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Building and promoting well-being at work in self-managing organisations

The shift towards dismantling traditional hierarchies and adopting new models of organisation and management has become increasingly prevalent. These models, often characterised by low hierarchy or self-management, are expected to better meet the demands of dynamic and unpredictable environments, and to serve the needs and expectations of employees. This study examines the operation of self-managed organisations from the perspective of employee well-being. Through content analysis of thematic interview data collected from the employees (n=35) of five Finnish workplaces aiming at self-management, the study describes how employees actively construct their well-being and the communal practices developed to support well-being at work. The themes of agency and communal practices were categorised in the analysis into subthemes related to individual well-being, the work community, work itself, and organisation. In self-directed organisations, communal practices play a central role in enabling operations.

**Keywords:** managing well-being at work, agency, communal practices, self-management, self-managed organisation