

The multiplicity of work communities in social and healthcare services: Evidence from diversity attitude in public and private sectors

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KEYWORDS

leadership
 diversity
 diversity management
 work community
 interaction

ABSTRACT

The equality legislation (607/1986) defines the basis for diversity management in Finland. The available work force, staff and the diversity of the client base set challenges for leading while still creating many unexplored opportunities. Thus, diversity management will be an important development target in future organizations. The purpose of this qualitative study was to examine the diversity of working life and employees' experiences related to diversity in both the public and private sectors of the social and health care field. Another purpose was to examine how the diversity of a work community should be accounted for in human resource management and in the development of the social and health care sector. The work was based on essay material collected during a diversity project called Ylempi ammattikorkeakoulutus vahvaksi TKI-vaikuttajaksi [Enhancing the role of Master-level education in RDI] that was implemented during the years 2014-2015. The qualitative essay material was analyzed by using inductive data-based analysis. According to the results, the attitudes towards diversity were positive overall, and organizations appreciated diversity as well. However, based on the data, diversity was more appreciated by the work force than the management. The results also revealed that issues associated with diversity were seen to bring challenges to the management in the both private and public sector.

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1 Introduction

About the theme of diversity; "If you are very clean and ideological, you are often very cramped and inadequate" Collianderym (2009, 38). As social and corporate responsibility includes appreciation and utilization of diversity, work communities should strive for visible diversity. Nowadays, organizations have employees from different cultural backgrounds and they are constantly being recruited. The workforce, staff and diversity of the customer base poses challenges for leadership, but also creates opportunities that have not yet been realized (Colliander, Ruoppila & Härkönen 2009, 38-39; TEM 2010, 7-8.)

Human resource management in the social and health field has been researched and explored to a great extent in recent years, but the perspectives have been quite conventional, and the diversity aspect in particular has been neglected in analysis. The Equality Act (607/1986), supplemented on 1 January 2015, defines the basis for diversity management in Finland. Diversity management will therefore be an important area for organizational development in the future. An organization with a good diversity culture will have economic benefit and it will increase its market value while attracting innovative and motivated

employees (Equality Act 1325/2014; Eitakari 2010,17; Ministry of Employment and the Economy, 2010, 7-8.)

Taking diversity into account in one's professional skills means creating a culture of activity that values and engages all employees. An operating model is created where different skills are brought to the fore and used to fulfill the basic task of the organization to achieve its goals. The key of this model is how the organization, at both its strategy and its practical level, provides the opportunities for success and learning for each member of the work community (Colliander, Ruoppila & Härkönen 2009, 14-15.) According to Sippola (2007), workplace diversity is an asset that offers a clear competitive advantage to a company due to growing knowledge, increasing innovation, manpower availability and diverse client service.

The purpose of this article is to investigate the diversity of working life and the experiences of employees in social and health care. In addition, the aim is to find out how diversity in the work community should be taken into account in human resource management and development in the social and healthcare sector. Our methodology is based on the research data collected in the framework of the Higher Polytechnic as a strong RDI influencer

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project in 2014-2015. The participants were students of postgraduate degrees. The aim of this project was to develop diversity skills and diversity management in cooperation with higher polytechnics. The project involved cooperation between the Polytechnics of Jyväskylä, Kajaani, Karelia and Metropolia Polytechnics in Finland. The project received a total of 139 questionnaires' responses from the people involved in social and healthcare services. In this study, we compared the public and private sides of the surveys, as well as facts and phenomena occurring in the similarities and differences. (Timonen, Mäkelä & Raivio 2015, 12, 45-47.)

To our knowledge, there are very few studies on diversity attitude in Finland. Previously, the role of women in working life, multiculturalism in the workplace, and the age perspective in working life has mainly been studied. In a research by Colliander et al. (2011), eight companies and public organizations took part in the Mosaic project of the social partners, which was carried out between 2001 and 2005. The aim of the project was to promote diversity management skills and to support the development of organizational structures and practices that encourage the appreciation of equality and diversity of people. This study revealed that organizations differed greatly in the way in which opportunities were distributed, in how they dealt with diversity and in how diversity was utilized. (Colliander et al. 2009, 34-35.)

Moreover, in 2007 and 2011, the Finnish Institute of Occupational Health conducted a Diversity Barometer. The respondents to the 2011 Diversity Barometer were 264 people, 44% from the private sector and 56% from the public sector. In the study, age, disability, language and family status became the most important manifestations of diversity. In respond to the importance of diversity in the organization, respondents gave priority to leadership. The reasons why diversity was considered as a key attitude were ensuring the stability and availability of the workforce, the well-being of the staff, the organization's image and conflict prevention (Toivanen, Haapanen, Väänänen, Bergbom & Viluksela 2011, 3-21.)

Sippola (2007) followed changes in human resource management between 2002 and 2005 as work communities consciously increased their diversity. In this study, diversity refers to individual differences in working ability. In the surveys, students were instructed to write about their own experiences, knowledge, and ideas about diversity and diversity management in the author's current or past work community. The essays were written anonymously so that the work organization was not identifiable. Initially, however, they were asked to briefly describe the location, size, industry and position of the work organization, as well as their position or job. Before writing the essay, the students became familiar with the material on diversity by studying the final report of the Mosaic project.

The questionnaires were written based on the questions below:

- What phenomena and issues related to employee and workplace diversity do you recognize at your workplace or workplace?
- How do diversity issues or phenomena affect employee engagement, work community and job performance?
- How do diversity issues or phenomena affect management or occur in supervisors?
- How do diversity issues or phenomena affect managerial and employee interactions?
- How do phenomena or issues related to employee or workplace diversity impact your activities as an employee or manager or as a member of the workplace community?
- What changes have occurred in diversity and in the issues or phenomena that have arisen while you have been in work?
- What diversity issues or phenomena do you find difficult to tolerate in the work community?

age, gender, ethnic and cultural background. Sippola used four approaches to diversity management in research including: resistance, equal treatment, business benefits, and learning from diversity. According to his results, diversity is not reflected in the human resource management or operations of many Finnish companies in public organizations. Thus, strong external and internal pressure on organizations would be required to achieve comprehensive and systematic diversity management in Finland.

2 Methodology and Analysis

The purpose of this study was to study the diversity of working life and the diversity of employees' experiences in the social and health sector. Our study is based on research material collected in the framework of the Higher Polytechnic as a strong RDI influencer in the diversity project 2014-2015. The aim was to find out how diversity in work communities should be taken into account in human resource management and development in the social and healthcare services. Our main research questions were:

1. How does diversity manifest itself in work communities?
2. How is diversity taken into consideration in supervisory work?
3. How should the work community be developed from a diversity perspective?

The data were collected as part of the Higher Polytechnic Education as a Strong RDI Influencer project funded by the Ministry of Education and Culture, which was carried out in 2014-2015. Our target group were postgraduate students and we focused on diversity skills and diversity management as managerial and professional skills. The project involved cooperation between the Polytechnics of Jyväskylä, Kajaani, Karelia and Metropolia Universities of Applied Sciences. The project received a total of 139 questionnaires' responses, including a selection of surveys from students working in the social and healthcare sector (see Table 1). There were a total of 40 participants, of which 24 were from the public sector and 13 from the private sector. Two responses were rejected because they did not clarify the employee's organizational structure. One of the respondents to the learning assignment worked in the third sector. (Timonen, Mäkelä & Raivio 2015, 12, 45-47.)

• What would you like to change in your own work, that of your co-workers or your supervisors, in relation to issues or phenomena arising from the diversity of employees or the work community? (Jaatinen 2014, written instructions for the essay assignment.)

Our study was qualitative research with the aim of analyzing the data in a multidimensional and profound way (Hirsjärvi et al. 2009, 164, 181). The purpose of the surveys of long essay answers was to find out the respondents' thoughts and experiences regarding to the diversity of the work community. A free-form essay survey on diversity and diversity management in a work community makes it possible to obtain versatile research data, because these kinds of survey could be used to find out different contexts from many people at the same time (Hirsjärvi et al. 2009, 195).

Qualitative essay material was analyzed using inductive content analysis, which is an analytical method derived from the material in which the material was accurately and comprehensively evaluated (Hirsjärvi et al. 2009, 164). The essay questions were combined to find similarities and the answers were categorized according to the research questions, first into several sub-categories, which eventually formed five main categories. During the compilation of the main categories, the essay answers were discussed several times and the aim was to obtain a systematic and as extensive description of the material as possible. The main sections formed as a result of the theoretical framework and the conceptualization of the essay material. The analysis process is illustrated in Figure 1. – see Seitamaa-Hakkarainen (2014).

Table 1. Labor organizations of respondents

Work organization	Health care	Social services and health care	Total
Public sector	9	15	24
Private sector	2	11	13
Unclear, not included in the study			2
Third sector			1
Total			40

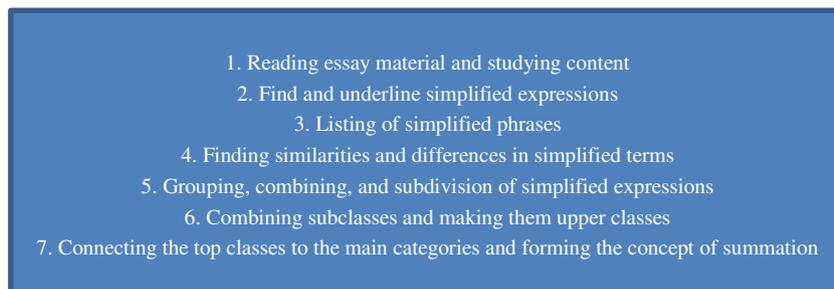


Figure 1. Progress of material-based content analysis by simulation Tuomi & Sarajärvi, 2018, 123

In this study, we used the scientific technique of comparison between the collected surveys. According to Salminen's (2007) study, comparison is an independent method of research. Salminen defines the concept as: "Comparison explains and / or interprets differences and / or similarities of the subjects studied systematically and comprehensively". The purpose of comparisons is to search for generalizability or specificity in the subjects under study. Comparison requires comparability; in other words, a process where there is enough similarity to investigate differences, or a difference to examine similarity. In this studies, we compared the public and the private side of the texts, as well as facts and phenomena occurring in the similarities and differences.

In this study, reliability was assured in many ways during the process and reliability was taken into account already in the planning phase. No research permission was required as it was a project funded by the Ministry of Education and Culture. The research was qualitative with the general reliability criteria being truthfulness, credibility, verifiability, reflexivity and transferability (Kananen 2015, 338, 353-355; Kylvä & Juvakka 2007, 127-129).

According to Hirsjärvi (2009, 231), reliability refers to the repeatability of measurement results in a study, i.e. the ability to give non-random results. In this study, during the data analysis phase, reliability was considered for

open-ended questions, with both researchers conducting their own content analyzes. Despite the same research questions and the same data, we have drawn conclusions from the data with emphasis on different issues – see Hirsjärvi et al. (2009, p. 231).

Our research reliability was enhanced by the coherence between the theoretical framework and the research section, and also by the direct quotations of the essays being presented alongside the research results. However, reliability is reduced by the inexperience of the target group, as a more experienced participant could have analyzed the material in more depth and drawn broader conclusions. However, even an inexperienced participant can use content analysis to get a relatively good analysis of research material. (Lake Hirs et al. 2009, 25-26, 161, 231, Tuomi & Sarajärvi, 2018, 145.)

In this study, according to the principles of research ethics, the participants were informed about our project that was a part of Strong RDI Project and their essays will be used as research material. In addition, the participants were instructed to write anonymously and pledged to maintain anonymity and trust throughout the study. Anonyms gave respondents the courage to write honestly about the questions asked and thus help the researchers find relevant results (Mäkinen 2006, 114.)

3 Results

3.1 Diversity phenomena and issues in work communities

Investigation of the phenomena and matters relating to the working community perceptions of diversity, the public side pointed to the large size of the workplace is available in Table 2. In a large organization, there were many different titles, which emphasized multi-professionalism and diversity. In public sector, half of the respondents felt that with the various professional groups we can gain the most satisfying work results, because of learning new things and gaining new perspectives on other colleagues. Both the public and the private sectors verified the resistors cooperation between different professional groups perceived as a benefit also from the perspective of patient safety. Overall, both sectors highlighted that multi-professional work community was perceived as an enriching and quality-enhancing and productive work.

"The diversity of the work community is a wealth that we should be able to make better use of it. We have a multitude of professionals in their fields who have a lot of working skills to offer to both work community as well as our customer."
Director 7, Public Sector

"Working with different professional groups is really

meaningful to me. I enjoy learning new things from them and gaining new perspectives on my work. I will also be happy to share and show the content of my own work and I hope it will promote our collaboration. I believe that seamless collaboration between professionals from different disciplines is also beneficial for the patients and for patient safety."
Nurse 2, Public Sector

"Not all employees may know each other, even by name. The job description of another professional group may not be very familiar either. This causes some problems."
Nurse 2, Public Sector

The answers also highlighted the age structure and the length of the working career, which were considered as a positive factor. The diverse views of people of different ages were perceived as rich and the long-term employee received tips for their own professional growth and development. However, age was thought to have a greater impact on job performance than on interaction, as interaction between employees tended to involve people close to their own age. This was thought to be more influenced by being in the same life situations and personalities than by age. Almost all of the responses were marked by enthusiasm and a desire to learn new things for early-stage workers. Those with a long career were thought to lack the most up-to-date research information and, according to some respondents, were

more likely to oppose new training or updating.

“In our work community, the stages of our working careers are not reflected in interaction, but mainly in the motivation of our employees. Some are waiting for retirement and some are so-called in a space where they ponder what they will be in their future career.” Manager 4, Private Sector

“I feel that these older workers are the ones who put the most resistance to change into new things. A new thing is perceived as harmful immediately, even though it has not even been heard what it might mean in practice.” Social Security Leader 2, Public Sector

“The tacit knowledge of older workers is extremely valuable.” Social Director 2, Public Sector

In both the public and private sectors, education was seen as heterogeneous. The social and health sector is bound by Valvira's guidelines on the level of training of its personnel. The private-sector response occurred in a matter of education affect wages. The salary was paid according to education, despite the fact that the duties were the same.

“My workplace adheres to the eligibility requirements that are nationally defined and therefore includes: The educational background determines pit how the division of responsibilities should be distributed. This also has an effect on wages, which are implemented in accordance with the collective agreement.” Entrepreneur 1, private sector

“Lower-grade earners would like the same salary as college-based, often college-based, who feel they deserve a higher salary because they have also studied longer.” Manager 3, Private Sector

The majority of both the public and private sector respondents worked in female-dominated work unit, even though the men had come to more recent years. This was welcomed as a change in the responses. However, according to the responses, men and women had different approaches. As a rule, men did not stress out of their own work tasks like women, so some of the respondents felt that men were doing less work. In addition, the pay in the private sector was different for men, with respondents arguing that men were attracted to higher wages and employment contracts of indefinite duration. However, as a positive aspect, men in both sectors were seen as balancing the work community. In both the public and private sectors, employment relationships were mostly indefinite, but in the public sector, the emphasis was on fixed-term employment, a permanent substitute network, a chain of employment relationships and a formal application process.

Table 2. Diversity phenomena / matter in essay responses

Diversity phenomenon / issue	Public sector	Private sector
Multiprofessionality	24	10
Age, career	24	13
Personality	19	13
Culture, religion	17	11
Work community size	20	12
Training	24	13
The gender distribution	24	13
Duration of career	20	9

3.2 Diversity in managerial work

When asked to describe how diversity issues appear in management, diversity was perceived to bring additional challenges to the work (see Table 3). In both the public and private sectors, employees' different life situations and personal ethical ideas were perceived as employing and challenging for the supervisors. On the private side, however, efforts were made to take into consideration the personal circumstances of the employees and to find a suitable way and place to work for everyone. In general, this meant regular and reduced working hours, allowing for a better work-life balance. However, the replies revealed that these individual work solutions were not actively marketed to employees. The public side of the responses showed that short-time working had to go to justify more talks.

“The goal of our company was to find at least one male employee for each unit. It is also mentioned in the company action plan.” Kindergarten Teacher 1, Private Sector

“The pay was different for male and female workers. The higher-than-average salary was certainly the attraction that the company in question attracted to men in an otherwise very female-dominated sector.” Kindergarten Teacher 1, Private Sector

“There is no difference in pay between men and women at my workplace. The pay gap is based solely on education and work experience.” Entrepreneur 1, Private Sector

In particular, the private side, pointed to alter the problem situations caused by the difference. Personality was also thought to show up in the workplace, because one did it carefully and slowly, and the other quickly did several things at a time. An employee who has seen and experienced a long career has been accustomed to working in ways and means he has found to be good. If someone wanted to do things differently, it sometimes caused problems for the working community. This "do it as always done" mentality created its own difficulties for productivity. According to several respondents, especially on the private side, strong personalities were not always able to listen to another employee's viewpoint.

Only on the private side of the reaction form the mentioned employees of different cultures were positive. It brought prosperity challenges to working life through intercultural reconciliation. According to the respondents, the natural encounter with ethnically diverse people required the employees to adapt and to have a positive work attitude. However, the difficulty was often the understanding between workers from different cultures. There was misunderstanding in the speech and writing, which caused more work for the respondents.

Overall, both the private and the public responded strongly to religiousness. In the respondents' view, this was mainly reflected in a negative sense in the form of various restrictions and prohibitions. Although no one's personal convictions should be reflected in daily work, the respondents had seen, for example, their preference for the same revival movement and their refusal to work. In the essay responses, the multi-professional nature of work communities, the broad age structure and the length of working careers were perceived as positive when asked about respondents' perceptions of work community diversity. We saw in negative matters, particularly in the private sector of education and sex of the effectiveness of the remuneration. In both sectors, the negative economic situation and its impact on the recruitment of alternates were considered negative.

Especially in project-based relationships, this was seen as difficult to accomplish.

“We try to take this coping into account in shift planning as much as possible, but we are currently in lively discussion.” Manager 4, Private Sector

“The situation in private life is a very volatile and less visible phenomenon, but I think this phenomenon at least affects us, for example, the pace of work and shift planning, for example.” Manager 4, Private Sector

The same educational background was seen to guarantee one that provides users with a set of values that use the same. Many of the responses have highlighted the fact that in recruitment situations it was important to keep a

multi-professional vision. Before the dawn of the enriching work community's skills and knowledge. Replies occurred after selection, where higher resistance may be possible for each user. Respondents in both sectors felt that the most important thing was to take into account the career stages of employees. Responses from the private sector highlighted smaller work communities and thus the ability of the manager to notice employee well-being.

In both sectors, the difference in employment relationships, especially for fixed-term workers, was stressed by the continuity of one's own work and the uncertainty of livelihood. The supervisor had to be open about the continuation of the employment of fixed-term employees and about future work situations. On the public side, there was inequality with regard to substitutes, especially in access to training.

"Alternates, on the other hand, are treated poorly, but of course equally poorly. According to the supervisor, substitutes should always be ready to go to work and life outside work seems to have no effect." Nurse 1, Public Sector

One of the great phenomena of diversity affecting the work of superiors was personalities. Responses from both sectors emphasized that work was done on a personal basis, so it also influenced relationships, conflicts, the quality of work and how it was done. In the respondents' opinion, it is important to see in the work community that each person has his or her own personality and brings his or her own part to the work community, without forgetting the professionalism and basic task. Respondents also thought that

supervisors were partly personality-related, so the tools provided by the training to perform the supervisor's duties were considered important. In particular, private-sector respondents wished related to leadership training, because many respondents had experienced owner companies running an own right and their own point of view. This resulted in inequality of staff, i.e. employees with little work experience who may not have had a professional vision were the owner's favorites. Persons with strong professional insights and experience questioned and criticized the owner's decisions and views and were therefore considered as troublesome employees. In other words, leadership worked mainly on a personal level.

"We have a very strong-willed and always a person who gets confused. He's often against everything new because everything was better in the past, and if something is agreed, he will (perhaps) follow the agreed or act like we do the rest, but in practice he does the opposite!" Social Director 5, Public Sector

Diversity issues were seen as bringing additional challenges to leadership in both sectors. The employees' different life situations and personal ethical ideas were seen as employing and challenging for the supervisor. Positive thoughts were aroused by a homogeneous educational background and, as a result, by having the same professional language and values. In both the public and private sectors, work communities emphasized that work was done with their own personalities. This was seen to have both negative and positive aspects in the functioning of work communities.

Table 3. Diversity phenomena / issues in essay responses in supervisory work

Diversity phenomenon / issue	Public sector	Private sector
Life situation	24	11
Educational background	21	12
Recruitment / Orientation	15	6
Career phase	22	13
Type of employment	16	7
Person	19	13

3.3 Diversity-related changes in work communities

A large number of respondents in both public and private sectors felt that diversity in the social and health sector had increased significantly in recent years. (See Table 4). The proportion of men in the social and health sector had increased and the diversity of occupational groups had increased. For example, the conversion of a nursing with a university degree had changed areas of expertise, even within one professional group. In addition, the outward appearance of the staff had been vacated, as the staff's outfits today were very varied and tailored to suit their personality. A new challenge for the hygiene ward of hospitals and other health care facilities was also the increasing popularity of man-made artificial nails, lashes and jewelry. In particular, public sector, pointed to the fact that people in the workplace aimed to treat individuals, but at the same time, however, on an equal footing. Respondents felt that the appreciation of diversity had been turned into a resource and thereby enhanced the development of work communities. Nevertheless, employee turnovers had been especially for substitutes. Several questionnaires experienced uncertainty and uncertainty about the future due to the changes brought by the coming military law.

"Turning substitutes is a constant challenge and the goal is to get the same workers to work, but it's very difficult." Kindergarten Teacher 2, Public Sector

In the responses of the public sector, the direction of work development seemed to be from the point of view of many respondents that at the moment everyone did everything. In recent years, however, there has been a wake-up call about the job profiles of different professional groups and how training should be reflected not only in pay and working time but also in the job itself. Responses thus highlighted the need to create new support services, as the tendency was to get, for example, nursing staff to do the job they were training, rather than transporting patients from one study to another.

"New support service professions have also been created because the tendency is to get the staff to do the work that is relevant to their training, not to transport patients or maintain various stores." Nurse 2, Public Sector

According to respondents in both sectors, the proportion of men in the social and health sector had increased and the diversity of occupational groups had increased in recent years. Particularly on the public side, appreciation of diversity was seen as a resource and this was thought to have contributed to the development of work communities. This can be seen in e.g. release of the external nature of the staff. In addition, equal treatment of workers was highlighted public-sector diversity-related changes.

Table 4. Diversity-related changes in the work community in essay responses

Diversity phenomenon / issue	Public sector	Private sector
The gender distribution	9	8
Multiprofessionality	11	5
The external nature of the employee	5	0
Individual equal treatment	18	9
Work community size	8	7

3.4 Developing work communities from a diversity perspective

When asked about the public and private sector of the respondents' diversity of development sites, pointed to a desire that in workplaces appreciated diversity more - see Table 5. According to the respondents, organizations that value diversity attracted talented employees who value their own skills. Organizations are looking for employees who are committed and committed to their goals. A large number of respondents considered the success and leadership of working groups of workers of different ages to be a great challenge in bringing the experience and knowledge of older workers to the organization and passing it on to younger generations. Younger employees were perceived to have fresh ideas and the ability to question and develop established practices. In relation to the same issue, respondents called for more age management to better identify the strengths and needs of different age groups.

"As human beings, my co-workers are nice and we have a good sense of humor, so we would have the potential if we could just use the resources properly." Nurse 1, Public Sector

Both the public and private sector responses expectation of more equality and equality of the work of the professional regardless of the role of each. Equality was seen in the responses as an appreciation and learning of the diversity and diversity of people. It was also perceived as a perception of diversity and diversity, as a meeting, understanding, tolerance and respect for employees. Responses from both sectors considered that a safe and valued workplace environment had a positive impact on work motivation and innovative thinking

"I wish everyone's work was valued equally so that none of us would be more valued by employees or customers." Social Director 2, Public Sector

"So the things I would like to change about issues and phenomena that arise from the diversity of the work community are, therefore, more equal treatment of supervisors in terms of

consulting their employees and in matters of pay. These things are clearly in our working community, known to everyone and called for action." Senior Staff 1, Private Sector

Currently, more respondents in both sectors felt that the development of work was rather leader-oriented. According to the respondents, the changes were dictated mainly from the top, without further consideration of whether the changes fit into the daily life of the work community concerned. Instead of this approach, the respondent hoped for a more inclusive development style that motivated them to develop their own work. It was thought to be related to well-being at work and well-being at work.

"But learning from a top-down dictating work culture is challenging. In a way, that spontaneous job development was perceived as a challenge to the authority of the supervisor.

"Kindergarten Teacher 1, Private Sector

Both the public and the private side, several of the respondents wished to diversity-related development issues a higher salary, as well as the economic situation, but they were bendable diversity of things. Improvements in the financial situation were thought to reduce workload, increase job coping and maintain physical and mental capacity. Relieving economic pressure was believed to release resources for job development and employee involvement.

"The work environment would be further enhanced if substitutes were to compensate for sick or vacation workers." Nurse 5, Public Sector

Responses from both sectors wished for greater respect for diversity. In their responses, organizations recognizing the diversity of their staff attracted talented and highly regarded employees. In addition, a safe and appreciative atmosphere at the workplace was thought to have a positive impact on staff motivation and innovative thinking. However, at present, respondents in both sectors see job development as rather leadership-oriented.

Table 5. Diversity issues in essay responses

Diversity phenomenon / issue	Public sector	Private sector
Age management	13	8
Parity	24	13
Safe, appreciative atmosphere	23	12
Work development	19	13
Financial situation	15	6

3.5 The challenges of diversity

Many of the respondents in both the public and private sectors considered the strong personalities of the work units to be the most difficult issue for diversity (Table 6). Their responses in all responses mainly negatively affect the wellbeing of work units. The hardest thing for the respondents was to tolerate colleagues who made themselves better and considered their own opinions as the only ones right. These workers were not united by any diversity factor, but rather had a common attitude towards work and work. Basic negative employees who did not want to change their behavior and did not think that reforming would bring about any positive change in their work were also seen as challenges. In addition, the private-sector offices were considered to be strongly constructed by workers' personalities and behaviors work for their implementation.

"It is difficult to tolerate when some employees go from one problem to another and bring these personal life problems to work and thus burden the entire work community. Manager 1, Public Sector

"These negatives unknowingly poison the work community from the inside, negativity grabs and slowly passes on to new people." Service Director 1, Private Sector

"Whenever the work community has been in a serene situation for some time, there is always the problem of the various personalities and their interactions within a pipeline." Manager 4, Private Sector

Both the public and private sector responses to difficult thing tolerable was experienced personnel conflicts. They were thought to arise when the age

range of the work community was wide and of different values. Workers of a certain type and age tend to work only with 'their own'. Work communities were reported to have "cups" of gossip, criticism and negative evaluation of the work community.

In private sector, salaries for people with the same job title could fluctuate by several hundred euros per month. There were also differences in pay patterns. Some of the respondents had a fixed monthly salary at the workplace, but other employees at the same job had a basic salary and a commission-based salary model. These were linked to the overall unit result and dependent on the work of the entire team. In addition to the salary, the private sector also proved to be challenging due to the insecurity of the social situation and the fear of one's own job.

The public side of the responses difficult matter was considered tolerable in several form that professional diversity poorly tolerated in workplaces. The different ways in which employees work and their different personal strengths or previous work experience were not appreciated by colleagues or supervisors. The manager's ignorance of the multidimensional nature of the action was reflected in the responsibility given to the strongest employees. According to the respondents, the action then went into "wrong careers".

Respondents in both the public and private sectors mentioned the uneven distribution of holidays as a difficult tolerance issue. It was thought that childless workers were also entitled to leave in July and Christmas. In addition, childless respondents felt unfair that employees who had children were not only absent from their own illnesses, but also because of their children's illness. However, there were no substitute arrangements for sick

leave, but the tasks were divided among the people in the workplace. Respondents in both sectors considered the strong personalities of the work units to be the most difficult issue related to diversity. It was not thought

that these strong personalities were united by any diversity factor, but rather by the attitude towards work and work. The private-sector workers, pointed up to the personalities of the structured work communities.

Table 6. Diversity challenges in essay responses

Diversity phenomenon / issue	Public sector	Private sector
Personality	8	13
Staff Conflicts	20	13
Salary	9	6
Professional diversity	15	7
Available / vacations	7	5

4 Discussion and Conclusion

According to the essay surveys of this study, diversity in workplace communities is multiprofessional due to the broad-time structure of employees and the diversity of career lengths. In addition, according to the respondents, diversity and education were seen as bringing additional challenges to the work. In managerial work in both the public and private sectors, employees' different life situations and personal ethical ideas were perceived as employing and challenging for the supervisors. Respondents in both sectors felt it was important for supervisors to pay attention to employees' career paths. Responses from the private sector highlighted smaller work communities and thus the ability of supervisors to notice employee well-being. The supervisor had to be open about the continuation of fixed-term employment relationships and future job situations. Respondents also thought that supervisors were partly personality-related, so the tools provided by the training to carry out the supervisor's duties were considered important.

Work communities wished that diversity was valued more than ever. A large number of respondents identified the success and leadership of working groups of workers of different ages as a major challenge in bringing the experience and knowledge of older workers to the younger generations within organizations. Younger employees were perceived to have fresh ideas and the ability to question and develop established practices. In relation to the same issue, respondents called for more age management to better identify the strengths and needs of different age groups. Both the public and the private side, several of the respondents wished to diversity-related development issues a higher salary as well as financial situation. Improvements in the economic situation were thought to reduce workload, increase job coping and maintain physical and mental capacity. Relieving economic pressure was believed to free up resources for job development and employee involvement.

Our study explores the diversity of working life and the diversity of workers' experiences in the social and health field. The research data is compared in the public and private side of the texts and it has been explored how diversity in work communities should be taken into account in human resource management and development in the social and healthcare sector. The work is based on research data collected in the framework of the Higher Polytechnic as a strong RDI influencer - diversity project from 2014 to 2015.

According to this study, diversity was generally positive and diversity was also valued in organizations, but based on the data, diversity was valued more by staff than by management. At managerial level, diversity was often seen as a challenge rather than a strength. This study also showed that employees' different life situations and personal ethical ideas were perceived as mainly employing and challenging for the supervisor, rather than a resource. According to the results of this study, diversity-related issues were perceived to bring more challenges to leadership in both the private and public sectors. According to the results, positive thoughts arose mainly from a heterogeneous educational background and, consequently, from having the same professional language and values, which also contributed to the contradiction with diversity.

Moreover, organizations recognizing staff diversity attracted more talented employees who value their skills than other organizations. Also in the 2005

Mosaic Project Summary, diversity was found to attract different kinds of expertise to the organization. Previous diversity studies of foreign resources have also shown that diversity of staff has a positive impact on the organization. These studies concluded that diversity improves problem solving, innovation and customer service quality. Also, a safe and appreciative atmosphere in the workplace was thought to have a positive effect on the motivation of employees and innovative thinking.

Respondents to the 2011 Diversity Barometer identified diversity as important for ensuring the sustainability and availability of the workforce, for the well-being of the staff, for the image of the organization and for preventing conflicts. Most respondents welcomed diversity in the workplace – see Härkönen & Visti (2005, 12), Cox & Blake (1991) and Johnson & Richard (2001).

In both the public and private spheres, work with personalities accentuated in work communities was seen as having both negative and positive aspects in the functioning of work communities. Indeed, in both sectors, the strongest personalities of the work units were considered to be the most challenging issue for diversity. Furthermore, the multi-professional nature of work communities, the broad age structure, and the length of working careers were perceived as positive when asked about respondents' perceptions of work community diversity. Older workers are often valued in work communities because they provide a wealth of information, but younger workers still have the most up-to-date knowledge. Together, they bring a variety of perspectives to the work community.

According to a salary comparison published by Statistics Finland (2017), women's average earnings were about one-fifth lower than men's. Also in this study, was seen as a negative, especially in the private sector of education and sex of the effectiveness of the remuneration. Perhaps more men are being wished for in the work community that they were prepared to pay them even more than women in the same job. In recent years, respondents in both the public and private sectors have shown that the share of men in the social and health sector has increased and that the diversity of staff has increased. Particularly on the public side, appreciation of diversity was seen as a resource and this was thought to have contributed to the development of work communities that we saw. Overall, this study tried to make a better understanding of phenomena related to the diversity of the work community and the authors hope that the results of this research will be used for improving work environment in both private and public sectors in Finland.

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