





The 7th Nordic Working Life Conference

# Threats and Possibilities Facing Nordic Working Life

University of Gothenburg, Sweden, June 11-13 2014

## Book of Abstracts and Programme

Editor Tommy Isidorsson  
Final version 2014-08-14

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ISBN 978-91-981195-5-8

URI <http://hdl.handle.net/2077/35379>



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# Introduction

## Threats and Possibilities Facing Nordic Working Life

The “Nordic model” and Nordic working life is often seen as uniform and grounded in very similar social democratic welfare state models. During the past decades the Nordic states, management and work organisations have encountered challenges and undergone changes. The Nordic working life research community has a common interest to meet and discuss Nordic working life. In 2012 the Nordic Working Life Conference was reinstalled after a break of some 10 years. This year the NWLC is a joint venture with the Swedish Association for Working Life Research (Forum för arbetslivsforskning FALF) and its yearly conference.

The organising committee is convinced that the NWLC2014 will be a playground for new research ideas, future research projects and that small papers discussed in the 26 streams will develop to full journal articles. Conference delegates who present papers at the joint NWLC2014 and FALF-conference are invited to partake in a special issue in the Swedish scientific journal “Arbetsmarknad & Arbetsliv”. Dead-line for article manuscripts for this issue is 15 August 2014 and are to be sent to a&a@kau.se. There is also a close connection to the Nordic Journal of Working Life Studies NJWLS. Half of the members in our scientific committee are also members of the editorial board of NJWLS.

We are convinced that this conference offers a grand possibility for mutual inspiration and cooperation among Nordic researchers. By arranging the conference NWLC2014 we wish to create a forum for fellow researchers to discuss Threats and Possibilities Facing Nordic Working Life.

Welcome to the 7th Nordic Working Life Conference, Göteborg, Sweden, June 11-13 2014!

*Tommy Isidorsson, Kristina Håkansson, Margareta Oudhuis & Bernt Schiller*

# Organisation

## Organising committee

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Margareta Oudhuis, Professor, University of Borås, Sweden

Robert Salomon, Senior Researcher, Work Research Institute, Norway

Tommy Isidorsson, Associate Professor, University of Gothenburg, Sweden

## Programme at a glance

### Wednesday 11 June

10.00–12.00	Registration, (Book stands and Posters)
11.00–13.00	Lunch
13.00–13.30	Welcome and opening of NWLC & FALF 2014 conference. Malmstenssalen Handels (30 min)
13.30–14.15	Key-note speaker <a href="#">Donald Storrie</a> “ <i>New evidence on the changing structure of employment in Europe</i> ”. Malmstenssalen Handels (45 min)
14.15–14.45	Coffee/tea and Poster session
14.45–16.45	<a href="#">Session 1</a> (120 min). Streams 1, 4, 5, 6, 8, 9, 14, 17, 19, 20, 21, 24
17.00–18.00	<i>Time open for national organisation meetings, FALF annual meeting in room K013, Norwegian meeting K001, Danish meeting K002, Finnish meeting “Husaren”, Icelandic meeting D143</i>
19.00–	Reception dinner Campus Haga, Welcome speech by Lena Malm, Lord Mayor of Gothenburg

### Thursday 12 June

08.30–09.15	Key-note speaker <a href="#">Guy Standing</a> “ <i>Building a Precariat Charter: From Denizens to Citizens</i> ”. Malmstenssalen Handels (45 min)
09.15–09.45	Coffee/tea and Poster presentations
09.45–10.45	<a href="#">Session 2</a> (60 min). Streams 1, 2, 5, 6, 8, 9, 14, 17, 19, 20, 21, 22, 23
10.45–11.00	Break
11.00–12.30	<a href="#">Session 3</a> (90 min). Streams 1, 4, 5, 6, 8, 10, 12, 16, 17, 20, 22, 23
12.30–13.30	Lunch



### Thursday 12 June, continue

13.30–14.45	Key-note speakers <a href="#">Mari Kira</a> “Sustainable work. The importance of good and bad work experiences” & <a href="#">Peter Hasle</a> “Development of sustainable systems in the healthcare sector”. Malmstenssalen Handels (75 min/2)
14.45–15.15	Coffee/tea and Poster presentations
15.15–16.45	<a href="#">Session 4</a> (90 min). Streams 3, 4, 5, 6, 7, 10, 12, 15, 18, 20, 22, 25, 26
17.00–18.00	NWLC2016/Nordic working life organisation meeting K013. NJWLS-meeting? Maktmöte-ett samtal om makt och inflytande i arbetslivet; Tankesmedjan Arena Idé D143
19.00–	Banquet at Kajskjul 8, Music by house band ”Institution”

### Friday 13 June

08.30–10.00	<a href="#">Session 5</a> (90 min). Streams 3, 4, 5, 6, 7, 10, 13, 15, 20, 22, 26
10.00–10.30	Coffee/tea and Poster session
10.30–11.45	Key-note speakers <a href="#">Line Eldring</a> “Central- and Eastern European migrants in the Nordic labour markets” & <a href="#">Ann Bergman</a> “Back to the future: why work life researchers need to talk about futures” Malmstenssalen Handels (75 min/2)
11.45–12.30	Threats and Possibility, panel discussion Ann Bergman, Line Eldring, Mari Kira & Peter Hasle. Chair, Bernt Schiller (45 min)
12.30–13.00	Finalizing of NWLC 2014 and hand-over to NWLC 2016
13.00–14.00	Lunch & Farewell

Sessions at Campus Haga, Key-notes at Handels (Business school)

# Sponsors

The logo for FORTE, consisting of the word "FORTE" in white, bold, sans-serif capital letters inside a purple rectangular box.

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Health, Working Life and Welfare

The logo for afa, featuring the lowercase letters "afa" in a large, blue, sans-serif font, with the word "FÖRSÄKRING" in a smaller, blue, sans-serif font below it.

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# Key note speakers

**Donald Storrie**, Keynote Wednesday 11 June, 13.30–14.15

*New evidence on the changing structure of employment in Europe. Polarization upgrading, or both?*

The individual perspective mainly concerned the impact of job loss on the subsequent health and labour market outcome of employees. These studies, based on Swedish data, were published in medical and economic journals. They also included some analysis of the appropriate policy responses. The paper presented at this conference takes a broader view of structural change. It is exclusively based on Eurofound research which empirically examines whether European labour markets exhibit tendencies towards a polarisation of work in terms of wages, skills and working conditions or whether these trends can be better described as upgrading. The presentation will also discuss the extent to which various phenomena such as task or skill biased technological change, women's entry into the labour market and various institutional developments may account for the most salient changes in the structure of employment in the last two decades. The methodology and data used by the Eurofound "Jobs Project" is outlined in Enrique Fernandez-Macias, John Hurley and Donald Storrie (eds.) Transformation of the Employment Structure in the EU and USA, 1995-2007. Palgrave Macmillan 2012.

Donald Storrie is Head of the Employment and Change unit at the European Foundation for the Improvement of Living and Working Conditions (Eurofound) – an EU Agency based in Dublin. He has researched restructuring from both an individual and broader economic and social perspective.

**Guy Standing**, Keynote Thursday 12 June 08.30–09.15

*Building a Precariat Charter: From Denizens to Citizens*

The precariat consists of a growing class of people with insecure labour relations, without occupational identity, forced to do a growing amount of work-for-labour, relying on volatile money wages, without rights-based benefits and losing all forms of rights.

This presentation will outline a countervailing strategy that would focus on building occupational citizenship and a new system of distribution.

Guy Standing is Professor of Development Studies at the School of Oriental and African Studies (SOAS), University of London and co-founder of the Basic Income Earth Network (BIEN). He was formerly director of the Socio-Economic Security Programme of the International Labour Organization. He has published widely on labour market and social protection issues in both industrialized and developing countries. His recent books include *A Precariat Charter: From Denizens to Citizens* (2014), *The Precariat: The New Dangerous Class* (2011) and *Work after Globalization: Building Occupational Citizenship* (2009). The 2011 book has been translated into Swedish as *Precariatet: Den nya farliga klassen* (2013).

**Mari Kira** Keynote Thursday 12 June 13.00–13.35

*Sustainable work. The importance of good and bad work experiences*

In her keynote “Sustainable work: The importance of good and bad work experiences”, Mari discusses how, not only positively experienced work situations, but also adversities at work crucially contribute to the development of employees’ personal and professional resources. Sustainable work that fosters the development of these resources can, and does, emerge in the midst of economic difficulties, challenging organizational transformations, and complicated social encounters. With her key note, Mari hopes to inspire further research on both individual and organizational approaches to creating sustainable work in today’s challenging working life.

Mari Kira is a docent of Organizational Behaviour at the Aalto University School of Science, Finland, and she teaches Positive Organizational Scholarship and identity theory at the Justus-Liebig-University Giessen, Germany. In 2003, Mari defended her PhD thesis on sustainable work at the Royal Institute of Technology, Sweden. She has also worked as an EC/Marie Curie Fellow at the University of Kassel in Germany and, as an Academy Research Fellow, at Aalto University School of Science. Her research focuses on sustainable work, i.e., on work that promotes the well-being and development of employees' personal and professional resources. Her work has been published in e.g. Human Resource Management Review, Journal of Organizational Change Management, Journal of Change Management, and Vocations and Learning. She is a co-editor of 'Creating Sustainable Work Systems: Developing Social Sustainability' (2009, Routledge).

**Peter Hasle**, Keynote Thursday 12 June 13.40–14.15

*Development of sustainable systems in the healthcare sector. A sector challenged by growing needs from patients, stressed employees and limited economic resources*

The Nordic countries have so far been able to develop and maintain an extensive welfare system where key welfare facilities such as healthcare are provided as a right to all citizens. However, the welfare systems are challenged by globalisation and the economic crisis. This is particularly the case for healthcare which is facing economic constraints at the same time as the population is ageing, expectations from citizens are growing, new costly medical treatments are marketed, and the employees experience serious work related strain. The Nordic labour markets have a tradition for collaboration between employers and employees among others in applying socio-technical systems where technology and organisation are integrated in such a way that both productivity and well-being of employees benefit. There is a need to find ways to develop new sustainable systems in healthcare which build on the strength of the Nordic societies at the same time as they meet the contemporary challenges.

Peter Hasle is a professor at the Centre for Industrial Production, Department of Business and Management, Aalborg University. His former positions include a professorship at the National Research Centre for the Working Environment and positions at the Technical University of Denmark, at CASA (independent research centre), the International Labour Organization and the occupational health service. Peter Hasle has extensive publications in international journals, books and book chapters. He has also been a keynote speaker at several international conferences. Peter Hasle's research interests lie in integration of the working environment in management and operation, organisational social capital, organisation of working environment programmes, and small enterprises. In the last years, he has taken a special interest in the organisation and management of hospitals and healthcare among others in combining lean thinking, relational coordination and organisational social capital.

**Line Eldring**, Keynote Friday 13 June 10.15–10.50

*Europe on the move. Central- and Eastern European migrants in the Nordic labour markets*

In the wake of the EU enlargements in 2004 and 2007, the Nordic countries have attracted considerable numbers of labour migrants from the new EU member states in Central and Eastern Europe. In her presentation she will give a brief overview of the volume and composition of the migration flows and the migrants' working and living conditions in the Nordic destination countries. Furthermore, she will discuss how the Nordic systems of labour market regulation and collective bargaining affect and shape the situation of labour migrants – and take a critical look at the sustainability of the “Nordic model” in a Europe on the move.

Line Eldring is a sociologist and senior researcher at Fafo Institute for Labour and Social Research in Oslo. She has throughout the years been doing research on labour migration, industrial relations and working life both nationally and internationally. She has been central

in developing Fafo's research on European mobility of labour and services in the wake of EU enlargement, and is responsible for the coordination of this research area at Fafo. Eldring has over the last years participated in a number of projects on labour mobility to the Nordic countries, the European labour market and regulatory mechanisms, both as project leader and researcher, and has published widely on these issues. The projects have involved close cooperation with institutions, social partners and researchers both on national and international level.

**Ann Bergman**, Keynote Friday 13 June 10.55–11.30

*Back to the future: why work life researchers need to talk about futures*

Questions about what kind of society and working life that is possible, probable or preferable in the future are too important to neglect. In my presentation I will therefore try to argue for the need of taking the future, or rather futures, into consideration in working life research. I will not promote the idea that work life researcher should be engaged solely in making predictions, forecasts or prognoses about future working life. Instead I would like promote the idea that we need to be more involved in discussions about the future and thereby also be an active part in forming it. Otherwise there is a risk that our work life might continue to be strongly influenced by economic and political interest that doesn't hesitate to articulate statements about the future as if they were true.

Ann Bergman is an Associate professor in work life science at Karlstad university Business school. Ann entered the academia rather late in life and has, probably because of her work life experiences, since then always been interested in work, life and society. Her research has covered four main fields: gender segregation in working life and women's and men's working conditions; the relation between work and family; organization and management and finally work and futures studies. She holds the chair of FALF (Swedish Association for

Working Life Research) and is editor of the journal of Arbetsmarknad & Arbetsliv (Labour market & Work life).



## Session 1 11/6 14.45-16.45 (120 minutes)

Streams No. 1, 4, 5, 6, 8, 9, 14, 17, 19, 20, 21, 24)

Streams, Rooms, Authors & title.

Paper download at <http://nwlc2014.com/sessions-download-paper/>

### *Stream 1. Historical Perspectives on Changing Industrial Relations in Nordic Countries( Room D137)*

Andersen et al: The complexities of stability – how and why Nordic..  
 Haggren: Interest, knowledge and social loyalty. Nursing research...  
 Bengtsson: Wage restraint in Scandinavia: During the postwar ...  
 Karlsson et al; The worker collectivity and Anglo-Saxon theories ...

### *Stream 4. Nordic Labour Market Organisations and European integration (Room K013)*

Hervés: The concept of circular migration – towards a common EU  
 Frödin: The Primacy of Contingency: Policy Preferences and the ...  
 Wallinder: Perceived employability for non-native employees: an ...

### *Stream 5 Ageing at work (Room K001)*

Heilmann: Career Extension through Age Management Practices.  
 Kadefors et al: Work life length in different occupations.  
 Vinje & Ausland: Building salutogenic capacity: A strategy for ...

### *Stream 6. Flexible workforce and its consequences (Room Husaren)*

Saloniemi & Virtanen: Unemployment as an environment ...  
 Vulkan: How does insecurity among employees relate to support ...  
 Nätti et al: Temporary work, perceived job insecurity and sequ...  
 Kauhanen et al: Incidence and intensity of employer-funded training

### *Stream 8. Quality of work in Nordic countries (Room K002)*

Tappura & Syvänen: Challenging management situations in ...  
 Oinas & Anttila: The Effect of Job Quality on Early Retirement in...  
 Hvid & Hagedorn-Rasmussen: Sociotechnical theory of 21st century.

*Stream 9. Intersectional perspectives on Nordic Working Life (Room 109)*

Granberg: Materialist dialectics in Ilyenkov and Wittig  
 Mankki: Estonian cleaners: an intersectional analysis on ethnised...  
 Sjöstedth Landén: Neoliberal governance in the Swedish public...  
 Sjöstedth Landén & Olofsdotter: What should we do instead? ...

*Stream 14. Intra and inter-organizational social networks (Room D141)*

Pennanen & Mikkola: Constructing the Meaningfulness of Work in  
 Seppänen et al: Public service networks, client understanding, and  
 Eskelinen: A case study of design company in construction industry..  
 Håkansson & Witmer: Social Media and Trust – A systematic ...

*Stream 17. Work in the 24/7-economy and family relations (Room D138)*

Oinas et al: The coming of 24/7 society? Trends in timing of work...  
 Rönkä et al: Being an employee in a 24-hour economy: a mobile ...  
 Ekonen & Mäkelä: Management in 24 / 7 economy.  
 Allard et al: A gender perspective in the relationship between work..

*Stream 19. Teachers' working life (Room D240)*

Österlind: Construing Teachers' Quality Work: a Principal View.  
 Aili: Quality driven teacher work –reflection on a concept.  
 Mykletun & Furunes: Predicting positive and negative work-related..  
 Schøn, & Småland-Goth: Entrepreneurship and the market's future  
 needs: Teaching entrepreneurship to future vocational teachers

*Stream 20. Professional work in the Nordic welfare states (Room D250)*

Larsson: "Professionalism" as an emotional regime in a bureaucratic  
 Ernst: Changing work practices and new positional dynamics at the ..  
 Meldgaard-Hansen: Welfare technologies meet welfare professions...

*Stream 21. Labour-management relations and working conditions in retail trade, threats and possibilities? (Room D239)*

Alsos & Olberg: Opening hours and working time in the retail sector

Roosalu: (no paper or abstract delivered 140523)

Lindström et al: Shifting subject positions of first line managers in...

Bråten & Nergaard: Part-time work in retail: welcome flexibility ...

*Stream 24. Individualisation of policy interventions – myth or reality? (Room D206)*

Seing: Active Social Policy in Local Workplace Practice.

Garsten et al: Individualizing Services, Individualizing Responsibil...

Gillberg & Bengtsson: Third sector activation arrangements for the

Lapidus: Reviewing the arguments for individual wage setting ...

## Session 2 12/6 09.45–10.45 (60 minutes)

Streams No. 1, 2, 5, 6, 8, 9, 14, 17, 19, 21, 22, 23

Streams, Rooms, Authors & title.

Paper down-load at <http://nwlc2014.com/sessions-download-paper/>

### *Stream 1. Historical Perspectives on Changing Industrial Relations in Nordic Countries( Room D137)*

Johnsen: Organisational concepts as enhancing rationality in orga...  
 Bergholm: Occupational Health and Safety Reforms in Finland during 1970s

### *Stream 2. Nordic Labour Market Organizations and European Integration ( Room K013)*

Edström: The Laval history; a cold shower for Swedish IR?  
 Nielsen: Ordinary workers and industrial relations in a new world ...

### *Stream 5 Ageing at work (Room K001)*

Pekkola & Kalunki: Motives to leave and stay onboard.  
 Solem et al: Ageism: a barrier to employment among older adults?

### *Stream 6. Flexible workforce and its consequences (Room Husaren)*

Berglund & Furåker: Employment Protection Regulation, Trade ...  
 Olofsdotter & Rasmusson: Gender (in)equality contested: Precarious

### *Stream 8. Quality of work in Nordic countries (Room K002)*

Nätti et al: Time pressure, working time control and long-term ...  
 Jarebrant et al: Development of a tool for integrating Value Stream...

### *Stream 9. Intersectional perspectives on Nordic Working Life (Room D141)*

Sihito : An intersectional approach to reconciling work and childcare  
 Mustosmäki & Oinas: Enduring inequalities? – Studying job quality

*Stream 14. Intra and inter-organizational social networks (Room D143)*

Janhonen: Leadership in a project work.

Grøn & Limborg: Networking among small and medium-sized ...

*Stream 17. Work in the 24/7-economy and family relations (Room D138)*

Tammelin et al: Work schedules and work-family conflict among ...

Björnberg: Work and Care under Pressure. Care arrangements across

*Stream 19. Teachers' working life (Room D240)*

Håpnes & Öyum: Teachers' collective and individual resistance ...

*Stream 21. Labour-management relations and working conditions in retail trade, threats and possibilities? (Room D239)*

Ilsøe & Felbo-Kolding: Is there a Danish model in retail? Labour ...

Skippari et al: The dynamic interaction between internal and ...

*Stream 22. Nordic management and organization – now and in the future (Room D241)*

Nielsen & Nielsen: Human Resource Management (HRM) strategies

*Stream 23. Work, individualisation and social identity (Room D206)*

Gillberg: Young Adults: Precarious conditions, individualized ...

Arvidsson & Axelsson: The concept of self-loyalty.

## Session 3 12/6 11.00–12.30 (90 minutes)

Streams No.1, 4, 5, 6, 8, 10, 12, 16, 17, 20, 22, 23

Streams, Rooms, Authors & title.

Paper down-load at <http://nwlc2014.com/sessions-download-paper/>

### *Stream 1. Historical Perspectives on Changing Industrial Relations in Nordic Countries( Room D137)*

Refslund: Impacts on the Nordic welfare states and industrial rel...

Sandberg: Abstract and paper missing 2014-06-09

Hagen: Company assembly – the forgotten or neglected part of ...

### *Stream 4. Nordic Labour Market Organisations and European integration (Room K013)*

Arnholtz: Social dumping as reality and perception – foreign ...

Kall: Estonian Labour Migrants in Finnish Construction Sector and..

Thorarins: Polish migrants on the Icelandic labour market

### *Stream 5. Ageing at work (Room K001)*

Hermansen & Midtsundstad: Retaining Older Workers – Analysis ...

Mykletun et al: Reading skills and work life participation among

Ljungar: Ageing in Norrby - Experiences of Transition between ...

### *Stream 6. Flexible workforce and its consequences (Room Husaren)*

Bredgaard et al: Flexicurity-modellen og dens forandring belyst ...

Bredgaard et al: Flexicurity and employers: the Missing Link.

Nielsen: Vulnerability and Resilience at the Edge of the Danish ...

### *Stream 8. Quality of work in Nordic countries (Room K002)*

Byrne: The Demands of Working Life: Recontextualising Old ...

Aho et al: Management practices facilitating both innovation and ...

### *Stream 10. Equality and sustainable working life (Room D141)*

Heiskanen et al: Equality and sustainable working life: Starting ...

Hallström & Keisu: To expect the expecting - Swedish senior Uni...

*Stream 12. Teams once again – Wellbeing in teams and temporality of work in teams (Room D240)*

Ajslev: Mediation of agency in teamwork - the construction gang ...  
 Buch & Andersen: Engineering Team Work.  
 Nielsen: Team learning and wellbeing in Danish workplaces.

*Stream 16. Whistleblowing in working life (Room D143)*

Fransson & Stüber: Freedom of expression from a trade union ...  
 Börnfelt et al: Whistleblowing in the light of loyalty and ...  
 Skivenes & Trygstad: Is the type of misconduct decisive for the ...

*Stream 17. Work in the 24/7-economy and family relations (Room D138)*

Räisänen & Raiden Work-life balance in the knowledge economy ...  
 Bolin & Jarnkvist: Work and family interference – an intersectional

*Stream 20. Professional work in the Nordic welfare states (Room D250)*

Meldgaard Hansen et al: Empowering and caring professionals – ...  
 Wihlman : Employee-driven innovation, EDI, in welfare services ...  
 Theandersson & Löfström: Boundaries and collaboration – A matter

*Stream 22. Nordic management and organization – now and in the future (Room D241)*

Keisu et al.: Transformational leadership style and the balance  
 Oudhuis & Tengblad: What can working life learn from successful  
 Andersson Bäck: (no paper or abstract delivered 140523)

*Stream 23. Work, individualisation and social identity (Room D206)*

Rasmussen: Professional workers – unionised and powerless?  
 Ikonen: My Bad, My Passion: Self-Employment as an Individual ...

## Session 4 12/6 15.15–16.45 (90 minutes)

Streams No.3, 4, 5, 6, 7, 10, 12, 15, 18, 20, 22, 25, 26

Streams, Rooms, Authors & title.

Paper down-load at <http://nwlc2014.com/sessions-download-paper/>

*Stream 3. Radically rethinking work, organisation, labour, labour markets and labour policy (Room D137)*

Haapakorpi: Hybridization of occupation – background, process and  
 Kasvio: Old and new visions about the future of Nordic working life  
 Heen: Money without work, work without money.

*Stream 4. Nordic Labour Market Organisations and European integration (Room K013)*

Genelyte: Policy response to emigration from the Baltics: ...  
 Kirkeby: Duration of stay in Denmark among Central and Eastern...  
 Lund Thomsen: Personal and policy narratives: Reception and ...

*Stream 5 Ageing at work (Room K001)*

Furunes et al: Individual decision-making regarding retirement from  
 Salomon: Age diversity Management in Working Life.

*Stream 6. Flexible workforce and its consequences (Room Husaren)*

Håkansson & Lindkvist Scholten: McJobs – Stress related symptoms  
 Augustsson: The client company marginally utilizes the knowledge  
 Alfonsson: “The Permanent Newcomer” - On-call Employees Work

*Stream 7. Corporate restructuring, downsizing and plant closures (Room K002)*

Øyum & Håpnes: “Radical Consent”: Norwegian cases of labour...  
 Kervinen & Svalund: Finding the way out of crisis: an analysis of...  
 Ylikännö & Kehusmaa: Sudden structural change in the “Nokia-city

*Stream 10. Equality and sustainable working life (Room D141)*

Lindkvist-Scholten & Witmer: What about gender when recruiting...  
 Gonäs & Wikman: Patterns of Gender Segregation and Labour ...  
 Corin & Björk : An external assessment of work tasks and working



*Stream 12. Teams once again – Wellbeing in teams and temporality of work in teams (Room D240)*

Kamp & Dybbroe: Teams, tests and inter-professional relations ...  
 Koudal: Teachers in the Danish Vocational Education and Training  
 Scheller: Temporality of work in Scrum project management.

*Stream 15. Collaborative innovation practices (Room D143)*

Jantunen et al: Dialogue and Sensemaking as Sources for Innovation.  
 Naaranoja & Uden: Collaborative Innovation in Health Care ...  
 Nielsen: Sustainable growth and collaborative assets in Danish ...

*Stream 18. Working time and virtual work (Room D138)*

Grimsmo & Heen: Work without borders in time and space? ...  
 Holt & Larsen: Working conditions and strains – a gender ...  
 Ojala et al.: Work around the clock? Time use data evidence of ...

*Stream 20. Professional work in the Nordic welfare states (Room D250)*

Amble & Deichman-Sørensen: Professionalism and ‘job-crafting’: ...  
 Sasser: Exploring perspectives on the primary task of daycare. ...  
 Avby et al: Social Workers’ Knowledge Use and Learning: An ...

*Stream 22. Nordic management and organization – now and in the future (Room D241)*

Syvänen & Tappura: Dialogic leadership of creativity: Resource for..  
 Sørensen et al: Trust, performance and well-being in Nordic working  
 Torvatn et al: Is there a Nordic tradition of management research?

*Stream 25. The role of work for the excluding or including of individuals in society (Room D206)*

Møller: Producing the corporate body: Health and individualization  
 Ahmadi: Integration of immigrants into Swedish society - Two ...

*Stream 26. Methodological challenges for working life and labour market studies (Room D239)*

Sumanen: Methods of measuring quantitative productivity.  
 Larjovuori et al: Towards integrated and resource oriented ...

## Session 5 13/6 08.30–10.00 (90 minutes)

Session No. 3, 4, 5, 6, 7, 10, 13, 15 20, 22, 26

Streams, Rooms, Authors & title.

Paper down-load at <http://nwlc2014.com/sessions-download-paper/>

*Stream 3. Radically rethinking work, organisation, labour, labour markets and labour policy (Room D137)*

Alasoini: Workplace Development and Innovation Policy – Happy or Concha-Ferreira: Brands, welfare and welfare-cool.

*Stream 4. Nordic Labour Market Organisations and European integration (Room K013)*

Airila et al: Well-being and work ability among immigrant ...  
 Haley: Conceptions of social space in research: Migration decisions

*Stream 5 Ageing at work (Room K001)*

Büsch et al: Do individual and organizational factors influence the...  
 Kadefors: What happened in the Swedish public sector in 2001...  
 Sundin & Klinthäll: Företagande bland äldre.

*Stream 6. Flexible workforce and its consequences (Room Husaren)*

Ojala et al: Job quality and later work career in part-time and ...  
 Strauss-Raats: Protected precarity and liberal security: employment..  
 Håkansson & Isidorsson: Temporary agency worker – precarious ...

*Stream 7. Corporate restructuring, downsizing and plant closures: A Nordic perspective (Room K002)*

Jönsson & Schölin: Process of change - competence development as  
 Arman & Bergström: Time to close: unintended consequences of ...  
 Hansson et al: Plant closures, temporary workers and a management

*Stream 10. Equality and sustainable working life (Room D141)*

Muhonen: Gender equality in academia – a non-issue?  
 Öhman et al.: Gendering health professions and their possibilities ...

*Stream 13. Lean production in a Nordic context (Room D240)*

Berglund et al: Proposition for a Method to Engage Employees in...  
Sederblad: What can be used in Lean and in new organisation theory

*Stream 15. Collaborative innovation practices (Room D143)*

Aho & Mäkiaho: Prevalence of collaborative innovation practices in  
Ramstad: Connection between changes in high-involvement ...  
Sankelo & Piippo: How to promote the participation of staff in ...

*Stream 20. Professional work in the Nordic welfare states (Room D250)*

Björkman: The Theory of Professions revisited.  
Bruhn et al: Professionalization of prison officers in Sweden and ...  
Enberg et al.: Factors associated with work dissatisfaction among

*Stream 22. Nordic management and organization – now and in the future (Room D241)*

Talja et al: “Soft” and “hard” issues of management – is the Nordic...  
Isaksson et al: Health promoting leadership in Germany and Sweden  
Eriksson & Renman: A Review of Swedish Literature on the

*Stream 26. Methodological challenges for working life and labour market studies (Room D236)*

Peutere & Virtanen: Cognitive interviewing used in the development  
Berthelsen et al: Towards integrated and resource oriented ...

# Stream presentations

## Stream 1. Historical Perspectives on Changing Industrial Relations in Nordic Countries

A lot of quality research on the historical development of industrial relations has been made in the Nordic countries. New perspectives on the past have emerged as the old evolutionary picture of the making of the Nordic Model has become more and more problematic.

Unfortunately a lot of history about labour, trade unions, employer organizations, industrial conflict and industrial relations is still very national in their research questions and interpretations. Now, it is time to discuss and compare our results. This stream encourages approaches that include in their analysis Nordic context in the development of industrial relations. This could be organisational, ideological, bureaucratic, organizational, social, labour market and economic interaction between Nordic countries.

This stream invites papers on a variety of topics. Papers can be case studies, synthesizing long perspective analyses, methodological discussions as well as discussing hypothetically new research questions.

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## Stream 2. Nordic Labour Market Organisations and European Integration

Since the beginning of the 1990s, through globalisation, the realities of the labour market have changed considerably for both employers and employees. To a large extent, changes have occurred through participation in the EU (for Norway in the European Economic Area). The social protocol of the Maastricht treaty in 1992 introduced what some researchers have seen as an embryo of European industrial relations. The directive on European Works Councils institutionalised information and consultation, Later; the European Alliance for Corpo-

rate Social Responsibility became a voluntary initiative, but without regulating force. Perhaps, more importantly, directives on labour mobility, followed by judgements by the EU Court, have changed the conditions for both capital and labour through increased external competition, which has been perceived as a threat to national collective agreement systems. This development has made participation in the European integration more important for both employers and trade unions. Especially, for the Nordic trade unions the influx of migrant workers from the new EU member states in Middle and Eastern Europe gave transnational cooperation and international solidarity a new interest.

Stream leader: Bernt Schiller, [Bernt.Schiller@socav.gu.se](mailto:Bernt.Schiller@socav.gu.se)

### **Stream 3. Radically rethinking work, organisation, labour, labour markets and labour policy**

The current picture of work and labour markets is quite familiar: flexibility, precariousness, increasingly high entry demands, increasing polarization between “good” and “bad” jobs, continued employment security but worsening working conditions in the public sector, demands to work more intensively, extensively, and to a higher retirement age, etc. On the policy front we see various forms of activation schemes for the unemployed, tax reductions with the avowed intention of getting those in work to work harder and for more hours, and an almost religious faith in education and training as the silver-bullet cure for all employment woes. Even the critiques of the prevailing circumstances and diagnoses are rather similar and familiar. The fact that the picture is so familiar and homogeneous is a problem. It means that diversity, novelty, and heterogeneity is largely absent from both mainstream and marginal realities, as well as our conceptions of alternatives.

The aim of the stream is to attract, novel, radical, visionary, utopic and even dystopic (for the radically pessimistic) diagnoses, critiques, descriptions, and prescriptions on contemporary working life. The red thread for the stream is generating new ideas, understandings and approaches rather than focusing on a particular issue or sector or em-

playing a particular theoretical perspective. Contributions can be based on “envisioning real utopias” (Wright 2010) or distant utopias, on grand or small scales, from states to organizations. Contributions can focus on identifying and developing on conceivable, nascent, marginal alternatives at various levels, such as new tactics or bases to organize labour, work, labour markets; alternative value and valuation systems or remuneration bases (i.e. who gets paid for what, how much and why) or any other working life related issue. If you’ve got a new idea, even a good one, we’d like to hear it!

Stream leader:

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#### **Stream 4. Changing patterns of labour migration in Nordic working life**

Ever since the EU enlargement in 2004, European labour markets have been affected by an unprecedented levels of migration from ‘new’ to ‘old’ member states. These new population movements poses a series of questions from patterns and processes of migration over impact on labour markets, industrial relations and welfare states in both sending and receiving countries to questions of ethnic relations and processes of social inclusion and exclusion in the labour market and work places. While such questions have been heavily debated, it is often argued that standard accounts of immigration, integration and citizenship based on models of postcolonial, guest-worker and asylum migration are unable to grasp the reality of this ‘new’ phenomenon. At the same time, the transient and rapidly changing nature of this new European migration system poses serious methodological challenges to empirical research. In this stream we welcome papers that explore theoretical, methodological and empirical questions about labour migration in Europe today. Although we especially encourage papers dealing with labour migration to the Nordic countries, all contributions linking migration and labour markets are welcomed. The subject matters of these papers can range from implications for regulatory frameworks and labour market changes to studies focusing on work place level and challenges for all actors in the labour market.

Papers focusing on labour migration from outside the EU are just as welcome as papers concerning labour migration within this specific framework.

Stream leaders:

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### **Stream 5. Ageing at work**

There is in many countries around the world an upcoming demographic crisis that is often said to be a threat to the welfare systems. The European Union has emphasised repeatedly that work participation in the older workforce needs to increase, being one of the most important remedies. Reforms of the pension systems in order to reach this goal are under way across the EU, including the Nordic countries. To a large extent, these reforms are economy-driven, providing economic incentives for older people to continue working more years. But experience indicates that a full range of initiatives have to be taken in order to make a large part of the older population remain in working life; it may not be sufficient to create economic incentives for older people to work longer. The decision whether or not to continue working up to or even beyond official pension age may be influenced by many factors unrelated to the private economy. There is an urgent need to understand how these factors, in particular the work related ones, come into play. Are older people apt and willing to adapt to working life as is, or does working life have to be adapted to the characteristics and capacities of older people? What sorts of reform are needed in working life? What is the role of politics, and of the social partners? What are the experiences of reform at the national level and at the enterprise level? It is hoped that contributions to the stream “Ageing at work” will address the issue at the individual, organizational and societal levels.

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## Stream 6. Flexible workforce and its consequences

Employers strongly demand flexibility in working life entailing temporary employments, use of temporary agency workers and other forms of contracts like self-employed contractors. Guy Standing (2011) has introduced the expression “Precariat” to describe these groups. These forms of attachment between workers and firms and organisations influences working conditions for both these temporary workers and permanent employees in the work-place and entails threats and possibilities for both workers and employers in different ways. European Commission has introduced the expression “Flexicurity” to combine and encompass both employers need for flexibility and employees need for security.

Previous research show that employees with fixed term contracts and agency workers usually face working conditions characterized by short planning in advance and lower employment security indicating segmentation of the work force. However, this result is not unanimous; segmentation could take various forms in different industries and different work organizations. Further, segregation is influenced by gender, class, ethnicity and age. Different patterns of segmentation and its consequences is therefore an important research area.

We welcome papers dealing with for example

- different kinds of strategies for flexibility and its consequences for individuals, organisation and society
- working conditions and different aspects of security for different groups of workers in organisations using flexibility
- flexicurity models and their outcomes
- conceptualisation and understanding of different strategies for flexibilisation and security.

Stream leaders:

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## **Stream 7. Corporate restructuring, downsizing and plant closures: A Nordic perspective**

Globalization, financial crises, increasing competition, corporate raiding, government deregulation, New Public Management and changes in customer preferences have increased pressure on managers to improve the performance of their organizations, both private and public. Through reductions in human and/or capital resources, managers attempt to improve both their organization's alignment with its competitive environment and the internal alignment of its resources. Some organizations are closed down due to a conscious strategic decision-making of the managers to end the business into non-continuity while others "die" because of bankruptcy. In a time of crisis, these measures might be considered more legitimate or even demanded by e.g. shareholders, as a sign of "action".

Still, the organizational practices of decline and death are part of the dirty-work and down side of HR, management and labor union agreements. The effects on the employees are expected to be substantial, but there are also worries of "Employer Brands" and balancing the need for future competency with the need to cut current costs. Managers frequently cite poor industry conditions or weak demand as a reason for downsizing or closedowns. The tactic of downsizing, more specifically work-force reduction, has been widely applied both internationally as well as locally. Some organizations act in a short-term perspective, downsizing or delaying the organization. Other act with a long-term perspective, systematically seeking to reconfigure productive capacity and organizational culture to reach goals that they believe will make them more competitive. One of the contributing reasons in strategic downsizing is the high cost of labor and the intention of freeing resources that can be used somewhere else for a better return on investments.

Practices for producing prognosis of future costs and demands is often important for these strategies, even when uncertainty is high. Even if there has been a progression of research on decline since the beginning of the 1980s, the scholarly understanding remains can be further developed. For that reason we invite a broad scope of papers on various topics related to the downside of business, organizational

death and focusing on issues such as decline, downsizing, closures, turnaround, sharp-benders, surviving failures and bankruptcy, with an emphasis on a Nordic perspective. We welcome papers on various topics that are related to decline, for example:

Human resource management strategies; Individual reactions and their psychological outcomes Group-dynamics; Institutional actions and reactions; Changes in labour relations; Intermediary systems, preparation and prevention; Performance before, during and after down-sizing or closure; Leadership during and after down-sizing or closure; Downsizing of the managerial layer in organizations; Organizational behaviour during and after down-sizing or closure; Other forms and practices of “Organizational death”, e.g. silent restructuring

Stream leaders:

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## **Stream 8. Quality of work in Nordic countries**

Quality of Work Life has risen to debates due to concerns of economic and social sustainability of European societies. Global competition, technological change and intensification of work are common developments throughout the continent which are seen to affect well-being of workforce. Quality of work or job quality is defined and measured in various ways. However, the concept includes some key dimensions, such as utilization of skills, managerial control and employee autonomy, work effort, as well as stability and (in)security of employment and income. Previous empirical research has pointed out that Nordic countries distinguish from rest of the Europe in terms of job quality. Comparative research literature tries to explain the distinctiveness of Nordic countries with diverse sets of institutional frameworks such as the political and historical compromises on industrial relations together with societal welfare institutions such as family, educational and security systems. On the other hand, it has been debated whether, in the longer run, the Nordic welfare state is able to insulate workers from globalizations effects: global competition, growth of the service

sector and deregulation are seen as threats to high job quality because institutions are subject to constant pressures of change.

In order to assess effect of policies on quality of work more research is needed from comparative perspective. The aim of this research stream is to focus on quality of working life within and between Nordic countries. Both theoretical and empirical papers dealing with e.g. distinctiveness of Nordic countries in terms of job quality, differences and similarities between Nordic countries in job quality, the concept and measurement of job quality or job quality and workers well-being, are welcome.

Stream leaders

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## **Stream 9. Intersectional perspectives on Nordic Working Life**

The aim of this stream is to further the discussion on how the concept of intersectionality can be used within working life research, and to open up a space within Nordic working life studies to reinvigorate the dialogue with the field of gender research, particularly through theoretical and empirical investigations into the role of work in the production and reproduction of complex inequalities.

Intersectional perspectives provide researchers with analytical tools that could both deepen and broaden Nordic working life research and strengthen the field of working life studies as a central interlocutor of emancipatory/critical perspectives within the social sciences. While Nordic working life research needs to open up for feminist intersectional approaches in order to capture complex inequalities in times of neoliberal globalization, the growing interest in intersectional perspectives within gender studies also needs to include an interest in and recognition of the theoretical advancements within the field of working life studies. Thus, this stream invites abstracts that deal conceptually or empirically with work and the labor market

from intersectional perspectives rooted in traditions such as feminist, postcolonial, and queer theory.

We particularly invite abstracts exploring issues of

- The conceptual development of intersectionality in the context of Nordic working life research

- The production and reproduction of classed and racialized masculinities and femininities at work

- Continuity and change in local inequality regimes

- Intersectional perspectives on consent and subordination, as well as intersectional perspectives on resistance and organizational insubordination in the labor market

- Global movements, local outcomes: intersectional perspectives on migration, belonging, and exclusion in the Nordic labor market

- Global movements, local outcomes: intersectional perspectives on neoliberal globalization from local outlooks

- New identity formations in the wake of neoliberal developments in the Nordic labor market.

Stream leaders:

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## **Stream 10. Equality and sustainable working life**

In a changing world of work there is one thing that does not change: gender segregation seems to be a persistent phenomenon in the labour market of Nordic welfare countries. Gender segregation has produced different quality of working life for women and men. Yet, when developing quality of work in different national and international strategies and programs, they are often carried through as if working life was gender neutral. Promoting sustainable working life should include equality perspective. There cannot be sustainable working life without equality, and equality cannot be promoted without taking into account gender and other social divisions, such as ethnic or racial divisions.

Equality and sustainable working life have some converging aims: they both aim for better quality of work. Equality is a human right and an important value as such, but it can also be seen from another perspective: promoting equality promotes also wellbeing at work. Therefore, when aiming for sustainable working life, gender and other social divisions should not be ignored.

In this stream we invite papers that interlink equality with sustainable working life. The papers can approach equality from different perspectives: gender, ethnicity/race, age, sexuality etc. The papers can focus on for example following questions:

- What are the necessary conditions for equal and sustainable working life?
- Are there risks when equality is legitimized with better quality of work?
- How are equality and sustainable work interlinked and what are their converging and/or diverging aims?
- How can equality and sustainable working life be promoted?

We welcome both theoretical and empirical papers from different disciplines. The papers can examine different levels of equality and sustainable work – micro, meso and macro.

Stream leader:

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## **Stream 11. Nordic Approach to Safety promotion and Accident Prevention at work**

The Nordic Working Life model, as a part of the Nordic Labour Market model, constitutes a long tradition of cooperation between social partners and the state, including collective agreements and participative approaches. This model has been taken for granted as an implicit framework with a strong impact on the governance of working life in the Nordic Countries. This includes also the governance of risk, safety and welfare of workers in the Nordic countries.

A study published in Safety Science (Spangenberg, 2004), compared accident rates for Swedish and Danish concrete workers during the

construction of the Oresund Link between Copenhagen and Malmö. The study found that the Lost Time Injury rate for Danish concrete workers was 4.7 times higher compared to their Swedish colleagues. We also find such differences in the national statistics. Why is it so? We also see differences in accident rates between the other Nordic countries. The question is: Why do we see such significant differences between the Nordic countries, concerning the level of workplace safety, under the same Nordic working life model?

This questions the influence of the Nordic Working Life model on the safety and welfare of workers in the Nordic countries.

This stream invites abstracts and participants to discuss this question, in order to advance our knowledge about the importance of the Nordic Working Life model for the risk, safety and welfare of workers in the Nordic countries, and to consider whether other institutional aspects might be important as well. The following questions provide a guideline for abstract and 'half-paper' submissions to this stream:

Can we identify a particular Nordic Working Life approach for risk management, accident prevention and safety promotion at work?

How does the Nordic Working Life model work in practice in the Nordic countries, and how does it influence accident prevention, safety and welfare at work?

What are the experiences with the cooperation between social partners and the state, the role of the unions – including collective agreements, and the functioning of participative approaches at the workplace level, in relation to risk management, accident prevention, safety and welfare at work?

What are the differences in the content and organization of safety education in elementary schools and vocational- and technical colleges, in the Nordic countries?

Is there a particularly excellent safety culture in Sweden, compared to the other Nordic countries, which we can learn from?

Which other institutional and structural characteristics can explain differences in risk, safety and welfare between the Nordic countries, e.g., historical, industrial, educational or other aspects?

This is only some suggestions and directions; you are invited to take up other relevant questions related to the theme of this stream. We invite both theoretical and empirical studies under this theme.

Stream leader:

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## **Stream 12. Teams once again – Wellbeing in teams and temporality of work in teams**

Wellbeing in teams is often threatened by external demands creating high workload and lack of possibility to use ones professional competence. Monitoring and measuring work through management systems is not only a means of providing management information but also sets standards for cooperation and interaction in team work. Teams are often associated with lack of temporal structures and some times non-standard working time arrangements. The social dynamic of teams can induce higher mutual responsibility among team members – resulting in long working hours, high work pace and general work overload. It is common to associate teams with social aspects that can function as buffers against psychosocial strain. However, the temporalities of teamwork can also erode work rhythms both within and outside the workplace due to the complex nature of teamwork. These elements are often overlooked when companies formulate policies on wellbeing, at work.

In this stream we invite researchers to discuss how structures function as a critical factors in everyday workplace practices to prevent mental fatigue and protect general wellbeing in teamwork.

The stream will focus on the psychosocial dynamics, strain and wellbeing in teamwork. Some important questions of the stream could be:

Is the complexity of teamwork a source of work related stress or are teams able to provide positive and reregulated working conditions in post-bureaucratic organizations?

Do teams provide new platforms for solidarity and collective action in modern work life or should teams rather be understood as new ways of exploiting workers and professionals?

Can teams shield against external demands or do they themselves induce new forms of strains?

How can we conceptualize, analyze and understand teamwork in organizational setups characterized by high degrees of work division?

What are the consequences for individuals and collectives when wellbeing becomes the responsibility of teams?

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### **Stream 13. Lean in the Nordic societies**

The management concept Lean production has its background in Japanese production systems from the 1980's, especially Toyota production system. In the 90's, Womack et al.'s (1990) book, *The Machine That Changed the World*, became the central text for the diffusion of Lean techniques and their potential impact on organisational performance. Womack et al.'s core thesis was that organisations which succeed in stripping out wasteful (or non-value-added) processes from production will secure significant efficiency and quality advantages. The reality of this Lean ideology has however been questioned and criticized by many writers.

The Japanese ideas have by implementation of Lean been adapted to Western societies. In the new millennium came a new wave of lean, with different interpretations of the concept spreading to an increasing number of activities. More recently, Lean has come to be seen as the prime operational means of modernizing work organization and working practices in the private and public sectors, such as health care and administration.

In the Nordic societies, there is a widespread diffusion of Lean and the result of research of employee attitudes to Lean shows a heterogeneous pattern and also the success rate when implementing Lean. The unions first tried to resist the introduction of Lean but some unions have recently changed position and now see possibilities for empowerment in Lean. This is more prevalent at work places where contex-



tual considerations are made, such as when Lean practices are combined with socio-technical work organisation ideas. Importantly, apart from union involvement, work organisation based on teams with considerable autonomy and working life researcher participation in change projects are characteristics of Nordic working life.

To this stream papers, both theoretical and empirical, about Lean and its implementation in the Nordic societies are welcome. We will also welcome papers that compare Lean practices in other societies with practices in the Nordic countries.

Stream leaders:

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### **Stream 14. Intra and inter-organizational social networks**

Social networks play an ever increasing role in creating the performance of 21st century organizations. They signify an expansion from the smokepipe industry and the management of established hierarchies to the nurturing of intangible assets and the self-organized projects (Chen, 2004; Grant, 1996; Matusik & Hill, 1998; Nonaka & Takeuchi, 1995; Nonaka & Toyama, 2003; Nonaka, 1994; Spender & Grant, 1996).

Inter-organizational networking, i.e. collaboration between different organizations, is often based on the specialization of different organizations. Similarly, intra-organizational networks are becoming increasingly important. The different teams / departments / cells focus on their own minor but necessary aspects of the work task as a whole.

Creating and promoting social networks in and between work organizations are seen to yield better productivity, competitiveness and flexibility. But networks also bring up a diversity of views and thus diverse perspectives about goals, processes and outcomes (Head 2008) and therefore require special qualities and crossing boundaries from individuals and organizations (Edwards 2010; Kerosuo 2006; Toiviainen et al. 2012).

Networks of current worklife differ in their density, duration and purpose. This stream focuses on the following aspects of network collaboration but is not limited to them:

Management and governance of networks. It is obvious that both inter- and intra-organizational networks need to be created and managed with good care. While networks have increased, their management or coordination is often lagging behind. From the managerial perspective, middle-managers do not necessarily know what working in complex networks requires from experts.

Work communities in complex networks. The experts in networks do not necessarily know who their closest supervisor is, which work community they belong to, or where they can find support and guidance. We are especially interested on how work communities are born and maintained, when work is organized by networks.

Client orientation. Better products or services for clients are often the reason for collaboration in networks. The multiple ways how clients may participate in development or production processes affect the networks and boundary structures.

Well-being in networks. Network studies have hardly focused at all on the consequences that networking has to well-being. This is very important issue, because working in complex network environments can be hard and time-consuming, and requires social skills.

This stream aims discussions and examinations concerning threats and possibilities that inter- and intra-organizational networks bring for Nordic working life. Both theoretical and empirical presentations of the studies concerning intra- and inter-organizational social networks are welcome!

Stream leaders:

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### **Stream 15. Collaborative innovation practices**

The importance of innovations in companies, SMEs, and in other organisations like governmental and municipal organisations has in-

creased due to the dynamically changing environment, rapid technological development and globalisation. Business research has shown how innovations enhance growth, revenues, and efficiency. There is evidence that the wellbeing of employees and superiors are better in innovative working environment than in workplaces where the development activity is low.

Nowadays, there is a lot of discussion concerning the meaning and importance of the participation of employees and customers in innovation process. Main focus of the research has been in how to lead such process. Indeed, there are a lot of challenges for superiors and directors concerning innovation generation at workplaces.

This stream invites researchers to send theoretical and empirical papers from different disciplines linked to the collaborative innovation practices in private and public sector organisations. The research questions could be:

How to encourage employees to engage in innovative behaviour?

How to create a culture and work climate that supports innovation generation?

Which kind of initiatives increase the involvement of clients and customers in service or product development?

Which factors prevent and encourage collaborative innovation at work?

What kind of innovations the employees are producing at the moment in their work?

What kind of effects have been found and brought up when collaborative innovation practice is in use at work?

What kind of training could effectively improve the ability of managers to lead and guide the implementation of collaborative innovation practices?

Stream leaders:

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## **Stream 16. Whistleblowing in working life**

Whistleblowing has become an issue given considerable attention in recent years. The cliché tells a story about a courageous individual, breaking the pattern of indifference, silence or even fear at the workplace. The motives for going public are – if it will make a good story – altruistic and the damage revealed is of significant public interest. The cases involved have highlighted legislation or legal initiatives from different starting points; public reaction to corruption, financial scandals or health and safety accidents, the proper functioning of stock markets and the wellbeing of shareholders, and the limits of freedom of expression for individuals from a human rights perspective. From a working life perspective whistleblowing raises important questions in the relation between employer, trade union and the single employee. The issue addresses inter alia aspects like freedom of expression, influence at the workplace, working environment, management and employment protection.

This stream welcomes papers that discuss this important subject from different disciplines.

Stream leaders:

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## **Stream 17. Work in the 24/7 -economy and family relations**

Work and family are essential spheres of everyday life of employees in the Nordic countries, as elsewhere. In the everyday life these spheres are interwoven together. The way how this is possible depends, for example, on the labour market policies, care policies and services. Although empirical research on working times shows that the 24-hour economy has not radically changed employment patterns in the Nordic countries, many employees work during the atypical or nonstandard hours. Consequently many Nordic families are affected by it. Work during evenings, nights and weekends challenges the organization of daily life, and the way work is combined with family life. 24-hour economy is both an opportunity and a challenge at societal level, and within families. This research stream calls for empirical

and theoretical papers that analyze and discuss e.g. the Nordic working life from the perspective of work-family interaction, policies and practices of the 24 -hour economy and world of work. Furthermore, papers concerning the effects of non-standard hours on work-family relations and family life are welcomed.

Stream leaders:

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### **Stream 18. Working time and virtual work**

What happens to working time in sections of the labor market where the content of production is becoming more knowledge-intensive, that is, where production is largely based on creativity, knowledge development and communication – processes that are difficult to control and locate in time. Paired with the rise in information and communication technology (ICT), room for interpretation is created by necessity as concerns the boundaries of work and what constitutes a satisfactory work effort.

This conference stream highlights threats and possibilities in the transition of working time from the standard work week in which employees work in one location to an increasingly fluid situation where working time has become more diverse and flexible. For example previous research shows that a lack of boundaries is a central issue in virtual work. Working under this kind of “flexible” and “free” conditions may open up new possibilities to combine work and family demands. Further on, the autonomy given to the employees to decide where and when to work can boost motivation and improve job satisfaction. However, there are several studies that indicate that employees under these conditions may experience lack of control, with both lower job output and stress symptoms as a consequence. Depending on research perspective, this has been linked to lack of self-management skills, organizational culture and level of support from HR.

This stream invites papers that elaborate on:

- Flexible working time and work/family integration.
- Flexible working time and stress
- Flexible working time and HR-processes (for example recruitment and retention)
- Flexible working time and self-management
- Flexible working time and organizational culture

Stream leaders:

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### **Stream 19. Teachers' working life**

Teachers' working life has been constructed as an object for studies in different ways, for example as dilemmas experienced at work (Ozborn 1997, Tzuo 2007, Fariasa, Fariasa & Fairfielda 2011). Substantial research has been carried from the Street-level bureaucracy perspective (Lipsky 1980) were the focus also have been on the similarities between teacher and a lot of other professionals (se for example Taylor & Kelly 2006). Teachers' working life has also been studied from the perspective of complexity theory, often with the idea that the complexity of teachers work is unique and significantly different from that of other professions (Hargreaves 1994, Day & Gu 2007). Teacher work has also been studied from the perspective of time management; time for collaboration, quality work, intermittent work, ad hoc work, efficiency and priority, but overall classroom issues tend to dominant for example study of how lessons are carried out, classroom culture, leadership, and so on.

In this stream we invite papers that contribute to the discussion about how we construct teachers work. We aim to discuss benefits and disadvantages with the different ways in which we construct teacher work as an object for study, and on possible contributions to knowledge building about how to organize schools and teacher work ultimately so that teachers can experience pupils' success, the most important factor on teachers' health and well-being.

Stream leader:

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## **Stream 20. Professional work in the Nordic welfare states**

For the last 10-15 years discussions on work in the public sector have been dominated by the theme of New Public Management (NPM) and the consequences of standardization, managerialism and marketization for professionals and citizens. In many respects NPM still seems to be going strong, having a large impact on the working lives of professionals. Simultaneously however other developments occur – interacting with and perhaps in some cases counteracting the principles of NPM.

This stream invites contributions that seek to develop the study of working life in so-called welfare professions empirically and theoretically – studying both the continuities and changes in the work of welfare professions.

Contributions might focus on some of the following topics and questions:

The increased orientation of services towards the citizen and his/her autonomy, choices and satisfaction. What consequences does this have for the working lives of professionals and e.g. their role as experts?

The increased use of volunteers in welfare services, and the simultaneous effort to develop institutions based on social entrepreneurship. What happens in the interplay between volunteers and professionals in these hybrid organizations?

The increasing focus on innovation in welfare services, e.g. welfare technologies, employee driven innovation and social innovation. How do professionals work with, participate in and become affected by these innovation initiatives? Do they represent new possibilities for improving working life?

Quality and evidence-based professional practice. How are professionals affected by initiatives to ensure quality and the use of evidence-based methods and knowledge in the public sector? And how do they participate in this agenda?

Stream leaders:

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## **Stream 21. Labour-management relations and working conditions in retail trade**

During the last decade the number of jobs in manufacturing has been declining in the Nordic countries, whereas services have experienced job growth. Despite this change, many private sector labour market studies still focus on labour market regulation and working conditions in manufacturing. There is a lack of knowledge on labour-management relations and working conditions in the service sector, which in many ways differs from manufacturing. One part of the private service sector that has attracted attention in recent years is retail. The retail industry is characterised by low wages, low skill levels, part-time work and high demands of working time flexibility. The working conditions make it less attractive for employees to stay in retail over longer periods of time, and some employers find it hard to recruit and retain employees. Retail shops often have a high employee turnover, and it is challenging for managers and employees to develop cooperative relationships and increase employee influence. Furthermore, new ways of organising business, through franchise systems and chains, have led to a mismatch between co-determination rights and platforms of decision making. Various attempts have been made to improve working conditions in retail with different effects: change in regulatory frame works on working time, local cooperation committees on further training, individual pay supplements, rights to increase the level of full-time employment etc. In this stream, we bring together different Nordic studies on retail work and discuss, whether they display sector-specific convergence or nation-specific divergence. Studies on industrial relations, employment developments and all aspects of working conditions in retail are welcome.

Stream leaders:

Anna Ilsøe [ai@faos.dk](mailto:ai@faos.dk) Kristin Alsos [Kristin.alsos@fafo.no](mailto:Kristin.alsos@fafo.no)



## **Stream 22. Nordic management and organization – now and in the future**

Scandinavian and Nordic work organization has been investigated in many studies during the latter part of the twentieth century. Characteristic described include a non-hierarchical culture, an informal communication, decentralised decision capability, local responsibility, concern for competence improvement, working environment, involvement at all levels of decision making.

Is such a description still relevant? Does it fit all Nordic countries? Which are the characteristics as described by more recent research? Are we able to identify and describe a coherent Nordic management practice? Does this give any competitive advantage for operations in Nordic countries like improved innovation, productivity, improved working conditions, reduced occupational health and safety problems or other advantages? If so, in what way and under which circumstances? What may be done to further exploit any advantages?

How will we manage and organise work in our part of the world in the future, considering the ongoing globalization, the more frequent and larger merges and the accelerating pace of change in business? Can Nordic management maintain any strength in the international business environment? What can be learned from other management traditions, can they improve or will they undermine the Nordic way?

Stream leader:

Lisbeth Øyum, Tove Håpnes, Hans Torvatn; [Hans.Torvatn@sintef.no](mailto:Hans.Torvatn@sintef.no)

## **Stream 23. Work, individualisation and social identity**

Globalisation has increased both productivity and global competition in our society. This in turn has led to an upgrading of rationality in organisations. As a consequence of this we see more flexible and precarious labour market conditions and an increased individualisation of responsibility. Although individualisation, in a broader sense, has led to an expansion of social space for the individual, it has also led to changing patterns of how we form and reproduce our social identities and collective communities. To work autonomously and to be self-governing has become imperative and this affects our self-image and

our social relationships and perhaps also our ability to form stable social identities. Social background conditions plays a major role in relation to options and life choices but in order to understand the inequalities that characterize our society and our working life, we need to examine the relationship between the individualised requirements of work and the processes that contributes to a social identities and collective communities.

In this stream we invite papers on:

- the relationship between individualisation and social identity
- the social consequences of an increasing individualisation of responsibility on the labor market
- the relationship between precarious working conditions and their impact on social identity

Stream leader:

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## **Stream 24. Individualisation of policy interventions – myth or reality?**

The general process of individualisation means that the individual is ever more placed at the centre of attention. There is in current labour and social policy discourses an increased emphasis on individual agency, but also on individual responsibility, which means, inter alia, that the societal and organizational demands placed on the individual increase. Individualisation thus has implications for the shape of the social contract, for the meaning of social citizenship, and for the division of risk between the state, enterprises, families and individuals. One expression of this is that the beneficiary is no longer treated as the passive object of bureaucratic interventions, but as an active subject albeit with clear responsibilities.

The ideal of individualisation is moreover reflected in current labour market and social policy discourse in the ideal of individualised and tailor-make interventions according the client's needs. This is partly seen as a response to the "increasing heterogeneity of the labour market and the stronger consideration of personal circumstances

of job-seekers” (Eichhorst et al. 2008: 5). The “enlargement of the target groups of activation, including sick people, the handicapped, older people, highly vulnerable groups, single parents” (van Berkel and Borghi 2007: 278) requires “that services should be adjusted to individual circumstances in order to increase their effectiveness” (van Berkel and Valkenburg 2007: 3). At the same time, however, the introduction of New Public Management principles in many countries risks leading to increased standardization of assessments of clients’ capacities and needs (e.g. Caswell, Marston and Larsen (2010), despite the rhetoric of individualisation. These tendencies open up for a set of urgent questions and debates.

In this stream we invite papers on:

- the spectrum of choice that activation policies provide;
- the process of reciprocity between the state and its citizens;
- the tension between individualisation and standardisation in the governance of the unemployed individuals;
- the tensions between demands of individuality and requests for conformity placed on the individual.

Stream leaders:

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## **Stream 25. The role of work for the excluding or including of individuals in society**

In contemporary society, and especially in work organisations, we can see two contradictory trends which influence the possibility for people to become included or excluded in societal processes. On the one hand, the globalisation impact is more or less self-evident now and many employers appreciate employees with experience and competence from different parts of the world, as they depend on such for acting globally. On the other hand, the competition for products, markets and raw material is intense and many companies hesitate to employ people they are not certain will fit into their current strategy and

organisation. Within this second trend we also include the ongoing individualization ideology.

In this stream, we welcome papers of different kinds where this contradiction, or part of it, is critically described and analysed. Papers can be either empirically or theoretically based.

Stream leaders:

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### **Stream 26. Methodological challenges for working life and labour market studies**

The ongoing changes in work organizations and labour market regimes to cope with accelerating globalization processes and tightening competition create a need for social science to keep up with new research strategies and research designs. Quantitative studies have got new opportunities in the availability of public data sources online and powerful statistical techniques to design integrated studies on different levels. Qualitative research has new opportunities as well, by the support of new computer based tools for qualitative data handling.

This stream welcome papers with a broad focus on methodological issues in qualitative and quantitative working life and labour market research.

Stream leader:

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## **Abstracts for papers and posters**

Abstracts for the 7<sup>th</sup> Nordic Working Life Conference (NWLC2014) are put into stream order and in each stream alphabetic after last name of the first author. Abstracts for the poster session appear after the 26 streams.

After the abstracts you find a list of all delegates on page 240.

## Stream 1. Historical Perspectives on Changing Industrial Relations in Nordic Countries

### **The complexities of stability – how and why Nordic employers stay put**

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The paper analyzes how and why the high level of multi-employer bargaining (MEB) and the overall collective bargaining coverage has remained intact in the Nordic countries. We try to solve this puzzle by investigating variations of and causes for stability in the Nordic models of MEB by studying the behavior of the main employer associations in Sweden, Denmark, Norway and Finland since 1990. We trace employer behavior since 1990 and highlight important conjunctures in which employers in the Nordic countries, mostly unsuccessfully, attempted to pursue strategies of decentralization akin to employers' strategies in other countries, e.g. Great Britain where multi-employer bargaining has vanished in private sector. While the relative stability of Nordic collective bargaining can generally be interpreted as a result of path dependency, detailed process-tracing of reforms reveals a different picture. We show that employer demands for decentralization of bargaining processes have been partially fulfilled in some instances, not in others, at the same time as MEB coordination has remained stable or increased in all cases. Hereby, we show that the apparent stability in recent decades hides variegated changes in the forms and levels of coordination in the Nordic countries, and that these diverse developments are shaped by complex processes of coalition-building and power struggles between and within the associations of employers, unions and changing governments.

Stream 1. Historical perspectives on changing industrial relations in Nordic countries

**Wage restraint in Scandinavia: During the postwar period or the neoliberal age?**

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This paper argues against the common analysis of the strong growth performance in Western Europe in the 1950s and 1960s that stresses the importance of wage restraint. The paper argues that unions did not pursue wage restraint in the 1950s and 1960s, but rather when they were weak vis-à-vis employers in the 1980s and 1990s. Based on 85 to 96 years of data on wages, inflation, unemployment and productivity in Denmark, Norway and Sweden, it is shown that wage policy in Sweden was offensive both in the 1950s and 1960s, whereas in Denmark and Norway it was offensive in the 1960s and more neutral in the 1950s. All three countries saw wage restraint in the 1980s and 1990s.

**Keywords**

wage restraint, centralized wage bargaining, Scandinavia, comparative industrial relations, wage formation

Stream 1. Historical perspectives on changing industrial relations in Nordic countries

## Stream 1. Historical Perspectives on Changing Industrial Relations in Nordic Countries

### **Occupational Health and Safety Reforms in Finland during 1970s.**

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Finnish occupational health and safety laws, practice, and administration were still very underdeveloped in 1960s. This interpretation was shared by civil servants and trade unions. Knowledge of Swedish situation at work places came to Finland through experts visiting Sweden and also with workers who had worked some time in neighboring country on the other side of Gulf of Bothnia.

In this paper I try to look at the reform period of health and safety legislation in Finland during 1970s. In Finland there was high tide of reforms in early 1970s but after that employers' resistance became so entrenched that new reforms became impossible.

I will discuss conflict and compromises of labour market organisations, which were central players in committees investigating the problems of health and safety at work and proposing new legislation. I will, also, look at what opportunities for reforms emerged and what kind of limitations to more thoroughly reforms existed.



## Stream 1. Historical Perspectives on Changing Industrial Relations in Nordic Countries

### **Company assembly – the forgotten or neglected part of industrial democracy?**

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Summary: In Norway, as in a number of other countries, the employees are entitled to elect representatives to the company board. In addition – and in contrast to other countries – a company assembly must be established in companies with more than 200. 1/3 of this assembly is also elected by the employees. The assembly was an important part of the debate prior to the co-determination reforms and LO was a fierce advocate for the arrangement. Today the assembly seems to have vanished and is left with few or any supporters. In this paper I look into the ‘rise and fall’ of the company assembly. Two arguments are important; the demarcation line between collective agreements and legal provisions and secondly: the development of new Corporate Governance norms

Key words: Industrial democracy, Corporate Governance and shareholder theory, board level representatives, company law

## Stream 1. Historical Perspectives on Changing Industrial Relations in Nordic Countries

### **Interest, knowledge and social loyalty. Nursing research and the collective organization of nurses in Finland, 1950s-60s**

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This paper discusses the development of nursing research in the context of collective interest organization of nurses in the 1950s and 1960s. The development of health care and medicine was changing the work of nurses profoundly in the post-World War II years. Nurses were further affected by the changes in the labour market in general, such as development unionization, labour legislation and, collective agreement and negotiation system. A labour-market logic was strengthening in the collective organization of nurses. In my ongoing PhD thesis project I study this development focusing on tensions it included between the labour market interests and social loyalties related to the gendered care work in the public sector. This paper develops an argument that education and scientific knowledge functioned as a bridge between the claims for better professional status and salaries and, the caring ideals and commitment to service. Nurses sought an active role in the development of health care and nursing by initiating studies and scientification of nursing. These efforts are linked to the intensifying salary acts and to the Nordic context. Professionalization offered basis for claims for better salaries, but also for claims to defend the patient and the common good. The turn towards social sciences offered possibilities to gain independence in the health care system but also basis for claims for a more holistic approach in nursing, one that was closer to the caring ideals. Calling was replaced with professional knowledge that somehow carried the link with the past and could be described in terms of caring.

## Stream 1. Historical Perspectives on Changing Industrial Relations in Nordic Countries

### **Organisational concepts as enhancing rationality in organisations and workplace innovation.**

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This paper argues that an organisational concept like Lean can have effects that have not received so much attention in the literature. Rather than seeing the concept as an obstacle to local organisational solutions, I argue that it might contribute to a more rational, internal communication in the company, and thereby to incremental innovation. This argument is developed from a case study. Over the last three/four years, the company which was formerly Norwegian owned, but in 2006 was taken over by a French global enterprise, has introduced Lean as the main organisational concept. Based on experiences from this new concept, I argue that it has increased the level of rationality in the internal dialogue. Seen in a more historical perspective, I discuss this as a change in the worker/management dualism, and argue for organisational recipes that in that Nordic interpretation reconcile tension between different organisational layers, and renew perspectives on management/employee collaboration.

Stream 1. Historical perspectives on changing industrial relations in Nordic countries

## **The worker collectivity and Anglo-Saxon theories of resistance and organisational misbehavior**

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We present a classic Norwegian theory about the ‘worker collectivity’ – a theory unknown outside Scandinavia – and discuss some differences and likenesses with theories from Anglo-Saxon countries, mainly the UK. The Norwegian sociologist Sverre Lysgaard published his theory in 1961– the title of the book (in translation) is *The Worker Collectivity. A Study in the Sociology of Subordinates* – and it has had a great impact on Scandinavian working life research ever since then. We think that it merits to be spread outside that area.

Lysgaard makes a distinction between the technical-economic system and the human system of employees at workplaces. The technical-economic system is made up of the work organisation, its hierarchical structure of positions, and its goals. All employees are part of this system and it demands a lot of things from its members in order to achieve high efficiency and profitability. The human system is defined by the way humans are constituted. What is at stake are the individual’s interests as a human being and, since the bearer of labour power is the human being, he or she is also part of the human system. But these workplace systems are in opposition to each other, placing individual workers in a very difficult situation as they are part of both systems. First, the technical-economic system is insatiable when it comes to the employee qualifications and skills that it has use for, but human beings are limited vis-à-vis the insatiable demands of the technical-economic system.

Second, the role that the technical-economic system assigns each employee is specialised or one-sided. It is a rather narrowly-delimited area which the employee is expected to be unceasingly occupied with at work. At the same time, human beings are many-sided, having a lot of action tendencies and development needs. Finally, the technical-economic system is implacable. It is not in the interest of the system to keep a certain person employed if he or she can be replaced by someone (or something) that serves it better. But such precariousness is trying as workers as human beings seek security.

The insatiable, one-sided and implacable qualities of the technical-economic system are opposed to the limited, versatile and security-seeking features of the human system. For, the dilemma is that they, in order to earn a living the workers, thus, have to join a system which runs counter to the qualities of being human. A solution to this dilemma is to make sure that they reach a position of *protected* membership of the technical-economic system by building a buffer between the two systems in the form of a worker collectivity, which can be used as a weapon to defend their human dignity and to gain some autonomy at work.

We discuss Lysgaard's theory in relation to Anglo-Saxon theories of resistance and organisational misbehaviour: What can they learn from Lysgaard, what could Lysgaard have learned from them?

it. The analysis led to the identification of four communication sites.

Stream 1. Historical perspectives on changing industrial relations in Nordic countries

## **Impacts on the Nordic welfare states and industrial relations - Survey based evidence from Denmark.**

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The increasing international fragmentation and decomposition of production and work processes has significant impacts on the organization of working life and industrial relations in general. Firms' can easier relocate entire plants or single parts or processes of the value chain to countries with much lower wages and other costs as well as less strict labour market regulation as well as other regulation e.g. environmental than found in the Nordic countries. The integration of e.g. the Chinese and Indian labour markets in the world economy, but more importantly for the Nordic economies, the Eastern and Central European countries is a defining new aspect. The Eastern and Central European countries have been the dominant offshoring destination from the Nordic countries due to the geographical proximity. Combined with major technological improvements in information and communication technology (ICT) as well as transportation, this has made the process of relocation even more accessible. This adds yet another dimension to the impact internationalisation is having on national industrial relations as well as welfare state policies and general labour market regulation. Other central features of the more internationalised economy are increasing trade in intermediates, rising FDI and increasing competition.

In this context where international relocation is increasingly accessible the phenomenon attracts much attention in both academic analysis, media reports as well as policy analysis. But our knowledge is at best rather limited since the offshoring decision is very difficult to extrapolate from existing literature like trade statistics. Therefor can survey data collected by Eurostat provide some very interesting insight on the scope of the phenomenon, since the survey was made compulsory in Denmark.

The very preliminary evidence provide shows that offshoring only accounts of a minor share, 16 %, of overall job loss in Danish manufacturing in the period 2009-2011. While the crisis might have significant impacts for the period investigated it could be argued that the crisis would actually speed up the offshoring process rather than slowing it down. Previous survey data from 2001-2006 seems to support this argument, since the job loss in this period was roughly the same as in 2009-2011.

Overall this paper presents preliminary evidence on the impacts encountered by the Danish political economy. The very wide ranging Danish survey data on relocation of production is being combined with register data to provide further evidence on the impacts and implications for employment, composition of employment, skill requirements, competitiveness and so forth. While the numerical impact might be more moderate than often portrayed in the literature, there could be very substantial long-term implications of the increasing “international division of labour”..

## Stream 2. Nordic Labour Market Organizations and European Integration

### **The Laval history; a cold shower for Swedish Industrial Relations?**

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The aim with this paper is (1) to present the development in Swedish labour law concerning industrial action in the light of the EU court's decision in the Laval case, and (2) to formulate some hypothetic conclusions regarding the impact on Swedish industrial relations.

In 2004 a Latvian firm begun renovation and construction work on a school building in Vaxholm in the Stockholm area. The Latvian workers were posted to Sweden from Laval un Partneri Ltd to the subsidiary firm Baltic Bygg AB in Sweden.

The Latvian workers were paid in accordance with Latvian wage levels following from two collective agreements already concluded in Latvia. Swedish trade union took industrial actions in accordance with Swedish law in order to force the Latvian employer to sign a Swedish collective agreement.

Later the EU Court examined the Swedish law on the matter and found that Swedish law concerning industrial action violated the free movement of services in accordance with the EC Treaty. The result was that new restrictions were introduced on the right to take industrial action when workers are posted to the Swedish labour market.



## Stream 2. Nordic Labour Market Organizations and European Integration

### **Ordinary workers and industrial relations in a new world order.**

Nielsen, Niels Jul, University of Copenhagen, Saxo Institute, Ethnology Section, [nnielsen@hum.ku.dk](mailto:nnielsen@hum.ku.dk)

Industrial relations in a new world order. Taking its point of departure from a NATO conference held in Copenhagen in 1953, this paper begins by tracing the foundation of the powerful political role that labour organisations held during a significant part of the 20th century. At the conference ‘labor’ was emphasized as occupying a ‘key role’ in the struggle of Western societies to withstand the challenge of communism – military alone could not achieve this objective. Since around 1990 this has fundamentally changed and the paper explores the contemporary situation through an ethnographic study – involving fieldwork both at workplaces and in private homes – of Polish migrant labourers participating in the Danish labour market. It is shown how the Polish labourers, due to the lower costs they represent, benefit from the new opportunities and appreciate the chance to work in Denmark under more orderly terms than what they are used to at home and in other European countries. Second, the paper illustrates how the trade union, though uneasy with the downward pressure on wage and working conditions that the Polish represent, prioritizes the organization of workers in order to maintain some degree of control over the labour market. Finally, the question is raised how the EU is able to navigate two contrasting concerns: the urge to create more cross-border competition (reducing production costs to make the union more competitive) and ensuring reasonable working conditions (thus upholding an image of a ‘social Europe’ which might be key to maintain cohesion and legitimacy).

Stream 3. Radically rethinking work, organization, labour, labour markets and labour policy

## **Workplace Development and Innovation Policy – Happy or Uneasy Couple?**

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This paper examines the relationship of workplace development and innovation policy in Finland during three periods of time, with a special focus on the evolving relationship between national-level workplace development programmes TYKE (1996–2003), TYKES (2004–10) and Liideri (2012–18), and R&D activities of Tekes. The first period, from the mid-1990s to 2008, is characterized by an institutional and partly ideological separation – while at the same time also increasingly dialogical relationship – between these two fields. Characteristic of this era is the attempt of the key actors designing and implementing workplace development policy to raise its status in public policy from the margins to the mainstream. The adoption of a new national innovation strategy under the buzzword of ‘broad-based innovation policy’ and a transfer of the TYKES programme from the Ministry of Labour to Tekes in 2008 forms an important milestone in the relationship between these two spheres. The integration of workplace development with innovation policy and the promotion of workplace innovation under broadened view on innovation reinforced the institutional position of workplace development, while at the same time undermining some of its most experimental and progressive elements. Naschold’s ‘best practice model of national development strategies’ and Alasoini’s characterization of ‘the Finnish model for workplace development’ are used as conceptual frameworks in the analysis of the promises and pitfalls of the shift in policy. The third period under examination is what could be characterized as ‘the future of work’, i.e. the period ranging from the present to the 2020s. We bring up trends that are expected to reshape Finnish working life and discuss the pressure these trends will put on workplace development

carried out within the context of broad-based innovation policy. The future trends are examined in the framework of ‘ICT-based waves of productivity growth’.

Stream 3. Radically rethinking work, organization, labour, labour markets and labour policy

### **Brands, welfare and welfare-cool.**

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What has brands to do with the welfare state? I think it is C. Wright Mills (xxxx), and others of course, that mean that once you have taken an interest, identified on a problem in society, you begin to see it everywhere, also in what seems to be rather unrelated areas. I don't know much about brands, just that they indeed seem to be everywhere and when being particularly curious about the concept of the mature welfare state and all its fascinating contemporary expressions of care-taking and regulation of the population, a mass medial and indeed branded phenomenon caught my eye and sparked the writing of this brief research note. The purpose is to address the emergence of what might be called brand's welfare-cool and hunt or fabrication of welfare-coolness. I will begin with presenting and tentatively trying to make sense of the case of attention grabbing commercial televised in Sweden in 2009. After proceeding by suggesting way of interpreting the logics welfare-cool around brands, this note will end by a short discussion contextualizing welfare-cool in the today's predominant neoliberal and market-oriented welfare ideology.

Stream 3. Radically rethinking work, organization, labour, labour markets and labour policy

### **Hybridization of occupation – background, process and outcomes**

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Occupation is defined as a more or less stable job description, which is relatively independent as regards to work organization. Occupational status is tied to institutionalized qualifications, which are achieved in formal education or in equivalent institutionalized setting. Transformation of labour market reshapes occupations as new tendencies in global economy, technology and in institutional and organizational environment create work environments, which re-shape occupations. The pressures for change may also be intra-occupational. However, transformation of occupations is not overarching, as they are still recognized in division of work. The changes are intertwined with the stable patterns and structures of occupations. The transformation of labour market encounters occupations in different ways and some occupations face substantial pressures for restructuring. Global economy changes division of work transnationally, and with offshoring, some occupational tasks may be lost in Nordic countries. Technological development may have similar outcomes and re-structuration of business fields may promote re-shaping of tasks. Institutional and organizational changes may re-organize duties and tasks in and between occupations.

A particularly interesting phenomenon is hybridization of occupations, as hybridization is often connected to structural changes on labour market and economy. Occupations absorb new areas of tasks and duties, and often the new hybrid occupations are in-between two or more business fields. Absorbing refers to objects of work, tasks, patterns and methods, knowledge and environment. New areas of expertise are adopted, which promote in-between expertise. Hybridization may also refer to adopting of new attitudes and related patterns in work. A good example for that is increasing responsibility due to flatter organizations, which reshapes the tasks and duties. With occu-

pational hybridization, new competence areas are needed and developed.

The aim of our research is to study occupational hybridization applying an approach, which is based on searching and recognizing “weak signals” or “creeping/emergent” phenomena. Transformation of occupations takes place slowly or it does not come visible in labour market studies. We will focus on the following occupational fields: culture/wellbeing and production/R & D/services in manufacture and metal industry. What are the tendencies in the environment, which promote hybridization of occupations? How the occupations have been changed? What kind of competence is required? The research methodology comprises quantitative data, including register data on job announcements and occupational statistics, and qualitative data including interviews of experts in labour market issues and group interviews in companies. In addition, career counsellors in job offices are interviewed. The research is carried out by Arja Haapakorpi and Jussi Onnismaa.

Stream 3. Radically rethinking work, organization, labour, labour markets and labour policy

### **Money without work, work without money**

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The paper discusses the relation between freedom, work and money and asks if it is possible to break the link between money and work to increase freedom. The main arguments are:

A considerable part of the actual work in society is already done outside the labour market, as work in the household or as voluntary work. Household work is embedded in an extensive web of personal social relations entailing that dissatisfaction with the work not necessarily causes one to stop doing it. Voluntary work is more a matter of choice with fewer outside expectations of staying in the relation.

Quite extensive and also advanced tasks are fulfilled through voluntary work. The Student Society in Trondheim, The Red Cross and open-source organizing, like that behind the creation of Linux, are used as examples.

The development of work –life has increased autonomy at work in large sectors of work life, but still the employees are subject to the employer’s management rights.

Much work-life has become quite greedy, the border between work and private life has become unclear in terms of where and when one is working, a larger part of personal qualities are used at work, and greater claims on loyalty and values compatible with the organization, are put forward. This may be seen as work-life colonizing the private life of the employee entailing less personal freedom.

Money entails freedom only as long as you have it, and a citizen wage would increase the freedom for large groups.

Stream 3. Radically rethinking work, organization, labour, labour markets and labour policy

### **Old and new visions about the future of Nordic working life**

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The Nordic countries are recognized widely as forerunners in the modernization of Western institutions of work. The Nordic model is based upon high levels of productive economic participation and systematic efforts to modernize economic structures on a socially responsible manner. The labour political strategies have resulted from a constructive dialogue between the different social partners, and a consensus exists about striving on a high-road path towards full employment also in future. However, the conditions are changing so that the restoration of a homogenous wage-earner society is not any longer possible. Therefore the Nordic societies must develop a radically different vision about good working life and direct their resources towards its practical realization.



Stream 4. Changing patterns of labour migration in Nordic working life

## **Well-being and work ability among immigrant entrepreneurs in Finland**

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Aim of this study was to examine the well-being of first-generation immigrant entrepreneurs in Finland. The situation of immigrant entrepreneurs was compared to that of immigrant employees in Finland. The sample comprised of immigrant entrepreneurs ( $n=70$ ; 50 men, 20 women) of whom 61% had Kurdish background, 33% were Russian-speaking, and 6% of Somali origin. Reference group was employed immigrants with the same ethnic background ( $n=596$ ; 300 men, 296 women). The majority of both immigrant entrepreneurs and immigrant employees were satisfied with their current job. However, immigrant entrepreneurs had higher level of mental tiredness than immigrant employees. No differences in work ability between immigrant entrepreneurs and immigrant employees were observed. However, the self-assessed prognosis of work ability for the next two years was more pessimistic among immigrant entrepreneurs. The large majority of the immigrant entrepreneurs were willing to continue as entrepreneurs even if a decent living would have been otherwise possible. The results indicate that, generally, immigrant entrepreneurs are satisfied with their work and have a good work ability.

Stream 4. Changing patterns of labour migration in Nordic working life

### **Social dumping as reality and perception – foreign workers and local wage negotiations in Danish construction**

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The inflow of workers from the new EU member states to the Danish construction sector has caused public debate and conflicts between the otherwise cooperative social partners. While trade unions and common construction workers talk of ‘social dumping’ and downwards pressures on wages and working conditions, employers and their representatives argue that it is virtually impossible to register that foreign workers have had a negative effect on wages in the sector. They argue that any decline in wages has been caused by the economic crisis, which has seen every fourth job in the sector disappear. As such, the ‘objective’ effect caused by the increasing number of foreign workers is hard to disentangle from the general effect of economic decline and increasing unemployment amongst domestic workers.

However, there may still be an effect on the perception of domestic workers and the way they act during local bargaining. A very large proportion of the actual salary is determined by these local negotiations. If domestic workers feel pressured by the presence of foreign workers, they may feel that they are facing an uncertain situation during these negotiations.

The article argues that ‘social dumping’ does not only consist of objective pressures on working conditions and measurable wage decreases. Instead, the increasing uncertainty of domestic workers fearing for their jobs and their future should be seen as part of the phenomenon of social dumping; the mere presence of low-paid foreign workers may make the domestic workers more inclined to accept poorer conditions during local negotiation, even if they are not directly replaced with foreign workers

Stream 4. Changing patterns of labour migration in Nordic working life

### **The Primacy of Contingency: Policy Preferences and the U-turn in Swedish Labour Immigration Policy.**

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This paper examines the relationship between labour market institutions and labour migration policy preferences with specific reference to the case of Sweden's radical labour immigration reform of 2008. Prior to the reform, Sweden applied restrictive rules based on labour market tests, designed to solve temporary bottlenecks and high-skill labour shortages. In December 2008 a drastic shift in policy occurred. Over night, Sweden shifted from a restrictive system to the most liberal in the industrialized world. The paper analyses the background context of the 2008 reform, as well as its outcomes to date, and considers possible underlying reasons for this radical policy shift. Finally it draws out some implications of these findings for theory and further research

Stream 4. Changing patterns of labour migration in Nordic working life

## **Policy response to emigration from the Baltics: confronting ‘the Elephant in the Room’**

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In an age when migration policy has moved to the centre of national and European policy agendas, the three Baltic states are taking their first steps towards building a cohesive policy response to emigration. This is especially important in the wake of the global financial crisis which has produced significant and increased outflow from the Baltic states.

The Baltic states are facing variety of challenges in part caused by this movement of mainly working age men and women: demographic issues of ageing society; challenges for labour market and sustainability of social security systems. In this light, the discussion in Baltic states regarding loss of human resources is growing in the public sphere.

This paper is based upon interviews with experts in labour and migration areas in the Baltic states and key national policy documents are also reviewed. While the focus of the paper is on the case of Lithuania, data for Estonia and Latvia is used as a reference to pinpoint commonalities and differences among the three countries.

Despite some variations in the characteristics and extent of emigration in all three countries, respondents come to agreement that EU’s free mobility is a socially and economically problematic matter. As it is suggested by the interviews with experts, there is a call for a more cohesive intra-migration management policy that addresses current imbalances between EU member states to ensure that the loss of human resources in sending countries is accounted for in recruitment policies of receiving states

Stream 4. Changing patterns of labour migration in Nordic working life

**Conceptions of social space in research: Migration decisions of the tertiary educated.**

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Higher education (HE) institutions are often thought to replenish local labor markets with recent graduates, especially in rural locales where highly educated populations are dwindling. However, individuals who have completed HE generally migrate from rural to urban regions. An investigation using a ‘social space’ lens provides an interesting analysis for understanding the migratory decisions of different student groups following their participation in HE. Thus, the primary research question of this paper is: How does current research on HE graduate migration in Sweden incorporate conceptions of social space? While physical space is commonly conceived as geographical boundaries, cities, or households, social space refers to people and their relationships. There is overlap in the conception of physical and social space in that individuals’ views of space are socially mediated interpretations and are influenced by relationships of power. To conceptualize the notion of social space, Lefebvre’s three concepts of space as socially produced serve as the theoretical guide for this paper. Research on HE graduate migration has often been linked to the labor market and lifestyle pathways such as education, family, and relationship choices. Background factors such as gender, social class, and home region have a role in forming students’ perceptions of employment opportunities and ultimately have a role in their employment and migratory decisions.

Stream 4. Changing patterns of labour migration in Nordic working life

### **The concept of circular migration – towards a common EU framework for migration?**

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This is a paper about new perspectives on labour migration: more specifically a study of the ‘concept of circular migration’. Circular migration in the European context regards the management or regulation of labour migration between member states and ‘third countries’ and measures that are proposed to facilitate or govern migration for labour purposes. The paper is a brief outline of my on-going PhD-project where I study the concept of circular migration within the emerging legal EU-framework for migration. The aim is to analyse how this concept is used both in the European union’s *internal policy* which aim to harmonize basic rules for third country migration and in the EU’s *external policy* where the concept is presented as a special tool in negotiations with third countries. There is no single agreed definition of the term ‘circular migration’ but in a EU-policy context it refers to two different phenomena; a naturally occurring type of repeat migration called ‘spontaneous circular migration’ which can be encouraged (or discouraged) with modifications of regulations for entry, residence, work permits or other legislation relevant for labour migration – or – a second kind of organized migration referred to as ‘managed circular migration’; a type of temporary labour migration schemes as part of international agreements or other non-binding forms of cooperation such as ‘Mobility Partnerships’, for example.

Stream 4. Changing patterns of labour migration in Nordic working life

### **Estonian Labour Migrants in Finnish Construction Sector and Cleaning Services: Do They Even Dream about Finnish Labour Standards?**

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As labour migration from Estonia to Finland is quite widespread, it raises possibilities but also threats to the receiving country and for migrants. In order to better cope with the threats, like lowering labour standards, it is important to study how migrants themselves perceive their working lives, what kind of problems face and from whom and what kind of employment protection/security to they expect. This paper studies Estonian labour migrants working in Finnish construction sector and cleaning services. Using biographical interviews, the paper aims to analyse how the working lives of these people have developed and how these developments can explain their understanding about labour relations, workers rights, etc., also how gender interacts with the way working life is perceived. The central aim is to explore how these migrant workers see the need for a collective protection/representation and whether they are even aware of what kind of possibilities for that there are. The emphasis of the analysis is on how people from – and still quite related to – a neoliberal labour regime (as in Estonia) adjust to a Nordic corporatist one (as in Finland). The paper shows how these workers sometimes even do not have a possibility to experience Finnish labour standards due to the precarious jobs they occupy.

Stream 4. Changing patterns of labour migration in Nordic working life

### **Duration of stay in Denmark among Central and Eastern European migrants**

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The accession of the Central and Eastern European countries (henceforth CEE countries) into the EU from 2004 and onwards were the most significant inclusions of new membership countries in the history of EU. It has meant significant changes in the European migration patterns with possible consequences for the local labour markets. One aspect of this is the duration of stay of the new immigrants.

In this paper, I study the determinants of CEE's duration of stay in Denmark. The main aim is the definition of variables conditioning the length of stay, in particular in relation to policies, position in the Danish labour market and social network.

I use Danish registers and study migrant's first entry to first exit in the period 1993-2010 and model the duration time with survival analysis. The determinants of the duration time are studied in an accelerated failure time model.

The results show in accordance with international research that a large proportion of the Central and Eastern Europeans leave Denmark within the first 5 years. However, over 50% stays longer than this and there are considerable differences between groups. The results from the AFT model indicate that immigration policies, labour market affiliation and social networks may be important determinants, whereas unemployment and educational level in Denmark are less important.



Stream 4. Changing patterns of labour migration in Nordic working life

**Personal and policy narratives: Reception and perception of labour migrants in the Danish labour market.**

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**Work in progress – do not quote.**

Labour mobility and migration has increased immensely since the EU enlargement in 2004. Free movement within the EU has provided hyper flexible labour, working under all types of arrangements and conditions. Most high-income EU countries have a vital interest in developing a proactive immigration policy, reflecting their demand for both high- and low-skilled labour. Migratory movements (short or long termed) involve changes for mobile workers, as well as for exiting and recipient countries. Due to the free mobility in the European Union these changes have spurred new challenges concerning labour market developments and welfare state provision and have impact on both reception of and perception on labour migrants.

The notion of mobility and that of migration has in the recent years become an increasingly used term in the social sciences. However the nature of the post-enlargement mobility and migration still needs empirical support, both at the micro level on life experiences and at macro level on political frames and narratives. This paper addresses issues of how perception on labour mobility and migrants on the Danish labour market is constructed within a certain political and discursive frame and how the mobile workers themselves experience the reception in the Danish labour market. The methodological approach is a combination of personal narratives with labour migrants (short and long term) and policy narratives constructed in a particular political and economic environment.

This paper analyzes how high and low skilled labour migrants are constructed as welfare chauvinism is expressed in immigration policy discourse by utilizing the narrative level as the unit of analysis.

#### Stream 4. Changing patterns of labour migration in Nordic working life

##### **Polish migrants on the Icelandic labour market before and after the economic crisis.**

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Iceland is a recent destination on the international migratory map. Until the economic boom that took off in the first years of the new millennium, immigration had been sporadic. In less than a decade the number of immigrants quadrupled, rendering Iceland on par with her neighboring countries, standing at 9% in 2013. The economic expansion created insatiable labor shortages which were met with foreign migrant workers. In less than three years migrants' share of the labor force more than doubled, rising from 4% in 2004 up to 10% of all employed in 2007. The majority of those were Poles, who represented over 45% of all foreign citizens in the country during the height of the expansion era, the largest migrant group in the country. Coupled with the economic growth - and of crucial importance for the development of immigration and the Icelandic labor market - was the extension of the free labor mobility within the European Economic Area (EEA) resulting from the enlargement of the European Union in 2004.

Stream 4. Changing patterns of labour migration in Nordic working life

**Perceived employability for non-native employees: an individualized approach.**

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This article argues that the relationship between work and exclusion from the labour market needs to be considered for understanding how the focus on actively working citizens affects individuals in contemporary transnational European labour market. Transnational mobility requires a transportability of qualifications and competences. Therefore, this article link individual perceived employability to the concept of exclusion. Researchers claim that the self-perception and attitude towards one's individual employability has become more important than the actual possibilities. However, a general view is that non-native inhabitants do not get the same labour market possibilities compared to natives. By combining these two dimensions, one might ask whether the level of education differs in its subjective importance for native compared to non-native employees. Moreover, it can be assumed that the institutional rights and social spending are perceived as more restrictive by non-native employees compared to natives.

The study compares data from before and after the recent European enlargement (European Social Survey (ESS)) from 2004 and 2010. The impact of individual and contextual factors on perceived employability is highlighted by the use of multi-level modeling. The article postulates that the possibility to match individual qualifications with open positions is smaller for non-native employees compared to natives. It is assumed that non-native employees will have a more individualized approach to gain employability and income security.

**Key words:** Perceived employability, transportability of competences, multi-level analysis.

## Stream 5. Ageing at work

### **Do individual and organizational factors influence the wish to prolong working life in Germany?**

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In times of a shortage of skilled labor force, continued employment beyond retirement age has become increasingly relevant in Germany. Financing the social security system raises demand of post-retirement work on the one hand and improving health conditions provide the capacity on the other hand. To better understand older people's employment decisions, the current study investigates influencing factors, wishes and conditions of their labor participation. In this article, we examine the impact of individual attributes and organizational factors in particular. The following analysis is based on a survey commissioned by the Bundesinstitut für Bevölkerungsforschung (BiB) in 2008. The core results of the statistical analysis show that the raise of the statutory retirement age in Germany is regarded critically, among those aged 55-65 years. However, almost half of the respondents are willing to prolong their working lives. We found out that individual attributes such as health, income and interest in further training, as well as organizational factors such as the size of the company or job requirements, can facilitate continued employment of older employees. In our further analysis, we focused especially on white-collar employees and gender gaps.

## Stream 5. Ageing at work

### **Individual decision-making regarding retirement from work**

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This research addresses older workers and their relationship to work to nuance the understanding of how job design, work organisation, working conditions, and workplace leadership relates to motivation for and decisions on early versus late retirement. As the older workers represent a wide range of work abilities, this empirical field includes a variety of adaptations ranging from poor health and expulsion from work on one side, to self-determined early or late retirement of employees with excellent work ability on the other. The research is among the first to present interview-based findings in this area. The study uses a panel design with three waves and one year intervals. Interviews were made with a random sample of 35 employees aged 58 years or more, and their managers, in three different work organisations. Five *general* dimensions have so far been identified relating to job design and organisation. In general, motivation to continue working were stimulated by a job that 1) would persist and match the competence of the worker; 2) allowed for social interaction and cooperation with colleagues; 3) challenged skills, allowed to apply experiences and opened for learning; 4) had manageable workload and sufficient control over own work; and 5) might be an interesting alternative in case of relocations or reorganising. Leadership and compensation add to this, as did specific job issues, own health, family and non-work activities.

## Stream 5. Ageing at work

### **Retaining Older Workers – An Analysis of Companies' Surveys 2005–2013.**

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*“Good practice in the employment of older workers remains a minority pursuit....if older workers policies and practices are emerging in organizations, it is important to know why”* (Taylor 2006). In this article we address this question – what distinguish Norwegian employers who invest in their senior employees? We are the first to report on changes over time in Norwegian companies’ active ageing policies and practices, their retaining behavior and efforts. The research questions are addressed using data from three surveys carried out among a representative sample of Norwegian companies in 2005, 2010 and 2013. The first analysis reveals what characterize Norwegian companies that have an “active–aging policy”, whereas the last analysis provides insight of the content of this policy as well as what characterize companies offering different retaining measures. The analysis shows that employers retaining efforts have increased in the period under consideration; however the greatest increase has been in measures consisting of more “time and money”, such as “additional leave” and “bonuses/higher wages”. Measures facilitating a “phased retirement” have also increased, but to a much lesser extent. Furthermore, measures involving an “adaption of the work situation” have decreased during the period 2005 to 2013. Thus, employers seem to pursue the use of light, rather than heavy measures in their efforts to retain older workers.

## Stream 5. Ageing at work

### **Career Extension through Age Management Practices.**

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The average age of population is increasing in Finland and in EU. According to the Population Forecast (Statistics of Finland, years 2009-2060) the portion of 65 year old people will increase from 17 percent to 27 percent by 2040 and to 29 percent by 2060. The part of working aged population (15-64 years) will decrease from current 66 percent to 58 percent by 2040 and to 56 percent by 2060. The amount of working aged people started to decrease in 2010 when the big generations started to retire. The average retirement age in Finland is 60.9 years (2013). The retirement age has risen 5 months from the previous year. The average age of old-age pension beginners is 63.5 years (Finnish Centre for Pensions, 2013). But aging is not only Finnish problem: governments, institutions and organizations around the world are busy developing strategies to cope with the aging workforce (Buyens et al., 2009). As workforces are aging around the world, research on the impact of HR practices on worker outcomes of aging workers is expanding (Kooij, 2013; Armstrong-Stassen, 2008; Rau and Adams, 2005).

The key question is how to keep people in labor market as profitable actors as long as possible (Halme, 2011). According to Finnish Working life 2020-program there exist three actions relating to extension of careers: decrease of entry age to labor markets, promotion of work wellbeing of workforce and increase exit age from labor markets (Ihalainen, 2013). The concept of age management is inaccurate and age management seems to relate to leading seniors when the focus is in aging and leading aged people. Age management research is usually included in discussion of diversity management (including women, racial and ethnic groups, disabled people, age and sexuality) where older workers are seen less able to cope with change, training or technology and less interested in their careers (Torrington et al., 2005).

However, age management relates to the whole work life. Different aged employees need to be led differentially. Leading younger generations (Y and Z) has been a new topic recently (Vesterinen, 2011; Tienari ja Piekkari 2011) but there has been lack of interest concerning age management actions directed to middle-aged workforce



## Stream 5. Ageing at work

### **Work life length in different occupations.**

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The present study was undertaken as a follow up to a similar study carried out in 2006, in order to reveal the current differences between occupations in the Swedish labour market with respect to the risk of leaving working life prematurely. Using the Swedish national labour statistics, the following question was addressed: “If you keep working in the same occupation from age 35 onwards, how many years can you be expected to remain in working life before reaching the age of 65 years?”

Results show that work life lengths differ markedly between occupations. In particular, those working in traditional, unqualified blue collar jobs exit work much earlier than those in white collar jobs with high demands of formal education; the differences between high and low risk jobs exceed 4 years for men and women alike. The differences between occupations have decreased since 2006, and work life lengths have increased markedly in almost all occupations. Women still exit earlier than men, but the gender difference is now marginal. The results are likely to reflect general trends in attitudes towards working into higher age, but also that new rules and regulations hampering the possibilities for applicants to be granted premature pension, based on health concerns, have been introduced. Nevertheless, the differences seen between occupations in the present study are likely to mirror differences in work life conditions.

## Stream 5. Ageing at work

### **What happened in the Swedish public sector in 2001, when employees were given the option to retain in permanent to age 67?**

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In Sweden, like in the other Nordic countries, there are endeavors to increase work participation among the 65+. In 2001, the age limit for how long you as an employee had the right to retain permanent employment, the so-called LAS limit, was raised from 65 to 67. But how many, in different employment categories, took advantage of this opportunity? - A study was carried out to monitor work in permanent position at age 66, following the reform. Data were gathered in the time period 2003-2011 in the Västra Götaland Region, and in the City of Gothenburg. Results showed that permanent work participation in the 66 year olds rose throughout the entire time period. Categories with a high participation included academic occupations (dentists, medical doctors, high school teachers, engineers), whereas the lowest participation was seen in jobs such as hospital aides, cleaners and nurses. Among those who still worked at age 64, and therefore had a real opportunity to decide to carry on working beyond age 65, the behavior differed much between categories. For instance, in 2011, 53 per cent of the medical doctors who had worked at age 64 were still working at age 66, compared to a mere 18 per cent of the nurses. The results indicate that rising the LAS limit to age 69, as being proposed, may not cause immediate significant retirement behavior changes; rather, there may be a slow process where some (fairly privileged) groups will gradually start to take advantage of the new opportunity.

## Stream 5. Ageing at Work

### **Ageing in Norrby - Experiences of Transition between Work and Retirement among Foreign Born Swedes.**

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There is an ever increasing group of older people with a foreign background who reside in neighborhoods in many Swedish cities, characterized by segregation and social burdens. There are certain groups which came after their adult children at a relatively high age, which have inadequate or no knowledge in the Swedish language. But even among groups which have come as refugees and particularly among labor migrants, the elderly population is increasing. There is evidence that people with a foreign background, especially non-European background, experience alienation and exclusion in the labor market and in the Swedish society. When these people are nearing retirement and making important choices also aging can be expected to add a dimension that can give rise to existential problems and enhance the sense of identity loss.

The purpose of this study is to achieve an understanding of how foreign-born experience and handling aging in a "Swedish" context is related to position and identity, after transition from working life to retirement life.

Persons with a background primarily in southern Europe and the Middle East are interviewed. It appears that the experiences of exclusion and commitment to their own ethnic community increases after retirement. Contacts with persons in the Swedish majority society mainly experienced through working relations and especially in the workplace ceases. Thus some have after retirement developed strategies to find meaning in their life through relationships inside organizations such as PRO ("Pensionärernas riksförbund", "Retired Persons National Association").

## Stream 5. Ageing at work

### **Reading skills and work life participation among adults aged 41 years or more?**

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This study offers new insight into the relationships between adults' basic skills and participation in working life. As employment often requires reading skills, it is hypothesized that level of reading skills has a direct impact on the likelihood of adults aged 41-65 years to be employed as opposed to not be employed. The study applied a cross-sectional design with data from 4300 adults aged 26 to 65 years, of which respondents aged 41 – 65 years of age were used to test the hypothesis. Data on reading skills were collected by individual testing, while data on present employment status were collected by interviews, as were also data on education, health problems, gender and age, and recent participation in adult education. Reading skills were correlated to age, level of education, health, gender, participation in adult learning, and participation in working life. In a logistic multiple regression, having lowest level of reading skills increased the likelihood of not being employed by Exp. Beta = 3.9 as compared to highest level of skills as reference. The effect was surpassed only by being 61 – 65 years old, and having very poor health. A longitudinal design is needed to verify the observed relationship as a causal one and will, if supporting the present findings, imply that training adults in reading document types of texts could be an additional strategy for sustaining work careers and reduce exit due to early retirement or sick leave pensions.

## Stream 5. Ageing at work

### **Motives to leave and stay onboard.**

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The Finnish maritime cluster employs 43 000 people and the share of people on the ships is less than 10 000. The amount of working years dropped during last decade from 8500 to 6500. Retirement age has been increased by two years (61,7) and the age for retirement because of disability (52,3) by one year since the year 2000.

The focus in this paper is to analyse the reasons which influence on decisions to stay or leave work on the ship. Survey data is collected 2013 among Finnish seamen.

Among the seamen age under 50 years 61% believed that they are able to continue after the age 55. 19% had no motivation to continue and 10% estimated that they are unable to stay at work. Aim to continue is more common among navigation and machine officers and less common among household staff and the crew. Explanative factors for staying onboard on high age are; subjective ability to work, economical performance of the shipping company, measures which support health, safety and competence, low amount of conflicts between personnel groups, experiences for relaxation both onboard and ashore, position in hierarchy and age.

Family and other close relations are an important element when considering staying onboard. This is crucial especially for younger generations. Important is also personal ability to adapt oneself for sift and periodical work. Questions related to work organisation are less important ones, however own task meaningfulness and ships unwritten rules have an impact.

## Stream 5. Ageing at work

### **Age diversity Management in Working Life.**

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The demographic challenge of the ageing population in the working life has been addressed for long. Studies have focused on health and workability, others on attitudes and actual behavior. Several of the studies have evaluated all sort of measures used to keep older workers in working life and postpone their withdrawal from the labour market. There are few age management studies regarding the relationship between younger and older workers in their daily work operations.

Age management is one aspect of the concept “diversity management”. The paper deals with the background and use of the concept, and its relevance for a decent age management.

In the literature, each population cohort seems to have specific characteristics as “The silent generation”, “The baby boomers”, “Generation X”, “Generation Y” and “Generation Z”. The paper examines such characteristics and discuss to what extent possible identified differences between generations can be utilized in practical age management.

The last part of the paper presents and discusses examples of how differences between generations can be taken care of in the formation of HR policies and management of the daily operation within the enterprise.

This paper is a discussion paper based on existing literature and data from earlier studies where the author was involved.

## Stream 5. Ageing at work

### **Ageism: a barrier to employment among older adults?**

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Ageism, the most often negative and often implicit attitudes to ageing and older adults in general might represent one barrier obstructing employment in late life. This paper discussing both the cognitive, affective and behavioural elements of ageism, and discrimination by appointment, at the work place and by exit. Data are mainly from the Norwegian Senior Policy Barometer for 2013.

The cognitive element of ageism is quite positive according to answers in the NSPB. The vast majority of managers believe that older workers 50+ perform at least as good as younger workers. The affective element is less positive “older workers” and “seniors” are among the least attractive to hire. By recruitment, Norwegian managers tend to hesitate to call in applicants above an average age 61,2 years in public sector and 56,5 year in the private sector.

Through discrimination, ageism may inhibit employment among older adults. Data presented here give reason to hope that increasing number of older workers at the labour market might counteract ageism. However, the affective element of the attitudes to older workers appears as more negative towards older workers, than the cognitive element, and the affective correlates stronger with behavior indicating age discrimination. Hence, there is a need to address the affective component of attitudes to older workers, the likes and dislikes, and not only the cognitive conceptions older workers’ performance.

## Stream 5. Ageing at work

### Företagande bland äldre.

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I paperet är det äldre som företagare som står i centrum dvs en grupp som manifesterar att de vill fortsätta att arbeta. Kunskaperna om dem, deras bevekelsegrunder och betydelse på individuell, organisatorisk och samhällelig nivå är dock rudimentära. Projektet ”Äldre som företagare” bearbetar databasen LISA med registerdata från SCB. Informationen i LISA möjliggör en sammankoppling av informationen om företagen med information om företagen.

I bidraget utgår vi från äldres verksamhet på arbetsmarknaden år 2010. Äldre avgränsas i detta fall till de äldre än 65 år. Fem olika åldrar presenteras: 65-åringar, 70-åringar, 75-åringar, 80-åringar och slutligen 85-åringar. Arbetsmarknadskopplingarna utgörs av tre kategorier: anställda, verksamma i enskild firma (EF) och ägare tillika verksamma i aktiebolag. En beskrivning görs också av samma förhållanden och kategorier varje år från och med år 2004.

De så presenterade uppgifterna diskuteras i några avseenden som lyfts fram i debatten men också, i någon mån, inom forskningen. Relativt snart efter den officiella pensionsåldern överstiger antalet företagare antalet anställda. Kortfattat så framstår egenföretagande som en verksamhetsform av stigande betydelse med stigande ålder. Genom våra andra inledda bearbetningar vet vi att bilden ingalunda är entydig och jämn utan varierande med sektor, yrke och kön. Dessa variationer antyds snarare än diskuteras i det presenterade bidraget.



## Stream 5. Ageing at work

### **Building salutogenic capacity: A strategy for retaining older health care workers in Norway.**

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Many employees of the Norwegian municipal health services retire before reaching retirement age. In Norway, initiatives to retain health care workers are part of a broad strategy to retain older workers in all occupations and professions. The workplace itself can contribute to building health-promoting working life by devoting attention to salutogenic presence.

This study explores older workers' (50 +) perceptions of presence and work-related well-being. Multi-stage focus groups, individual in-depth interviews, and qualitative content analyses were carried out.

The general impression conveyed by the data was that the participants appeared highly conscious about their competence and that work has to be meaningful in respect of using their competence to contribute positively. The results show that salutogenic presence has four characteristics: Sense of usefulness; Relational quality: wanting the best for each other; Mastery; Zest for work. Experiences of being useful are identified as the most significant. A salutogenic presence is thereby more than a mere physical presence; it is also mental, social and existential. When all four characteristics of salutogenic presence are experienced, they become a driving force that encourages individuals to work. Once the characteristics have been experienced, they serve as a barometer for the current situation. Goal-oriented actions to maintain and reinforce them can subsequently be initiated. The competency to explore, note and understand the characteristics is another prominent finding in the study. The competency consists of the ele-

ments introspection, sensibility, reflection, and action/active mastery of the situation.

To retain older workers, we suggest that employees and leaders learn to explore their own health, and the health of the workplace, by increasing their salutogenic capacity. How the exploration *per se* is handled, may, in our opinion, be developed and learned through what we call salutogenic capacity building, that is, by examining, mobilising and deploying sufficient resources to achieve a shift in the direction of experiencing good health and well-being. We will present and discuss a model for salutogenic capacity building.

**Key words:** municipal health care, older workers, presence, salutogenic capacity, health promotion in the workplace, models.

## Stream 6. Flexible workforce and its consequences

### **“The Permanent Newcomer” - On-call Employees Work Environment and Social Relations with Permanent Employees**

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During the past 30 years the proportion of temporary employed has increased in Sweden. Earlier research shows that temporary employees' work environment are affected negatively. On-call employees are affected the most. The article aim to describe and analyse the social relations between on-call and permanent employees, how these relations affects on-call employees' ability to face problems at their workplace, and which strategies they adopt to handle the situation. Interviews were performed based on Sverre Lysgaard's theoretical approach about the subordinate workers' collective. The interviews focused on whether on-call employees perceive a collective among the permanent and, if so, how their relationship to the collective is constructed. The interviews showed that the respondents perceive a collective among the permanently employed. However, due to lack of similarity, closeness and identification of shared problems, it is difficult for them to be included in the collective. Permanent employees often view on-call employees as a stigmatized out-group. On-call employees hence are subject to an undignified treatment and their work is little recognized. They lack autonomy in the work process and face difficulties in planning their leisure time. In order to deal with these problems, on-call employees can use inclusive, control and creation-of-meaning strategies. It is argued that these strategies do not solve the problems, but only make their perception of them less negative.

## Stream 6. Flexible workforce and its consequences

### **The client company marginally utilizes the knowledge of highly-skilled temporary staff.**

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This study is based on the presumption that there is often an under-use of temporary staff (temps) in client companies (CC) with highly skilled professionals. The study combines theories of the flexible organization and a socio-cultural perspective on learning within the framework of an inter-organizational context. The data is based partly on seventeen transcribed, semi-structured interviews with individuals in various types of health care and social services. The data is also based on two semi-structured focus group interviews with managers responsible for hiring social workers, nurses, and doctors in two different temporary work agencies (TWA) as well as semi-structured focus group interviews with eight managers from a large health care organization. The results show that CCs only use a limited amount of the highly skilled personnel's capacity and exclude preconditions for taking over and absorbing knowledge from temps. In addition, both TWA and the CC pronounce an interest in and readiness for deepening the business relationships between them, but they claim the other is responsible for initiation. The results reflect information not only about temps with higher education but also the new business relationship between TWA and CC in the form of combined skills and workplace validation.

## Stream 6. Flexible workforce and its consequences

### **Employment Protection Regulation, Trade Unions and Tenure of Employment: A Comparison of European Countries.**

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This paper focuses on the relationship between employment protection regulation (EPR) and tenure of employment, that is, the number of years an employee has spent in the same organization. Tenure can be considered an alternative indicator of mobility in the labour market. A main hypothesis is that EPR strictness affects tenure in a positive direction, because the rules imply that seniority gives more job security. We make use of individual-level data from the European Working Conditions Survey 2010, including 24 countries and more than 23,000 employees, and national-level data on EPR, unemployment and union density. Our analyses reveal that effects of the institutions mostly appear as interactions with individual-level variables. The effect of age, which as expected is strongly related to tenure, increases with stricter EPR – for both regular and temporary workers. Union density however works as a counterforce in this regard by decreasing the age effect. The presence of employee representatives in the workplace is also linked to longer tenure. EPR strictness for temporary employees decreases the significance of this factor, that is, the effect of having employee representatives becomes smaller with stricter regulation. Moreover, stricter rules for permanent employees increase the difference in tenure between temporary and permanent workers.

## Stream 6. Flexible workforce and its consequences

### **Flexicurity and employers: the Missing Link.**

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### **Work in progress. Do not quote without permission of authors.**

The main principle of flexicurity policies and strategies is to balance and integrate the interests of both employers and employees. Despite this starting point, the conceptual and empirical knowledge of the role of employers and flexicurity is limited.

In this article we briefly review the academic and political “flexicurity debate” in the last decade. We find that despite the starting point of finding new balances between employers and employees, the conceptual and empirical work on the role of employers in flexicurity is limited and fragmented.

In the literature, the Danish model of flexicurity has been the prime example of a real-life flexicurity labour market. We, therefore, examine the main assumptions of the role of employers in flexicurity and test how employers actually perceive and behave in the Danish labour market. The empirical data originates from a large-scale representative survey on the attitudes, perceptions and actions of employers in the Danish flexicurity-model..

## Stream 6. Flexible workforce and its consequences

### **Flexicurity-modellen og dens forandring belyst med institutional teori**

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Dette paper er et kapiteludkast til en bog om status og udfordringer for den danske flexicurity-model. Kapitlet indeholder to teoretiske analyser. Først en analyse, der anskuer modellen ud fra perspektivet om institutionel komplementaritet, der kendes fra litteraturen om *varieties of capitalism*. Institutionel komplementaritet handler om hvorledes institutioner på forskellige måder kan understøtte hinanden og bidrage til virksomheders konkurrenceevne. Vi gennemgår hvorledes flexicurity-modellen både omfatter institutionelle kompensations-effekter og forstærkningseffekter. Dernæst indeholder kapitlet en analyse, der beskriver de senere års ændringer af modellen i lyset af teorien om gradvis institutionel forandring. Både det danske dagpenge-system og den aktive arbejdsmarkedspolitik er blevet ændret i de senere år. Afslutningsvis diskuteres det, hvordan institutionel forandring påvirker institutionel komplementaritet.

## Stream 6. Flexible workforce and its consequences

### **Temporary agency worker – precarious worker?**

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Sweden distinguishes itself as a country with the best prerequisites regarding equal treatment for temporary agency workers. They have the same possibility to open ended contract as other employees and for blue-collar workers pay is in accordance with the average pay at the workplace. In addition the guarantee pay in-between assignments is a security net.

This paper aims at elucidate the precariousness among temporary agency workers highly integrated with user-firm employees and sharing the same work-tasks. The paper is founded on a survey to both user firm employees and temporary agency workers in one manufacturing plant in Sweden.

Our analysis shows that temporary agency workers can overcome some of the features of the precariat – in our case they are integrated in the work organisation and there is no difference in the management relationship. Further, our analysis shows that the border line is not between different kinds of employment contract. This is in accordance with Standing's discussion. In our analysis all employees, both user firm employees and temporary agency workers, have open ended contracts, but there are still differences in the perception of job security. This perception is also a main characteristic of the precariat (Standing 2009; 2011).



## Stream 6. Flexible workforce and its consequences

### **McJobs – Stress related symptoms among men and women in the high-touch sector.**

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This paper investigates differences in stress related symptoms among men and women in the high-touch sector. The new high-touch sector has been defined as low skilled, generic, and customer oriented jobs in, for example, restaurants, hotels and trade. In the high-touch sector influence over work is eroded by uncertainty and insecure employment conditions. There is reason to believe that people with insecure conditions might be more vulnerable for stress related symptoms. Also, the young, and specifically young women, are overrepresented in this sector. We know from earlier research that women more often report stress related symptoms than men. This study confirms these results. In this study the probability for women is 50% higher to be hit by stress related symptoms than for men. Also education shows a significant result. The highly educated has 50 percent lower probability than the low educated to be hit by stress related symptoms. However, high-touch occupations show no significant difference from other occupations when it comes to stress.

## Stream 6. Flexible workforce and its consequences

### **Incidence and intensity of employer-funded training in Finland – does the type or motive of temporary or part-time work matter for the outcomes.**

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This article studies the impact of different job contract types on participation in the employer-funded training and on its intensity. In the analysis job contract types are adjusted to take into account the heterogeneity in different types of temporary and part-time work. In the statistical analyses we use data from the Finnish Quality of Work Life Surveys from years 1997, 2003 and 2008. As our data covers a period of over ten years, we are also able to study changes in the incidence and intensity of employer-funded training by the type of employment contract.

We investigate the impact of the type of job contract on receiving employer-funded training using probit regressions where in addition to the job contract type we control for a large number of individual-specific characteristics and job-specific characteristics. Our preliminary results imply that there exist differences in the probability of participation in the employer-funded training by the type of employment contract and also within workers in flexible contracts. Probabilities of participation in the employer-funded training have increased for all groups from 1997 to 2008, but the differences between the groups have remained around the same. Our results from hurdle negative binomial models studying the intensity of the employer-funded training show that there are also differences in the training intensity by the contract type.

## Stream 6. Flexible workforce and its consequences

### **Vulnerability and Resilience at the Edge of the Danish Labour Market.**

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In the spring 2011, and again during summer 2012, the small provincial town of Hirtshals (approx. 6000 inhabitants) in the region of North Denmark was home to the two - so far - most spectacular symbols of the success of an emergent offshore sector in the region, namely the upgrading and overhauling of the two jack-up rigs ‘Mærsk Guardian’ and ‘Mærsk Giant’. This paper builds on biographical interviews with a number of local men and women from North Denmark whose working lives were directly affected by the two projects on upgrading ‘Guardian’ and ‘Giant’. All of the interviewees worked either directly on upgrading the rigs, or in auxiliary functions such as providing food and lodging for the great number of workers working night and day for the three months each rig was docked in Hirtshals. In dialogue with theories on the effects of globalisation on labour market realities, the paper discusses local attitudes and experiences regarding flexibility and mobility in a globalized labour market. Applying a theoretical framework based on the terms vulnerability and resilience (Ibert and Schmidt 2012), the paper discusses various strategies for seeking solutions to the local labour market challenges based on the attitudes and experiences of the respondents.

## Stream 6. Flexible workforce and its consequences

### **Temporary work, perceived job insecurity and subsequent long sickness absences**

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There is a considerable amount of evidence showing that temporary work and job insecurity are associated with decreased well-being. Furthermore, recent studies indicate that perceived job insecurity is related to strain among permanent workers, but not or less so among temporary workers. The present study contributes to the existing literature by relying on longitudinal register-based data in examining whether the effects of job insecurity on long-term sickness absence vary according to the contract type (permanent or temporary). Empirical analyses are based on the pooled data of representative Finnish Quality of Work Life surveys (1997, 2003 & 2008) merged with register-based follow-up data held and maintained by Statistics Finland (N=8238). A negative binomial model was used in the analysis of long-term sickness absence days. The results were adjusted for various background, work and health-related factors. The results indicate that both temporary contract type and job insecurity increased long-term sickness absence. Furthermore, there was an interaction effect: job insecurity increased sickness absence days among employees with temporary contract, but not among employees with permanent contract.

## Stream 6. Flexible workforce and its consequences

### **Job quality and later work career in part-time and temporary work: (1) introducing the research project and (2) findings on part-time work and work-life balance**

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Increase in part-time employment as well as in temporary employment may have critical connections with later work career, mediated by job quality. It has been assumed that temporary and part-time employees may be in a more vulnerable situation not only because of the insecure nature of their employment contract but also because of lower job quality in issues like demands, autonomy and skills needed at work. Especially connections between job quality and work careers in part-time and temporary employment need more attention.

Our research project “Job quality and later work career in part-time and temporary work” (2013–2014), funded by the Finnish Work Environment Fund, examines these issues. The data consists of the Finnish Quality of Work Life Survey time series data (1977, 1984, 1990, 1997, 2003 and 2008) which is augmented with register data from 1970 through to 2011. Register data includes annual details of e.g. later employment, unemployment, branch of economy, occupation and income. Preliminary findings on part-time work and its connections to work-life balance are discussed in this presentation.

## Stream 6. Flexible workforce and its consequences

### **Gender (in)equality contested: Precarious work in a project based organization**

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In constructing and engineering, workers with different organizational belonging are working together, often on a project-by-project basis. When precarious workers enter an organization, existing power relations, organizational practices and gender relations are challenged and changed. Our aim is to investigate patterns of segregation and gender inequality in a technology-intensive organization responsible for building and operating all national roads and railways in Sweden. A questionnaire has been administered to regular employees, contracted staff and self employed consultants working in the organization. The analysis is guided by the theoretical framework of 'inequality regimes' as presented by Acker (2006). The results indicates that intersecting patterns of inequalities based on gender, age and terms of employment is present, and not only persist but even increases when precarious groups of workers are joining the organization. The group that stands out is the self employed consultants; they have the highest salary, lowest education, highest mean age and only a single woman out of 119 in this category. This group of male workers seems privileged in many ways as they express that they are highly valued and encouraged by the management compared to the other groups. These results call for further analysis of the intersecting patterns of inequalities in the organization on aspects such as goal achievement, the self-image, collaboration, and knowledge transfer.

## Stream 6. Flexible workforce and its consequences

### **Unemployment as an environment – employability, stress and insecurity.**

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The study concentrates on the mechanisms between perceived market risks, well-being, and economic macrostructures. Labour market risks are classified in three categories: threat of unemployment, threat of job loss without unemployment risk and secure employment positions. A stress symptom score was used as an indication of well-being.

We test a two-fold hypothesis: (i) the connection between stress and unemployment risks is stronger during the time of high unemployment and (ii) the situation where the threat of job loss is not connected with the threat of unemployment is associated to stress less strongly during the period of high unemployment.

In Finland, the 80s was time labelled with low unemployment, however, the deep crises in the 90s changed the situation profoundly. We utilized nationally representative surveys depicting Finnish working life from the years 1984, 1990, 1997 and 2003.

The first hypothesis did not get support. A strong association between stress levels and labour market risks was confirmed, but this association did not depend on variation of the unemployment rate. The second hypothesis did not either get unequivocal support: The stress levels did not vary with the type of labour market risks, i.e. high employability did not moderate the consequences of labour market risks.

## Stream 6. Flexible workforce and its consequences

### **Protected precarity and liberal security: employment and representation security in regulatory frameworks of temporary agency work in Sweden and Poland.**

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Widening use of temporary agency work, notable for its triangular employment relationship, is a controversial trend in the European Union. While seen as a necessary flexicurity tool, it is also associated with precarious working conditions through ‘outsourcing’ traditional employer responsibilities. Acknowledging the risks, most national regulatory regimes attempt at regulating this sector. This study takes two forms of labour (in)security as described by Guy Standing for a starting point and investigates how employment and representation security in temporary agency work sector in Sweden and Poland might be conditioned by the local regulatory regimes. Data on regulatory mechanisms by both state and non-state actors is collected through reviewing legal acts, collective agreements, reports as well as previous literature. Preliminary results show that the Swedish tradition of self-regulation through independent collective bargaining has integrated agency workers into the existing labour institutions even when the statutory legislation is liberal. Poland, on the other hand, uses strict statutory regulation and state enforcement that has resulted in high incidence of ‘forced’ self-employment in this sector. Current working paper forms a first step of a wider comparative research project on working conditions and social integration of temporary agency workers in Sweden and Poland.



## Stream 6. Flexible workforce and its consequences

### **How does insecurity among employees relate to support for employment policy measures? The case for flexicurity.**

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This article aims to uncover what support there is for the different policy measures in the labour market among employees with regard to a restructuring along the lines of flexicurity, and especially how different forms of insecurity relates to employees opinions on policy measures. The data used in this paper is based on a postal survey among Swedish employees conducted in 2010. The sample used the ordinary labour force survey (LFS). The response rate was 54 per cent (2023 responses). The results show that employee opinion on the measures are divided into two dimensions, one containing policy measures that belong to a neoliberal paradigm and one belonging a keynesian and social investment paradigm. Regression analysis show that several forms of insecurity have a significant relationship with the latter dimension, with greater insecurity related to greater support for these forms of policy measures. Insecurity does not seem to have a significant relationship with the neoliberal policy measure.

## Stream 7. Corporate restructuring, downsizing and plant closures

### **Time to close: unintended consequences of early announcement of factory closure.**

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This paper explores the unintended consequences of early announcement of factory closure, something that is often considered positive because it provides time for employees to anticipate a forced job-transition and because it allows social dialogue. The paper reports on a case study of the closure of a Swedish packaging plant of Global pharmaceutical company and an analysis of the consequences of the enactment of different organizational time approaches. The closure process was characterized by a relatively long transition period from the time the decision on the closure of the plant was taken and announced during 2008 to the main part of the facility was shut down in 2011. The results indicate that the long transition and differences in approaches to time (and timing) in relation to the closure of operations were important for the conflicts and agreements between the employer and employees. Long transition periods and anticipation means that activities are exposed to specific dynamics that can be difficult to influence and prepare. It is not only that the external conditions may change. But also, internal dynamics of the employee and management's relationship to each other change over time in ways that are difficult to predict and manage for both parties.

Key words: downsizing, closure, organizational time, anticipation, early warning.

*The full paper will be provided to track participants but for confidentiality reasons will not be spread to all conference participants. Copies may be requested from the authors.*

## Stream 7. Corporate restructuring, downsizing and plant closures

### **Plant closures, temporary workers and a management controlled setting: Further evidence on the Closedown effect.**

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This paper challenges the reach of previous research on organizational death and closedowns, by analyzing an empirical evidence from cases where the control system during the closedown period was intact. Here we analyze Scania's closure concerned two plants in Sweden. In contrast to previously reported closedown cases, Scania maintained their management and control system and kept on "business as usual" throughout the closedown processes. Still, a Closedown effect was recorded. In our analysis, we elaborate on a set of complementary yet challenging explanations to the Closedown effect and put specific emphasis on two aspects; a maintained socially responsible management control system and the high level of temporary workers that were present in operations during the closedown process. This paper extends both the theoretical and empirical domains of the plant closure research. Theoretically, the paper elaborates on possible implications with these new empirical findings on hand concerning further understanding of the Closedown effect. Empirically, this paper encounter one case in which corporate management initiated both capital investments and implemented a newly designed product and production process, during the closedown process, i.e. practicing a strong management control.

## Stream 7. Corporate restructuring, downsizing and plant closures

### **Process of change - competence development as a restructuring strategy.**

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In the context of restructuring, increased globalization has expanded international competition that in turn has put additional pressure on organizational transformation, restructuring, reorganization and rationalization. The overall aim of this study is to analyze and problematize competence development as an active strategy in a restructuring process. More specific, the aim is to analyze and contextualize the outcomes of a restructuring strategy in terms of a formal educational training. On two occasions, questionnaires focusing on learning, organizational commitment, self-efficacy and job satisfaction were used to collect data among factory workers in Scania, Sweden. The first data collection process started in January, 2010 (T1) (about one year into the educational program). The second data collection process started in November, 2011 (T2) (about six months after the program had ended). At T1, a total of 453 persons answered the questionnaire, which resulted in a 70% response rate. At T2, a total of 301 persons answered the questionnaire, which amounted to a response rate of 47 percent. The result indicates that the experience of learning, commitment and job satisfaction have decreased between T1 and T2 (no difference regarding self-efficacy). Depending on the purpose of the intervention, the results can be interpreted in different ways.

## Stream 7. Corporate restructuring, downsizing and plant closures

### **Finding the way out of crisis: an analysis of employee representatives' action during adjustment processes in newspaper companies.**

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The challenges stemming from the growing diversity in media consumption and the global financial crisis have questioned the traditional business model in the newspaper industry. In the aftermath of the financial crisis, several newspaper companies conducted adjustment processes in order to improve their situation. Based on interview data gathered from three Norwegian and three Finnish companies the employee representatives' action during these processes is studied.

The analysis hints that the employee representatives' arenas for action might be narrowed if voluntary exits override collective bargaining and professional institutional logic. This might happen if the corporate logic distances the local representatives from the local decision making thus reducing cultural-cognitive resources needed to create an understanding on the different logics embedded in the adjustment process and their possible long-term effects on the work organization. However, the analysis indicates that the Norwegian regulative environment, especially its stricter seniority based selection criterion, enables union representatives' regulative influence regardless of individualized and voluntary based downsizing processes.

## Stream 7. Corporate restructuring, downsizing and plant closures

### **Sudden structural change in the “Nokia-city” of Salo – how to cope with unemployment?**

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In Finland, Nokia was until recently in a core of ICT cluster employing thousands of people. Salo, a city with 54 500 inhabitants situating in the south-west Finland, was known as one the “Nokia-cities” with a significant share of all employees employed by Nokia. In August 2012, Nokia announced that it will end all device assembly at its factory in Salo leaving nearly more 700 people without work in addition to earlier layoffs concerning more than 3 000 workers. Since 2009, Salo is an area of sudden structural change. In the “Sudden structural change – case Salo 2013-2023” research project a survey has been conducted collecting information about social and economic welfare as well as the use of public services a year after the shutdown of the Nokia assembly factory. The survey data includes 2 133 inhabitants of Salo from four age cohorts. In this paper we exploit the job loss model by Latack et al. (1995) to investigate unemployment as a dynamic process. We compare those laid off from Nokia to those laid off by other employers, and also according to the length of unemployment. According to preliminary results, those laid off by Nokia have better coping resources than other unemployed in Salo. However, the prolonged unemployment seems to hinder the coping with unemployment.

Key words: Plant closure, job loss, unemployment, coping

## Stream 7. Corporate restructuring, downsizing and plant closures

### **“Radical Consent”: Norwegian cases of labour-management consensus on plant closures.**

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This paper explores cases of radical incidents of union-management collaboration on plant closures, taking place within the Norwegian IR-system. The processes are unique and independent in the sense that they have taken place as separate incidents and in different locations, although in the same corporation, the Metal Corporation. The authors of this paper have evaluated both closures. Very little is found within the IR literature on social partnership collaboration on closures, which can be perceived as a radical downsizing as all employees lose their jobs. Our cases of social partnership agreements, called “bipartite closure committees” demonstrate high levels of trust between local plant management and the local trade union. This trust has been developed over time and shaped by mutual labour-management interest of the survival of the plant, as well as supported by national social partnerships agreement and legislation. Within a context of union orientation and social partnership strategies the cases serve to widen the opportunity set for collaboration. Although being supported and supplemented by national IR legislation and regulation, what unions and management actually do in partnerships results from organizational tradition and a shared framework of business knowledge. Our argument is that by increasing trade unions’ business knowledge they are better equipped for deciding whether to be cooperative or not.

## Stream 8. Quality of work in Nordic countries

### **Management practices facilitating both innovation and well-being at work**

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Many researchers and policy makers as well as employer and employee organisations are interested in how both good economic performance and good quality of working life and employee well-being could be achieved simultaneously. In this study, the research question is, which management and organisational practices are connected to the situation, where the organisation has developed new products or services and at the same time, employees report high engagement in work. We find out that innovation and work engagement do not covariate strongly. The co-occurrence of both is predicted by e.g. involvement of employees in teams for development and employee influence on their tasks. These results are to be considered as a pilot analysis for preparation of later elaborations.

The research is part of the Finnish MEADOW project. MEADOW (Measuring the Dynamics of Organisation and Work) is a survey tool to gather information on organisational and management practices, their change, and their economic and social impacts. The leading idea is to combine interview data from both employers and employees of the same firms and organisations.



## Stream 8. Quality of work in Nordic countries

### **The Demands of Working Life: Recontextualising Old Models.**

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The OECD (2012) recently highlighted how changes in working conditions due to structural developments over the last decades are raising concerns as to whether these developments might worsen the mental health of workers. Such developments include rapidly developing technological capabilities, an increasingly volatile capitalism, the valorisation of shareholder value, and organisational strategies which seek ever more flexibility. These structural shifts have transformed the employment relationship, the organisation of work, the demands of working life, and the way work affects workers. Key models linking work and health note the importance of control (task, status) in negating the impact of high demands at work (Karasek 1979; Siegrist 1996). However, theoretical frameworks now need to account for high autonomy acting as a facilitator for, rather than protection from, psychosocial risk factors, and the influential role of the wider institutional setting of working lives. Based on initial descriptive statistical analysis and semi-structured interviews with experts in Denmark, this paper will relocate these influential models and in doing so explore new analytical paths and conceptual developments linking the modern conditions of working life and mental health outcomes.

## Stream 8. Quality of work in Nordic countries

### **Sociotechnical theory of 21st century.**

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Sociotechnical theory has in decades had a positive influence on wellbeing at work, especially in the Nordic countries. Sociotechnical theory has contributed to a common orientation among consultancies, managers, trade unionists politicians and researchers concerning the organization of work in the Nordic countries. Sociotechnical theory is influential and widespread; however sociotechnical theory is largely tacit knowledge. The historical roots of sociotechnical theory and the content of the sociotechnic are not known by younger generations. And, what perhaps is even more important, the current challenges of the sociotechnical theory has not been widely discussed.

Three tracks in sociotechnical theory are identified, all of which are challenged by current developments in work:

1. The design-oriented track, which was where socio-technic started (Trist, Bamforth, Emery , Thorsrud). Productivity with 'a human face' is the goal.
2. The motivation oriented track, which can be traced back to Hackman and Oldham's work. Focus here is on self-realization and social support.
3. Dialogue and Democracy, emphasized by Gustavsen. The aim here here is to create space, time and procedures for employees and managers to express wishes and visions.

## Stream 8. Quality of work in Nordic countries

### **Development of a tool for integrating Value Stream Mapping and ergonomics in healthcare - A Nordic Multicenter study**

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Background: A recent review has documented mostly negative effects of rationalization on musculoskeletal and mental health and corresponding risk factors, particular for the healthcare sector (Westgaard & Winkel, 2011). The review concludes that “tools and methodologies should be developed that allow concurrent tuning of performance and wellbeing considerations in a rationalization process”.

Lean Practices are increasingly used in healthcare and Value Stream Mapping (VSM) seems to be a commonly used and powerful tool to minimize waste i.e. non-value-adding tasks (non-VAT) (Keyte & Locher, 2004). Several studies show that non-VAT often offer less risky physical and psychosocial exposures (e.g. Kazmierczak et al, 2005; Østensvik et al, 2008; Palmerud et al, 2012; Jonker et al, 2013).

VSM is a participatory tool, i.e. those affected are performing the analyses and subsequently suggesting the interventions. Participation

in the intervention process has been shown to be crucial to increase ownership of the interventions and thereby increase impact. Rationalizations based on VSM may therefore offer a procedure suitable to include working environment issues. Further, workplaces in the Nordic countries seem to offer good opportunities for realizing a true participatory approach using VSM (Guðmundsson, 1993; Westgaard & Winkel, 2011). On this background an ergonomic module to VSM, the ErgoVSM, has been developed to increase the sustainability of the organisation when using VSM. The module is based on existing scientific evidence and has been developed in close co-operation with end users. ErgoVSM has recently been evaluated in a Nordic Multi-center Study within healthcare (Winkel et al, 2012). On the basis of these experiences the tool has been simplified to increase usability.

**Aim:** To present the most recent draft Nordic version of the ErgoVSM tool for healthcare and some contextual factors influencing the intended impact of the tool.

**Material and Methods:** The ErgoVSM tool is tested at 7 wards on 4 different hospitals in Denmark, Iceland and Sweden. The tests include assessment of tool usability and main factors facilitating or inhibiting the intended impact of the tool. On the basis of these trials a final version of the ErgoVSM is developed.

**The ErgoVSM tool:** According to common VSM procedure the Current State is mapped (visualized) followed by a similar procedure regarding a wanted Future State. The Ergo-module includes assessments of physical exposures (posture, forces, variation, porosity) and psychosocial exposures (demands, control, variation, communication, porosity). It focuses task as well as values stream level. The exposures are assessed by ratings scales with verbally defined end points. The analysis includes discussion of solutions and establishment of an Action Plan needed to realize the wanted Future State.

Main contextual factors influencing the intended impact of the tool seem to be previous Lean experience, management style, volume of competing projects and type of value stream analysed.

**Financial support:** The Nordic Council of Ministers and national grants

## Stream 8. Quality of work in Nordic countries

### **Time pressure, working time control and long-term sickness absence. Prospective study among Finnish employees.**

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Perceived time pressure at work has increased in most European countries during last decades. For employees' health and well-being time pressure may be harmful. The aim of this register-based follow-up study is to investigate whether the effects of time pressure on long sickness absence vary by the level of working time control. The data is taken from the Finnish Quality of Work Life Survey 2003 (n=3400), a representative sample of Finnish 15-64 year old employees, combined with a register-based follow-up from Statistics Finland covering the years 2002–2006. In the 2003 survey employees were asked on perceived time pressure and to what extent they had control over working time. The register data included information on long-term (more than 10 days) sickness absence. A negative binomial (NB) model was used in the analysis of long sickness absence days during 2004-2006. The results are adjusted for several background, work and health-related factors and controlled for baseline absenteeism in 2002. The results indicate that working time control moderates the effects of the working time pressure, i.e. high control decreased sickness absence in the group of high time pressure, but not in the group of low time pressure. Thus, establishments which use working time control as a human resource instrument may benefit from reduced absenteeism.

## Stream 8. Quality of work in Nordic countries

### **The Effect of Job Quality on Early Retirement in Finland.**

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We present first results from project examining how different dimensions of job quality affect individually and in combination to early retirement in Finland. In the background of our research is the lively discussion on ageing workforce and need for increasing employment levels in Europe. Concerns regarding the long-term financial sustainability of the welfare state have stimulated a renewed research interest in retirement behavior. In Finland the question on prolonging working lives is especially acute in as Finland is currently one of the most rapidly ageing countries in the world towards 2020.

Our analyses are based on Finnish Quality of Work Life Survey from 1990 merged with annual register-based follow-up data from 1990 to 2008. We employ Job Quality Index (JQI) to identify key dimensions of job quality: pay, intrinsic characteristics of the job, terms of employment, health and safety, and work-life balance. Cox proportional hazards model was used to analyze how different dimensions of job quality predicted the probability early retirement (disability, unemployment, or voluntary redundancy) during the follow up period of 18 years. According to the results all dimensions of JQI contributed to the model and were linked to the probability of early retirement. High level of job quality was connected to reduced risk of early retirement. Our results indicate that increasing the quality of jobs may indeed promote longer work careers.

## Stream 8. Quality of work in Nordic countries

### **Challenging management situations in managing occupational health and safety**

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Good working conditions and successful occupational health and safety (OHS) management ensure the health and safety of employees, help to maintain their work ability and support the quality of working life and performance. In order to achieve these, the employer's OHS responsibilities and managers' role representing the employer should be emphasized in organizations. Different kinds of challenging situations (e.g., mental or physical overload, work-related illness and injuries, problems of work ability, conflicts, or malpractices) in the work community may impede the well-being and productivity of employees. Employers are responsible for proactive risk assessment and active solving of problems in the work community prescribed by OHS legislation. The objective of this paper is to discuss the challenging OHS management situations that managers encounter. The results are based on thematic interviews and inquiries with line managers in three Finnish public sector service organizations. According to the respondents, the most challenging OHS management situations are related to administration and resources, support for managerial work, giving of feedback, and conflicts due to dysfunctional work community. Both the managers' own competence and resources as well as organizational support have an impact on solving challenging situations successfully. In the future, organizational resources, procedures, and rules for supporting managers should be emphasized.

## Stream 9. Intersectional perspectives on Nordic working life

### **Materialist dialectics in Ilyenkov and Wittig.**

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This paper takes as its point of departure Derrida's essay 'Structure, sign and play in the discourse of the human sciences' to introduce the problem of understanding intersectionality in terms of concrete universals. The latter refer to the real existence of cellular forms of emergent totalities, a conception which I discuss with reference to the works of Evald Ilyenkov and Monique Wittig. The common elements of their philosophies point to a materialist way of thinking intersectionality, beyond the 'categorical' approach which inevitably results from a non-dialectical frame. The benefit of the perspectives opened up by Ilyenkov and Wittig is a materialist notion of universals as real abstractions, which entails a materialist concept of the ideal and a frame for analyzing the movement of totality and revolution (as opposed to the poststructuralist notions of 'hegemony' and 'radical democracy'). An example based on research on labor conflict among registered nurses concludes the paper.



## Stream 9. Intersectional perspectives on Nordic working life

### **Estonian cleaners: an intersectional analysis on ethnised labor in the Finnish labor market.**

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In this short paper I will try to show with few data-samples and referring to previous research how migrant workers and more precisely migrant cleaners are integrated into Finnish labor market based on their intersectional position. In Finland and also in other Nordic countries cleaning is an industry among for example construction work and care work in which has more migrant workers compared to other sectors. In this paper I will consider two questions relevant to the topic 1. What kind of mechanisms lead to a kind of development described as segmentation or split of labor market? 2. How can we benefit from intersectional analysis in doing research on migrant workers? I argue that both of these questions invite to a detailed understanding of the context of the current labor market. In that sense intersectionality is used here in two ways: Framing the context as based on structural intersectionality and looking into the positions of the migrant cleaners based on intersectional experiences.

## Stream 9. Intersectional perspectives on Nordic working life

### **Enduring inequalities? – Studying job quality at the intersection of class and gender.**

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Globalization with its many side-effects on working life is seen to pose accentuated risks especially for women and low skilled workers. On the contrary, highly educated have seen to be insulated from the downward movements of job quality. As a consequence, the gap between employees in different occupational positions is feared to grow, resulting in increasing polarization of job quality. In contrast to “universal theories”, institutional theories claim changes in work life might vary according to the institutional and cultural frameworks which might mediate the global pressures of change. For instance employment regime-theories propose that polarization risks as well as gender gap differ depending to the institutional context. The aim of this article is to study job quality trends in Finland (representing the Nordic working life regime) at the intersection of class and gender: how job quality has changed in terms of skills, discretion, intensification and job insecurity. Is polarization observed? Empirical analyses are based on six waves of Finnish Quality of Work Life survey (1977-2008) carried out by Statistic Finland. Hypothesis on low risk for polarization in Nordic working life regime is empirically supported. The interaction effect of class and gender will also be analyzed –no evidence on comparative disadvantage of highly educated women is found.

## Stream 9. Intersectional perspectives on Nordic working life

### **An intersectional approach to reconciling work and childcare.**

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Reconciling work and childcare and its gendered nature have been widely discussed in social sciences. However, the debate has not been approached from an intersectional perspective. In Finnish discussion about reconciling work and childcare the emphasis is put on the choices individuals (and individual families) make and not much attention is given to how these choices are constructed. Choice can also be seen as a somewhat controversial concept, since many of the choices done in work-childcare reconciliation seem to be almost pre-determined by one's gender, educational level and labor market position.

The aim of my paper is to analyze how intersectionality could be used in the research about reconciling work and childcare. My focus is particularly on the intersection of gender and social class - more specifically on working-class and middle-class mothers of pre-school children.

## Stream 9. Intersectional perspectives on Nordic working life

### **What should we do instead? Gender equality projects and feminist critique.**

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This paper contributes to illuminate the actuality of equality politics and policies in Sweden in relation to their enactment and the actuality on the ground. The aim of the paper is to analyse what kind of subjectivities that were constructed and explore how the concept of gender was articulated in a gender mainstreaming project at a Swedish government agency. We then use the analysis for discussing what feminist subjectivities that were possible and what that in turn mean for articulating feminist critique within the project. We have used Benshop & Verloo's (2006) metaphor of Sisyphus to describe this problem in gender mainstreaming practices: it never comes down to trying to change the contours of the hill, only the ways in which the stone might be pushed up it. Our conclusion has been that we need to come up with ways of grading the hill—and of contributing to the politicization of gender mainstreaming in the process. Feminists that insist on criticizing current orders are faced with the question: what do you think we should do instead, then? As feminist researchers, this has raised the question of what the conditions for feminist critique of gender equality as well as involvement in gender equality projects has in Sweden today.

## Stream 9. Intersectional perspectives on Nordic working life

### **Neoliberal governance in the Swedish public sector: themes for feminist work life research.**

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In this paper, I examine what neoliberal governance and ideology may be in a Swedish public sector context. I will give examples of how it plays out in policy. I will then relate that to existing research about how people experience work in public sector organizations under New Public Management regimes and lean production and management in Sweden. Lean has become an essential tool of neoliberal governance in Sweden (as well as in other countries). The body of research that take seriously the experience of the workforce is however surprisingly small. I will describe in short terms what lean is and how it picked up in the Swedish public sector. Above all, I want to discuss what happens to people who work in lean organizations. I am particularly interested in how it can feel: the desire to discover new things, compete against yourself and others and do things which one does not think were possible simultaneously with disgust that contribute to people locked into the performance measurement system and evaluated primarily on the basis of their performance while other skills and efforts are devalued. This could for example result in new kinds of exploitation of workforce.

I will moreover give examples of research themes for feminist research in this context. Critical analyzes of neoliberal governance and its organization is found primarily in research fields as Critical Management Studies and Labour Process Theory and feminist research. These fields of critical research too often appear as if they appeared in different worlds. Feminist analyzes for example are often absent in the critical working life literature. This, I believe, is a lack of current research because the analysis of power relations becomes more fragmented than they could be. In this context, I will discuss future possibilities for research that takes advantage of the collective knowledge

that exists within a wide field of critical labor studies and feminist research and how this may enhance an intersectional research agenda.

## Stream 10. Equality and sustainable working life

### **An external assessment of work tasks and working conditions in human service managerial work**

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The responsibilities of lower-level managers in the municipal sector have been expanded in the last decades and problems related to managers' working conditions and health, as well as to attracting and retaining skilled managers, have become areas of concern for managerial sustainability in the public sector. In order to address these issues and gain updated insights into the working conditions of public sector managers, it is important to return to the detailed empirical study of managerial work practices. The aim of this paper is to qualitatively assess the correspondence between job demands and job resources in first-line managerial work. Interviews with 12 first-line managers in municipal education and health care service organizations were analyzed using a work content analysis method by which the working conditions are assessed from an external point of view with the help of previously established criteria. The results point to a situation where the high levels of job demands are not corresponded by sufficient job resources. The responsibility to delimit the assignment and to solve intricate goal conflicts is many times left to the individual, and the managerial assignment becomes borderless. The results indicate that substantial long-term overtime is requested from the managers in order to fulfill their managerial responsibilities, and there is an obvious risk that the current situation will generate ill-health. Generational renewal must be guaranteed through measures of improving the working conditions for managers and thereby attract and retain men and women who are able and willing to take on long-term managerial responsibilities.

## Stream 10. Equality and sustainable working life

### **Patterns of Gender Segregation and Labour Market Outcomes – a longitudinal approach.**

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In this paper we analyze changes in the occupational gender composition of the labour force and to what extent these changes are followed by changes in women's and men's labour market attachment. One issue is the role of higher education and to what extent it works as a driver for breaking up existing segregation patterns (Rubery et al 1999). During the last decade new patterns have emerged (Bettio & Verashchagina 2009). The Nordic welfare states can no longer be regarded as the strongest gender segregated labour markets (Ellingsaeter 2013).

The empirical results presented in the paper are based on a longitudinal database covering the whole labour force and starts with describing the changes in the gender composition of the occupational structure between 2003 and 2009. The gender composition did not change to any larger extent up until 2009. In the group male dominated (10-40 % women) the proportion of women increased in the occupations that demanded short or long term higher education. The same result was found in the more egalitarian group (40-60 % women). When analyzing the labour market outcomes for women and men in the different segregation groups we found that women to a lower percentage than men stayed as employed in the male dominated occupations in 2008. A higher proportion of women was on sickness benefit or had a disability pension than men. Strongly female dominated occupations seemed to consist of sustainable jobs for both women and men.



Stream 10. Equality and sustainable working life

### **To expect the expecting - Swedish senior University students' strategies for work and family**

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This article provides an insight to senior university student's expectations on work and family in the Swedish context. The aim of the article is to investigate what the students expect in terms of balancing work and family, how they challenge or re-construct the Swedish norms of work and parenthood, and how the legitimate senior university student is constructed in relation to work and family. Also the study seeks to investigate how the students plan to arrange future parental leave and how they relate to strategies for future work family balance. The study is based on 30 semi-structured interviews. The data has been coded in the software program Maxqda 10 and the analysis process is based on *Thematic analysis* and *Thematic narrative analysis*. The results show that the Swedish societal norms of parenthood and full time employment are being reconstructed in the study yet the contradiction in the narratives is striking. When explicitly and hypothetically speaking about parental responsibility women and men share the same desires of gender equality still their actual expectations on the labour market are based on traditional gender roles. The women are expected to have the main responsibility for children hence also experiencing disadvantage due to this responsibility while the men, in several cases unwillingly, expect a secondary role as parents. Our analysis unveils how gender remains interwoven when negotiating home and work life.

## Stream 10. Equality and sustainable working life

### **Equality and sustainable working life: Starting points for the problem setting.**

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Equality and sustainable work have some converging aims: they both seek to attain a better quality of work. Equality is a human right and thus an important value, but it can also be seen from another perspective: promoting equality may also promote well-being at work. Therefore, when aiming for a sustainable working life, gender and other social divisions should not be ignored. As an example, we use the National Working Life Development Strategy to 2020 by Finland's Ministry of Employment and the Economy. The strategy aims for the best working life in Europe by the year 2020 by developing both the quality and productivity of work. The strategy is gender neutral for the most part, even though quality of work is very different for women and men in Finland. We suggest that promoting sustainable working life should include an equality perspective. Our premise is that there cannot be sustainable working life without equality, and equality cannot be promoted without taking into account gender and other social divisions, such as ethnic or racial divisions.

## Stream 10. Equality and sustainable working life

### **What about gender when recruiting and training for global talent management.**

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Research on gender and leadership lead to the conclusions that women are underrepresented and perhaps discriminated when it comes to positions in top management levels. The gender distribution in the boards of the 10th most influent businesses in Sweden is no exception. According to Universitets Kanslersämbetet (2013), women in Sweden are the fastest and largest growing group in universities and education and are in the majority in all university disciplines but technology. There seems to be a miss-match according to the actual number of women in the workforce and their representation at the senior management levels. This raises the question if gender quotas are frequently being used to guarantee a male-dominant culture in management? This research is based on interviews with human resource managers in two different businesses – the food business and the retail businesses, both are gender coded as female industries. Although the rhetoric in the companies is gender equivalent and the statistics represent equalities, an analysis of how the corporate discourse defines leadership concludes that development is needed to focus on equality. By discussing gender division in work-life, and the identification and selection process for new leaders, we argue that there is a need to broaden the actual “pool” of potentials in order to build strong and prosperous organisations. If skill and competence are key words for identifying talent, then businesses need to address the sex/gender distinction and extend and deepen the idea of potentials and defining their credentials.

## Stream 10. Equality and sustainable working life

### **Gender equality in academia – a non-issue?**

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Earlier studies have indicated that behind the alleged gender equality in universities subtle discriminatory acts can be discerned. This type of gender harassment can consist of verbal and nonverbal behaviours that convey insulting, hostile and degrading attitudes towards women. The current study was conducted in a university college characterised by quantitative gender equality among teachers, heads of department and nearly among professors as well. The aim of the study was to examine the occurrence of gender harassment and favouritism among the teaching staff and to analyse gender differences as well as differences related to position when it comes to perception of harassment. Further, the perception of gender equality concerning career development opportunities was investigated. The results of a Web questionnaire among the university teachers (n=332; 58% women) showed that women experienced more gender harassment than men. Position also made a difference; professors and senior lecturers had witnessed and experienced gender harassment to a greater extent than lecturers. Women had also perceived gender related favouritism to a greater extent than men. Those participants whose immediate manager was a woman had to a lesser extent witnessed gender harassment or been exposed to sexist language. To conclude, even though quantitative gender equality is attained in different contexts, there is need for further actions in order to achieve qualitative gender equality in the organization.

## Stream 10. Equality and sustainable working life

### **Gendering health professions and their possibilities to lead sustainable work lives – the gap between professional ambition and organisational conditions.**

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Women dominate the Swedish healthcare work force, but healthcare organisations are hierarchical, with a top-down, often male coded structure. I will here discuss three health professions and their possibilities for life-long learning and evidence based practice (EBP). The power hierarchies in healthcare organisations may hamper professional ambition for life-long learning and EBP. The academisation process of the professions has led to increased professional autonomy and independence from the medical profession. Students at these university programmes are today taught to engage in professional knowledge development through generic academic skills such as critical appraisal of recent research literature and evaluation of their own practice, i.e. work in line with an EBP approach. Discrepancy between the still rather repetitious, routine-oriented work tasks within healthcare work and the strive for EBP is here hypothesised to influence work satisfaction negatively. I will draw on our on-going research to problematise possibilities and limitations for EBP and the gendered and classed notions of work in the professions. The professionals seem to be placed between professional and societal demands of providing high quality care and rehabilitation with best available evidence on the one hand, and on the other; in-equalities in terms of access to new knowledge as well as institutional inabilities to offer suitable organisation and systems for professional development.

Stream 11. Nordic Approach to Safety promotion and Accident Prevention at work

**Effects of different leader communication strategies on safety behaviors and safety outcomes.**

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In many of today's organizations, there is a growing concern regarding workplace safety. As a result of this, there is an increase in organizational activities aimed at enhancing the employees' safety awareness' and eliminating organizational factors that may lead to the employees being exposed to risks. Communication is considered a vital aspect of the functioning and success of an organization, and is potentially relevant even in a workplace safety context. However, research shows ambiguous results regarding the relationship between leader communication and safety at the workplace. The question in the present study is in what way a leader's communication relates to safety behaviors of his or her subordinates and to safety outcomes. Questionnaire data has been collected from a ward belonging to an emergency hospital operating in a rural area in Sweden. The data has been analyzed using structural equation modeling. The results indicate that the two investigated communication strategies (leader priority communication and feedback) are both related to safety outcomes, but seem to be mediated by different behavioral variables. The results could have practical implications for managers and well as policy makers. The paper highlights the importance of taking different leadership communication approaches into account in the pursuit of increasing workplace safety.

Stream 12. Teams once again – Wellbeing in teams and temporality of work in teams

**Mediation of agency in teamwork - the construction gang as a potential collective frame for handling physical strain and pain.**

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In this contribution we examine the potentials of the construction gang as a frame for collegial handling of physical strain and pain in work. On a framework viewing social inclusion and a positive professional identity as dependent on the display of meaningful agency within the gang (team), we employ a methodological composition of questions to capture construction worker' sense of agency in relation to handling physical strain and pain, and furthermore seek to understand expectations towards alternative forms of agency, than the forms usually employed. In this investigation we draw upon a questionnaire-study conducted among 519 construction workers from four professions. In conclusion we find that while the construction gang might pose a potential for developing a collegiate framework for handling physical pain and strain in ways that lead to less deterioration through work, this resource seems currently untapped.

Stream 12. Teams once again – Wellbeing in teams and temporality of work in teams

### **Engineering Team Work.**

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The tensions between the individual and the collective in engineering work practices are profound. Engineers' self-perception as well as the consensus of the research community point to the fact that engineering work practices are essentially collective work practices – predominantly performed as coordinated activities within collective work units such as teams, projects, etc. But the picture tends to be more complicated. Historically, scientific and technological work has been perceived as individual achievements – focused on the production of knowledge, the search for truth and the creation of technological successful operations and artifacts. Turning, more specifically, to engineering, scholarly work on the engineering profession has pointed to the tensions between the corporate / practical ideal and the professional / scientific ideal of engineering practice within the profession. In our contribution we investigate this fundamental tension within engineering through two ethnographic studies of engineering work practices. The tension manifests itself through discrepancies in the practices of in engineering work as performed on a daily basis. Our account is based on material from an ongoing research project on the ramifications of team based work-organizations in contemporary work life in Denmark. The parts presented here focus on two ethnographies conducted within two engineering consultancy companies that provide services and products to clients. Our contribution will give priority to present our ethnographic material – thus the aim is to give 'thick' descriptions of the work practices within the two arenas. Having provided these empirical accounts we will reflect on our material



in order to discuss how the tensions within engineering work practices manifest themselves in modern work life and how visions about teamwork, collaboration, ‘pro-activeness’ and innovation is in fact enacted in engineering work practices.

Our discussion thus illustrate an issue and demonstrate a methodological approach central to work life studies – drawing the attention to how science and technology are interwoven with work organization, expert cultures and professionalism, and how notions of “team work” is transformed in specific domains.

Stream 12. Teams once again – Wellbeing in teams and temporality of work in teams

**Teams, tests and inter-professional relations – work in psychiatry in transition.**

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Interdisciplinary teamwork in healthcare has in recent years received a huge interest. Interdisciplinary teams are seen as a way of organizing complex and contradictory task, and promises holistic approaches to complex tasks, synergy and learning in work. However, this kind of teamwork is often conflict-ridden due to inter-professional struggles and strained social relations. This paper examines these tensions in a case study of interdisciplinary teamwork in psychiatry. Psychiatry currently undergoes dramatic changes due to increased medicalization and New Public Management inspired reforms focusing on efficiency and quality. This development push a reorientation of teamwork, and here the introduction of new methods and techniques in examination and treatment of patients play an important role. The paper explores how the still more dominant role of test technologies affects interdisciplinary teamwork. Through field studies and qualitative interviews we investigate how forms of cooperating and organizing are changing, and illuminate how meaning and identities in work are strained and (re)negotiated. In our analysis we combine insights from socio-material theories on technology and work with sociology of work and professions (e.g. Alvesson & Willmott 2002, Orlikowski 2007, Olesen 2011). We point out how asymmetrical social relations and increased division of work may result from this process, and may account for conflictual and stressful working conditions.

Stream 12. Teams once again – Wellbeing in teams and temporality of work in teams

## **Teachers in the Danish Vocational Education and Training System.**

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Teachers in the Danish Vocational Education and Training System (VET) are all organized in teams. This is authorized by ministerial order. It draws on a history dating more than 30 years back and it is based on two different assumptions or conflicts. The first one can be seen as an expression of the introduction of New Public Management (NPM). The second as an expression of internal conflicts at vocational colleges and in the field of VET as such:

- 1) Team organization is a necessary measure in order to do away with individualistic teacher who works alone. The purpose is to strengthen the students' learning outcome through ministerial control, mainstreaming and standardization of the content taught.
- 2) The existence of a conflict between the teachers and the management at the vocational colleges regarding which of the parties are in charge and responsible of which tasks and who has the final word when it comes to take decisions on core matters regarding teaching the students.

In this paper I will present findings from an ethnographic field work among a team of teachers at a Vocational Educational and Training College in Copenhagen. The team is formed by 15 teachers who are all attached to the carpenter program.

Stream 12. Teams once again – Wellbeing in teams and temporality of work in teams

### **Team learning and wellbeing in Danish workplaces.**

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Innovations, change in work and new performance oriented management techniques put pressure on social relations of the employees both in leaning to cope with problem solving and meeting performance measures. This article sets focus on teams and investigates how team learning is related to performance pressure, social support and the wellbeing of the individual employee in the team. In the Nordic countries there is a strong tradition of research interest on social and economic performance of teams going back to the development of the socio-technical perspective and the experiments with self-governed teams in the sixties. More recently workgroups has been in focus as forums of learning practice. The aim of this article is three-fold: First it aims to map how teamwork has developed and spread in Danish private and public sector workplaces. Next to relate the extension, autonomy and interdisciplinary pattern of teamwork to collective learning and innovative behavior in the workplaces. Third to examine whether and how the dimensions of teamwork have effect on the subjective wellbeing of the employees. The empirical analysis is made possible by data from the Danish Meadow survey <http://www.meadow-project.eu/> The Danish Meadow survey links information on private and public workplaces at the employer and employee level. Data was collected in spring 2012 and resulted in a research sample of 617 public workplaces and 3362 employees.

Stream 12. Teams once again – Wellbeing in teams and temporality of work in teams

### **Temporality of work in Scrum project management.**

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The subject of this paper is temporality of work in team project management (i.e. the temporal environment). Concurrently, the paper presents new concepts to analyze the temporality of work and the effect on the psychosocial work environment (PWE). The aim is to discuss the use of these new contributions to the traditionally used concepts of PWE. The dichotomous concepts presented are; 1) low-pacing / acceleration, 2) workflow / fragmentation, 3) synchronization / de-synchronization and 4) productivity / deceleration – four concepts that can be utilized to analyze and assess a workplace's temporal environment. The paper investigates the effect of project management on the temporal environment in a Danish workplace – ProSystem – working with IT development in accordance with the scheme of Scrum project management. It describes a case study from a specific department in ProSystem, where the Scrum method is used in the development of complex IT solutions with many teams working simultaneously on developing separate parts of the systems. This paper examines whether the concept of temporal environment contributes to our understanding of strain in relation to PWE. It shows that when the analysis of PWE is based on the concepts of temporality and temporal environment, then focus is drawn to collective rhythms and team control more than individually managed stress.

Stream 13. Lean production in a Nordic context

## **Proposition for a Method to Engage Employees in Lean-inspired organizations in a Scandinavian context**

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In Lean-oriented organizations engaged employees are aimed at, and to a large extent seen as a necessary condition for success, according to the rhetoric. But opinions from unions and several studies indicate a rather shallow application of these values in many companies and organizations. Given the character of Scandinavian working life, it could be employees expect more to engage and contribute to the common goals.

In previous work, prerequisites for engagement in an organization were investigated and a model based on ten themes was developed to describe these. In many organizations, agreement on this knowledge is unproblematic but nevertheless does not lead change. With this insight in mind, we have developed a formalized method to impose change towards an organizational culture that promotes employees' engagement. The method is based on the concept Plan-Do-Check-Act, and includes a mapping of the current state and the creating of a deep consensus on objectives and measures among all managers involved.

This paper describes the tryout and evaluation of the change process in four companies. We conclude a substantial effect in the companies and have published a revised method description and all the working material (in Swedish) for download on <http://swerea.se/engagemang>.

Stream 13. Lean production in a Nordic context

**What can be used in Lean and in new organisation theory to develop socio-technical work organisation.**

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The aim of the paper is to analyse and discuss which parts of Lean Production can be used in a way that fits with the societal structures and cultures in the Nordic countries, where socio-technical models of work organisation have been used for a long time and still are used to a considerable degree in both manufacturing and services. The impact of Lean in Sweden, and also in Denmark and Norway, but also existing socio-technical models in working life are described and analysed in a recently published edited book (Sederblad, 2013). The previous socio-technical models were restricted to the micro level and never managed to match the emerging Japanese production/Lean Production models, which offered a complete model for all levels of the company (Smith & Meiksins, 1995). However, there are now interesting organisation theories and models available, which focus on the meso level in organisations. If socio-technical theories can be combined with useful elements in Lean and e. g. relational coordination theory (Gittell, 2009) there might be possibilities for developing socio-technical models for work organisation on a company level.

Literature

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## Stream 14. Intra and inter-organizational social networks

### **A case study of design company in construction industry – a description of a complex project management environment**

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Our study is about boundary crossing work in a Finnish design company in construction industry. Designers from different units with different supervisors work together in a complex project environment led by project manager. We have studied the factors influencing successful projects in this kind of environment.

Internal scheduling is one of the biggest challenges in project management. The proper guidance and communication with client help company to set limits to clients decision making and help project to stay in its schedule. Early stage planning is very important to avoid the job to be done twice over.

Besides monitoring economical critical points and time tables, projects need also comprehensive support due to project management. Big, complex projects need more rigorous protocols compared to small projects. Resource allocation is a very important task of upper level managers to ease the burden of project managers. Transformational leadership, clarity of work division, assertive role of supervisors and certain level of designers autonomy is important.

Community in project world is unit based. Working with already known people is a way to master the complex work. However people were aware of underexploited possibilities for co-operation in organization. More extensive co-operation across boundaries could lead to more even work-load and improve resource allocation. It's therefore important to create arenas for information and experience change between different projects.



Stream 14. Intra and inter-organizational social networks

## **Networking among small and medium-sized enterprises - meeting the challenge of promoting safety and health measures.**

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The Nordic countries have a large number of small and medium sized enterprises (SMEs), thus it is a problem when many SMEs find it difficult to address their health and safety challenges. It is also a problem that the regulative bodies find SMEs difficult to address in a way that match their circumstances. Researchers and regulatory bodies lack an in-depth understanding of how small and medium sized enterprises (SMEs) make decisions about workplace health and safety improvements and the role played by business networks in these decisions.

To improve regulation and support there is a need to create the means to empower them to work systematically with occupational health and safety, and it is our assumption that networks of SMEs enables the companies to work with health and safety issues in a better way than when they are on their own.

In an ongoing research project we thus study and compare three cases in which groups of small enterprises have formed networks to solve a health and safety oriented challenge: A group of dairies, brewers and demolishers. Using realistic evaluation theory, we have analysed material describing the process of addressing a health and safety issue in each case. The information was obtained through qualitative interviews, document analysis and observations and our analysis focuses on the internal and external mechanisms that are driving the processes. We conclude that both external pressures and internal motivations must be present to motivate SMEs within a network to improve health and safety conditions.

In the presentation we wish to give an overview of the mechanisms which we have identified and discuss to what extend generalisations can be made based on our results.

## Stream 14. Intra and inter-organizational social networks

### **Social Media and Trust – A systematic literature review.**

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The role of social trust has long been acknowledged among economists and political scientists. It is often argued that high levels of trust among people help promote democratization, economic activity, investments and growth, responsive and well-performing institutions, low levels of violence and personal health and happiness (Knack & Keefer, 1997; Putnam, 2000; Zak & Knack 2001). Trust is needed in all different kind of relations because it lowers transaction costs and risk. According to Robert Putnam (1993, 2000) trust derives from reciprocity, which can be learned only in cooperation with others.

Social media has been identified as a significant vehicle in fostering social connections that maintain or expand existing social networks (Ellison et al., 2007; Joinson, 2008). Different tools of social media create varying levels of connection between employees. For example global IT solution provider Dell Inc. found that the blog, the way it is used at Dell, facilitates the growth of cognitive social capital and that the micro-blog offers unique opportunities to increase structural social capital by facilitating the creation of ties among employees to a higher degree than the blog (Alex-Brown, 2011). Kline and Baker (2013) assert that developing communities of practice at places of employment through the vehicle of communication technologies results in a connection between employees that enhances collaboration and knowledge sharing within a company. Another study identified a positive relationship between intensity of Facebook use and students' life satisfaction, social trust, civic engagement, and political participation (Valenzuela, Park, and Kee, 2009). Online social networks allow users to learn detailed information about their contacts, including personal background, interests, music tastes, and whereabouts. This information can reduce uncertainty about other users' intentions and behaviors, which is a necessary condition for develop-

ing norms of trust and reciprocity (Berger & Calabrese, 1975). Furthermore, Facebook users typically form their network connections based on existing relationships of trust (Valenzuela, Park, and Kee, 2009). These articles begin to explore the relationship between trust and social media however the depth and reciprocity of these relationships has not been well developed.

The research question in this paper is whether trust and reciprocity can be created by contacts on social media? This is explored by a systematic literature review on social media and outcomes related to trust and reciprocity. By indicating the depth of social connections we can begin to map if trust is being developed through social media, which venues of social media hinder or promote reciprocity and potential implications of using social media as a vehicle for building social trust.

A systematic literature review is a way to identify, evaluate and interpret the available empirical studies on a specific topic. In this paper we use the guidelines suggested by Kitchenham (2004) and Kitchenham et al. (2009); 1) identify resources, 2) study selection, 3) data extraction, 4) data synthesis, and 5) write-up study as a report.

## Stream 14. Intra and inter-organizational social networks

### **Leadership in a project work.**

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Today work is often carried out by networked projects that aggregate different departments, units and organizations together. The rise of network-organizing and fragmentation of conventional organizational structures place new demands on leadership, because responsibilities, rights and roles are not clear anymore. Leadership needs to change. According to previous studies and theories concerning leadership we ask, what kind of leadership is visible in networked project work in our case organization? This paper is based on a case study carried out in designing firm in construction industry in Finland. 25 research interviews and two workshops are carried out in 2012–2014. The interviews were analyzed using the Atlas-Ti program.

We found five different leadership categories. These were administrative, operational, situational, peer and self-leadership. These leadership categories were utilized by three different (network) positions that were necessary in project environment: unit leaders, project leaders and project members. All these network positions had several leadership roles. To put it otherwise, project work is affected by many different leaderships at the same time. It is important to take account that even though leadership has spread out all over the project organization, participants has to make agreements about how project is carried out and which actors has final word in different situations. If these agreements are not made, leadership can face serious crisis.

## Stream 14. Intra and inter-organizational social networks

### **Constructing the Meaningfulness of Work in Hospital Personnel Meetings**

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Currently the healthcare sector is growing and changing. In the future, well-being will be a vital competitive factor in the recruitment of employees and of their subsequent commitment to their work. Meaningful work is an essential part of well-being, and one of the ways in which resources for well-being are created is the processes through which the meaningfulness of work is constructed. This presentation seeks to examine well-being in intra-organisational networks by analysing and describing how nursing staff construct the meaningfulness of work in the social interaction of hospital staff meetings. The research data consisted of eight department meetings in one unit of a Finnish hospital. The data were collected by observing and recording the meetings. Qualitative content analysis was used to analyse the social interaction episodes of the data. The study is still ongoing, but preliminary results describe how 1) the meaning of membership ("where we belong"), 2) the meaning of professional identity ("who we are") and 3) the meaning of the nursing staff's work and tasks ("what we do") construct the meaningfulness of work in these meetings. According to preliminary results of the study, nurses themselves seem to have a sense of appreciation of their work, but they express a sense of lack of appreciation from the organisation. The practical and theoretical relevance of approaching the meaningfulness of work as a communicative process will be discussed in the presentation.

Stream 14. Intra and inter-organizational social networks

**Public service networks, client understanding, and mismatches:  
exploring ingredients for a developmental method?**

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This paper discovers the connection between horizontal service networks and their vertical client understanding by reviewing and reflecting on relevant literature. Two different service networks, supervised probationary freedom and social services for divorced families are presented. We then introduce concepts of responsiveness and collaboration, interpret the service networks with them, and discuss their potential in creating a method for developing service networks.

## Stream 15. Collaborative innovation practices

### **Prevalence of collaborative innovation practices in Finland on the basis of MEADOW data**

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This paper is based on data that allows us to study what kind of firms and organisations have developed new products or services during past two years. At the same time, data on various organisational patterns and management practices at the firm level can be identified. Here the main aim of study is to find out how often innovative firms utilise collaborative development strategies, and how this prevalence varies between different sectors and according to various characteristics of organisations.

The research is part of the Finnish MEADOW project. MEADOW (Measuring the Dynamics of Organisation and Work) is a survey tool to gather information on organisational and management practices, their change, and their economic and social impacts. The leading idea is to combine interview data from both employers and employees of the same firms and organisations. MEADOW concept is developed with EU funding and it aims at gathering of internationally harmonised data for comparative studies.

## Stream 15. Collaborative innovation practices

### **Dialogue and Sensemaking as Sources for Innovation.**

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Traditional ways of working, rooted in linear and authoritative thinking, are becoming increasingly inadequate to deal with problems that involve turbulence and multiple meanings. In these new circumstances, organizations should be seen as living organisms, continuously adapting to changing environment, rather than as efficient units functioning like machines. The essential challenge for organizations hence begins to be the ability to create a shared understanding of the complex and evolving environment and to act upon the knowledge that has been collectively created. The construction of a shared understanding has been argued to be the primary goal of dialogue and sensemaking. We consider both of these concepts as important enablers of innovation, because they make individuals' mental models explicit and support the collaborative effort to negotiate a collective view of the problematic situation. In this way, the organization has the potential to openly face its environment as seen from the different individual perspectives. The aim of this paper is to further explore the concepts of dialogue and sensemaking by reporting experiences of two action research studies that were conducted within the Finnish social and health care sector. The paper seeks to gain new insight on collaborative innovation management practices by 1) revealing commonalities and differences between the concepts of dialogue and sensemaking, and 2) discussing their role as a source of innovation.



## Stream 15. Collaborative innovation practices

### **Collaborative Innovation in Health Care Organisation.**

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Interdisciplinary health care teams are increasingly becoming an integral part of the health care system in Finland, as well as in many other nations around the world. There are multiple benefits to the patients, health care professionals, and health care system as a whole, in employing interdisciplinary health care teams in a the heath service. Tanum (et al. 2013) found out that the enhancement of cross-understanding between all the participants is important for developing health care. According to Orchard (2003), interdisciplinary care enables “a partnership between a team of health professionals and a client in a participatory, collaborative and coordinated approach, share decision-making around health issues.”

This paper is based on a data from action research of a physiotherapy unit. The used method is case study. This research is a part of a larger Osuva-project where action studies and a survey are combined in a multicenter study. The aim of Osuva is to search new methods to manage and lead the collaborative innovation process, which enable participation of personnel, clients and service providers.

Effective communication among members encourages effective teamwork and promotes continuity and clarity within the team. Good communication also encourages innovations, collaboration, fosters teamwork, helps to prevent errors and enables to improve wellbeing at work. There must be an effective communication system to enable team members to work together more effectively, to learn together, and to improve the quality of care for patients and service users. A key element of the composition of a good team is the team leader.

## Stream 15. Collaborative innovation practices

### **Sustainable growth and collaborative assets in Danish workplaces.**

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There is a growing interest in how public and private workplaces can develop capabilities to cope with the increasingly turbulent economic conditions of globalization, political priorities and fast technological developments. The crucial challenge seems to be the ability to mobilize internal resources into dynamic routines and procedures, giving the workplace continuous advantages. Such internal resources are not just achieved by objective and tangible input factors like physical or financial capital and standard labor, which is accessible at the market. If the resources are to be useful and unique in the above sense, they must build on intangible capital sources. The goal of this study is to examine the intangible capital dimensions related to human and knowledge resources in order to test them as collaborative assets for sustainable growth of the workplace. By sustainable growth is understood a positive relation between innovation, growth and employment and intangible capital is defined as non-physical knowledge, routines and competences embedded on the individual, group and organizational level of the workplace. The empirical analysis is made possible by data from the Danish Meadow survey <http://www.meadow-project.eu/>. The Danish Meadow survey links information on private and public workplaces at the employer and employee level. Data was collected in spring 2012 by Denmark's Statistics and resulted in a research sample of 617 public and private workplaces. The study shows that development of intangible capital and collaborative assets matter in promoting the latent dimensions of sustainable growth at the workplace level.

## Stream 15. Collaborative innovation practices

### **Connection between changes in high-involvement innovation practice (HIIPs) and simultaneous improvement in productivity and the quality of working life**

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The paper examines to what extent changes in high-involvement innovation practices (HIIPs) are related to simultaneous improvement of workplace productivity and the quality of working life (QWL) from management and personnel representatives' perspective. HIIPs refer to work, managerial and organizational practices that are intended for supporting continuous improvement and broad participation. The data is based on different surveys are carried out by the Finnish Workplace Development Programme TYKES (2004–2010). Results from projects to develop work organizations have been monitored in TYKES using various surveys. Information obtained via two different surveys has been combined for the purposes of this article: a survey on high-involvement innovation practices within a work organization (HIIP) and a self-assessment (SA) survey. The HIIP survey is directed to workplaces participated in the development projects, both at the beginning of the project (entry survey) and at its conclusion (exit survey). The practices selected for investigation comprise inclusive team work, the supportive role of supervisors, internal collaboration, personnel competence development, utilization of external information and use of external knowledge in development activities. The SA survey measures the outcomes of the projects and the implementation process of the HIIPs. The survey material comprises 253 responses from different sectors. The results were analyzed using a t-test of two dependent samples, regression analysis and correlation analysis. The analysis provides evidence to the theoretical model and in favour of a view that publicly funded workplace development projects constitute appropriate means to support productivity and the QWL simultaneously. The results show that by 1) providing workers with more op-

opportunities to impact the development of operations, 2) by increasing the opportunities of employees to cooperate outside the organization, 3) by supporting the development and competence of staff and 4) by strengthening dialogue within a work community we may support the simultaneous improvement of productivity and the QWL. In addition, development process itself ex. how the practices are implemented and good skills in project management, is highlighted. What is surprising, however, is that the personnel did not perceive changes in the management methods of supervisors, even though this was a typical development target in several projects. Management assessed more changes in supervisors' methods than was apparent to personnel. It would appear that the targeted change concerning the work practices of supervisors does not impact the personnel to a sufficient degree. The findings show that the significance of good management as a success factor for work organizations cannot be overemphasized. More management skills related to mental commitment, interaction and caring are needed. In order to strengthen the impact of the changes in innovation practices in full degree, we must enhance the 'culture of caring and inspiring management', in a more conscious way, to ensure that the personnel can feel genuinely esteemed and understood.

## Stream 15. Collaborative innovation practices

### **How to promote the participation of staff in innovation activities in hospital environment?**

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The staff in hospitals is a key factor in producing new ideas and innovations. This viewpoint can be called “employee-driven innovation”. The goal of this study was to describe, understand and evaluate the process in which a new kind of leadership model and activation of staff in RDI-work was taken place.

The action research was carried out in the psychiatric result area in one hospital district in Finland. Interviews which were done before and after intervention involved 48 persons in total. The data was analysed by inductive content analysis. The intervention contained training, seminars, theme group meetings and reflection workshops. The outside consultant was leading the development process.

The need for change in leadership practices was noticed in the beginning of the process. During the intervention a new leadership structure was created. The staff assessed after the intervention that the project have had positive effects on the behaviour and function of their leaders, innovation activities, engagement, well-being at work and trust.

## Stream 16. Whistleblowing in working life

### **Whistleblowing in the light of loyalty and transparency.**

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The aim of the paper is to raise questions about loyalty, whistleblowing and transparency in public organisations. In the first part we present the picture of a new form of loyalty in working life. A so called rational loyalty is replacing the traditional autocratic loyalty due to development in society and the legal framework, as presented by Wim Vandekerckhove (2006: 124-134). This development is supporting acts of whistleblowing. However, in the paper we argue that the picture is much more complex and whistleblowing is often hindered in practise in spite of developments in organisational policies and law. Therefore, we would also like to discuss if increased organisational transparency can promote more ethical behaviour and whistleblowing in public organisations. In the second part of the paper we discuss the prerequisites for rational loyalty in the Swedish public sector. We present different kinds of loyalty forms, which can be seen as counterforces to rational loyalty, whistleblowing and transparency at workplaces in the public sector.

## Stream 16. Whistleblowing in working life

### **Freedom of expression from a trade union perspective.**

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Whistleblowing has become an issue given considerable attention in recent years. The cliché tells a story about a courageous individual, breaking the pattern of indifference, silence or even fear at the workplace. The motives for going public are – if it will make a good story – altruistic and the damage revealed is of significant public interest. The cases involved have highlighted legislation or legal initiatives from different starting points; public reaction to corruption, financial scandals or health and safety accidents, the proper functioning of stock markets and the wellbeing of shareholders, and the limits of freedom of expression for individuals from a human rights perspective. The latter aspect touches an issue namely the increasing influence of fundamental rights in labor case-law and legislative activities on different levels.

Our paper deals with a specific aspect of whistleblowing, namely the freedom of expression for trade union representatives. In this context, these representatives are employees and they express opinions or criticism towards their employer. Our purpose is to assess the limits for the freedom of expression for these local union representatives. Furthermore, what importance has the trade union dimension when it comes to a judicial review? To find an answer to these questions we have examined case-law from the European Court of Human Rights (ECHR). The ECHR is the common denominator in a Nordic perspective when it comes to freedom of expression as all Nordic countries are members of the Council of Europe.

Stream 16. Whistleblowing in working life

**Is the type of misconduct decisive for the perceived legitimacy of whistleblowing? A study of municipal managers' assessments of whistleblowing in cases of harassment and corruption.**

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The purpose of this article is to investigate whether the type of misconduct that is reported – subjective or objective issues – has any impact on whether managers will assess this whistleblowing as legitimate or not. Misconduct involving harassment will involve a larger element of subjectivity than is usually seen in cases of corruption, which tend to be characterized by more objective facts. Our sample includes 1 940 municipal managers from 107 medium-sized and large municipalities. One half of them have assessed a vignette that describes a situation involving harassment, while the other half was presented with the same vignette, but harassment had been replaced by corruption. Any differences in the perception of whistleblowing related to harassment compared to corruption will emerge in the way in which the two sub-samples assess the two vignettes. The analyses show, however, that no such differences can be found, neither when controlled for gender, education, seniority or number of subordinates. The only difference detected relates to the management level of the respondents. Senior managers stand out in terms of their significantly lower acceptance of whistleblowing in cases of harassment. Our analyses therefore indicate that senior managers take a more positive view of whistleblowing in cases of a financial nature, and a less positive view in cases involving relational working environment issues.



## Stream 17. Work in the 24/7 -economy and family relations

### **A gender perspective in the relationship between work demands, boundary setting strategies and organizational flexibility in work-family conflict among managers in the public sector.**

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It is common to view work-family dilemmas like work-family conflict as the individual's problem despite the fact that these kinds of dilemmas often have contextual sources. The aim of the present study is to explore the experience of work-family conflict among governmental employed managers by examining work demands, boundary setting strategies and organizational flexibility at the individual and at a contextual level where both the organizational belongingness and the gender composition is examined.

Our results show that organizational and contextual research on work-family issues contributes with knowledge about organizational aspects and processes that managers in organizations have to be aware of instead of understanding work-family dilemmas as individuals' problems. We also conclude that a gender perspective both at the individual and at the organizational level is needed in the field of work-family research.

Stream 17. Work in the 24/7 -economy and family relations

## **Work and Care under Pressure. Care arrangements across Europe.**

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The last decades work hours and work contracts for employees have changed in directions that can imply increased variations in the everyday life. Parallel to this development the population is getting older and the possibilities for elderly to obtain support with practical matters in the household as well as care in everyday life have been reduced. Some persons can manage to solve their problems through purchase of services with tax reduction (Rut-avdrag) This option is however unequally available. In municipalities where need for public support is examined, expectations that close kin, in particular grown up children, supply support are increasing. In a recent publication, B. Le Bihan, C. Martin and T. Knijn (ed). *Work and Care Under Pressure. Care Arrangements Across Europe*. Amsterdam: Amsterdam University Press, problems for employed kin with care responsibilities have been examined. In six countries, including Sweden, parallel studies have been undertaken. My aim is to present some results from the studies with the aim to inspire new research on these kinds of matters.

## Stream 17. Work in the 24/7 -economy and family relations

### **Work and family interference – an intersectional perspective on structural possibilities and individual strategies.**

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Possibilities to combine employment with family responsibilities have mainly been explored by asking employees to what extent they experience conflicting demands between work and family life. However, it is rarely explored what type of job or type of family individuals are trying to combine. Today, Swedish society is characterized by a variety of forms of employment, organizations and family constellations. Both gender and socioeconomic group are central for understanding what position men and women hold in different spheres of life, and thereby for what demands they experience and amount of resources being available for them. Although the social stratification of occupations and thereby how unequal relations are created in the context of paid work is generally neglected in research. In Sweden, the labor market is highly gender segregated with men and women working in different sectors and occupations. Furthermore, women retain the main responsibility for children and household despite increasing labor force participation. Still, gender differences are rarely problematized in relation to socioeconomic position in the labor market. Instead, research has been dominated by individualization theories emphasizing individuals making free choices based on individual life-style preferences. This is especially true in explanations of gendered consequences of parenthood. We argue that an intersectional perspective on work and family interference is a fruitful way to overcome the shortcomings of the dominant neoliberal discourse of work and life balance as an individual choice made in a gender and cultural neutral context.

Stream 17. Work in the 24/7 -economy and family relations

**Management in 24 / 7 economy.**

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To date, there has been very little attention paid to questions related to human resource management in the working life and management study of shift work phenomena. Additionally, management issues in particular have not been considered in and of themselves, but rather as unfortunate byproducts of shift work. In this paper, we report the preliminary results of the material that has been collected from a study of management in the 24/7 economy during the two-year period of 2013–2014. In all, 23 managers participated in six group interviews and two workshops.

## Stream 17. Work in the 24/7 -economy and family relations

### **The coming of 24/7 society? Trends in timing of work in 1987-2010 in Finland..**

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#### Objective

There is much discussion about the changing boundaries of work and private life accompanied with the thesis of emerging 24/7 society. This is often conceptualized as change from industrial to post-industrial working time regime. The normal working time i.e. approximately 8-hour working day with daytime work and free weekends is characteristic to the industrial working time regime. The hypothesized post-industrial working time regime is by contrast usually characterized by deregulation of collective norms and consequently diversification of the length and pattern of working time. There are however surprisingly few studies addressing the tenability of this hypothesis. Our study will address this issue by using large scale representative national surveys with detailed time use diaries covering over two decades in Finland.

#### Methods

The data consists of three Finnish time use surveys (FTUS) covering over two decades (1987-1988, 1999-2000, 2009-2010). The FTUS is a representative national sample-survey, in which participants keep accurate records of their time use (in 10 minutes periods) for two 24-hours periods. Using diary information we will examine changes in the prevalence of working at unsocial hours in both 24 hours (after 6 pm) and seven days (weekends) cycle. The analysis was restricted to employees and working days (n=8192). Firstly we present univariate distribution of prevalence of paid work in each hour. Secondly we use

multivariate logistic models are used to analyze the effects of survey year on the prevalence of working outside normal working time i.e. in unsocial hours controlling for changes in characteristics of work force (sex, age, marital status, children, socioeconomic status, full/part-time and sector). Analyses are conducted separately for weekdays and weekends.

## Results

Results give some support for the hypotheses of change from industrial towards post-industrial working time regime and a 24/7 society. However, during the last decade there has been significant decline in the prevalence of unsocial working hours. Thus, Finland may have reached a turning point in this development. Economic situation might be the most obvious factor behind observed changes (i.e. through reduced overtime hours etc.).

## Stream 17. Work in the 24/7 -economy and family relations

### **Work-life balance in the knowledge economy: A conceptual dichotomy that does not hold.**

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In spite of substantial research on work-life balance, we still know little about how work-life arrangements play out in the daily lives of men; how they combine their work and family care in practice. This gap warrants qualitative research on how individual men construct their lived experiences of coping with their work and family relations in the knowledge economy of today. We contribute to filling this gap by critically examining how male academics in construction-related departments at Universities in Sweden and the UK construct their relationships with family and work. Narrative analysis was applied on the life stories of 14 academics, seven from each country, who were at different phases in their careers. We found that both Swedish and UK men in our cohort perceived that balancing their work and life situations challenging. Their narratives indicated that conceptualizing the challenges as a dichotomy of work versus life was a gross simplification. Rather they perceived their situation as consisting of tensions caused by a push and pull between work and family, in which the former took precedence over the latter, and where personal life had to be sacrificed.

Stream 17. Work in the 24/7 -economy and family relations

**Being an employee in a 24-hour economy: a mobile diary study of daily wellbeing and health.**

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The so-called 24-economy refers to a society which is open 24/7 and where a portion of employees need to work evenings, weekends and nights. Working non-standard hours is associated with several physical and psycho-social risk factors. What seems to be crucial is how an employee detaches himself/herself and recovers from work strain during leisure time. As a part of the multidisciplinary Take Care 24/7 research project, this paper presents the results of a mobile diary study among employees (N = 38) working at non-standard hours. The aim of the study was to describe daily wellbeing in terms of daily mood and the factors affecting it among employees working non-standard schedules. The diary study lasted one week, during which the participants reported every day their current moods, work-family interaction and health behavior by using their own mobile phones. The diary questions included both structured and open-ended questions. Both quantitative (MPlus) and qualitative analyses were performed. The results showed that daily wellbeing seemed to vary a lot over the course of the week. For most of the participants, the week included both good days with low levels of tiredness, high energy and satisfaction, and bad days with high levels of tiredness, low energy and a lot of strain and irritation. There was a clear logic in the main findings: The more sleep and exercise the person had, the better mood



he or she experienced that day. On the basis of our findings, it seems that to maintain a positive mood one has to take care to get a sufficient amount of sleep and physical activity. Spending time with family and friends was also regarded as important.

Stream 17. Work in the 24/7 -economy and family relations

**Work schedules and work-family conflict among dual earners in Finland, the Netherlands, and the United Kingdom.**

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Many European families are affected by the 24/7 economy, but relatively little is known about how working parents experience non-standard hours. The aim of this study was to analyze the possible associations of dual earners' work schedules and other work related factors' with their experience of time- and strain -based work-family conflict. These phenomena were examined among dual earners living in Finland, the Netherlands, and the United Kingdom. Multigroup structural equation modeling was used to analyze cross-cultural data on dual earners with children aged 0 to 12 years (N = 1000). The results showed that working nonstandard schedules was associated with increased work-family conflict, but only among Finnish and British parents. Poorer financial situation, working longer hours, more time spent working at very high speed, and lower work satisfaction were associated with both types of work-family conflict.

## Stream 18. Working time and virtual work

### **Work without borders in time and space? Journalists' work environment in the media industry.**

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This paper has its origin in a work environment survey among journalists in 2012. In the analysis of data, we approach what might be a new phenomenon in the media industry; the 24/7 journalists. Some journalists, more than others, use internet as a platform for publication, ICTs outside working hours, social media at work, and they have embedded in their jobs expectations to be available around the clock. These journalists we identify as 24/7-journalists.

After the identification of 24/7-journalists and other journalists, we compare their work environment. Our findings are that 24/7 journalists have higher job demands, but the same access to job resources as other journalists. An outcome of this is that the 24/7 journalists have greater difficulties in finding a good balance between work and family.

We assume that our findings reflect a more general processes going on in parts of work life, resulting in increased job demands for a growing number of employees. The job resources, which the employees may use to overcome these increasing job demands, seem to lag behind in this process. One result of this might be that more employees get problems in terms of less work-family balance in the future.

## Stream 18. Working time and virtual work

### **Working conditions and strains – a gender perspective on the D/C model**

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Award of disability pension due to mental health problems has increased dramatically in Denmark during recent years. Strains arising from working conditions might lead to mental health problems. Our purpose is to examine whether job control and job demands as defined in Karasek's D/C model contribute to such strains. We assume that men and women differ as to degrees of job control and job demands and degree of strains from work. We examine Danish employees' position in the D/C model, the impact of this position on strains (lack of balance between working life and family life, poor psycho-social working environment and lack of job satisfaction), and gender differences in these respects. We use representative survey data collected among Danish employees in the spring 2012. The response rate was 65 percent. From this survey, we use information about 4,330 wage earners almost equally distributed on men and women. Results show that Danish wage earners have high degrees of job control and job demands. More men than women have high job control and high job demands, while more women than men have low job control and high job demands. The D/C model contributes to explain the degree of strains, but here gender differences are moderate. High job demands in particular affect the balance between working life and family life and the psycho-social working environment negatively. High job control operates as a buffer in these respects. Lack of job control leads to job dissatisfaction.

## Stream 18. Working time and virtual work

### **Work around the clock? Time use data evidence of spaces and timings of work**

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The paper draws on the Finnish Time Use Data from 1979, 1987/1988, 1999/2000 and 2009/2010, focusing on the prevalence of wage and salary earners' work at different places: employer's facilities, home, outside home or the main place of work (e.g. customers' premises, seminars) and on the move (e.g. vehicles). The diary data represents Finnish working-aged population and it accurately depicts respondents' time budgets in 10-minute intervals around the clock. The results point to surprisingly conventional work practices. The vast majority of employees work at their employer's facilities during normal working hours. At 10 a.m. and 2 p.m., around 80 per cent of all employees and 90 per cent of white collar workers report working at their employer's premises. Contrary to our expectations, working at home has not increased during the 30-year period the data covers. Instead, working in customers' premises, seminars and meetings has become more common. The results critically remind that work has not lost its boundaries.

## Stream 19. Teachers' working life

### **Quality driven teacher work –reflection on a concept.**

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This paper examines the concept of Quality driven teacher work and its usefulness. The concept is discussed from four different perspectives: 1) the teachers' and school leaders' views; 2) the dominating quality discourse; 3) teachers' discretionary work; 4) by using results from sub-studies in an ongoing research project. The concept helps focusing on teachers' discretionary work and highlights new time-consuming tasks that threaten the quality of teaching. This is consistent with new research that shows that professional work is changing. Professionalism is more conceptually framed as a matter of technical proficiency. Teachers must be able to follow guidelines from predefined cases in detail. Being skilled becomes a question of being update on laws, rules, guidelines, and obligation to do documentary work in different quality systems. Skill then is less a question on being competent within a knowledge field from where they analyzed and make discretionary judgments. The concept of Quality driven teacher work highlights teachers day to day work to improve quality in their lessons. In conclusion the concept helps visualizing daily work of teachers' attempts in transforming plans, policies and strategies into good teaching practices. Furthermore it helps to highlight the competition from other work task some of them connected with the new technical proficiency professionalism.

Stream 19. Teachers' working life

## **Entrepreneurship and the market's future needs: Teaching entrepreneurship to future vocational teachers using the “student enterprise” model**

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A recent focus worldwide is on education to foster entrepreneurship, mostly at the university level. Under Norway's 2006 “Kunnskapsløfte,” the Knowledge Promotion Reform, entrepreneurship is introduced as a topic area already in primary, lower-secondary, and upper-secondary levels. The reform introduces entrepreneurial thinking already at the upper-secondary education and training, giving vocational teachers the task of preparing students in these areas. The University College in Oslo and Akershus, Institute for Vocational Education, teaches entrepreneurship both on theoretical and practical level to students preparing to teach in public schools. This article examines the practical dissemination of entrepreneurship through the project “Student Enterprise,” as perceived as relevant by those in training to be vocational teachers.

**Method:** The research question was pursued through a strategic literature search, a quantitative analysis of teaching assessments from 114 students (course evaluations), and a survey of 18 vocational teachers-in-training. The literature search and theories of Dreyfus & Dreyfus (1986) and Schumpeter (1996) formed the basis for analysis and discussion.

**Discussion:** The "Student Enterprises" teaching plan and method aims to promote entrepreneurial thinking and convey direct experience to future vocational teachers, who will in turn impart these lessons to their students, with the implication that they will use the same model with their students. The results show that today's praxis is not

effective with all vocational-teaching students as a method of preparing teachers to teach entrepreneurial skills.

Conclusion: Authors found a high level of dissatisfaction among future vocational teachers with the Student Enterprises module, but the specifics of the dissatisfaction could not be clearly ascertained, suggesting a need for further assessment to better adapt this entrepreneurial pedagogy to students'.



## Stream 19. Teachers' working life

### **Teachers' collective and individual resistance towards organizational development.**

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This paper explores how teachers develop collective and individual resistance strategies to avoid committing themselves to participate in organizational development processes in their workplace. The analyses are based on an ongoing action research project involving six upper secondary schools in Norway. In the discussion we use theories of collective resistance, discussing resistance as distance and resistance as persistence, and where the relationship between self-management, control and resistance in work organizations is explored. Our findings are worrying within the context of school authorities' aim of developing learning school organizations as we argue that teachers have internalized individual practices of teaching leading to resistance against developing collective knowledge sharing and responsibility. This challenge is intensified by the fact that we observe the same individual tendencies among school management in their struggle to develop modern management teams and employee involvement. We conclude by arguing that the school system in Norway is underdeveloped when it comes to teachers perceptions of being a member and an employee of a work place. This lack of commitment among individual teachers and groups of teachers is not only a critical challenge in terms of developing innovative and high-skilled performance as educators, but it also in many ways go against work legislation and social-partnership agreements.

## Stream 19. Teachers' working life

### **Predicting positive and negative work-related outcomes: how important is LMX quality for teachers?**

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Leader-member exchange (LMX) theory describes the relationship between a leader and his/her subordinates, focusing on the exchange relationship between leaders and their subordinates. It postulates that leaders relate to subordinates in different ways; each leader and subordinate dyad develops a unique exchange relationship. The sample was randomly drawn from a Norwegian teacher union's member list. 409 out of 1050 questionnaires were returned. The QPSNordic-ADW was applied for the data collection. The teachers rated their exchange relationship with their supervisor (LMX-7). Work-related relations, such as organisational commitment, job and life satisfaction, work motivation, and perceived age discrimination constituted the dependent variables. Respondents also rated their psychosocial work environment, i.e. role conflict, support from co-workers, innovative climate, as well as self-efficacy, and these variables were entered as predictors in a second step of the hierarchical multiple regression analyses applied. LMX scores were entered as the first step. LMX had unique effects on subordinates' organizational commitment, job and life, work motivation, and perceived age discrimination. The prediction model explained from 22 to 41 per cent of the variance in these dependent variables. The effect of LMX was reduced when entering work related factors such as low role conflict, high support from co-workers and positive innovative climate.

## Stream 19. Teachers' working life

### **Construing Teachers' Quality Work: a Principal View.**

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Teachers are the most important school based factor for students' learning outcomes and educational success. Whereas teachers' prospects of enhancing their students' development and study results, are significant for their work satisfaction and wellbeing. This suggests that the endorsement of quality teaching will improve student results and teacher wellbeing. Many teachers have difficulties performing in accordance to their professional standards, sick rates are alarmingly high, and several teachers leave the profession. This calls for a research approach where teachers' prospects of performing quality teaching, are related to their options to perform quality-driven professional teacher work, i.e. the work performed to support quality teaching. Such an approach take into account factors related to local school leadership, and the organisation of teacher work. This paper aims to bring together teachers' and principals' perspectives on quality-driven professional teacher work, in order to gain new knowledge and give implications for praxis. The principals and teachers construe teachers' options to perform quality-driven professional work in relation to the implementation of a new curriculum and a new grading system, quality certification processes and an ongoing work hour project, and to some extent also to the teachers' personality and ambitions. The teachers' also mention factors related to local organisation processes, and the relations to pupils and fellow teachers.

Stream 20. Professional work in the Nordic welfare state

### **Professionalism and ‘job-crafting’: In the search for the Higgs particle in learning and work.**

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This paper addresses the ‘micro processes’ (Kamp 2011) in work and training. How learning from experience, the use and training of thoughts, can evolve in and through education and completion of work tasks, to improve or actually change practice. This is a perspective on work and training in line with Thomas Tempte; as art in opposition to thought out as stated by Folke Fridell in the novel *A dead mans hand* (Molander, 1997:7). Our perspective may therefore be placed under the umbrella of job-crafting following Wrzesniewski & Dutton (2001), accompanied by for instance Fuller, Unwin & Laurie (2013); the students, apprentices and employees are within this perspective regarded as active crafters in a process of sense-making, in their shaping of meaning and mastery, social relations and social constructs (Weick, 2001; Ravn, 2008; Kamp, 2012; Deichman-Sørensen, 2005; 2009; Amble, 2013). The crafting in this respect mainly takes on three forms; as movements or changes of borders, attitudes or relations between you and your object/subject (Berg, Wrzesniewski & Dutton, 2010).

This paper has an empirical basis in a set of different interactive developmental research projects (Svensson & Nielsen 2006) in working life and professional training; mainly within so-called ‘people work’ (Agervold, 2008) in the municipal health care sector (Gjerberg & Amble, 2011; Amble 2012), but also within traditional technical professions (Rauner et al, 2012, Deichman-Sørensen, 2013). Theoretically, these projects borders on or are grounded in the Norwegian / Nordic and international socio-technical system theory (STS) tradition (Trist et. al., 1963; Thorsrud & Emery, 1969; Engelstad, 1970; Herbst 1974/1993; 1976).

According to Sennett (2008) self-rule supposes the capacity of citizens to work collectively on objective problems. He holds this as a pragmatism position of stressing the virtues of practice with its repetitions and slow revisions, thus contrasting, for instance, Arendt's conception of the work experience of 'animal laborans' in *The Human Condition* (Arendt 1958 /1996). In STS collective self-rule is worded responsible autonomy (Trist & Bamforth 1951), closely linked, on the other hand, we find, to Arendt's notion of thinking, judging and willing in politics, her concept of "action" (ibid). In this paper we argue that a 'micro space' of human curiosity, thinking, judging and trying out 'went under the radar' of the Nordic variant of STS, and, accordingly, a cord in the theoretical web of collective problem-solving got lost. We claim that this cord nowadays rather is to be found in the spirit of job-crafting, which we shall call the "Higgs particle of practice". Our hypothesis is that job crafting makes an essential part in education and work –representing an important building brick in creating professional confidence and pride – contrary to managerialism or reigns of technocratic qualifications.

#### Keywords

Job-crafting, control, responsible autonomy, judging and thinking, work with people, working with things, work meaning & mastery, vocational / professional education and training, workplace learning, self-reflection, collective reflection, co-genetic learning.

## **Social Workers' Knowledge Use and Learning: An Ethnographic Study**

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Today, the increasing pace of change in the knowledge base of many professions is widely recognized. It has been suggested that an epistemification is taking place in society. People within different areas of work engage with knowledge in ways that historically have been associated with scientific communities. Professional work is expected to include increased emphasis on continuous learning, integration of research-based and practice-based knowledge, a greater focus on complex problem solving, interpersonal skills and team work.

In this ethnographic study, the forms of knowledge that social workers make use of and how they learn from investigation work are explored. This paper draws principally on fieldwork undertaken in two Swedish children's services departments. Three forms of knowledge, practice-based, research-based and ordinary knowledge, were used to categorize knowledge drawn from a variety of sources. The knowledge forms are integrated to different degrees at different phases of the investigative process. Integration is made possible through the social workers' engagement in ongoing reasoning processes. The social workers had a tendency to use practice-based knowledge, which was primarily conveyed from colleagues and previous experience; they showed less interest in research-based knowledge. The social workers' learning, which was recognized in the reasoning process, can be characterized as adaptive as they learn to handle tasks in a fairly routinized way on the basis of a rule or procedure that draws on the existing knowledge base.

**Keywords:** investigation work, knowledge use, forms of knowledge, learning at work, reasoning, evidence-based practice.

Stream 20. Professional work in the Nordic welfare state

### **The Theory of Professions revisited.**

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My paper has two themes. The one is a critique of the present use of citation indices. I claim that these measurement often do not measure any knowledge of the text referred to, only knowledge that such a reference is main stream and gives the impression that you as author knows the text. I use “The Professions” from 1933 as my prime example. That book is arguably the most referred to in the whole literature of research on professions and regarded as a pioneering Classic in this multidisciplinary new science on professions. It is an integral part of the canon of research on professions. My impression after having read hundreds of those references is that many of those who do make the references and claim that they have read it, are not truthful. Some of them obviously do not have a clue of the content of the book. A common lack of understanding is that they do not observe that the book is a late example of Social Darwinism. When some refer to the discussion in the book of the development of the military profession their ignorance (and false citation) is very obvious, since the book does not treat the military profession at all, which is declared already in its preface. My second theme is a revisit to the theory of professions presented in the book “The Professions”. The forecast regarding the future of professions is a rather rosy one. The future belongs to the professions. They will make democracies blossom, implying that politicians will highly value the competence of, the work by and the advice from professionals. Some eighty years after this forecast being made it is hard in hindsight to say that it is proven correct. – In short; the present situation for professions and professionals is a very mixed one. Some professional groups, like teachers, have become de-professionalized. Other professions have, due to privatization, been internally polarized into winners and losers. Still other professions are much affected by globalization, some of their tasks being relocated. I

end with a discussion of the relevance of Guy Standings class structure of four layers; “Elite”, “Salariat”, “Proficians” and “Precariat”.



Stream 20. Professional work in the Nordic welfare state

## **Professionalization of prison officers in Sweden and Norway: Two routes, two different goals?**

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Nordic prison policy has a reputation of being liberal and progressive with rehabilitative efforts in prisons in a central position. Anglophone researchers have characterized this as a “Nordic exceptionalism” in comparison with the ongoing “penal excess” in their own countries. However, there are several important differences in prison policy and practice between the Nordic countries. Prison officers (PO) are the key actors and by far the biggest occupational group transforming penal policy into daily prison practice. In Sweden and Norway the strategies for developing this group are very different. The aim of this paper is to compare and analyse these strategies and how they are implemented. It is based on documents, interviews with key actors in and above the prison organizations, and data from recent research projects. Results show that the Norwegian prison officer recruitment and training is developing very much in accordance with a traditional strategy for transforming this occupational group into a profession. The main actor behind this has been the prison institute for research and education. In Sweden on the other hand development seems to go towards routinization and de-skilling, and at best a kind of differentiated and narrowed organizational professionalism. The Swedish officer role suffers from political-level ad hoc-initiatives combined with cost savings, and investments in security and rehab-programs based on “evidence based practice” run by special expertise.

Stream 20. Professional work in the Nordic welfare state

**Factors associated with work dissatisfaction among Swedish nurses, occupational therapists and physiotherapists. A 10-year follow up.**

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The psychological and emotional demands, have increased in modern workplaces in general and also in the health care sector. The healthcare personnel who graduated in the late 1990s and early 2000s often started their employment in workplaces characterized by restructuring and downsizing. Results from many studies regarding work dissatisfaction and work-related health problems among healthcare personnel from Sweden and other countries were presented. Factors contributing to nurses' intentions to leave their jobs were identified. These factors included among others: Low job satisfaction, lack of support from supervisors, lack of career possibilities were contributing factors to nurses' intention to leave their jobs. In studies from recent years, authors have shown that work satisfaction is important to prevent burnout among physiotherapists. Work satisfaction is also an important predictor of energy and involvement among nurses and other healthcare workers. The Effort-Reward Imbalance (ERI) model is often used in psychosocial work research. The model takes into account content of work as well as individual work roles and the coping patterns of the individual and focus on social reciprocity of exchange in occupational life. There is an expectation that effort at work (e.g. quantitative load, qualitative load and increase in total load over time) will be rewarded in terms of salary, esteem, job security and career opportunities. The aim of the study was to scrutinise how

nurses, occupational therapists and physiotherapists, women and men, who graduated 1999 assess their work environment in terms of effort, reward, possibilities to pursue knowledge development in the professional field and work satisfaction, three and thirteen years after graduation. The aim was also to estimate associations between work satisfaction and the possibilities to pursue knowledge development in the professional as well as the potential outcome from the effort-reward questionnaire. Preliminary results from univariate logistic regression analysis show statistically significant associations between work satisfaction and the independent variables ability to pursue knowledge development in the professional field, effort, reward, effort-reward imbalance and overcommitment. In order to prevent work dissatisfaction and future health problems among nurses, occupational therapists and physiotherapists, signs of poor psychosocial working conditions have to be taken seriously. Professionals must also be given the possibilities to pursue knowledge development in the professional field during working time and to develop professionally in order to improve work satisfaction and to ensure evidence based practice.

Stream 20. Professional work in the Nordic welfare state

### **Changing work practices and new positional dynamics at the Integrated Emergency Department.**

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In Denmark the local government reform of 2007 which, among others, had a more efficient use of resources and a higher level of quality in the health sector as core objectives lead to the establishment of larger and specialized hospital units. The restructuring of the hospital sector involves new ways of admitting acute patients in integrated emergency departments (IED hereafter). This reflects a marked paradigmatic shift characterized by the specialization of hospital units, and the standardization and systematization of work practices. The aim of this paper is to analyze how the nurses of a recently established IED respond to and act upon attempts at standardization of practices substantiated and legitimized through arguments of quality and safety enhancements based on medical evidence. The paper addresses the issue of professional practice and identity among the nursing staff. Through a Bourdieuan lens I explore how New Public Management remedies in the form of standardization of care and clinical service allow for new professional capital to emerge on the one hand, and on the other limit traditional nursing craft thereby creating new dynamics in the field.

Stream 20. Professional work in the Nordic welfare state

**“Professionalism” as an emotional regime in a bureaucratic service context. Emotion management in case handling of debt relief.**

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This paper explores the emotional regime of handling debt relief cases at the Swedish Enforcement Authority (SEA) to understand the tensions between different justificatory logics. The study analyses how emotion management and emotional display are justified in interviews with SEA staff (n = 29). The analysis shows that this bureaucratic emotional regime is multidimensional and encompasses four different logics, according to which case managers orient and justify their emotion management and emotional display. These logics are expressed by case managers' explanations of what it means to be professional in relation to four relational contexts for case handling.

Stream 20. Professional work in the Nordic welfare state

### **Empowering and caring professionals – construction of professional identities in rehabilitative elderly.**

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A wave of policies to reform municipal elderly care services is sweeping across Denmark. Under headings such as ‘help for self-help’, ‘everyday rehabilitation’, and ‘re-ablement’, municipalities are working to make their elderly citizens more self-reliant, active and less dependent on municipal care services. The reform programs are put in place to counter the demographic challenges faced by the Nordic (and many other) welfare states, known under the pessimistic expression ‘the burden of ageing’.

Based on ethnographic case studies in two Danish municipalities, the paper illustrates how care workers negotiate professional identities and understandings of meaningful care work, in the new regime of rehabilitative elderly care – how they manage the ambiguities of a simultaneously empowering and interventionist practice.

The paper’s analytical framework draws on an understanding of empowerment as a form of advanced liberal government. Also included are perspectives on historically shifting understandings of care and professional care work, that serve as a repertoire of meaning and identity for care workers, who are shown to be actively constructing identities and ‘crafting’ their jobs in relation to the new practice of rehabilitative elderly care.

The care workers are found to be balancing complex and contradicting identities as ‘paradigm shifters’ who are reforming traditional understandings of care; as facilitators of the choices and control of citizens; as promoters of responsibility and guards of municipal care budgets; as normative experts; as efficient housewives performing practical tasks; and as sympathetic listeners who fulfil the elderly’s needs for contact and empathy.

## Stream 20. Professional work in the Nordic welfare state

### **Welfare technologies meet welfare professions – ideas for a research agenda.**

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In the Nordic countries 'welfare technologies' have in the latest years been launched as the new way to modernize and further rationalize the public sector. This paper presents a research agenda for studying welfare technologies and their impact on working life, focusing on the working life of social and health care aides/assistants, nurses and occupational therapists working with elderly care and chronically ill patients. The agenda is developed by combining understandings and insights from primarily Nordic research in care work (e.g. Wærness 1984, Kamp, Hvid 2012, Szebehely 2005) with newer STS inspired research on work and telemedicine/robotization (e.g. Oudshoorn 2009, Mol, Moser et al. 2010). It is underlined how the political administrative conceptualization as well as the practical application of welfare technologies may transform conceptions of care. Drawing on the above mentioned fields of research, we argue that welfare technology is likely to affect the relationship between clients and professionals and the 'body work' that forms a central part of care work. The changed preconditions for interaction and body work are also likely to change the conditions for performing professional care and medical work. Furthermore, we point out how social relations between different professional groups are reconfigured, and discuss the implications for identity and meaning in work. Finally we present our research agenda for a future study in this field.

Stream 20. Professional work in the Nordic welfare state

### **Exploring perspectives on the primary task of daycare. Experiences from experimental group interviews.**

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In Denmark, the perception of the primary task of daycare has undergone great changes during the last around 15 years. Greater political and societal expectation on daycare to prepare children for school is one of these major changes. This has been followed by an increase in political influence on the work of daycare personnel in the form of e.g. greater demands for documentation of learning activities. The interest of the paper is to examine how the employees in daycare centers assign meaning to their work in the light of the development in the expectations and regulations. The study takes departure in a sensemaking perspective. The primary task is seen as the plot in the narrative about the importance of work, where the work tasks are assigned different levels of importance. The empirical material consists of two group interviews using a combination of visual and verbal method, as participants brought photos from their work. The findings suggest that on the one hand there is space for diverse interpretations of the primary task among the employees. On the other hand, the creativity in the interpretations of their primary task is effected by the formative context, especially a dominating learning discourse, causing an underrepresentation of e.g. basic care. Furthermore, the political influence creates new struggles for sensemaking, as new work tasks are not easily assigned significance in the participants' perception of their primary task.



Stream 20. Professional work in the Nordic welfare state

## **Boundaries and collaboration – A matter of demarcation or cross-boundary endeavors.**

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In last decades we have witnessed an extensive debate about how to improve service quality and efficiency through collaboration between local authorities in the Swedish Welfare system. This is partly due to a trend to make different kind of local welfare units to complete organizations with clear boundaries in relation to their environment, thus defining costs and assets as internal or external. Clearer boundaries with decentralized budget responsibility may hamper collaboration, especially in an age of budget cuts. But previous research has also indicated that inter-organizational boundary problems could be related to authorities' different legislation, political control, professional competences and culture values. Previous research indicate that a balancing act between integration and demarcation have to take place if interventions, with the intention to enhance collaboration, will succeed. Collaboration in the public sector can be seen as meetings between different institutional roles which are largely determined by legislation and professional standards with varying degrees of different logics and norms. For this reason, there is reason to believe that collaboration based on an overly strong strives for standardization and consensus leads to conflict. Previous research indicates that collaboration between local authorities in the health-care sector has to be based on a different kind of integration based on loyalty and trust as well as participants knowledge and understanding of each other's practices, where different practices still maintaining its autonomy through participants clarifying their differences. The aim of article is to interpret municipal and health care staff's experiences of inter-organizational boundaries and collaboration in the organizational field of psychiatry and Habilitation Services. This results in the following questions: In

what way does health care staff experience (challenges and opportunities related to) inter-organizational boundaries, and what meaning do they ascribe to collaboration (or the lack of it) in these contexts.

Stream 20. Professional work in the Nordic welfare state

**Employee-driven innovation, EDI, in welfare services, discussion paper on consequences.**

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In a study in welfare services in Swedish municipalities employees were found who enthusiastically would like to contribute to EDI, but there were several hindrances to this. Their managers had a positive attitude, but the attitude from senior management towards the employees and their possibilities, was rather restricted, although they did not dismiss the idea of EDI.

Lack of time was a problem for the employees as well as communication with colleagues. Organizational structure was by senior management deemed as old fashioned, even tayloristic, not encouraging engagement, idea discussions, cooperation and reflection. There was the absence of a holistic approach. HRM and learning were not used systematically to support innovation. For management budget keeping was the priority, not innovation. The potential for employee-driven innovation thus was not fulfilled. The study raises questions of how the concept of innovation was interpreted and if innovation as a concept needs to be adapted to the public sector, not being so heavily influenced by its business tradition. Furthermore, the impact of New Public Management, NPM, on innovation in the municipalities is discussed.

Stream 21. Labour-management relations and working conditions in retail trade, threats and possibilities?

**Opening hours and working time in the retail sector – codetermination and trade union challenges.**

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Research questions in this paper concern retail trade unions' bargaining positions and representation in working time issues. Presenting regulations in Norwegian law and collective agreements as a starting point, it is illustrated that the dominant retail sector trade union has fought an up-hill battle regarding extended opening hours and that union influence on working time issues is relatively weak.

The analyses are based on qualitative interviews with the social partners, trade union representatives and managers at the work place, labour market statistics, and document studies of collective agreements.

Working time in retail is closely linked to shops' opening hours. Expanding opening hours will lead to demand for employees working more hours outside the normal working day. The analysis shows that trade union codetermination rights regarding working time represents a contested and partly neglected area in the retail sector. This is due to structural changes, business strategies, changes in the work force and diverging employee interests, third party interests, and past regulatory practices and politics.

Two types of comparative perspective are applied, with collective agreements covering other parts of Norwegian private service sector and with working time regulations in retail trade in Finland, Austria and the Netherlands.

In conclusion the paper discusses a set of choices and challenges.

Stream 21. Labour-management relations and working conditions in retail trade, threats and possibilities

**Part-time work in retail: welcome flexibility or challenge for HRM strategies?**

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The retail trade sector in Norway has long been dominated by part-time work, high turnover rates and the employment of students who combine part-time jobs with their studies. Whereas other part-time sectors have established targets for reduced part-time rates, managers in retail depend heavily on part-time jobs. Part-time positions in general, as well as extras in small jobs, are seen as necessary in order to meet the challenges of staffing the outlet efficiently. However, there are examples of work-places where part-time and especially involuntary part-time, have been addressed by the social partners at company level. We discuss the experiences of two shops who have undertaken trials projects in order to reduce involuntary part-time and accommodate for jobs with more hours.

Stream 21. Labour-management relations and working conditions in retail trade, threats and possibilities

### **Is there a Danish model in retail? Labour-management cooperation and its effects on recruitment and retention**

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The Danish model of labour market regulation is often highlighted for its cooperative practice between management and labour at central and local levels. However, most new jobs are created in less organized sectors, and it is an open question, whether labour-management relations in these sectors copy the cooperative practice. This paper examines how labour and management cooperate on working time and further training in one of these sectors, retail, and how this cooperation contributes to handling one of their major challenges: recruitment and retention of employees. Empirically, the paper draws on explorative case studies in six retail shops in Denmark. Various types of managers and employees were interviewed - 45 persons in total. Drawing on micro-sociology we identify four different spaces of cooperation: closed individual, open individual, closed collective, open collective. Managers and employees cooperate a lot in the six shops. However, most of the cooperation takes place in open spaces, whereas cooperation in closed spaces is limited. This partly explains why managers and employees mainly deal with what IR researchers has characterized as welfare or operational issues (working time), whereas tactical or strategic issues regarding employee development (further training) less often are on the agenda. As a result their cooperative practice mostly contributes to recruitment and retention in a short term perspective.

Stream 21. Labour-management relations and working conditions in retail trade, threats and possibilities

### **Shifting subject positions of first line managers in retail trade**

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In this paper, we focus on the role of the first line manager in the Finnish retail environment. The role of the line manager has in general strengthened as a part of the general trend to decentralize management and responsibility in organizations. However, the role of retail line managers in supporting both the work ability and well-being of employees and the performance of the store, involves particular challenges specific for the retail sector context. Specifically, we are interested in how the interviewed managers position themselves towards both the employees of the store and the chain under which they are employed. In this study, we unravel some of the tensions and resources in the relations between first line managers, store employees and the retail chain.

Our analysis shows shifting positions of the first line managers in constructing boundaries of relatedness, distance and detachment towards store employees and chain management. In other words, the interviewees both distance themselves from employees and the chain and assume relatedness to the same actors by occupying various subject positions. They construct their professional identities as supervisors through constantly shifting identifications vis-à-vis these actors. As a result, we argue that this shifting is a way for the first line managers to cope with the conflicting expectations due to their in-between position.

Stream 21. Labour-management relations and working conditions in retail trade, threats and possibilities

**The dynamic interaction between internal and external pressures for MNC's HR management practices: The case of Lidl Finland.**

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Researchers have recently paid attention to HRM practices in MNCs (Dörrenbächer & Geppert, 2011; Ferner et al., 2001). When entering new markets, MNCs typically face the dilemma between the need for global standardization and local adaptation of HRM practices. MNCs seek for both internal and external legitimacy in their operations (Kostova & Zaheer, 1999). In this, MNCs have a varying degree of success in their attempts to standardize their operations, depending on the institutional environment in a given country context. Scholars have emphasized the importance of national business systems (Whitney, 1999; Hall and Soskice, 2001) and home and host-country effects on MNCs' operations (Ferner and Quintanilla, 1998; Noorderhaven and Harzing, 2003).

Besides these external pressures, researchers have emphasized the importance of micro-level power games affecting MNCs adaptation to the institutional pressures (Geppert & Williams, 2006, Ferner et al., 2012). Both internal and external factors - divided into global, national, and internal pulls (Geppert & Williams, 2006) - should be taken into account when trying to understand MNC's attempts to standardize and transfer HRM practices across countries. However, less examined is how these internal and external pressures dynamically interact over time in the process of market entry.

In this paper we investigate this dynamic process by examining how the global, national and internal pulls interact and how their interdependence influences the adaptation process in HRM practices in



MNCs. Empirically we focus on Lidl Finland, a subsidiary the German food retailer Lidl and its adaption process to Finnish market.

Lidl Finland represents a case where Lidl's attempts to harmonize HR practices on its home country practices were less successful than in other European countries. Moreover, Lidl's entry to Finnish retail grocery market was highly controversial and gained wide publicity. Lidl can be characterized as a repressive organization in HRM issues, being known for its strict anti-union company strategy, extremely limited worker representation and limited employee consultation across Europe.

In our longitudinal case study we draw on extensive data including both primary and secondary material. We interviewed altogether 18 persons in Finland, including six retail managers, five store level employees, six trade association and union managers, and one civil servant. We also collected media archive data consisting of 277 news articles published in leading Finnish trade journals between 2000-2012. In addition, we have extensive interview data regarding Lidl's HR practices in four other European countries (Germany, UK, Ireland, and Spain), which we use to triangulate our findings in Finnish context.

We show how Lidl Finland's entry to Finnish markets was characterised by constant struggles between cross-border standardization and local adaptation of labour practices. We identify several tactics employed by Lidl management in order to weaken the effects of institutional pressures. We show various mechanisms by which the adaptation process took place. There is also some evidence that personal characteristics of local managers affected the way HRM issues were addressed. Our analysis emphasises the dynamic interplay between labour market institutions and global retail strategy as well as the critical role of local actors (managers and employees) in the adaptation of MNC practices.

Stream 22. Nordic management and organization – now and in the future

### **A Review of Swedish Literature on the Integration of Management, Working Conditions and Productivity / Efficiency.**

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There are many who testify that there is a Nordic tradition in terms of leading and organizing workplaces. Changes in the labour market places demands on productivity and efficiency that may affect employees' working conditions. The aim with our study is to describe different kinds of attempts and strategies to integrate leadership, working conditions and competitive businesses/efficient public organizations in the 2000s. This conference paper contains the search process, the results of the searches as well as the final selection process. It is a paper in progress, which means that the content of the literature has not been analysed fully yet, but a preliminary result so far is that there are few studies which take into account all three areas management, working conditions and productivity/efficiency at the same time. Most studies focus on one of the aspects or the relationship between two of them. However, there are examples of studies where the results show that management has improved the efficiency as well as the employees' working conditions. According to results, factors that pave the way for good working conditions are participation, influence at work and opportunities to get responsibility when businesses are improving their activities. According to our literature review, management focusing on creating good relations and communication in addition to shared visions will create an overall situation that will impact on the employees' conditions

In the paper we develop a concept of self-loyalty. The theoretical points of departure are Josiah Royces concept of loyalty, and Georg Simmels concept of social forms. We discuss self-loyalty as a demand

on the individual in contemporary Western society, and not at least in the working life. Possible consequences of self-loyalty are also analyzed in the paper. We focus on increased self-criticism, and less social criticism, as two consequences.

Stream 22. Nordic management and organization – now and in the future

### **Health promoting leadership in Germany and Sweden– evaluation of an intervention.**

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A three year intervention study *REwarding and SUstainable health-promoting LEADership* (RE-SU-LEAD) - was supported by grants from OSH-ERA (Occupational Health and Safety in the European Research Area) with three nations collaborating (Finland, Germany and Sweden). A training program with focus on health-promoting leadership and duration of 12 months was conducted in Germany and Sweden. Finland participated in the longitudinal study but without the intervention.

#### *Objectives of the project*

Effects of leadership behaviour on subordinates' psychological well-being and health and to identify predictors of health promoting leadership after the intervention and the role of satisfaction with the intervention workshops. The aim was to investigate whether group level indicators from the evaluation of the intervention seemed to affect individual perceptions of their leaders in terms of health promoting leadership behavior. Furthermore, gender and culture were two additional factors of interest. .

### *Method*

Questionnaire data were collected from leaders and team members mostly from the public sector. Total number of respondents was 1143, 124 in Sweden, 797 from Germany and 225 from Finland. Data from three occasions before the intervention were collected and two follow-ups were done, immediately after and six months later.

### *Results*

Summative evaluation indicated that the training appeared to have a positive impact on perceived leadership behavior (transparency, conflict management, self-awareness, fairness) and on follower well-being (work engagement, occupational self-efficacy, team climate, somatic symptoms). Moreover, we found positive effects on sickness absence and sickness presence. However, these significant changes in perceptions of health promoting leadership and wellbeing of employees after the intervention were found only in Germany. The evaluation revealed relatively stable mean values over time. Throughout the study Swedish employees tended to have more positive perceptions of their leaders and higher levels of well-being than their German counterparts. Over time the values in Sweden remained relatively stable. Satisfaction with intervention workshop appeared to have had no significant effect on the perception of health promoting leadership. Instead, a decisive factor was the size of the teams and larger groups generally reported lower levels of health promoting leadership. Results showed that team size was considerably larger in Sweden. Other reasons for the differences in countries could be a “ceiling effect” in Sweden with higher values from the outset. Cultural values seemed to explain a small but significant part of the difference in perceptions of leaders.

Stream 22. Nordic management and organization – now and in the future

### **Transformational leadership style and the balance between effort and reward within Swedish elderly care.**

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Substantive international research has shown an array of problems with working conditions among staff in elderly care. Accordingly, there is a body of knowledge that provides rich information about the negative aspects, whereas little is still known about positive work satisfaction among employees. Over the past decades there has been a growing interest for the relation between leaders and their employees and what effect leaders have on employees' well-being. Research indicates that the transformational leadership style is positively associated with these effects but lesser is known about its connection to employee job satisfaction. This article is based on two questionnaires, Effort Rewards Imbalance and Multi Leadership Questionnaire, distributed at 9 workplaces to nurses, occupational therapists and physiotherapists in a sample of 159 individuals. The aim of this article is to explore the relationships between managers' transformational leadership style and employees' balance of effort and reward. In the analysis we found no significant association between effort and transformational leadership style among staff in elderly care. However, in the analysis between reward and transformational leadership style we found the association significant. Additionally we found a significant association in the analysis between balance in effort and reward and transformational leadership style.

Stream 22. Nordic management and organization – now and in the future

**Human Resource Management (HRM) strategies and the impact on well-being of employees in Danish private and public firms.**

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The management in Danish firms mainly takes voluntaristic decisions in their HRM practice i.e. following pragmatically, both economic and social oriented goals and strategies. Being voluntaristic, the decisions about HRM-related issues are based on a mix of control and commitment strategies, typically within a complex social context (HRM system). This voluntaristic decision is in keen opposition to the philosophy of the hard core of HRM that emphasizes strategic orientation in a detailed controlled deployment of human resources. This paper present a view of human resources deployment that management give employees discretion in the work organization (human resources are seen as an investment), that motivate and involve employees and create well-being among employees. So, management practices commitment strategies shape well-being among employees. This idea of management challenges the ability of the organization to persist, especially when organizational and technical changes have to be implemented by employees. So, the question is: How do HRM strategies connect to the employee's well-being?

The analytical results presented shortly in the paper build on data from project Meadow (Employee and Employer Survey 2012) of Danish firms. One idea from the HRM- and modern Working life studies literature have been argued.

Stream 22. Nordic management and organization – now and in the future

## **What can working life learn from successful Swedish elite sports clubs?**

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Swedish elite sports clubs have increasingly come to resemble commercial organizations, but still with traits that differ and make them stand out. With their roots and values in a national social movement tradition based upon idealism and democracy today's sports clubs also have to be run as professional, commercial and profit driven organizations. The study deals with issues such as what makes successful Swedish elite sports clubs into top performers. What can corporations and other organizations learn from sports clubs? Obviously there is a lot to learn as regards different aspects of team building but also on how to deal with the pressure of performing under stressful conditions. What are the necessary preconditions? The project comprises nine elite sports clubs within four different sports: football, handball, ice hockey and basketball.

Methodologically different kinds of qualitative methods have been used. More than 60 qualitative interviews have been made with leaders on different levels in the nine clubs. Feedback meetings have also taken place. Thereby we have been able to confirm our findings and also deepen our understanding of the different aspects we found. Also documents such as Annual Reports, yearbooks have been used. Furthermore, a group of three former top coaches on a national team level (Tommy Svensson, Conny Evensson and Bengan Johansson) have participated as an advisory group.

The result shows that ten different factors are behind top performing sport clubs, five team factors and five organizational factors. One important aspect seems to be the combination of high demands and strong support, of a team spirit that takes advantage of informal leaders and their ability to instill a spirit of always wanting to learn more, to give their best.



Stream 22. Nordic management and organization – now and in the future

### **Dialogic leadership of creativity: Resource for innovations, sustainable working life and performance**

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This study is part of a research program ‘Dialogic leadership promoting innovativeness’ (Dinno, [www.dinno.fi](http://www.dinno.fi)). The objective of the study is to locate and define the specific organizational features and factors affecting to creativity via dialogic leadership and the mutual mechanisms between them. The theoretical framework is based on the theories of creativity, leadership, learning and motivation. According to the framework, the dialogic leadership of creativity has the potential to impact positively on innovations, sustainable working life and performance. The results are based on an Innovativeness questionnaire in Finnish service sector organizations. Results suggest that more attention should be paid to the dialogic interaction skills of the leaders as well as their capacity to identify, support, and maintain organizational learning and intrinsic motivation of the employees. The main challenge for the leaders is to promote open and confidential dialogical interaction, to understand the mechanisms of creative work, to use different forms of rewards, to support motivation, and to encourage individual employees. The results also revealed that in the target organizations the social and physical working environment, climate and circumstances do not promote creativity as well as there are human resources and potentials. Due to the huge waste of resources (e.g. knowledge, creativity and intrinsic motivation), innovations, quality of working life, and performance are not as high level as possible.

Stream 22. Nordic management and organization – now and in the future

**Trust, performance and well-being in Nordic working life and management research.**

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In the last decades there has been a growing focus in working life and management research on sustainable organizational development that simultaneously improve organizational out-comes such as productivity and quality and employee outcomes such as well-being and job-satisfaction. Research has pointed to trust as an important component of participatory management practices having simultaneous positive outcomes for organizational productivity and employee well-being. The aim of this paper is to establish an overview of the results of Nordic working life and management research inquiring in the consequences of trust based management practices for organizational and employee outcomes. The paper draws on a literature study of research publications (articles, dissertations, books) analysing empirical material from Nordic countries. The findings suggest that trust is an important prerequisite for establishing cooperation and employee participation in the companies, combating sickness and high absence rates, developing innovative capabilities and successfully implementing organisational changes. The paper concludes with managerial advices for using trust as a strategic tool in Nordic companies.

Stream 22. Nordic management and organization – now and in the future

**“Soft” and “hard” issues of management – is the Nordic management research divided?**

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The global competition and demographic changes are causing remarkable structural changes in the economies of Nordic countries and the whole Western world. At the same time the opportunities provided by IT technology have made the work of certain employee groups independent of time and place. Correspondingly also the nature of the work is changing radically. But do our current management practices reflect these phenomena, or are we still stuck in those developed for mass industry 100 years ago? Can we improve productivity without sacrificing quality of working life and work wellbeing? Does the recent Nordic management research recognize these issues? Is there any typically Nordic management research?

We try to answer these questions by a quantitative analysis of the current Nordic management research literature from the years 2000 – 2013, and by comparing it to other Western European countries and USA. To identify the relevant publications we made searches in the Elsevier Scopus data base, looking at the articles metadata (titles, keywords and abstracts). Our search strings contained a management/ leadership related term combined either with a working conditions or a productivity related term. The analysis has been performed as part of the collaborative Nordic project “Good Nordic management practices – state of the art and the way forward”.

Stream 22. Nordic management and organization – now and in the future

### **Is there a Nordic tradition of management research?**

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Relative to the rest of the world the Nordic countries share many similarities; and while acknowledging that there also are differences between the Nordic countries it is not unreasonable to talk about a common Nordic work tradition, including management practice. But is there a Nordic tradition of management research? This project looks at management research traditions in the Nordic countries since 2000. The searches were carried out coordinated and in parallel in Denmark, Finland, Norway and Sweden. The study combined keyword related to working life outcomes, change, management and productivity. In additions, specific journal analysis and snowball search activities were conducted based on cites and citations. In each country more than 200 journal papers empirically describing Nordic management practices were investigated. The research also provided an answer to the question of a joint Nordic tradition of management research. The answer is clear, there is no single Nordic management tradition, and there is not even a national tradition within each country.

## Stream 23. Work, individualisation and social identity

### **The concept of self-loyalty.**

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In the paper we develop a concept of self-loyalty. The theoretical points of departure are Josiah Royces concept of loyalty, and Georg Simmels concept of social forms. We discuss self-loyalty as a demand on the individual in contemporary Western society, and not at least in the working life. Possible consequences of self-loyalty are also analyzed in the paper. We focus on increased self-criticism, and less social criticism, as two consequences.

## Stream 23. Work, individualisation and social identity

### **Young Adults: Precarious conditions, individualized demands and the desire for self-fulfillment.**

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Statistics show that youth unemployment today has been made permanent at a high level in the Nordic countries and similar problems exist throughout the EU. The situation in the Nordic countries provides a somewhat differentiated picture where Sweden and Finland have by far the highest youth unemployment, while the other Nordic countries are at a slightly lower level. The young adults who suffer most are those from socially disadvantaged environments, with low education and with weak links to the labor market (see e.g. Nilsson 2010 and SOU 2003:92). We are also witnessing a welfare who do not reach everyone. (Salonen 2003). If we want to understand and explain young adults' working conditions and living situation in the Nordic countries, both the question of contextual changes on the labor market and the increasing polarization of society must be addressed.

Stream 23. Work, individualisation and social identity

**My Bad, My Passion: Self-Employment as an Individual Answer to Working Life Inconveniences.**

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This paper addresses the viewpoint of individualised work by researching self-employment. Self-employment is connected to present working life in many ways since, in the ideology of neoliberalism, individuals are supposed to take care of their own employability. Long-time employment contracts cannot be supposed, and insecurity makes the working life feel uncomfortable. Phases of unemployment have become common among many employee groups. In addition, outsourcing and agency work have changed employment practices. In this situation, self-employment is both a politically promoted solution and an individually chosen route to, hopefully, better working life quality.

My research concerns people who have started an enterprise in order to find a more pleasant way to earn a living and follow their passion. In this study, the case entrepreneurs operate in the Finnish countryside and serve dog owners in one way or another. I study them in the framework of precarious working life, of which the concept of entrepreneurial mindset is an illustrative example. Entrepreneurial mindset may provide a route that leads an individual from a hardly bearable working life to engaging in work in which the individual has more control over his/her working conditions. Yet, in a wider scale, it is worth reflecting upon what it means for working life in general if it becomes a trend to merely take care of one's own survival in working life and if the only way to work passionately is to work just for oneself.

## Stream 23. Work, individualisation and social identity

### **Professional workers – unionised and powerless?**

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In Norway graduate engineers and economists are nearly all organised in national unions for their professional groups. However, when their working conditions are changed to the worse or their employment is threatened by changes in the market, they do not use their unions to protect their interests. Instead they treat this as their personal problem – that their effort and knowledge is no longer good enough - and accept the changes or look for alternative work and silently leave. In spite of union membership, they do not address their problems as collective and a case for their union. This paper explores why this is so. Using three different cases of professional work I argue that being recruited through seduction and careful selection for their promising value for the company, it is shameful and a sign of personal failure for highly qualified professionals to need the protection of a union. The increased marketisation of knowledge work means that their economic performance is measured and followed up regularly. Their contribution to the bottom line seems to be the only valid measure of their worth as employees. If they are not able to contribute with their share even in shorter periods, this signals that they, as individuals, are not worth their keep. To need the aid of a union to protect them, is a sign that they are not able to fulfil the promises of success that their initial hiring symbolised. Their answer is therefore to try harder or leave voluntarily.



Stream 24. Individualisation of policy interventions – myth or reality

**Individualizing Services, Individualizing Responsibility: Two Sides of Local Active Inclusion.**

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The paper focuses on the unemployed individual and her position in local activation practice. The overall aim is to analyse the role of individualisation of local activation policy in the construction of social citizenship in Sweden. More specifically, we ask: To what extent do clients have possibilities for individual voice, autonomy and self-determination in the local delivery of activation policy? What barriers do specific organisational models and practices imply for clients to choose, determine and access tailor-made programmes and services? What policy technologies are at work in governing and responsabilising the unemployed individual? The paper finds that the individualisation that is taking place occurs as an individualisation of responsibility, more than as an individualisation of interventions. A related finding is that the social rights perspective is becoming performance-oriented, and the normative demands placed on individuals appear increasingly totalizing, concerning the whole individual rather than the job-related aspects only. The paper is based on 23 in-depth interviews with individual clients as well as individual caseworkers and other professionals engaged in client-related work at local level in one Swedish municipality.

Stream 24. Individualisation of policy interventions – myth or reality

### **Third sector activation arrangements for the marginalized youth – a meta-evaluation of 42 labour market projects in Sweden.**

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In this paper we will analyse third sector activation arrangements directed at young people in Sweden, which is based on a meta-evaluation of 42 projects. Young people's labour market participation is a main topic in contemporary Swedish policy debates following high youth unemployment. In 2010, the Swedish unemployment rate was 8.4 percent (just over 400,000 persons), while the unemployment rate of people aged 15–24 was as high as 25.2 percent (Statistics Sweden 2011a). The long-term unemployment rate among young people nearly tripled from 2001 to 2010 (Statistics Sweden 2011b). The proportion of young people (aged 16–25) 'not in employment, education or training' in 2010 was 10 percent (just over 100,000 persons) (Niknami and Schröder 2014: 16). Also, the high level of youth unemployment means that seven regions in Sweden have been granted financial support from the European Union Youth Employment Initiative (Andersson and Damberg 2014).

The aim of this paper is to analyse limitations and opportunities for inter-agency cooperation with regards to project activities led by third sector organisations. These forms of employment-oriented projects may offer alternative paths to labour market participation and social inclusion, and, thus, create 'new solutions' to 'old problems' of labour market exclusion of the young. However, if third sector activation arrangements increasingly replace publicly financed labour market programmes, this could be conceptualized as a shift towards new forms of governance of activation policies in the Swedish state-oriented, 'social democratic' welfare state.

Stream 24. Individualisation of policy interventions – myth or reality

**Reviewing the arguments for individual wage setting within Sweden's largest trade union.**

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Ever since its introduction in 1993, individual wage setting has created much controversy and debate at the congresses of *Kommunal* (the Swedish Municipal Workers' Union), the largest trade union in Sweden. Two main arguments in favour of the new wage system have been brought forward by the union leaders, namely that *Kommunal*'s members want such a system and that increased wage dispersion leads to increased productivity, which in turn creates a larger wage space for *Kommunal*'s members. This paper reviews the main arguments for individual wage setting within *Kommunal*. The paper finds that the member surveys suffer from flaws in methodology, and that the productivity argument is ill-founded. The real reason for the insistence on individual wage setting must be sought elsewhere.

Stream 24. Individualisation of policy interventions – myth or reality

### **Active Social Policy in Local Workplace Practice.**

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Many Western welfare states have introduced activation policies, based on the premise that ‘work per se’ has a therapeutic function in terms of leading to good health and well-being for sick-listed workers. In a Swedish context, this approach has facilitated an activation policy that encourages sick-listed workers to change jobs and be mobile in working life. An aim with the introduction of the so called ‘rehabilitation chain’ in 2008 in the sickness insurance, was to facilitate early return to work by increase sick-listed peoples’ ‘transition’ from sick leave to the labour market. This paper reports findings of a qualitative study of how the activation policy with its focus on transition functions in local workplace practice – in the context of workplace supervisor-worker relationships. The data material consists of 36 semi-structured interviews conducted in 2012-2013 with 18 matched worker-supervisor pairs in Sweden. Findings of the study illustrate how sick-listed workers in local workplace practice made resistance to transition to be reallocated to another job or become unemployed. While supervisors described transition in terms of ‘new opportunities’ and ‘healthy change’, sick-listed workers regularly experienced transition as difficult and unjust, and felt socially and emotionally attached to their original job. Overall, this study illustrates an emerging social climate where sick-listed workers are positioned as active agents who must take responsibility for their sick leave and their way back to work.

Stream 25. The role of work for the excluding or including of individuals in society

**Integration of immigrants into Swedish society - Two different strategies which have been influenced by politics and culture.**

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The purpose of this paper is description and understanding of the individual career development (as entrepreneur or employee) as a dynamical process. I have studied the interaction and cooperation between different formal (politics) and informal (culture) institutions and their impacts on the individual's carrier development process (as entrepreneur as well as employee) during three different stages, i.e. socialization processes, opportunity identification processes, and finally career formation and development processes.

Research methodology is qualitative i.e. case study, and consists of several cases. Study is based on twenty interviews at the two municipalities (10 from each one – four unemployed, three employed and three businessmen/entrepreneurs) and observation of municipalities at the west Sweden so called “Västragötalands Regionen”. Individual's career development from two municipalities are compared with each other. Different categories (employed, unemployed and businessmen) are compared and differences in influences of institutions on different categories in two municipalities are identified and described.

Study shows that both formal and informal institutions affect individual's career development process during three stages, i.e. socialization processes, career identification/creation processes, and finally career formation's development process. In other words, survey shows that, Politics and culture affects individual's career development and thereby regional development.

Theoretical contributions are: results of this study can contribute to different understanding of entrepreneurship, employment and unemployment. It widens theoretical views of the subject, by understanding the role institutions can play at the individual's career development processes.

Practical contributions are: results can be used in individual career development by job centers and for planning and avoiding or facing future unemployment. It can also be used in companies and other workplaces planning and construction or formation of employee's career development.

Stream 25. The role of work for the excluding or including of individuals in society

**Producing the corporate body: Health and individualisation in the competition state.**

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Workplace health promotion is a huge trend in contemporary work life and is widely perceived as an endeavour benefitting society, organisation and employee. This paper critically examines how managerial practices of health promotion are legitimized and carried out in (mainly public) organisational practices.

The argument is carried out through four short chapters. First the case and research methods will be introduced. Secondly, it is discussed how local health practices interlink with larger national and global trends. It is then unfolded how health and individualization are connected in managerial practices and produce certain corporate bodies, and how this might be a problem. Finally, empirical data will exemplify how the everyday practices correspond with the theoretical theses above.

Stream 26. Methodological challenges for working life and labour market studies

### **Cognitive interviewing used in the development and validation of Copenhagen Psychosocial Questionnaire in Sweden.**

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The Copenhagen Psychosocial Questionnaire (COPSOQ) has primarily been validated through psychometric methods. Therefore, cognitive interviewing was included as part of the validation project of COPSOQ in Sweden. The aim is to discuss the use of cognitive interviews for development and validation of the Swedish version of COPSOQ.

Informants were selected to achieve variation in age, gender, occupation, and region of residence. Individual interviews were performed with 26 informants using a think aloud approach combined with flexible concurrent probing based on an interview guide. The interviews were audio recorded and transcribed verbatim. The interviews were conducted in rounds followed by an initial analysis by the two first authors before adjustments of the questionnaire items were made. Currently, content analysis is ongoing.

The cognitive interviews provided insight into what people actually reflected upon while answering the questionnaire. This added new



knowledge about how key terms such as ‘work place’ were understood by the respondents and also it helped identifying problems in the interpretation of specific words. The study has been approved by the Regional Ethics Board in Southern Sweden and is funded by the Swedish Research Council for Health, Working Life and Welfare (FORTE).

Stream 26. Methodological challenges for working life and labour market studies

**Towards integrated and resource oriented management of wellbeing at work– opportunities of data mining techniques.**

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Personnel's wellbeing is nowadays seen as a strategic objective in most organizations. Work-related wellbeing has traditionally been measured and managed by history-based, narrow and often negatively-loaded indicators: e.g. absence and retirement rates, injury frequency rates and results of specific questionnaires such as stress, workload or burnout inventories.

To be able to manage well-being and productivity proactively and strategically, more dynamic and resource-oriented practices are needed. HR management of a modern organization needs to adopt a strategic role in linking human capital investments and procedures to achievement of organizational goals. Information available for managers to utilize in decision making and organizational development is abundant and simplifying patterns and technologies are needed.

In this conference paper, an initial theory-based model for the development of resource oriented, forward looking and preventive wellbeing at work management and measurement tool is suggested. Purpose of the paper is to explore the theoretical background for integrative measurement of wellbeing at work and performance and the use of data mining techniques in its development. The paper is a product of the R&D-constortium DIGILE – Digital Services' workpackage "Wellness Services", founded by Tekes - the Finnish Funding Agency for Innovation.

Stream 26. Methodological challenges for working life and labour market studies

**The effect of domestic responsibilities on men's and women's labour market attachment.**

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Although the effect of parenthood and domestic work on wages has been widely studied, research on the effect of domestic responsibilities on employment in the long term is rare. This study analyses whether high responsibilities for domestic work and childcare are related to weak attachment to labour market.

The study draws on the longitudinal Health and Social Support Study among a population sample representing the working age inhabitants of Finland. Replies in the surveys in 1998 and 2003 were linked with register data on respondents' employment contracts from years 1998-2011. Domestic responsibilities were measured with survey questions in 1998 and 2003, and labour market attachment was measured as the number of months worked each year. Latent class growth analysis was used to categorize individuals into subgroups according to the development of their labour market attachment.

Preliminary results suggest that high responsibility for children and domestic work is related to weak labour market attachment among women. The association is less clear among men.

Stream 26. Methodological challenges for working life and labour market studies

### **Methods of measuring quantitative productivity.**

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The European Parliament resolution 2008/2012(INI) says in chapter G: 'whereas the pay gap is not based solely on disparities in gross hourly earnings and account should also be taken of factors such as ... productivity, which should be measured not only in quantitative terms (hours when the worker is physically present in the workplace) ...'. In Finland working hours are collected by two statistics: Annual Labour Force Survey and Time Use Survey which is done in ten-year-intervals. According to the Labour Force Survey there are more than 150 000 employees who work weekly more than 48 hours. The factor allowing this is included in the Finnish Working Time Law, § 39 and it can be applied to any person who is in a foreman position. Statistics tell that more than 40 % of salaried persons are doing foreman work. Results from the Time Use Survey tell that about 15 % of male employees work more than 50 hours per week, of female employees about 5 %. The annual working hours of full-time working male employees are 15-20 % higher than of female employees in a normal economic situation. Of those only one percentage point is noticed in the official EU and Finnish gender pay gap verification.

Poster presentation abstracts.

### **Young, rural and employed?**

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The dissertation project aims at investigating the emplaced condition of young people's labour market participation and social inclusion. Small towns/rural areas are often portrayed as static, unmodern places and youth are encouraged to move to bigger cities, partly to find employment but also to be successful and reach their full potential. In a context of a transformed postindustrial labour market where social competence, mobility, reflexivity and flexibility are seen as essential characteristics of a job-seeker (and a citizen) the ambition is to explore the state of immobility and the possibility of staying. Politically, work is portrayed as the key to social inclusion at the same time, youth unemployment is high and the individual is increasingly seen as responsible for keeping herself employable and employed. In smaller cities job-seekers have access to other resources to meet the requirements of the labour market than in bigger cities. A point of departure is that skills and competences as well as mobility are gendered and classed. The likelihood of finding or not finding employment is thus related to one's gender, class and place. The theoretical framework of the thesis is characteristics and conditions of the postindustrial labour market and notions of the appropriate (employable) worker. Human geography will contribute with theories of place, the relation between core and periphery. Gender theory will be used to understand how relations in the labour market are gendered, racialized and classed. The thesis will hopefully contribute to the understanding of the conditions of the contemporary labour market as well as the knowledge of rural young people's opportunities to participation and inclusion in the society.

Poster presentation abstracts.

## **Dialogical Leadership – research program 2012-2014**

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### **Research group**

The programme is scientifically coordinated by the University of Tampere, School of Management (Sirpa Syvänen). It is carried out by five collaborative research units. The disciplinary backgrounds of the researchers vary from administrative and social sciences, education, occupational health and safety, organisational economics and psychology to engineering. The researchers have expertise regarding workplace-level action research and developmental activities. The research activities are organized into five mutually complementary thematic areas and conducted by research units responsible for them. Dinno-programme is carried out in close collaboration with the participating subject organisations which represent private service and industry, professional units, municipalities and federations of municipalities, civil service, and parishes

### **Background**

Employee participation and workplace innovations have a key role in efforts to proceed towards a more sustainable working life, improved performance and competitiveness of organisations. Innovativeness can be increased by wider employee participation, sharing of knowledge and motivation (Amabile 1988; Leibenstein 1987). Dialogic leadership provides an opportunity to reconcile the needs of organisations and their employees. Its central principles are appreciative interaction,

listening and equal participation of different groups of employees in the development of activities (Isaacs 1999). Dialogic leadership increases organisations' capacities for renewal and innovativeness, and simultaneously offers the necessary preconditions for employee well-being, skill development and the enhancement of work capability.

### Theoretical framework

This poster presents the Dialogic leadership promoting innovativeness research programme (Dinno), which is based on theories of creativity, innovativeness, learning, motivation and leadership (e.g. Amabile 1988; Bass 1999; Deci & Ryan 2000; Isaacs 1999; Wenger 1999; Whitney et al. 2010). The programme creates a multidisciplinary theoretical framework of dialogic leadership to be utilized in promoting workplace innovations. In addition, it combines perspectives at the societal, organisational, workplace and individual levels. The theoretical framework can be used to identify the preconditions, obstacles and catalysts of organisational creativity and innovativeness.

### Research task

The main aim of the programme is to analyse how dialogic leadership can be used to enhance the creativity and innovativeness of organisations.

### Methods and materials

The research data for the programme will be generated by using both quantitative and qualitative methods and methodologies, for example an innovativeness questionnaire, thematic seminars and workshops, thematic (individual and group) interviews, letters and diaries, participatory action research, case studies, reflective conversations, skills surveys and self-assessment of competence. The qualitative materials will be analysed by using, for instance, the methods of narrative content analysis. Alongside the research programme activities a number of more practically oriented workplace development projects will be carried out with a special focus on dialogic leadership, participatory and creative development methods, performance and quality of working life. The process evaluation data gathered in these projects will be analysed.

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