at the work place are "lazy". It is something that is built into the organisation and it rubs off on new employees. In many cases people do not do anything before they are told to. Own initiative is quite low due to attitudes within the department. This varies, dependent on who is the leader, but the observation is that the department wants sheep that follow. An example of this is when notes were printed and told each person where to clean during a stop. This is probably a psychosocial phenomenon as the employees do as other team members (Belbin 1997). To improve attitudes it is needed for some people to change. One interview gave an interesting picture of this phenomenon, when it was stated that the person felt ashamed for working to much.

Sometime people object toward issues that affect them negatively. However, mostly it is quickly accepted and the mass remains silent. This phenomenon is more common low in the hierarchy, which is also stated in the literature (see Renborg & von Scheele 1996). This is referred to as the silent crowd.

There is a low probability for advancement at the workplace. Only a few chosen ones are able to proceed within the department and get more interesting and developing work. This limits the enthusiasm to work hard. This would, according to the literature, affect the motivation (see Herzberg 1999, Maslow 1954).

The work tasks for the people at the "floor" are regarded as quite easy and they require very little or no thinking. Hence, they give very low stimulation. It has been observed that this is seen as both positive and negative. There are low levels of stress. For production staff higher in the hierarchy, it seems like stress is more apparent. High stress is unhealthy (Theorell 2003) as well as too little stimulation.

Depending of different work places there is a different degree of the freedom of work-feeling. People tend to feel quite bound at some stations. Rotation seems to help reducing these feelings a little bit. Again this goes for the employees in the lowest positions. The ones higher positions have a more free work, although sometimes also bound they feel that they get more mental stimulation. The MOA-project (1998:8) identifies the importance of being able to decide where and when to do the work for the wellbeing.

The salary is considered to be fairly good, although everybody feel that they should have a higher salary. This is an issue that seems to be the same no matter of position within the department. The researcher can not see that this creates high motivation among the employees, and this is also conformed to Herzberg's (1999) theory as salary serves as an extrinsic factor, with bad feelings.

Generally people tend to like their work, and therefore would have a high motivation. However, the researcher concludes that this is dependant of other factors. Anderson (2000) talks about the decreasing amount of work available for people and that the perception of work and society has changed. This could be one of the reasons. Another reason is confirmed by the interviews, that people like the social interaction at the work place. This is generally expressed, and from an observational point of view it seems to be true.

The researcher agrees with Cacioppe (2000) about the need for the individual to create good attitudes and motivation. It is necessary to know ones own important values, and pursue them, to be able to have a good motivation. However, with this said, the companies must try to create better conditions for the employees. By doing this they trigger the positive attitudes at the company.

Organisation and personal development

From the observations it has been showed that people are irritated and upset with the organization. This is also something that is expressed in the interviews. Many people talk about a poor structure that is slow and hard to work within and hard to get things done. Others use the word confused to describe the situation, as the roles are felt to be unclear and that too many people have a say in every thing. This creates frustration among the workers as they can not do their work properly.

The organisation is perceived to be very hierarchical and that this is something that has become more evident over time. Employees feel that it is hard to get in contact with the higher hierarchy. Furthermore, they feel that people high in the hierarchy distance themselves from the production staff. Heide et al. (2005) talks about the organisation as a social system constantly subjected to change. The change part is evident to all employees, but the social part seems to be less obvious. As the researcher has listened and observed, it is clear that in some aspects the organisation feels very asocial.

As one tries to identify the type of organisation structure that is prevailing within the department it is quite hard. Looking at the different forms of organisations as described by Renborg & von Scheele (1996) no one of these organisations seem to match. The one organisation that could be expected, the socio-technical school, does not seem to match at all according to either observations or interviews. It seems like one could choose from either of the organisations described and find something that corresponds. The researcher believes that

this is because there is a lack of structure within the department, which creates an unclear picture of the organisation. This fact can also be indicated when consulting the primary data.

The positive thing is that within the work group, shifts, people experience that the cooperation between the employees is very good. There seems to be a good relation between the production staff at the floor and the ones that controls the flow (line drivers). However, there have been indications on the invisible wall between these groups. This is experienced as another level in the hierarchy of the organisation, and makes the production people feel even lower in the organisation. It has also been expressed that the people at higher positions in the organisation believes that their work is more important.

An old fashioned thinking has been expressed to be predominant within the department, something that goes hand in hand with hierarchy thinking. According to several authors (Rövik 2000, Alvesson 2002) an organisation continuously evolves over time. There is another feeling about this department, as it has been expressed in interviews that this department stands still. Although the researcher not fully agrees with this standpoint, it is obvious that there is some resistance to do things in new ways. There is an unwillingness to let people have a responsibility, and only a few people have opportunities to develop within the department. These expressions from employees are made with dejected minds, as most people within the organisation want to evolve. Furthermore, all these things leads to a "we and them" thinking, which also is apparent at the department.

The importance of good interpersonal environment and cooperation is often mentioned in the literature (see Tjosvold 1984, Belbin 1997). This is something that is not always experienced between the different positions at the department. There is a lack of cooperation between shifts and different areas of the department do not collaborate well. This is something that often has been mentioned. The researcher finds it sometimes hard to see that the department works towards the same objectives, which also have been mentioned in the interviews.

The unclear roles previously talked about create irritation among the production staff. It is felt as there are too many levels of managers at the department. At the same time thinking of reduction of the production staff is always present. It is talked about the enormous cost of the production people, and yet a new level of managers' is constructed. This is something that has a low degree of understanding among the production staff. Cacioppe (2000) argues for the need of a holistic view of the employees, something that this researcher does not think is present at the department. This obviously gives poor attitudes among the employees and according to several authors, brings down the motivation (see Herzberg 1999, Savery 1996).

The question about worth is something that seems to be important. Some people experience that there are people that are perceived as more worth than others at the department, due to their work position. The ones that do not get any appreciation, mostly employees at lower positions, do not feel that they are worth that much to the company. This is according to Savery & Luks (2001) creates a disbelief in the organisation. Furthermore, it reduces peoples' willingness to make an effort. This is also something that has been observed during the study. The lower one is in the hierarchy, the less saying one has. Decisions are experienced as being done over-head by these employees, and there is only to accept the decisions made. Savery and Luks (2001) points out that an issue like the above could affect the productivity at the workplace. The observations made have indications of that fact.

As mentioned earlier there is a feeling that the organisation structure is poor. There is an uneven distribution of people at different shifts, which make some people need to work harder than others. According to the interviews people are also placed at the wrong positions not suited for them or positions that they do not feel motivated for. This is said as being a result of long time employment or friendship instead of knowledge. However, this is nothing the researcher has been able to conclude, but feelings of this kind are not positive for the department as it creates tension and between employees. Crow and Hartman (1995) discusses that dissatisfaction at the workplace must be reduced or else it will affect the productivity. The researcher is sure of that these unfair actions are a cause of dissatisfaction for some employees.

Changes are frequently introduced but it seems that they are less frequently thought through, which seems to affect employees negatively. The changes are expressed by many as being handled in a bad way. Short term thinking is also apparent within the department, and employees proclaim that long term planning needs to be done. Things are not followed through (see motivation). The view upon the organisation becomes less serious with actions like these.

Communication

The communication is generally felt as bad at the department. Many times the lack of communication seems to make people irritated. There is also lack of structure of how and when to communicate important issues and often it becomes a scattered activity. A consequence of this is that many people do not get the information. Often the information is received too late. Several authors (Heide et al. 2005, Alvesson 2002, Clampitt 1991) state the fact that information is generally seen as important. However, often it is seen as a low priority issue. This is something that has been observed by the researcher. Information is given when there is time, and when things get busy there is no information.

Information is often communicated in a bad way. This gives a resistant towards the organisation and the ones communicating the information. The researcher has been told and experienced different information can be given concerning the same thing. The information is sometimes felt like it is twisted when communicated. As one interviewee put it; we received information that we cost too much and that the department bleeds money. Later on we heard that this was not only because of us, but mostly due to other circumstances. These things make employees annoyed and angry. Other times it is told that the employees are very important for the company. In interviews some people have expressed that they have become used to this situation and do not care about it. Heide et al. (2005) stresses the importance of communication. From an individual perspective it is one of the corner stones in social relations. The researcher is confused about duality of the information given. This is no way of creating a good spirit at work as the view of Cacioppe (2000) and it do not help to build good attitudes at the workplace.

The fact that employees are seen as a cost rather than an asset is widely seen by the researcher. It seems to create low morale and irritation in some cases. Hopefully, there is some thought behind the way of communicating from top to bottom. Alvesson (2002) says that as information is given, there are also other things that are communicated, wrapped into the communication. These things are hierarchy, unity and social order etc., and things are communicated to see things with the communicator's perspective. This is not often achieved according to the observations made by the researcher.

Much of the information is also described as hush-hush. The feeling among the employees is that information is sometimes treated as top secret material, and is not communicated if it can be avoided. Sensitive information that concerns the employees and affects them directly is seldom spread before absolutely the last minute. Many authors give the reason that information is power (Clampitt 1991, Heide et al. 2005). This is sometimes true, but the researcher argues that it is no need to hide information that is of importance to the employees. Furthermore, this way of dealing with information creates rumours.

It is seen that people at higher positions at the department receives more information than the people at low positions. This has been observed and stated in the interviews. Although most of the employees find that there is too little information at the department. Madison (1980) writes about the view of Patchen, who states that the salience of issue is important to receive information. Persons that are seen to be involved in something receive more information than a person that is not seen as involved. With this way of viewing the communication at the department, it could be stated that people in lower positions at the department is not that important, as they do not receive that much information. It is also described as hard to get information through, from the bottom to the top. The information often stops along the communication chain. This issue creates disturbance and irritation among the involved parties. Again, why this is happening is unclear but it is probably not unfair to assume that views of Patchen go in both directions. That is, as the involvement of lower staff is not considered as high, the information is ignored.

Something also mentioned about communication is that it should focus on improving the quality, production and procedures at the department and not just theoretical information such as figures and tables. More useful information is expressed to be nice to improve work. At the present there is much information of how many faults there are, but not much about why or where the faults occur. This creates only confusion and doubts with the employees. There is a difference of how the employees apprehend the information given. Some are positive, while others are negative. It is often apprehended as non-useful information that is given at meetings. However, it is seen as a way of reducing time to do other boring activities. Bolman and Deal (1995) discuss theory X, which states that employees are lazy and passive. There can perhaps be some truth in this statement, but the researcher believes that it is related to the societal development as described by Andersson (2000), and as a consequence of the prevailing attitudes of the company rather than an inherited behaviour.

It is quite usual with backbiting. This often happens between the shifts and towards the managers. Seldom, but sometimes, it is also personal. However, it seems like most personal things between employees is brought up for discussion and solved. This probably affects different persons in various ways as people react differently in similar situations (Theorell 2003).

The issue of feeling as an asset or cost, as previously mentioned, is of interest. It is communicated that the employees within production are important to the company, but the actions made does not support it. This is often expressed by the employees. When people want something they can not get it if it costs money. There has to be a cost-benefit to make things happen. An alteration that improves employees' wellbeing at a workplace must be beneficial for the company to be implemented. This is something that has continuously been expressed. Today there is a hard competition at the market and companies' must constantly cut cost and improve the business. When employees ask for things that do not add value

directly seen as positive it can be hard to get approval. This is something that is also described by Heide et al. (2005).

A general lack of feed-back is evident. It is something that is seldom given to employees. It seems to be a fact for most employees, although there seems to be better feed-back according to higher position. Interviewees have expressed that positive feed-back make them feel proud, needed and that you have a worth. This is something that according to Herzberg et al. (1999) motivates people.

Some people seem to be afraid of expressing themselves openly in front of the managers, while others express themselves freely. It is sometimes said that one need to think about the consequences before saying something. Others explain that they have stopped caring and do not pass on information as they feel there is no response. As far as this researcher thinks, these are essential issues for an organisation to deal with.

Leadership
The thoughts about the different leaders vary among the employees at the department. The production staff has expressed low trust in the leadership. One thing observed is that the leadership is unclear and the different manager positions are being questioned. There are too many managers and leaders with respect to the production staff, has been a common phrase.

There is sometimes a feeling that some of the managers are not interested in the department. They are not around and talk with the production staff. Furthermore, some of the managers do not even bother to say hello to the staff. The Nationalencyclopedin dictionary (2006) makes a distinction between a leader and a manager, where the former is someone that you are able to follow whereas the latter is responsible for results and task solving. As the researcher has understood, the department is filled with managers', which is also the word that is continued to use.

There are often problems of reaching the leaders. It seems that they often are at other places than at the department. This is something that many employees address, both in a positive and negative sense. Furthermore, it is believed that there is a distance between the leaders and employees. It has been expressed that some people are more worth to some managers'. People higher in the hierarchy of the department have more attention from the managers'.

Some of the managers' way of treating the staff is doubtful. The lack of encouragement to the staff is quite obvious in some cases and they put people down. There are feelings that the managers only look for production results and that the rate per hour is the only important issue for the managers. The wellbeing of the staff is a low priority for some of the departmental leaders. Sjöstrand (1999) writes about leadership as a word associated with a decisive position today. It is a word that is closely related to the Swedish word "ledning", which comes from the Old Swedish "ledhning" in the 16th century and that can be translated to protection. It seems clear to the researcher that this translation is not valid these days since the management does not stand up for their employees. This is expressed by many. However as they are quite new at the department, some have stated that they can not do more and that they are perhaps somewhat afraid of the managers above them. According to Cacioppe (2000) managers have an important task in providing the right conditions for the employees, and balance the need of the employee with the need of the company. Many employees, both in

interviews and from observations made at the department, have expressed that they do not feel that the managers do this.

There is a need for managers to find out and be aware of the motivators of their employees. Being able to do this reduces the negative feelings that have an impact on employees. This generates benefits for both the company and the individual (Savery 1996, Crow & Hartman 1995). Thompson et al. (1994) argue for the need of a balance in the way employees are seen. You can not go to the extremes in one way or the other. There need to be a balance between the employees and the company. The new leadership is seen as having a possibility to change for the better with time, but at the same time it is believed that is going to take long time as things are the way they are at the department. The researcher can only agree with this.

The thinking of today is that cost must be cut at the expenses of staff, instead of inspiring employees to be more productive. The feeling that leaders are interested in what is said sometimes feel like a façade, and not as they really care. The leads lack the ability to create a good workplace and good work conditions. They are puppies in a chain of command and do not stand up for the department. If this researcher was part of management he would consider how he was acting.

A holistic view of the psychosocial work environment
Let us investigate the psychosocial work environment at the department with a holistic view. Today there is less loyalty by workers to remain at their workplace. People are more willing to change their work (Andersson 2000). Andersson also states that as a contrast to this, there is harder to obtain a work as there are less job opportunities. Some people at the department have expressed feelings about wanting to leave the department due to psychosocial work environment issues, but that there is hard to find new work. This is negative for the department, but gives no reduction of staff since there is no other work. Money is important as a driving force as mentioned earlier.

It has also been stated in the MOA-Projektet (1998:8), and previously noted, that the social interaction between people at the workplace and the relation to colleagues are regarded as important. It has frequently been expressed that the employees seem to enjoy themselves within the work group, and therefore have positive attitudes with respect to their jobs. When looking at the relationship with the management, this could be better although some think that a few of the managers' are okay. This factor is also of importance for the wellbeing of the employees (MOA-Projektet 1998:8). Other factors mentioned in the same study is that it is important to mental and physical demands, where and when work is performed and the possibility to recover during work and afterwards. Furthermore, influence at work and the feeling of being important also matters. Gallie (2003) mentions using variety of work, scope of initiative in carrying out the job and to be part of the decision making.

From being quite even between positive and negative psychosocial factors it becomes evident that the majority of the workforce are leaning towards the negative side after this information according too the interviews and observations. Most of them feel that they do not have a say in anything and that the work is quite bound in time and place. The chance of recovering after work is good, but it is expressed that the managers' often talk about high cost and reducing staff. The salary reclaim some of that negative attitudes, as the employees feel that it is a quite important factor and that it means quite a lot.

As the negative side seems to be bigger than the positive according to this way, it must mean that some factors are more important than others when it comes to the psychosocial work environment. Otherwise people would have handed in a resignation by now. Theorell (2003) talks about locus of control, and that this is very important with respect to psychosocial environment. This is how people are coping with the situation, how well they can handle the situation.

As people are unwilling to quit, it must mean that there are some positive attitudes in the psychosocial work environment at the department. From the observations and interviews it is indicated that this could be the social interactions between the workers that is the friendship and the solidarity of the employees, together with the salary, that is making people cope with work.

Conclusions and recommendations

This chapter gives the final conclusions of the dissertation. It will consider if the objectives of the study were reached and argue about the outcome. Furthermore, some recommendations will be given to the department concerning the areas investigated. Other issues that will be brought up are future research possibilities and method outcome.

Research conclusions

Moving backwards to the beginning of this dissertation a research question was stated;

> How does the psychosocial work environment look at the department with respect to the outspoken parameters of personal motivation, organisation and personal development, communication and leadership, compared to the Volvo Way?

Looking at the outcome of the research it seems like the first part has been answered quite well in the former chapter. Let us do a summation of what has been discussed. Most employees seem to enjoy the social environment within their shift and think that the work they have is fairly good, due to the social environment and the salary. Looking at the different parameters there are much to be said.

It would probably be wise to use the previous structure of the report, which is to divide the parameters. However, the researcher feels that all the parameters go into each other and concern the psychosocial work environment altogether. Therefore this conclusion will discuss them as a whole instead of as different parts.

People feel that they do their work fairly good. The psychosocial work environment at the department varies due to different circumstances. It seems to be affected by the position one have at the department to some extent, but this is not entirely true. Many people, indifferent of position, believe that the psychosocial work environment is quite bad. However, as with almost everything in life sometimes it is better and sometimes worse.

The impact of the psychosocial work environment for the employees' varies with respect to employee personality, position and departmental involvement. The common denominator is that all the investigated parameters seem to interact in creating this environment. It must be concluded that the psychosocial work environment is affected by how the organisation is structured and how leaders' work and act. This creates a poor psychosocial work environment for the personal motivation. Thus, motivation is affected by the circumstances around the actual work. However, the motivation parameter is also strongly subjected to the employees' own values and beliefs.

It seems like there is a constant negative force subjected to the employees' psychosocial work environment, and that improving the psychosocial work environment could improve the departmental performance in many ways. Reducing dissatisfaction is said to have this effect.

Moving on to the other part of the question which wonders how well the work is in accordance to the Volvo Way, it must be concluded that there is a long way before this department works accordingly to these principles. There are large discrepancies in every area that has been investigated. It is believed by the researcher that the way of how to pursue the Volvo Way of working, needs to be thoroughly thought through. This is perhaps a question for top management, but it needs to be done with the cooperation of the employees'. The workers are of major importance in the future, because without a motivated and engaged staff it will be impossible to compete at the market. The companies that can create a stimulating environment that make use of the recourses in a creative way, both for the individual employee and for the company, will survive and be successful in future.

Recommendations

In order to improve the psychosocial work environment it is important to involve the employees at the department to work with the problems. If this work is going to be successful it needs to be divided into several smaller areas. It would be wise to make additional investigations within each area, possibly by other studies or with the help of a consultant. The worst area should be dealt with first as it creates most dissatisfaction at the department.

Another ways to deal with the problem can be focus-groups that deal with special problem areas. As problems come along the different groups discuss them and come up with ideas and ways to solve the problems. However, at the moment I can not see how this could work due to the current pressured situation at the workplace.

These issues should be dealt with as fast as possible to avoid further problems. As time is limited for this research I recommend all involved parties to think about how to create a way to handle the situation, a forum that can generate a structure for how things should be worked out in the future. These efforts must be done in a proper way, and it needs time to be worked out.

Were the objectives of the study reached?

Looking back at the objectives and purpose with this dissertation it must be concluded that the objective is obtained. The purpose of the study is also reached by individual measures, but it is an expectation of the researcher that the company will pursue the recommendations of this study. This would definitely mean that the purpose is obtained in a wider sense.

Future research

Although the research question has been answered there are more things to be concerned with. The need of more qualitative investigations, in contrast to all the quantitative ones, is felt as interesting to the researcher and it would be of interest to explore how this could be done in a good way.

The research made is concerned with the actual state of the employees psychosocial work environment and as there seems to be a lot of problems it could be argued to do further studies of a contextual nature of how to resolve these problems.

Method outcome

It is felt as important to say a few words about the research method of this dissertation. The researcher chose a qualitative method. This was done as it suited the problem and to be a opposite pole to the usual way of conducting research at the company, the quantitative.

With the known outcome it must be said that it actually was a suitable method as there has been a large amount of effort by the participants. It feels like they truly and deeply have expressed their feelings and inner thoughts, something that probably would not had been possible if a quantitative research had been done. This is said with the knowledge of other studies at the company.

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Appendices

Appendix I   **Interview guide**

Appendix II   **Interview statements**

Appendix I

Interview guide

Intervjuguide

Introduktion

Presentation av:
- Vem jag är
- International Project Management (IPM)
- Dissertation/Examensarbete
- Arbetet och dess syfte

Mål med intervjun:

Undersöka ett antal psykosociala faktorer på arbetsplatsen utifrån medarbetarnas perspektiv.
Hur påverkar dessa faktorer medarbetarna och har de betydelse för det dagliga arbetet?

Intervjuns upplägg

Allmän info om att:

Intervjun är strikt kondfidentiell. Ingen information kommer att föras vidare till tredje part och intervjupersonen kommer inte att kunna indentifieras i arbetet.

Diktafon kommer att användas för att säkerställa att informationen inte blir förvanskad. Detta medför också att intervjuaren kan koncentrera sig fullt ut på att lyssna under intervjun.

Teman som kommer att behandlas:

- Bakgrundsfrågor om person, inklusive namn
- Personlig motivation och känslor
- Organisation och individuell utveckling
- Kommunikation
- Ledarskap

Avslutning

- Slut på frågor.
- Finns det något mer du vill ta upp?
- Tack för din tid och engagemang!
- Vad händer nu?

Bakgrund
Berätta om dig själv! Arbete, utbildning, familj, arbetat på företaget, avdelningen?
Vad får du för tankar när du hör ordet "Volvo"?

Personlig motivation och känslor
Vilket förhållande har du till ditt arbete, vad betyder arbetet för dig?
Trivs du med ditt arbete?
Vad driver dig i ditt arbete?
Vad känner du är din roll i företaget?
Hur värderar du dina insatser på arbetet?
Kan du ge exempel på något som är speciellt roligt/tråkigt på arbetsplatsen?
Känner du dig stressad på din arbetsplats?
Tycker du att du har ansvar?
Känner du dig behövd?
Känslor gentemot förändringar?
Vilka ambitioner har du med ditt arbete?

Organisation och personlig utveckling
Vad tycker du om organisationsstrukturen på arbetsplatsen?
Anser du att rollerna är tydliga bland de anställda?
Hur tycker du samarbetet på avdelningen fungerar?
Är det lätt att få saker genomförda?
Har du rätt förutsättningar att utföra ditt arbete?
Har du frihet och inflytande/medbestämmande på din arbetsplats?
Hur fungerar organisationen idag i förhållande till förr/tidigarre arbetsplatser?
Gjuteriandan?

Anser du att dina arbetsuppgifter är utvecklande?
Kan du beskriva hur du har utvecklats sen du började på avdelningen?
Stöds du av chefer i din personliga utveckling?
Hur värderar du dina möjligheter att få nya intressanta arbetsuppgifter?

Kommunikation
Hur fungerar informationsflödet på avdelningen?
Hur fungerar kommunikationen mellan olika personer (Chef arbetare/arbetare-arbetare)?
Får du information i tid rörande ditt arbete?
Får du feed-back på dina arbetsinsatser?
Kan du säga vad du tycker?

Ledarskap
Vad anser du om ledarskapet på avdelningen?
Känner du att dina chefer uppskattar din insats?
Hjälper cheferna till med att skapa en bra arbetsplats med goda arbetsförhållanden?
Kan dina chefer hantera konflikter?
Har du förtroende för dina chefer?

Appendix II

Interview statements[1]

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[1] This appendix is reworked to ensure anonymity for the involved participants. The statements have been mixed so that information of the participants is spread in the entire document.

Motivation

Omotiverad, tråkigt arbete, enformigt arbete, ostimulerande, tråkigt over tid, Mer intresse när man får vidareutvecklas, men bara från tråkigt till mindre tråkigt. Går till arbetetgör jobbet och går hem. Lönen är relativt bra. Är inte intresserad av arbetet, gillar inte motorer. Arbetsuppgifterna är tråkiga. Det är arbetserfarenhet. Arbetar endast för pengarnas skull. Det är mer mentalt stimulerande när man får chansen att utvecklas och går uppåt. Frihet under ansvar.Man kommer hit och känner att det är tråkigt, idag igen, och tänker äntligen när man får åka hem. Tankar vid Volvo, lastbilar, slött hade jag hört, stammer inte riktigt med hur arbetet är. Bara ett arbete jag går hit hemma är det inget arbete. Ger 100 % när jag är här. Stor skillnad mellan linesförare och golvet. Ledsamt arbete på golvet. "När jag fick gå tillbaka till golvet ville jag sluta" lägger mer energi på arbetet när man kommit upp sig. Det är friare arbete nu. Motivationen bättre nu. Mer att lära ger motivation. Göra ett bra jobb är sekundärt efter pengarna. Engagemanget är beroende på hur långt man kommer. Tur hjälper oxå. Producera så mycket som möjligt, bra gods! – min uppgift.

Egna insatser är bra, bättre än andra. Försöker hålla en hög nivå hela tiden. Har alltid haft en sådan ambition. Bra på avdelningen är ansvar till personal. Det känns bra eftersom det är bekräftelse. Ju bättre man jobbar desto mer arbete får man. Tror det finns motivation på hela avdelningen. Folk trivs nog trots allt även fast det gnälls mycket. Pengar betyder mycket men inte allt. Det finns lite stolthet på avdelningen i alla fall. Dåligt på avdelningen är upplärning. Kan vara fel personer som arbetar med upplärning. Stora glapp och för lite tid. Måste kunna lita på dem man arbetar med. Bristande engagemang kan vara orsak. Rätt man på rätt plats kan vara intressant. Ingen stress på golvet. "rena semestern". Synsättet förändras när man utvecklas på företaget. Man får mer kunskap och kan göra mer nytta. "Golvpersonalen är ögonen på line". Ansvar för det man gör. Respons kan fås om man pratar med rätt personer. Åsikter värderas förmodligen samma oberoende av vem som lägger fram den. Ambitioner att lära line utantill...senare underhåll eller kontor, vet ej nu.

Tankar vid ordet Volvo, bilar. Arbetet betyder mycket. Levnadsbröd. Håller kvar en I verkligheten. Trivs med arbetet eftersom det går att utvecklas. Som linesförare jämfört med golvet är det förstnämnda roligare. Motivationen har ökat med mer ansvar. Drivande är att träffa arbetskamrater, tjäna pengar. Arbetskamraterna är ett bra gäng. Min uppgift är att göra det jag skall och kanske tillföra något mer med egna ideer. Det går trögt att göra detta eftersom det höga gubbarna inte lyssnar på våra ideer. Det känns inte som om våra insatser är värda så mycket. Värderar sina insatser bra, men det går upp och ner (motivationen). Motivationen går ner när det blir skit av allt. Motivationen går ner när man inte får respons. Detta syns även i arbetsprestationerna. Förutsättningarna för att utföra arbetet är goda, men det är svårt att göra sig hörd. Ibland blir man irriterad och frusterad. Något som är bra är att man får utbilda sig. Dåligt är att det går segt och är dåligt engagemang. Exempelvis är skiftledarna slappa och tillför ingenting. Det är irriterande, men säger man något får man bara skit för det. Därför håller de flesta tyst om det. "Man får tänka på sitt eget skinn". Har inget stressigt arbete, känner aldrig att det varit det. Dåligt med de förändringar som skett. Det verkar inte som om de planerar. De provar hela tiden. Ambitioner med arbetet är att komma upp lite och ha något att säga till om. Tjäna mer pengar. Kunna ändra och göra saker bättre. Det är det som saknas. Jag känner att jag har ett relativt stort ansvar idag. På golvet är det noll ansvar.

När jag hör ordet Volvo tänker jag på: tjänar bra, tar hand om personalen om man får fast. I min situation känns det olustigt. Arbetet betyder en hel del. Socialt, ekonomiskt. Man kan

fortfarande bidra. Har blivit en helt annan människa sen jag fick jobb. Trivs med arbetet. Allt är bra, nästan. Arbetskamraterna är bra, det är värt väldigt viktigt. Hälften av jobbet. Det är inget tungt arbete. Översynsarbete. Drivet i arbetet: Jag presterar bra i förhållande till de andra. Jag ingår i ett team och alla hjälps åt. Tycker det fungerar bra. Det finns förutsättningar att utföra arbetet. Arbetsplatsen är inte stressande. Snarare åt andra hållet. Förändringar får man försöka hänga med i, det har ju varit en del grejer. Känner ansvar, har ett visst ansvar gentemot Volvo. Hoppas att man får fast. Nackdelen är att man inte kan planera som man vill.

När jag hör Volvo tänker jag på lastbilar. Arbetet är en trygghet. Man har en fast inkomst. Den sociala biten viktig. Bland oss på golvet funkar det bra. Svårt att prata med dem som är högre i hierarkin, eftersom deras intresse inte är märkbart. Trivs med arbetet. Jag är visstidare, och har gått länge här vilket känns värdelöst. Känner sig överkörd. Trivs med personerna jag jobbar med. Det driver mig att ha något att göra, annars känner man sig värdelös. Nu känner jag att jag har en roll. Vet ej vad jag har för betydelse för företaget. Mina insatser är goda, det vet jag. Folk säger att jag är bra. När man får förtroende att sköta något känner man sig viktigare. Jag kan inte bara vara hemma. Ansvar. Vissa arbetsstationer är dåliga. Förutsättningar att sköta arbetet kunde vara bättre. Svårt för vissa med förändringsarbetet. Kommunikationen är fruktansvärt dålig. Från chefer och nedåt och från avdelningen till sidoavdelningar. Man får inte information man behöver. Kommunikationsbristerna är riktigt dåligt. Det skapar irritation och produktionsfall.

Bra är sammanhållningen på skiftet. Stressigt ibland när folk inte kommer i tid. Tar ett beslut men blir överkörd av höre instans. Då blir det irritation. Känner att jag har ansvar. Det är för vår skull vi jobbar. Känner även ett ansvar mot Volvo. Blir förbannad när det blir stora fel. Gruppen missar, inte personen. När jag hör ordet Volvo tänker jag på enformigt arbete. Har jobbat X år på volvo. Tidigare har varit mycket bättre arbeten. Bättre struktur på organisationen, man jobbade framåt i utvecklingen. Här ligger de 20-30 år efter på den biten. Vilka känslor har du när till arbetet. Nu har jag inga känslor förutom det ekonomiska. Annars hade jag gått hem. Här bryr man sig inte något om människorna som arbetar på avdelningen. Man vill inte att människor skall utvecklas utan bara stå på sin plats. Andra avdelningar måste hänga med i utvecklingen uppenbarligen måste inte vi göra det. Här lever vi mer i en skyddad värld. Tidigare ett eget företag i företaget. Jag trivs inte pga chefsskapet som inte vill framåt, skall inte få utvecklas, cheferna bromsar. Nya chefer kanske på sikt kan utvecklas, men många som arbetar här är kvar i den gamla gjuteriskolan. Lönen driver mig att komma hit samt att få någon lite motivation själv. Nya arbetsuppgifter har blivit bättre för mig. Det känns skönt att få lära sig något nytt och ha fler alternativ. De bromsar utvecklingen. Det motarbetas hela tiden.

Vet vad jag skall göra när jag kommer hit. Jag klarar av de stationer som finns. Jag gör mitt arbete lika bra som någon annan på företaget. Rätt förutsättningar finns ju inte. Det måste dock komma uppifrån, vilket det inte gör. Det blir frustrerad i början när man tjatar och det inte händer något. Till slut ger man upp och bryr sig inte om något annat än att precis göra sitt arbete. Det som är kanonbra på avdelningen är sammanhållningen. Det kan nog inte bli bättre. Det sämsta med arbetet är att man står och utför ett arbete och man inte får något gensvar eller feed back på det man gör. Man kan inte få igenom något. De kan inte pröva något eller se framåt, vilket leder till att man blir passiv och uppgiven. Här finns ingen stress. Arbetet är inte tungt på line, tyngre i källaren. Här uppe borde man ha mer gemenskap man är isolerad här. Den ständiga förändringen i organisationen är jobbig eftersom det är skött på sämsta möjliga

sätt. Beror på det gamla tankesättet. Borde kunna ha bättre framförhållning. Här kommer marknadens skiftningar som en överaskning till skillnad från andra avdelningar.

"Man drar åt snaran"

Känner att jag inte har ett ansvar även att jag borde ha det. Känner mig inte delaktig utan mer som en bricka i spelet. Det måste finnas en utveckling någonstans här inne där man kan känna sig delaktig i produktion. Här känner man sig inte delaktig. När jag hör ordet Volvo tänker jag mest på Volvo i Skövde. Positivt när jag tänker på Volvo. Arbetet betyder mycket, att man har ett arbete i dagens läge. Tror inte att man kan hamna på ett bättre ställe på Volvo än Gjuteriet. Kan påverka Line själv, det är du som godkänner att en motor släpps iväg. Känner ansvar ibland. Trivs med det han gör. Det är bra folk. Skeptisk om han skulle trivas med folket på natten, men det har fungerat. Drivet är att man måste få in pengar för att överleva, även det sociala är mycket viktigt. Uppgiften, vad jag tillför... kvalitet och kunnande. Jag tycker jag är duktig. Känns bra när man får positiv kritik. Känns ändå inte riktigt bra när man inte har en fast tjänst. Visstidare under två år är tråkigt och dålig stil. Känner sig mindre värd än övriga på företaget eftersom man inte får samma chanser som övriga på företaget. Vill inte satsa innan man är fastanställd. Kan första deras synvinkel. Hjälper inte om en enskild person säger till facket. Har rätt förutsättningar för att utföra arbetet. Något som är riktigt bra finns inte. Arbetet är helt okej, eller närmare bestämt det sociala.

Vissa arbetsuppgifter är okej exempelvis manipulator. Gillar inte en del ledarskap eftersom man aldrig får några klara besked. Framförhållningen är dålig, och man kan få information i efterhand. När det är övertid känns det som jag måste ställa upp eftersom jag är visstidare. Jobbat över som fan, men får aldrig något tack. En gång kände jag att jag var tvungen att arbeta över trots att jag hade bokat annat sedan länge, för att visa att jag ville arbeta kvar. "Det var ingen som sa något, men det var känslan". Inget tryck från arbetskamrater dock. Stress förekommer knappast. Skivor kan någon gång bli något stressigt. Det enda som kräver tankegång är i manipulatorn. Det har varit rörigt under en tid med alla förändringar. Man ser ju aldrig vad cheferna gör, vet inte om de utför vad de ska göra. Dumt men ändå bra att plocka chefer utifrån. Oklara besked. Kanske orutin från min chef. Ambitioner inför framtiden kommer inte innefatta utbildning. Vill ha fast arbete, men trivs inte bra i Skövde. Känns som man kommer få gå tids nog. Vill bygga upp inför framtiden.

Tankar när han hör ordet Volvo är arbete. Positivt eftersom han har ett jobb. Arbetet betyder ganska mycket. Man får lön och försörjer sig på det. Man har bra folk och arbeta med. För övrigt finns det inte något annat bra. Drivet är att komma hit och göra ett bra arbete. Jag skall köra med alla så att de sköter sig. Tyckte inte det var lika bra i början när jag började här. Vissa jobb var bra och vissa sämre. Är bra på det jag gör. Fast ibland känns det inte så. När det är fel som aldrig varit förut känns det jobbigt och det finns ingen annan och tillfråga. Det är jobbigt med ansvaret som man får, men ofta går det bra. Det finns skapliga förutsättningar för att göra arbetsuppgifterna, men i vissa fall är det under all katastrof. Då kan resultatet inte bli bra heller. Till slut ger man upp och orkar inte ta ansvaret. Man har slutat att bry sig. Hittar inget som sticker ut och är riktigt bra, vare sig maskinellt. Arbetskompisar är bra. Dåligt är ledningen av line och instruktörer. Det är stressigt vissa dagar andra går det bra. Nu är det mycket mer ansvar än det var tidigare när jag gick på golvet. Nu när jag har ansvar är arbetet roligare. Vill ha treskift för det funkar bra. Skönt att gå natt för då slipper man cheferna och har inte massa prover. Jag har kommit så långt jag vill, nästa steg är kontor och det vill jag inte.

Är här för att göra ett bra arbete. Det är upp och ner när man går till arbetet. Finns tyvärr inte så mycket att välja på. Arbetet är hyfsat och det är bra arbetskamrater.De flesta arbetsupgifterna fungerar, inte mer.Gillar inte andra delar av avdelningen, städningen är tråkig.Kan tänka sig andra arbeten på företaget, men gärna på andra företag.När man inte får någon respons så tröttnar man till slut och slutar att bry sig.Är olika fri på olika arbetsstationer.Rotation är nog bra. Volvo betyder arbete. Stort företag, tillverkar motorer, bilar etc. Volvo har en positiv klang, reklam för Sverige. Har inga direkta känslor för Volvo, kommer hit och gör vad som skall göras. Betyder mycket pga ekonomiskt, svårt att få arbete och blir äldre. Trivs pga bra sammanhållning, känner många och umgås nästan uteslutande med Volvofolk. Drivet att komma hit är den sociala biten om man bortser från den ekonomiska ersättningen. Arbetsuppgifterna är inget som är drivande, sitter mer i ryggmärgen. Värderar sina insatser som bra med ödmjuk inställning om hur de andra uppfattar saken.

Det finns rätt förutsättningar att utföra arbetet. Det behövs inte så mycket för att klara av arbetet. Rasterna är bra (skratt), annars är det sociala det viktigaste, men det pendlar beroende på dag. Arbetsinsatser påverkas beroende på hur inställningen är. Krånglar det mycket kan man bli negativt inställd. Engagemanget kan variera, bara göra vad man ska en dålig dag. Tråkigt på arbetsplatsen är... att man inte får respons när man vill få saker gjort exempelvis XXXXX. Det finns inga pengar...tejpar istället för att laga. Städar istället för att laga. Det blir mycket tråkigt när det blir så. Man har ju viljan men man tappar den när det inte händer något. Olika situationer prioriteras bort. Ingen stress längre. Av erfarenhet vet jag vad som händer och sker. Vissa situationer kan bli stressande när man väntar på att någon skall fixa något. Känner sig ansvarig för det som händer i vissa situationer, men ingenting faller på honom. Känner ingen personlig ansvarsbörda när det blir stopp ett par timmar. Vissa förändringar positivt. Exempelvis manipulatorn har underlättat arbetssituationen och gjort arbetsplatsen bättre och lättare. Negativt är att det blåser kraftigt efter ombyggnad. Detta medför att man ofta blir sjuk och dålig. Det har diskuterats men det verkar inte gå att göra något åt det. Man både påverkar sig och vänjer sig med defekterna.

Det har blivit jätteförändring sen jag började. Förr sa man att sköter du dig inte får du arbeta i grovrens. (Volvos sibirien). Första upplevelsen i grovrens en ren skräck. Jag känner inget speciellt för Volvo. Är bara ett arbete. Jag vill ha ett jobb bara, jag gillar att styra lite. Hade kanske inte varit kvar om jag hade stått och hivat skrot. Det ekonomiska är inte så viktigt tycker jag. Jag trivs med det jag gör eftersom jag är dum i päronet...nä hehe. Känner att vi som arbetar ihop går bra ihop. Har varit jobbigt under ett par års tid eftersom man har varit tvungen att försvara arbetet. Har tagit en jävla massa energi. Har varit splittrad under de senaste åren. Drivet i arbetet, jag har inget driv. Har jag ett arbete går jag till det, kan kalla det pliktkänsla. Har man tagit åt sig ett arbete får man utföra det. Min roll är oviktig.. hehe. Min viktigaste roll just nu är att hålla ihop avdelningen. Jag har varit med att skapa avdelningen. Klyftan mellan line. Jag ber inte om ursäkt för det jag gör och jag är duktig på mitt arbete. Vi kan skrika oss hesa och inte få hälften, men vi har lärt oss när vi skall skrika. Därför får vi när vi ropar. Till skillnad från förut då det alltid ifrågasattes. Nu får vi det vi behöver. Har lärt mig hur olika parter skall hanteras. Bra: Inget direkt som sticker ut. Harmoni. Dåligt: Näe... som sagt lugn och harmoni. Inga direkt gruskorn i maskineriet. Känner mig motiverad eftersom det är lugnt och skönt och man fått det dit man vill. Just nu känner jag att jag trivs här med lugn och harmoni, kan sitta på den platån. Känner att det är gott.

När jag hör volvo tänker jag inte på något speciellt. Trivs bra med sitt arbete pga man sköter sig själv och lägger upp arbetet som man vill. Ingen som lägger sig i. Positiva känslor till det hon gör. Pliktkänsla gör att jag kommer hit. Lön spelar naturligtvis roll. Det sociala är viktigt och det funkar bra på arbetsplatsen. Gjuteriet har en annan typ av personal. Roligt att gå till arbetet med trevliga arbetskamrater. Tänker endast på min arbetsplats, vad händer sen bryr jag mig inte om. Jag anser att jag har bra motivation, vet inte hur det visar sig. Jag är bra på det jag gör. Utrustning finns så arbetet kan göras. Inget bra på arbetsplatsen som är varken bra eller dåligt. Känner sig nöjd. Kan ibland vara stressigt. För lite bemanning. Både fysiskt och mentalt arbetsamt. Det är oacceptabelt. Folk är sjuka och lediga, ofta hämtar de folk. Detta skapar irritation. "Vi har ju vårt jobb att sköta och då skall de inte springa och hämta vår personal till något annat". Det har blivit sämre sen organisationsförändringen. Cheferna är här och talar om hur det skall vara. Förut skötte vi oss själva, mycket sämre nu. Dålig planering, Samtidigt skall det jobbas övertid och sen går vi hem på stopp. Dåligt med personal också. Allt detta är irriterande. Förändringar i allmänhet känns inte jobbiga. Känner ansvar. "Det är mitt jobb att göra mitt jobb riktigt". Tankar om Volvo är att det är en bra arbetsplats. Bra betalt och bra kamrater. Det finns personer som inte passar in.

Arbetet betyder mycket, försöker att förbättra, trivs med arbetet. Den sociala delen driver mycket av arbetet. Har en väldig viktig roll. Missköter jag jobbet får inte vi ut något. Känner stort ansvar, måste göra ett bra jobb. Hela processen måste fungera. Gör jag inte mitt jobb har vi snart inga jobb alls. Engagerar man sig inte blir man avtrubbad. Planering måste vara bättre, dåligt med övertid hela tiden. Något som är riktigt bra finns det inga direkta svar på snarare tvärtom. ATK tiden, blir dåligt med folk kvar. Detta blir arbetsamt. Har ingen förståelse för detta. Tankegången knepig. Stress känns absolut inte av. Jag kör i det tempo jag orkar med. Ambitioner finns inga, vill inte göra annat. När jag hör ordet Volvo tänker jag på arbete, om det är positivt eller negativt beror på dagsformen. Är det rörigt är det jobbigt att gå till arbetet. Behovet av pengar styr. Man kanske lägger ner för mycket energi på arbetet. Jag bryr mig för mycket så jag får för mycket att göra. Arbetet är lite enformigt.

Trivs hyfsat med arbetet för tillfället, men det kan bli mycket bättre. Jag drivs av ekonomi, men pengar är inte allt. Arbetskamraterna spelar stor roll. Det känns okej nu, men det kan bli bättre. Jag vet vad mina arbetsuppgifter är men om rollen är klar vet jag inte. Det har inte blivit så som det var sagt. Förutsättningarna går att göra bättre, men det administrativa är så fruktansvärt segt på det här stället. Till slut slutar man att bry sig. Något som är bra är att jag trivs med mina arbetskamrater. Trivs att arbeta i en mindre grupp eftersom det är färre konflikter och lättare att lösa dem. Dåliga saker är för mycket möten och för lite verkstad på en viss nivå. Arbetsplatsen blir inte stressigare än vad man gör det. Har en förmåga att ta åt mig för mycket. Förändringarna av organisationen var ett riktigt hugg i ryggen, så mycket hysch hysch kring det här. Det var taskigt man kunde ha diskuterat det öppet. Övergången blev skit.

Vi försöker att få jobba på samma sätt som tidigare men det går inte riktigt. Känner ansvar gentemot Volvo att göra ett bra arbete. När man tar för sig måste man ta ansvar. Vissa saker är rätt och skall göras på rätt sätt och då jobbar jag för det. Arbetsuppgifterna är beroende på hur hungrig man är. Det finns säkert mycket möjligheter att utvecklas om man är intresserad. Lära sig maskiner hur de fungerar och sandsammansättning etc. Kan behövas för att lösa problem. Tycker att jag har utvecklats sen jag började här, men idag känner jag ingen direkt utveckling i mitt arbete. Känner att cheferna stödjer mig eftersom de hela tiden frågar om jag kan lösa än det ena och det andra och frågar mig om råd. Det känns skönt att bli tillfrågad om

arbetsrelaterade frågor. Kommer aldrig och ger klapp på axeln. Det ställs ofta krav, men det är sällan det blir beröm. Lite respons mellan varven sporrar. Värderar chanserna att få nya arbetsuppgifter som halvdåliga, men det kan ju gå och sälja sig.

Organisation och personlig utveckling

Jag vill pröva något annat arbete och känner mig inte skyldig för att jag är oinspirerad. Jag har inget mål med mitt arbete här. Organisationsstrukturen är dålig, och det känns. Det är för många personer inblandade I allting. Bra med rotation. Jag har dålig vetskap om ledarnas uppgifter. Organisationsförändringar sker hela tiden. Dålig miljö att arbeta i. Känner inte av konflikter, jag bryr mig inte. Det är svårt att veta vem det är som tar beslut, det är ganska rörigt. Jag gör som jag blir tillsagd annars gör jag inget.

Det är en oklar struktur av avdelningen. För många hierarkier. Man är bunden på golvet men friare på högre positioner, oavsett är arbetet tråkigt. Med ansvar kommer frihet. Man känner at tens inflytande är lågt, beroende på arbetsposition. Skylla från sig attityder. Svårt att få personer att lyssna. Jag bryr mig inte, hör det från andra också. Den personliga utvecklingen är dålig på avdelningen. Man måste ta ansvar för det arbetet man gör men absolut inte mer än nödvändigt. Liten chans att få nya intressanta arbetsuppgifter här. Känner inte att vi är ett team men det känns ändå inte som vi är isolerad från varandra. Det tar tid för saker att hända.Gjuteriandan vet jag inte vad det är.

En rörig organisation. Mycket folk som har chefspositioner. Samordnare, chefer, instuktörer etc. Beslut skall gå igenom alla och det tar tid. Svårt att veta vem det är som tar beslut. Frihet i högre position och kan lägga upp arbetet som vi vill – det blir bara mindre och mindre kontakt med dem (cheferna) och det känns alldeles utmärkt. Väldigt mycket folk överallt, vet inte vad hälften av dem gör! Samarbetet fungerar? Ja, det gör det väl... Samarbetet mellan linesförarna bra. Däremot mellan skift och avdelningen geografiskt är det sämre. Alla vill ha saker och ting på sitt sätt. Svårt att samarbeta. Kunskapen om andra avdelningar är dålig. Alla jobbar mot samma mål, vilket kan vara svårt att tro ibland. Stor organisation kan göra det svårt att samarbeta. Alla jobbar olika. I början fick man nästan skämmas om man jobbade för mycket. En inbyggd mentalitet på arbetsplatsen. Ineffektiv organisation. Får ej gå extremt åt andra hållet. Måste vara meningsfullt.

Kasst när man inte vill lära sig arbetsuppgifter. Påverkar alla medarbetare man arbetar med. Det är störande... "kan inte stoppa undan dem men man kan motivera dem". En följd av slapp attityd! Vissa vill inte, kan accepteras om alla går med på det. Saker och ting är svåra att få genomförda om man inte gör det själv...det får aldrig kosta pengar, måste helst generera en vinst. Blir förbannad! Arbetsmiljön rör mig inte, jag har fel synsätt, jag borde bry mig. Jag har bränt mig och klämt mig etc. Gaser otäcka. Jag kan för lite om dessa saker och kanske inte därför är så rädd för det. Företaget berättar inget. Ibland kan man tänka på det. Man får hoppas att de informerar om farligheter. Känner mig behövd på arbetsplatsen. Mer behövd nu än på golvet. Man har mer motiverande jobb nu och känner sig mer behövd, får mer respons än på golvet. Mer motiverad att gå till arbetet. Har mer utvecklande arbetsuppgifter nu. Har stöd av chefer nu, men inte som arbetare på golvet. Nu visar cheferna intresse. Har blivit ett antal extra chefer, mer hierarkiskt men har inte märkt någon förändring. Brister i maskinparken...provisoriska lagningar. "Klipp och klistra" återigen olika avdelningar inom organisationen som "diskuterar".

Utbilda personal för att kunna klara av arbeten eller larma. Personer på fel plats. Okunniga personer får tjänster som de inte klarar av. Mer ansvar skapar mer engagemang och motivation. Skulle öka effektiviteten Tittar på fel besparingspunkter. Drar alltid ned på produktionspersonal. "Förvirrat" Det är för mycket mellanhänder i organisationen. Svårt att ta beslut. Vi blir lidande. Försöka få andra att lyssna. "Måste bevisa motsatser för att bli hörd, då kan det gå".
Rollerna är något otydliga. Vad gör de för nytta. När man inte vet vad folk gör känns det dåligt. En chef skall kunna ta snabba beslut. Fel att dra in golvfolket först eftersom det är vi som håller upp stället. Tänker bara på pengar. Samarbetet mellan oss är bra. Vi lyssnar och kollar upp. Samarbetet mellan skiften är mindre bra. Klyftan mellan line och grovrens är stor. Har varit olika avdelningar tidigare och det sitter kvar. Rotation mellan vore bra. Svårt att få vissa saker genomförda. Ledighet kan gå fort men maskiner och grejer kan ta längre tid. Man får vara ute i tid. Frihetsfaktor: På golvet "som att gå runt med en fotboja". Nu rena semestern inte bunden till något. Har frihet i nuvarande arbete. Kan göra saker själv nu.

Viktigt att engagera sig. Känner att jag har lite mer att säga till om nu när jag kommit upp mig. Mer folk omkring sig och kan påverka lite mer. Det känns bra. Det finns inte så mycket mer att utveckla på golvet. TPM har jag inga bra känslor om. Vi har ingen TPM, vi har bara städ. Kan göra mer nytta nu. Vid stopp tar man först kaffe. Sen delar man ut arbete. Det funkar inte med städet för alla. En del står bara och tittar. Känner sig ansvarig för att arbetet blir gjort. Organisationen har blivit mer krånglig och invecklad. Det har blivit mer folk och chefer. Få in chefer från andra avdelningar är nog bra. Vissa chefer bra bra, andra ser vi aldrig till. Jag känner mig behövd nu, men på golvet kännde jag mig mindre behövd. Mer värde nu, min kunskap behövs. Gjuteriandan: vet ej vad det är. "Det går väl lite grövre till".

Arbetsuppgifterna idag är utvecklande. Upptäcker nya saker hela tiden och lär sig nya saker. På golvet är det "som att springa runt i ett hamsterhjul". Cheferna har varit sådär när det gäller stödet i utvecklingen. Jag gillar inte fabrik "Det är chef på chef på chef". Vet inte vad jag skall säga. Rollerna är något oklara. Det känns inte som någon skillnad mellan vissa roller. Det känns som om det är för många gubbar på samma uppgift. Om vi blöder pengar hur kan vi då ha så många chefer. Att vi blöder pengar går ut över oss. Man skyller på arbetarna. Nya arbetsuppgifter med städningen är ett nytt arbetsmoment som tillkommit vilket är ett skitgöra. Det är ingen som gillar, vilket drar ner motivationen.

Samarbetet inom arbetsgruppen fungerar bra. Vi som är på golvet får ta den här biten med städet medans andra personer inte gör något alls. Vissa sitter bara på röven. Det är ingen idé att förmedla något för det händer inget. Man försöker ett antal gånger men sen skiter man i det. Personberoende. För personerna vidare information eller stannar det på vägen. Uppgiven känsla. Frihet finns om man blir avbytt, annars kan man inte gå ifrån. Inflytandet .... man flyter med. Jag kan säga vad jag tycker. Man måste ha rätt att säga vad man tycker och tänker. Men det är inte alla gånger man har det. Organisationen går fram och tillbaka. Det ändras från dag till dag. Gjuteriandan: har inte en aning, det kvittar vem man frågar. Sammanhållning?

Arbetsuppgifterna är inte utvecklande. Det går inte att utveckla mer. Ingen chans att komma någonstans om man inte är tillsvidareanställd. Inget stimulerande arbete. Ingen direkt hjärngympa. Skulle gärna vilja lära mig mer eller söka något annat. Är dock glad för att jag har arbete. Organisationen är kaotisk. Förändringar som inte är genomtänkta. Hoppas att förändringar blir positiva. Det är golvet som drabbas. Det plockas från golvet men fylls inte

på. Personalbrist är genomgående. Beskrivning av organisationen: Osynlig chef högst upp, två halvsynliga under dem och instruktörer som skall vara med men på vårt skift syns sällan. Rollerna är oklara. Funkar inte riktigt som det skall. Samarbetet mellan skiften har blivit bättre. En del smarta lösningar underlättar. Städningen är något som tillkommit. Började med TPM, men det förebyggande har försvunnit nu är det bara städning. Det leder ingenstans. Känns onödigt." Vet inte hur många gånger man svär när man skall städa. Skall vara ett av de modernaste gjuteriet men vi skyfflar sand med hink och spade".

Det beror på vem man säger saker till om det skall hända något. Man slutar bry sig när det inte händer något. Bunden till line. Grovrens är friare. Skulle hellre vilja ha en friare roll. Inflytandet skulle kunna vara mycket bättre. Däremot har det inte påverkat saker som rör arbetet. Lögner har kastats i ansiktet på mig om olika saker. Det gör mig förbannad, men eftersom jag inte är fastanställd kan jag inte säga vad jag tycker. Gjuteriandan vet jag inte vad det är. Har inte funnits sen jag började. Arbetsuppgifterna är inte utvecklande, måste ta för sig. Utvecklas genom att man får lära sig något nytt. Sur över att de tar tillbaka löften, men man återhämtar sig. Man får ta chanserna, de få som kan tänkas komma. Stöds inte av mina chefer att få nya arbetsuppgifter och jag värderar inte mina chanser särskilt stora att få nya arbetsuppgifter, ialla fall inte just för stunden. Måste ha viss förståelse för detta, men det känns jävligt surt. Det känns diskriminerande. Hade jag haft ett företag hade jag inte skött det på samma sätt.

Ser aldrig chefen. Undrar vad han är chef för. Skiftledarna kom och då skulle instruktörerna försvinna. SL är aldrig här heller. Instruktörerna är på samma nivå som oss men de tror att de är högre. "Istället för att reducera chefsskapet har man ökat hierarkin". Har skapat ytterligare toppstruktur. Var man på sin plats och vet vilken det är! Rollerna är oklara. Man har ett hum av delar av olika roller men ingen fullgod bild, och det skapar irritation. Oklart vad alla har för uppgifter. När man ser chefsskapet och den situationen som råder skulle man vilja gå och sparka honom i röven och hälsa honom välkommen till verkligheten. Instruktören skall göra samma uppgifter som oss inte bara sitta på röven. Så funkar det på andra avdelningar. Gammalt synsätt.

Samarbetet på vårt skift fungerar bra så länge vi inte behöver ha någon annan utanför gruppen som lägger sig i. Däremot är generellt sett svårt att få saker genomförda. Det tar lång tid och man måste bevisa för vissa personer att man har rätt. Så länge man inte får med sig högre personal så går det inte att göra någonting åt. Någon sa "vi kan inte stänga produktionen" men det handlar om att lösa problemet. Beror på vem som säger saker om det skall hända något. Dåligt med frihet på arbetsplatsen. Hela tiden bunden. Den arbetsplatsen där man kan röra sig lite har den sämsta arbetsmiljön. Har absolut inget inflytande alls. Detta känns dåligt. Har ingen koll eller inflytande på något som rör min egen person. Kan säga upp mig om det inte passar. Organisationen har blivit bättre om man vill föra fram något, något bättre, på grund av skiftesledarna, men det händer ju fortfarande ingenting.

Känner sig inte behövd på arbetsplatsen. Du får inte lära dig så mycket. Kompetensen bromsas pga att det inte vill att folk skall lära sig något. Kompetensen låg på avdelningen. Detta medför att effektiviteten blir mycket dålig på avdelningen. Ett fruktansvärt dåligt sätt att arbeta på, ingen annan avdelningen som fungerar på detta sätt. Gjuteriandan har teori om vad det är, sammanhållning pga skitigt arbete. Jag känner av sammanhållning men någon gjuterianda finns inte. Arbetsuppgifterna är outvecklande. "Varje dag får man känslan inte nu igen" har aldrig känslan att det är skönt att åka till jobbet. Nu vill jag försöka få lära mig så mycket som möjligt på avdelningen. Känns inte som jag har stöd av chefer. "Vill gärna inte

släppa något". Chanserna att få nya intressanta uppgifter är väldigt låg. För många personer som bestämmer. Borde vara en lagsamordnare på varje skift. "För många kockar i en smet". Förmodligen därför att det blir oklara besked. Ju fler personer som är inblandade desto oklarare och längre tid tar det. Man får inte den respekten från sin chef eller överordnande. Hålla på och vela fram och tillbaka skapar irritation hos medarbetare. De som arbetar ställer upp för varandra. Vid problem byter man platser med varandra osv. Det kan ta tid att fixa olika saker. Det funkar rätt så bra. "Typisk Volvosjukdom – göra en femminuterslagning" Fusklagning som snabbt går sönder. Detta leder ibland till en massa andra arbetsuppgifter. TPM – Anser att vi tar tag i saker direkt. Får nästan aldrig några klara besked. Ringer upp och frågar hur länge det tar. Tar det 20 minuter är det ingen som går och städar. Städningen tillhör arbetsuppgifterna genom volvos beslut. Städar man inte blir det fan med alltihop. Är ett evighetsarbete som det är upplagt idag. Frihet i arbetet när det står still. Man har möjlighet att röra sig och städa på olika platser. När det går är man ofta isolerad och fast. Det funkar eftersom jag har radiokåpor.

Rotation har vi inte börjat med än. För min del tycker jag det är roligt med rotation. "Det är ingen som tvingar en att rotera". "Tvingar man någon till något ger han inte 100 %. Inflytandet är relativt lågt, men säger man till att något är fel kollar de det ibland. Känner mig behöd på arbetsplatsen. Man har lärt sig olika stationer. Jag är inte behövd just jag men vi behöver ju alla. Organisationen har förändrats. Förr fanns det bara en tillförordnad chef som kunde mycket om line. Sen tillsatte de en som inte visste något. Man såg aldrig den nya chefen och då var det taskigt på line. Den känslan jag har fått av honom är att han bara vill stiga i graderna. De cheferna bryr sig inte riktigt om arbetet utan gör sin sak och sen går de hem. Vi blöder pengar, vi kostar alldeles för mycket och vi är för mycket personal. "Vi i personalen tycker att vi är för lite personal och gör för mycket". Det känns som de ser kortsiktligt på ekonomiska medel. Har för snävt synsätt inom kostnad, kvalitet och produktion.

Utifrån dagens perspektiv känns det som man är en kostnad eftersom de inte anställer är man i alla fall ingen tillgång. Återanställningsskydd...missar nog en hel del personer som saknar förtroende eller skaffar nytt arbete. Gjuteriandan: De som börjar på gjuteriet stannar kvar trots skitig miljö. Gäller nog idag också. De som arbetar här stannar kvar. Nu har det förändrats i och med att de har tagit in många nya personer. Lönen är bättre också. Hyfsat lätt att avancera i lönegrupper. Arbetsuppgifterna känner man sig fullärd och inte kan utvecklas mer. Det finns förmodligen chans att lära sig andra platser. Tror på möjligheten. Har ingen aning om mina chefer stödjer min utveckling. När jag har frågat svarar de att jag måste vara fastanställd. Mycket tråkigt. Återigen en kostnadsfråga. När andra i samma situation får gå vidare är det tråkigt. Orättvist! En sporre att eventuellt i framtiden få avancera.

Det var mycket bättre förut när det bara fanns en chef och instruktörer. Ingen vet vad de skall göra. Man vet inte vad man skall göra och då gör man ett dåligt arbete. Det blir bara en cirkus av alltihop. Arbetet påverkas väl inte riktigt för line går ju ändå. Nu finns det ju bara en som kan allting resten är nybörjare. Det gör arbetet jobbigare för mig samtidigt som jag inte har betalt för det. Fick välja när vi delade in oss på treskiftet, vilka vi skulle arbeta med. Funkar dåligt att få saker genomförda. Är så med allt här inne. Det mesta tar tid här inne. Har med prioriteringar att göra. Sidojobb blir inte gjorda. Förslag är mycket svårt att få igenom, speciellt när det kostar pengar. Det måste direkt ge en ekonomiskt avkastning för att kunna genomföras. Vet inte om jag har frihet i min roll eftersom jag måste köra efter ett schema. Var friare förr när jag gick på golvet. Hoppas att jag har ett inflytande nu. Är glad att slippa prata

med cheferna. De visar sig inte speciellt ofta här. Ibland funderar man på om cheferna är intresserade av det vi gör.

Organisationen idag är hårdare styrd. Fördelen med detta är att det blir mer gjort. Nackdelen är att personalen tröttnar till slut. Känner mig behövd nu, mer än när jag gick på golvet. Känner mig mer pressad att gå hit nu eftersom det är så få personer som kan line. Borde titta över situationen för linespersonalen. Det är inte bra och gå hit och smitta andra och köra slut på sig själv. Gjuteriandan: Är nog inget som finns idag eftersom jag inte märkt något av den. Arbetsuppgifterna är utvecklande eftersom det hela tiden händer nya saker. Det finns utmaningar hela tiden. Mer stimulerande arbete nu än när jag gick på golvet. Utbildningar är svåra och få. Vet inte om jag stöds av cheferna. Framtiden får utvisa. De tar inte vara på sina resurser. Återigen allt kostar pengar och pengar styr. Visstidssituationen är inte bra. Man kan inte hålla på så under så lång tid. Man tappar möjligheter och det skapar hinder. Vissa saker sköter inte de andra skiften lika bra som vi gör och de får sig en känga för det, men det händer ingenting. Det känns fortfarande som olika avdelningar trots att vi är samma. Det löser sig nog med tiden.

Långsam organisation, det händer inget. Behöver ligga på hela tiden. Egna skiftet är bra, problem med andra skift. Inte tillräckligt med folk, många sjuka.För många ledare med smala roller, svårt att veta vem som skall göra vad. Hyfsad frihetskänsla för en industri, ändå bunden ganska hårt. Man får en spade när man behöver en grävmaskin. Kör bara är ett vanligt uttryck. Två ytterligheter av ledarskap på avdelningen. Organisationen har både blivit bättre och sämre. Går inte att jobba övertid varenda helg. När man får ansvar att sköta saker är det lättare att hålla igång dem. Städningen är ett evighetsarbete. Ibland känns det som om folket inte jobbar på samma företag. Inga dispyter mellan skiften men folk snackar skit. Individualistiskt tänkande, bara jag får. Svårt att avancera på avdelningen. Jag söker efter andra jobb.

Organisationen funkar bra på arbetsplatsen. Däremot dåligt att visstidare inte får fast eftersom de inte kan utbildas fullt ut. Det blir problem och är negativt eftersom dessa personer inte kan lära sig allt. Det blir mer arbete för andra då. Känner ingen press "Är jag sjuk så är jag sjuk". Då får de lösa det som de vill. Rotation på arbetsplatsen skapar viss avmonotonisering. Samarbetet på arbetsplatsen fungerar bra mellan arbetarna på skiftet. Samarbetet mellan line och grovrens är sådär. Ofta är det kommunikationsproblem. Vi roterade förut men det har avbrutits. Detta påverkar samarbetet och förståelsen mellan de olika arbetsplatserna. Rotation av nyanställda skulle införas eftersom man får en bättre förståelse för de olika arbetsplatserna och samarbetet. Det är negativt när det arbetsinstruktioner inte följs. Det skapar irritation mellan personer.

Engagerar mig inte så mycket, men det är svårt att få saker och ting och hända. Blir jobbigare att köra om det inte fungerar som det ska. Blir blockering i värsta fall och det påverkar även produktionen naturligtvis. Friheten varierar mellan stationer. "Man skall inte behöva sitta och knipa i en halvtimma". Känner inflytande pga erfarenhet och kunskap om processen. Känner sig aldrig stolt, eller jo...lite stolt kan man vara när man kan visa någon hur något skall göras. Då känner man sig behövd på arbetsplatsen. Organisationen har blivit något bättre över tiden generellt. Jag har kört mitt race. Ser endast på min station, andra saker bryr jag mig inte så mycket om. Det är mer att bara köra. Vad är gjutarandan? En bra sammanhållning trots eländig miljö. Har funnits för mig. Däremot har den blivit sämre idag än den var förr. För stor omsättning av personal. Idag vill folk inte ta tag i saker och ting, förhållningssättet gentemot

arbete tycks vara annorlunda idag än förr. Sammanhållningen är starkare lokalt än totalt över gjuteriet.

Vissa personer "passar inte riktigt in, eller passar inte bra ihop", men får ändå vara med? Arbetsuppgifterna är inte utvecklande eftersom det inte är mentalt stimulerande. Möjligt att utveckla genom att lära sig hur gods skall se ut, men det finns ingen övervägande stimulans... Mycket sitter i ryggmärgen. Förr fanns det mer avbyten. Synpunkter har man ju alltid. Jag skriker när jag känner att det finns ett behov att skrika. Då blir jag galen om de inte lyssnar. Skiftesledarna har gått in och försökt styra. Då känner man sig överkörd och tycker att allt är jobbigt. Ledarna försöker att styra över organisationen och vill ta den svagaste för att själva få ett övertag. Varenda jävla avdelningschef har varit på samma kurs...de säger samma sak. Man har väl en aning om vad cheferna gör. Njae, vet inte vad alla gör. Samarbetet mellan skift? Jobbar väldigt olika. Förr skulle skiften bara hitta fel på varandra. Har blivit bättre nu. Känner att det finns samhörighet på avdelningen. Bara allt fungerar och ingen annan stör sig på någon annan så går det mesta att lösa. Det är det som kallas arbetsglädje. Eftersom vi är linesbundna behöver man arbeta så. Jag känner att jag har inflytande och medbetämmande så långt som dt gäller avdelningen hur den skall skötas eftersom jag kan den biten. Vissa bitar bestämmer de bara och då har jag inget att säga till om. Ibland är vi med och diskuterar inom vårt forum sedan får ledarna föra det vidare. Rastlöst, man behöver den sociala biten annars blir det mer sjukskrivningar. Inga arbetare blir överkörda eftersom jag alltid diskuterar dras sak. Vi måste komma överens. Gjuteriandan: Har ingen aning om vad det är. Det är något påhitt, försvarsmekanism en myt. Har aldrig sett någon.

Organisationen är rörig. Påverkar negativt med irritation. Produktionen blir lidande. Personer skall nu hela tiden lägga sig i. "Ja det vet jag väl lite grann" är svaret på om vetskapen om vad alla gör. Det är vansinnigt med alla chefspositioner. Vi behöver väl inte vara så mycket chefer. Samarbetet fungerar bra på arbetsplatsen. Samarbetet funkar bra. Vid problem är det inte lätt att få saker att hända eftersom det måste hela tiden divideras fram och tillbaka. Kostar det pengar är det svårt. Måste tjäna på förändringen. Dålig filosofi av företaget att tänka så!

Är låst men det finns möjlighet att gå på toaletten osv. Man ställer upp för varandra. Inflytande pga kunnande på maskinområdet. Det känns väldigt skönt att ha kunskapen. Ställningen har förbätttrats med erfarenheten. Roligt att lära sig mer saker. Känner sig behövd på sin arbetsplats. Gjuteriandan – kompisandan. Inget som råder idag pga att personalomsättningen är så stor. Folk rör på sig på ett annat sätt, vilket påverkar sammanhållningen. Är arbetsuppgifterna utvecklande? Känner ingen mental stimulans på arbetet. Man vet vad man har... Trivs men något annat skulle man kunna göra. Känner stöd om hon skulle vilja utvecklas. Vill jag göra något annat ser jag till att får göra det. Egen drivkraft rådande. Tror företaget står till förfogande. Inte bra klimat för de nyanställda. Sköts dåligt från företagets sida. Dåligt hur de behandlar visstidare. Kan både förstå och är oförstående. Är inte schysst att hålla på med folk så. Påverkar människorna negativt och kan påverka motivation negativt.

Organisationen ser inte till individen utan bara produktionen. Vi är inte med i systemet, vi tillhör bara avdelningen. Skötte sig själva tidigare. Nu är det sämre eftersom de inte kan styra upp. Det känns oklart vad olika personer har för roller. Det är många personer som är inblandade. Samarbetet är bra inom den lilla arbetsgruppen. Missar sker i samarbetet mellan vår grupp och den övriga avdelningen. Att genomföra saker är olika svårt. Beroende på var man skall ha tar det olika lång tid. Kostar det pengar är det ofta svårt. Väldigt bundna på

arbetsplatsen. Kan aldrig sätta sig och ta rast. Ingen makt att driva igenom förändringar känns det som. Organisationen funkar, men informationen är dålig. Kan inte haka upp sig på detaljer. Alla måste göra sitt arbete så behöver det inte bli så här. Det är mänskligt att det ramlar bort på vägen, men det borde inte göra det. Blir tillfälligt frustrerad. Känner sig behövd på sin arbetsplats. Gjutarandan finns, identifierar med kompisanda. Arbetsuppgifterna är inte utvecklande. Det går inte att utveckla mer. Ingen mental stimulans. Har arbetsvana så det går ändå på rutin.

Organisationen är rörig och kaotisk. Vem gör vad och har ansvar för vad. Rollerna är oklara. Påverkas negativt. Varför skall jag ta något ansvar när ingen annan gör det högre upp då. Det är störande. Sammarbetet i arbetsgruppen fungerar bra på vårt skift, med lite kortslutningar emellanåt. Vi försöker att modellera för att få ihop det med den nya organisationen. Vi försöker att visa hur vi vill ha det. Vill man ha något genomfört är det svårt att veta vem man skall tillfråga. Det tar mycket tid att få saker genomförda. Detta gör arbetssituationen jobbigare eftersom man behöver ett större kontaktnät och det tar längre tid. I slutet finns inga pengar. Känner att jag är hyfsat fri i mitt arbete. Försöker att ha så fritt arbete som möjligt. Känner att jag har ett inflytande och försöker att övertala om det är något jag tror på.

Organisationen har blivit mer hierarkisk. Flackare pyramid. Man frågar sig varför det är på detta viset. Vi blöder pengar talas det ofta om men inte varför. Orsaken diskuteras ofta inte. Behandlar symptom istället för problem och det blir mer och mer så. Svårt att ändra på eftersom det finns så mycket teorietiker/lite logiskt tänkande. Det finns för lite praktiskt kunnit folk i verksamheten. Känner att jag är behövd. Eftersom jag bryr mig får jag den känslan, vet inte om det är till någon nytta. Det är dock en härlig känsla. Gjuteriandan hört talas om men har ingen aning om vad det är. Idag är man sig själv närmast. Har det funnits förr så finns det inte kvar idag för det har ändrats i takt med samhället.
Saknar konkret handling i organisationen.

Kommunikation
Informationsflöde? Vilken information behövs? Ibland kommuniceras informationen på ett dåligt sätt. Vi fick sitta och höra hur dåliga vi var. Det vore bra att få veta när saker skall ske istället för att de kommer att ske. Communikationen kan vara dålig på grund av oklarheter i vem som bestämmer vad. Vem är det som skall informera, och vart vänder man sig om man vill veta något? Det är frustrerande när saker och ting förblir oklara. Kommunikationen inom skiftet fungerar okej. Mellan skiften är det sämre. Avstånd gör att kommunikationen försämras. Man får sällan återkoppling på det man gör. Man måste söka upp personer om man vill ha svar på något. Det gäller att ta reda på rätt person. Har jag gjort något fel blir jag uppsökt och informarad om det. Hör jag inget är det nog bra. Det är svårt med kommunikation. Informationen på avdelningen är kass. Det finns ingen koll på vem som får information. Det är viktigt med information och den måste bli bättre. Ger nyttig information för att kunna köra line. Vad felen är kommuniceras endast om rätt personer är med. "Vi blöder pengar" attityden i kommunikationen är störande och kasst. Sen får man höra att det är inte på grund av oss utan pga yttre omständigheter. Anser att jag får återkoppling av chefer. Bra kört när man kör bra osv. På golvet hördes aldrig något. Som linesförare får man betydligt mer information om saker och ting samtidigt som cheferna diskuterar med en.

Informationsflödet är si och så. När vi har möten är det väl något bättre. Informationen man få sporrar en att göra arbetet bättre. Ibland fås information sent. Jag får mer information nu än när jag gick på golvet. Man är med lite mer. När man går på golvet tänker man inte på samma

sätt. Man gör det man skall och sen går man hem. Både gott och ont på möten. Oftast inte personalen det beror på. Maskinparken är det som är problemet. "Den är usel". Cheferna tänker inte på det, de tänker bara på att pressa mer. Motivationen påverkas när tankegången är sådan. Dålig feed back på arbetet. Det händer någon gång ibland och då känner man sig stolt. Det är dock alldeles för sällan. Kan säga vad jag tycker nu, men det kunde jag inte när jag började. Fick vara mer försiktig. Förstår visstidsresonemanget men stödjer det inte. Informationen är si och så. Vi får reda på när det går dåligt. Vi får inte reda på någonting. Informationen kommer bakvägen vilket är mycket dåligt. Påverkar inte, det är ingen idé att bry sig.

Informationen vi får är dålig. Kommuniceras bara hur dåliga vi är. Vi får alltid skit men utrustningen fungerar inte som den skall. Mellan personalen funkar kommunikationen bra. Försöker lösa om det är något. Sällan man pratar med cheferna. Vissa pratar man med men absolut inte alla. Sällan vi får höra hur det går för oss. Det händer ibland och det känns bra och då känner man att man är något värd igen. Ofta sent ute med information. Kommunikationen fungerar ibland men brister ibland. När det brister är det ofta viktiga saker som missas. Söker mer konkret information för att kunna förbätra verksamheten. Siffror som kommuniceras idag ger inget mervärde. Kommunikationen är ofta hysch hysch och mörkad. Ryggdunkning och slicka röv verkar gå hem. Feed back från arbetskamrater. Viktigare än när chefen kommer och säger att man gör ett bra jobb. Fjortondagarsmöten i bästa fall. Informationen inte vettigt upplagd. Informationen sporrar inte att arbeta bättre. "Information tror jag inte de har jobbat med här tidigare". Det liger nog utanför deras område. Ingen delaktighet i informationen. Till en viss gräns kan man säga vad man tycker.

Kommunikationen mellan arbetarna... vi pratar i alla fall men kanske inte om produktion. Mellan skift bara hej och hej då. Det måste finnas feed back. Vi får inte så mycket information. Det har försämrats. Nu har vi en gång i månaden, men det är nog inte så ofta. Man får försöka hitta information själv på anslagstavlor etc. Tänker på informationen för att förbättra och minska exempelvis sönderslagningar. Mötet fyller en funktion. Om vi vill veta vad det är för fel får vi gå till kasstorget på fritiden. Vore bra om man fick mer information om vad som har varit mycket fel. Det finns inga direkta åtgärdr hur vi skall göra när det har varit kass. Kan stå något på tavlan ibland. Kommunikationen på avdelningen (mellan arbetare) innefattar sällan arbetsrelaterad information. Kommunikationen funkar. Mellan arbetare och chef finns det ingen vidare kommunikation. Oklart förhållande om deras roll. Insatsen jag gör får jag sällan något återkoppling på. De utgår från att man skall göra sitt arbete och gör man något extra får man ingenting för det. Då gör man inget extra.

Jag säger vad jag tycker och det är oberoende av vem som jag pratar med. Är upp till en chef at ha en sån diciplin att ta åt sig när någon tycker man gör ett dåligt arbete. "En sån tar ju aldrig åt sig, de sopar av det från axlarna". Vet jag inget om, jag har inte varit på ett möte på hur länge som helst. Enstaka personer som lämnar information. Känner inte att jag saknar någon kommunikation (skratt...). Informationen har blivit sämre sen vi började med det nya. Oftast får man söka information själv annars får man ingen. Kommunikationen med andra avdelningen får man söka själv exempelvis vid omställningar. Det känns som mest negativ den informationen vi får, känns som om man är en blandning mellan kostnad och tillgång. Man vänjer sig dock med det sättet informationen förmedlas och man bryr sig inte längre. Återkoppling är en ovanlighet. Det har hänt en gång. Däremot kommer de fort när det står still. Återkopplingen gör att man känner sig väl till mods. Speciellt när det är positiv feed back.

Fläckvis kommunikation. En del saker får man inte information om. Det är ofta svårt att få information. Olika information ges ofta om samma sak. Det negativa sättet att förmedla informationen på ger negativa attityder. Hur mycket man än kämpar så räcker det inte. Ställer man inte upp ses det snett på dig. Får ofta feed-back när vi kört dåligt. Kommunikationen fungerar bra. Beror på vem man skall kommunicera med. Hos oss kommer det ibland personer som säger att de skall vara här, utan att man fått någon information. Tokigt! "Jag lägger inte så mycket energi på informationen". Negativ information är vanlig och speciellt att vi kostar pengar men man skall få någonting för arbetet. Vi kör som vi ska, vad är det som kostar pengar. Det kommer inte information i tid om olika saker, exempelvis övertid. Känner sig tvungen att arbeta ibland. Hysch, hysch...Feed back ges ibland. Kan bli smörgåstårta, men det händer inte ofta. Det är en sak som jag aldrig kommit underfund med är vart jag skall lägga ribban. När jag arbetade som arbetare ville jag inte ha någon information i form av siffror. Tycker det är viktigt att informera om det som direkt påverkar.

Mycket av informationen betyder inget för oss, och vi vill inte veta. En del information måste kommuniceras. Är ett nödvändigt ont. Får feed-back på mina arbetsuppgifter från båda håll. Informationen är generellt dålig. "Det är mycket information vi inte får reda på". Det är dåligt att man inte får reda på saker och ting. Det är inte endast på denna avdelningen. Tror att det kan vara så över hela företaget. Dåligt med information om hur vi skall köra. Varför skall bara några få information? Irriterande stämning inom gruppen som inte nämndes tidigare. Dåligt med information från cheferna, får feed-back från andra. Känns bra att få positiv feed-back. Informationen är lite si och så. Varför informationen inte kommer fram beror antagligen på låg prioritering med vår information. Man känner sig avsides att vi inte är med direkt och kan komma lite vid sidan om. Geografiskt avskilda avdelningar påverkar. "Skall man vara med skall all information gå även till oss".

Känner inte att man är en del av avdelningen som det är nu. Vi kan inte påverka. Får återkoppling så snart som det är fel... Ja vi får ibland också att det är bra, men int ofta. Det inspirerar när man får positiv feed-back. Kan uttrycka sig fritt till sina arbetskamrater, men man får tänka på vad man säger. Kan inte diskutera något man inte vet hur det fungerar. Kommunikationen på avdelningen är rörig. Det sker hela tiden revideringar i produktionen och man får försöka ligga steget före. Läsa mellan raderna... Det är dåligt att det ofta kommer olika information beroende på vem man pratar med. Det är otroligt störande. Dålig kommunikation mellan olika personer är dålig. Kan säga en sak till ena skiftet och det andra skiftet får annan information. Kommunikationen mellan skiften fungerar bra. Återkoppling på arbetsinsats får jag när jag söker det själv. Hör jag inget så är det bra annars hör jag saker snabbt.

Ledarskap
Det hierarkiska upplägget lyser klart. Ledare, på ledare, på ledare, på ledare...Oklara ledarroller i vissa fall som inte har någon funktion. Vad gör de egentligen? Det känns inte som de engagerar sig om inte det slutar att fungera. Det känns som det är ett stort avstånd mellan arbetare och chefer. Inga goda föredömen efter det inte känns som de är inspirerade eller inspirerar. Ledarskapet varierar kraftigt beroende på vem man jobbar med. Olika starkt förtroende för en del. Känslan att jobba med en som man har förtroende för känns bättre. Cheferna har ingen del i att skapa bra arbetsplatsförhållanden. Det får vi försöka lösa själva, vårt ansvar. Cheferna verkar ganska ointresserande av det. Konflikthantering naea, ganska omständiga, spel bakom kulisser. Det skall vara mer rakt på sak anser jag. En del bryr man sig inte om att gnabba med. Vet ej om jag kan säga mer nu än när jag var visstidsanställd.

Ledarskapet....jaa. Det har blivit mycket sämre. De tar in folk som inte är motiverade för sitt arbete. Detta innebär att vi andra får ta arbetet. Skiftesledarna sköter sig hyfsat bra. Vill ha kontakt med personalen. Känner ett förtroende för cheferna. Kan ta upp personliga saker med dessa. Känns positivt och tryggt. Känns som de uppskattar mina insatser. Jag sköter mig bra. När jag gick på golvet var det mycket sämre då brydde de sig inte så mycket. En ram som inte går att komma utanför. Chefernas roll i att bygga en bra arbetsplats är obefintlig. Det går segt. Jag har tappat gnistan när det har krånglat mycket. "Pressa hårdare för mindre pengar" är ordet från Göteborg. En del är mer favoriserande med andra. Cheferna ställer upp mer för vissa. Sällan man hör att de uppskattar ens insats. Vet inte om de hjälper till att skapa på en bra arbetsplats. Svår fråga.

Konflikthantering är inte deras starka sida. Dåligt skött ibland. Hysch hysch attityd till vissa frågor och beslutstagande. Frågar man om folk vill arbeta natt så får man ta med alla i beräkningen och inte välja bort folk. Har inte en konsekvent attityd. En visstidare kan få medan en annan inte. Talar inte med varandra. Säger olika svar på samma sak beroende på vem man talar med. Det är för många som rör i allt. Man blir nedstämd när man talar om detta.

Vad tycker du om ledarskapet? ...Tystnaden säger allt...
Vilket ledarskap... jag har inget förtroende för högsta chefen. Han tror att stoppgränsen för besökare gäller honom också. Svårt för cheferna att klara av rollen som chefer. De försöker nog att skapa en bra arbetsplats men det lyckas inte. Mycket ryggdunk... Kan inte säga om alla eftersom det finns chefer jag aldrig. Lyssnar mycket på de gamla uvarna så det blir deras åsikter som kommuniceras. Känner inget förtroende för cheferna. Känner inte att cheferna uppskattar arbetsinsatsen. Man går hit och gör sitt arbete och bryr sig inte. Anser inte att cheferna hjälper till att skapa en bra arbetsplats. Har inte märkt av att de försöker göra något bättre. Spelar bra rollspel. Verkar som om han tar notis men innerst inne bryr han sig inte. För många chefer och de har svårt att enas. Ledarskapet i ett nötskal. Tar tid för nya att sätta sig in i processerna. Cheferna jobbar inte för mig. De jobbar inte så mycket med och för personal. Vet ej om de behandlar konflikter på ett bra sätt. Däremot löser de inte alla problem på bra sätt.

De springer som yra höns. Vissa kan inte svara på vad deras arbetsuppgifter är i den nya organisationen. Annars är d bara på sina möten. "Man behöver inte sitta och läsa sina mail i 8 timmar". Dom plockar bort en av våra gubbar och fortsätter läsa sina mail, så det måste ju vara viktiga saker. Vet inte så mycket om hur det fungerar. Vet inte varför organisationen har blivit mer hierarkisk. Känner av förändringen men skiter i det. Det är för många som skall vara med och röra i grytan. De får säga sitt och så gör man något mitt emellan. Har inte visat något intresse av att skapa en bra arbetsplats och arbetsmiljö. Har inget förtroende för cheferna än men det finns kanske potential. Jag gillar en del chefer men långt ifrån alla. En ledare skall vara engagerad som han. En del personer skall inte vara chefer, eller åtminstone inte ha folk under sig. En del hälsar inte ens på oss. Det är oklara roller. Hade jag haft pengar hade jag gått på dagen. Svårt att få tag på cheferna. Skapar inte god stämning.

Svårt att se meningen med alla chefsnivåer. Gör inte som de själva predikar. Har det väl beslutats något verkar det finnas obegränsade resurser. De ser bara stoppen när vi sitter still och ser inte helheten. Kollar bara kortsiktligt. Vad tänker de med. Jag tror inte det tänker alls. Det är samma visa varje år. Alltid övertid samma period varje år. Vissa chefer kommer aldrig och hälsar på. Går endast förbi och hälsar aldrig. Känner ingenting för en sådan personen.

Han verkar inte ha något intresse av hur det går i verksamheten. Jag vet inte, de går på mötena och sen vet jag inte mer. Deras roll känns som det beror på person vem som gör vad. Vissa personer hjälper inte till eller engagerar sig alls, medan andra arbetar betydligt bättre. Han tar tag i saker, och ordnar saker. Andra har jag lågt förtroende för. Det har bytts chefer ganska ofta. Tidigare chefer har visat sig ofta och kollade hur det fungerar. Det är synd att det byts chefer så ofta. Måste hela tiden bygga upp en ny gemenskap och skapa ett nytt förtroende. Det är jobbigt!

Jag tror inte att cheferna är engagerade i arbetsplatsförhållandena, jag tror att arbetarna fixar det själva. Har ingen erfarenhet om hur ledarna hanterar konflikter. Förklarar sällan tagna beslut på ett tillfredsställande sätt. Klara besked är vanskligt. Vissa saker fungerar inte. Storcheferna ser jag ingeting av i deras samarbete. Ledarskapet är lite halvplumpt ibland. Ledarna ställer nog upp så mycket de vågar och kan. Dels tror jag att de är för färska för att ställa krav och därför kan man skrämma dem. De tar inget stöd av oss, vi som kan verksamheten, utan försöker köra sitt eget race. De måste ta hjälp av oss. De möter motstånd av oss. Vi ser dem knappt. Jag ringer chefen om jag behöver honom. Har inget förtroende för cheferna eftersom de springer omkring och bollar med oss hela tiden. Nu ligger de på minus. Konflikter är de inte bra på att hantera. De vet ingenting! Vi vet ju hur det skall vara, men så kommer chefen och säger... Han (chefen) skall ha sista ordet. Den ser vi ju knappt aldrig. Det var sagt att vi skulle fortsätta sköta oss själva men så blev det ju inte. Visste man ju nästan ifrån början. Skapar cheferna goda arbetsplatsförhållanden? Ja, vet inte hur men jag tror att de försöker i alla fall. Många byten av chefer är inte positivt.

En del varken ser eller hör vi. Håller inte vad som lovats. Har förtroende för vissa andra kan man inte säga något om eftersom man aldrig ser dem. Tja om att cheferna uppskattar arbetet som man gör. Vissa verkar vara intresserade. Bra när de kommer ut och visar sig men det händer inte varje dag. Cheferna hjälper inte till att skapa en bra arbetsplats och en god arbetsmiljö, det har jag i alla fall inte märkt. Är det deras arbete? Vet ej om det är bra på konflikthantering. Vi blöder pengar med personal? Det känns som att de sparar i fel ände. Svårt att kommentera detta på sex månader med de nya cheferna. Vissa chefspositioner en språngbräda för chefer. Man bygger upp ett förtroende med en chef och sen får man bygga upp det på nytt med en ny. Till slut skiter man fullständigt vad nya chefer säger. Pratar mycket, lite verkstad. Har klarat mig från konflikter med chefer.