THE EFFECT OF FAIRNESS AND JOB SATISFACTION IN THE SWEDISH PUBLIC SECTOR:

NURSING HOMES IN TIERP AND GÄVLE

V -16

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ABSTRACT

Title: The effect of fairness and Job satisfaction in the Swedish Public Sector; Nursing homes in Tierp and Gävle

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Aim: The aim of this study is to analyze how fairness and its components; the distributive, procedural and interactional influence job satisfaction in the Swedish Public Sector. Our examination places were nursing homes in two Mid-Swedish towns of Gävle and Tierp.

Method: The study is based on ten qualitative interviews with employees in the nursing homes within the Swedish Public Sector. We used a deductive study approach where we let the participants express themselves at the same time having specific questions derived from theory about fair HRM developed by Bowen, Gilliland and Folger (1999). We analyzed the answers question by question in order to reach to a conclusion and achieve the aim of the study. The data is reported through written text, tables, graphs and findings and implications.

Result & Conclusions: We obtained the following: that there are rules and procedures as well as communications that need to be improved, likewise the gender equality and stand-ins’ possibility to influence. The service quality and delivery is not compromised where the employees experience emotional rewards by final customers. Following issues need to be highlighted; the issue of gender equality, rules and procedures and communications.

Suggestions for future research: A study where a quantitative technique can be used to consider the direct impact between fairness and job satisfaction to check the results of qualitative study and generalize. Further research could also include the impact gender has in predominantly men or women- sectors on perceived fairness and job satisfaction as well as the views of stand-ins on topics as fairness and job satisfaction in public sectors.

Contribution of the thesis: This study contributes to theoretical knowledge development about the notions of fairness and job satisfaction within the Swedish Public Sector. The topics of interest that we recommend managers to improve are: gender equality, rules and procedures and
communications at the same time as that the entry- and working conditions should be made better and easier in order to attract younger workforce into the sector.

Key words: Fairness, job satisfaction, Swedish Public Sector, nursing homes, gender, stand-ins.

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1. INTRODUCTION
In this chapter we give the readers a review about the aim of this study. Here we discuss about both the authors’ presumptions and the theoretical gap that has been found that makes the development of our study possible.

1.1 Background
According to Storey (1993) human resources have always been important for the development of companies and society, since the industrialization and the changes in the demand of the services it has become more and more important for companies to have a distinctive approach to the management of employment through workers empowerment, development and improvement. Saari (2004) claims that well-being and satisfaction among employees is as important as their competence and the worth they create to the company. According to Bowen, Gilliland and Folger (1999) the issue of how workers feel they are being treated among the others is important, because most of the employees often do not have access to information about technical, financial, legal and strategic decisions made by management. That makes the notion of fairness abridge the gap concerning those decisions and fill in the lack of knowledge about those often critical issues within an organization.

According to Cropanzano et al. (2007) fairness has three important components: distributive, procedural, and interactional. Bowen et al. (1999), describe distributive fairness as something that both employees and customers evaluate- the received outcomes. Having in mind that all the workers are not treated alike and that we humans are interested in the relation about how much we give and how much we actually get in return, implying that our satisfaction level is not correlative in how much we actually get but how justice, where we relate the inputs with the outcomes, is distributed.

Procedural fairness is about how employees and customers judge the procedures that decide the outcomes. When the outcomes are positive the satisfaction level is increased and positive association about the organization is made resulting in greater loyalty towards the company. Procedural fairness is an important key in maintaining legitimacy within the organization, according to Cropanzano et al. (2007). Interactional fairness deals with how such procedures are implemented and the explanation of procedures and final outcomes. Procedural and interactional justice can make unfair negative decisions
(distributive fairness) seem fair, that means those two types of justice can facilitate distributive justice.

The impact of being treated fairly or experience fairness has many advantages, besides not having to bother with often vast amount of information and experience work overload, it can also, according to Bowen, Gilliland and Folger (1999) contribute to employee commitment, which will make employees be willing to make an extra effort and sometimes go beyond the call of duty. Bowen, Gilliland and Folger (1999) want to show that the fairness can substitute for the lack of knowledge about the procedures within an organization and we the authors of this study want to see if that can be linked to job satisfaction experienced by the employees. On the contrary, and according to Bowen, Gilliland and Folger (1999), unfair organizations, for example, toward their customers, make their employees less energized about their work and the employees do not want to be associated with such an organization.

Therefore, contributing to knowledge about fairness issue and its’ impact on subordinates´ job satisfaction can have positive implications on organizational productivity. Ramifications are many, and increasing the knowledge about notion of fairness can fill in the gap we have found while researching about job satisfaction and the factors that influence it, especially in the Swedish public sector.

We think that being treated fairly can have an impact on the employees in the same way as a brand has an impact on a firm´s or an organization´s reputation Russell Abratt and Nicola Kleyn (2012). Employees, to our knowledge, if treated fairly, will be energized to do their work, and will also identify themselves with company and spread positive information about it.

We also mean that, if the employees can rely on the notion of fairness within the organizational procedures, it should make the work burden easier to manage and increase employees´ job satisfaction.

Even though we have been able to find articles that explain the impact that fairness has in building customers´ satisfaction, affecting job performance and reinforcing the organizational citizenship behaviors there has not been enough previous research that approaches the connection between fairness and job satisfaction in the public sector in Sweden. A sector that is an important part of Swedish society and is responsible for key
functions in society at national, regional and local level. We find the lack of research to be a relevant gap for study and an interesting way of approaching job satisfaction.

1.2. Fairness and job satisfaction
There have been many definitions about job satisfaction and some of them are:
- Job satisfaction is an emotional reaction;
- Job satisfaction is derived from the comparison between what a person gets compared to what it expects;
- Job satisfaction is an affective reaction from individuals concerning the assessment of their jobs and roles within;
- Job satisfaction can be considered as equivalent to job attitudes;
- Job satisfaction can be aligned to emotional responses to facets of the working situation. Weiss (2002)

We interpret previous assumptions as it is a person oneself that determines how to view job satisfaction depending on the nature of difference between what it expects and what it gets as a result of one´s job effort and that an individual oneself has a standpoint toward one´s job and how to deal with that job. We think that every person reacts differently depending on the situation.

According to Weiss (2002) the notion of affect and attitude should be kept apart. Weiss (2002, p. 175) suggests that job satisfaction is an attitude and that an attitude is an affective reaction and continues “that an attitude is an evaluation or evaluative judgment made with regard to an attitudinal object”.

We think that Weiss means that a person has its own viewpoint in connection with the matter at the person´s disposal that the person examines. Weiss (2002, p. 175) points out that defined as attitude, job satisfaction is ”a positive (or negative) evaluative judgment one makes about one´s job or job situation”. We consider that the job satisfaction is examined by an individual in this case considering one´s job situation. According to Weiss (2002) affective states are just states and should not be compared to evaluative judgments, because, affective states, moods and emotions come and go, and evaluative judgments influence decisions about objects. One of the other key constructs, Weiss
(2002, p. 176) argues, is the beliefs, which are defined as “propositional statements regarding the object” (for example: my job is difficult…), and that affective experiences, beliefs and evaluative judgment that we call job satisfaction should be seen as distinguishable constructs. We think that the example Weiss gives is descriptive of the quote, and our own example is: (I do not earn enough…). For example, Weiss (2002) means that facets of job satisfaction are the evaluations we make in the working environment, and that facets can be concrete objects as co-workers and supervisors and abstract objects as career opportunities. We prefer instead to agree with Jung and Yoon (2013) definition of employee satisfaction taken from Locke (1969) as

“the pleasurable emotional state resulting from the appraisal of one´s job as achieving or facilitating the achievement of one´s job values”.

Refers to the positive sensation when goals are reached and meet the expectations. Bono et al. (2004) argue that researchers throughout the decades have tried to find a definition that concerns the physical and psychological work related aspects of work satisfaction. Despite that, they mean that the job satisfaction has been the most investigated subject in organizational psychology, and one of the most known definitions of this concept is that job satisfaction is a positive emotional state as the result of personal appraisal of experiences and work Locke (1969). We believe that this definition describes the dimensions of job satisfaction that often have been researched, the emotional aspect and the cognitive aspect. This means that job satisfaction is seen as the interaction between thoughts and feelings and this is supported of Oshagbemi, (1999) claiming that job satisfaction is a person´s positive emotional reaction to a certain job and that it is based upon comaparison of what the individual gets with the outcomes that are anticipated, sought after or deserved. Furthermore, Oshagbemi (1999) points out that job satisfaction is of importance to human health because of its relevance for wellbeing of employees. Sutherland (2013) express that there are certain determinants of job satisfaction; they can be based upon personal characteristics and job characteristics. The personal characteristics involve for example gender, age and
According to Bowen, Gilliland and Folger (1999) fair treatment of the employees can also contribute to employee commitment. They argue if the performance evaluation process is fair, even negative evaluations are likely to be accepted and commitment can also mean employees’ willingness to make an extra effort and go beyond the call of duty and not merely staying with the organization. Even treating customers fairly can have an impact on employee motivation and satisfaction. If the company is for example unfair to customers, the employees might not be encouraged to do their work, because they do not want to be associated with the company in bad manner. Examples are: taking inflated prices or being insensitive to customers’ needs (ibid). Jung and Yoon (2013) argue that satisfied employees work more productively and creatively which affects customer satisfaction and loyalty in positive manner. According to Jung and Yoon (2013) research shows that 40% to 80% of customer satisfaction and their loyalty depend on the relationship with the employees. They point out that little research has been done on internal marketing procedures to ensure employees satisfaction and its impact on customer satisfaction. Wickramasinghe (2009) suggest that met expectations
can be a source of job satisfaction while unmet expectations can result in feeling unfairly treated and experience inequity. Wickramasinghe (2009) claims that according to equity theory, persons compare their contributions and outcomes with those of others. For example, skills and performance with pay and promotion.

Even though the satisfaction among employees has been vastly researched and is defined in many ways as important for companies well-being and workers achievement, there is a lack of studies about how the public sector employees experience fairness within their work and how it impacts the individual capacity of feeling satisfied with work’s outcomes. Russell Cropanzano et al. (2007) argue that organizational fairness is known for creating benefits for the companies and the employees.

1.3. Swedish public sector
The Swedish Public sector, as many other public sectors in the wealthy OECD had over many years struggled with the assumptions about, that the public sector has to be sharply distinct from the private sector. According to Hood (2004) as a result of that development in this sector many of the methods of management in the private sector have been today incorporated to the public sector management in the OECD countries, in which Sweden is part of.

According to Statistics Sweden (SCB- Statistiska Centralbyrån), population in Sweden in September 2015 equaled to 7269 000 persons (15-74 years old) and totally 9829 285 persons. 5179 000 (15-74 years old) persons were a part of the possible work force and of that number, 4832 000 (15-74 years old) were employed. That means that employment rate was 66,5 %. Employment rate among women was 64,5 % and among men 68,4 %.

According to SCB (Statistiska Centralbyrån, Offentlig ekonomi 2014), in year 2012 there were 788700 employed in municipalities in Sweden and 1271 600 employed within the Swedish Public Sector totally, that is 28 % of total number of employed in Sweden (4576 900). (Statistics Sweden, Public Finances in Sweden 2014, p. 17-21)
1.4. Purpose
The aim of this study is to analyze how fairness and its components; the distributive, procedural and interactional- influences job satisfaction in the Swedish public sector and nursing homes in Tierp and Gävle.

1.5. Explanation of the concepts
In our study about Fairness and Job satisfaction we mean the following:

- Fairness is the state, condition, or quality of being fair, or free from bias or injustice; evenhandedness. Cropanzano et al.( 2007).
- By Job satisfaction we mean the pleasurable emotional state resulting from the appraisal of one´s job as achieving or facilitating the achievement of one´s job values, Locke (1969).

1.6. Disposition of the study
In this section we present a model containing the disposition of this thesis and how we conducted this study:

1. Introduction- In this chapter we discuss the gap we have found while conducting the research, leading us to study´s purpose and study questions.
2. Theory- This chapter deals with job satisfaction and fairness, topics we have chosen to research, giving us the basis for upcoming analysis and discussion.
3. Methodology- In this chapter we present how we have conducted the study by interviewing the respondents and quality indicators.
4. Empirical Framework /Results- Here we present the empirical results of our study.
5. Discussion of the results and findings- In this chapter we discuss the empirical findings of our study.
6. Conclusion- This chapter contains conclusions about fairness and its influence on job satisfaction by answering the study questions in Introduction chapter. Conclusion chapter contains also suggestions for further studies and reveals the implications of this study.
2. THEORY
In this chapter we present the different theories that concern our selected topics, Work Satisfaction and Fairness and after that we are going to look more in depth about the specific factors that impact workers’ satisfaction.

2.1. Job satisfaction
According to Judge et al. (2002) to define the concept job satisfaction seems to be a difficult work, many writers through the decades have tried to find a definition that concern the physical and psychological work related aspects of work satisfaction. Job satisfaction has been the most investigated subject in organizational psychology (ibid). Locke (1969) suggests that, job satisfaction is a positive emotional state as the result of personal appraisal of experiences and work. This definition associates the dimensions of job satisfaction that always have been researched, the emotional aspect and the cognitive aspect. This means that job satisfaction is seen as the interaction between thoughts and feelings.

Judge et al. (2002) explain that there are different theories according to what creates job satisfaction: situation theories, personality theories and interactive theories. Situation theories are those describing that the achievement of job satisfaction depends of the nature of the work or those situations around the work that may have a major impact on it. In this theory we can find a model that has been very acknowledged which is the, Job Characteristics Model (JMC).

The second category of theory assumes that job satisfaction is based on the individual characteristics and experiences, something that has been highly criticized, and as Kaufmann & Kaufmann (1998) point out, because this type of approach does not validate the affectivity of work environmental changes as a tool to affect the workers job satisfaction level. However the third category is the most supported theory and claims, as Locke (1969) explains, that job satisfaction occurs with the interaction between the situation and the person, this means that it is the difference between what the person expects and accomplishes that determines the absence or existence of satisfaction.
2.1.1 Job characteristics model
According to Ali, Syukrina et al. (2014); Hackman and Oldham’s, *Job Characteristics Model*, it is the work situation that is the most important source to for achieving job satisfaction. The model contains five basic ideas that affect job satisfaction.

1. Task Variation: The ability and possibility that workers have to use their abilities and skills in work related tasks.
2. Task identity: Whether the employees might follow the production’s development through the work process from the start to the end.
3. Task meaning: How meaningful the assigned tasks are for each employee.
4. Autonomy: Whether the work tasks can be approached with freedom.
5. Feedback: Whether the employees get fast response about the work that is being done.

2.1.2 Working environment
Chi and Gursoy (2009) argue that, considering “the service-profit chain”, providing employees with good internal working environment is likely to contribute to their satisfaction and employees are more likely to stay loyal to organization and provide excellent service to their customers. Furthermore, the authors argue that any service company’s assets are dependent of employees’ know-how and skills and that employee satisfaction and retention are of big importance. The authors stress that employees who are happy and satisfied with their work environment are more likely to stay with the company and that fact means lower turnover and better performance, while the firm saves money for attracting and training new employees. Chi and Gursoy (2009, p. 247) suggest that employee satisfaction plays a pivotal role in companies, helping them achieve financial goals and that “taking care of employees can be defined as providing better pay, ongoing training, and making employees feel secure” It refers to the fact of working in a stable and empowering work environment that succeeds in satisfying workers’ need of development and confidence. Satisfied employees are more likely to be motivated and work harder, and those who are willing to work together and beyond expectations and provide better services, are more efficient and contribute to higher customer satisfaction (ibid)
2.1.3 Practices that influence job satisfaction
According to Kabak et al. (2014) there are five Total Quality Management (TQM) practices which may influence job satisfaction. They are: employee training and education, employee relations and teamwork, employee reward and recognition, quality culture and employee empowerment. They Kabak et al. (2014) argue that besides above mentioned factors there are also factors as facilities, job security and also education and salary levels have little influence on job satisfaction. The authors point out that job satisfaction is a phenomenon that happens when the characteristics of a job fit together with demands of employees and determines the fulfillment from a job. However, they suggest Kabak et al. (2014, p. 1168) that difficulties that occur while measuring the job satisfaction is that it “changes from person to person and it has a dynamic nature”. Personal appreciation and characteristics might affect the outcomes of job satisfaction in each individual and therefore it is possible to have different outcomes using the same practices!

Considering the managers´ job satisfaction, Chong et al. (2005) argue that if the job itself does not provide fulfillment of managers´ intrinsic needs such as to be competent and effective, then the managers will probably feel less job satisfaction. Dubinsky and Levy (1989) in the other side point out that organizational behavior research has found that the perceived equity is related to job satisfaction. According to authors job satisfaction is the set of affective reactions a person has toward its work situation.

According to Chong et al. (2005) allowing the subordinates to get involved in budget setting process enhances their motivation and job satisfaction. On the contrary, Chong et al. (2005), also point out that considering another study there are no benefits from subordinates´ ability to have an influence over budget. However, in their own study, Chong et al. (2005) find that high budgetary participation and high intensity of market competition combination increases subordinates´ job satisfaction.

2.2 Fairness
Cropanzano et al. (2007) claim that the Concept of fairness is frequently determined by justice that a person might experience and the consequences that follow that experience. The individuals assimilate to what they believe is right according to their moral and ethical standpoints. Therefore, they mean managers have the responsibility of understanding what is perceived by their employees as just. Most of the managers fail to
do so and consider instead that the employees are only interested in outcomes. Greenberg (1987) argues that it was Folger (1977) who showed that workers besides reacting to inequitable outcomes also reacted on unfair procedures. Folger showed, according to Greenberg (1987) that workers should be given possibility to affect procedural decisions that concern them.

Livingstone et al. (1995) suggest that the internal equity is about what individuals perceive as fair in connection with evaluating their rewards relative to rewards of their peers. External equity is about perceived fairness of one individual’s rewards relative to rewards of others in other organizations. Justice matters because of: The long-range benefits that employees might experience about how the treatment is going to develop over the time in the company, which is associated to the control model and the economic interest of the human being; Social Consideration- that impacts the esteem that employees have within the group and how employees´ inputs are recognized and evaluated; and the Ethical Considerations that maintain employees´ feelings that justice is morally appropriated which creates a better working environment and it minimizes the risks of bad managerial behaviors.

Moorman et al. (1993) argue that use of fair treatment and procedures may be the key for promotion of Organizational Citizenship behaviors. Fairness and fair treatment, according to Moorman et al. (1993), can mean dedication toward employees´ work, preventing the problems with other employees, informing before taking actions and refraining from complaining about the organization. Managers should discuss the implications of decisions and treat employees with dignity, allowing their voice to be heard which contributes to performance potential of an organization. According to Wilson et al.(2008) to deliver service quality a company should be focused on recruiting and hiring. The company should compete for best people and be the preferred employer. Wilson et al. (2008) argue that service culture is about giving both internal and external customers good service.

### 2.2.1 Components of fairness

According to Cropanzano et al. (2007) the research has shown that the justice has three important components: distributive, procedural, and interactional.
Bowen et al. (1999) describe distributive fairness as something that both employees and customers evaluate - the received outcomes. Having in mind that all the workers are not treated alike and that we humans are interested in the relation about how much we give and how much we actually get in return implying that our satisfaction level is not correlative in how much we actually get but how justice, where we relate the inputs with the outcomes, is distributed.

Procedural fairness is about how employees and customers judge the procedures that decide the outcomes. When the outcomes are positive the satisfaction level is increased and positive association about the organization is made, resulting in greater loyalty towards the company. Procedural fairness is an important key in maintaining legitimacy within the organization, according to Cropanzano et al. (2007).

Interactional fairness deals with how such procedures are implemented and the explanation of procedures and final outcomes. Procedural and interactional justice can make unfair negative decisions (distributive fairness) seem fair, that means those two types of justice can facilitate distributive justice.

Seiders and Berry (1998), claim that distributive justice is about outcome of a decision or an exchange, while procedural justice is about the process behind that outcome. The interpersonal treatment during the process affects procedural justice and is called interactional justice. The authors argue that fairness is especially important for service firms, where customers rely on trust because the service is intangible and difficult to judge.

### 2.2.2 Procedural, distributive and interactional justice

According to Grienberger et al. (1997) outcomes and procedures work together to predict fairness and they (ibid, p. 918) claim that “people not only compare their outcomes with those of others but also the procedures leading to those outcomes”. We consider that people are also interested in ways they get or achieve something not only to a result, product or a service, itself. Skarlicki and Folger (1997) define procedural fairness as procedures used to determine one’s outcomes. Skarlicki and Folger (1997, p. 435) define interactional justice as “employees’ perceptions of the quality of the interpersonal treatment received during the enactment of organizational procedures”.

We think that people would like to get fair interpersonal treatment while the procedures are conducted. Fodchuk (2007, p. 30) suggests that distributive justice is “fairness of the way outcomes are distributed”; while procedural justice is about “fairness of procedures used to determine distributions”; and that interpersonal justice is about “interactions surrounding distributions”, which should be respectful and sensitive. We view that as intertwined processes from start to an end, which all should follow the same line of being fair, because they impact each other, according to our comprehension. That can for example mean, that there should not be any difference between distributions of the outcomes, that procedures for those distributions and the results from the same should be fair and interactions during the distributions should be just. Furthermore, Fodchuk claims (2007, p. 41) that “prior to planning the intervention, it is important to know whether employees view procedures, distributions and interpersonal interactions as just”. We view that as that everybody wants to be fairly treated and that the treatment should be just.

Muhammad et al. (2105) point out that procedural justice is about policies and procedures that are used to determine the outcomes in a supply-chain relationship. According to Muhammad et al. (2015) the difference between distributive and procedural justice can be defined as outcomes in connection with distributive justice happen only once while procedures are more consistent and have enduring quality. Furthermore, Muhammad et al. (2015, p. 73) claim that distributive justice is like equity, and that “ratios of outcomes to inputs are equal to the ratio of outcomes to inputs of others”, and interactional justice is about communication processes and exchange of information being fair in a supply-chain relationship. We think that people compare outcomes to outcomes of others in same situations and expect to be treated and get according to at least some kind of standard, they view fair and just. Muhammad et al. (2015) point out that interactional justice dimension is the best predictor of organizational performance (taken from Wang et al. (2010)) and that interactional justice is based on interpersonal and informational justice. According to Lehmann-Willenbrock, Grohmann and Kauffeld (2013, p. 455) procedural justice “concerns the perceived fairness of procedures used to make decisions” and “the perceived fairness of methods and rules on which decisions in the organization are based” (ibid, p. 457). We think that authors mean that there should be some standards as rules and procedures that ensure that the distributions are fairly made, concerning organizations.
Bettencourt and Brown (1997, p. 40) claim that “workplace fairness refers to employee perceptions of the “rightness” of outcomes, procedures and interactions within the firm”. We think that authors mean that employees want to see the fairness behind the firm’s actions. Folger and Konovsky (1989) suggest that fair procedures should indicate that the person that examines those procedures and decides over the same respects the dignity of the examined person in order to make those decisions in appropriate manner. Those procedures should treat human beings as ends rather than means where respect and concern should be of interest in decision making. Two way communication should be established according to authors Folger and Konovsky (1989) where employees should have opportunity to get their voice heard and supervisors should allow employees input before making a decision.

McFarlin and Sweeney (1992, p. 626) taken from Folger and Konovsky (1989, p. 115) argue that, for example, “ distributive justice refers to the perceived fairness of the amounts of compensation employees receive”; while “ procedural justice refers to the perceived fairness of the means used to determine those amounts”. We view that statement as that employees want to get the compensation they deserve according to their effort. Konovsky et al. (1987) argue that many decisions in business organizations involve judging people, which is called performance appraisal. The authors argue that distributive justice is measured by fairness of outcomes that are received while procedural justice is measured by methods used to make decisions.

2.3. Theoretical framework
With the collected theoretical information, we have decided to create a graph that shows those factors that directly affect fairness and job satisfaction.

This graph shows that the three main components of fairness; procedural, interactional and distributive directly affect job satisfaction.
In the theory part we have found that fairness and job satisfaction have multiple factors in common. Fairness has three main components: Procedural, distributive and interactional and together all the components that we have found within theory affect and build up job satisfaction. The components that affect job satisfaction are: task variation, task identity, task meaning, autonomy, feedback, working environment, employee training and education, employee relations and teamwork, employee reward and recognition, quality culture and employee empowerment. Therefore we can say that fairness components have a direct effect on job satisfaction.
3. Methodology
In this chapter we describe the choices and methods we have chosen to acquire the needed information in order to answer the thesis’ purpose. We present the approach we used to collect the information and how we sought after the theoretical framework for our research. Besides that, we show our premises and what methods we used while conducting the interviews.

3.1. General approach
To answer the purpose of the research we collected both theoretical and empirical information. The theoretical part consists of scientific publications within the research field that have been done earlier applying to the current subjects. The empirical part consists of the qualitative interviews and the presentation of respondents within the Swedish Public Sector.
In our study we primarily used scientific publications but even books within business administration and methodology. We had access to scientific databases through University of Gävle’s domain where we used different keywords to acquire the needed information in order to write this thesis. We used databases such as Emerald, J Store, Discovery, Ebsco Host.
To find relevant articles we used keywords such as fairness, job satisfaction, Swedish Public Sector. We printed and read through articles that concern our chosen topics. We read the summaries, excerpts and abstracts before choosing the articles that were interesting for writing our thesis. We read through both current and older scientific publications in order to have a solid basis for the different phases of this research.

3.2. Empirical approach
In order to answer the thesis’ purpose we had to gather information from people that work in Swedish public sector and could give us an insight into their working situation. We decided to conduct interviews with ten respondents that work part or full time within two municipalities in Sweden. We used qualitative method where the words are subject to interpretation and where emphasis is put on how the respondents view and interpret their social reality. According to Bryman and Bell (2011, p. 493) qualitative research is often about analyzing human behavior in a context, where an interpretation of human behavior in terms of norms and values and the culture the persons are a part of, is studied.
Due to the fact that every person has his/her own interpretation of the reality, we analyzed all the respondents’ answers in order to find the similarities and differences within every question that we asked and in that sense we could interpret their reality and be able to reach to conclusions.

We decided to use a hermeneutical interpretative approach in our empirical framework, because it focuses on words, experiences and actions used by human beings. Differing from positivistic approach which is more about finding the direct and concrete explanations for different behaviors we used hermeneutical approach so we could see how the respondents view their situation through their answers so we could build our own opinion about their reality.

According to Patel and Davidson (2003), hermeneutical approach is based on taking qualitative understanding and interpretational systems and applying a role as a researcher that is open, “subjective” and engaged. It means that human reality is characterized by language and vocal nature and by using those, the knowledge about genuinely human phenomena can be acquired. By interpreting how people through spoken and written word and their actions express themselves, we should be able to understand other people and our own life situations. A hermeneutical approach implies that by studying an object and comparing parts and wholes a researcher should be able to reach as narrow as possible to complete understanding. That is a holistic approach which means that a whole is more than a sum of the parts. A hermeneutical approach means that several possible interpretations can be enriching and a researcher is in that sense free to argue which interpretation is best. Differing from a positivistic approach the phenomena are not a subject to be explained but instead interpreted and understood. According to Kvale (1997) the research interview is a conversation about the human world, where the oral discourse is transformed into texts that are to be interpreted. Hermeneutical approach sheds light over the dialogue that creates the interview texts to be interpreted and defines the process where interview texts are interpreted which can be grasped as a dialogue or conversation with the text.

We choose two different organizations within the municipalities of Gävle and Tierp where we conducted our interviews. We applied questions derived from Bowen et al.’s (1999) theory about Fair HRM (appendix 2) because we wanted to get a better picture about how the respondents situation was on spot, and after that we analyzed and interpreted their answers. We wanted to get a better understanding and in that sense
contribute to development of knowledge about the Swedish Public Sector. Our analysis contributes to expanding the current knowledge about respondents’ situation and we give proposals about possible implications on societal and managerial level contributing to increasing the theoretical knowledge about the Swedish Public Sector. Due to fact that our study is of interpretative nature, we tried to guard ourselves from unintentional mistakes by applying quality indicators and in that sense form a reliable and valid study.

We applied semi-structured interview technique, because we wanted to let the respondents answer our questions in their own words. We, the authors of this thesis, had specific themes that we wanted to address with our questions and according to Bryman and Bell (2011, p. 363) it is semi-structured interviews that allow us to ask questions that are already determined but where the persons that are interviewed can answer in their own words. The reason to that was to get the respondents’ own picture about the situation in their working places, which we could analyze and interpret afterwards. We put twenty five different questions, each and same set of questions was asked to each respondent that we interviewed. The respondents were active on their jobs while we conducted interviews and we had a previous permission from their bosses.

The interviews were conducted in Swedish language while one interview was conducted in Spanish due to fact that one respondent was of Latin American origin and one of the authors of this thesis is as well. The intention was to make it easier to conduct the interview because that respondent is native speaker of Spanish and to grasp the working situation in even better manner. The questions asked were the same as the original questions in English derived from Bowen et al. (1999) fair HRM theory. We, the authors of this thesis, translated the questions from English to Swedish and Spanish and we tried to do that to best of our ability. We both are students at a Swedish University where good knowledge of English language is a requirement. We also consulted our supervisors before interviewing.

We interviewed employees instead of bosses in order to see how the situation really was in employees’ working places considering fairness and job satisfaction because in that manner we could analyze the answers and get our own picture instead of bosses explaining how it is or should be. In that way, we could later analyze and interpret the
answers building our own opinion and giving our contribution to increasing the knowledge about Swedish Public Sector.

For a better understanding we want to provide a brief presentation of the participants, participants are given codes to make it easier to identify them when analyzing.

<table>
<thead>
<tr>
<th>Code</th>
<th>Name</th>
<th>Profession</th>
<th>Experience-Years</th>
<th>Age</th>
</tr>
</thead>
<tbody>
<tr>
<td>X1</td>
<td>X1</td>
<td>Nursing assistant</td>
<td>10</td>
<td>55</td>
</tr>
<tr>
<td>X2</td>
<td>Camila</td>
<td>Nursing assistant</td>
<td>5</td>
<td>45</td>
</tr>
<tr>
<td>X3</td>
<td>Matilda 1</td>
<td>Nursing assistant</td>
<td>8</td>
<td>35</td>
</tr>
<tr>
<td>X4</td>
<td>Lena</td>
<td>Nurse</td>
<td>35</td>
<td>65</td>
</tr>
<tr>
<td>X5</td>
<td>Suavis</td>
<td>Nursing assistant</td>
<td>4 months</td>
<td>25</td>
</tr>
<tr>
<td>X6</td>
<td>Camilo</td>
<td>Nurse</td>
<td>3</td>
<td>25</td>
</tr>
<tr>
<td>X7</td>
<td>Matilda 2</td>
<td>Nursing assistant</td>
<td>3</td>
<td>25</td>
</tr>
<tr>
<td>X8</td>
<td>Alvaro</td>
<td>Nursing assistant</td>
<td>5</td>
<td>36</td>
</tr>
<tr>
<td>X9</td>
<td>Laura</td>
<td>Nursing assistant</td>
<td>5</td>
<td>24</td>
</tr>
<tr>
<td>X10</td>
<td>Ginna</td>
<td>Nursing assistant</td>
<td>2</td>
<td>23</td>
</tr>
</tbody>
</table>

Table 1-Information about study participants
Source: Own construction

3.3. Scientific approach
Patel and Davidson (2003) suggest that, in order to relate theory with the empirical part, there are three alternative ways a researcher can use: deductive, inductive or abductive. Deductive way means that an already existing theory forms a basis for collecting
information, interpreting the information and relating results to existing theory. Inductive way means that using the empirical facts and all collected information a researcher forms a new theory. Abductive way means that by studying certain cases a preliminary theory is formulated, a theory which is afterwards tested on new cases in order to develop a new theory. It is a combination of deductive and inductive way.

We began our study by collecting the theoretical information prior to collecting the empirical information. That approach is called deductive.

We commenced by studying previous research in form of earlier scientific publications, to continue with existing theories concerning fairness and job satisfaction where our main aim was to study Swedish Public Sector. We derived our research questions using Bowen et al.’s (1999) theory about fair HRM. We analyzed respondents’ answers question by question and reached to conclusions by comparing our empirical findings with existing theories.

3.4 Our case
We conducted our study in two Swedish towns and we are now going to provide a brief description of those.

3.4.1. Gävle Municipality
Gävle is one of Sweden’s oldest trade cities and today has a population of approximately 100 000 persons and the municipality’s core idea is to create a community with openness, security and curiosity for the development, both within society and for an individual. The municipality also encourages diversity and freedom to choose by building a life environment that is long-term sustainable. (Gavle.se) 6640 persons are employed by the Gävle Municipality and of those 81,8 % are women.

Gävle municipality nursing and care of the elderly population is driven both internally and through external organizations with the purpose to be able to deliver the best service, environment and to meet the demand of the market or in other words the need of the municipality.

This nursing home is a group -home with 50 rooms totally for elderly people, 16 of those rooms are designated for elderly people with amnesia. Each room is designed for the customer to be as independent as possible, in the rooms customers have a private
toilet and their own kitchen space. This organisation is driven by Gävle municipality and it is only 8 km away from the city. To run this specific organisation it is needed to have a very varied staff. There are nurses, auxiliary nurses also; full-time employed and stand-by employed to be able to perform the daily work and nursing of the customer. The work includes tasks as; cleaning, cooking and daily activities to entertain the customer and give them a meaningful habitation. All is planned to fit the customers’ needs and desires, therefore task related activities can vary. The number of workers is related to number of customers. Normally, when it is a fully staffed time, this house includes at least 40-50 workers and the work is divided into different shifts. (Gavle.se)

3.4.2. Tierp Municipality and Danielsgården
Tierp Municipality has as aim to continuously improve its’ working methods and to spread already positive picture of the municipality. It means to increase the enthusiasm among all the employees and to create attractive, healthy and well-functioning working places. Key words are respect, responsibility, envisioning future, customer focus and courage. The municipality employees’ middle age is 48 years old. There are 1480 employees in the municipality and 84.3 % are women. Total number of inhabitants in the municipality is 20245 persons (by 31th of December 2014).

83% of the elderly that receive care are satisfied with treatment they receive. All of the elderly homes are subject to hygiene, quality and nutrition examinations, where no serious faults were found during the year 2014. There are already quality control systems in place, which are continuously being improved.

Danielsgården is a place for residential care activities for elderly and disabled. It is Tierp municipality’s short time dwelling place consisting of 33 places for elderly and disabled. It functions as rehabilitation place where an individual receives help in everyday activities. (Tierps Kommun, Årsredovisning, 2014)

3.5. Interview theme
The interview questions were formulated according to the theory chapter of this study to achieve deeper understanding on how fairness affects job satisfaction. The questions had as a principal purpose to embrace each one of the categories that go under Fairness in the theory chapter because these components are seen as the ones that can have a
positive or negative impact on the perception about job satisfaction workers are experiencing.

Table 2. below, shows the questions and links to theory. The purpose of the questions was different regarding to which component of theory they are applicable on. With the Procedural fairness questions the purpose was to understand how the employees and customers judge and perceive the procedures that decide the outcomes of their work. Interactional fairness questions had as aim to show if the established procedures are implemented and the information flow, and it's final outcomes.

<table>
<thead>
<tr>
<th>Category</th>
<th>Theory</th>
<th>Question</th>
<th>Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hiring</td>
<td>Distributive</td>
<td>Do you think that You are the right man/woman for the job?</td>
<td>Bowen et al. (1999), p. 12-17</td>
</tr>
<tr>
<td></td>
<td>Procedural</td>
<td>Do you feel that this job is an opportunity for you?</td>
<td>Bowen et al. (1999), p. 12-17</td>
</tr>
<tr>
<td></td>
<td>Interaction</td>
<td>Are you satisfied with your schedule, feedback, honesty, communication and how you are treated?</td>
<td>Bowen et al. (1999), p. 12-17</td>
</tr>
<tr>
<td>Performance/Appraisal</td>
<td>Distributive</td>
<td>Do you feel adequately treated according to your results? Do you feel that you deliver results?</td>
<td>Bowen et al. (1999), p. 12-17</td>
</tr>
<tr>
<td></td>
<td>Procedural</td>
<td>Do your customers think the same way?</td>
<td>Bowen et al. (1999), p. 12-17</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Do you think that the given standards are consistent? Do you receive input from your co-</td>
<td>Bowen et al. (1999), p. 12-17</td>
</tr>
<tr>
<td>Category</td>
<td>Theory</td>
<td>Question</td>
<td>Reference</td>
</tr>
<tr>
<td>----------</td>
<td>--------</td>
<td>--------------------------------------------------------------------------</td>
<td>--------------------</td>
</tr>
<tr>
<td></td>
<td></td>
<td>workers?</td>
<td>Bowen et al. (1999), p. 12-17</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Do you experience inconsistencies? Can you reconsider your decisions?</td>
<td>Bowen et al. (1999), p. 12-17</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Do you feel treated with respect?</td>
<td>Bowen et al. (1999), p. 12-17</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Compensation/Rewards</strong></td>
<td>Bowen et al. (1999), p. 12-17</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Is there external/internal/individual equity?</td>
<td>Bowen et al. (1999), p. 12-17</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Procedural</strong></td>
<td>Bowen et al. (1999), p. 12-17</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Is there consistency?</td>
<td>Bowen et al. (1999), p. 12-17</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Is it accurate?</td>
<td>Bowen et al. (1999), p. 12-17</td>
</tr>
<tr>
<td></td>
<td></td>
<td>If not, can it be corrected?</td>
<td>Bowen et al. (1999), p. 12-17</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Do you receive rewards in connection with representation?</td>
<td>Bowen et al. (1999), p. 12-17</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Interactional</strong></td>
<td>Bowen et al. (1999), p. 12-17</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Do your bosses explain inequities?</td>
<td>Bowen et al. (1999), p. 12-17</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Do they explain changes?</td>
<td>Bowen et al. (1999), p. 12-17</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Is there an open communication?</td>
<td>Bowen et al. (1999), p. 12-17</td>
</tr>
</tbody>
</table>

Table 2: Questions to respondents
Source: own construction
Procedural and interactional justice according to Bowen et al. (1999), can make unfair negative decisions (distributive fairness) seem fair, that means those two types of justice can facilitate distributive justice which was also being researched by using the questions.

3.6. Data Collection
We saw the collection of the data and the analysis as interrelated processes, what means that the analysis begins in the early stages of the study when the first part of information has been collected. Corbin et al. (1990) suggest it is known that qualitative researchers collect much of their data prior to beginning the systematic analysis. However the relevance of the answers we gained by interviewing had to be analyzed in the first stages of the data collection so that answers that are not contributing to the development of the chosen subject are detected so that corrections can be done in proper time and that the next set of interview questions should possibly be more salient.

We added two questions about employees’ view on future developments within the sector and if there is something they would like to change.

3.7. Tools of analysis
To be able to research the purpose by analyzing the collected data, different tools had been used.

The first tool that we used was to enhance the knowledge of the selected subject by searching more existent theoretical material and facts that not only enhance the knowledge but could even give us a more concrete ground of what we were about to face while writing this study.

The interviews were performed with open mind, that is why we had chosen to take notes and transcript each interview so that we did not make mistakes or mix answers with our own ideas and do not make pre-existing conclusions. After that we searched for existing patterns that could be relevant for the development of this study and answering/achieving the purpose.

3.8. Questions
In this part we go through the qualitative data we have collected, to give a deeper understanding to the reader about what was said by the respondents as they answered the pre-prepared questionnaire. The questionnaire we used shows that Bowen et al (1999) did divide the theory of fairness; distributive, procedural and interactional into
three categories; hiring, performance and compensation and here and on we have decided to divide the empirical part in those categories for better explanation of our analysis.

<table>
<thead>
<tr>
<th>Type of Justice</th>
<th>Hiring</th>
<th>Performance</th>
<th>Compensation Rewards</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distributive</td>
<td>Question 1</td>
<td>Questions 4-7</td>
<td>Questions 15-18</td>
</tr>
<tr>
<td>Procedural</td>
<td>Question 2</td>
<td>Questions 8-10</td>
<td>Questions 19-20</td>
</tr>
<tr>
<td>Interactional</td>
<td>Question 3</td>
<td>Questions 11-14</td>
<td>Questions 21-23</td>
</tr>
</tbody>
</table>

Table 3: Disposition of questions
Source: own construction

3.9. Quality indicators
According to Bryman and Bell (2005) in qualitative research the importance and relevance can be measured by the existence of trustworthiness and authenticity.
Trustworthiness, as Bryman and Bell (2005) point out, consists mainly of:
- Credibility
- Transferability
- Dependability
- Confirmability (Bryman, Bell, 2005)
Factors that we thought could help the interview and the study be more viable and to get the expected results.
Bryman and Bell (2005) argue that credibility facilitates the research so it can be done in a fair manner and that the observers or readers interested in the results consider that the reality or the studied objects have been grasped in a right way. According to them, transferability should allow us to achieve results that are applicable to other social environments besides the one we are studying. That, in our case could be one of the limits of this study because we can not guarantee that the results could be applicable to other social environments. While Dependability (ibid) means that the theoretical conclusions should be justified according to the persons that review the thesis for example, that means colleagues or opponents should be able to see that all the phases of the research process have been done correctly. By saying that, we hope that we have achieved that purpose also, but we can not guard ourselves from unintentional mistakes. However, we tried, to best of our ability not to make any mistakes. Confirmability
means that we as researchers have acted in an appropriate manner because a complete truth in the science of social environments can’t be reached. We tried to act in an appropriate manner in order to answer the aim of this study.

Authenticity- should be based on a fair view (all opinions should be taken into account), ontological authenticity (does the research results help understand the reality better?), pedagogical authenticity (does the research help the respondents get a better understanding of studied objects?), catalytical authenticity( do the results contribute to participants change their situation?), tactical authenticity (do the participants have a possibility to take measures needed to change their situation?).

In our case, we took all respondents´ (n=10) answers into account and went through all the questions and answers thoroughly in order for our study to be based on a fair view. This research, in our opinion, helps understand the reality better by adding new knowledge to a pre-existing one. We aim of presenting our findings to our respondents.
4. RESULTS
With the data that has been collected and the theoretical framework already established, it is our task to analyze if the empirical resources and the theory conform each other or not, and find the reason to that in the context. We have chosen to present the results of this study, divided into the main categories previously presented in table 2-“Questions to respondents”, and table 3- "Disposition of questions"; hiring, performance and compensation.

4.1. Hiring
While analyzing the results of the interviews by persons that are actively working in the Swedish public sector, it was notable that the majority felt that they are the right persons to work within the public sector and to take care of the elderly part of the population that need nursing care. It was important to know if the respondents felt if the work they have chosen to do, gave them the opportunity to develop. Some of them considered that this job is an opportunity to develop a career while 20% of the respondents viewed this job as transitory because of the lack of possibility for them to develop within career without the proper education. As some of the respondents considered this to be transitory job, it could be possible that even if the job offers career developing opportunities, those are being missed, therefore, we think it is important, to bring forth that some of the respondents were part time workers.

In this type of job it is required by staff, vast amount of time to be able to provide the client proper service, which results in schedules with ” bad shifts ” or schedules that some of the interviewees were not satisfied with. Workers appear not to have the possibility to customize their schedule because the clients they are working with, need 24 hour service and it has to be provided in a consistent way. It does not seem to be directly affecting the overall satisfaction the most of the interviewees are feeling due to time schedule. It seems to have become like something they are willing to deal with in order to carry on with their work. The interviewees overall expressed that they are satisfied about how they are treated, that feedback system is being used most of the time, fast and proper comments about the work are delivered and it is being done between co- workers or even between clients and workers.
It shows to be very important for the cohesiveness of the work to have a good communication between all of the involved parts; for a better performance and well functioning relationship among co-workers. One of the interviewees expressed that they did have poor communications and therefore some misunderstandings could occur. This person argued that there was a need that the communication become more clear between workers and managers but that the interaction colleagues have with each-other was considered as honest. One respondent confess:

"colleagues are honest to each other, the communication is good within the group and I’m fairly treated” (Interview, 2015)

X1

4.2. Performance
Here we attempt to see if there are standard procedures at the work place, if they are implemented and communicated well among the workers and what is the workers appraisal of the existent standards.

Interviewees agreed that they were all treated according to what they accomplished, where settled goals could be reached. The effort that is made by the workers to achieve goals are appreciated by the clients, according to all the respondents this appreciation shows by the positive feedback clients were giving them and therefore the relationship between workers and clients develops from being cordial to a more deep relationship based on trust, respect, security and joy. It seems that this part of public sector has somehow managed to create standards that are easy to follow at least for the 60% of the respondents but according to the remaining 40% of the respondents some of the standards were not actually appropriate for the actual situation, and that the standards were old and needed to be upgraded. They also expressed that the existing rules could be misunderstood. This same group of respondents expressed that they believed better communication skills were needed to have a better understanding of those rules and standards. By saying that we can assume that these misunderstandings and the lack of communication in this work place does make it more difficult for the workers to achieve goals, to deliver the proper service and to feel that they are doing their job
correctly. One of the respondents felt that smokers were privileged, creating dissatisfaction among the workers.

Among those respondents that were stand - in workers there was an overall feeling that they are not being given the same importance by managers when communicating rules, standards and feedback to them in comparison to a full time worker, what according to them does affect their performance and outcomes. However, even if some of them felt discontent with the communication of standards and rules, it seems that communication among co-workers is not been affected negatively, it seems instead to be very fluid and reciprocated. All of the respondents agreed that they were giving and getting adequate input to and from their colleagues.

"Most of the people are treated equally, but there are gaps like in every working group. Basically, all are being treated equally.” X2 (Interview, 2015)

Inconsistencies in the equal treatment were expressed by X1, X2, X3, X8. When explaining what those inconsistencies were about, they expressed, that they believe that smokers were privileged, women were treated differently and salaries were inconsistent with the effort that is made. Regardless of the inconsistencies 90% of the respondents felt they are approached with respect and they have equal opportunities when it comes to reconsidering work-related decisions that they make and therefore they don’t feel afraid of making mistakes and that they can learn and excel within their work.

It is pretty clear that even though there are several factors that respondents are discontent with, they somehow have managed to have a good, respectful relationship among colleagues and communication and support among each other. Feedbacks have not been affected negatively and the workers have even developed a culture where mistakes are easily corrected. It is important to point out that the biggest part of discontent; with for example the communication, the feedback system and the treatment, was expressed by stand-in workers.
4.3. Compensation
We attempted to see whether compensation was awarded in the different organizations we examined and how it has been perceived by the workers. It was clear that those that were interviewed mostly had a lack of knowledge or interest to know if they were been offered compensation equivalent to other workers in the same branch. Instead had more knowledge of the internal compensation system in their own workplace and therefore could feel that they were compensated at the same rate as their co-workers and according to their effort, even though that some felt that monetary compensation could be adjusted to the amount of work load. 90% of respondents claimed that they had been fairly treated and consistently while the rest argued that there can be some form of favoring towards those that had been working for longer time and that it affects personnel effort and commitment. One employee argued that personal relationship are established which could have an impact on consistency and fairness. One respondent answered that issues such as bias suppression and accuracy could be addressed within the personnel group.

It seems like different types of compensation have always been at place. Mostly, the employees did not get any extra compensation in connection with their work effort. 20 % of the respondents said there were compensated by given opportunity for further education paid by employer, health enhancements cards provided by some employers, while others claimed that the most positive compensation that they experience is the affective one from customers. It could be that there are other form of rewards the respondents were not aware of, maybe due to lack of communication with some of the employees. Employers seem to be difficult to communicate with, and even at giving information about the different rewards or changes that are made and the two-way communication in the work place appears to be lacking between workers and employers because employers are either not giving comprehensive explanations or the employees do not pay enough attention to the explanations. Maybe therefore the affectional reward is currently taking important place that already has been mentioned.

"a lot of love by those we take care of. Respect and joy” XI (Interview, 2015)
In such an important matter, as communicating with managers about the existing inequities, according to respondents, managers did not explain inequities when approached. Some of the respondents argued that it depends on topic and that communication with managers was lacking. Considering communication with managers about changes, one respondent pointed out, that it was difficult for the employees to meet managers, while another employee argued that personnel did not pay attention when managers were explaining changes. One employee suggested that managers when asked to explain changes mostly answered: I do not know. In general, respondents considered that the communication was open. Only complaints were about the managers being unavailable and that the open communication could vary between persons.

When summarizing our study, it shows that distributive, interactional and procedural justice has implications on hiring, compensation and the implementation of procedures.

4.4. Future and Changes
When asking the respondents about what they believe the future holds for them in their workplace, most of them answered:” I don’t know”, what implicates that the future in general is perceived as uncertain. As much as the 20% answered that the prospects are more negative, being afraid that the situation will just get worse and the work load will just increase. Therefore they comment the importance about that the young generation needs to be appealed to and motivated to embark upon this kind of job in the future. According to one part of the workers that have this grey perception of what future holds, there are not many positive associations out there for people to desire to do their current job. At the other side we had respondents that said they were satisfied with their work overall but that they agreed that something has to be changed so that the current situation gets even better. They seem to be carefully positive about what future holds and believe this sector is often in need of main force. We believe therefore that they perceive the branch as a secure and the one that grants them a safe income.

What future holds is difficult to predict but as a worker who bases his/her opinion on their own experience, you can easily build a perception of what you think is going to happen if the current situation continues. In this case, we have got mixed answers, where some respondents are more positive than others, where some of them see the
future as a bright and full of opportunities meanwhile others see the future as bad, full of worries and unappealing.

4.5. Summary of results
When summarizing our study, it shows that three types of fairness- distributive, interactional and procedural fairness have a direct impact on hiring, compensation and the implementation of procedures, something that affects job satisfaction.

This graph shows that fairness components: procedural, interactional and distributive affect how justice is perceived, the rewards and implementation of procedures at workplaces, affecting workers’ satisfaction level within their jobs, not only the satisfaction related to tasks but also within the group and with managers.
5. DISCUSSION OF RESULTS AND FINDINGS

In this chapter we go deeper in addressing the findings after been able to compare the theory with the empirical results. We construct a table 4 that provides brief information about those connections we found between theory and discussion.

5.1 Fairness and hiring

While interviewing the respondents working in the Swedish public sector one question considered hiring and distributive justice was omitted; namely appropriateness of hiring decisions. The study could be extended by posing such a question to employees. But as next section shows, hiring decisions can be determined by answers given in other contexts. Considering consistency and bias suppression as part of hiring and procedural type of justice, the questions deal with; accuracy, job relatedness and opportunity, information on schedule, feedback informativeness, feedback timeliness, honesty, two-way communication and interpersonal treatment.

It seems that respondents consider themselves to be at the right place, which shows that hiring part has been done successfully by managers. Most of the respondents thought that the job is an opportunity for them something that could be further developed with providing the employees opportunity for education and improvement. According to Wilson et al. (2008) to deliver service quality a company should be focused on recruiting and hiring. The company should compete for best people and be the preferred employer.

One issue that should be considered by managers is to adjust schedules to benefit the employees. As the situation is now there are complaints about the schedules. The employees were satisfied with the feedback they were receiving and the honesty at the work place, something that should be maintained by managers. According to Ali, Syukrina (2014) job satisfaction is achieved by employees being able to follow production’s development through the work process from the start to the end. Communication could be more clear, otherwise communication was good. Muhammad et al. (2015) suggest that interactional justice is about communication processes and exchange of information being fair in a supply-chain relationship. Managers seem to have succeeded with the treatment of their employees due to fact that all respondents were satisfied with how they are treated. Moorman et al. (1993) argue that use of fair
treatment and procedures may be the key for promotion of Organizational Citizenship behaviors. Skarlicki and Folger (1997) argue that interactional justice is “employees’ perceptions of the quality of interpersonal treatment received during the enactment of organizational procedures”. Bettencourt and Brown (1997) suggest that” workplace fairness refers to employee perceptions of the “rightness” of outcomes, procedures and interactions within the firm”. Authors of this study think that managers should try to improve on ranked items considered bad while developing the positive aspects.

We, the authors of this study, think that it should be made easier for youngsters to enter elderly care sector due to fact that most of the respondents felt that they were the right persons for that job. Further education is needed not only to improve within the job but also to deliver better service toward the customers. Chi and Gursoy (2009) argue that service companies are dependent of employees´ know-how and skills. Kabak et al. (2014) claim that employee training and education, also influence job satisfaction. The bad shifts should be changed because they can cause fatigue and that could have inferior effect on service delivery. Fair treatment at work place can have positive word-of-mouth Russell Abratt and Nicola Kleyn (2012) as an effect and that could have positive impact on organizations´ reputation.

5.2. Fairness and performance
There was one item that was omitted, considering procedural type of justice and performance as part of fair HRM and that is: “If the rater is familiar? “, due to assumption that it would not considerably add to expanding the knowledge about fairness. In theory the question was possibly formed to avoid biases between the employer and employee. Otherwise, all of the parts of both procedural and performance types were examined. The attempt with putting the questions was to increase the knowledge about consistent standards.

The questions deal with ratings meeting the expectations, outcomes based on ratings, outcomes meeting the expectations, consistent standards including input from employees, personal bias suppression, opportunity for reconsideration, performance standards being communicated, adequate notice, timely performance feedback, informative performance feedback and treating employees with respect.
There are some areas that apparently should be built upon, the notion of good service, where the employees suggested that the customers were taken care of and that the relationships were based on security, trust and joy. Ali, Syukrina et al. (2014) argue that job satisfaction is achieved by task meaning where the assigned tasks should be meaningful for each employee. Chi and Gursoy (2009) argue that good internal working environment contributes to employees´ satisfaction. The employees think that they deliver results and that they were treated accordingly. Something for managers to keep an eye on is that working rules and routines should be updated and the communication should be improved. Two-way communication should be established according to Folger and Konovsky (1989) where employees should have an opportunity to get their voice heard and supervisors should allow employees´ input before making a decision. Certain groups like smokers should not be privileged. There seems to be good communication between colleagues, something that should be preserved. It is good that the employees have the possibility to reconsider and correct their decisions. Managerial decisions should be implemented, which shows to employees that there is consistency and reliability in managerial decisions. Even though it was mentioned by only one person that the gender was an issue, it should be taken seriously and corrected to apply in all cases (that everybody should be fairly treated), in order to comply with law and ethical standards, which should be in place.

Cropanzano et al. (2007) argue that there are also ethical considerations that maintain employees´ feelings that justice is morally appropriated. As Muhammad et al. (2015) point out procedural justice is about policies and procedures that determine the outcomes.

Stand-ins should be better integrated in the work force by giving them appropriate feedback. Now it seems to be lacking. The managers should pay attention to nature of rules, where all the rules are not being communicated and that depends on situation. Greenberg (1987) argues that it was Folger(1977) who showed that workers beside reacting to inequitable outcomes also reacted on unfair procedures. Folger showed, according to Greenberg (1987) that workers should be given possibility to affect procedural decisions that concern them.

And as Lehmann-Willenbrock et al. (2013) suggest procedural justice is about perceived fairness of procedures upon which decisions are based and fairness of methods and
rules. In our case, that can be interpreted in both positive and negative manner, where it is questionable if all the rules should be communicated which can for example impact the effectiveness of organization, by getting the employees entangled in too many requirements, but we think that rules that apply to ordinary work-force and service delivery should be provided to employees. That means standard rules and procedures. Muhammad et al. (2015) point out that interactional justice dimension is the best predictor of organizational performance. According to Grienberger et al. (1997), “people not only compare their outcomes with those of others but also procedures leading to those outcomes”. Fodchuk (2007) claims that “prior to planning the intervention, it is important to know whether employees view procedures, distributions and interpersonal interactions as just”. Almost all of the respondents answered that they were treated with respect, but the one negative answer should not be neglected. The reason to disrespect or the lack of respect, should be found and corrected, so that same standards are applied to all of the employees instead of employees spreading the negative word-of-mouth, negative gossip or imposing some kind of retaliation at the working place. As Chi and Gursoy (2009) point out employees that are happy and satisfied with their work environment are more likely to stay with the company and that means lower turnover.

The gender issue seems to be a problem. That can depend on unequal dispersion between genders in certain sectors, some sectors are mostly occupied by men and some by women. What we could see in our study, the sector we researched was predominantly occupied by women something that can be noted in information in table 1. The case in this study could be an isolated case but at the same time could apply to a larger group, for example men in predominantly women-based sectors. However it should be taken seriously, due to costs it could mean for society if faced with unequal treatment trials and ethicality. The positive part of answers was that the service in public sector seems to be implemented in a very good manner, which means that the final customers, get the appropriate care which they are entitled to. The effectiveness of rules, standards and procedures imply that whole performance process is delivered in a good manner which means that final customers could expect good service delivery. According to Kabak et al. (2014) quality culture may influence job satisfaction. Being treated with respect is something that should be adhered to, because lack of it could
have negative implications on work-force effectiveness and the atmosphere at the work place which if too spread, could have negative implications on the service delivery.

5.3. Fairness and compensation
This part of study deals with three different types of justice (distributive, procedural and interactional) and the compensation/rewards part of fair HRM. We received answers that deal with external, internal and individual equity. Besides that, consistency was examined with questions on bias suppression, accuracy, correctability and representation. The employees were asked to answer questions about managers explaining inequities, changes and if open communication existed at the work place.

Concerning external equity, it should be the employees’ task to find out what the salaries are like in the care sector. It is not and should not be a managerial task to present the development of wages in the sector to the employees. When applying for the job it should be an applicant’s assignment to know what an average salary should be and then to discuss or negotiate one’s own wage. At the same time, internal equity shows that the employees were aware of what their fellow colleagues earn something that implied that internal equity is in place. Livingstone et al. (1995) suggest that the internal equity is about what individuals perceive as fair in connection with evaluating their rewards relative to rewards of their peers.

The difference between external equity and internal could be explained by employees already being employed and not in an- applying for the job- stage. Concerning individual equity, respondents agreed on that the salaries are according to work effort or should be according to the work load. Kabak et al. (2014) suggest that job satisfaction can be achieved by employee reward and recognition. Our study shows that employees are being treated fairly considering equities and that should be maintained by managers. Chi and Gursoy (2009) argue that “taking care of employees can be defined as providing better pay, ongoing training and making employees feel secure”. While, Muhammad et al. (2015) suggest that distributive justice is like equity, where “ratios of outcomes to inputs are equal to the ratio of outcomes to inputs of others”. Consistency within fair treatment of employees was noted, but there was an answer that equal treatment could be influenced by connections made in working place. Managers should
pay notice to internal connections made by employees, but should not intervene unless it has a negative impact on the work force, their assignments, or results. Saying that, it is normal that groups are build upon friendship or mutual agenda. But as long as it is within procedural standards (which should be equal towards all the employees), and not affecting anyone negatively, managers should not change anything concerning the consistency and equal treatment because they seem to be at place. It looks like there are already procedures that function, for example, that problems are addressed within personnel group. Because, according to Kabak et al. (2014) employee relations and teamwork may influence job satisfaction. Cropanzano et al. (2007) argue that social consideration as an economic interest of human being impacts the esteem that employees have within the group and how employees’ inputs are recognized and evaluated. It is very good that managers allow their employees to acquire further education. That empowers the employees at the same time as it promises that service probably gets even better and benefits customers. Wilson et al. (2008) argue that service culture is about giving both internal and external customers good service. According to Ali, Syukrina et al. (2014) work tasks deal with autonomy and being able to approach the tasks with freedom, which affects job satisfaction. As Kabak et al. (2014) suggest employee empowerment may influence job satisfaction. It would be good that managers provide health enhancement vouchers to employees so the employees can relieve the stress, they might be experiencing at the work place and improve their health.

Managers should pay special attention toward communication between employees and themselves. It seems to be lacking. Managers should make themselves more present and listen to their employees, because the employees are boundary-spanners between the managers and the customers and their input is important. If there are any inequities, they should be explained according to organizational standards, which should not make any person or group feel favorized or dismissed. It seems that in this case, the managers have taken the laissez-faire position where inequalities are not explained. According to Granér (1994) laissez-faire leaders do not take own initiatives but act only when they are asked to. It implicates that a group should take care of itself by own means. But at the same time, the employees do not complain except in isolated cases like that smokers are privileged. Chi and Gursoy (2009) argue, providing employees with good internal working environment is likely to contribute to their satisfaction. Our study shows that, companies’ policies, where equal standards should be withheld, are well implemented,
and that should be maintained by managers. The argument above, concerns also explaining changes, where managers should timely and accurately explain changes and provide adequate information to employees. Communication within the group seems to exist but managers should make themselves more available to the employees as we see it.

Equities are important mostly for maintaining good atmosphere within group, which makes employees complain less and have more time and vigor to serve the customers. The equities should be consistent, where accuracy should pave the way for bias suppression with for example, unequal wages. It should be possible to correct the inequities and make the compensation and rewards be representative of both work unit and care sector on a whole. Some kind of equal standard concerning in this example the salaries could be applied so that there are no serious defections toward most-paying employer. That argument applies to municipality/state based companies, like those that we examined in this study. It should be noted that it could be argued that unequal salaries and search for higher salaries could also allow for more competition which could improve effectiveness and attract the best employees which in turn could mean better service toward customers. But, in public sector, which is mostly budget-based it could cause quarrels between the employees within the working group. In recent years, with the development of New Public Management where the practices of private sector are applied to public sector Almqvist et al., (2012), some of the services were made possible, to outsource or allow on contract. That could mean both improvements, because efficiency can get better, but it is much more difficult to see if the standards are equally applied as in public sector. Therefore it is important for managers to have open communication with the employees, where possible inequities or changes are explained. Making connections in a working place, can also mean group cohesiveness, where solutions on existing problems could easier be found if the employees cooperate with each other. That could mean more efficient approach to tasks, where employees help each other and save time and effort. That in turn, could improve service delivery and probably customer satisfaction too.

Concerning health enhancement cards, they should be provided, so the employees feel healthy and capable of doing their tasks and in that way contributing to service delivery. McFarlin and Sweeney (1992) argue that “distributive justice refers to the perceived fairness of the amounts of compensation employees receive”. Cost of unhealthy
employees can negatively impact both own organization and society and should be avoided. So health improvement should be high on agenda.

5.4. Suggestions about future changes
Two last questions in our study were about employees’ considerations if something should be changed according to them and their perceptions on future. Answers on those questions, show us if something should be changed and what direction, employees think the organization probably will take in future and possible developments.

Managers should pay special attention to salaries, which should be higher. Another topic to consider was schedules and working hours, which should be more aligned with staff’s predispositions. Gender issues should be addressed and health improvement vouchers should be provided. The managers should provide better terms for those entering the sector, and make it more attractive for youngsters to work within the care sector, because there is apparent need for more personnel in care sector.

Due to fact that the population in Sweden is getting older, there is apparent need for more well-educated personnel within the care sector that should have the possibilities, knowledge and equipment to provide good service toward their customers. Schedules and working hours should be made more appropriate towards the employees, in order not to wear them out because the costs of employees calling themselves sick can be higher than developing well-functioning schedules. Salaries should be higher in order to attract the youngsters to enter and work within the public care sector.

Summarizing discussion of the results and findings and to better show the cohesiveness between the theoretical framework and the empirical data, we have created a table that shows the existing links.

Constructs and authors found in theory used in the analysis of empirical findings

<table>
<thead>
<tr>
<th>CONSTRUCT</th>
<th>AUTHORS</th>
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</thead>
<tbody>
<tr>
<td>Hiring</td>
<td>Wilson et al. (2008)</td>
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<tr>
<td>Rules and routines (standards)</td>
<td>Lehmann-Willenrock et al. (2013)</td>
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Table 4: Constructs and authors found in the theory used in the analysis of empirical findings
Source: own construction

Table 4 is about constructs and authors that we have found in theory that we have used during the analysis of our empirical findings.
6. CONCLUSION
After we have collected all the needed theoretical and empirical parts that form this study, we now present our conclusions about the effect of fairness and job satisfaction in the Swedish public sector.

6.1. How does fairness impact job satisfaction?
Our study reveals that fairness does impact job satisfaction both positively and negatively because it directly affects workers´ engagement towards the company and its purpose. It was notable that there was a difference of satisfaction level between those that have a stand- in job and those that have a full time job. We the authors, think afterwards that the fact that we met these two different groups while interviewing did affect the results achieved in this study. We believe that if we only had met full-time workers, issues as incongruent communication about rules and standards would not be highlighted but instead the implications of rules and standards in the daily work. According to Lehmann-Willenbrock, Grohmann and Kauffeld (2013, p. 455) procedural justice “concerns the perceived fairness of procedures used to make decisions” and “the perceived fairness of methods and rules on which decisions in the organization are based” (ibid, p. 457). Muhammad et al. (2015, p. 73) point out that procedural justice is about policies and procedures that are used to determine the outcomes in a supply-chain relationship. Furthermore, Muhammad et al. (2015) argue that, interactional justice is about communication processes and exchange of information being fair in a supply-chain relationship. Having in mind that we researched the Swedish public sector, and nursing houses, our results could be even applicable to the environments like in hospitals considering that the clients stay there for a short time, and even in those environments like juvenile homes. Transferability, according to Bryman and Bell (2005), should allow us to achieve results that are applicable to other social environments besides the one we are studying.
This implicates, having in mind that Sweden has an elderly population, that this branch is important both to be preserved and to be renewed, and we think it is important for the part time workers to be motivated by management so they feel they could build a career and that their input is as important as a daily worker’s. If the stand- in workers have a more direct communication with managers, we believe they could feel a greater satisfaction in their work and they would even feel more fairly treated and then pursue a long lasting career what it is important in this branch considering that stand- in
workers already have the experience needed to qualify for this job. Therefore it is important for them to feel they are been heard and even advanced within career.

6.2. How does fairness and job satisfaction affect the Swedish public sector?
According to our study fairness and job satisfaction are directly affected by hiring, compensation and implementation of procedures, which in this case, has both positive and negative impact in the Swedish public sector.
Job satisfaction is not consistent among the workers, due to the fact that some of the workers were full-time workers while others had only stand-in jobs. This means that stand-in workers are receiving different approach from managers, and we found that affects the whole working experience, workers’ esteem, fairness perceptions and creates a mix of difference feelings and assumptions about not only this type of work but we believe the whole sector. Some of the workers are feeling that they are neglected, unimportant and unfairly treated. On the other hand we have workers that have full-time jobs that are feeling satisfied, heard, important and fairly treated. This shows that both negative and positive perceptions can be noted in this sector- The Swedish public sector, affecting its’ reputation as Russell Abrat and Nicola Kleyn (2012) argue. However we can not determine if those assumptions that are created, conform each other or not. Or if they appear on the same scale in other sectors, for example, the private sector.
Chi and Gursoy (2009) argue that it is important to create a sense of security for the workers and what we could find in our research, is that the contrary applies concerning workers in this sector. The inconsistent approach by managers creates insecurity concerning work procedures among the employees.
We think that the major impact applying to fairness and job satisfaction in the Swedish public sector would be that if all the workers were approached with equality then the perception of fairness would be positive, the satisfaction level would increase and the effect that these two components have in the Swedish public sector would be more consistent and positive.
6.3. How can job satisfaction be increased in the future?

As Ali Syukrina et al. (2014) by presenting Hackman and Oldham’s, Job Characteristics Model, suggest, there are some work situations that lead to job satisfaction. We have encountered several of them while conducting our study. For example: The respondents, that is to say, employees, were being empowered by possibility of further education, the work procedures were mostly in place, meaningful tasks also where the workers could experience joy and happiness. Autonomy, by being able to approach their tasks with freedom and the employees felt that they mostly were the right persons for that kind of job as well as receiving adequate feedback.

This show us that in the public sector, and nursing homes, different work characteristics are approached in an adequate way by different type of workers, and that leads to job satisfaction. Those characteristics contribute to employees’ high level of satisfaction, both in the task- related situations and in personal interaction. These types of work situations that are effective create positive associations in workers’ perceptions and that should be encouraged and embraced as important piece of the puzzle when trying to assess workers’ job satisfaction levels.

Awareness about rules, standards, rewards, changes and decisions made by management varied and sometimes it was misunderstood what shows that managers have a lot of work in front of them. If the information is not being delivered in a way that the workers understand then it has not accomplished its aim and as we see this can result in workers that are discontent and uninterested to pursue a career in this branch and that affects the performance negatively. Considering Kabak et al.’s (2014) Total Quality Management description, every part of TQM practices could be found in our studied objects, like: training and education, good employee relations and teamwork, employee reward and recognition, quality culture by consistent standards and employee empowerment.

Even if we could see that these TQM practices are effective in those cases where employees were full-time workers, managers seem to be failing in the communication part within the organisations. Rules and managerial tools within an organisation are built to fulfill a special role and when not everyone has the same knowledge about the rules and procedures and same approach towards them, then as we could see, it results in inconsistencies and has a negative effect in workers’ job satisfaction. We believe that the communication between managers and workers is a continuing process that
managers have to take into consideration and repeat over and over again and even more in the type of organisations where stand in- workers are common.

We think that even if the respondents were given an opportunity to be anonymous they would fear to have an own opinion and they tried often to give short answers. We do not however believe that the sincerity of their answers was compromised and all the answers were tremendously giving. We met workers, that in the public sector, still experience that the managers are out of reach or too busy, creating the need of having someone more approachable so that they could feel they are treated fairly in matters like gender and concerning issues like smoking. Bettencourt and Brown (1997, p. 40) claim that “workplace fairness refers to employee perceptions of the “rightness” of outcomes, procedures and interactions within the firm”. Chi and Gursoy (2009) argue that, considering “the service-profit chain”, providing employees with good internal working environment is likely to contribute to their satisfaction and employees are more likely to stay loyal to organization and provide excellent service to their customers.

Justice or fairness seems to be affected by the outcomes of the work but workers are still getting emotional rewards in form of feedback from the final customer, which are content with the service delivery and therefore the outcomes are perceived as positive for all the respondents. But equities were viewed positively even though there were some non- conformities like being paid not equally to the amount of the experienced work load and that the salaries generally should be higher. And as Dubinsky and Levy (1989) suggest equity is related to job satisfaction.

This implicates that even if there are some good existing standards and rules as we perceived from the answers of those that work on every day basis, the information delivery is poor and the level of satisfaction can be even higher for those that are stand in workers if they could fairly perceive the bigger picture of their work, both the commitment and the rewards. As Chi and Gursoy (2009) claim that good internal environment contributes to employee satisfaction. There were some inconsistencies considering feedback, communication, smoking and gender issues.

When workers perceive or feel that there is a different treatment among colleagues then the internal environment could be threatened, and we believe that it could create internal division within the group. The overall internal communication seems to be open and reciprocated, but however, we agree with Chi and Gursoy (2009) that it is important for
the organisations to try to create as fair internal environment as possible so that workers feel just and consistent treatment. That in our case means that the present good communication should not be jeopardized.

6.4. Limitations And Suggestions for further studies
By assessing the results we can also say that the positive impact that fairness has on job satisfaction, has to do mostly with interaction within the work group that are based on honesty, open communication, respect and the consistency of treatment. Because, even though that some of the interviewees expressed that they felt there was some incongruence they still said they had good communication and relationship with their colleagues. We think it was important to only have the service delivery workers as part of examination of fairness and job satisfaction in this study because then we could see the reality behind issues instead of having managers explaining how things are supposed to be. A quantitative study might also provide for the respondents the anonymity they perhaps need, to feel more confident when answering even though that, that kind of study does not give much place for deeper answers.

The theory that we have used shows us a picture of a worker that does participate full time, but we believe it is not fully applicable to how fairness impacts the job satisfaction of part-time workers perhaps because they might have other expectations, views and future plans.

One issue that could have been done better concerning this study is to have a more direct approach in connection between fairness and its’ impact on job satisfaction. By saying this, it could have been better to use an existing theory that connects and measures fairness and job satisfaction. Now, our study is of interpretative nature, because we have received answers that show the existence of fairness on spot, and later we have discussed how it can impact job satisfaction, and giving theoretical, managerial and societal implications. The direct impact, as we acquired theoretical information during the writing of this study, we have seen, could be measured to insure the real connection between fairness and job satisfaction and to see what kind of connection exists there. Nevertheless, we think, this does not make our study less valid or reliable. We have received answers that show how the situation is on working floor considering fairness, a study that contributes to expanding the knowledge about Swedish Public sector and direct implications on managerial work. Besides that we have discussed what
impact there could be on societal level, and we hope that we have made our contribution on theoretical level as well.

The study could be extended to involve many more measures. We made an effort to give a reliable picture about fairness in nursing homes in Sweden and the public sector by posing, according to us, “right” questions to get “right answers”, to see how it really is on spot. We present also in Appendix A- the transcriptions about what respondents said during interviews, done and translated word by word in order to ensure reliability and we went through a large part of the existing literature on topics fairness and job satisfaction in theory part. We can not generalize about if the results of this study could be applicable to other social environments, but we hope that the study shows how it is in nursing homes in Sweden considering staff and their performance. In future we would propose for researchers to go through a large amount of scientific work and publications in their field to make it easier to find where the “gaps” are and what could be researched narrowly and to have clear picture about how their study should be divided and what parts should a study consist of. There are always hints about what could be done better, but maybe that is a part of research field because it is an on-going process of learning.

We discovered that fairness influenced the perceived job satisfaction in Swedish Public Sector, at least and in particular in nursing homes in Tierp and Gävle. We recommend that a study can be done where bigger population is included and anonymity better granted by using a quantitative approach to measure job satisfaction and fairness.

Despite that, we revealed that the gender could also be an issue for further studies. For example, if the gender impacts the perceived fairness and job satisfaction in mostly women or men predominated sectors.

The impact of stand-ins on perceived fairness and job satisfaction and their views on topics could also be examined.
7. Implications of our Study
Theoretical contribution: We have conducted a study about fairness and how it impacts job satisfaction in Swedish public sector, something that has not been done previously, to our knowledge. We add theoretical knowledge about fairness and job satisfaction within our studied cases namely Swedish Public Sector and nursing homes in particular.

Managerial contribution: We have detected areas that should be improved considering for example stand-in workers and their possibilities, as well as, discussed improvements on topics like gender, schedules, communication, rules and procedures. Managers should try to find a way to communicate with workers as distinctly as possible and make sure that what is communicated is understood by all the workers, regardless if the workers are full-time or stand- in workers because both groups are doing the same tasks and service delivery could be affected negatively otherwise.

Societal contribution: We have seen that entry opportunities for younger workforce into the care and nursing sector should be improved and it should be made more attractive to work within the sector.
We hope that our study about fairness and job satisfaction can inspire other students to conduct similar studies in the future.
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Appendices

Appendix 1-Transcription of the answers in English

X1
Hej!
Vi är två studenter som läser vid Högskolan i Gävle. Nu har vi kommit till den punkten i vårt examensarbete då vi måste utföra intervjuer. Vårt examensarbete handlar om hur att vara ”schysst” påverkar arbetstillfredsställelsen. Vi hoppas att ni kan svara på våra frågor och på det sättet medverka i vårt arbete.
Med vänlig hälsning,
Yiseth och Kenan

Frågor

X1
1. Yes.
2. No.
3. I’m not satisfied with my schedule, feedback is little bit poor, colleagues are honest to each other, the communication is good within the group and I’m fairly treated.
4. Yes.
5. Yes.
6. They are pleased.
7. The smokers get some privileges.
8. Yes.
9. Smoking for example. The decisions that are made are not always implemented.
10. Yes.
11. It depends on what rules
12. It depends on the situation and on who accompanies you.
13. It depends on who you work with and what is being said.
14. No.
15. I don’t have anything to compare with, but the salary is really low.
16. No, it can be better.
17. No, it can be better.
18. No.
19. No, only seven persons work in a shift, it is difficult to answer. Maybe some are being favourized. We should be on the same level in boss’s eyes.
20. Only, a lot of love by those we take care of. Respect and joy.
21. It depends on the topic.
22. Sometimes, they can not answer on all questions. The answer is usually: Don’t know.
23. Yes, there is an open communication.
24. We should get better salaries, much better salaries. The politicians should come here more often, not only in time of elections, to get a better look how it really is. And, we should get better privileges for the rehabilitation/health advancement.
25. Difficult to answer, it is not getting better but worse. There are not many people who would like to work in this sector due to bad working conditions.

Camilla
1. Yes.
2. To a certain extent, now that I’ve got new assignments I can be more at the office and work with the administration.
3. I’m not pleased with taking turns with other employees, otherwise the feedback is pretty good. I’m pleased with the honesty, communication and how I’m treated.
4. Yes.
5. Yes.
6. I have worked with people with amnesia, but I guess that most of them are satisfied.
7. Yes, generally. The routines should be updated so they function.
8. Yes.
9. Most of the people are treated equally, but there are gaps like in every working group. Basically, all are being treated equally.
10. Yes, but by working with people things can go wrong. It is not easy to correct as with the machines. You should be able to admit that you have made a mistake.
   Everybody makes mistakes.
11. Yes.
12. Yes.
14. Yes.
15. Yes, I guess so. It is quite alike within the care and nursing sector.
16. Yes, I believe so.
17. Yes, there is a certain salary threshold within care and nursing sector. But, I think that salaries within the sector are generally low.
18. Yes. I try to treat everybody equally.
19. Yes, I guess so, I don’t know how somebody else experiences it. Everybody is treated equally by me, but the question is how it is within the working group.
   You can always address an issue within the personnel group.
20. The response by customers and their relatives, they are grateful.
21. Yes. I think that it is important with communication.
22. Yes.
23. Yes.
24. I would like to rise the status of nursing profession, for example the wages. The profession is needed. The working hours could be better, for example to abolish taking turns with other employees in inadequate time.
25. The trend has to be changed, so it becomes more attractive for youngsters to work within the care sector.
Matilda

1. Yes.
2. Not the job itself, but I’m getting an education to become a Silvia sister (further education in work with people with amnesia), at the cost of municipality.
3. The schedule is being changed all the time, I’m satisfied with the feedback. I consider myself to be quite honest. Considering communication, it can be quite a lot of empty talk sometimes, there are strong opinions and important information does not always get through, but the communication during work is well functioning. I’m satisfied with how I’m treated.
4. Yes, I get to decide quite a lot.
5. Yes, as long as the customers are happy.
6. I get along well with customers.
7. Everybody does in their own way, there can be some misunderstandings considering working rules.
8. Yes.
9. There have been some injustices, some persons have not been treated equally, but now it is better.
10. Yes, as long as you are honest, there should not be any problems.
11. Yes, but there can arise some problems especially for stand-ins (substitutes/locum tenents).
12. Yes.
13. It depends if I want to learn something new, the feedback comes after that.
14. Yes.
15. I don’t know, It’s difficult to comment the salary.
16. Difficult to say, some of the employees have low wages, but it is generally fair, nobody gets privileged on the other’s expense.
17. My salary is determined individually. You are supposed to influence what you get.
18. Different persons have different traits, but generally yes.
19. Yes, generally, it became better since new bosses arrived.
20. Yes, further education for example.
21. No, no such cases.
22. Yes, but there are those that do not listen and everybody is not always on the spot when the changes are communicated.
23. Yes, generally.
24. There is a lot I would like to change, but it is about working methods, there should be right people at the right place.
25. I have not thought about it a lot, it will be as it is determined.

Lena
1. Yes, I have worked 35 years within this sector as nurse.
2. I have stayed at being a nurse, but it is good and I´m pleased.
3. It is a little bit bad considering schedule because of morning and evening shift, I´m pleased with the feedback and the honesty. The communication is good, you become and function as a group of friends and I´m satisfied with how I´m treated.
4. Yes.
5. Yes, I´m good at what I do.
6. I don´t know, they seem to enjoy my company.
7. Yes, we work equally, we have same tasks.
8. Yes, we can advice each other and do that often.
9. No. Not right now. We speak with each other.
10. Yes. We try to correct if something is not right.
11. Yes, I agree.
12. Yes.
13. Yes.
14. Yes, I’m treated with respect.
15. I do not know how much they earn at other places.
16. We earn approximately the same amount of money.
17. Yes, but sometimes some have more tasks, and they should then earn more.
18. Yes, everybody is treated equally.
19. Yes, everybody is treated equally. I have not experienced an unequal treatment.
20. No, no extra benefits.
21. No.
22. Yes.
23. Yes.
24. No, not in connection with the job, but the schedule should be better and we should get more staff.
25. That is something we know nothing about, we follow the same path.

Suavis

1. Yes.
2. Yes.
3. Yes regarding everything and I’m treated well.
4. Yes.
5. Yes.
6. Yes, we take care of them in a good way, nobody complains.
7. Yes.
8. No, we work well together.
9. No, not here.
10. Yes.
11. Yes.
12. Yes.
13. Yes.
14. Yes.
15. I have no clue what others get, I do not ask.
16. I do not know. There are people that have worked here for a long time.
17. Approximately, but I think that is ok anyway.
18. Yes.
19. Yes, we are equally treated.
20. No, I do not know if others get anything, I’m quite new at this job. On other places you get gift cards sometimes, I do not know how it is here.
21. No.
22. Yes, they explain changes.
23. Yes.
24. No, I’m happy here. I do not have anything to complain about right now.
25. Do not know. Everybody does best according to their abilities. I do not know how it will develop in a year for example.

X6 Camilo
Anser du dig vara rätt person för denna typ av arbete?
Yes, it is the profession I have chosen, and in that way I feel I’m the right person for this job.

Anser du att detta arbete utgör en karriärmöjlighet för dig?
Of course, if one gets further education there are always other areas within the company that require bigger responsibility.

Är du nöjd med ditt schema, feedback, ärlighet, kommunikation och hur du behandlas?
Well, it is very varying, and it depends on doctor’s decisions, sometimes it is a mish-mash, they have no insight in the planning for the patient, and we work hard and that is why it is difficult to get feedback and you get unsure if you did the right thing or if there are things to improve but everybody is nice and we are treated in a nice manner, I think.

Anser du dig behandlas enligt det du åstadkommer (dina resultat)?
Yes, I suppose so.

Anser du att du uppnår resultat?
Yes, I’m quite ambitious so I try to do things I have to in best way possible

Vet du vad dina kunder anser?
Yes, we are more in a direct contact so you mostly get to hear if they are satisfied or not

Tycker du att de givna arbetsreglerna är konsekventa med dina kollegors?!
There is not so much communication between my colleagues and me so I do not really know if the standards are consequent, but there is not so much deviation as I have noticed.

Får du tips och råd från dina kollegor?
Yes, if you ask they have always something to say, and you always get to hear advice.

Upplever du att det finns saker som inte stämmer (t.ex. att man behandlas olika?)
No, everybody gets their amount of shouting.

Har du möjlighet att rätta till dina beslut om de visat sig felaktiga?
Yes, if the mistakes are obvious, you get to hear it from the colleagues and then they are corrected immediately

Är utförandereglerna välkommunicerade/uttalade?
Yes, I think so.

Får du adekvat feedback vad gäller utförandet av dina uppgifter?
Yes, I think so too.

Kommer feedbacken i tid och lär du dig något nytt?
Maybe it is not always timely or when you expect it, but when it comes you get to notice that bosses see more than you think and that they follow up one’s work and in that way one can always get better.

Är du behandlas med respekt?
Yes.
Finns det yttre rättvisa (t.ex. lika lön som på andra arbetsplatser)?
I do not follow that.

Finns det inre rättvisa (t.ex. lön som motsvarar dina kollegors)?
Yes, mostly. The salaries are determined by both experience and area of responsibility but I think that those with same characteristics and that take the same responsibility as I do, have an equal salary as me.

Finns det individuell rättvisa (t.ex. lön som passar den insatsen du gör)?
Yes.

Är likabehandlingen konsekvent?
Mostly, but there are connections between colleagues that have being established during the years and that is why it can sometimes feel like that the treatment is not 100 % alike.

Är likabehandlingen rättvis? Får alla samma behandling? Om inte, kan den rättas till och vad tycker du om det?
As I said before, not always the same treatment between colleagues, but the bosses do not have the possibility to see that because the conversations are private, and there is not so much to be done about it, because it is normal that people create connections and take each other into consideration through friendship.

Får du någon sorts belöning i samband med arbetet?
No.
Förklarar dina chefer olikheter (vad gäller belöning t.ex.)?
No.

Förklarar dina chefer förändringar?
No, you get to meet them quite rarely.

Är kommunikationen öppen?
Yes, you do not get really afraid to say what you think.

Är det någonting du vill ändra på?
No, I´m quite pleased right now.

Vad tycker du om framtiden? (t.ex. hur situationen på jobbet kommer att utvecklas?)
I think that the working place feels stable and that I can both keep my job and build a carrier so I feel safe.

Male
20-30
Yes, nurse at Gävle
No, I do not want the company´s name neither to be seen.
Does not matter.

Matilda -X7
1. Both yes and no. I like taking care of people but it is poorly paid.
2. No, I do not think so.
3. Yes, I am. But not satisfied with the salary.
4. Yes, I do.
5. Sometimes yes and sometimes no.
6. Yes, I pay attention to how everybody wants it to be and a lot about what they think about the staff and their dwelling. So I think I know what my customers think about the job I do and the others do.

7. Sometimes yes and sometimes no, they are not consequent in my opinion.

8. Yes, I get. I ask also often for advice.

9. No, I do not. Mostly, there is a linkage among things.

10. Yes of course. And it is mostly done when you work with people and you are dependent of their approval to do what you are supposed to.

11. I do not know what to think. Sometimes yes and sometimes no.

12. No, I do not get it because I’m only a stand-in paid by hour.

13. No, because I do not receive any feedback, it is sometimes difficult to learn new things.


15. I do not know. I’m not fully aware of what other employers pay but I guess it should be the same if the salary is determined on basis of collective agreement, or?

16. Do not know. I do not like to ask others about how much they earn because it can create tensions within the working group.

17. No, I do not think so, I do not think that the salary is compatible with the working effort.

18. Do not know, I have not paid so much notice about it.

19. Yes.

20. Yes, I experience that all the customers get it, but maybe it is not always the case with the staffing. As hour-paid stand in you do not get same conditions as fully employed.

21. No, I do not get it.

22. No, I do not think so.

23. Yes, that is my opinion.

24. Maybe that everybody within the care of elderly should get more paid, because the job is very demanding both physically and mentally and sometimes difficult.

25. I do not have an opinion about the future because I’m a stand-in paid by hour and work only during the summer.
Female
20-30
Hilleborg
Stand-in since three years ago
Yes, nurse
No

Alvaro - X8 (spanish)

1. Te considers la persona adecuada para desarrollar este tipo de trabajo?
   Yes, I think so.
2. Consideras que este trabajo te provee la posibilidad de crear una profesión?
   Yes, if I keep working within the profession.
3. Te signets a gusto con tu horario de trabajo, la comunicación, la honestidad y como te tratan?
   Everything is not that clear, many things have to be addressed in short notice, I think I’m treated good but I think that the communication could be more clear.
4. Consideras que recibes el trato adecuado, de acuerdo a tus resultados en el área laboral?
   Yes, I think so.
5. Consideras que alcanzas las metas laborales?
   Yes, I think that I do what is required of me.
6. Conoces el punto de vista/opinión de tus clientes?
   Yes, I guess, you easily make a connection with them, because a lot is about security and trust.
7. Crees que las reglas laborales son consecuentes entre colegas?
   Yes, I think there is consistency, but they are happy if you do more than required.
8. Recibes consejos de tus colegas?
   Yes.
9. Consideras que hay costs que no son consecuentes (por ejemplo el trato?)
   Yes, for example the gender, if you are a man or a woman, you are being treated
differently.
10. Tienes la posibilidad de corregir tus decisiones, si caes en cuenta que cometisteis
   un error?
   Yes, we are allowed to.
11. Consideras que las reglas laborales te son comunicadas de la man era
   adecuada?
   Yes, everything is written down, there are routines to be followed and it is easy
to understand in my opinion
12. Recibes comentarios adecuados de tu prestación laboral?
   Yes
13. Son los comentarios elaborados en el tiempo adecuado, son productivos?
   Sometimes they are timely and sometimes not
14. Consideras que te tartan con respeto?
   Yes, everything depends who addresses you, if it is the boss or the colleagues
15. Existe equidad exterior, es decir consideras que los que trabajan en otras
   entidades tiene los mismos beneficios laborales y salariales?
   I’m not sure
16. Existed equidad interna?
   Yes, all of us are under same conditions
17. Es la equidad ajustada a el a porte laboral?
   I think there is consistency with the treatment but there is a difference depending
   on if you are a man or a woman
18. Son todos tratados igual?
   No, that is my opinion
19. Son todos tratados justamente, consequentemente?
   The salary is according to the effort and competence
20. Recibes alguna recompensa extra por la labor realizada?
   No comment
21. Los jefes te explican los differences tipis de recompense que existen?
   Yes, all the changes are communicated orally on weekly meetings
22. Los cambios relacionados con el trabajo son comunicados directamente por el
    jefe? Yes, I think so, but it can vary between persons
23. Consideras que la comunicación es abierta/ fluida?
   Yes, the communication seems to be open, but we have so little contact with the managers that it does no matter.

24. Te gusta camber alto en tu situation/ambiente actual laboral?
   I think that the gender should be a case of how you are treated because the effort and the salaries are the same

25. Que consideras que el future tare para ti en seta area laboral?
   The future looks good, there is always a need for staff within care of elderly and I think that we are becoming more focused on enjoyment and that things are going in a positive direction.

Male
30-40
First year
Yes, nurse since 2010
No

Laura Ospina -X9
1. Yes, I’m.
2. Yes, in some way, it depends if I’m going to keep working within care sector, then you receive a good basis with this job
3. Yes, I’m pretty satisfied with everything mentioned above.
4. Yes, I think so, even though you make some mistake you get however treated well, but you have to tell what caused the mistake of course.
5. Yes, I think so.
6. Yes, mostly.
7. Yes, I think so.
8. Yes, I get advice from most of my colleagues.
9. No, at my current workplace I have not experienced something like that,
   I think that everybody is treated equally, regardless of their origin,
   religion or culture.
10. Yes.
11. Yes, mostly.
12. Yes, I think so, mostly it happens when I have an important meeting with
    the boss once a year.
13. Often it happens quite late, but you always learn something new.
14. Yes.
15. To be honest, I’m unsure of that.
16. Do not know.
17. Yes, I guess so.
18. Yes.
19. Yes.
20. Yes, I think that treatment is equal.
21. Yes, we that work within the municipality get some discounts, for
    example vouchers for health improvement that can be used at different
    places
22. No.
23. Yes, I think so.
24. No, not right now.
25. Difficult to answer, but I’m pretty satisfied with the actual situation and I
    hope that everything gets even better.

Female
Hilleborg
5 years
6 months
Yes
1-Anser du dig vara rätt person för denna typ av arbete?
Yes
2-Anser du att detta arbete utgör en karriärmöjlighet för dig?
If you are into it yes, but I believe it is very limited when it comes to work within other areas.
3- No, it is very clear what the assignments are and if you don't understand it is possible to ask for guidelines

4-Är du nöjd med ditt schema, feedback, ärlighet, kommunikation och hur du behandlas?
Yes
5- Anser du dig behandlas enligt det du åstadkommer (dina resultat)?
I believe I’m treated according to what they expect of me and if I perform my work well
6-Anser du att du uppnår resultat?
Yes
7- Vet du vad dina kunder anser?
I believe so, because they seem to enjoy my company and work
8- Tycker du att de givna arbetsreglerna är konsekventa med dina kollegors?!
To a certain extent, I believe we all have different roles but there are rules for each one
9-Får du tips och råd från dina kollegor?
Yes
10-Upplever du att det finns saker som inte stämmer (t.ex. att man behandlas olika?)
I don't know, at least not that I can see
11-Har du möjlighet att rätta till dina beslut om de visat sig felaktiga?
Yes
12- Får du adekvat feedback vad gäller utförandet av dina uppgifter?
Yes, but sometimes is hard to understand some concepts, especially when u haven't heard them earlier

13-Kommer feedbacken i tid och lär du dig något nytt?
Not really

14-Anser du att du behandlas med respekt?
No

15- Finns det yttre rättvisa (t.ex. lika lön som på andra arbetsplatser)?
Yes

16- Finns det inre rättvisa (t.ex. lön som motsvarar dina kollegors)?
Yes

17- Finns det individuell rättvisa (t.ex. lön som passar den insatsen du gör)?
Yes

18- Är likabehandlingen konsekvent?
I don't think so

19- Är likabehandlingen rättvis? Får alla samma behandling? Om inte, kan den rättas till och vad tycker du om det?
I believe so

20- Får du någon sorts belöning i samband med arbetet?
Except from the emotional reward from the clients, not really

21- Förklarar dina chefer olikheter (vad gäller belöning t.ex.)?
Not especially

22- Förklarar dina chefer förändringar?
Yes

23- Är kommunikationen öppen?
Yes

24 Är det någonting du vill ändra på?
No

25 Vad tycker du om framtiden? (t.ex. hur situationen på jobbet kommer att utvecklas?)
I am not really that concerned because this is for me only a part time job until I get my degree in social work sciences
23 years old
Female
Sätrahem
2 years
Yes
Yes

Appendix 2- Analysis Of Results By Question

1. At least 90 % of respondents answered YES to this question, there was one ambiguous answer.
2. Most of the respondents answered YES to this question while two answered NO.
   The opportunity seems to lay in further education within the sector.
3. About half of the respondents answered that they were not satisfied with schedule mainly because of bad shifts. Only one to two persons were not satisfied with feedback. All of the respondents were satisfied with honesty, only one person thought that communication should be more clear. Everybody was satisfied with the treatment.
4. Everybody agreed that they were treated according to their results.
5. Everybody answered YES to this question.
6. According to respondents, customers are mostly pleased, are taken care of and a lot is about security, trust and joy.
7. Half of the respondents answered equivocally YES to this question, there was one clear NO answer and those respondents that had some complaints (4 of them) said that there were misunderstandings about working rules, that routines/standards should be updated, that there was a lack of communication and that smokers were privileged.
8. Everybody gets adequate input and advice from their colleagues, only in one case it is not needed but the reason is that the working team works so well together.
9. There were mostly no inconsistencies, but those that emerged were according to respondents mainly caused by decisions not always being implemented, unequal treatment due to gender and smoking (smokers got privileges).

10. Everybody has an opportunity to reconsider their decisions according to respondents regardless of place of work.

11. The performance standards are well communicated according to respondents, only problems that can arise are if the persons are stand-ins and depending on nature of rules.

12. Adequate performance feedback is mostly given, two persons answered NO, and the reason to one of them is that the person is a stand-in. One respondent answered that it depends on the situation.

13. Three persons answered YES to this question, while two answered equivocally NO. The rest of the answers were somewhat ambiguous, where respondents gave different explanations - as depending on co-workers, the topic and the situation.

14. 90 % of respondents answered that they are being treated with respect. There was only one NO-answer.

15. Only two persons answered that there was external equity, while all the others answered that they did not know or were unsure of it. The reason was mostly that they did not follow or did not have anything to compare with.

16. Only one person answered NO to this question. Generally, the respondents answered YES, pointing out that they earned approximately the same amount of money as their fellow colleagues and that the distribution was fair. Two persons answered-DO NOT KNOW- where one did not want to cause tensions by asking others about how much they earn.

17. Considering individual equity the respondents mostly answered that the wages were compatible with the effort, two persons answered NO, while one person claimed that one is supposed to influence the salary and one person argued that salary should be dependent on work load.

18. The respondents mostly answered YES to this question, one answered NO, while one –DO NOT KNOW and one –NO COMMENT. One person that answered MOSTLY to this question argued that connections were made during the years that could have an impact on consistency and thereby also being treated equally.
19. The consistency with the treatment exists according to respondents, while some persons are favored, according to one respondent. One respondent claims that connections are made which impacts consistency and fairness, while one respondent confirms other YES answers by saying that the issues can be addressed within the personnel group.

20. The respondents answered mostly NO to this question. Those that answered YES, two of them, said that they were getting further education paid by employer and health enhancement cards. Furthermore, the respondents were getting positive feedback, love, respect and joy by their clients which was reward enough.

21. Only one respondent answered YES to this question, giving as reason the importance of communication. One answered that it depends on the topic and one respondent answered that the communication was poor.

22. Three persons answered NO to this question, generally the answer was YES. One respondent claimed that it was difficult to meet the bosses, one respondent’s opinion was that there are some within the personnel that did not listen to bosses explaining changes and one respondent argued that the bosses if asked mostly answered: I do not know.

23. All of the respondents answered YES to this question, only remarks were that the bosses were sometimes unavailable and that the open communication could vary between persons.

24. Most of the respondents answered that the salaries should be higher. Some argued that the schedule and working hours should be better. There were respondents that suggested that working methods and status for nursing profession should improve. One respondent answered that the gender was an issue at his/her work place. Three respondents answered NO to this question, by saying: Not right now. Furthermore, one respondent answered that health enhancement privileges were needed.

25. Mostly, the respondents answered: I do not know. Two persons answered that the trend has to be changed, because it was getting worse, and it should be made more attractive for youngsters to work within the care sector. Some were satisfied with their current situation and hoped that everything gets better and that the future looks good. Some suggested that they can build a carrier and that there is a need for staff within the care sector.
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