

WORK2015

NEW MEANINGS OF WORK

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ABSTRACTS



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AGE AND WORK

1.01

Ageing, ethnicity and identity - Experiences of Transition between Work and Retirement among Foreign Born Swedes

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There is an ever increasing group of ageing people with a foreign background who reside in neighborhoods in many Swedish cities, characterized by segregation and social vulnerability. In particular, those who have immigrated to Sweden at a relatively high age, and with inadequate or no knowledge in the Swedish language, are specifically exposed to contemporary segregating mechanism. However, the elderly population is increasing among all immigrant groups and particularly among labor migrants. Evidently, people with a foreign background, especially those with non-European origin, experience alienation and exclusion in the labor market and in the Swedish society. When these people are reaching their retirement aging can be expected to add a dimension of 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 handle aging in a naturalised Swedish context. This is achieved more specifically by investigating the relations between social position and identity after the transition from working life to retirement.

The theoretical ramifications use two main perspectives from social and sociological theory: relationism and intersectionalism (Ore, 2013; Tilly, 1998). Studies of ageing often focus on the biological processes. But from a sociological point of view, the social or "constructed" images of ageing are focal (Featherstone and Wernick, 1995). Ageing is in these sociological perspectives assumed to be just as important in understanding social relationships and identity formation among people as gender, ethnicity and class.

When studying the effects on identity by transition from working life to retirement life it is important to take into consideration the social construct of the "retired person" in comparison with the "working person". In Sweden, as in other societies, "work" is often seen as an important part of a person's identity. When a person gets retired she/he is no longer a working person and therefore loses an important part of his or her identity. But it is not just the social dimension which changes when a person retire from working life. The economical (or class) situation often changes dramatically. In a way retirement is a form of "declassification". A person loses his or her work, social position, and the income level can be dramatically reduced. This of course influences relationships and work-identity will be lost. Especially in the case for persons with an immigrant background, the workplace is where they meet people from the majority society, and thereby, the work place can function as integrating social spaces. When leaving working life many of these essential and crucial relationships for social integration decline in importance or cease to exist.

In this paper persons with a background primarily in southern Europe and the Middle East are interviewed, both men and women. Qualitative interviews with 16 persons have been performed. The results indicate that the experiences of exclusion from the majority society and commitment to their own ethnic community increases after retirement. Contacts with persons in the Swedish majority society are mainly experienced through working relations and their specific experiences of the workplace. This seems to cease in importance after retirement. However, developed strategies also appear after retirement in order to advance nodes of meaning and sustainability in their life through relationships inside organizations such as Retired Persons National Association (PRO) or other civil associations.

1.02

Work-to-retirement trajectories in Finland

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The aim of this paper is to explore, map, describe, and explain different work-to-retirement trajectories of older workers in Finland. Studies that have analysed the timing of retirement often focus on the moment when the worker transits from activity into inactivity or take up old-age pension benefits. In the presence of institutionalised early exit routes, such as unemployment benefits, disability pensions and early retirement schemes, labour market exit often happens years before the official retirement age is reached and is the result of even a much longer process.

In this paper, it is assumed that labour market exit is a trajectory rather than a one-time event. Work-to-retirement trajectories consist of sequences of labour market status changes. Largely due to the availability of different institutional 'exit pathways' to retirement and other labour market institutions, people's late careers vary in many ways. They play an important role in causing retirement to be not so much a single event in time (i.e. a transition from work to receiving a pension), but rather a process. In this paper, a life-course perspective is adopted, assuming that the transition to retirement begins many years before one actually reaches the official retirement age. It is with such an approach that one, first of all, has to look at events earlier in life to understand the trajectories taken towards retirement. Second, it is important to look at series of events in the late working life and consider the transitions that people make between different labour market statuses (e.g. employed, unemployed, disabled or retired).

With the help of sequence analysis, the different types of trajectories are explored and analysed. This type of analysis allows identifying the main types of trajectories, by clustering those that are most alike and separating those that are most dissimilar. Once it is established what the main trajectories are, it is possible to analyse what characteristics and factors explain workers entering certain types of trajectories, which provides researchers and policy-makers with a better understanding of what influences early labour market exit and potentially how to fix it.

This analysis is done by using longitudinal register data from the Finnish Centre for Pensions combined, where necessary, with data from Statistics Finland. Sequences of monthly sources of income are analysed for a cohort of respondents in the ages of 58-65 who are employed or self-employed at the age of 58. With the help of additional variables for socio-economic and demographic characteristics, exploratory analysis on each of the clusters is performed.

The results show how the main work-to-retirement trajectories are related to individual, socio-economic and work-related characteristics of older workers in Finland. This is important, as it informs us how events earlier in the life course (e.g. education or health) affect the behaviour of individuals in their late careers. Moreover, it shows the role institutions play in accommodating such behaviour. This article is part of a larger research project that compares retirement trajectories in Finland and the Netherlands. Comparison of the two countries allows analysis of how individuals retire in two different cultural and institutional settings.

1.03

Entrepreneurial Intentions in the Third Age: A Review of the UK situation

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Objectives: The aim of the paper is to outline what we do know about third age entrepreneurship, including the reasons why it is considered to be an increasingly important economic activity.

Prior Work: It has been argued that third age self-employment can be used to prolong the working lives of older people and to provide them with financial support in retirement. To date few studies have addressed self-employment intentions in the third age (e.g. Kautonen et al, 2011; Kautonen, 2012; Walker and Webster, 2007), and those that have suggest socio-cultural values and norms play a key role in shaping individuals' self employment propensities.

Approach: This paper presents a literature review on theories related to self-employment intentions in the third age.

Results: This paper is conceptual in nature; transferring ideas from entrepreneurial intentions theory to third age self-employment and increasing our understanding of the antecedents of motivations to start up. In doing so, both incentives and disincentives towards perceptions of feasibility and desirability of third age self-employment are argued. Ultimately this paper contributes towards formulating new hypotheses related to drivers of self-employment intention in older age.

Implications: If intentions towards self-employment change according to age, then programmes to stimulate self-employment amongst those of the third age may have to be adapted accordingly. As the population ages and retirement ages increase, the economic importance of third age self employment is likely to increase as governments expect individuals to extend their working lives.

Value: With demographic changes and more over 50s being encouraged to embrace self-employment start up support needs to be tailored. Therefore, in examining the intentions of business start up in the third age, this paper will provide fresh insights for policy-makers, prospective self employed third agers and support organisations.

1.04

The importance of entrepreneurship and self-employment for old individuals on the Swedish labor market

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There is general agreement about the importance of age in working life. Hence, old age is often considered to be a problem for individuals. There are many proofs of discrimination against elderly although the definitions of "elderly" and "old" are always negotiated and constantly constructed.

Entrepreneurship is today presented as a solution for individuals and groups, and therefore also for society. Seniors as entrepreneurs and self-employed are on the political agenda of these reasons. Entrepreneurship is sometimes presented as a strategy to avoid age-discrimination in working life for individuals and for society to keep individuals on the market as long as possible..

We want to present empirical findings from Sweden on entrepreneurship and self-employment for old individuals. Through a database we can get information on how all individuals in Sweden earn their

living and what they are doing. From that we can confirm the importance of self-employment for older on the market. The importance increase with increasing age as the shares increase although the numbers decrease. Lines of business differs between age-cohorts.

In the paper we present some of these changes. A starting point is the business focus for all owner-managers older than 50 years. The age 50 is chosen as it is an often used limit for the definition of seniors on the labor market. A decomposition of the group on the basis of the official age for retirement gives two groups with some similarities but also with striking differences. The differences are discussed with references to theories concerning age discrimination and work, age, occupations and professions and identity.

1.05

Building a bridge across generations -Towards socially sustainable working life by understanding the meaningfulness of work through cross-generational dialogue

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The problem of youth unemployment is a burning conversation topic in all of Europe. Although reasons of youth unemployment are various and some of the problem is statistical – at least in Finland – the choices young people make and insights they have about working life can contain some important weak signals about working life in general. What are these weak signals? How could we hear and recognize them?

Role of the elderly as important resource of knowledge concerning the working life is also easily dismissed in the societal discussion. Yet the role of ‘experienced’ people could be very important in developing the community and it’s attitudes towards for example work. In this article both of these demographics – the youth and the elders – have been taken into account as an important source of knowledge to develop a socially sustainable approach to working life.

The article discusses the topic of socially sustainable work through ‘practice-based’ data collected in a collaborate project conducted in 2013. In the experiment a group of unemployed young people who were participants of the same theatre workshop was brought together with the elderly to have conversations about different experiences of work. Conversations were organized in form of workshops in which the young people used playback theatre to get and to give a deeper understanding about the work stories of the elderly and to vividly open their own experiences about contemporary working life, reasons about their own unemployment and the joint understanding about the meaningfulness of work.

The aim in the workshops was to value the voices of these demographics as important source of knowledge of contemporary working life. The aim was to get insights about work and it’s societal changes as well as create common understanding and authentic encounter among these different age groups and to encourage them in dialogue. Young people participating in the experiment prepared a theatre piece of the material from the workshops to a seminar about socially sustainable working life thus spreading the knowledge. The theatre workshop of unemployed youngsters prepared drama scenes about the collected material. The scenes were performed and facilitated as one topic of discussion in a seminar about socially sustainable working life on the end of the October 2013 in Lahti, Finland.

This article studies the material that the workshops produced through narrative analysis to shed light on some thoughts how to make working life more meaningful to individuals and how to create social sustainability to work. What are the weak signals about working life that can be recognized from the material? Article also discusses the applied theatre workshops as a method of creating a dialogue, collecting and utilizing knowledge.

Work cannot anymore be only understood as something to do, an assignment to perform, but it has many meanings to an individual: political and ideological, economic, social, cultural, environmental and even spiritual. We need to hear different voices articulating these meanings in order to understand and develop a meaningfulness, sustainable and a good working life.

1.06

The Missing Million(s): the discursive construction of age-related unemployment in the UK

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On 16th November 2011 the UK Office of National Statistics quarterly Labour Market Statistics Bulletin reported that “unemployed people aged from 16 to 24 increased by 67,000 over the quarter to reach 1.02 million ...” (p. 2). The symbolic passing of the ‘one million’ barrier for youth unemployment was widely expected; its confirmation prompted significant debate about this ‘missing million’ of unemployed youth and age-related unemployment more generally.

Three years later, on 23rd October 2014, a report entitled ‘The missing million: illuminating the employment challenges of the over 50s’ was published by PRIME (The Prince’s Initiative for Mature Enterprise, part of Business in the Community) in association with the International Longevity Centre. This was described as the first in a series of reports “to analyse new evidence on the labour market challenges facing the over 50s in the UK; outline new policy measures to address these challenges; and explore ways in which entrepreneurship can support longer working lives”. The Report used data from the Quarterly Labour Force Survey (Q1 2014) and Wave 6 of the English Longitudinal Study of Ageing (ELSA).

Both younger and older people featured in the debates that followed the 2011 announcement and the 2014 report. In 2011, issues relating to older age groups were already attracting significant attention, following the end of mandatory retirement and a forthcoming rise in UK pension age to 67. In 2014 ongoing youth unemployment still featured post-recession. Concerns and issues of unemployment for younger and older people became the subject of much debate and, we suggest, discursive competition.

Our research adopts a case study approach (Rao et al., 2000) to examine these two debates. Drawing on a broader data set collected in respect to our research on age at work, our shortitudinal approach analyses media coverage during the two week period around each of these announcements. Our data comes from Web 2.0 and includes blog posts, news items, press releases, and tweets. It comprises over 100 separate texts and in the region of 1000 tweets. Our focus is the discursive construction of unemployment and the discursive positioning of age (and categories thereof).

Discursive analysis of unemployment of all age groups has highlighted overarching metaphors of fight and struggle from a governmental perspective (Straehle et al., 1999) while others have examined the moral discourses within the (virtuous) construction of paid work and the need to “rescue” (Cole, 2008: 29) individuals through the provision of jobs (Whiteside, 2013). In the context of access to jobs, common themes for young and old of entitlement to work, responsibility and consequences of unemployment have been identified (Authors, 2014). Embedded within these broader debates is the stratification or identification of different categories for whom both immediate and longer-term experiences of being out of work are said to differ. Older age is positioned as problematic unless productive (Simpson et al, 2012) whilst youth unemployment is positioned as marginalizing (Furlong, 2006).

In this paper, we examine those involved in (re)producing debates and discussions in respect to age-specific unemployment issues. Given that unemployment is widely seen as an issue embedded within the broader political system (Straehle et al., 1999) and with the subject positioning of the out of work individual as a victim as needing rescue (Cole, 2008), the unemployed are often positioned as without

voice. Rather, the unemployed are represented by organizations (including charities, trade unions and campaign groups) acting on their behalf. We therefore also examine the activity of these organizations in the Web 2.0 media as these discourses are (re)produced.

We analyse how unemployment is constructed for both younger and older people and explore the different voices involved in these debates. Our inclusive approach allows our analysis to unpack the differential positioning of unemployment issues, particularly the discursive competition for attention (Cole, 2008), and ultimately resources, within our data. We utilise an empirically innovative e-research approach (Authors, 2012) to untangle these issues via Web 2.0 media. These media have been implicated in campaigning, providing a relevant research context for this study (Garrett, 2006).

Our initial analysis unpacks the similarities and differences in the construction of the 'missing million' in the context of age-specific unemployment. We show how unemployment and employment are not natural categories with clear divisions but rather meanings and boundaries between them are continually discursively constructed and legitimated.

We examine how different organizations engaged with and in this debate via Web 2.0 as both younger and older 'missing millions' were unveiled. As well as competition for jobs, there is competition to be the most deserving recipient of the limited resources/support. We consider how specific age-related categories are constructed and deployed as organizing principles in ways that legitimate age-related differences regarding unemployment. Such insights are essential to further understanding of age-related issues in contemporary organizing.

1.07

Labour market opportunities for young adults in the periphery

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In this paper I review and discuss research on young adult's labour market opportunities in semi-rural areas, focusing on Sweden. The review identifies knowledge gaps in the field as much current youth research takes urban youth as a point of departure when examining opportunities or positions of young people in the contemporary labour market.

Previous research has shown a decrease in the number of job opportunities, changing youth transitions, an increased vulnerability and uncertainty and continuing and deepening inequality in opportunity based on class, gender and ethnicity/"race". While some international research has addressed place and geographical differences, there is a lack of research that connects youth, labour and place in Sweden. I argue that the regional perspective is important since there are great geographical differences in employment opportunities, mainly due to growth of the service sector in bigger cities and decline of manufacturing jobs in industrial communities and rural areas. In order to comprehend the conditions of the contemporary labour market as well as peripheral young people's opportunities to participation and inclusion in the society, it is necessary to investigate the emplaced conditions of young people's labour market participation.

The paper ends with an introduction to my PhD project where I aim to study the strategies young adults' in a Swedish small town use in meeting the demands of the labour market: how they respond to labour market changes, their aspirations for their future working-lives and how their opportunities, strategies, responses and aspirations are shaped by intersecting power relations.

1.08**Teenage motherhood and precariousness of work**

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The present research has as main purpose is to analyze how the condition of being unwed teenage mother could identify the type of incorporation of these to the labor market and the respective labor conditions. The way to address the objective we set ourselves was through a case study of single teenage mothers that were devoted to the sale of food in the Mercado de Tepito. The results contradict the thesis which associate with the informal sector with precarious employment and lead us to think that the concept of precariousness exceeds the rift between the formal and informal sector.

When we say that age influences in a work situation in particular, we do not do this only in a negative sense, but also positive for the individuals analyzed although its age inhibited their access to the formal labor market, if they were allowed to join the informal sector. Warns that, although the fact of not be greater than age was not an obstacle to the admission of our subject of observation, if played in the positioning of these within the range of occupations of the informal sector, along with their respective structure of valuations.

To underpin the informal sector predominant in family ties is that the family determines the structure of occupations, with their respective scale evaluative, tracing many times in the image and likeness of the formal sector. The condition of being unwed teenage mother not only decreases the chances of joining any of the posts offered the formal sector, but that links this situation to the lowest levels and less valued in the informal sector. The foregoing does nothing but exacerbate the vulnerability of the subjects examined, making the family unit as the first nucleus of exclusion for these.

In the same way it should be pointed out that, in the informal sector the family becomes a shaft articulator of the survival strategies that deployed the individuals before an adverse situation as being a single mother teenager. In this way, the condition of being unwed teenage mother could be precarious if it does not have the support of the family. For example, for women who expressed that the income obtained by your job, after having had their first child and have been incorporated into the labor market, were insufficient to meet their basic needs, their families worked together to increase these, regardless of whether these women are tied to or not to a family business. In fact, women analyzed who said their income derived from their work if the met, it was because they had been linked to some type of family business or because they belonged to the age range more under and their families provided greater support.

The incorporation into the informal sector can also be the result of a voluntary choice derived from the potential for greater cooperation between the daily life activities with the labor itself. Particularly, one of the reasons why some individuals decide to work in the informal sector is due to the flexibility that this presents in regard to the workday. The incorporation into the informal sector can also be the result of a voluntary choice derived from the potential for greater cooperation between the daily life activities with the labor itself. Particularly, one of the reasons why some individuals decide to work in the informal sector is due to the flexibility that this presents in regard to the workday.

On the issue of discrimination in employment of women analyzed we can say that, the majority stated that they did not have sense a situation of widespread discrimination, although if they feel some sort of rejection by their neighbors. This situation could not be explained by job performance or the way of assimilation to the labor market, but by a situation that is due more to the value dimensions structures that govern the everyday life of the subject and that permeates all social spheres beyond the sphere of work. In this case the women tested were discriminated against by having been mothers in a modality that contravened the guidelines governing their environment, that is to say, be single teenage mothers and, in consequence, possess amoral behaviors and shameful.

1.09

Ageing, working, caring: Different pathways, diverging destinations

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This paper provides an analysis of intertwined employment and caring histories of 4339 men and women as they age over a period of 15-20 years. The analysis uses data from 20 waves of the combined British Household Panel Survey and the more recent UK Household Longitudinal study, Understanding Society (BHPS-US). Sequence analysis is used to create a typology of employment and informal caring histories without reducing them to single events (Brzinsky-Fay *et al.*, 2006). In this analysis responsibilities for young children are also taken into account. The analysis shows how employment and caring histories are connected and gendered and how they evolve over time as people age. Part of this story is captured by the flows of people into and out of informal caring participation. These flows draw in close to 40 per cent of the population during their individual life-courses. Another part of the story tells how people's current lives, their financial and emotional wellbeing, are shaped by the employment and caring pathways that they have followed.

The demographic context of the study is population ageing which is putting increasing pressure on pensions. This has created an urgent imperative to extend working lives by measures that include raising statutory pension ages (SPA) and removal of a default retirement age. Population ageing is also projected to lead to extra demands on health and caring services (Hancock *et al.* 2003; HSCIC Hospital Episode Statistics, 2014). At the same time there has been increased political emphasis on patient choice and the provision of care in the home. This combination is likely to increase the demand for both formal support and informal care at home (Pickard *et al.*, 2007; Wittenberg *et al.*, 2011) and individuals are therefore increasingly likely to be caring for sick, disabled and elderly relatives (Pavalko and Henderson 2006). As a result, the number of workers who also provide care is likely to rise above the figure of close to three million estimated by Yeandle *et al.* (2006).

Whether the future supply of informal care will be sufficient to meet projected rises in demand is difficult to know. As working lives are being extended the time we have available to provide informal care is being constrained at the same times as pressures to combine care and work are likely to increase (Laczko and Noden 1993). In this context it is important for policy makers to understand the supply-side of informal care and how caring and labour supply are interlinked. As noted by Adams and Sharp (2013:101) "understanding what motivates the provision of caring labor is a crucial element for sustainability and equitably meeting the needs of contemporary societies."

However, most of the available evidence on the supply of care and the trade-off with paid work considers individual circumstances at a moment in time or over the very short-term. There have been few if any systematic studies of the extent to which participation in care is shaped by the historical context of an individual's life and their work history. In particular, there is a dearth of studies that examine how individual caring and employment histories evolve and are intertwined over life courses. This is an omission since individual decisions about undertaking care are unlikely to be made in a historical vacuum. For example, there is considerable evidence that there are opportunity costs of informal caring linked to trade-offs with time in paid work (Lilly *et al.* 2007). This alone suggests that past experiences of caring and employment as well as expectations regarding career development will impact on individual choices.

This paper uses the BHPS-US to address these gaps in knowledge by investigating employment and caring histories jointly over life courses extending to 20 years. The methodology incorporates three integrated stages. In the first stage we use sequence analysis incorporating optimal matching and cluster analysis to identify the different ways in which the sample members combine paid work and informal caring over the longer term while taking into account the presence of young children in the household. In the second stage we use regression analysis to show that the paths that people follow, whether they are more or less employment or caring intensive and whether or not caring is combined with paid employment, are both gender and age dependent. We also use factor analysis to assess the role of attitudes towards gender and family roles and religion in the determination of the pathways that people follow. In the third stage of the analysis, we use a difference in difference approach to explore

how income, subjective wellbeing and health outcomes are related to the pathways that people have followed. The analysis indicates that those who have followed more caring intensive pathways with less time in full-time employment not only end up poorer but with lower subjective wellbeing.

1.10

Career pathways into retirement: linking older women's pasts to the present

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Longer life expectancy, rises in the statutory pension age, the removal of the default retirement age and changing regulations regarding workplace pensions and the ways in which pension income can be paid are changing the context and meaning of retirement. The experience of work has also changed as a result of globalisation and economic turbulence which have reduced security of employment in most sectors and impacted on income security in older age. In addition, rising female participation in the labour market associated with alternative career forms has highlighted the interplay between paid, voluntary and domestic work (Duberley et al, 2014). In parallel to these changes, there has been a discursive shift away from the portrayal of old age as a period of dependency and decline towards a contemporary discourse which accentuates active and productive ageing – in particular economically productive ageing (Laliberte Rudman, 2006; Simpson, Richardson and Zorn, 2012) as longer, healthier lives provide opportunities for people to enact being 'old' in new and different ways (Angel and Settersten, 2013). The combination of these factors has been argued to have resulted in greater individualisation of the life course with a corresponding de-standardisation of retirement (Sargent et al. 2013).

Academic research (Kim and Moen, 2002; Szinovacz, 2003; Loretto and Vickerstaff, 2013; Price and Nesteruk, 2010) is catching up with these social trends and emphasises the contextual embeddedness of retirement. However many studies implicitly assume that retirement marks a neat ending to continuous employment and the majority fail to take sufficient account of gaps in occupational histories, career transitions, domestic context and other related experiences over the life-course (Loretto and Vickerstaff, 2011; 2013). As noted by Green (2009:57) there is 'a need for more research on 'how the employment to non-employment transition of older people fits alongside other life course transitions'. This paper aims to help fill this gap in knowledge by examining the link between career history and experiences of retirement.

A variety of theories have informed previous studies examining retirement planning and decision making, including rational choice theory, career stage theories, image theory, role theory, personal control theory (Post et al., 2013). However, research from a life-course perspective (Elder and Johnson, 2003) has stressed the importance of considering the interdependence between different aspects of people's lives including the historical, cultural and social context of life experiences, personal attributes and current and past statuses, in order to understand how people conceptualise retirement and how they manage the transition into retirement. Many studies in this field have taken a quantitative approach using national data (e.g. Blossfeld et al., 2011; Bonsdorff et al., 2009; Smith and Moen, 2004). Whilst this has yielded some interesting findings, the metrics employed in quantitative analysis cannot on their own illuminate the complex ways in which individuals make sense of and enact retirement. This study uses a novel combination of quantitative and qualitative data to address these limitations. The research used an occupational history calendar (OHC) to collect retrospective spell data on life-time work histories from 28 older women. This generated 1,323 employment-activity data points recorded against age which were initially analysed quantitatively using sequence analysis to capture the underlying structure of the life histories and derive typologies. This was augmented by embedding the OHC within an in-depth qualitative interview which enabled an exploration of the complex interplay between work, family, personal circumstances, expectations of retirement and retirement experiences. Thus the paper aims to present a richer understanding of women's retirement and the different routes they take into it.

The paper begins with a brief overview of the retirement literature. It then moves on to discuss the methodology employed in this study, the OHC data and analysis before turning to examine the resulting typologies and our interpretation of them. The discussion considers the implications of the findings and the concluding section focuses on the implications of this research for future studies and in particular the possible application of this multi-method approach.

1.11

Older age and occupational injury

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Earlier studies have shown that workers over 65 years of age are involved in occupational injuries several times more often than younger workers. The aim of this study was to examine the effect of older working age on occupational injuries.

This study was based on data concerning the compensated workplace injuries (n=522 758) of Finnish wage earners in 2008-2012 and 1055 of these injuries occurred to employees aged 65 and over.

Employees over 63 years of age had a 36% higher injury frequency than employees aged between 50 and 55. The injuries of the oldest age group were also more often serious.

We concluded that a later retirement age would slightly increase the number of occupational injuries, especially serious injuries.

1.12

Perceptions toward temporary agency work and work life among university students

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The current economic downturn in Finland and many European countries has made it difficult for many young people to find a job. Companies are becoming more and more conscious when recruiting new staff and they may prefer hiring new employees through temporary agency firms. The situation is challenging because at the same time there are national and EU-level efforts to extend the working lives of employees and postpone the retirement age (Pärnänen, 2011).

The growth of temporary agency firms as well as the use of temporary agency workers has increased the interest among researchers towards the issue (Jong et al., 2009). Previous studies have analyzed, for example, the rationale for using temporary agency workers (Burgess & Connell, 2006), legitimization of temporary agency labour (Lähteenmäki, 2013), employers' perceptions concerning the use of temporary agency labour (Viitala and Mäkipeltola, 2005) or individuals' motives for accepting temporary agency work (Jong et al, 2009). However, there is a lack of studies which have focused on students' perceptions towards temporary agency work. For many young students, working as a hired employee, can be a stepping-stone to working life nowadays.

Age-related issues have received more attention in recent years in the field of human resource management (HRM) (Guest, 2011). However, most of these studies have focused on older employees. There are also studies which have focused on the generational differences (Julkunen and Pärnänen, 2005; Pärnänen, 2011; Parry and Urwin, 2011; Järvensivu et al., 2014) as well as HRM challenges related to Generation Y (Kultalahti & Viitala, 2015). The HRM challenges related to the use of temporary agency workers has also been analysed (Burgess & Connell, 2006), but there is lack of studies which has combined generation Y's expectations towards temporary agency work and job seeking.

This study contributes to the current discussions concerning the use of temporary agency work and personnel agencies. It focuses on university students' expectations and perceptions towards temporary agency work and working life in general as well as applying for a job. In this study, the psychological contract literature has been used as a theoretical framework when analyzing the results in line with previous studies concerning temporary agency work (Morf et al., 2014) as well as generation Y's expectations (Kultalahti & Viitala, 2015).

This study is based on a survey which was conducted among the university students at the University of Tampere in collaboration with a large Finnish temporary agency firm. Altogether 150 students filled out the electronic questionnaire during November and December 2014. The questionnaire included quantitative and qualitative answers and was analyzed by using both quantitative and qualitative analyses. Majority of the respondents were female (79 %). In overall, 90 % of the respondents had been born between years 1984–1995 and they were categorized as representing generation Y (Parry & Urwin, 2011).

The tentative results demonstrate that half of the respondents had applied a job through a temporary agency firm and over 60 % of those had got a temporary agency work. Most of respondents considered seeking a job through a temporary agency firm in the near future. Only 10 percent of the respondents were not planning to apply a job through a temporary agency firm in the near future. In terms of recruitment channels, the respondents preferred online channels, such as internet and e-mail for searching a job. Work content, good atmosphere at work and abilities to develop one's competencies were the most important factors when searching for a job in the future.

1.13

Labour market entrants' work careers on three decades: Evidence from Finnish longitudinal data 1984-2013

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In this paper, we analyze Finnish labour market entrants' work careers on three decades, focusing on the age group 15-30. We follow the stability of work careers (the number of employment relationships and months at work per year) with register-based longitudinal data that is linked with Statistics Finland's Quality of Work Life Surveys (QWLS) from 1984, 1990, 1997, 2003 and 2008. The follow-up period (1984-2013) extends five years onwards from each QWLS time series point. We ask how young adults' work careers have developed in the 1980s, 1990s and 2000s, and how different career paths are connected to work-related uncertainties. We divide job uncertainty to subjective and objective dimensions. The former category includes respondents' assessments of threats to own position and trust in re-employment prospects if one had to find a job in the open labour market. The latter category includes unemployment and atypical employment relationship. The following background variables are controlled: sector (private / public), age, educational level, gender and whether or not the respondent is studying for a degree. Completed degrees and family status are controlled in the five-year follow-up period.

1.14

Employment commitment among young adults in Finland in 2003, 2008 and 2013

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Introduction

Committed employees are essential to the function of modern societies and the welfare system. During the first decade of the 21st century young employees' work motivation and employment commitment have attracted wide discussion. Concerns about "new work", including changes in employment security and non-linear career paths, combined with the current economic crisis and high youth unemployment, are emphasizing the importance to investigate factors influencing commitment to employment among young employees.

The main research questions are:

1. Whether socioeconomic status, other individual characteristics and work-related psychosocial factors are associated with employment commitment?
2. Whether young employees' employment commitment has changed between years 2003, 2008 and 2013?

Data and Methods

Data of Quality of Work Life Surveys 2003, 2008 and 2013, collected by the Statistics Finland, include 2,982 employees aged 20-34. In the analysis, data from each individual survey was combined. Analysis methods included cross tabulation, multinomial logistic regression analysis and confidence intervals. Age standardization was applied. The results on the multinomial logistic regression analysis were reported as relative risk ratios.

Employment commitment was approached through the so-called lottery question, which measures the non-financial commitment to work by asking what the respondent would do if they would not have a financial incentive to work. The respondents were asked whether they would continue working as before, work less, or stop working completely.

Results

Non-financial employment commitment differs between men and women. Women had significantly higher risk to reduce working hours instead of continuing working as before, while men were more likely either to continue working as before or to stop working completely. Among women there was a linear decrease in employment commitment associated with an increase of age. Among men this association was more obscure: in 2003 and 2008 the association between age and employment commitment was similar to that among women, but in 2013 the youngest age group among men seemed to be the least committed. Among women the employment commitment was significantly weaker in 2013 compared to 2003. Among men there were no association. A surprising result was that men who worked under fixed-term contract were more committed to continue working as before instead of reducing working hours, compared to men who worked under permanent contract. Among women there were no parallel association.

Higher socioeconomic status was associated with stronger employment commitment, but the association was different among men and women. Individual characteristics and work-related psychosocial factors explained at least in part the association. Even after other factors were controlled for, women who had lower socioeconomic status were significantly more likely to reduce working hours instead of continuing as before. Among men, lower socioeconomic status was associated with greater risk to stop working completely. Among male respondents, the opportunities for development and advancement, the organization of work and finding one's occupation important and meaningful were associated with employment commitment, even after individual characteristics and other work-related factors were

controlled for. Among women, after other factors were controlled for, there was a significant association between lack of autonomy and opportunities for development at work and employment commitment.

Conclusions

Expressing the wish to reduce working hours was more likely among women than men, but men were more likely to stop working completely or to continue working as before. This finding is interesting because earlier results concerning the association between sex and employment commitment have been inconsistent. Lower socioeconomic status was associated with weaker employment commitment. Standardizing the work-related psychosocial factors reduced part of the association. Therefore, enhancing psychosocial work factors, especially the organizing of work and the level of autonomy, might serve as a potential tool for employers to make young employees more committed to work.

Working under a fixed-term contract can be seen as an insecure situation and thus as a source of weak attachment. Instead, the results suggest, that working under fixed-term contract makes men more committed. Further research could be conducted on the differences in employment commitment between 2003, 2008 and 2013. In Finland, the economic crisis has affected the labour market and increased youth unemployment. The hypothesis was, that during a poor employment situation employees would be more committed, but the results suggest that the association is reverse. The association between age and wish to reduce or stop working seemed to be linear, except among men in 2013, when youngest age group seemed to be unexpectedly uncommitted. Further research would be needed on whether there is, for example, a possible cohort effect among young men regarding employment commitment, or if insecure employment situation has generated overall pessimism and mistrust towards employment and work life in recent years.

1.15

Retirement intentions in the era of flexible old-age retirement age – the case of Finland

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In societies adapting to population ageing, governments across Europe struggle to rise old-age retirement age. Primary means to achieve this has been pension policy, with increases in the pensionable age and stricter incentives to continue working. Criticism says that a more sustainable way of increasing retirement age would be to improve quality of worklife. Evidence exists supporting both views, but studies analysing both aspects simultaneously are scarce.

The Finnish pension scheme provides an opportunity to test both the influence of working conditions and financial incentives on employees' intentions to voluntarily work past the old-age retirement age. In the Finnish system the old-age retirement age is flexible between 63 and 68 years of age, and within these age-limits employees make an autonomous decision on the timing of their own retirement. The intentions of Finnish employees to work past the lowest old-age retirement age have increased from 28 per cent to 37 per cent from the year 2003 to 2013. Significant group differences in retirement intentions exist by education and between public and private sector employees.

We use data from the Finnish Quality of Work Life Survey in years 2003 and 2013 on 50–64 years-old employees (n= 3,000) to analyse the group differences and the increase over time in intentions to postpone retirement. In multivariate analyses we test whether the differences can be attributed to working conditions, to financial incentives to continue working, which are stronger for some of the employees working in public sector.

1.16

The meaning of work for the transition into retirement

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Objectives

Against the background of extending working lives, in the last years, there has been an increasing public and scientific interest in older workers and the reasons for leaving work earlier or working longer.

Transition into retirement is complex and multifactorial. Research has identified several factors influencing the decision to retire earlier or work longer, for example, income/finance assets, health, the domestic context (family, partnership, caring responsibilities) and, of course, the working context. The last factor in itself is complex and diverse.

First, the labour market situation as well as the labour demand may influence the decision to exit work earlier or stay at work longer. Second, the employer's policies regarding negative attitudes towards older workers and the resulting exclusion of the older workforce can be important as well. Third, older workers are experiencing conflicts at work at different levels: high workloads, double burden of work (paid work and caring responsibilities), dissatisfying working conditions and changes at the workplace, which can lead to the decision to retire early.

The presentation will have an emphasis on the subjective work experience. Using data from a qualitative study the influence of meaning of work on the decision to leave or to wish to leave work earlier will be examined.

Methods

In the qualitative study, 30 older people who were either still working, respectively intending to work at the age of 63, or who left work before the age of 63 were interviewed. The study focused on specific occupational groups in Germany: nurses, bank clerks, and metal workers. It aims to examine why some old people retire early while some others work longer. The interviews were tape-recorded and transcribed. The transcripts were analysed using the Qualitative Content Analysis.

Results / conclusion

First analyses show that in general the transition into retirement is a complex and multifactorial process. There is a path of leaving or wish to leave work which is connected to work dissatisfaction. Such people like their job but they are not able to put their idea of good work into practise. In fact, their concept of good work is contradictory to the working conditions that they are experiencing giving them a reason to leave work if possible. To get a deeper insight of what working conditions mean for an early exit, it has to be shown what good work means for older workers and what kind of conflicting aspects, e.g. restructuring and organisation of work, changing work environment, changing tasks, are to be considered. It is assumed that older workers are a special type of the workforce because of their own image of how work should be done and organised resulting from a lifelong working experience, which can lead to obstinacy ('Eigensinn'), e.g. in their way of fulfilling tasks.

1.17

A Decomposition of Trends in Job Satisfaction: A Cross-National Perspective

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Objectives: Job satisfaction has been shown to influence a number of important personal and organizational outcomes. Recent studies have sought to explain cross-national variation in job satisfaction (Westover 2012, Kjeldsen and Andersen 2013) using individual and contextual variables as correlates. This paper evaluates the relative contributions of cohort replacement and change among individuals to variation in cross-national job satisfaction scores between 1997 and 2005.

Data and Methods: The data are from the International Social Survey Programme’s Work Orientation module administered in 1997 and 2005. The observed change in national mean job satisfaction scores are disaggregated using a two-step linear trend decomposition method described by Firebaugh (1997):

$$Job\ Satisfaction_{it} = \beta_0 + \beta_1 Cohort_{it} + \beta_2 Year_{it} + \epsilon_{it}, \tag{1}$$

where $Cohort_{it}$ is the i^{th} respondent’s year of birth and $Year_{it}$ is year t of measurement. The relative or partial contribution of between-cohort replacement (cohort) and within-cohort change (year) is estimated using the unstandardized regression coefficients for each nation from equation (1):

$$cohort\ replacement = b_1 (C_t - C_1), \tag{2}$$

where C_t is the average year of birth for the sample in the final survey and C_1 in the first survey, and

$$intra\ cohort\ change = b_2 (YR_t - YR_1), \tag{3}$$

where YR_t is the year of the final survey and YR_1 is the year of the first survey.

According to Firebaugh, change over time within birth cohorts represents net change among individuals. If there is no change within cohorts, then variation in the overall job satisfaction score is due to population turnover as younger workers replace older workers. He argues that by using this approach we can distinguish between changes that results from individual conversion and change from alterations in the population composition through cohort replacement.

The results of equations (2) and (3) will not sum exactly to the observed change between surveys. The residual between the observed differences in country means and the differences predicted by the coefficients from equation (1), via equations (2) and (3), give some idea of the extent to which the assumption of linear period and cohort effects are supported by the data.

Results: Table 1 shows the observed mean satisfaction score change between 1997 and 2005 and the linear decomposition, disaggregating for cohort replacement (equation 2) and period effects (equation 3).

| | Observed Job Satisfaction Difference 1997-2005 | Contribution from Cohort Replacement | Contribution from Period (Year) | Decomposition Regression Residual (Observed - Predicted) |
|--------------|--|--|---------------------------------------|--|
| East Germany | .429* | -.065 | .504 | -.010 |
| Hungary | .339* | -.041 | .374 | .005 |
| Bulgaria | .262* | -.064 | .323 | .003 |
| Switzerland | .215* | -.045 | .323 | -.063 |
| West Germany | .192* | -.025 | .232 | -.015 |

| | | | | |
|----------------|--------|-------|-------|-------|
| Russia | .122 | -.047 | .165 | .003 |
| Great Britain | .121 | -.049 | .180 | -.010 |
| Slovenia | .121 | NS | NS | ---- |
| USA | .117* | -.074 | .178 | .013 |
| Portugal | .107* | -.039 | .145 | .001 |
| Japan | .074 | -.057 | .160 | -.028 |
| Canada | .071 | -.018 | .141 | -.052 |
| Norway | .058 | -.036 | .089 | .005 |
| Philippines | .044 | NS | NS | ---- |
| New Zealand | -.031 | NS | .065 | .012 |
| Sweden | -.088 | -.060 | -.013 | -.015 |
| Czech Republic | -.114 | NS | NS | ---- |
| Cyprus | -.132* | NS | -.075 | -.007 |
| Netherlands | -.143* | -.027 | -.123 | .006 |
| Spain | -.159* | NS | -.085 | .001 |
| France | -.167* | NS | -.167 | .000 |
| Denmark | -.197* | -.058 | -.163 | .023 |

* $p < .05$ for independent samples t-test for national means across survey years.

NS = linear decomposition regression coefficient not significant

Among the 22 nations with available data, 12 had statistically significant changes in their job satisfaction means. Scores in seven nations increased and five nations had significant decreases between 1997 and 2005.

Generally, economic conditions improved over the eight-year span. This historical effect is captured by the period (year) coefficients. It should be noted the improvement was not uniform across all nations, however, and the former communist nations previously suffered a substantial amount of economic and social dislocation as a result of transitioning to market economies. Former Soviet bloc nations were among the countries with the largest job satisfaction increases, while Cyprus, the Netherlands, Spain, France and Denmark had significant declines.

The decomposition shows that cohort replacement has an important negative impact on job satisfaction scores, even in those countries with an overall increase. This cohort replacement effect is net of factors related to change among individuals within cohorts captured by the time or period variable. Younger cohorts may have greater job-related expectations that were not met compared to the workers they replace in the labor force. The cohort replacement effects are largest in the US, East Germany, Bulgaria and Denmark among the nations with significant changes in satisfaction scores between surveys.

The residuals are small with the exceptions of Switzerland and Canada.

Discussion:

Overall job satisfaction has been linked to contextual variables, such as public expenditures and revenue and public debt as a percent of GDP along with income inequality after controlling for a number of individual-level variables (Westover 2012). This study examines the influence of population turnover, a variable not yet considered.

1.18

Designing work and qualification in times of demographic changes in Germany

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Currently and in the future, one driver of change deserves a special attention in economy and in science: the changing of demographic structures in Germany. For the businesses the demographic change can cause:

- a growing absence of adequate skilled workers and work force as well as a shortage of education candidates/nominees as a consequence of the decreasing number of students;
- a deferral of the age structure and an ageing work force;
- a longer continuance in place for the employees in general, as a result of legal regulations – the elimination of government-funded partial retirement and the incremental elevation of the pensionable age to 65 or 67 years – to ensure the affordability of the social security systems.

The demographic structural shift drives a change towards an increasing employee orientation, to which the German businesses have to find strategic and operative answers. Businesses acts and efforts are promising, if organizations make sure that ergonomic findings are kept. There is no unique standard approach to solve the demographic challenge yet. The following article represents core theses to a demographic personnel work, as well as possible fields of action, which guarantees businesses a solid handling of the demographic change. The consideration of due to the demographic change altered parameters at designing the qualification, personnel progress and career prospects, are an important field of actions and will be examined at full length as a result.

The article presents results of a recently finalized three years project “stradewari”, which combines practical experiences with research expertise. In four industrial companies (John Deere, Mannheim; Karl-Otto-Braun, Wolfstein; Continental, Frankfurt; Deutsche Gasrußwerke, Dortmund) these questions were intensely pursued for over three years within the actual operational environment. The project consortium developed devices to rationalize operational strategies and by that make them more sustainable.

They assure both, wholesome work design and a high profitability of industrial production under the circumstances of demographic changes. It’s about a corresponding consideration and taking up on demographic deterrent changes in operational spheres of fields of action such as preservation of personnel capacity, winning skilled personnel, personnel progress and qualification.

There are a variety of action fields in order to keep a physical and mental capacity and in the best case, expand even further. That includes creative measures like e. p. an age relating industrial engineering. A consistent ergonomically designed workplace and work environment keeps the staff member’s capacity preventively and in the long-term. It’s advisable to link these measures to the once of labor organization and task designs as well as to the promotion of occupational health. Occupational health increases the capacity of a stronger aging workforce and thus influences directly the success of a company.

Moreover, different aspects of human resources management like qualifying, training and development of personnel and the design of modern occupational careers were investigated within the project. Qualification, human resources development and creative career aspects, in the fact of ageing work force and flat hierarchy, supports the long-term operational capability and operational readiness.

Skilled worker shortage and ageing employees confront the businesses with the task to secure the capacity and motivation of the employees, an adequate actualization of operating relevant qualifications and by long-term concepts for human resource development. That means e.g.:

- Adjusting the qualification for ageing and middle age employees for their retention time in the business.

- Updating knowledge and qualification to the status quo.
- Counteracting dequalification and demotivation (the loss of qualification through non-application).
- Preventing a loss of learning habits by an ongoing advanced education and training.
- Creating alternative career perspectives and capabilities for ageing employees with an increasing of flat hierarchies

CHANGING EMPLOYMENT RELATIONS

2.01

Detachment, attachment and commitment in the warehouse workplace: A comparison between agency workers and permanent workers in the Oslo region

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Warehouse and logistics companies ranked second among clients to the temporary working agency industry (TWA) in Norway in 2014. With seasonal and weekly variation comes a great demand for just-in-time employment and a flexible buffer of agency workers. For the warehouse industry, the Oslo region in Norway represents a particularly fortunate space of flexible labour with a high presence of competing temporary work agencies and a growing pool of migrant labour, from Sweden and Eastern Europe in particular.

The practice of labour hire may change workplace dynamics and affect workplace attachment in a number of ways. First, labour hire may increase the turnover of workers that pass through the workplace (Serrano, 1998). Second, workplaces may experience a growing hierarchy between a core of permanent and a periphery of hired workers (Kalleberg, 2003). It is also important to recognize that agency workers may differ in their attachment or insider/outsider status (Stamper and Masterson, 2002; Lapalme et al., 2009). Third, agency work most often implies short contracts, yet with the prospect of possible extensions. Studies show that most temporary workers aspire to permanent work. As such, agency workers may experience an unwanted insecurity (Bernhard-Oettel et al., 2012), sometimes over extended periods (Galais & Moser 2009). Moreover, stepping into permanent work is not necessarily a question of seniority, and it is likely that a more arbitrary form of recruitment into permanent positions leads to more competitive and less predictable workplace dynamics (Booth et al., 2002b).

This paper is based on focus groups and individual interviews with agency workers and permanent in-house workers that share warehouse workplaces in the Oslo region. The paper discusses the different understandings of workplace attachment and commitment between these two groups. Our study suggests that some agency workers experience a high degree of inclusion in the client workplaces, while other agency workers experience a more erratic relationship to the workplace. Important dimensions in terms of workplace attachment for agency workers are contract status, contract expectations and try-and-hire practices from management. As such, a core of long-term agency workers that have “proved themselves” not surprisingly feel more included than more peripheral agency workers that often have multiple workplaces. In line with other studies (Galais and Moser, 2009; Smith, 1998), this core of agency workers often see themselves as hired by the client company and have very little contact with the temporary working agency. Permanent workers report high workplace commitment. While there are many similarities between long-term agency workers and permanent workers’ experiences of workplace

inclusion, permanent workers typically express skills and career development as more important than workplace companionship.

Agency workers and permanent workers differ in *what kind* of commitment they express as important in the workplace. Based on our study, we suggest three different positions: Agency workers that come and go between multiple employers or in or out of work and whose expectations on getting contract extensions or permanent positions remain low, experience **workplace detachment**. Long-term agency workers highlight the importance of friendly and supporting colleagues and a sense of belonging at the workplace, emphasizing what we call **workplace attachment**. These workers tend to express that the social dimension of belonging and loyalty to colleagues and management is more important than professional development. According to Galais and Moser (2009), this kind of organizational loyalty may render the agency worker highly vulnerable, as a termination of the short term contract is brutal to workers that have built this kind of workplace attachment. Permanent workers also highlight the social dimension of belonging, but we found that skills, work responsibilities and career possibilities appeared as more important to this group. Related to these dimensions, permanent workers also express a long-term interest in staying and developing as a warehouse worker. As opposed to the majority of agency workers, more permanent workers also organize in unions. Thus, an important distinction between long-term agency workers and permanent workers is that the latter group demonstrate **workplace commitment**.

The precarious position of being on fixed-term contracts thus seems to be less of a worry for “core” agency workers that express *workplace attachment*. Interestingly, few of these workers state that they see themselves at the same workplace in 5 years time. This may be an expression of wanting to keep the job at arm’s length due to other career plans (cf. Garsten, 2008), yet our impression is that agency workers who experience workplace attachment hope to extend their contracts indefinitely. This defensive position may also be an expression of precariousness as we found that previous agency workers who are now permanent employees express a significantly longer perspective, not least because they experience higher job security and greater career opportunities in the workplace.

2.02

Structure or agency? The effects of self-directedness on perceived employability

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In this paper, we explore the relationship between structure and agency in regard to employment security. Contemporary literature on the *new career* is almost unanimous in stating that workers themselves are responsible for constructing their careers, much in line with the current neoliberal *Zeitgeist* (Sullivan, 1999). Concepts of boundaryless and protean career concepts have been proposed (Arthur & Rousseau, 1996; Hall & Mirvis, 1996), both placing individual capacity to propel one’s career at their core. Given the increasing flexibility of the contemporary labor markets, this implies that also employment security must be ensured by workers themselves, especially considering that employing organizations have largely relinquished the task. *Employability* became a central concept in the debate on *new careers*, referring to the individual capacity to obtain and retain employment in the context of insecure labor markets (Brown, Hesketh, & Williams, 2003; Fugate, Kinicki, & Ashforth, 2004). In our analysis we view employability as a proxy for employment security, given that the two are closely linked (De Cuyper, Bernhard-Oettel, Berntson, De Witte, & Alarco, 2008).

One of criticisms aimed at the *new career* theories pertains to their ignorance of structural factors that limit individual agents in their choices (Forrier, Sels, & Stynen, 2009). It has been argued that the *new career* narrative can be applicable to certain worker groups, such as highly education professionals or those in managerial positions; yet it doesn’t necessarily describe the reality of working lives for workers in less secure labor market strata (Inkson, Gunz, Ganesh, & Roper, 2012). These criticisms have been acknowledged, yet at current time they haven’t received much attention in empirical studies. In our

analysis, we juxtapose basic structural determinants of employment security on one hand, and the ability to actively direct one's career, measured as self-directed career orientation, on the other.

Data and Methods

We base our analysis on the sample of 1055 respondents aged between 18 and 65, representative for the working population of Flanders region, Belgium. The outcome variable was perceived employability, measured using the scale proposed by De Cuyper et al. (2008). Agency-related independent variable was self-directed career attitude, measured by the scale proposed by Briscoe, Hall, & Frautschy DeMuth (2006). Variables associated with structural factors were education (initial educational degree, career-related education in the last 5 years), job level (managerial position), gender, age, equalized family income, migration background (migration history, mother tongue). In addition, previous job mobility and previous unemployment history were included in the model. Using a structural equations approach we construct a mediation model in which the effects of individual agency are separated from the effects of the structural factors. In addition, we test for measurement and population invariance for two worker groups: medium-educated workers (secondary education as highest diploma) and those in non-managerial positions. The goal of the invariance testing is to determine whether these two groups differ in the way individual agency defines their employment security.

Results and relevance

We find that self-directedness continues to influence employability even after the effects of the structural factors have been controlled for. Nevertheless, many of the structural factors in the model are significantly related to diminished employability. This implies that even though the *new career* theories are correct in claiming that individual agency serves as a buffer against insecure labor markets, their failure to incorporate the influence of structural factors into the core of their theoretical frameworks paints but a one-sided picture.

The multi-group invariance tests show that both medium-educated and non-managerial groups are not significantly different in how agency and structure define employment security. For both groups we have found the invariance of factor loadings, intercepts, means, and regression coefficients. These results indicate that the beneficial effects of self-directed career attitude are not limited to workers in privileged labor market strata, but are typical for the entire worker population with respect to education and job levels.

2.03

Changing Patterns of Interests and Interest Representation of White Collar Employees in German Industry?

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Our paper will deal with the connection between changing employment structure and changing employment relations in German industry. Using data from the German Socio-Economic Panel (GSOEP) and the German Microcensus, we will show that by now the employee group of white-collar workers is as big as the group of blue-collar workers. Therefore, white collar workers become more and more important for industry unions that have traditionally represented the interests of blue collar workers. For interest representation this is problematic because previous research has shown that white-collar workers are more reluctant to voice their interests collectively than blue-collar workers. They often prefer to represent their interests themselves and keep their distance to works councils and unions. In addition to that, research has had the interests of white-collar employees less in focus in the past. The aim of the paper therefore is to look into the employment and working conditions of white-collar employees and to identify starting points for the collective representation of this group.

Results of our statistical analyses show that white-collar workers have on average still better employment and working conditions than blue-collar workers. They have higher qualifications, higher occupational status, higher incomes and they consider their employment as safer. Furthermore, precarious forms of employment such as fixed-term contracts, marginal part-time jobs (Minijob) and temporary agency work are less widespread among white-collar employees than among blue-collar workers. But the working conditions of white-collar employees are also showing negative trends. They complain much more often about long working hours, increasing work intensity and a lack of career prospects than blue-collar workers.

That is why we will also present some results of our multi-method case studies dealing with two aspects: On the one hand, they explore the questions what changes of their work and working conditions white-collar employees perceive and which of these changes they consider problematic (primarily the increasing work intensity and working time arrangements). And on the other hand they deal with the question how unions and works councils can successfully address white-collar workers: by addressing topics that are particularly relevant to white-collar employees (e.g. careers or work-life-balance) or using new processes like involving employees in their work, e.g. by establishing working groups or introducing votes for decision making.

2.04

Negotiating the Standard Employment Relationship in Norway

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The purpose of this paper is to contribute to the understanding of how the Standard Employment Relationship (SER) is constantly in the making by (1) identifying and discussing the changing content of the SER as a political and legal norm in Norway in the period from 1945-2000, and (2) by discussing how standards are contested, negotiated and changed by analyzing the strategies of Norwegian employers association towards temporary work agencies (TWAs).

What is known as the SER became the typical employment relationship in modern capitalist economies after the Second World War, both in quantitative terms and as a political and legal norm. It may be defined as resting on three pillars: (1) a bilateral employment relationship between an employer and a worker, (2) a full-time position and (3) permanent employment. In this sense, the SER thus involved a relatively high degree of job security for workers. Against the SER stands the deviations, the non-standard, or what is often referred to as flexible, precarious or atypical work, which, among other things, is characterized by a lower degree of job security and various forms of temporary work. Currently, flexibility is high on the agenda, as for example seen through the implementation of EU directive on temporary agency work and growth in other forms of temporary employment. This implies that employment relationships that has been regarded as atypical are being institutionalized and legitimized as typical employment relationships.

The norms for “typical” and “atypical” employment relationships were for a long time unsettled, and has repeatedly been subject to change. Thus, the phenomenon must be treated as dynamic and depending on changing historical circumstances. However, the research in this field has mainly been carried out by social scientists, largely related to the changes in the regulation of temporary work from the 1990s onwards. Based on written sources from various archives collected in connection with an ongoing PhD-project in history, this paper will discuss the above-mentioned subject from a historical perspective.

The changes in the SER as a political and legal norm may be seen as processes of standardization and de-standardization, of which elements existed simultaneously – but not with hegemonic status at the same time. Until the 1980s, the main trend implied that the standard was extended to include other labor market groups than the male, prime age “model worker” of industrial capitalism. During

the years following, important changes aimed at legalizing and institutionalizing atypical employment relationships, thus bringing certain groups out of the standard as a “constitutive outside”. However, the changing content of SER cannot exclusively be seen in a regulatory framework. The decline of precarious employment accelerated during the relatively long term and stable economic growth period of the first three decades after the Second World War. This period of organized capitalism was characterized by a policy of full employment, which allowed for an extensive turnover initiated by employees. As a response, the employers engaged in an extensive organized effort to stabilize the labor market and to keep the work force permanent. As part of this, the employers, also in cooperation with unions, developed different strategies aimed at controlling and limiting the TWA industry. Subsequently, this included a general ban against TWAs from 1971 to 2000, which limited temporary agency work to certain sectors of the economy.

2.05

Increase in self-employment in Finland: what about the livelihood in own-account work?

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For a long time now, the issue of the structural change in the labour market and the trend towards atypical work has been a subject of debate in Finland. The debate has mainly focused on part-time or temporary paid employment as well as to temporary agency work. Recently, more and more attention has been paid to various ‘new’ forms of self-employment. Specifically, the interest has been on the labour market position of those employing themselves in an entrepreneurial way, without employees, in the other fields of industry than agriculture ie. so-called own-account workers.

According to Labour Force Survey, there were some 152,000 persons aged 15 to 64 years who were employing themselves without employees in 2013 (excluding agriculture). Their number has grown by some 32,000 persons from 2000 to 2013, and their share has increased, respectively, to 6.4 per cent of all employed. In fact, in relative terms the growth of this group of own-account workers has been greater than for any other employment status group in the 2000s. The concept of ‘own-account worker’ is used in this context as an umbrella covering entrepreneurs without employees, practitioners of trade, freelancers and grant recipients excluding agriculture and forestry.

The increasing trend of own-account workers has raised various concerns regarding, especially, the sufficiency of the livelihood they can draw from their employment. Moreover, it has been argued that there are clear deficits in the social security system regarding own-account workers. At the same time, nevertheless, little has been known as a fact about this group.

The Own-account workers 2013 -survey, carried out by Statistics Finland in 2013, was the first attempt to examine the structure and the experiences of the group in question in a more detail, including their paths of becoming an own-account worker, their financial situation and livelihood, their working conditions, their experienced health and their views on the functionality of the social security system.

In this presentation basing on the survey, we focus on questions of livelihood of own-account workers. Using quantitative methods, we show that the livelihood of own-account is often insecure and low, and for many, the earned income derives from various different sources in a patchwork way. Concerns about the sufficiency of income is commonly experienced. One of the main problems are the irregularity of income and periods of no income at all. Those employed in the culture and handicrafts are an especially vulnerable group in all these respects. Moreover, it is strikingly common that the knowledge of the social security system is very poorly known. All in all, the current social security system seems to fit quite poorly to the needs of own-account workers.

2.06

Formal legal requirements in the context of informal employment relations

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In the UK, small and medium-sized enterprises (SMEs), those with between one and 249 employees, account for over 10 million jobs, or about 40% of the jobs in the private sector. These figures represent a broad trend towards employment in SMEs and suggest the importance of these firms to understanding modern working life and the changing nature of employment relations. This paper considers how employment relations and practices in UK SMEs may be impacted by recent changes to the rules around the regulation of employment and claims for unfair treatment by employers at Employment Tribunals.

Employment relations in SMEs are often characterised by greater degrees of informality than is commonly associated with larger businesses (Marlow and Patton, 2002; Mallett and Wapshott, 2014), which offer a 'fertile environment for the persistence and dominance of informal employment relations.' (Marlow et al., 2010: 956). Without formal policy, regular procedures or means of collective representation ad hoc, improvised responses to organisational challenges predominate for many aspects of employment relations in SMEs.

The persistently informal nature of employment relations and practices in SMEs (Spicer et al., 2014) can produce favourable outcomes during employment. Combined with degrees of spatial and social proximity, the informal nature of employment relations can give rise to overlaps in personal and professional relationships and greater employee satisfaction (Tsai et al., 2007). These relationships are not devoid of conflict but, through processes of mutual adjustment (Ram, 1999) it may be possible to address concerns or problems. Mutual adjustment describes a process of informal give and take around how people relate to each other at work (Wapshott and Mallett, 2013). These everyday, ongoing negotiations help parties to adjust to each other's demands and expectations in daily working relationships. However, when relationships break down, the informality of SMEs can give rise to altogether more mixed results.

SMEs are more likely than large businesses to have Employment Tribunal cases brought against them by employees and, in cases that reach a full Tribunal hearing, small firms in particular are more likely to lose than medium-sized and large businesses (Saridakis et al., 2008). This has led to a view that, while there are perceived benefits to organising employment relationships along relatively informal lines in SMEs, when those relationships sour and are exposed to external scrutiny and the demands of employment law, different judgements apply. As Saridakis et al. (2008) suggest, it may be that understandings of 'formality' and fairness operating in small firms on a day-to-day basis differ from how these things are understood in the context of Tribunals such that small firms "...are likely to find their interpretation of procedural propriety differs from that of the Tribunal, and what is reasonable in their own terms, for example, having the same manager dismiss a worker and hear an appeal, may not stand up to scrutiny." (2008: 493). The informal, ad hoc approaches adopted by many SMEs, while effective for the day-to-day operation of the business, are not well-suited to rigorous examination or expectations of procedural justice.

Under new rules concerning access to Employment Tribunals, SMEs' typically informal approach to employment relations might be about to change. The rules require employees to seek conciliation via The Advisory, Conciliation and Arbitration Service (ACAS) before being granted a Tribunal hearing. It is anticipated that where an employment relationship has broken down, the employee and employer will first meet with a conciliator to try and resolve the issue. If there is no agreement, or no agreement to seek reconciliation, then the case can proceed to Tribunal. Introducing this formal procedure into SMEs imposes a degree of formality on the employment relationship that it might otherwise lack. The change is intended to reduce claims to tribunals but it also carries implications for how employment relations are conducted in SMEs by imposing external formality into traditionally informal domains.

In this paper we consider how the arrival of regulations introducing a new formality into employment disputes in SMEs will affect the nature of employment relations in SMEs more generally. We do this by discussing how the nature of informality and mutual adjustment informs the employment relationships and practices of SMEs and how these existing and persistent arrangements will respond to the

imposition of more formal practices via the new rules on conciliation. We explore the ways in which the informal environments of SMEs may interact with, accommodate or resist pressures to formalise, as well as the dynamic and potentially indirect effects the regulations may produce in changing the nature of employment relations in SMEs.

2.07

Qualitative dimensions of own-account work

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There are increasingly many people in the Finnish labour market, who are employing themselves without employees in various forms of self-employment. In 2013, the number of so-called own-account workers amounted to 152,000 persons. The concept of 'own-account worker' is used in this context as an umbrella covering entrepreneurs without employees, practitioners of trade, freelancers and grant recipients excluding agriculture and forestry. While this group still forms only some 6 per cent of all employed, their number and relatively share of all employed has grown significantly in the 2000s.

The group of own-account workers is male-dominated and their age structure, on the average, older than that of employees. On the other hand, the group is very heterogenic as comes to the educational level or occupational structure. They all are united, nevertheless, in the way they employ themselves as sole entrepreneurs or otherwise in an entrepreneurial way, without employees.

So far, on the basis of the Own-account workers in Finland 2013 -survey, carried out by Statistics Finland in 2013, we already know that the work of own-account workers seems very intensive compared to that of wage and salary earners. They working hours are long on the average, they commonly experience insecurity concerning their livelihood and they more commonly have feelings of neglecting their family than wage and salary earners, to start with. On the other hand, they have significantly more influence over their work, report more satisfaction of different aspects of work and experience more job engagement compared to wage and salary earners.

In our presentation, we reflect on what should be taken into account when studying the specificities of the work of own-account workers. What does the quality of work compose of in case of own-account workers?

We have developed a theoretical model of different dimensions of own-account work. The model consists of five dimensions as follows: 1) Path to own-account work, 2) Economic dependency 3) Financial situation 4) Control over work 5) Intrinsic rewards of work.

Using quantitative methods, we examine the functionality of this model with the survey data in question. By doing so, we also reflect on the differences and communalities of quality of work of won-account workers compared to the situation of wage and salary earners.

2.08**Reforms of collective bargaining in a period of crisis: the case of Spain**

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The economic crisis that Spain has been facing since 2007 has produced significant effects in the labour market. Several years of deep recession plus a long wave of harsh austerity policies has increased a public perception of general impoverishment and growing inequalities, mostly pushed by an astonishing unemployment rate (around 25%, more than 50% amongst young people). The measures to fight unemployment were developed during the period 2010-2012 throughout a number of labour market reforms whose aim has been to increase flexibility and help to moderate or even lower down salaries. However, unemployment remains very high and insecurity has spread across the world of work. This paper will examine the impact of the labour market reforms since 2008 on collective bargaining in Spain. It draws on the results of the study of different case studies at company level as well as interviews with national experts and key social partners, as part of an international research project funded by the EU Commission. The project focused in the field of industry, once it is a sector where a longer and more fruitful body of industrial relations has been traditionally fostered. The paper will argue that the outcomes of these reforms are highly problematic for management as well as labour. The idea that this new neo-liberal or Troika driven turn in the regulation of the conduct of labour relations is something that pits capital against labour fails to pick up the value joint regulation has in terms of establishing the terms and conditions of employment as well as social peace within the workplace and the labour market.

2.09**Fun at work**

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Work is not fun. It is not intended to be fun. Definitions of work are notoriously slippery. As Strangleman and Warren suggest, it can mean effort or labour or more specifically what a person does to earn money. The ways in which we deploy the term are many and various. However, one thing that is not a definitional characteristic of work is fun. If a person does have fun whilst at work this is a happy by-product of the real purpose of work - which is to be productive, in whatever form that might take. It is no more apparent than in the rhetoric of work/life balance. The term itself implies that work is a distraction from those other elements of life that are fulfilling, joyful, meaningful, ours.

There is a growing literature – largely American – on ‘workplace fun’. The idea being that productivity might be increased by a concentration on creating an environment where the working day is punctuated by periods of ‘fun’.

This paper begins with an overview of the efficacy of such approaches and discusses the implications for workers of the institutionalisation of fun. There will be discussion of theoretical themes – particularly Wolfensteins’ idea of fun morality and also a discussion in relation to Baldamus’ concept of traction. The paper uses primary data – much derived from projects that the author has been involved with – to explore how workers experience fun and whether this bears any relation to the sorts of mechanisms employed by corporations to maximise ‘workplace fun’. A key question is: are the way workers experience fun and employer attempts to institutionalise fun incommensurate?

2.10

Employee sharing – a new form of employer-employee relationship in Europe

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Introduction

Employee sharing is an employment form in which a group of employers is jointly hiring and hence is jointly responsible for a (group of) workers. The structure is similar to temporary agency work, with the difference that the workers are regularly rotating among the participating employers, exclusively work for the participating employers and the network as such does not aim at making a profit. It could be identified as emerging or of increasing importance since about 2000 in Austria, Belgium, Bulgaria, Finland, France, Germany and Hungary and shows a good potential to result in a win-win situation not only for employers and employees, but also to foster regional competitiveness. However, awareness about the existence of this type of employment relationship is low across Europe, and some challenges have to be overcome to fully exploit its potential.

Objectives

Aim of this paper is to illustrate the characteristics of employee sharing as a new form of employment relationship by describing the working methods of the concept in the countries in which it was identified as recently emerging or of increasing importance. Furthermore, the impact of this type of employment relationship on working conditions, the employer company and the regional labour market will be highlighted. Finally, policy recommendations will be derived to pinpoint what could be done by governments and social partners to better benefit from the potential advantages inherent in this employment form.

Methods

The paper is based on a mapping exercise across the EU28 and Norway to identify new employment forms in Europe. In a second step, a literature review and secondary data analysis was conducted to gain more information on the emerging form of employee sharing. In a third step, a policy analysis (legal framework, available support instruments) and case studies dealing with employee sharing employment relationships have been conducted in selected European countries. This was based on qualitative indepth interviews with policy makers (including governments and social partners), experts, company managers and workers, following a semi-structured interview guideline. Finally, all available information was compiled, a cross-national comparative analysis conducted and policy recommendations derived.

Results

Strategic employee sharing was initially established out of the economic and social necessity to create a sustainable relationship between companies and workers, even if an individual employer cannot provide sustainable full-time work. While in the beginning it aimed at providing contractual security to involuntarily mobile workers (such as seasonal workers), in the meantime it is considered as a model also for voluntary flexible work and retaining employees.

Several companies (mainly SMEs) jointly establish a legal entity to hire workers and make them available to the member companies – and exclusively to them - to cover regular HR needs of the participating employers. Accordingly, it is a form of cooperative HR management. Instead of offering individual fixed-term contracts, the group can offer a permanent employment to the employees, with employment risk shared among the member companies (following the principle of solidarity and mutuality) while the workers are confronted with a single employer only. The aim is to create a 'collective staff' that is shared across companies and repeatedly assigned tasks in the different participating firms which should also lead to their integration in the firms and a sense of belonging and commitment. However, it has to be pinpointed that it is only suitable for specific types of jobs and workers and that certain preconditions need to be met for the concept to work satisfactorily.

For the participating workers, employee sharing results in job stability, equal treatment regarding wage and other working conditions compared to core staff and enhanced training and skill development. On the negative side, there is the potential for professional isolation, little representation and a high demand for flexibility and adaptability.

Companies benefit from access to human resources that they would or could not get otherwise and from the cross-company work experience of the shared worker, which might result in efficiency and productivity gains. Also, there is some indication that employee sharing fosters regional cooperation in other business areas, thereby benefitting the local economic development. Furthermore, employee sharing can contribute to labour market stability in the region by providing permanent full-time jobs which otherwise would be more precarious or caused work intensification for the core staff of the firms.

Conclusions

Employee sharing is an emerging employment form that has clear benefits for both workers and employers if well implemented. However, awareness of the existence of this model as an alternative to more precarious employment relationships is low, and current framework conditions are not too supportive in most countries. Consequently, the provision of information about and exchange of experience with this employment form is recommended. Furthermore, existing legal frameworks should be screened regarding their suitability to allow a broader implementation of this type of employment relationship.

2.11

The Shift from Cooperative Work to Seasonal Employment: Agricultural Labour Change in the case of a Turkish village

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This study aims at examining agricultural labour change in a Turkish village, *Çiçekpınar*, which has revealed in the form of shift from cooperative work to seasonal employment. It questions the effects of capitalism's penetration into agricultural life over this shift through initiating the transformation of the forms of production. In this sense, main questions have been organized to scrutinize the transforming production forms through capitalist progress, the specific dynamics and structures behind this transformation and its effects over agricultural labour in particular to the case. The analysis of the study is conducted by the field research through semi-structured interviews with 25 villagers in *Çiçekpınar* and some quantitative data to supplement them. It concludes that capitalism has gradually converted the production forms in *Çiçekpınar* through certain political, economic, technological and social conditions. This has directly resulted in agricultural labour change by the shift from cooperative work to seasonal employment, which has affected both (1) production process and (2) social and political terrain in various aspects.

CREATIVITY AT WORK

3.01

Variables of individual innovation competencies

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Individual innovation competencies are crucial for the success of work life and business growth (Toner 2011, Waychal & al. 2011, Hartmann & Große 2012). "Innovation as a competence of an individual is pivotal to an organization's competitive advantage." (Waychal & al. 2011) Higher education may have a crucial role in competence development. New realities in working life and the world of education challenge not only the contents of education but also the pedagogy and traditional forms of teaching and learning in order to address knowledge, skills and attitudes required in achieving future work life competencies.

In order to improve the innovation-related outcome in higher education a good understanding of the underlying skills the educational process effects on is required. However, the link between skills and innovation is all but clear (European Union 2007). We lack knowledge on such fundamental issues as the characteristics of skills required for incremental as opposed to radical innovation and the types of competences required across different innovation processes - product, process, organizational and marketing (Pro Inno Europe, 2007).

This research project aims at creating an innovation competence ontology usable in higher education for the benefit of work life. This project is part of a larger study "Learning in innovation", that aims at finding out how learning, tutoring and the learning environment should be organized for the increase of innovation competences. The key research question in this sub-project is *what are the variables of innovation competence in the light of current research*. About 200 recent research articles are collected and about 50 of the most fitting ones of them are chosen for textual analysis. The analysis will lead into an innovation competence framework. The final aim is to find the variables of individual innovation competences that will help to create most effective learning environments for innovation.

The number of available definitions for the term "competence" is large. For instance, Kirjavainen and Laakso-Manninen (2000, 12) define that "Competence (lat. *competentia*) means a match between the task and the capability". According to Villa Sanchez & Poblete Ruiz (2008), competence can be defined as "good performance in diverse, authentic contexts based on the integration and activation of knowledge, rules and standards, techniques, procedures, abilities and skills, attitudes and values.". According to Taatila's (2004) conceptual analysis the term competence refers to subjects' comparative qualities to reach the defined goal. Competence is an actor-specific state, which the actor either holds or not, i.e., the actor either is competent or not. In this research, competence is defined according to the European Qualifications Framework for Life-long Learning (2008) as "the proven ability to use knowledge, skills and personal, social and/or methodological abilities, in work or study situations and in professional and personal development".

The competencies that support individuals' innovativeness have proven to be rather elusive to define and the definitions have become quite generic. For example, Jussila, Suominen & Vanharanta (2008) found a total of 25 innovation competences to be essential for innovation from a literature review. The ontology of innovation competences included personal competences such as self-awareness, self-regulation, motivation, expertise and creative thinking. Social competences were defined as required to move an idea forward into an innovation. Social competences were divided to empathy and relationships management competences. Empathy covered competences that are needed in dealing with people, whereas relationship management is generally about networking with people. Some of the competences, such as imagination and absorptive capacity, have traditionally not been included in competence models. In the context of innovation however, there is a lot of evidence that these characteristics are important.

In another study, Ayvisati, Jacotin, Vincent-Lancrin (2013) distinguished three overlapping categories of “skills for innovation”, ie. the individual capacity to contribute to innovation: Technical skills (know-what and knowhow); skills in thinking and creativity (critical thinking, imagination, creativity); and behavioral and social skills (persistence, conscientiousness, self-esteem, communication, collaboration). Focusing on skills seems to be an inadequate starting point to observe learning in an innovation process. It is not only skills that define learning potential, but a whole set of competence ontology.

As the third example, Lindfors (2010) has discussed innovation in the pedagogical context as a method for innovation learning. According to Lindfors, in making an innovation there is need for creativity, idea managing, problem solving and co-operation, use of technology, practical work and usability evaluation of an innovation process outcome, which is an actual usable solution (Siltala 2009).

In order to create a more comprehensive understanding of the subject an adequate number of similar studies will be analyzed and a new ontology created. This action will form the first step in a wider research project in which the created ontology will be used for analyzing different pedagogic processes aimed at improving innovation competencies.

3.02

Innopresence – Experiences of Presence (Mindfulness) increasing innovation in a Finnish Forest Industry Company

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Introduction

During the year 2014 there was tested a mixed intervention of mindfulness practices and co-creation of innovation (Innopresence) in one Forest Industry Company in Finland. The main goal of this ‘cross-pollination project’ of mindful and art-based -exercises was to observe how the experiences of presence, or mindful awareness, and commonly shared experiences of it, could increase innovation ability, creativity and wellbeing at work communities. This research is a case description about what was learnt of that one-year intervention. The another important purpose of this study is consider if it is possible to use the learnings of these experiences as help for increasing the ability of awareness, welfare and innovation at work?

Method

Mindfulness and Collaborative Training

Mindfulness training called *InnoPresence* constituted of 10 sessions and an opening meeting. The two-hour’s sessions were organized for two different groups of workers. The first five sessions (during spring 2014) aimed to increase mindfulness in general and were led by a certificated MBSR-teacher. The sessions followed closely the principles and guidelines of MBSR-program, which aims especially to stress reduction and includes specific exercises such as mindfulness meditation, body scan and gentle yoga. Participants were also given a CD, which included recorded homework exercises to support mindfulness practice at home. Mindfulness can be simply defined as a quality of awareness that includes the ability to pay attention to non-judgmentally in the present moment. The rest five sessions (during autumn 2014) aimed to focus on the experiences of presence at work and included also a variety of collaborative group exercises that were led by an experienced facilitator. In these encounters participants e.g. identified and shared moments and experiences in which they felt present at their work in the common space of sharing. The common space of sharing may be seen as a process where a new solution (for example for a common problem at your daily work) is found by considering it from a new point of view by sharing experiences equally together, where participants of dialogue are valuable

resources of knowledge and innovation. These spaces of sharing are arenas for social interaction, the possible “seedcases” and significant constituents of new innovations.

Data collection

Divergent data collection methods such as questionnaires, group discussions, focus groups, post it-notes, work observations and diaries, and common spaces of sharing were used during the training process. In this conference paper the focus is on the singular experiences of mindfulness/presence – and how they are connected to the ability to get new ideas, insights, and innovation to your work. The experiences are also analyzed through the field-glasses of wellbeing at work. Are the aware experiences of your mind effecting to your personal ability to keep cool and calm – whatever happens around you at your work? What kind of challenges relate to the being present at work?

Results

Based on the preliminary qualitative analyses of the experiences of all the sessions it seems that participants have benefited from the training in general. For example, improved ability to communicate ‘mindfully’ was considered as an important asset of for example among the office workers who felt that they had become more present and mindful at work. In the last two sessions the participants connected all their experiences by suggesting new ways of innovating their daily work together. There were for example concrete suggestions of changing their un-effective daily routines.

So, after focusing on their ability to be present at the moment people started to notice that they were more aware of their ways of thinking (mind) and interaction (collaboration). It seems that presence gave them self-discipline to shift their thinking and daily routines towards a more reciprocal collective creativity by seeing things from more than one perspective and by trusting senses may open up to the world around them.

The main results unveiled that the most common experiences of presence of the workers daily life were connected specific themes like being in nature, sharing experiences and interconnectedness. There were couple of the participants who drop out the training. They had lack of motivation because they felt that they had to participate on request the employer. More detailed findings of this intervention will be presented in the conference.

3.03

Does creativity drive knowledge creation and sharing?

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Knowledge is a key organizational resource that provides a sustainable advantage in a competitive and dynamic economy (Chong & Chui, 2005; Davenport & Prusak, 1998; Foss & Pedersen, 2002; Grant, 1996; Spender & Grant, 1996, Drucker, 2005). However, there is a need for a better understanding of the processes that *drive knowledge sharing/creation* behaviors in real organizational contexts. On the other hand, only a few studies have empirically examined the role of individual personality or dispositions in *knowledge sharing*. Also, researchers have tended to investigate the direct relationship between personal characteristics, contextual factors and knowledge sharing, but few have examined their interaction (Wang & Noe 2010) neither the link with *creativity/innovation* (some can be Mitchell, R. 2010, Du Plessis, M. 2007, Gabberty, J.W. 2007, Karapidis, A. 2005, Haapasalo, H. 2001, Gurteen, D. 1998).

Our research uses logistic regression to analyze the individual *and* organizational factors influencing *knowledge creation* and *knowledge sharing* in a leading multinational company from the ICT Industry.

Data collection is achieved through two strategies:

1) A 119 item questionnaire sent to one *Community of Practice-CoP* (138 individuals) with a response rate of 43.5%. We measure individual and organizational factors related to creativity, innovation and knowledge management. It contains several modules: a) socio-demographic; b) individual creativity factors; c) organizational creativity and innovation factors; d) knowledge management perceptions, knowledge sharing motivation and barriers.

2) Qualitative and quantitative analysis of 768 mails sent to a distribution list by the same *CoP* during 35 months and of 44 meetings with 111 people from the same *CoP* across 28 months period.

We use both strategies to better assess variables that drive knowledge management, putting together more subjective data (first strategy) with more objective data (second strategy).

From our results we find some key variables that shape knowledge sharing and creation processes. Specifically, *creativity and knowledge environmental and personal factors*. For knowledge creation: 1) some of the individual factors are *judicial* Sternberg's thinking style plus additional creative factors pointed by Sternberg and other authors: *willing to grow, openness to experience, perseverance....*; 2) environmental factors linked to creative climate are *idea time, having resources...* while others like *risk taking* does not favor knowledge creation. Finally we analyze some *motivation and barrier* factors for *knowledge creation and sharing*.

Our study confirms that some specific (not all) creativity factors drive knowledge creation and sharing.

DIGITALIZATION AT WORK

4.01

Online Games and the Social Organization of Workplace Authority in Sales and Service Work

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For the past three decades, sociologists of work have tracked the emergence and expansion of the service economy out of the ashes of industrial manufacturing. Within the shifting occupational landscape, sales and service jobs have been replacing production work, becoming the fastest growing segment of the labor market and the backbone of advanced economies (for the U.S., see Hecker, 2005; for the U.K., see Warhurst & Nickson, 2007). The emergence of the service economy has altered organizational structures as well as divisions of labor and means of coordinating and controlling work and workers (Bolton & Houlihan, 2005; Frenkel, Tam, Korczynski, & Shire, 1998; Leidner, 1996).

The shift of focus among sociologists of work and organizations from the social constitution of authority on the production floor to its constitution on the service and sales floor has brought to light new means of coordinating and controlling the dynamic interplay within the service triangle composed of managers, workers, and customers (du Gay & Salaman, 1992; Leidner, 1993). Management attempts to impose relations of authority and to regulate interactive service work have been complicated by the active participation of the customer in the production of services and the execution of sales. The production and consumption of services occur simultaneously, constituting an additional challenge to the imposition of workplace authority. Management attempts to exert authority may involve the routinization of sales and service encounters (Leidner, 1996), demands that workers interact emotionally with customers according to ready-made scripts (Hochschild, 1983), the constitution of the client as a surveillance agent (Fuller & Smith, 1991), and the use of information technologies to direct and supervise work

and to constantly measure work performance (Frenkel, Tam, Korczynski, & Shire 1998). With recent technological advances, particularly the introduction of Internet platforms to work organizations, relations of authority on the sales and service floors remain in flux.

Internet platforms allow management to constitute a new social arena in cyberspace in which relations of authority can be redesigned. Management can create social networks that link members of the workforce, and it can compile various employee performance measures in real time and categorize them automatically according to different performance goals. Management can then disseminate individualized performance indicators through the social networks to a wide range of workers with online access. Workers are encouraged to engage in mutual viewing of the streaming information and to constantly compare their own performance against that of all other workers.

Based on 50 in-depth interviews with sales people, managers and suppliers of a large computer chain store in Israel, I focus on the social organization of workplace authority in cyberspace within the service sector. Specifically, I empirically examine one work organization's elaborate system of online games and sales contests. These competitions are based on streaming performance data and lure workers into, and motivate them to continue serving as, the foot soldiers of mass consumption. The rules of the online games, inscribed in the software that enables them, and the types of virtual social relationships these games foster encapsulate the main elements of what I see as an emerging structure of authority relations in contemporary sales and service organizations. Discussion centers on the notion of the 'allelopticon', a system of authority relation based on mutual viewing and the streaming of performance measures into an online community of workers. The co-optation by management of the 'authority of imputed expertise' (Freidson, 1984) which is grounded within occupational communities, is also discussed.

4.02

My Digital Day – explaining digital working schemes of knowledge workers from the perspective of information ergonomics

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Digital environment of knowledge work shapes the work environment of the individual, as well as work practices, social conventions, and even the concept of work. For knowledge workers, the digitalization of work environment has brought about change in working schemes, i.e. how people organize, resource and schedule their work. Digitalization, in general, is the product of technological progress and societal change. In particular, performance improvement and change in means of working are products of digitalization. Taking radical change of knowledge work in the 21st century as starting point, this paper approaches the topic from the perspective of individuals conducting their daily chores. The paper analyses work days on task level in digital environment in order to model digital knowledge work.

Coping with the changes of digital work environment requires a novel approach to ergonomics by concept of *information ergonomics*. Traditional ergonomics deals with the "fit" between the user, equipment and their environments, taking account of the user's capabilities and limitations in seeking to ensure that tasks, functions, information and the environment suit each user. Information ergonomics deals with the fit between the user's cognitive abilities and the requirements of information environments. More specifically, information ergonomics aims at maintaining and increasing the worker's performance by means of methods, tools and work practices regulating information load so that it can be kept at a controllable level.

The paper is based on two key propositions about performance effects of digital environment. The first proposition is that ubiquitous computing with pc, tablet and phone has changed the organization and scheduling of work. The second proposition is that availability and easy to use information and communication technology has changed the organization and resourcing the work. Based on these

propositions, the paper analyses the working schemes of about 50 knowledge workers to point out the effects of digitalization. The schemes are analyzed by the framework of information ergonomics presented in earlier studies.

The data sets that are used for empirical part of this paper are gathered among knowledge workers in private and public sector organizations during the period of 2012 - 2015. The research data consists of are gathered by survey questionnaires, interviews, shadowing, desktop video and application logging data. The analysis of data will verify the propositions and build an empirically validated model of digital knowledge work and information ergonomics.

The model enables the operationalization of key features of work schemes. Moreover, as the model is based on empirical findings, it allows the analysis of different digital work. Importantly, the model pins the key features of working schemes to the concept of information ergonomics that makes knowledge work related processes visible.

Main issues related to digitalization include the effects of constant availability on line and distractions by it, i.e. how the informants describe them and how quantitative data confirms it. One of the key finding is that people who are not aware of hazards of digital environment are exposed to side effects of ubiquitous computing, such as information overload, stress, psychological and physiological symptoms of overload, fatigue, and sense of losing control on their work. On the other hand, people who are "ubiquitous computing literate" experience flow and moreover they gain of freedom, extended resources and organization. The quest is to fine tune infrastructure, organization, conventions, and socially constructed realm at work.

The paper also has normative function as it summarizes main implications of information ergonomics and some development points in different organizations. Due to subjective nature of knowledge work, it requires also self-awareness, thus knowledge workers need guidelines too. Moreover, as there is no ideal way to conduct knowledge work, better understanding of working schemes also relate different archetypes of knowledge workers and fit the work to them, not vice versa.

4.03

ICT-based, mobile work – the digital worker

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Introduction

Over the last few years 'the virtual, invisible worker working digitally anywhere and everywhere' has become more widespread as a result of progress in ICTs and new forms of work organisation including not (exclusively) working at the employer's premises. ICT-based, mobile work refers to work arrangements carried out at least partly, but regularly, outside the 'main office', be it the employer's premises or a customised home office, using ICTs for online connection to shared company computer systems. Work takes place wherever and at any time it suits the work activities, task, business schedule and lifestyle of the worker, not necessarily at a specific place but also 'on the road'. As a consequence, ICT-based, mobile work is realised in ever changing situations, but with a need to collaborate with other workers or clients, hence the requirement to be connected to shared resources to achieve a joint goal.

Objectives

Aim of this paper is to illustrate the characteristics of ICT-based, mobile work as a new form of employment by describing its preconditions and working methods. Furthermore, the impact of this type of employment on working conditions, the employer company and the labour market will be highlighted. Finally, policy recommendations will be derived to pinpoint what could be done by governments and

social partners to better benefit from the potential advantages inherent in this employment form and to avoid the potential disadvantages for workers.

Methods

The paper is based on a mapping exercise across the EU28 and Norway to identify new employment forms in Europe. In a second step, a literature review and secondary data analysis was conducted to gain more information on the emerging form of ICT-based, mobile work. In a third step, case studies dealing with ICT-based, mobile work have been conducted in selected European countries. This was based on qualitative indepth interviews with company managers and workers, following a semi-structured interview guideline. Finally, all available information was compiled, a cross-national comparative analysis conducted and policy recommendations derived.

Results

ICT-based, mobile work refers to situations in which workers regularly conduct (parts of) their work neither at the premises of their employer or clients, nor at an established home office. Rather, tasks are fulfilled flexibly from any place and at any time suitable for the worker and the job. ICT-based, mobile work is relevant for both, employees and self-employed and was identified as of increasing importance in 16 European countries.

For employees, ICT-based, mobile work is generally based on standard employment contracts allowing for such flexibility, and implemented in a rather informal way. However, it has to be pinpointed that it is not suitable for all tasks and workers, and certain preconditions have to be met for a successful implementation.

ICT-based, mobile workers tend to be male, middle-aged and highly educated. Their jobs often involve some level of responsibility, self-organisation and trust from the employer. The most important driver to engage in ICT-based, mobile work is the wish to increase flexibility and (personal) productivity – from both employees and employers.

For workers, ICT-based, mobile work tends to improve working conditions by granting higher autonomy and the opportunity to better adapt the place and time of work to their personal needs. While some mobile workers hence realise a better work-life balance, others experience a higher work intensity and stress level by the (perceived) requirement to be available 24/7.

Employers offering ICT-based, mobile work often benefit from reduced costs and efficiency gains as well as from an improved employer branding as such flexible working conditions are increasingly demanded from high-level employees.

Problematic aspects related to ICT-based, mobile work are the potential outsourcing of traditional employer responsibilities towards the employees (e.g. health & safety issues), control mechanisms and the danger of miscommunication and social/professional isolation.

Conclusions

ICT-based, mobile work is of increasing importance in a large number of European countries for both employees and self-employed. While it is not suitable for all jobs and workers, the potential for 'mobilising' at least parts of most jobs is high. Anecdotal evidence from countries where this employment form is already more established and widespread hints towards its potential to completely restructure the labour market. Not only employers increasingly opt for this employment form, but more and more workers expect companies to offer such working conditions in order to realise a better personal flexibility.

In general, ICT-based, mobile work offers benefits for both employers and employees. However, the practical implications strongly depend on the individual design of the arrangement. As this employment form widely lacks specific legal regulation across Europe, there is some potential of abuse and exploitation of workers. Safety nets need to be established to (better) protect workers and avoid outsourcing of employer responsibilities to employees.

4.04

Digitalization and knowledge work in manufacturing – matching worker and organizational perspectives

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In the current era of fast transformations, the changes in the society are reflected to work in many ways. New technologies and tools are available to make practically all processes more knowledge-driven, also in a manufacturing environment. In short, this means that automation and robotics are replacing a lot of standardized work processes, and human efforts are increasingly directed towards resolving non-standard situations and processes related to problem-solving and decision-making. Knowledge work and related digital tools and technologies have been discussed in the last two decades mainly referring to office environments. Recent advances in creating “smart factories” that have the technical and human capabilities to improve the utilization of existing knowledge flows have enabled the scenarios of traditional manufacturing work becoming more knowledge-oriented. This development sets new requirements and expectations from both workers and the organizations to the practices and tools implemented.

The research questions of the study are firstly, how digitalization and knowledge work trends affect manufacturing organizations and their workers, and secondly, how to combine both perspectives in change management to achieve organizational goals as well as individual worker needs?

These questions will be answered by a review of current academic literature combining the views presented on knowledge work and future manufacturing work, focusing on the requirements and possibilities of implementing novel types of tools and methods to support knowledge work in manufacturing. The study also briefly explores the possibilities that knowledge work tools can offer for increasing worker productivity, creativity and innovation, problem-solving, collaboration and work satisfaction, and the limitations to these set by the specific features of the manufacturing environment.

In the future, manufacturing work will converge to include elements of manual work and knowledge work. The workers will need new types of tools and working methods to support their productivity, in a similar way current knowledge tools support knowledge work in office environments. Smart factories will be able to make vast amounts of possibly valuable data available, but to increase worker productivity this data needs to be transformed into meaningful information and it has to be provided in the right form at the right time. By giving workers efficient tools to access and process information with user-centric interfaces that allow them to find, use and contribute to that information, it is possible to increase also job satisfaction and motivation. Improving knowledge sharing will also have a positive effect on collaboration with co-workers to coordinate work tasks, solve problems and explore opportunities for improvement. The workers are also encouraged to manage their own productivity, acquire new skills, and develop existing ones.

However, there are important differences between typical office environments and manufacturing production line environments that need to be considered: 1) Working environments in factories are diverse and do not necessarily contain the usual knowledge work tools such as a desk, PC and phone. 2) The physical environment in factories sets limitations to rich-media knowledge transfer by use of displays, sounds etc. due to heat, noise, dust, chemicals and moving machinery or protective clothing. 3) Factory workspaces include specialised tools and machines to perform location-specific tasks, which leads to complexity of switching tasks. 4) Factory workers handle physical objects, as opposed to typical knowledge work end products which are virtual and easy to copy, transfer and modify 5) Factories and office environments also differ considerably in organisational and cultural aspects such as self-management skills and hierarchy structures. Implementing knowledge work tools in manufacturing successfully depends on the acceptance of both workers and management, and on how workers are trained to use the tools efficiently.

This study is related to the first phase of an EU-funded Factories of the Future project “Worker-centric workplaces in smart factories” (Facts4Workers). The results of the literature study will provide valuable

new insights for further research work in developing worker-centric solutions and tools, as well as for management practice especially in manufacturing companies.

4.05

Skill After Craft: Perception and Action in Unmanned Aviation

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The unmanned aircraft, or drone, has given rise to new meanings of work for those who are charged with its operation. As the body of the pilot is relocated from the cockpit to the ground control station, piloting loses some of its white-scarf élan and comes to resemble office work or, worse, the unproductive solipsism of video gaming. Rather than recirculating these readymade chains of meaning, though, scholars of work have an obligation to understand unmanned aviation in its specificity. How is the work of the unmanned pilot continuous and discontinuous with that of his or her manned counterpart? How do we account for digital mediation in unmanned aviation without mischaracterizing manned aviation as, somehow, analog? And what are the emerging forms of skill that are proper to unmanned piloting?

Anthropologist Tim Ingold has advanced an influential account of skill as the coordination of perception and action across a system of body, tool, and environment. Ingold developed this formulation out of an engagement with the ecological psychology of James Gibson, which rejected a mentalist account of visual perception and emphasized the attunement of the moving, sensing body to its surroundings. Framing skill not as knowledge stored in one's head, but as a practical, dynamic engagement with the material world, was an important intervention. Yet Ingold's view of machines as "determining systems" and his normative, essentially romantic investment in craft production limits the analytical purchase of his account of skill on digitally mediated work domains. Cut off from the environment, he insists, the intimate coupling of perception and action is bound to be severed.

This paper draws on ethnographic fieldwork with unmanned pilot trainees and instructors to propose a refunctioned account of skill adequate to the realities of contemporary work. Based on interviews and extensive observation of two training programs in the state of North Dakota, I argue that unmanned pilots learn to coordinate perception and action at three environmental scales: that of the ground control station, the aircraft, and the target on the ground. Moving adeptly between these scales, even as they threaten to fall out of alignment, means continuously resolving what James Gibson called the "ecological paradox" of being in two places at once. Indeed, I suggest that Gibson's work with motion pictures while training military pilots during World War II might be seen as an alternative archive out of which to build up an ecological theory of skill. By rereading Ingold from the vantage point of Gibson on mediated perception, I maintain that we can develop a more unified account of skill across different contexts of work.

4.06

New meanings of work in a digital printing network

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Objectives Digital printing technology changes work in the textile-, clothing- and interior industries and opens up the potential for new network formation among the firms and their clientele, research institutes and trade organizations. The promises of digitalization lie in sustainable development, local production, consumer involvement, and networking. Simultaneously, research has, from many angles, questioned the relationship between consumption and sustainability calling for systemic and global approaches. This presentation discusses the possibilities to combine learning research and design research with the development of new business models and the design of product and online service concepts based on digital printing technology (Ref 2). These are the starting points of the project DigiPrintNetwork (Tekes 2015-2017) coordinated by the Helsinki Metropolia University of Applied Sciences. The research interest is on the emerging ecosystem that the digital printing network creates for its business model. The ecosystem comprises of the members of the network – the design entrepreneurs, materials producers, digital printing firms, and the administrators and developers of online service – the customers/consumers, interest groups such as trade organizations, universities, civic organizations and leisure activities. Research questions of the project include: How do the values of the consumer network and those of the entrepreneurship network meet? What characterizes interaction between these networks? How are the business models renewed and learned in intensified networking? How does a firm change its logic of activity and learn when becoming a part of a larger network? What characterizes the ecosystem created by the network to implement the business model? In the presentation we particularly discuss the interdisciplinary theoretical approach of studying new meanings of work in a digital printing network.

Methods Research of the entrepreneur network focuses on the developmental dynamics of activity and emerging ecosystem on the way to create a new business model and production concept based on digital printing. Drawing on the cultural-historical activity theory the object-oriented learning by networks (Refs 3; 4) is applied to analyze collaborative challenges and innovations. Other conceptual notions applied are the multi-level expansive learning, the tensions of production and product concepts, and the dynamic field of the developmental tensions of a network. These will be specified and further developed in the context of digital printing network. The data gathered during the project may be used in learning interventions as a mirror material for enabling the network partners to reflect on and evaluate joint goals and achievements. It is a methodological challenge to follow the activities and gather data in real time. Partner networks have generally been analyzed retrospectively when the learning outcomes already are known. The methodological interest concerns advancing network research on a developmental rather than behavioral basis. Research questions of this part of the project include: How do the network actors understand and conceptualize the new digitally mediated objects of business activity? What are the learning-critical interfaces of the emerging actor network and ecosystem? What kinds of tools and work environments are developed, experimented with and implemented for mastering new objects and transcending the interfaces?

(Methods, cont.) Value creation and the revenue logic in online service are analyzed from the customer or consumer perspective (Ref 1). Research draws on the knowledge created in the previous project concerning the service concepts for digital textile printing. Methods comprise consumer surveys, lead user focus group interviews, and the network stakeholder interviews. Among the stakeholders are the designers who offer their surface design and products to customers on new revenue logic. New value creation based on sustainability includes co-designing by means of which the customer may participate in modifying the print design. How does digital technology mediate the consumer and designer perspectives in online network-based activity? What are the conditions for the customer understanding by designers and the meaningfulness of the products for customer-consumers? How does the customer's value or experience contribute to the value creation in the stakeholder network? How do the roles of the designer, producer and consumer change in the digitalization of work?

Conclusion The DigiPrintNetwork research aims to investigate the new meanings of work related

to digitalization and intensified networking. These transformations include potential to new business and production concepts. The new meanings of work bring learning challenges both to individual entrepreneurs and to the collective network of multiple stakeholders. In addition, consumer research is needed to support the change and create new consumer involvement in digitalized product and service provision.

4.07

The paradox of mobility in e-government

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This article seeks to understand what I term the paradox of mobility in e-government. Digitalization of public services decouples the user from any need of mobility; digital public services are offered independently of location in a manner we might term the “trans-mobility” of cyberspace. The trans-mobile potential of the internet is, however, not fully realized for those producing the service, subjected as they are to workplace presence and supervision. Digitalization involves a reorganization of the production process, which, like other reorganizations, is inherently relational and a result of power (im)balances. E-government back-office reorganizations often involve physical relocation of offices and centralization of employment. The trans-mobility of cyberspace only to a limited extent counteracts the consequences of these processes. In explaining this paradox, the article argues that digitalization as a technological process must be understood as relational and thus socially constructed and contested; specifically that the levels of trans-mobility involved in producing and consuming these digital services are not technically determined, but rather strategic and political, and more generally that e-government cannot be understood without paying attention to the labour relations involved. The article employs the concept “technology” in the broadest sense to encompass the social relations involved in its development, in this case in the technological process of digitalization of public services. Analyzing a case of digitalization of the services of the Norwegian Tax Administration, the article thus attempts to highlight these social relations allowing and restraining trans-mobility, thus shaping working conditions and divisions of labour on the one hand, and the conditions under which the services are being used, on the other.

4.08

Knowledge management and digitalization in large enterprises versus SMEs in Finland

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Companies nowadays are forced to innovate and develop new technologies and to gain newest information of businesses for higher quality and functionality of products, lower costs, better answers to increasingly sophisticated customers' demands, and correct responses to rapid changing markets (Danijela, 2011). According to Chen & Huang (2008), companies who have good ability to target their IT- and human resource strategy with knowledge management strategy indicate better performance. What kind of competitive advance companies can get depends on how effectively they utilize technology and information systems, and how they are able to create, share and utilize knowledge also in cooperation with other organizations.

Moreover, with the globalization and high-speed changes in businesses, such as digitalization, companies are facing challenges posted by unpredictable and complex competitive environment. Old company clusters may not work anymore, networks don't bring new advance for cooperation partners, or companies need to react rapidly to the changes in their environment. The employee can't follow rapidly changing strategy, and what the changes mean in their work. Companies set demands for government and decision makers that they should get more facilitation to get better performance, but companies are responsible to utilize their resources more effectively, especially their knowledge, skills and technology in innovation and human resource development.

In the modern economy knowledge is typically the central resource and element for survival and the primary source of competitive advantage (Brooking, 1999; Fleisher and Bensoussan, 2002; Stewart, 1997; Teece, 2000). 1999; Fleisher and Bensoussan, 2002; Stewart, 1997; Teece, 2000). Knowledge Management (KM) enables companies to develop their activities by having the right information at the right time, as well as by offering the tools to manage the skills and knowledge of the personnel (see e.g. Nonaka & Takeuchi, 1995; Grant, 1996; Spender, 1996). Knowledge management has many contents depending of companies' functions, like information management or competence management or development, but the main thing is to get management and employees make a common understanding what does knowledge management mean in their company.

In this study, we empirically explored the KM practices and the level of digitalization in large and small and medium sized business. We were especially interested in to study how systematic KM is and how companies operationalize KM in practice. We wanted to also get a picture in what functions and how much companies do network and how effectively they utilize technology. There are differences in KM operations and technology utilization, and we wanted to analyse that in which operations different size of companies could learn from each other.

In order to compare these KM issues in varying company sizes, the empirical study was carried out both among 50 largest companies in Finland and among small and medium sized firms in Pirkanmaa area in Finland in 2014. Furthermore, the results of the study are able to shed light on the development curve of KM practices in Finnish companies as similar studies were carried out in 2002 (among TOP50 largest companies) and 2007 (among SMEs). The TOP50 companies mostly operate in international markets, even though their headquarters are located in Finland. The small and medium sized firms were part of corporation or private companies, who make cooperation with other companies to increase market area in Finland. The study was carried out as quantitative survey supplemented with qualitative interviews. The quantitative data was statistically analysed with SPSS program and the qualitative data was analysed by content analysis method.

4.09

Emotions in Mergers and Acquisitions – Managing emotions in a global, virtual world

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It has been argued that in today's globalized world the future competitive advantage of companies in Western economies can be found only through developing unique competences and skills under the *leadership of talented managers who understand the needs of the individuals*. Recent trends indicate that cross-border mergers and acquisitions (M&As) keep increasing following the double dip recession, and the role of acquirers from developing and transition economies stands out, as their cross-border M&As rose by 36 per cent to \$186 billion, accounting for 53 per cent of global cross-border. This implies that companies are facing increasing challenges in terms of international management, especially when merging companies come from not only different national cultural backgrounds but very different business environments. Similarly Finnish companies have developed to their current standing through

a series of mergers, acquisitions and/or divestments. Many of them have also chosen mergers and acquisitions (M&As) as their future growth strategy, as the mature markets in which they operate do not allow profitable organic growth. In terms of leadership this is a significant challenge because it means that the organization is under constant change – there is always a group of individuals who are under integration to or prepared for de-integration from the organization. Global business environment in which day-to-day operations are planned, coordinated, implemented and monitored in virtual, team-based organisation provides a continuously changing context for these challenges.

Mergers and acquisitions (M&As) are very emotional events for all those affected. They often represent major organisational changes, restructuring and employees and manager fear for their job and the uncertainty about their future affects their job satisfaction and commitment. The role and importance of emotion management in M&As and divestiture has been acknowledged only recently. Although the human factor in M&As has been of interest, the viewpoint taken is rather narrow. Early research focused mainly on employees and their negative emotions resulting in undesirable outcomes, such as change resistance, acculturation stress, loss of job satisfaction and commitment and how to overcome these. The current wave of research acknowledges the nuanced role that *positive and negative emotions* play in how organisational changes such as M&A are perceived and experienced, as they help employees to understand what is happening in the organisation. Consequently, emotions should not just simply be overcome but rather have to be *understood* to better comprehend changes such as M&A.

Prior research on emotional contagion suggests that top managers are in critical position in setting the emotional climate. They are in the positions where they can considerably influence on integration process of the whole merging organization. However, as employees and managers are increasingly working in virtual teams, this sets great challenges for managing emotions. Not only the geographical distance but there are also important challenges related to emotions and cultural differences. While there is a great deal of research on the cultural differences related to emotions, research focusing on virtual teams, emotions and cultural differences is relatively young. Very little is known about emotion display norms in virtual communication, where non-verbal expressions of emotions are relatively limited. It has been suggested that virtual teams, similar to face-to-face teams, work better when their members share emotion display norm. Furthermore, prior research suggests that display norms call for greater expression of positive emotions and suppression of negative emotions in multicultural teams. Nevertheless, little is known about how does the virtuality of teams and communication via electronic means change the communication and interpretation of emotions.

Obtaining a deeper and more comprehensive understanding of managing emotions in a global, virtual world in the context of M&As/divestitures is critical for many reasons. Firstly, the employees tend to mirror themselves and their emotions against the top managers and managers, whether they are staying or leaving following an M&A set the mood and the atmosphere for the post-acquisition integration phase. Secondly, previous studies indicate that emotions of employees influence on their willingness to contribute towards successful post-merger integration. Unfortunately existing knowledge – either in companies or among academic scholars – provides little guidance how to understand and manage employees emotions during M&A in a global, virtual world, mostly because interest has so far focused in securing the business continuity in changing environment and successful integration of business operations. Surprisingly little attention has been given to *individuals and their emotions*, and yet it is the very same individuals who are responsible for the performance of the company.

This paper we focus on *"How to manage emotions in the virtual world?"* We focus particularly on the challenges related to managing emotions in organisations undergoing changes following M&As, which operate in an international and virtual context.

4.10

Site managers' daily work and the uses of BIM in Finnish construction site management

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BIM is widely used in construction design in Finland, and its use is expanding to project management. The use of BIM in sites is still mainly in the hands of early adapters. At that stage of adaption, managers have no exact guidelines for how to use BIM and are free to create their own ways of utilizing the models.

Even BIM is still a new digital tool for site management, it has been found useful for the site management tasks. However, it still faces many challenges related to information content and accuracy of designs, software skills of users and equipment development. Use of BIM is mainly limited to individual uses, and collaborative use of BIM is hardly found in construction sites.

This study explores the work of construction site managers and how they utilize BIM as part of their daily site management work in six Finnish construction projects. The study focuses on the challenges as well as new emerging new uses of BIM. The study also aims to discuss the different approaches to support the adaptations of BIM in construction site activities.

The ethnographic methodology of the study draws on applied ethnography (Chambers 2000) and the ethnographic methodologies of development and change in cultural-historical activity theory (Engeström, 2000; Kerosuo 2006). The research data consists of shadowing the daily work of six site managers on construction sites in Finland and the interviews of the shadowed managers.

4.11

Knotworking for virtual design and multi-disciplinary collaboration in construction projects

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In this paper we study knotworking as a new method of multi-disciplinary collaboration in virtual design and construction projects (VDC). Collaboration between experts is considered a critical factor for improving the quality of construction projects. A design and construction project is a complex and multi-disciplinary activity that requires intensive collaboration between different practitioners. Many experts and specialists from different organizations and firms carry out projects each having different purposes, interests, and ways of working.

VDC projects are realized with the help of digital, computer-based building information modeling (BIM) tools. The advocates of BIM promise that the adoption of BIM will improve the collaboration between designers and other stakeholders as well as the quality of design and productivity of construction projects (e.g. Eastman et al., 2011). However, these promises have not been fulfilled (Dossick & Neff, 2010; Harty, 2008) and there are doubts how realistic they are (Author 2014). BIM does not represent a single set of tools and each design discipline has their own specific software tools when they work on their sub-objects (i.e., native models) in a construction project. Design specific models are integrated into "combined models" that are used as a means of collaborative design.

An inter-disciplinary group of practitioners and researchers introduced the concept of knotworking in a seminar of the Finnish Built Environment Process Re-engineering (PRE) programme (<http://www.rym.fi>) in order to solve the problems related to integration of inter-disciplinary work in construction projects.

The seminar group was composed of members of nine industrial partners and researchers from two universities. Knotworking “refers to rapidly pulsating, distributed and partially improvised orchestration of collaborative performance between otherwise loosely connected actors and activity systems” (Engeström et al., 1999, p. 346). The idea of knotworking was first used in Finnish health care projects at the end of 1990s (Engeström, 2008). Knotworking is thought to be a form of collaboration in the new con-configuration type of production. Knots are formed on a temporary basis for a certain purpose to accomplish critical tasks requiring interdisciplinary expertise in construction projects. The completion of the specific tasks is strategic for the success of a project.

We study how knotworking was adopted and interpreted from an original idea to experimentation and its further articulation in construction industry. Knotworking was experimented in a public school project the object of which was to provide design alternatives for the clients’ decision making. The audio and video-recorded data of the study was collected through participant observation. Our analysis shows that the development of the knotworking concept involves six critical phases: (1) adopting and re-interpreting the idea of knotworking and anchoring it into a design of a school building, (2) planning the tools and procedures for the experiment, (3) experimenting the idea of knotworking at a workshop, (4) evaluating the knotworking experiment, (5) presenting the results to relevant stakeholders in the construction industry, and (6) Further development of the concept by organizing new knots and introducing knotworking as a part of their services palette. New digital tools played a central role in the knotwork collaboration and their use deeply embedded in the multi-disciplinary collaboration practices.

4.12

New roles and ways of coordinating design collaboration with the building information modelling technologies

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Building information modelling (BIM) is changing the way designers and engineers do their work and collaborate in different phases of construction projects. BIM refers to a family of three-dimensional digital models to which data of the building elements are integrated, and can be shared among partners. It is also expected to bring more efficient ways of working with better outcomes (see e.g. Succar 2009; Eastman et al. 2011). There are various *technical* problems with BIM collaboration caused by different software programmes, but the implementation of the promise is at least as much a social challenge for coordinating the work of different partners.

It has been maintained that BIM is still used mostly in “disciplinary silos” which is a traditional way of coordinating construction projects. This means that it is difficult to use BIM for collaboration going beyond organizational and disciplinary boundaries (Neff et al. 2010). Despite these challenges and unrealistic BIM “utopias” (see Miettinen & Paavola 2014), different companies and different projects are, however, developing different local ways of organizing the use of BIM. The need for changing linearly and sequentially ordered ways of managing collaboration to encompass parallel and iterative work is emphasized (see Engeström et al. 1997; Puonti 2004; Whyte & Lobo 2010).

BIM has brought a need to coordinate and manage the use of BIM technologies in various phases of construction projects. This requires new competencies and roles both from those who organize the use of BIM technologies and who participate to construction projects (Jaradat et al 2013; Succar et al 2013). This means both technical expertise and new ways of coordinating and managing collaboration.

In our presentation we analyze ways of organizing the BIM use in a lifecycle project in Finland. The setting consists of five consecutive life-cycle construction projects with same partners but we are focusing on the last of these projects (a renovated school). Data consists of interviews and observation of planning and cross checking meetings and their preparations in the project. A main theoretical background is

cultural historical activity theory based on the concept of artefact mediation, and BIM interpreted as incrementally evolving arrays of instrumentalities and practices. We are focusing on two different ways of organizing collaborative uses of BIM models by designers and engineers in the project (architects, structural engineers, and HVAC engineers with the project management): 1) using clash detection lists produced with specific software in which separate models of different partners are integrated to a "composite model" (an "official" way of combining models), and 2) producing combined models (also done with BIM technologies) by designers and used in collaborative problem solving in separate face to face planning meetings.

We will discuss challenges of organizing collaboration by using new digital technologies like BIM, and different ways of organizing this kind of collaboration. A deeper collaboration with BIM would seem to require new contractual arrangements (e.g. so-called Integrated project delivery) and new ways and practices of working collaboratively (e.g., "Big room") which would motivate new ways of working together.

4.13

Knowledge work enablers and challenges in different professions

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The shift towards knowledge intensive work has changed the professional work in many ways, both positively and negatively. The change and development of knowledge society and digital transformation do not only affect the modern knowledge work organizations but also traditional work of professions. Since the life cycle of information and technology has become shorter, it challenges individuals as well as organizations to advance their knowledge and skills constantly in order to keep abreast with the development.

In literature knowledge work has been studied from different perspectives, such as from individual and organizational perspective. The perspective of professions has also been presented in the previous studies, but there is limited number of knowledge work studies that compare different professions. In this paper the theme of knowledge work and digitalization of work is studied through the professions. Particularly, the purpose of this paper is to analyze and compare the enablers and challenges of knowledge work in different professions. For this study, there has been chosen four different professions: the medical practice, the clergy, the legal profession and the teaching profession. These professions have been selected as they represent a range of institutionalized professions, which all have a rather long history in the society, but nevertheless are currently facing a shift towards modern knowledge work and due to that perceive the changes in their work environment.

There can be identified several different elements which enable or challenge professional work, for example physical work environment, organizational culture, motivation and information technology. The same aspects can act as enablers of knowledge work but they can also set challenges or even prevent knowledge work. Thus, knowledge work enablers and challenges are highly interconnected in nature. This study investigates which elements aides or hindrances the knowledge work in the chosen professions and analyzes whether there are similarities or differences in these professions. The study sets light especially on the question how digitalisation, i.e. the increasing amount of IT-technology usage, is affecting the daily work of the professionals, and furthermore, how the different professions perceive the digitalisation of their work.

The empirical study is carried out as a multiple case study with qualitative research methods. Representatives of four different professions are interviewed and analyzed: physicians, lawyers, pastors and teachers. In total 16 in-depth interviews were carried out. The results of the paper show that even though the professions differ from each other, there are many similarities in the enablers and challenges

of their work even though each profession has also specific enablers and challenges in their work which are only related to that profession. Furthermore, the knowledge work enablers support more the professionals' core knowledge work while the challenges are more commonly related to the wellbeing, stress and pressure at work. Digitalization is present in all of the studied professions, and it is mostly perceived as a positive thing among the professionals. The challenges related to the digitalization of work are also identified in the paper and suggestions to overcome them are proposed.

4.14

Digitalization in academic teaching and research work - how to cope with?

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Academic teaching and research are good examples of knowledge work that has a long tradition. Development of digital communication and information processing has been substantially aided by academic developers from early on. However, the focus of main part of academic knowledge work is elsewhere. Yet presently, practically all academic work has become dependent on digitalized processes. How do academic workers experience digitalization, how do they cope with it? What special problems arise and how are these problems met with? Does digitalization affect what is being studied and taught?

The research on which the paper is based analyses digital applications' users' experiences expressed in a university IT-support personnel's e-mailing list postings and by interviews with academic users of those applications. Preliminary results will be reported and discussed.

4.15

Transfer of digital information from building design to facility management

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Building information modeling, BIM, is seen as a promising new way of sharing information between stakeholders in construction projects. The goal the BIM is that all the information of a building created during a design and construction process would be available to all during the whole lifecycle of the building. This goal includes the promise that the owners and facility managers can use BIM as a tool for carrying out management operations more efficiently. It has been estimated that 85 % of the lifecycle costs of a facility occur after construction has been completed (Lewis *et al.*, 2010) and due to inadequate information access and interoperability issues cause losses of billions of dollars (Newton, 2004). However, it seems that the owners and facility managers, have not thus far been motivated to implement BIM, or invest in the creation of interoperability between design and construction models and maintenance software systems. An evident reason for this is that property owners and facility managers do not see sufficient benefits to be gained or positive return in investment of the BIM implementation (Kiviniemi, 2013). Also, there are only few studies of the actual uses of BIM and other information systems in facility management.

We contribute to the discussion by analyzing the facility management and maintenance work in the Center for Properties and Facilities of the University of Helsinki. We ask 1) what kind of information tools facility management the maintenance personnel use, 2) how the design data was handed over in the University's central library project and 3) how designers and facility managers find the possibilities of

integrating BIM models and maintenance information systems.

It turned out that the Center for Properties and Facilities has been active in developing its own system of facility management and maintenance. The modular system is composed of relatively simple archive for pdf- and dwg-drawings of the building to multipurpose maintenance manual and space management systems. It is quite different from object-based building information models, which in theory at least, is the digital representation of the building. The information needed in maintenance phase of the building is different from the information needed in design and construction phase.

The handover of the data created in design and construction phases is carried out in two ways for two different purposes. Building information models and 2D-drawings were archived for future refurbishments and for the maintenance. The information for the maintenance manual was collected separately by an outside consultant. The types of this information varied from location drawings and device lists to user manuals and care instructions.

The project participants' thoughts of possibilities of BIM in maintenance varied. The designers thought that models should be simplified to meet the needs of the maintenance. The representatives of the Center did not see that uses of BIM models would provide a significant added value in relation to the potentials provided by the maintenance information systems already in use. They found as a possible next step the transfer of some information from BIM models to their FM and maintenance systems.

Although digital information models can in principle use in all phases of construction in practice maintenance management does not use the models for two reasons. First, the contents of the information needed in the facility management differs from what is needed in design and construction phases. Second, facility management and maintenance personnel use separate and well-functioning maintenance information systems that have been developed specifically to meet their needs. For these reasons, the integration of the building information models and maintenance information systems will be partial and stepwise.

EDUCATION, WORK AND EMPLOYMENT

5.01

Apprenticeship - vocational or firm-specific education?

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In Finland, apprenticeship is aimed at promoting employment on labour market: employment contract of the student and on-the-job-learning are supposed to advance relationship with the employer organizations. In addition, it is assumed to improve qualifications required at work sites, either as occupational qualifications or such appropriate social and cultural skills. The transition from education to employment has been more fluent for those, who have completed their degree in apprenticeship compared to those, who have carried out their studies in vocational institutes. However, better employment results are partly related to the previous position of the students: it is common that the students are already permanent employees of the company and apprenticeship often institutionalizes their existing competence.

As apprenticeship is a form of institutional vocational education, the crucial question deals with the quality of the education: to what extent the training is company-specific and to what extent it provides vocational qualifications, which are applicable at different work-sites and extensively enough? The system of Finnish vocational education is based on occupational specialization, which should give sufficient vocational qualifications for the students. However, as most of the training in apprenticeship takes place at work sites, it can be assumed that the learning is mostly based on the methods, technologies and

knowledge base of the company.

To avoid narrow, firm-specialized skills, the formal education should be intertwined with on-the-job-learning. However, the work sites and the vocational institutes tend to follow their own logic, which may not promote the objective of combining the formal education and on-the-job learning. Following the idea of Nikolas Luhman, institutions in modern society tend to specialize and differentiate. As specialized and self-referential systems, they do not interact directly with institutions in other fields of society. Education and work life organizations, as institutions, also tend to specialize and elaborate their knowledge basis and related social and cultural patterns. Following the idea of Luhman, collaboration of work life organizations and institutes of education may not be fluent because of the different logic, although the apprenticeship system utilizes mediating agents (supervisors at work sites and inspectors in apprenticeship offices) for promoting the interaction and convergence of formal education and on-the-job-learning. What is the quality of the apprenticeship; on what terms the quality is good?

The study is based in an evaluation of the Finnish apprenticeship system (2014-2015). The data comprises

-an enquiry for the organisers of apprenticeship (municipal education institutes, private firms and other organizations)

-interviews: inspectors in apprenticeship offices, teachers, employers, students

-statistics of apprenticeship and institute-based vocational training

The quality of the apprenticeship varied by the business, by the field of education and by the vocational institute. The apprenticeship system is shaped in a framework which contains contribution of different interest groups, labour market changes and institutional pressures; resources define the terms for implementation.

5.02

Dreams, plans and realities. Expected and experienced transitions from university to work

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Our analysis of the Europe 2020 strategy reveals that it presumes a lot from the higher education graduates. They are expected to bring Europe back to the global map by enhancing their employability above all through education and learning activities. Education is underlined as a key factor expected to raise and revive Europe and make it competitive again. Now education systems are explicitly regarded as means to ends which are defined by the global production system. Education is also seen to guarantee individuals' social integration, working careers and upward social mobility. The Europe 2020 strategy offers a normative career model, but how does it match with dreams, plans and realities of the university graduates?

The purpose of our approach is to re-evaluate and update the normative policy aims and recommendations by giving voice to those targeted in policy recommendations, in this case the university graduates. We utilize and develop visual methods and a method of empathy-based stories. We argue that when people do something creative, such as take or make pictures and write stories, and then interpret what they have done, they communicate their experiences and thoughts in a very meaningful way.

In this paper, the normative model provided by the Europe 2020 strategy is cross-reflected with the university graduates' own accounts. In data gathering, visual and narrative methods are used. Empirical data comprises two sets of qualitative data: (1) pictures and photographs chosen and narrated by the

informants, and (2) empathy-based stories written by informants. The data reflects informants' thoughts, feelings and experiences concerning finishing their thesis and their transition from university to work. Informants are Finnish and Spanish university students about to graduate from generalist fields such as anthropology, social policy, sociology, and music studies. Our interest in generalists is based on the fact that their working careers are especially vulnerable across Europe. The data is gathered during November 2014 – February 2015 in Finland and in April 2015 in Spain.

In the analysis, we read out the possible elements of the normative model in informants' narratives and potential 'counter models' the informants produce in their stories and accounts. On the basis of expected results, we contemplate what the role and place of education and work are in 'decent life' and what kind of life is realistically attainable for contemporary European higher education graduates. Results allow us to discuss the interplay and possible mismatch between education and working life in contemporary European context.

5.03

School-to-work transition and student internships: are they a bridge over troubled water?

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Undeniably, young people constitute valuable 'assets' for societies. For this reason, their smoother transition from all kinds of educational activities to the labour market has become one of the most important policy aims in most countries. Any form of hurdle in such a transition endangers their ability to use their potential effectively and deprives economies of valuable human resources. The recent economic crisis not only highlighted persisting deficiencies that hinder youth transition to employment, but also further aggravated the socioeconomic environment for them. Young people are in greater danger than before of not being able to exploit their full potential at personal, social and economic level, as their employment opportunities have decreased dramatically. Thus, the significance of supporting their employment prospects and advancement, of creating opportunities and ensuring the appropriate conditions for their economic engagement gained momentum in the debate regarding the development of countries. Internships are designated as useful instruments that are expected to facilitate school-to-work transition and to create the necessary foundation for societies –at macro level– and individuals –at micro level– to combat unemployment. In an internship an employer assumes the responsibility to offer to interns concrete opportunities to exercise their academic knowledge and to develop their overall skills and competences through a hands-on work experience under close supervision and guidance in a company environment. Interest in internships has recently increased as a result of the intense debate with regards to the increased difficulty in youth integration in the labour market and the serious skills mismatches that are highlighted by all stakeholders. For this reason many educational entities as well as companies concerned undertake a number of initiatives in an attempt to attract potential interns in such processes.

The paper presents the findings of a survey which was carried out with a structured questionnaire among students of a Greek university and approaches the issue of internships for university students'. The survey explores the experiences of a specific population of students who pursued internships abroad and, therefore, are expected to have formed a first hand and reliable opinion on the issue. First, the paper describes the labour market conditions in the European Union and makes special reference to the employment prospects of the young cohorts of Europeans and to the respective policy initiatives undertaken by the EU. Secondly, the paper describes the organization and management of the particular student internships by the university authorities and their affiliation with a global network of internships and volunteering opportunities. Then, the paper attempts to analyse the reasoning that led students to make the decision of doing an internship in terms of space (abroad), content and expected prospects. Also, it attempts to explore the difficulties that were confronted by the students during their

internship period and to define the benefits from such an experience at professional, educational and social level which would proactively incite their future involvement in similar working experiences. The paper also explores the values that guide students' successful engagement and the impact of the internship experience on their academic and social behavior. In addition, the paper attempts to define the organizational and structural conditions of the internships and to form an overall image of the forces which are considered to be supportive to the institution of internships in order to define the forms of appropriate interactions between all stakeholders. Finally, the paper aspires to draw useful conclusions regarding potential interventions which would contribute to the improvement of such a mechanism and its exploitation for the smoother integration of young people in the labour market.

5.04

University business graduate employment outcomes and career progression in Finland

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This paper examines the employment and placement in the working life of Finnish university master graduates in the study field of business. The employment of graduates and their placement in the labour market are key issues in current higher education. In parallel with greater emphasis on efficiency and accountability in welfare society, graduate employment and work quality are important outcome measures of higher education (Harvey 2001; Schomburg & Teichler 2006, 4). Within Finland, employment of graduates also forms one measure in allocation of funds to higher education institutions. Thus, higher education institutions are paying more attention in enhancing graduates' employability (Moreau & Leathwood 2006; Puhakka, Rautopuro, Tuominen & Vuorinen-Lampila 2012).

Due to several changes in higher education and labour market (educational expansion, globalization), the growing number of graduates are facing difficulties in their employment. However, the upgrading of job structure counterbalances the effect of educational expansion. In addition, the graduate employment outcomes differ due to gender segregation, typically in favour of men (Duquet et. al. 2010; Einarsdottir; Vuorinen-Lampila 2014). The employment outcomes are also clearly dependent on the field of study. Graduates from 'soft' fields (e.g. humanities) tend to have lower returns than their peers from 'hard' fields (sciences, engineering). (Klein 2011; Reimer, Noelke & Kucel 2008).

The aim of this paper is to investigate 1) what kind of employment outcomes, career progression and earnings the master graduates have reached in study field of business, 2) how the employment, career progression and earning differ between genders, and 3) whether there are differences in the employment and placement in working life between graduate cohorts of 2002, 2005, 2007 and 2009-2013. The data was collected by questionnaires from (i) graduates [years 2009 – 2013 (n=5996)] right after graduation, and (ii) from other graduate cohorts three to five years since graduation [graduation years 2002 (n=528) 2005 and 2007 (n=1424)].

About two thirds of graduates were in permanent or temporary full time jobs or worked as entrepreneurs right year after graduation. About 15% of graduates announced that they were seeking job. In the five years follow up 77% of graduates were in permanent full time job and 86% were in permanent or temporary full time jobs or worked as entrepreneurs. In the earlier graduate cohort (2002) in practise all graduates (98%) had full-time jobs. 85% of graduates had permanent work contract. In all follow ups (just graduated and three to five years after graduation) men were more often in permanent full time jobs. In later career stage the difference may be partly explained by the percentage of women being in maternity leave. In all follow ups men were more often in expert positions, whereas women worked more often as officials/clerks.

The average earnings of the master level graduates were 3178 Euros in 2013 salary level. Women's earnings were 13% smaller than men's earnings. According to the data of five years follow ups, the earnings and also the difference between genders increased towards later career stage. In addition, the results indicate that the careers and earnings vary by the majors that the graduates have studied, and also according to the nature of gender segregation in the respective fields of study. Right after the graduation gender appears to have an impact on the career especially in the majors of international business and marketing, and less in the majors of accounting and finances. The best earnings had the graduates who had finances as a major; and lowest earnings those who had majors related to law, economics or marketing. Other majors were between these groups. In the major of finances, women's risk to end up in a low-income position was smaller than in other majors. On the other hand, after five years working career, men graduated in finance had reached usually reached positions with top salaries, whereas women lagged behind.

To conclude, (1) it appears that the employment outcomes of master level business graduates have weakened from year 2002 to years 2005 and 2007; (2) gender has an impact to employment outcomes, career progression and earnings – men get benefit of their gender -, and the gender difference increases during first three to five years on labor market (3); even though the percentage of unemployed graduates is very low in the career stage when graduates have reached the permanent placement in working life (three to five years after graduation), these findings indicate clearly the growing employment problems of recent graduates and the increasing instability and insecurity in graduate labor market in Finland.

5.05

Education, job characteristics and perceived employability

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Contemporary labour market careers are increasingly made up of a series of employment relationships that replaces the old 'standard' of life-long employment with one employer. A consequence of the increased labour market flexibility is that individuals must manage their own careers and make sure they remain employable. In wake of the emphasis on employability, scholars has turned attention to perceived employability as the subjective belief of one's ability to find and maintain employment has been shown to be beneficial (Wittekind et al., 2010). The concept of 'employability' is also central in research on the efficacy of higher education for employment outcomes. This article adds to the existing strands of literature by investigating how education level, job related qualifications and employer's support of competence development affects the perceived employability in a representative sample of Norwegian employees. Moreover, the article advances inquiry by asking how these factors are mutually dependent on each other. The study answers questions like: Is the significance of job related qualifications for perceived employability different for highly educated employees compared with low-skilled employees? Is employer's support for competence development more important for unskilled and skilled workers compared with highly educated employees? Is employer's support for competence development more important for those employees with low levels of job related skills? By investigating how employees' individual and situational characteristics interact in terms of predicting perceived employability, the aim of this study is to give new insight into career management. Perceived employability is defined as "the individual's perception of his or her possibilities of obtaining and maintaining employment" (Vanhercke et al. 2014). However, we will separately measure the perception of obtaining new employment that is superior to the current job and the perception of one's possibility to maintain employment. The first measure resembles the 'desirability of movement' dimension of Griffieth and Steel's (1989) Employment Opportunity Index (Griffieth et. al. 2005). The second measure captures individual's outlook in terms of maintaining employment. This study expands the literature by conceptualizing employability in terms of perceived aspiring employability and perceived decreasing employability.

The data used for this study is the 2010 and 2013 YS Employment Outlook Surveys. The surveys target

the employed labour force and covers employees between the ages 18 and 67. The data material are used to test six hypotheses on the direct and indirect relationships between our variables of interest, i.e. education level, employer's support of competence development and the current job skills match. The variable for perceived aspiring employability (PAE) and perceived decreasing employability (PDE) are scales constructed from two and two questions. The measure for PDE is dichotomized due to low share of respondents anticipating labour market inactivity. OLS and logistic regression are thus used for the two analyses.

The OLS regression results for perceived aspiring employability show a positive correlation with high education levels, employer's support for competence development and overqualification in current job position. Interestingly, the importance of having an employer that supports competence development has a larger effect on the perceived aspiring employability of highly skilled workers compared with low skilled workers. Moreover, the experience of underqualification is more damaging for perceived aspiring employability among the highly skilled workers compared with low skilled workers. These findings suggest that life-long learning and competence development is important for the perceived employability of high skilled workers, while these factors do not seem to influence the outlook of low skilled workers.

The results from the logistic regression on perceived decreasing employability show that high levels of formal education reduces the odds of labour market inactivity, and the experience of underqualification greatly increases it. Employer's support of competence development can reduce the odds of reporting decreasing levels of employability, but not as much among those who are already reporting high levels of underqualification in current jobs.

5.06

Tested Skill Levels Reached in Secondary and Tertiary Education: A comparison in OECD countries

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A general understanding is that the success of a nation's education system in forming human capital is a crucial factor for national competitiveness in the global scene. Consequently, it is difficult to find a European country that has not implemented a national program to raise their citizens' skill level. Finland's government, for instance, has set a goal to become the 'most skilled nation' in the world by 2020. Formation of human capital has traditionally been associated with - often in a very straightforward and unproblematic way - the number of diplomas produced by the tertiary and secondary education sector. Recent developments in data collection have allowed researchers to focus on the actual skills and competencies possessed by individuals in addition to their formal qualifications. The most recent and arguably the most ambitious comparative data on educational qualifications, skills, and labour market outcomes is the OECD's Survey of Adult Skills 2012. The data is better known by PIAAC 2012 survey data after the corresponding OECD's coordinating programme (Programme for the International Assessment of Adult Competencies). The motivation for collecting PIAAC data was to provide comparative analysis of skill-formation systems and their outcomes, and international benchmarking regarding adult skills. The PIAAC survey was conducted in 24 countries. The achieved sample size in almost all of the participating countries is at least 5000 individuals, aged 16 to 65. The PIAAC survey included a detailed questionnaire on the respondents' educational and working careers. The respondents also completed standardized tests measuring their skills in literacy, numeracy, and problem solving in technology-rich environments.

This paper focuses on the cross-country variations in the skill level, as measured with the standardized test, within and between secondary and tertiary education degree holders. The paper also discusses attempts of selected OECD countries to improve the skill level of their labour force by increasing the intake of the secondary and tertiary education sector and respectively decreasing the number of people without any post-compulsory education.

5.07**Identity Explorations Amongst Finnish Cadets**Juha Mäkinen*National Defence University of Finland, Helsinki, Finland*

This study describes a formative intervention made by a researcher-educator aiming to trigger both career and lifelong identity explorations amongst Finnish cadets. The present research took place in 2013 during a first military pedagogical course of the BSc students (i.e. the cadets of 100th Cadet Course and of 83rd Naval Cadet Course) in the era of general conscription. Traditionally, the concept of identity has had a pivotal position in the midst of military pedagogical conceptualizations and theoretical considerations. Despite this, it has been seldom operationalized in the empirical studies and even more seldom utilized in the formative interventions conducted in the culturally “static” sphere of the Finnish Defence Forces.

In this paper, a neo-Eriksonian identity process model will be introduced. It should be kept in mind that arguably, at least in psychology, most contemporary theory and research on identity is based on Erikson’s theory. Recently e.g. Côté and Levine have continued this neo-Eriksonian line of research formalizing theories of identity formation both for psychologists and sociologists. My intent is to do the same with the interdisciplinary working life researchers. Analysis of the study groups’ reports (cadets divided to 16 study groups) suggested that the course was successful in triggering both progressive inquiries and multidimensional identity reconsiderations.

5.08**Measuring current and future competence needs in the Finnish forest sector – organizational view**Jaakko Nippala¹, Mika Rekola¹, Päivi Tynjälä², Anne Virtanen²*¹University of Helsinki, Helsinki, Finland, ²University of Jyväskylä, Jyväskylä, Finland*

The emerging bioeconomy is setting new kinds of needs for competences of the employees in the forest sector. Organizations have been going through a transformation from traditional manufacturing based business models to service based, meaning that nowadays the work of a forester consists more of interacting with people rather than just trees. Earlier studies such as Arevalo et al. (2010) have been investigating the future market-relevant competencies of the forestry graduates. Garcia-Aracil & Welden (2008) on the other hand have been identifying the mismatches between the university graduate competencies and skills needed in the work life. All of this stresses the need to measure and map existing competence not just during the education, but also throughout people’s careers within the organizations. Lifelong learning is ever more important both for employees and for the organizations, thus the purpose of this study is to investigate how different organizations measure and identify competences among their employees and how that could be developed.

An extensive literature analysis in the field of competence mapping and measurement was first conducted. According to literature there are plenty of methods on how to assess the competence needs of the organizations (see for example, Sleezer 2014: Practical guide to needs mapping at work). Most common options are surveys and interviews. These two most common methods yield typically different kinds of information first providing quantitative and latter qualitative. The gap between the current and the desired competency levels is defined as “need” and the measuring and mapping of competencies can work as a roadmap to achieve the desired state in the organization.

The method used in this study is deductive qualitative analysis and data was collected through semi-structured in-depth interviews of 10 expert representatives of different forest sector organizations.

The interview length varied between 30 minutes to 1 hour. Questions centered around three main themes: (1) the competencies needed in the organizations, (2) the methods of mapping and measuring competence and (3) how the competence measurement is perceived and used in the organizations. Respondents were recruited through the workshops organized at the beginning of October 2014 on the subject of further education in the field of forest sciences. Some respondents were also recruited through researchers own networks.

Preliminary results of the study show that the mapping and measuring of competence and skills in the forest sector is not very systematical. Both quantitative and qualitative methods have been used and they include surveys on the competencies and annual review discussions between the supervisor and the employee. Organization wide survey studies of the competencies have been very hard to implement due to an extensive amount of work and time involved. Furthermore, it was recognized by many of the respondents that too often these efforts did not lead anywhere, which increases employee frustration towards these extra burdens. The review discussions were more continuous in nature and were repeated annually no matter the type or size of the organization. Some of the respondents noted though, that these discussions were not leading anywhere either. Most common reason for competence mapping in the organization was an expected change. If a company was facing changes in the organizational structure or if changes in the operating environment were anticipated, this could trigger the need for mapping and measuring competences. On the downside, it was also feared that the results of these efforts could be used against the employees in a situation where organizations were forced to reduce the amount of employees.

Overall, the respondents recognized the importance of competence mapping and measurement for the success of the company. The size of the company sets different challenges. It was noted that small companies can measure competences easier through informal channels and larger companies need more formal structures. In order to achieve best possible benefits from the competence mapping and measurement it should not burden the employees too much, but at the same time they should feel like they are benefitting from it.

Next step in the study is to develop a method on measuring the competence that does not burden the employees unnecessarily besides their core tasks. This requires more studies on the subject and a possible way to proceed would be a problem-based approach. Finding out the common problems encountered in everyday work life and then identifying the skills needed to solve these issues. Through this process, an instrument for the competence measurement could be developed. The information gained through the studies is beneficial for the development of the organizations and of forestry curriculums to decrease the mismatch between the work life and education.

5.09

Does comprehensive schooling hurt late developing boys?

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Emerging female dominance in education has resurrected the interest in the biological determinants of gender differences in educational attainment. This paper examines the association between educational attainment and one of the most well-established biological gender differences in child development: the timing of puberty. We argue that the timing of puberty can affect educational attainment if it coincides with critical choices concerning future education such as the choice of academic versus vocational track in secondary school. We use data from the British National Child Development Study, which contains individual-level information on, and variation in these three variables as well as on educational outcomes. We find that late pubertal development is associated with lower test scores specifically for boys in late selecting, comprehensive schools, suggesting that differential adolescent development may be a mechanism behind the apparent relationship between comprehensive schooling and the gender gap in educational attainment.

5.10

Becoming and staying a pastor in the age of changing work and changing religion: How does psychological assessment of students of theology predict later ordination and turnover?

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For students of theology in Finland, the transition from education to employment as pastor includes a psychological assessment. The assessment is meant to help in the evaluation of the individual's choice of career in an increasingly demanding societal context. Sociologically, work in general is becoming increasingly short-term, scattered, project-based, and individualized. This presents a huge challenge to religious professions which still hold the ideal of a lifetime calling. In addition, privatization of religion and the decreasing role of religion in society manifest themselves to a pastor in the forms of loss of authority, spiritual doubts, increased risk of burnout, insecurity of employment etc. To ensure sustainable careers, precise recruitment of future pastors is of high importance. In many churches, psychological assessment of applicants to ministry is utilized for this purpose. The Evangelical Lutheran Church of Finland organizes an obligatory assessment for people willing to be ordained as pastors in the middle of their studies. The results are meant to help the student to reflect on their career choice, and to provide information for the eventual recruiting diocese. It has not yet been investigated how these assessment results are connected with eventual ordination and early turnover. In this study, nationwide assessment data from third-year students of theology from 2006-2010 (n=720) was linked with a follow-up survey data collected from the same subjects in 2012 (n=318). The merged dataset was analyzed statistically to find out which characteristics were connected to eventual ordination, selecting another career path, and/or early drop-out from a pastor's job. The results are discussed in the aforementioned contexts of the changing forms, modes and identities regarding work, and the current sociological situation of religion in the Western countries.

5.11

Where are you going, higher education?

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In recent years there is a growing interest about the future of higher education. Both in the academic and the public discourse it is an often-cited statement that the higher education sector is (or should be) undergoing a fundamental transformation in terms of its role in society, its mode of operation, and its economic structure and value.

Our paper aims to contribute to this discussion by summarising the results of a participatory backcasting workshop involving teachers, researchers and educational management staff about the future of higher education held in Budapest in January 2015. Backcasting is a special methodological approach in future studies which starts with a normative vision of the future and elaborates a strategy to reach this normative vision. By analysing this vision and comparing it to future scenarios discussed in academic and policy arenas, one can gain new insights both in relation to global trends and their possible manifestations in a CEE context.

In order to do so, our paper is divided into three parts. Firstly, the paper briefly delineates the key aspects of the future vision of higher education developed by workshop participants. Secondly, we focus on two aspects of the future vision: on the relationship of companies and higher education in the future identified by the participants, and on the different nature of work of future professors and researchers elaborated by the participants.

5.12

Why do girls' STEM aspirations differ between countries? How cultural norms and institutional constraints shape young women's occupational aspirations

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In the last decades, girls have outperformed boys in the educational system in almost all European and OECD-countries, e.g. in terms of grades, literacy skills, high school graduation, or enrolment in higher education. Despite these changing patterns of educational participation, field of study choices differ between men and women, with women being particularly underrepresented in STEM-subjects (**S**cience, **T**echnology, **E**ngineering, and **M**athematics). Yet cross-national studies have shown that the male advantage in technical and scientific fields in higher education varies across countries, as some countries display larger gender gaps in STEM-subjects than others. For instance, studies show that the underrepresentation of women in engineering is stronger in countries such as Finland or Germany than in Romania, Latvia or the Czech Republic.

To understand how these cross-national differences come about, research should ascertain an earlier point in the educational biography, namely adolescents' occupational aspirations. Therefore, this paper addresses the question why the gender gap in aspirations towards a STEM-occupation is bigger in some countries than in others. In particular, it asks how cultural norms and the structure of the labour market affect the probability of young men and women to opt for a scientific or technical occupation. The study links individual occupational aspirations in 30 European and OECD-countries, drawn from the PISA-2006 study (Programme for International Student Assessment) to macro level indicators. Prior literature has either focused on individual-level explanations in a specific country setting or conducted macro-level analyses on cross-national variation. Yet few studies have combined these explanatory frameworks, simultaneously considering both individual- and country-level determinants. Consequently, the paper adds an important explanatory dimension to the existing literature. Given that the horizontal gender segregation in the labour market has a substantial effect on e.g. the gender wage gap, it is important to understand how institutional surroundings possibly favour the choice of STEM occupations for girls.

To understand how differences across countries affect girls' and boys' STEM-aspirations, this paper draws on two theoretical frameworks. Applying *rational choice models* on a macro-level, we argue that the structure of the labor market affects the perceived benefits of an occupational choice. Countries with a large service sector provide good employment chances for women in so called "female-typical" occupations, offering them better options to achieve their work related benefit expectations. We also expect that a high the female-to-male competence advantage in reading and mathematics on a national level should encourage girls to develop technical and scientific aspirations. Based *socialization models*, it can be expected that girls are more likely to develop STEM-aspirations in a social environment that is less characterized by gender-typical role expectations. This means that both progressive gender norms on a country-level, and social policies promoting gender equality should go along with higher scientific and technical aspirations among girls. Finally, countries with less occupational sex segregation should provide more same-sex role models in the wider social environment working in gender-atypical occupations, e.g. in technical occupations.

Empirically, we link individual occupational aspirations in 30 European and OECD-countries to macro indicators. The individual STEM-aspirations are drawn from the PISA study 2006. In addition to collecting data on competencies, the PISA study asked in 2006 which job students expected to have when they were 30 years old. The answers were coded by using the International Standard Classification of Occupations 1988 (ISCO88) on a 4-digit level. The sample was restricted to adolescence that has an explicit job expectation and furthermore, whose expected job was classified in the ISCO major groups 1 to 3, focusing on those with academic aspirations. The main independent variables are at the country level and drawn from the World Values Survey (WVS), International Social Survey Program (ISSP), International Labour Organisation (ILO), Eurostat and Social Policy Indicator Database (SPIN). The analysis also accounts for an extensive set of individual-level variables. Empirically, the assumptions are

tested by applying multi-level random intercept logistic regression models. The coefficients are reported as average marginal effects (AMEs).

First results from the multivariate models confirm the importance of the explanatory framework. First, the size of the service sector has a negative effect on STEM-aspirations for both girls and boys. Furthermore, the better girls perform in school relative to boys, the higher is the probability of girls to aspire a STEM-occupation. In terms of socialization theory, the analysis shows that progressive gender norms on a national level, in fact, lower girls' STEM-aspirations, contradicting the assumed relationship. In line with the hypothesized influence of same-sex role models on a country level, the results show that a high the degree of occupational sex segregation lowers girls' occupational aspirations towards a STEM-field. The results also highlight the importance of well-researched individual-level determinants, also after controlling for an extensive set of country-level characteristics.

5.13

It's not all about the money. Designing training measures to increase the labour market prospects of the low skilled unemployed

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Skills mismatch is an important characteristic of the German labour market. Often the skills requirements of the firms cannot be matched by the unemployed. The unemployment rate of low-skilled people is far higher than the average unemployment rate. Thus, publically sponsored further trainings for jobseekers have been an important measure of active labour market policies in Germany for decades, even though tight financial constraints have led to substantial budget cuts. In Germany, courses are administered by the Federal Employment Agency and its local job centres.

For designing training programmes it is important to gain knowledge about the reasons why unemployed might refrain from engaging in further training measures. To shed light on obstacles to participate in further training we conducted a telephone survey among 4.000 job seekers in Germany. Besides motivational aspects or learning aptitude financial considerations turn out to be an important factor, especially when training programmes are not just short-term. In Germany as well as in many other countries, there are no additional financial incentives for the potential participants. They receive unemployment benefits in the same way as in case of non-participation. Thus, bonus payments for the successful completion of courses or monthly extra payments raising unemployment benefits might improve the willingness to participate and help reduce supposedly high drop-out rates.

From a theoretical point of view, bonus payments reduce opportunity costs of longer training programs, i.e. forgone potential earnings, and should make them more attractive. Thus, in the telephone survey we investigate the question whether changing opportunity costs influences the willingness of the unemployed to participate in further training. We apply a factorial survey (vignette analysis) – which offered different hypothetical situations on further training. This allows us to analyse the relative impact of four different program characteristics: its length, the existence and level of bonus payments for successful completion, the existence and level of monthly extra payments in addition to the regular unemployment benefits and future labour market prospects after the program. The design enables us to separate the effects of different dimensions by randomly allocating them to vignettes. Moreover, we can enrich the survey data with administrative data from the Federal Employment Agency which include detailed information on the (un-)employment history of the participants. Multivariate analyses of the factorial survey suggest that a program's duration, monthly bonus payments in addition to regular unemployment benefits, future job prospects and gratifications for successful completion influence the probability of participation mostly in the theoretically expected way.

Obviously, evaluating the effects of active labour market programmes is an important issue. With respect to improving the labour market situation of the low skilled, reducing obstacles to participate in further

training can be an important step. Our vignette study provides us with findings for the design of training measures that might lead to a better matching between the firms' requirements and one of the most vulnerable groups on the labour market.

5.14

Innovations in enterprise education: using community access points to overcome socio-cultural barriers to self-employability amongst groups vulnerable to social exclusion

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This paper will explore the findings of the EU-LLP funded Eliemental Project with regard to delivering effective enterprise education to socially disadvantaged groups using innovative modes of community-based action learning networks based around Community Access Points (CAPs). Our work on Community Access Points (CAPS) was fully qualitative and took a collaborative approach to data collection with participants acting as co-researchers, and undertaking field work for the project. The inclusion of a wide variety of stakeholders from the planning stages onwards was critical in allowing us to develop acceptable and effective research methods within a participatory action research framework so as to access difficult to reach target groups. Our work on CAPS with volunteer co-researchers from our target groups led to the important finding that for many in groups vulnerable to social exclusion education and training requires an informal setting that is easily accessible. Our participants often do not have reliable Internet access or the skills to make use of the Internet, and lack of confidence means that our target groups do not make use of the more formal provision for education such as second-chance schools, libraries or vocational training. With our co-researchers we were able to identify local places that were accessible, such as a bakery with attached café, a youth music centre at the heart of a deprived community, a drop-in centre and a covered market. These community places are central to delivering materials to our target groups, and to offering informal support to participants. The identification and use of relevant CAPS is an important innovation in the delivery of education and training to groups vulnerable to social exclusion. The paper will discuss how CAPS can be effectively identified in a wide range of settings and will explore how new models of enterprise education can be developed based upon the findings of the Eliemental project.

5.15

Improving educational and vocational participation of young people with chronic physical conditions

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Research objective

In general young people growing up with chronic physical conditions lag behind in educational and vocational participation compared to healthy age-mates. Yet, educational and vocational participation of young people is important, because work provides financial independence, psychological well-being, social interaction, stimulates the development of self-identity, and has a positive influence on quality of life. But also from societal perspective it is important to include them in the labor force in order to cut down costs of disability pensions and to counterbalance the reduction of the working population due to higher retirement rates associated with ageing. There are specific policies to stimulate educational and vocational participation among young people with chronic conditions, e.g. social security benefits, job coaching and special education. Since the number of young people is growing worldwide, there is a need to pay more attention to a) the evaluation of strategies and interventions to stimulate work participation and b) to the experiences of these young people with education and vocational interventions.

The results of three studies are presented and discussed. The first aimed to explore factors associated with educational and vocational participation of young people with chronic conditions. In this study we compared young adults with social security benefits to those without. The second study explored young people's experiences with their transition from special education to vocational education and beyond. The last study evaluated a multidisciplinary group intervention 'At Work' that aimed to improve vocational participation among young adults with chronic physical conditions who received social security benefits.

Methods

Study 1: Cohort study of 518 young adults (18-25 years) with various chronic conditions who completed a web-based survey in 2006 (response rate 52%). Outcome measures were: perceived impact of the chronic condition on educational/vocational functioning, quality of life, self-efficacy, and work participation. Differences between groups were analyzed in bivariate and multivariate analyses.

Study 2: Four focus group discussions (n=40) were held with young people who followed secondary education and their parents and teachers. Also, semi-structured interviews (n=9) were performed with young people who followed vocational education. Interviews were recorded and transcribed ad verbatim. Thematic analysis was applied, and data from different parties were compared.

Study 3: A three-year chart review was conducted (n=37) in order to collect data on participants who followed the 'At Work' intervention. Means, standard deviations and proportions were used for descriptive analyses. Cochran's Q test served to test the overall differences in paid employment, unpaid employment and unemployment over time. Furthermore, semi-structured interviews (n=19) with young people were held to gain insight into their experiences with finding and maintaining employment, and the way 'At Work' helped them in this process. Interviews were recorded and transcribed ad verbatim. Thematic analysis was applied, and data from different parties were compared.

Findings

Study 1: Young people with physical chronic conditions who received social security benefits more often reported to have physical limitations and to follow special education. After correcting for these differences, those with social security benefits reported lower quality of life and more perceived impact of their condition on educational and vocational functioning than those without these benefits. There were no differences in self-efficacy and actual vocational participation between the two groups.

Study 2: Young people mentioned the importance of being able to adjust to a changing social context during the transition from special education to vocational education, and while finishing vocational education. Important perceived factors are self-efficacy, openness about the chronic condition, assertiveness, active coping, and attitude of the social environment.

Study 3: Paid employment at three years follow-up was achieved and maintained at 40.5 % compared to 18.9% pre-intervention ($X^2(1) = 6.750, p = .006$). Respondents mentioned that the intervention covered the reported facilitators for finding and maintaining employment, i.e. self-esteem and self-efficacy, through peer support, and physical functioning through the facility of adjusted work conditions. However, they would have liked to have skills training on being open and assertive and to receive more support in dealing with social work environment.

Conclusions

National policies in the Netherlands include social security benefits for young people with physical chronic conditions, and special education for this group. Our studies showed that young people with chronic physical limitations who received social security benefits or follow special education, experienced more impact of their condition on educational and vocational functioning and quality of life, although their actual work participation was not significantly different. More specifically, these young people indicate several factors that may facilitate both their educational and vocational participation, such as enhancement of self-efficacy, ability to be open about the chronic condition, assertiveness and active coping. Furthermore, a positive attitude of the social environment at work should be stimulated. 'At Work' seems to be an appropriate and valued intervention that covers most of these facilitators, and that improves regular employment among young adults with chronic physical conditions.

GENDERING WORK

6.01

Un-gendering work: Female commercial car drivers in India, Breaking moulds, transforming selves

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The gendered nature of work has been undergoing transformations over a long period of history. Although the emergence of the bourgeois family redefined women's roles as being primarily domestic, women have re-entered the "public" (or paid) work world in large numbers. Freed from the onus of producing large numbers of children and with a growing focus on the "quality" rather than the "quantity" of children, capitalism found it profitable to bring women back into the workforce. Yet, this has rarely meant a transformation in the gendered nature of work or led to an equal sharing of the domestic burden. In developing countries, where the women's movement has been pre-occupied with fundamental issues of gender inequality and violence against women, the struggle around the double shift and sharing of domestic duties has not as yet emerged as an important platform of struggle. The patriarchal family, with its gendered roles and responsibilities remains resilient despite women entering the workforce in ever greater numbers.

Most women in India are accepted into the workforce in subordinate positions or with lower wages, with over 80% working in the informal sector. Only very recently do we see some women breaking into jobs previously defined as "male" or reaching positions which had earlier been occupied solely by men. Thus we see the emergence of several powerful women CEOs in industry and banking. While their jobs might be gender neutral, their responsibilities, especially vis-a-vis the family and social life

continue to reproduce gendered norms and divisions. All working women are expected to cope with domestic responsibilities while they engage in paid work. Working women in the middle and upper classes are able to pursue their full-time occupations as lower class women shoulder their domestic burden, ensuring the reiteration of feminine roles. Poorer women rely on kin or neighbourhood networks to take care of their young children which might entail a small cost.

Globalization has created new income earning opportunities for women - for working class women, garment factories have been prominent. But there are ways in which new avenues of work are challenging gender roles and expectations. Thus young lower middle class girls are entering "call centre" work entailing night shifts which challenges rigid ideas of what, where and when women can work. Despite the barriers broken, these girls often discard such work once they get married in order to conform to gender norms.

In this paper we look specifically at the experiences of young working class women who are entering what are clearly defined as male domains of work. In India, although women might drive their own cars, they do not find employment as drivers of cars with commercial companies or as personal drivers for individuals and families. Nor have women ever driven what are called auto rickshaws - three wheeled vehicles used to ferry passengers. Until recently, all metro train drivers were male. Efforts by feminist-oriented NGOs or activists have led to the entry of some young women into these occupations. The women who form the focus of our paper are working as car drivers in the city of Delhi. They work for companies or are in domestic employment as personal drivers.

We explore how these women chose to enter what might be termed as "non-traditional" work for women (or male professions) and whether it poses a challenge to the dichotomy of masculine and feminine occupations in however small a measure. Further, given that Indian society sees women as belonging to the "private" and not the "public" sphere of social life, and the job of a taxi driver entails being in the "public" in many senses of the term, how does society and family react to women entering such work? How do the women's own families reconcile to their unusual occupations? Do such women get defined differently than the normative definitions of being masculine and feminine? How might it affect their marriage prospects? Would they continue such jobs after they get married? Does the undertaking of such non-standard occupations by young women challenge men and their breadwinning roles or break down the divisions and hierarchies between women's work and men's work?

The paper will examine these young women's choices in relation to their careers, what enabled these choices, the risks and opportunities entailed and society's response to their unusual choice. Through an ethnography of these women at work and at home we also enquire into the gendered body at work and whether performing gender remains necessary to their being in public space in a "male" occupation. We also ask what kind of transformative implications their entry into non-standard work might have.

6.02

Young people and our future: Classed and gendered expectations

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Being worried is common when adults talk about young people. Since young people represent the future, the others are concerned what that future will be, and they fear that it will not be the one desired. Another common way to talk about young people is to conceive them as a promise – these new and better creatures will create a better world for all of us. Besides common people, educators and media, these concerns are shared by the national governing bodies (by which I refer ministries, and other governing bodies on national level) and European Union. The fears and hopes expressed in policy documents usually relate to youth employability: education, work and employment.

In order to inspect the ways governing bodies talk about young people and our common future, I use their

documents as the data. EU, ministries and organizations under them, such as CIMO (organization for international mobility and cooperation, an independent agency under the Finnish Ministry of Education and Culture) create youth policy documents. These papers affect – sometimes in a very material way – the lives of young people. Governing bodies are offering their answers through those who work with young people how to cope with insecurity, how to succeed in the world of employment. They can even offer rewards for those who comply, and make some choices costly.

My argument is that beside the visions of desired futures, these documents also produce and reproduce divisions between young people. Futures of young people are classed, gendered, ethicized, nationalized and localized (for instance by differentiating their potentials). Different bodies are placed in different spatio-temporal positions, and their ability to be mobile and their ability to gain value, are anticipated.

My analysis reveals that different futures seem to be assigned to different young bodies. Young people are divided to those who have potential, to those who will take care of others needs and those who are in risk to the marginalized. Those who have potential are international and mobile, and have no restrictions for that – such as family responsibilities. This resonates best with middle class (masculine) habitus. Those who take care of others needs have to be prepared to move inside Finland in order to fulfil different shared needs, for care or for building infrastructure. This resonates with lower middle class and working class habitus, feminine and masculine. For those who are in danger to be excluded, it is enough to integrate to the society. This is connected to (unemployed) working class habitus, more obviously to masculine than feminine young subjects.

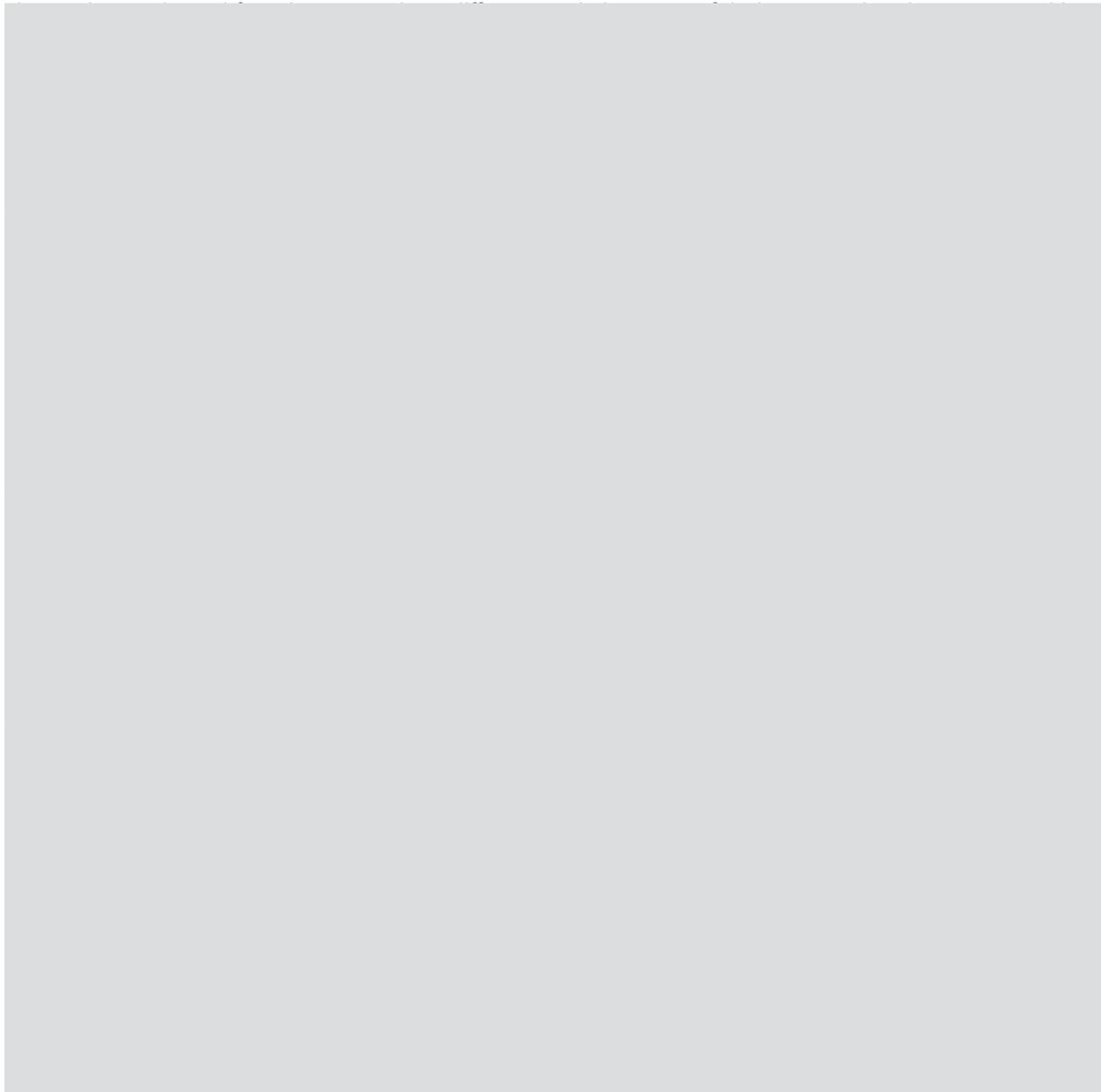
6.03

The only way is up? How occupational sex segregation, occupational wage levels and occupational closure structure occupational mobility in Germany

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Web publication not permitted



6.04

Challenging subjects at work? A discourse analysis of union strategies towards temporary agency work

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The aim of this article is to analyse the discursive practices in the Norwegian union movement when it comes to temporary agency work as found in the strategy and position papers of selected Norwegian unions. Using discourse analytic methods, the article aims to problematise what the problem of temporary agency work is represented to be, whose problem it is and, most importantly, who the political subjects are in fighting it. The article thus examines implicit naturalisations made in the strategy and position papers through a text-oriented account illuminating distinct problematisations and the hegemonic projects of union strategies. Taking the historical development of "the Kelly Girl" as a point of departure, the article

specifically addresses the gendered aspect of the discursive practices, again paying particular attention to the conceptualisation of "worker" and the interpellation of male and female temporary agency workers as political subjects.

6.05

The gender landscape of the Taiwanese public sector workplace

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This research looks at how structural opportunities are gendered and how this gendering process is influenced by locality in the Taiwanese public sector workplace. It is based on analysis of governmental statistical data and interviews of 93 civil servants working in three regional governments. In Taiwan, working in the public sector means 'owning' a stable job with better-than-average benefits. These public sector jobs are only available to people who pass difficult examinations. These exams are mainly paper-based and are believed to treat job candidates of both gender equally. The Taiwanese public sector uses the merit-based system to evaluate workers' performance. As Taiwanese women gradually gained access to secondary and tertiary education and had a wider choice of occupation, the percentage of female public sector job candidates and holders has doubled in the past 30 years. In order to promote gender equality, the Taiwanese government has launched many gender-mainstreaming policies in the past 25 years, which encouraged women to participate in the public sector workforce and widen access to the top-rank positions for female civil servants.

My findings show that although women's participation in the public sector workforce has increased at every level, male applicants are favoured even during the examination stage. Men tend to move up the career ladder, while women linger at the bottom. In addition, gender segmentation exists and starts at the stage of recruitment. Women tend to choose jobs specialized in education and social work, whilst their male counterparts constitute the majority of the transportation and engineering-related government agencies. Such phenomena may stem from gender stereotyping and the long tradition that sons are given more educational resources and persuaded to study natural sciences.

The results of the interviews suggest that human capital (experience and academic degrees) and social network are crucial to Taiwanese civil servants' career mobility, particularly their job advancement. In general, male and female civil servants' career trajectories vary because their life cycles are gendered, especially after marriage. Married women are more often distracted by family duties. Therefore, they cannot perform like those 'ideal workers' (Williams, 2000) who are enthusiastically committed to work, and they have less time to obtain human capital and to establish their social network. However, gender's influence on civil servants' work-family balance and career plan differs according to the regions where they work, even though these regional governments have similar organizational structures and apply the same human resource policies.

In urban settings such as Taipei City, the social network of civil servants is formed and expanded mainly in professional networks in the workplace. The function of this social network is to gather information relating to a job transfer and advancement, to gain help within the workplace and therefore to attract the attention of the supervisor. The urban lifestyle also encourages parents to outsource their family duties, such as childcare. Children are usually collected by school teachers after class, do a second shift of study in the weekday evenings and seldom dine with their parents. This means married people, especially women, are more easily detached from their family responsibilities and spend more time at work and on the cultivation of their human capital and social network. Under these circumstances, female and male ideal workers virtually have equal mobility and chances to be promoted.

But in more rural areas, like Kaohsiung and Changhua, people live in a more closely-bonded community in which their social network of professional groupings is intertwined with the network of friends and relatives. Career advancement and transfers are usually determined by whether you are backed by

an influential someone, no matter whether your relationship to him/her is established in the private sphere or workplace. This network formation potentially disadvantages women because their eligibility for senior positions is decided not only by their performance at work, but also by their duties at home, perceived by their acquaintances in the private network.

6.06

Reproducing gender differences with a gender equality tool – categorizing women’s and men’s work

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This paper focuses on the intersection of the gendered social construction of skill and skills’ rewards (Acker, 1989; Steinberg, 1990), and gendered images of occupations (Cockburn, 1985; Glick & Wilk & Perreault, 1995) in an organizational categorization system. The case examined is BESTA – the Swedish occupational category system, which is used in practically all governmental agencies, for example to enable a comparison of men’s and women’s salaries. This case illustrates how a categorising system invites its users to reproduce a gendered occupational structure and gendered salaries in an organization.

Glick & Wilk & Perreault’s (1995) study found that gender is a primary feature when members of different occupations are described. Whether an occupation is gendered male or female depends on the ratio of men and women in that occupation, the physical requirements that the job is perceived to make and the personality traits that the job demands. They also found that the gendering is more accentuated when it comes to jobs demanding less formal qualifications, and that, in general, the jobs classified as male are more prestigious. Cockburn (1985) shows how these gendered categorizations are retained – largely because they are tied to the gender identities of their occupants.

Steinberg (1990) related the social construction of skill to gender inequality in workplaces. He observed that the evaluation of different work tasks and work profiles is based more on historical conventions than actual requirements in jobs, and that traditionally men’s tasks have been valued more highly. Steinberg listed a number of skills, needed in the work of typically female dominated occupational groups, which normally were not mentioned or rewarded in any work evaluation schemes. He also criticized the still prevalent idea that the importance of a job and, consequently the reward for that job, was measured by its importance in the organization (rather than its importance for the stakeholders of the organization), and that economic responsibility normally was rewarded higher than responsibility for human beings. He claimed that the hierarchies of different jobs were based on subjective notions, reproducing the existing wage orders. Acker (1989) shows how the gendering of skills resulted in different outcomes for women and men in an implementation of a work evaluation system.

Even if many of these studies lie a couple of decades back, and have mainly been done outside the Swedish labour market, their findings are highly relevant when studying the BESTA classification system and its possible effects. BESTA statistics are supposed to be used on an aggregated level to enable the comparison of salaries between different governmental agencies, and the comparison of salaries in the public and private sectors. However, the system also has effects on the local level: the allocation of a new job into a BESTA category may be tied to the level of the starting salary, and the local mandatory gender salary reviews in every agency often have the BESTA categories as their starting point. Thus, BESTA categories play a role both for the individual and for the gender pay gap at the organization.

One of the intentions when BESTA was created was for it to be a tool for promoting equal salaries for work of equal worth, by enabling salary comparisons between women and men. However, the system itself in different ways invites its users to make different decisions, and has the potential for resulting in different outcomes, depending on whether the occupant of a certain job is or is expected to be male

or female. In the paper we present different ways of how the categorization system does this: by the number of qualification levels in male and female dominated jobs, by the more detailed descriptions of male dominated areas, by giving alternatives to code a certain job either to a male or female dominated area, and in general by being built in a hierarchical way, equalling skill and qualification with increasing responsibility on one single area, and disregarding the flexibility required in several, often female dominated jobs as demanding particular skills. The BESTA of today still relies heavily on the work done by a number of working groups representing employers and trade unions in the beginning of the 2000's. In this paper we show how their blind spots in gender issues still sort female and male employees into different positions in the Swedish governmental sector.

6.07

Reselection of engineering studies – are women in Finland opting out of technology?

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The underrepresentation of women in the fields of science, engineering, and technology (SET) has been studied extensively in recent decades. In the researcher community and among people promoting gender equality projects, it has been acknowledged that sustainable improvements in women's position in science and technology are achieved only through changes in institutional and organisational practice (e.g. Pourrat, 2005).

Nonetheless, *“Engineering has proved remarkably resistant to gender change, in spite of three decades of public and private sector backed efforts in many countries to improve the representation of women in its ranks”* (Lee & Faulkner, 2010: 90). Phipps (2007) explained that the dominant discourse still constructs the interaction of gender stereotyping with the masculine image of SET disciplines and workplaces as preventing girls and women from choosing SET subjects and going into SET careers. She stressed that the dominant ‘Women in SET’ framework - based on the idea of ‘female lack’ (lack of awareness, lack of confidence, etc.) - reinscribes the gendered binaries that have, at a symbolic level, defined girls/women and SET as mutually exclusive. Phipps pointed out that attempts to e.g. ‘feminise’ the image of SET (i.e. by presenting these fields as humanistic and cooperative) are based on a misunderstanding of the problem, because girls and women may not be deluded but justified in associating SET with masculinity/ies.

Lee and Faulkner (2010) argue that there is well established consensus about what kind of policies should help to correct the poor recruitment, retention, and progression of women into engineering. However, one tends to find that having a set of good *policies* is not a sufficient guarantee of good *practice*. Drawing on the EU-wide Prometea research, Lee and Faulkner stress that underlying the failure to turn good policies into good practice is a widespread lack of ‘deep’ organisational commitment to gender equality and consequently a lack of resources.

Faulkner (2009a) discusses what she calls the in/visibility paradox: women engineers are highly visible as women but invisible as engineers, and therefore have to work harder throughout their careers to (re) establish their engineering credentials. This paradox is also reflected in the everyday workplace cultures of engineering companies, shaping who is seen as ‘belonging’ or not (Faulkner, 2009b). Peterson (2010) also discusses this double-bind dilemma: based on her study of IT consultants, Peterson points out that women may choose to understate their technical competence as a strategy in order to be accepted in a work setting permeated by a technical and masculine work ideal.

In Finland, the phenomenon of women opting out from technology careers has not been visible and therefore has been studied hardly at all (see e.g. Bairoh, 2011). However, in recent surveys conducted

by Academic Engineers and Architects in Finland TEK, we discovered that women with Master of Science degrees in Engineering seem less likely than men to reselect their field of study. In the survey on professional development conducted in spring 2014, TEK members were asked whether they would reselect their current field of study, if they had the choice. The results showed a remarkable difference between men and women: 77 percent of men but only 59 percent of women stated they would reselect their field of study. Since the professional development survey is targeted (with approximately 700 respondents), it was deemed necessary to study this issue in more detail with a larger population. Therefore, the tendency to reselect one's field of study was included in the Labour Market Survey conducted in October 2014 (with approximately 12 000 respondents).

This paper presents results from the 2014 Labour Market Survey and Professional Development Survey concerning reselection of engineering studies. The paper presents the reselection rate of TEK members by gender and age group as well as explores certain factors impacting reselection. The paper also discusses these findings in the light of current theories explaining underrepresentation of women in SET: does the masculinity of the engineering field, lack of equality practices (e.g. related to work-life balance), or difficulties in 'belonging' impact the likelihood of reselecting engineering studies?

6.08

The importance of corporate culture, gender and phases of life to attract and retain highly qualified engineering graduates in organizations

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In an increasingly globalized world, ongoing demographic changes force organizations to compete for talent. This competition is particularly fierce in engineering fields, in which a growing shortage of skills becomes tangible and continues to increase. Some important developments can be observed. On the one hand, the workforce ages: while the proportion of engineers between 35 and 39 years of age in Germany decreases, the proportion of engineers of 50 years of age and older increases, reaching up to 34 percent in 2010 (The Association of German Engineers (VDI, 2013). On the other hand, between 2005 and 2011 the proportion of women among engineering graduates in the USA consistently comprised over 20 percent, and the proportion of women among professionally active engineers increased from 14.7 to almost 17.0 percent (Fouad & Singh, 2011). In Germany, during approximately the same period of time, 22 percent of engineering graduates were female (VDI, 2013). Against this background, there is clearly a need for understanding the reasons why women leave the field of engineering.

In their study, Fouad, Singh, Fitzpatrick and Liu (2012) surveyed female engineers who left the field of engineering, and established that "thirty percent left engineering because of organizational climate" (Fouad et al., 2012). This reason was mentioned in the fourth place in frequency, preceded by lost of interest, no advancement, and the wish for more time with the family, which shows the importance of work-life balance. Furthermore, it has been pointed out by Kramer (2013) that the importance of this balance could change across different phases of life (Kramer, 2013). These results point out the relevance of taking into account phases of life when developing strategies to make companies and corporate cultures attractive for women and men to pursue a career in the engineering field.

In our paper, we explore the following questions: *In which workplaces do highly skilled engineering graduates want to work? What kind of corporate cultures are **most effective in attracting and retaining the analyzed target group?***

To frame our research questions we refer to the theoretical model of organizational culture by Edgar Schein. In his work, he proposes that corporate culture manifests in three levels: artefacts, values and norms as well as basic underlying assumptions (Schein, 1990). Focusing on the different phases of life, we take a 'life-phase oriented model' approach, which differentiates separate life-phases of individuals

such as parenthood, fostering, diseases, hobbies etc. Moreover, it integrates different occupations as well as job phases. The aim of this framing is to find a better matching between individual and organizational needs (Kramer, 2013; Rump, 2011; Flüter-Hoffmann, 2010; Graf, 2002; Richter, 2002; Schein, 1978).

To answer the raised research questions, we combined qualitative and quantitative research methods. In total, we conducted 19 qualitative interviews with eleven men and eight women from the UNITECH International Society, an alumni association of approximately 400 highly skilled engineering graduates. In addition, we conducted an online survey between April and May 2014, to which all members of the alumni association were invited to participate. Eventually, N = 172 alumni participated, equaling 43% of the invited people.

Our findings indicate that the organizational culture substantially contributes to workplace's appeal. The results show that an atmosphere of trust, personal and professional recognition, intellectual stimulation and diverse work as well as opportunities for learning are central factors to attract and retain UNITECH International alumni. We found also some gender-specific differences as well as some demand and priority changes according to different phases of life. For example, a significantly higher proportion of surveyed UNITECH International alumnae, as compared to male alumni, have higher requirements on job security and work-life balance. We asked the Alumni if they intended to leave the current employer during the next three years and if so, why. Some of the mentioned reasons for changing the employer differ between male and female employees. While most male respondents would leave their current employer in pursue of *more management responsibilities*, most female respondents would leave the employer because they *want more development opportunities*. We could also show that respondents who had at least five years of professional experience were now less mobile, correlating with a higher appreciation of job security, which women valued even more than men.

The presented results can offer organizations an insight into the notions and preferences of highly qualified engineering graduates regarding employers. Interested parties can use our results to develop strategies attracting and retaining this particular target group. The results can prove useful for organizational profiling and for the creation of attractive development opportunities tailored individually to the needs of the addressed target group.

6.09

The Double-Edged Sword of Women's Employment and Gendered Practices: Lessons From Gujarat 1981-2011

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Although India has experienced tremendous economic growth over the past forty years, recent evidence suggests that labor market participation is declining (World Bank, 2014). Between 1992 and 2012, overall labor market participation declined by 5.4%. Researchers have suggested that a driving force behind this figure is India's low rate of female labor force participation. Between 2002 and 2012 across India, the percent of total females employed remained roughly half of (25.6 and 25.5, respectively) the percent of total males employed (51 and 53, respectively). While the raw magnitude of this difference raises many questions, we focus in this paper on the effects of changes in and levels of female labor force participation.

Barriers to women's employment are especially puzzling given the social and economic benefits of high levels of overall employment within a society. Investing in women specifically can yield economic benefits: women reliably pay back loans (D'espallier, Guérin and Mersland 2011) and invest money in their families (Gummerson and Schneider 2013). Engaging women in economic activities can catalyze social change: reducing the female mortality rate (Jensen 2010; Rosenzweig and Schultz 1982),

fostering collective action among women (Sanyal 2009), and elevating girls' aspirations (Chattopadhyay and Duflo 2004).

Using a rich, panel dataset from Gujarat, India over a period of forty years, we compare the impact of female labor force participation across multiple categories of work. We analyze four panels (1981, 1991, 2001, 2011) of census and amenities data from 17,000 villages in the Indian state of Gujarat using a hierarchical linear model with fixed effects for villages and random effects for talukas (administrative centers) and villages. We ask: how does the formalization of women's roles in the market economy affect gendered practices? And, to what extent does the type of labor women perform matter? Labor that increases family income but does not challenge the status quo may have different effects on gendered practices from labor that increases income but does challenge the status quo (Gitter and Barham 2008). We find that the consequences of female employment on future practices within a community vary with the status of the jobs women hold.

Our study makes two primary contributions. First, we contend that both economic and cultural aspects of work inform gendered practices. Our findings show that the type of work that women within a community perform can shape future practices and outcomes for others within their community. This lends support for both economic and status equilibrium arguments: the influence of higher rates of women's employment within a community on future conditions for females in that community vary with the relative status of the jobs undertaken. Our results show that low status female labor force participation is associated with future decreases in the mortality rate of females under six years old, making more females available for low status work, and decreases in the female literacy rate, reinforcing women's employment status. Conversely, high status female labor force participation is associated with future increases in the mortality rate of females under 6 years old, as the status of females challenges that of males, and increases in the female literacy rate as women prepare themselves for high status work.

Second, we build on a nascent literature that seeks to connect studies of demography and culture (Desai and Andrist 2010; Desai and Temsah 2014). Here, we use gender as a demographic category, and appropriate the concept of "doing gender" from West and Zimmerman (1987). We argue that diverging from traditional roles can either attenuate or exacerbate gendered practices that shape the meaning of gender. These findings suggest a new mechanism for "doing gender" in that women face status limits to the work they can assume without being perceived as threatening to the demographic incumbent.

Overview

Our paper contains five sections. First we present our conceptual framework, developing our theory from extant literature on gender and development. Second, we describe our setting and data, which come from the Indian state of Gujarat. Third, we discuss our analytical approach, motivating our hypotheses and describing our key variables. Fourth, we explain the results of our model, which identify the impact of female labor force participation on gender attitudes and investments. Finally, we conclude by discussing our findings and their implications for research on gender, development, and work.

6.10

The BEST(a) intentions and everyday practices in organizations

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This paper focuses on how practitioners in organizations use and apply a national occupational category system with the intention to provide information and produce statistics on different occupations and salaries in Swedish governmental agencies. The statistics are to be used in analyses of general wage setting and to provide guidance in setting local wages. The system – BESTA – was also originally intended to be a tool for promoting equal salaries for work of equal worth, by enabling salary comparisons between women and men.

The BESTA-system, introduced in 2004, has previously not been studied. This paper presents findings from an on-going research project that explores the system as such, as well as the practical application of the system. In this paper we present a study of how the BESTA-system is applied in three governmental organizations in Sweden. The main responsibility for the actual coding in the participating organizations lays at the HR department. In addition to qualitative interviews with 18 informants (personnel administrators and trade union representatives) who use the system, data from a joint workshop with six personnel administrators are used in exploring a number of basic questions: Who is responsible for the coding? How do practitioners learn how to code occupations according to the BESTA-system? How do they perform the actual coding? What kind of problems do practitioners identify in the coding system and in the application of it? These questions are discussed in relation to theories on gender in organizations (e.g. Acker, 2006) and concepts from organizational theory (neo-institutionalism). For example, concepts such as *loose couplings* (Meyer & Rowan, 1977; Brunsson & Olsen, 1990) and *translation* (Czarniawska & Sevón, 1998; Czarniawska, 2005) are used as analytical lenses in the exploration and discussion of how the BESTA-system is applied.

The findings indicate a number of pitfalls in the application of the code system, i.e. the coding process. One of these pitfalls is the lack of introduction to the BESTA-system and its application for new users that most interviewees have experienced, which opens for an unreflected coding of positions. Other pitfalls are e.g. the lack of knowledge of actual work content, due to the distance between personnel administrators and employees in large organisations; routinized and standardised coding of positions; and the fact that no arenas for reflection and discussion on the coding are really available to any of the participants. Also, BESTA-coding constitutes only a tiny part of their work tasks. The coding of positions take place during recruitment processes, at the time of announcement of the positions or when the decisions of employment contracts are made. BESTA-coding has to be done, it has to be done correctly, but it is supposed to take no time at all, as the participants express it. These pitfalls may also open up for gender bias since unreflected and standardized coding of positions risk to reproduce the taken for granted gendered norms of qualifications and occupations. The informants additionally identify problems with the system as such: that the categories of the BESTA-system are not always compatible with the actual positions in their organisations, and they do not find the system coherent. Differences in organizational size and types of occupations, positions and qualifications requirements bring local translations and coding practices in the use of the top-down-imposed system.

Hence, by focussing on the process of coding positions according to the BESTA-system the paper sheds light on how the everyday practices, decisions and priorities in organizations taken together may skew the original intentions of the BESTA-system: to deliver reliable statistics on an aggregated level. The intentions of enabling national wage comparisons and monitoring of gender differences and inequalities in salaries in the governmental sector also risk to fail. The participants find the system problematic and pitfalls seem to exist on several levels.

6.11

Working through embodied affects

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The use of the body and sexuality and their individual performances have become crucial requirements at work in the current economy and consumer culture. The aim of the paper is to illustrate, how gender, body, and affect related performances are used, on the one hand, and required to use, on the other hand, in service work. Through the case study of young beauty therapists the aim is to map out and to discuss the contradictory desires of the beauty therapists and the employers, when they both entangle and prioritize particular aspects of gender, body and affects in the everyday work of skin care. The starting point for the discussion is the concept of body work. However, the case shows that body work hardly grasps the desires and the aims of the beauty therapists to pamper and to relax the clients, and

to produce well-being to them. The aim is to show that the conceptual view of the body work needs to be expanded towards the understanding of how affects and body are used in parallel and simultaneously both to produce pleasure and wellness to the clients and to make money within the global beauty market. Further, the aim is to show ways of doing, redoing and undoing gender through using body and affects within the tensions of promoting relaxation and profit making.

6.12

Gender Equality and Finnish Journalists from the 1960s to the present

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The number of women journalists in Finland started to increase in the late 1960s and since 1995 women have formed the majority among the profession. When comparing Finland to other Western countries, the relative number of women journalists has been – and still is – higher and because of that, it has been easy to argue that gender equality is an accomplished fact. However, inequalities exist within the Finnish profession just like in other countries.

In my presentation, I will paint a longitudinal view of the continuities and changes in Finnish women journalists' understanding of gender equality within their profession. The presentation leans on a social constructionist understanding of gender as something that needs to be done. A view that gender is a dynamic process, a practice, which is elaborated by social forces in everyday interactions has found a solid ground among feminist organizational research during the past decades. (See e.g. Bruni et al. 2004; Gherardi 1994; Korvajärvi 1998) Furthermore, Patricia Yancey Martin (2003, 354) has made a division between gendered practices and practicing gender. According to Martin, gendered practices are activities that are culturally available for people to act like men or women in accordance with the prevailing gender order. Practicing gender refers to a more dynamic way of doing gender. It consists of those literal activities by which workers are saying and doing gender at work.

In my presentation, I focus on the latter part of Martin's division when analyzing how gender is practiced when journalists are interviewed about their work. (About doing gender in interviews see e.g. Eriksson & Eriksson; Deutsch 2007, 112) To be more specific, I ask how women journalists do gender and journalism when they discuss gender equality. The approach originates from Attila Bruni et al. (2004, 406–409, 426) who defined entrepreneurship as a social practice which is done similarly to gender. In the same manner than entrepreneurship, journalism has traditionally been defined as masculine. By analyzing gender and journalism together it is possible to find alternative forms for them to quote Bruni et al.

The presentation is based on my ongoing postdoctoral research on Finnish and Swedish women journalists and their views of gender equality since the 1960s. The main data of this presentation consists of 60 oral histories from Finnish journalists that I have gathered during 2014. Interviewees were searched for with an open invitation for Finnish women journalists which was posted through the internet page of the Union of Journalists in Finland and e-mail lists of regional clubs of the Union in March 2014. In addition, the invitation was published in trade magazine *Journalisti* (Journalist in English).

Collected data has been divided into three generations according to the age of the interviewees: 1) women who entered the field in the 1960s and 1970, 2) the critical mass of the 1980s and 1990s and 3) the newbies of the 2000s. The presentation shows that journalists from different generations viewed gender equality from the point of view of equal opportunities. Furthermore, the equality speech took place within the gender binary although gender was both done and undone.

HEALTH AND WELLBEING AT WORK

7.01

Examination of how work engagement mediates the curvilinear relationship between managerial coaching, leader-member exchange and performance

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Leadership is recognized as an effective mean to support and improve performance in organizations which face the ever growing demands of the increasingly competitive markets. This study investigates how individual level performance and performance of the unit can be fostered by managerial coaching and leader-member exchange (LMX). Thus supervisor's style to behave and the interpersonal relationship quality between supervisor and subordinate are taken into account at the same time. The JD-R model states that a good leadership operates as a job resource and starts a motivational process that will lead through work engagement to the good performance of the employees.

This study first introduces and validates novel measurement instruments for managerial coaching, LMX and the scales for self-rated performance and then investigates how leadership is connected with job performance and whether this connection is mediated by work engagement. Study also utilizes curvilinear methods in estimating direct and indirect effects to examine if the relationships between leadership, work engagement and performance could be curvilinear instead of linear, which has been an implicit assumption in previous studies.

The sample (N=1701) from different Finnish organizations revealed positive curvilinear relationships between leadership and performance which were mediated by work engagement. Managerial coaching was more related to the unit level and LMX to the individual performance while work engagement operated as a full and partial mediator. The curvilinear relationships could be interpreted in terms of threshold effects. In most cases small quantities did not have an effect when only moderate and high levels had a positive impact.

Our study contributed to the current literature in several ways. First, by increasing the understanding of the motivational process by providing evidence of leadership as a job resource and especially by showing the different roles that managerial coaching and LMX relationship has on the motivational process. Second, by demonstrating that many of the relationships typically studied as linear are actually curvilinear. Third, our study also introduced and validated novel measurement instruments for managerial coaching, LMX and the scales for self-rated performance.

7.02

The role of the shift rotation on the employee's wellbeing and health in paper industry- Case UPM Rauma

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Individuals well-being and health are holistic. Due to the holistic nature of well-being and health, it is problematic to fully understand what are the elements that balance individuals lives. The most common way to understand balance in one's life, is to combine different elements that makes people happy; a balance between physical-, mental- and social matters. These all combined with good leadership and the will to develop well-being and health are the key elements to the holistic well-being and health at workplace.

Wellbeing and health have been examined by many researchers and they all have made advancement in this holistic field. Although work wellbeing and health are famous areas of studies, there are not enough of information about shift work, irregular working hours and wellbeing. Shift work and irregular working hours have been a part of our society long time, since in the beginning of industrialism. Multiple studies have shown that shift work effects on several matters in one's life. Irregular working hours combined with peoples' inner clock is the main reason that effects on shift workers lives. Everyone has an inner clock that regulates each ones day rhythm. Our inner clock helps us to adapt to the circadian regulations. Shift work changes sleeping and eating rhythm and in many cases unfortunately causes sleeplessness. Shift work has been associated with the increasing use of sleeping pills, tiredness and displeasing. Shiftwork has been also related to decreasing recovery and perkiness. Shift work is especially burden for elderly workers who are over 55 years old, because of the recovery matter. Elderly workers don't recover so well after night shift and different working hours. And nowadays the age distribution relies on the elderly workers. However employees are individual and their recovery and adaptation level differs from each other.

This research deals with UPM Rauma's personnel and the working hours changes that they have made. Before company's shift rotation was four morning shifts (day off), four evening shifts (day off) and four night shifts and after that employee had six days off. Company changed their shift rotation so that now employees work two morning shifts, two evening shifts and two night shifts in a row and then employees have four days off. The change occurred at the end of December 2014. This research examines what is the role of the shift rotation change with personnel's health, sleeping habits, amount of sleeping pills, concentration and accidents in workplace. Changes in work rotation affects also in other things than just work and physical wellbeing. It affects also in family- and other areas of personal life. Changes in shift work and rotation affect the amount of time spent with family and friends, leisure activities and psychological wellbeing. This research started at October 2014 and continues to the early spring of 2015. Research will be ready by May 2015.

Research's data is gathered by using triangulation method. The quantitative data is gathered by using multiple choice questionnaire (n=670) and qualitative data is gathered by using interviews (n=16). The quantitative data is about sleeping and health issues and it is gathered before the shift rotation change and it will be gathered again after one year use of new rotation. Also prescription medication and accident-amounts before and after the shift rotation change are analyzed. The qualitative theme interviews are made before and after shift rotation changes. Qualitative data is analyzed by using content analysis. The content analysis examines the content of the material by specifying similarities and differences between people and by people's answers before and after the shift rotation change. Data analysis both quantitative and qualitative aims to form a summary of the phenomenon in this research and tries to connect the results in a broader context; in other researches and find something new and different in this field on of paper industry.

7.03

Can advanced workplace practices moderate the devastating effects of job insecurity?

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The harmful effects of job insecurity as well on employees and on organizations are well documented. However, the current situation in the labour market calls for more sophisticated knowledge about job insecurity and the ways to manage its consequence. As the demands for tighter labour protection legislation are hardly a realistic solution, the possible moderators against the harmful consequences have merit increasing attention. Following the logic of stress studies, most often different types of personal features and individual resources are threatened as possible moderators.

In this study, we pay attention on less often investigated area, the role of social and organizational resources as moderators. According to our hypothesis, advanced practices at work can moderate the devastating effects of high job insecurity on 'the well-being of the employee. Fair treatment at work, high supervision support and good development possibilities were used as indicators of advanced work practices. Well-being was measured in three dimension: self-rated health, stress and general well-being (modified GHQ). As an indicator of perceived job insecurity, the participants were asked to evaluate the risk to be fired in the next twenty months.

We base the study on survey-data depicting adequately the eligible population in Finland (n=1346). The analyses were conducted using a path modeling approach with Bayesian estimation beyond that afforded by differences in the background characteristics of age, sector, education, socio-economical status and previous unemployment experiences.

The hypothesis got support, but only in one dimension. Appropriate development possibilities seem to moderate the link between job insecurity and general well-being, i.e. the damaging effect of high job insecurity was significantly lower in the circumstances where the participants evaluated their development possibilities high. Otherwise, the buffering effect of the developed work practices in employees' self-rated health was statistically significant only at the low and mean levels of job insecurity and non-significant on the employees' stress.

The results support the importance of making development possibilities available to employees in the current economic turbulence prompting employees ever more vulnerable to the sense of job insecurity. The implications for practices in the workplaces need to be discussed particularly in the situations of organizational changes.

7.04

All work and no play... Do digital games have a positive impact on well-being at work?

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Changes in work life leading towards the increase of knowledge work challenges the mind and of growing number of people. Many occupations and work tasks are demanding on cognitive skills and the variation of career paths require constant learning and information processes. There is a need for novel approaches in enhancing the mental and physical well-being in work.

According to clinical research (Kühn et al. 2014) game play has a positive effect on the plasticity of the

brain, spatial navigation, strategic planning, working memory and motor performance. These results indicate the potential of (digital) games also in the well-being at workplaces. Our study focuses 1) on the personal experiences of workers on both game play and well-being in work and 2) the views of employers on the current and potential actions and processes in promoting well-being of their employees.

The presenters aim to report the quantitative analysis on the results of a national (Finland) survey (N=1000) regarding motivational factors in game play and at work. We shall also present a qualitative analysis of employer interviews (n=5) on the current and potential use of digital games in their organisations regarding the well-being of their employees.

7.05

Positive stress at work – exploring entrepreneurs' experiences

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Background and purpose of research

Slowing down of economic growth and tightening global job competition are putting people and institutions in various sectors of working life under pressures of change. This has emphasized self-leadership and increased mental demands. In Europe, 25 percent of the workers experience work-related (dis)stress, and similar proportion reports that work affects their health negatively due to e.g. high work intensity (EU-OSHA and Eurofound 2014).

The main emphasis in research has been on the negative side of stress, even though the positive side of stress has been recognized already a few decades ago (Lazarus 1966, Selye 1974). The stress experiences can be divided to harmful (distress) and beneficial (eustress, literally meaning 'good stress') (Selye 1974). Currently, eustress and distress are seen as distinct qualitative constructs, not the ends of the same continuum (Simmons and Nelson 2007). The responses to stressors are dependent on perception of the situation and consequently, can be either positive or negative.

This research focuses on work-related experiences of eustress, the positive side of stress. Our aim is to create knowledge and find tools for facilitating positive stress at work. We believe that exploring the potential of eustress can create opportunities for enhancing both well-being and productivity and contribute to creating innovations. In this research, we concentrate on the experiences of entrepreneurs, who we assume to have and benefit from positive stress. However, the results may be applicable also for employees, as highly engaged workforce and entrepreneurial orientation emphasizing e.g. innovativeness, risk taking and proactiveness is called for in different types of work.

Research approach and methodology

Our approach is qualitative and multi-methodological - combining interviews, physiological measurements and diary keeping. First, 21 entrepreneurs from different fields were interviewed. Then, 9 of these entrepreneurs continued by filling in a positive stress diary during one week. This period contained also a three-day physiological measurement analysing heartbeat variability. After this, the participants were interviewed again. The emphasis was to explore how entrepreneurs experience eustress and interpret the eustress experiences reflected in diaries and physiological measurements. Participants also had a possibility to share their experiences with other participants both before and after the diary phase. The qualitative bottom-up analysis was conducted by open, thematic coding of the transcribed interview and diary data.

Results

Among the interviewed entrepreneurs, positive stress was perceived as an unfamiliar term, but the

phenomenon was recognised by everyone. Some even thought that eustress is one reason to be an entrepreneur, leading one to enjoy and the work feel rewarding.

It was common for the entrepreneurs to seek for a balance between eustress and negative stress in their daily work. The difference between eustress and distress was experienced as subtle. Most of the entrepreneurs easily recognized the signs of positive experiences becoming negative e.g. from the feelings of tiredness, heaviness and results of their work changing for the worse. However, some of the entrepreneurs had also learned to turn the negative stress into more positive experience through various self-management tools.

The tools used to facilitate the occurrence of eustress can be classified in seven themes. Eustress was supported by 1) positive ways of thinking, 2) ways of working that increase the manageability of the work, 3) preparing and tuning in to challenges 4) nurturing the positive, 5) creating the feeling of pressure, 6) recovery and 7) self-reflection. The first four themes facilitate positive perception or manageability of the stressful situation either through empowering inner speech or concrete actions. The fifth theme makes the situation feel more challenging and increases efficiency. A typical means is to set a dead-line for a task. The sixth and seventh themes enhance detaching from work and increasing self-knowledge. All the themes contribute both to well-being and productivity, as they change the perception of stressful situations to be more positively challenging and give resources for holistic stress management.

Research/Practical Implications

The originality of this research stems from the multidisciplinary (psychology, education, business, technology) and dialogic approach that recognizes the beneficial side of stress at work. The research sheds light on the understudied phenomenon of eustress, especially by providing empirical data on entrepreneurs' experiences and tools to facilitate eustress. In practice, results can be utilized to support entrepreneurs and employees in their efforts for effective but meaningful and creative work, and in developing services and technology that support eustress as a resource at work.

7.06

Enhancing organizational resilience through focusing on employee wellbeing

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Organizational resilience plays a key part in organizational success, particularly in the current context of frequent crises and uncertainties. Organizational resilience - the ability of an organization to survive a crisis and thrive in a world of uncertainty - has been recently studied, particularly in disaster contexts; however, the role that an individual employee plays in making organizations more able to adapt to changing circumstances, and thrive in challenging conditions, remains largely unexplored. We define employee resilience as the capacity of employees, enabled by the organization, to utilize resources to continually adapt and flourish at work, even when faced with challenging circumstances. In this paper, we will introduce the construct and a recently developed measure of employee resilience, and discuss its antecedents and organizational consequences. Using data from two organizations ($n=385$), our research suggests that employee resilience is significantly influenced particularly by organizational support, and influences important organizational outcomes of turnover intentions, work engagement and job satisfaction. Our research suggests that investing in employee resilience and wellbeing is of significant benefit to organizations. In order to further highlight how organizations can facilitate resilience among their employees, we will present preliminary results of an on-going research programme, which investigates the interrelationships between organizational, trait and employee resilience. Data are being collected in a finance-sector organization, before and after a wellbeing intervention had taken place. Measures of organizational, trait and employee resilience were captured. We will highlight the implications of this research by discussing ways in which organizations can increase resilience capabilities in their staff in order to develop resilient organizations.

7.07**How to develop a high level of occupational well-being among Finnish child welfare social workers: Findings from the 10-Town study**

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Due to increasing sick leave and turnover rates, work-related well-being is a current topic in the social work profession, particularly in the fields of child welfare and child protection. The reasons for diminished well-being are frequently discussed in terms of high caseloads, lack of staff and a general change in work demands. The data analysis from the ongoing longitudinal Finnish Public Sector Study, including the 10-Town study and conducted by the Finnish Institute of Occupational Health (FIOH), the work-related well-being of Finnish public sector employees discovered alerting numbers about the social workers' well-being. The data collected on cause-specific sickness absence among Finnish public sector employees in the years 2005–2011 revealed that over 40% of the social workers' sickness absence was caused by mental disorders. Compared with other occupational groups covered in the study, it is by far the highest value. Teachers, for example, reach in that category with about 24% the second highest value. Especially child welfare employees face a high risk of suffering from various kinds of mental distresses and ill-health. Those distresses are caused by the special work conditions and by the nature of the work with mentally ill, traumatised or deprived clients, resulting in high absenteeism and turnover rates. The reasons are therefore manifold and the results are now addressed by follow-up studies in order to evaluate the reasons for absence caused by mental distress in more detail and to develop methods which enhance social workers' occupational well-being.

The findings presented at the Work 2015 conference come from a research project aiming on the creation of a multidimensional model of occupational well-being for child welfare professions encompassing the social-, affective-, cognitive-, personal-, professional- and psychosocial dimension, and focuses on identifying the mechanisms of processes that create and maintain occupational well-being. The model was created based on a concept analysis of the key concepts of work-related mental distresses and well-being and is empirically tested using the structural equation modeling technique (SEM). The theoretical findings emphasize the importance of individual and organizational factors. They also reveal the importance of the active interaction between employees and the organization, in order to activate the synergies in developing and maintaining occupational well-being for both the employees and the organization. The model also addresses emotionally demanding worker–client interactions and provides knowledge of the factors which influence the development of processes for dealing positively with mental distress. The resulting positive approach has innovative aspects in terms of multidimensionality, synergy, and resource orientation, instead of deficit orientation, and is solution-focused, instead of problem-focused. Through its multidimensionality, the model takes into account the demanding elements found in the worker–client relationship and in statutory requirements, but it also takes into account current influences caused by changes in work life and in society, such as the reconstruction of organizations, political changes, and changes in living situations. Linking the empirical data with the theoretical model enables the description of the measured child welfare social workers' occupational well-being in detail and reveal the pathways and processes of developing mental distress and well-being. Based on these findings conclusions will be drawn concerning developing and maintaining employees' occupational well-being in child welfare organizations.

7.08**Wellbeing in a changing work environment**

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After the financial crisis, the Finnish economy has stagnated. As a consequence, the need for structural changes in the Finnish economy is aggravated. Existing companies experience reduced demand for their products and the workforce has become more strained. Fewer employees are expected to work more efficiently. Both productivity and wellbeing increase if information is shared efficiently (Ichinowski & Shaw, 2013). Hence, one way of dealing with increased demands among workers is to share information more efficiently.

The culture within an organization sets the tone for information sharing. Among other things, feeling of belonging, social norms, identity, trust and altruism are important factors in a social culture that supports information sharing (Widén-Wulff, 2007; Cho et al., 2010; Huvila et al., 2010; Widén & Hansen, 2012). The role of networks is important and gives access to key information if managed effectively (Castells, 2011; Bakshy et al., 2012). Personal characteristics, such as openness, conscientiousness and empathy are also important factors for the willingness to share information (Cabrera et al., 2006; Matzler et al. 2011).

There are still gaps in our knowledge on how information is shared and which factors enhances information sharing in the work place. We want to investigate the associations between personal characteristics and information activities in a changing work environment, and how these factors affect wellbeing of the workers.

This paper analyses the current state-of-the-art in what is known about information sharing and its relation to well-being in the light of the theoretical and empirical understanding of change in the work environment. The discussion is based on the findings of an on-going interdisciplinary research project on change, information sharing and well-being in the workplace. The currently on-going work consists of a literature review of the existing research and a pilot survey at a Finnish company in order to scrutinize the information sharing behaviors and the consequences of that behavior.

7.09**The elements of well-being at work among farmers in Finland**

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Introduction

Traditionally, farming has been considered as a calm, comfortable and social lifestyle that has several positive elements for human well-being. The positive features of the countryside environment have also been utilized in "green care", in which the rural environment improves the mental, physical and social well-being of humans. In general, farmers are assessed as a rather healthy population group with lower smoking and alcohol consumption rates than among other population groups.

On the other hand, the psychosocial risks among farmers have been increasingly examined during the past decades. Globally, farming has been assessed as one of the ten most stressful occupations by the National Institute for Occupational Safety and Health (NIOSH, USA). In many countries, suicide rates are higher among farmers compared with the population on average. Coping with the farm economy,

regulations, emerging climate change and new demands of the profession such as increasing attention to animal welfare, environmental aspects and sustainable agriculture are often mentioned as new challenges among farmers. In 2013, an average farm in Finland had 39 ha of fields, 51 ha of forest area and 30 cows per dairy farm, and farms are still mainly (88%) owned by private persons.

Objective

This study examined well-being at work among Finnish farmers. The study was based on a doctoral dissertation, a research project carried out among dairy farmers and three practical guidebook processes.

Methods

The dissertation included two samples: a quantitative part in which 1 182 full-time farmers responded to a telephone survey conducted by the Finnish Institution of Occupational Health in 2004, and a qualitative sample of ten women working on dairy farms (2007). The telephone survey results were analysed by comparing the prevalence with reference samples and by binary logistic regression analysis. The qualitative sample was analysed using a case study method (working conditions) and a grounded theory method (occupational safety during animal handling work). The postal survey among dairy farmers was carried out in 2010. Guides were written on the well-being at work of female farmers (2009), the health risks faced by pregnant farmers (2010) and occupational safety during animal handling (2014–2015, unpublished).

Results

According to the telephone survey, one in four (26%) of the farmers had symptoms of weakness or fatigue and one in five (19%) had problems with sleeping. Problems with social relationships, a lowered state of health and a longer period of pesticide usage were associated with stress. In the qualitative study, unexpected animal behaviour was considered as the most significant injury risk factor. A positive relationship between the stockperson and cattle, and knowledge of animal behaviour and welfare enabled a safer work environment. The main principle in the guidance on enhancing occupational safety during animal handling work is to improve the trust between the cows and stockperson and gradually build a good cow-handler relationship. During the interviews with female dairy farmers, coping was a repeated theme. Old traditions may create invisible barriers to organizing the work on enlarged farm units. However, work with farm animals and closeness to the natural environment were assessed as rewarding aspects. The most common stressors according to the literature review were the farm economy, regulations, the weather and dangers encountered in farm work.

On average, dairy farmers (N = 265) reported slight symptoms of burnout. Nearly half (46%) had not had burnout symptoms, but 45% had experienced slight burnout symptoms and 9% severe symptoms of burnout. Dairy farmers experienced more burnout in general, and also cynicism and exhaustion as compared with samples of 57-year-old Finnish citizens (N = 532) and industrial workers (N = 4 799). The most common loading factors among the dairy farmers represented external factors such as a) 'the agricultural policy of the EU', b) 'treatment of farmers in society and media', c) 'the future of agriculture' and d) 'administration of the farm'. During pregnancy, a woman working on a farm should avoid pesticides, solvents and zoonoses. In addition, weights, lifting, noise, vibration, stress, sitting or standing for long periods and working during nights are risk factors during farm work.

Conclusions

Finnish farming is currently moving from traditional farming towards a more entrepreneurial form of agriculture. In addition, membership of the European Union has markedly changed the demands and economics of agriculture. The current working environment of agriculture appears to include several risk factors such as stress, burnout, injury and an impairment of work ability. The long travel distances in rural areas, possibly insufficient health services, feelings of shame and lack of proper economic possibilities may all hinder successful interventions. The valuable contribution of female farm entrepreneurs to agriculture should be supported, because women's expertise is important in finding solutions to future challenges such as sustainable farming and animal welfare. The human capacity, including health and coping, has been assessed as a crucial element for the success of farm enterprises.

7.10

Underpaid But Secure: When Pay Inequity Hurts LessAtsushi Narisada*University of Toronto, Toronto, Canada*

Roughly half of U.S American workers report feeling underpaid, a perception of organizational distributive injustice that has been linked with various emotional and health consequences. While previous research has documented the negative effects of distributive injustice on health and well-being, they tend to be overrepresented by studies that use selective samples (e.g. individuals from specific organizations) whose characteristics may not be generalizable across occupations. Moreover, relatively little attention has been given to situational factors under which individuals may be protected from the consequences of distributive injustice. Given these limitations of the literature, I use a nationally representative sample of U.S American workers to investigate the associations between a classic form of distributive justice evaluation – perceived pay inequity – and four outcomes: job dissatisfaction, depressive symptoms, anxiety, and physical health problems. In particular, I examine the extent to which two forms of security – job and economic security – may serve as situational factors that protect individuals from the stress of perceived pay inequity. I seek to answer the following research questions: (1) Compared to individuals who are paid appropriately, do those who are underpaid report more job dissatisfaction, depressive symptoms, anxiety and physical health problems? (2) Do job and economic security modify the effect of perceived pay inequity on each of the four outcomes?

I analyze data from the 2005 Work, Stress and Health study, a nationally representative sample of American workers (N=1,800). Interviews were conducted by telephone in English between February and August 2005. To be eligible to participate in the study, individuals had to be age 18 or older and participating in the paid labor force. To examine my research questions, I use OLS regression techniques. First, I examine the associations between perceived pay inequity and each of my outcomes, net of controls and demographic variables. Second, I test for any significant interactions between pay inequity and job security, and between pay inequity and personal income. Finally, if I observe significant interactions between pay inequity and personal income, I examine if the effects may be explained by economic hardship, an index of several items that measure respondents' difficulty paying for bills, clothes, and basic necessities.

Consistent with previous studies that indicate a high prevalence of perceived underpayment in the United States, results indicate that 56% of the sample report being either slightly or severely underpaid. Compared to those who report being paid appropriately, those who report being slightly or severely underpaid report more job dissatisfaction, depressive symptoms, anxiety, and physical health problems, net of controls and demographic variables. Job security acts as a moderator only when job dissatisfaction is the outcome, such that the association between underpayment and job dissatisfaction is weaker for those who perceive higher job security. Income, on the other hand, moderates the association between pay inequity and each of the outcomes. The positive association between pay inequity and job dissatisfaction, depressive symptoms, anxiety, and physical health problems are attenuated for those with higher levels of income. Except for when job dissatisfaction is the outcome, the interactions between pay inequity and personal income are explained away significantly when economic hardship is controlled. This suggests that compared to those who report higher personal income, those who have lower personal income report more mental and physical health problems because they experience more difficulty paying for bills and necessities.

Consistent with previous studies that have documented the negative effects of organizational distributive injustice on well-being, I observe that perceived pay inequity is associated with job dissatisfaction, depressive symptoms, anxiety, and physical health problems among a nationally representative sample of U.S American workers. I've sought to contribute to the literature by examining the conditions under which these associations may be altered. Job security and pay are usually raised as one of the most important characteristics that people value in a job. While pay inequity has deleterious effects on individuals' health and well-being, I observe that pay inequity "hurts less" for individuals with higher job and economic security.

7.11

Promotion of Ergonomic working methods in elderly care

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The work in the elderly health care is physically and psychologically most demanding compared with other social and health care sectors in Finland. National and international statistics provide evidence that healthcare staff have a very high risk of musculoskeletal disorders. To protect and guide nursing staff's well-being, EU directive and ISO Technical Report 12296 for Manual Handling of People in the Healthcare Sector have been introduced. Thus promotion of ergonomic working methods is part of any organizations' safety management and the ergonomic approach could have a significant impact on improving human safety, health and welfare systems, as well as its smooth and efficient functioning. However there are several barriers to the implementation of safe ergonomic approaches: lack of knowledge, staff and equipment, difficulties in migrating from traditional and controversial techniques.

Introduction and implementation of the new ergonomic working methods can be supported by establishing an ergo-coach system in the work units. The ergo-coaches support the managers to develop ergonomic work practices and guide and help colleagues to implement commonly agreed safe working practices. Currently being developed a system for monitoring how well these objectives are achieved. Ergo-coaches are chosen from among health care workers interested in ergonomics and rehabilitative care work. This is not an entirely new practice, there have been designated organizations with different titles for more than 2 decades but their numbers have significantly increased in recent years. Turku city elderly care sector established the ergo-coach system in 2010 as part of its two year ergonomic intervention. Every unit named one ergo-coach and they had a supporting occupational physiotherapist.

The aim of this study is to describe the roles, responsibilities and success and integration rate of ergo-coaches promoting ergonomic working methods in elderly care units. Results are based on surveys of ergo-coaches (n = 38) and managers (n = 26) in 2011 and on follow up survey in spring of 2015.

Results: The ergo-coaches considered, according to the 2011 survey, as their most important task and duties: the advising other staff and students, to use assistive devices and control their availability and condition. While their activities were most supported by knowledge, skills and competence, particularly in Ergonomic Patient Handling Passport® -training, attitudes and old stubborn work methods equally much hampered their work.

Survey results revealed differences among managers' and ergo-coaches' opinions and that co-operation between managers and ergo-coaches does not work seamlessly. The follow –up study in spring 2015 ought to shed light on the matter.

The reduction of physical and psychological stress and the promotion of safe work are requiring long-time activity and good management. Recruiting ergo-coachers and rooting their activities in establishments will support achievement of the objectives.

7.12

Working ability of the public sector employees close to their retirement age

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The extension of working careers is a goal pursued by many western countries. To achieve this goal, several countries have made reforms to their pension systems. The purpose of these reforms is to change the preconditions for retirement and to create incentives for longer careers. This is also the aim of the Finnish pension reform that enters into force in 2017.

In addition to reforming the pension system, it is important to also pay attention to the conditions of working life and the working ability of employees. If the conditions of working life do not make it possible to stay on at work, the goals set for extending careers cannot be met. The employees should also have the working ability necessary for staying on at work.

This study assesses the working ability of Finnish public sector (central and local government) employees close to their retirement age. Previous research specifically related to the working ability and career plans of employees close to their retirement age is sparse.

The study draws upon an extensive survey sent to employees (n=3284, response rate 71). Those included in the sample have two years or less left until their age of retirement. The questions were used to assess the employees' working ability and retirement-related plans.

Plans related to the return to work after retirement were also explored.

The results showed that the working ability of employees close to their retirement age is relatively good on average. However, there are substantial differences in the working ability between different educational groups, for example. Physical working ability, in particular, has a bearing on the plans related to staying on at work. Mental working ability and the opportunities for reducing the workload are also of significance. The aspirations related to the return to work after retirement are connected to the mental working ability in particular. Fewer women plan to extend their careers or return to work after their retirement than men.

The results indicate that many public sector employees have an opportunity to extend their careers insofar as their working ability is concerned. To make it possible to extend working careers, account should be taken of individual differences in workplace practices. The general plans related to the return to work after retirement indicate that the barrier between work and retirement is becoming more permeable.

7.13

Well-being at work and business practice: cross-cultural questionnaire adaptation

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The aim of this research is to present the preliminary results of the translation process of work well-being and business practice questionnaire for Brazilian reality and to assess its cross-cultural adaptation among entrepreneurs and managers in Brazil. The questionnaire was developed by researchers from the Finnish Institute of Occupational Health – Finland and translated to Brazilian Portuguese.

Method: it is a methodological study and it is performed according to international guidelines: translation from English to Portuguese by two Portuguese natives' translators; synthesis of the versions; back translation from Portuguese to English by two English natives' translators. Review by authors. Five professionals compound the Expert Committee: one from workers' health area, one ergonomist, one methodologist, one translator and one from study population. They evaluate all versions (English, Portuguese and back translation to English) concerning to semantic, idiomatic, experiential and conceptual to achieve the equivalence between the original version and the Portuguese version. Suggestions were made and a new version of the questionnaire was obtained. After that a pre-test of the preliminary questionnaire version was performed to evaluate the comprehension and time to fulfill it. The sample was composed by 29 entrepreneurs/managers from enterprises of different sizes and solely entrepreneurs, 16 women (51.7%) and 14 men (48.3%) and the age range from 20 to 63 years, and the average was 39.6 (SD11.6). The respondents made suggestions and the questionnaire was modified to add "not applicable" answer, when they are not the owner. At the end, Brazilian's questionnaire version was cross-culturally validated and adapted.

7.14

Managerial resilience: An individual and organizational resource

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Organizations need adaptive capacity to respond to changes in the work environment and to respond to ongoing external turbulence. The ability for an organization to adapt and respond requires internal mechanisms and external awareness. Organizational resilience is one theoretical framework that encompasses these aspects. Organizational resilience is a complex phenomenon that includes inter- and intra- system dynamics, the exploration of psychological and interpersonal processes, and structural components that contribute to system integrity. It is a constant process that includes the reconstruction of organizational values, processes, and behaviors and the analysis of vision, values, elasticity, empowerment, coping, and connections on both an individual and organizational level. There have been multiple models of organizational resilience proposed that address different aspects of this concept. However, there has been little research on the application to the non-profit sector and the connection to workplace stress.

This presentation will focus on two aspects of organizational resilience. The one will be addressed by presenting a research project that focused on organizational resilience within the not for profit domain. The other is a proposed model for testing the concept of "managerial resilience", as both an individual and organizational resource using an expanded JD-R model.

The first study identified the resilient characteristics of two nonprofit behavioral health care organizations that adapted to changes in funding and continued to provide services to their community. A case study of the two agencies was conducted to identify characteristics present in both organizations that successfully adapted to these changes. The interview data were analyzed, using content analysis to identify resilient organizational qualities that equipped these organizations to successfully adapt. Six themes were identified: commitment to the mission of the organization, improvisation, community reciprocity, transformational leadership, hope and optimism, and fiscal accountability. It is important to note that these results were consistent across all levels of employees in the organization and that four (commitment to the mission, improvisation, and community reciprocity, hope and optimism) of the six qualities concur with existing theories of organizational resilience. A brief comparison will be discussed.

A significant finding from this study was that these strategies impacting organizational resilience, can be implemented strategically at a senior leadership level and operationally by first line manager. The next study that will be briefly discussed focuses on managerial resilience for the first line manager in the context of the psychosocial work environment.

First line managers (FLM) are in pivotal positions in the psychosocial work environment. However, their influential role as ameliorators or contributors to workplace stress is frequently neglected in the research literature. The FLM has both the power to impact the stress level of employees and to influence the way employees comprehend and react to the organizational climate. Using an extended Job demands resource model (JD-R) and the theory of psychological safety climate (PSC) this study will test the new concept of managerial resilience as an individual resource and its effects on work related stress within healthcare and community service organizations. Due to the pivotal role of the FLM this research has potential stress ameliorating implications for the employees, FLM and secondary implications for the organization.

The aim of this study will be to analyse how resilience is constructed among first line managers (FLM) in response to work related stress and how this relates to workplace stress in healthcare and community service agencies. This project will contribute to the identification of protective factors that increase resilience and decrease work stress for middle manager.

7.15

Experiences of a wellbeing promoting mindfulness training program among employees of a Finnish Forest Industry Company

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Introduction

There is a growing popularity for mindfulness interventions in work life settings. These interventions aim to increase mindfulness i.e. quality of awareness, which involves ability to pay attention in a particular way: on purpose, in the present moment and non-judgmentally. Mindfulness interventions and trainings at workplace are often targeted to reduce stress, burnout and anxiety symptoms. However, mindfulness can also be used to enhance quality of social interactions, such as patient interaction, through mindful communication. Previous studies suggest that mindfulness interventions at workplace are likely to have positive effects. So far mindfulness interventions have mainly been focused on specific employee groups such as employees working in health care and educational sectors. We are not aware of any study in which participant group constitutes of factory workers. Thus, the aim of the current study was to study the effects of a mindfulness training on employees (N=30) of a Finnish Forest Industry Company.

Method

Mindfulness Training

Mindfulness training called *InnoPresence* constituted of 10 sessions and an opening meeting. Total length of the training was about 10 months including a summer break. Each training session lasted two hours and took place in a large meeting room in the factory building. The first five sessions aimed to increase mindfulness in general and were led by a certificated MBSR-teacher. The sessions followed closely the principles and guidelines of MBSR-program, which aims especially to stress reduction and includes specific exercises such as mindfulness meditation, body scan and gentle yoga. Participants were also given a CD, which included recorded homework exercises to support mindfulness practice at home. The rest five sessions aimed to increase mindfulness at work and included short mindfulness exercises as well as a variety of group exercises that were led by an experienced facilitator. In these exercises participants e.g. identified and shared moments in which they felt present and mindful at their work.

Data collection

Divergent data collection methods such as questionnaires, group discussions and focus groups were

used during the training process. Questionnaires included pre- and post-tests and open questions. Group discussions were documented and a total of four focus groups were organized to collect shared experiences and opinions regarding the training. The first two focus group sessions were held in the middle of the training period and the rest in the end of the training. There were different participants in each session. Participants included 5 males and 13 females (N=18) working both in the office and in the factory surroundings. Participants were recruited in collaboration with a representative of the organization. Some of the key questions asked in the focus group interviews were: why did you decided to take this program, what motivates you to continue with the program, what kind of challenges relate to the training, have you noticed any personal benefits regarding the program, how are you practicing mindfulness outside the sessions, and how have you experienced the training in general.

Results

Based on the preliminary analyses of the focus group discussions it seems that participants have benefited from the training in general. For example, improved sleep was considered as an important asset especially among employees doing shift work. In practice, some of the participants had used breathing exercises when they had had difficulties falling asleep. Moreover, some participants felt that their communication at work had become more present and mindful. The challenges of participation in the training sessions emerged as an example of work-related issues; employee's work shift did not necessarily fit to the training schedule or after a night shift employees were too tired to take part into training. In addition, some of the participants had lack of motivation and drop out the training. More detailed findings of the focus groups will be presented in the conference.

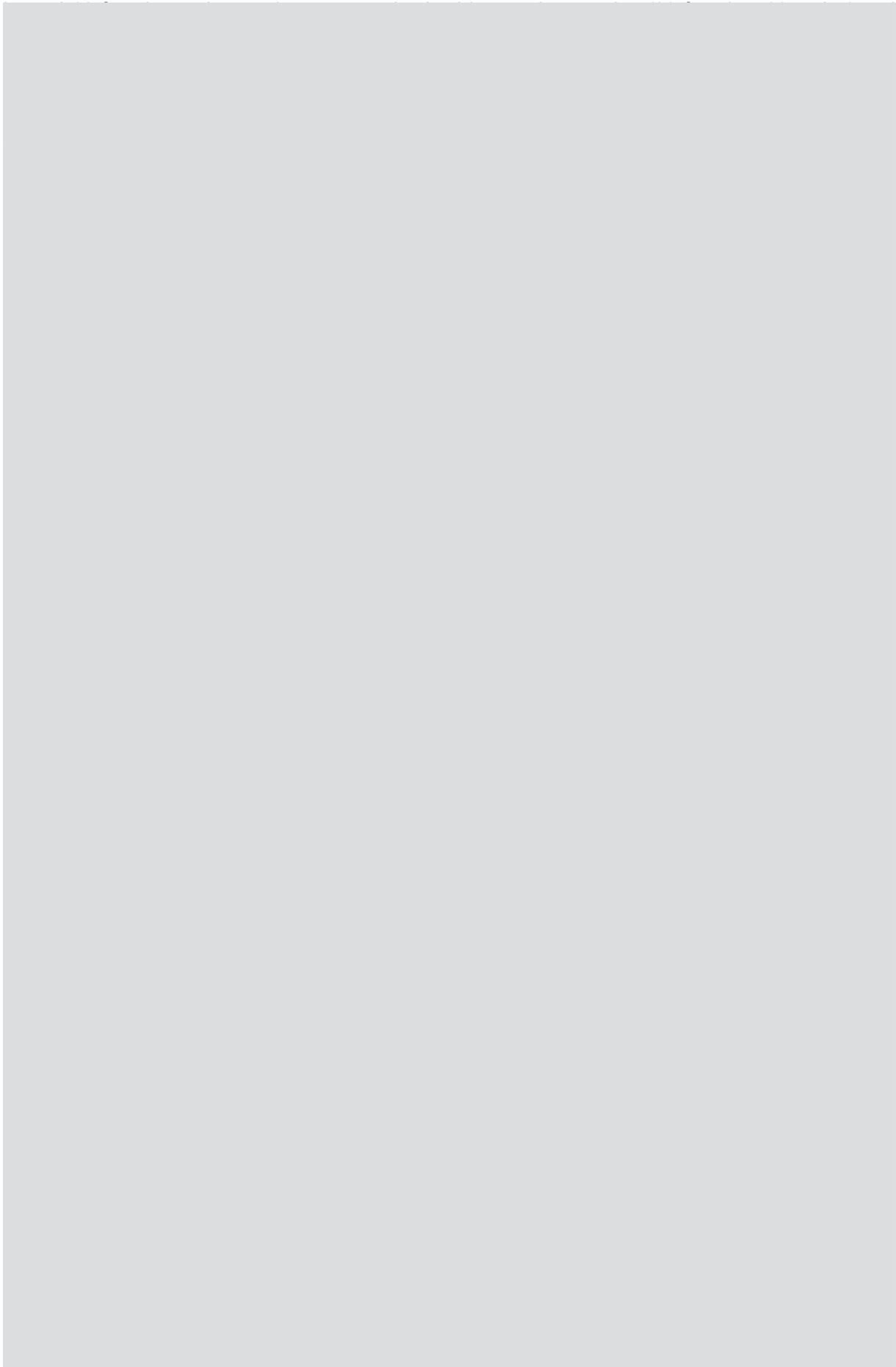
7.16

Clustering daily habits of working days - A RCT study with Polar Active

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Web publication not permitted



7.17

Denmark, Durkheim, and Decentralisation: A Sociological Explanation of Psychological Well-beingJohn-Paul Byrne*Maynooth University, Maynooth, Co. Kildare, Ireland*

International cross-sectional surveys of citizens and workers across Europe have persistently highlighted Denmark as scoring very positively on various indicators of happiness, quality of life, working conditions, health, and psychological well-being (Bertelsmann Stiftung and Eurofound, 2014; Eurofound 2012; Eurofound and EU-OSHA 2014; OECD 2014; OECD 2012; WHO 2010). Such is the consistency of these findings that the discourse has garnered significant media attention with many seeking to unearth the secret behind Danish happiness (Albrechtsen 2013; Booth 2014; Russell 2015). Different hypotheses for Denmark's success across these dimensions of quality of life, working conditions and psychological well-being are posited, ranging from macro examinations of the impact of low levels of inequality (Wilkinson and Pickett 2009), types of economic and social regulation (Esping-Andersen 1990; Pontusson 2009), and levels of social cohesion and trust (Larsen 2013; Sønderskov and Dinesen 2014), to more micro analyses of types of working conditions prevalent in Danish workplaces (Gallie and Zhou 2013; Arundel et al 2007) and the importance placed on the psychosocial work environment (Pejtersen and Kristensen 2009). This paper offers an alternative account which emphasises, in the spirit of Emile Durkheim, the role of intermediary institutions in generating, binding, and sustaining the micro and macro contexts, conditions and capabilities of working life in Denmark.

A report from the OECD (2012) on mental health and work highlights the changes in working conditions due to structural developments over the last decades, raising concerns as to whether these developments might worsen the mental health of workers. Rapid techno-economic shifts have transformed the employment relationship, the organisation of work, the demands of working life – and the way work affects workers. European trends indicate an increase in the level of psychosocial risks at work, particularly high psychological demands, high intensity, and heightened job insecurity (Eurofound 2010). Approximately 25% of European workers say they experience stress at work always or most of the time (Eurofound and EU-OSHA 2014). The task facing European states, and firms within them, is the modernising of labour organisation in order to create workplace deals which can adapt to a context of constant flux, maintain productivity and profit, and ensure work doesn't have a negative impact on the mental health of workers. One state which seems to achieve this is, unsurprisingly, the country consistently found to be the happiest nation in the world, Denmark (Helliwell et al., 2013).

It may be that Denmark just has higher rates of important beneficial aspects shaping working life at the macro and micro level, and this subsequently results in the variety of positive outcomes. However, these explanations seem to provide little in terms of analysing the institutional contexts which foster - and reproduce - these consistent patterns of beneficial conditions and positive individual outcomes. Often the structural reality of the societal context is side-stepped in discussions of psychological well-being. Disregarding contexts can result in a conflation of structures and stressors (Anderson-Connolly et al. 2002). The institutional context matters for the creation and levels of cohesion, capabilities (Sen 1992, Hobson 2014) and stressors. Thus, important questions still remain unanswered; what are the fundamental institutional dynamics enabling the reproduction of these advantageous conditions of working life in Denmark? How are they translated between societal and individual levels? How does this influence psychological well-being?

In attempting to answer these questions, the paper draws on qualitative data from a series of semi-structured interviews with forty experts in the fields of industrial relations, the organisation of work, and the psychosocial work environment in Denmark. The purpose of these interviews was to map the institutional structure of the "Danish model" and gain a better understanding of how it is coordinated. Based on the findings from these interviews, the paper will present a sociological explanation for the broad range of positive relationships between work and psychological well-being at the individual level in Denmark. In linking structural compositions and dynamics, and psychological outcomes, the paper will revive Durkheim's (1966, 1984) theories on societal and individual well-being and extend their application to an institutional analysis of the reproduction of contexts, conditions and capabilities which

foster Danish well-being. More specifically, the paper will highlight the key role of collective agreements within the Danish institutional model - functioning as decentralised intermediary 'occupational groups' in Durkheim's terms – which are fundamental to the relationship between the centralised activities of the state and the decentralised diversity of everyday working life, and the health of a society and its constituents. Therefore demonstrating the continued relevance of Durkheim's theories in illustrating the importance of the bonds between the individual and the social. The psychological well-being of workers in Denmark is not just a result of high levels of equality, particular types of regulation, or the prevalence of positive working conditions, but of the institutional contexts which underpin and cultivate these conditions, and link them together.

7.18

Consequences of Young Scientists' Work-Related Stress – Testing the ERI Model among the Academic Profession in Germany

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Constantly increasing work demands and stressful working conditions have led to augmented levels of perceived work-related stress and ill-health among employees of modern Western societies. One profession particularly affected by stressful working conditions due to major changes in their working environment is that of scientists (Bell/Rajendran/Theiler 2012).

In particular, young scientists at the (post-) doctoral level are frequently exposed to taxing working conditions. In many countries, as in Germany, their jobs are characterized by relatively high efforts and substandard rewards. Deficits regarding rewards come apparent when considering wages, job security, career opportunities and recognition of young scientists: (1) In Germany, they often get only part-time positions and earn less than they would in a private enterprise. (2) Virtually all young scientists work on fixed-term contracts so that job security is low. (3) A permanent position for young scientists does not come until the entry into a tenured professorship position. These positions are scarce, so that chances for being promoted are limited. (4) Recognition is earned in the form of publications in scientific journals and/or approved research grants. However, this form of esteem and respect can be expected only after many years of scientific work.

At the same time, academic work involves a high level of effort. Various time consuming tasks besides performing the own research agenda have to be dealt with; in particular, teaching duties and administrative work. This implies a heavy workload and overtime work which triggers frictions and interruptions in young scientists' own research projects. In addition, success in academic research often requires a high level of presence/visibility which includes travelling and mobility as well as intensive networking within the scientific community.

A prominent framework explaining work stress, which explicitly considers employees' efforts and rewards, is the model of effort-reward imbalance (ERI; Siegrist 1996). It postulates that employees' perceived imbalance between the effort they exert on the job and the rewards they receive creates strain outcomes. This imbalance is even higher for employees who are excessively committed to work ("overcommitment"). Such an imbalance can have pronounced negative effects on employees' well-being, if the imbalance is experienced over a longer time period. For instance, some studies show that the constant exposition to an effort-reward imbalance often leads to deteriorations of physical and mental health. Moreover, an effort-reward imbalance may negatively affect job-related factors; e.g., decreased job satisfaction and/or increased intention to leave the profession (van Vegchel et al. 2005).

The ERI framework has been largely neglected in work-related research that circles around the academic profession. This is particularly surprising in case of young researchers because of the apparent deficits in their working conditions and the potentially serious effects on their individual well-being (for an

exception conducted in the UK on academic employees in general see Kinman/Jones 2008). Hence, the question whether young scientists experience an ERI and how it relates to their general and job-related well-being remains an open issue. A better understanding of these relationships is vital also because the adverse effects on the individual may lead to negative consequences for higher education institutions such as loss of high performers. Furthermore, since the national science system is a critical prerequisite for the level of innovation and economic growth of a country, the loss of young talents in this realm threatens the advancement of the whole economy. Therefore, the aim of this study is to analyze potential consequences of the experience of an effort-reward imbalance for young scientists.

We conduct an empirical study among young scientists in Germany for which we are currently collecting data using online questionnaire investigation. All variables are measured by established scales: The ERI serves as the main explanatory variable, while demographic and work-related factors are used as control variables. Among the dependent variables are "mental health" and "intention to leave the profession". We further measure "overcommitment", which will be tested as a moderator. The theoretically derived hypotheses on the relation of ERI with mental health and intention to leave will be statistically analyzed using regression analyses. Thus, the study contributes to a better understanding of the ERI framework through testing its fit and explanatory power within the context of academia. Similarly, the study adds to the research of the academic system itself by analyzing how working conditions of young scientists affect their experienced work stress and other individual-level outcomes. Finally, implications for policy interventions to the benefit of young scientists are discussed.

7.19

Memory consolidation is enhanced by presenting sounds during sleep

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Sleep has an important role in the recovery of workers. Suboptimal working hours, stress related to work, or other issues may disturb the sleep of workers. There is a need for non-pharmaceutical sleep enhancement in the present working life.

It was recently demonstrated that short sounds played during deep sleep (as identified by EEG) could potentially help in increasing deep sleep and helping declarative memory consolidation (Ngo et al., 2013). We wanted to investigate this effect with single sounds and two types of memory tasks.

Two sets of experiments (SDS1, N=10, 1 male and SDS2, N=16, 8 male) were conducted in the sleep laboratories of FIOH. After an adaptation night, the participants received sound stimulation with single sounds on one of the two experimental nights, and performed a learning and recall of word pair associates in the evening and delayed recall task in the morning.

The performance of the participants did not differ in SDS1 ($p > .466$), but in SDS2, they performed significantly better ($p < 0.011$) after sleeping with the sound stimulation triggered to their EEG delta waves compared to sham stimulation night.

We conclude that sound stimulation during sleep may have a positive effect on the consolidation of declarative memory, especially when the learning phase has involved rehearsal. We propose to investigate whether the positive memory effects could be observed in shift workers and individuals with sleep disturbances.

7.20

Reciprocal associations between stressful work characteristics and sleep problems – evidence from a prospective population-based study

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Web publication not permitted

7.21

Depression and Work; the impact of taking antidepressants

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Aims

To explore the impact of taking antidepressant medication for people's work lives.

Methods

Narrative interviews with a UK wide maximum variation sample (n=39) of people who either were using or had recently used antidepressants. Recruitment routes include GPs, pharmacists, support groups, social networking sites, community groups and local advertising across the UK. Interviews were video or audio recorded and analysed systematically using qualitative thematic methods, supported by computer software.

Key findings

Depression can have a huge impact on all aspects of daily life. In the UK there has been an exponential increase in prescriptions for antidepressants. Many participants in our study had faced difficulties at work when they were depressed. For some, stress at work had been a major factor in their depression, or conversely, feeling depressed had increased levels of stress about their jobs. Symptoms such as insomnia, inability to concentrate or being unable to motivate themselves to get up and dressed in the mornings can be disruptive for work lives. People may worry about how they are perceived by others, that they are performing badly, or thought of by colleagues as lazy or 'work shy'. In some instances people said it hadn't been until things reached breaking point at work that they finally sought help from the doctor and been prescribed an antidepressant.

Commonly people felt wary about disclosing that they were taking antidepressants to managers or colleagues. They also feared disclosing this aspect of their medical history on job applications. They felt telling a potential employer they were taking antidepressants, or had done in the past could be detrimental, or even stop them from being offered employment.

Taking an antidepressant can affect people's level of concentration and ability to think clearly, which can impact negatively on work performance. Some side effects, such as insomnia, may also affect engagement with work.

Although some people had experienced discrimination and prejudice at work, many had been surprised to find that employers, managers and colleagues had been very supportive.

Conclusion

One in four people in the UK will experience a mental health problem each year. Work can help to give structure and routine for people experiencing depression. It is important that employers cultivate a workplace environment that enables people to be open and honest about taking antidepressants, and that support measures are in place to enable people to feel confident about asking for help.

7.22

Enhancing wellbeing at work through information ergonomics

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The increased use of information technology at work can affect employee wellbeing in various ways. Information intensive work is often fragmented, full of interruptions and requires multitasking. The sheer volume of information and information technology used at work is often overwhelming and difficult to manage. This can lead to stress and memory problems, as well as weaken employees' sense of control over their own work. Information ergonomics is often thought to be improved by focusing on usability of the information technology being used. Usability is an important aspect of information ergonomics but focusing solely on usability is not enough. The information practices of organizations, work teams and individual employees also play a substantial role. Many organizations are struggling to find and develop appropriate information practices as the number of programs and applications being used is increasing.

In this project we look at information ergonomics as a special part of work ergonomics. Developing information ergonomics, which covers everyday practices of managing and processing information at work, enables organizations and employees to use information technology appropriately and efficiently. The aim of this action research is to study employees' information practices and the impact of those practices on employees' wellbeing. The data being collected includes a log of used information technology, results of psycho-physiological measures, a selection of surveys and workshop interventions. The workshops are aimed at developing the information ergonomics in the organization and finding how employees' ways of working could be developed in order to best support and enhance their wellbeing, work engagement, positive emotions and mindfulness. In turn, developing employees' positive resources, especially mindfulness, can also support information ergonomics by making it easier to focus on one task at a time.

In this presentation, we present the research frame of the study as well as preliminary results from one of the participating organizations.

7.23

Assesment of mandatory health examinations for employees in Latvia

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Background. Mandatory health examinations (MHE) for employees are required by occupational health and safety legislation in Latvia. They are carried out for two groups of employees: persons whose health are affected or might be affected by the harmful work risk factors and persons who are employed or will be employed to work in special circumstances (under special risks). MHE are further divided initial (preemployment), periodic (depending on the work risk factors) and extraordinary MHE (in cases when fellow employees have developed health problems that can be caused by occupational risk factors).

The aim of the study - to analyze situation with regards to mandatory health examinations for the period 2006-2013 with the aim to identify existing problems and shortcomings in the organization of MHE. **Materials and methods.** Data from 3 consecutive surveys on working conditions in Latvia in 2006, 2010 and 2013 (supported by *European Social Fund*) were analyzed including interviews with more than 1000 employers and 2500 employees in each year. **Results.** There are average of 900 000

employees in Latvia and it is calculated that annually 400 000 MHE are carried out. In 2013 study 40.2 % of employers answered that they have not sent their staff to PHE (in 2010 – 46.2 %, 2006 – 47.4 %). Overall there has been a reduction of employers who have not provided MHE. According to data from 2013 MHE are most often provided in textile industry (52.7%), printing (41.9%) and fishing (45.4%) industries. MHE were generally performed less frequently in small and medium size companies, in companies established after independence (after 1991) and in privately owned companies. 15.4% of employers answered that the doctors indicated the proposals for the improvement of working environment or health. Employees during the survey were asked a question whether they have been to health examination during last 3 years. In 2013 there had been a significant increase in the number of respondents attending health examinations (2013 - 80.8%, 2010 - 64.3%, 2006 - 68.7%). MHE are most often provided and attended in sectors of health and social care (93.3%), mining and quarrying (90.5%), food and beverage production (97.3%) and electricity, gas and heating sector (95.9%). Data shows that health examinations are more often attended by women (in 2013 - 84.5%, 2010 - 68.2%, 2006 - 72.8%) than men (in 2013 – 76.3%, 2010 - 58.8%, 2006 - 63.7%). Significant differences in the answers given by respondents from different age groups were observed with the general trend that MHE are attended more often by older respondents. Data shows that MHE are attended less often by respondents with incomplete primary education (60.8%) and primary education (74.2%). **Conclusions.** Despite the fact that number of employees who are not attending mandatory health examinations has decreased the situation in general has improved over last 8 years. Situation in small and medium sized companies and some industries are worse than the general situation indicating the need for targeted preventive and information activities.

7.24

Bullying and wellbeing in Finnish maritime industry

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In Finnish shipping industry there is a distinction between men and women in distribution by occupation, motives for work and payment. Marine staff at sea are in general satisfied with their work and willing to continue at work. However there are trends to leave work at sea because of the lack of personal or social adaptation. The amount of bullying at work is at sea a lot higher than in Finnish working life in general. This is the case among young, old, temporary employed or female workers. The situation is problematic especially among women in passenger ships in certain occupations in accommodation, sales and catering.

Maritime work organisation is hierarchical and female seafarers have been challenged to be accepted as “real seamen” when working in other occupations than traditional seafaring. The focus in personnel policy is mainly addressed to core work force. Maritime and machine officers are most often targets of development policy.

The aim of the paper is to describe

1. The structure of bullying in terms of occupations, age, sex and employment status
2. The content of bullying
3. Bullying and willingness to continue or quit work at sea
4. The weight of bullying in the health and wellbeing in maritime occupations.

Both quantitative and qualitative data will be used to demonstrate bullying and wellbeing among Finnish seafarers. There is a database of 1954 respondents of major survey among Finnish seafarers and 63 interviews among seamen, shipping companies and major stakeholders.

HISTORY OF WORKING LIFE

8.01

Women and mining work in northern Sweden – a historical view

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This paper is about women's work in the early industrial history in the north of Sweden (Norrbotten) and how it relates to today. It discusses the relationship between the invisibilising of women in industrial history, the ideological resistance and the practical/active resistance against women in these professions.

Norrbotten is a central part of Sweden's industrial and labour history. One of the mining companies there is LKAB, one of Sweden's largest mining companies (approximately 4,000 employees in 200 occupations). It was established in 1890 and since then has been important for Swedish exports and industrial development and also for the development of occupational health and safety at work. Today, LKAB is a modern high-tech company that on its website (2015) write that they have a trademark, based on equality and diversity (among other things). They argue that gender equality contributes to better productivity, work environment and recruitment. Their gender equality initiatives since the 1960s seem now to show results. The proportion of women in total in the company has increased from 6% in 2002 to 20% in 2014. The goal is that by 2020 reach 25% women. It is primarily among managers, experts and engineers that the proportion of women is increasing. Among blue-collar workers are the proportion of women is lower (about 15%), but even this percentage has increased markedly in recent years.

In the campaigns promoting gender equality it is easy to get the impression that women in the mining industry is a new phenomenon. That is not surprising because they have largely focused on recruiting women to a classic male-dominated industry and try to get them to be accepted and fit in workplace cultures and professional identities. What almost never is mentioned in these contexts is women's history in the mining industry.

Indeed, there has been many women working in the Swedish mines, especially during the pre-industrial period when mining was a labour-intensive seasonal work. During the 1700s and 1800s women had both surface and underground mining work, in almost all stages of production and performed physically hard work as a miner. There were probably about 20% women miners, but in some mines consisted workforce to half (55%) of women. Here it may be interesting to note that the figures LKAB proudly shows off today, 15-20% women, only means that they are up to the same levels seen in the 1700s and 1800s.

During the industrialisation period women disappeared almost completely from the underground work in the mines. 1850 women accounted for 15% of the workforce in the mines and in the beginning of the 1900s they had been reduced to 1%. The population growth in the 1800s meant that many young men wanted work in the mines. Women mining, their appearances and morality began to be criticized from an ideological perspective. It was argued that mining work made the woman unfit as a wife and mother. In 1900 a safety law was introduced in Sweden that banned women to work underground, but by then almost all women were already gone from the mines.

Despite this, there came many women to the new mines in northern Sweden during the early 1900s. Also at the railroad, the sawmills and smaller family-owned industries, women have constituted a significant part. In the small-scale brickyards near Kiruna was the female workforce dominant in terms of both planning and execution. At LKAB's Kiruna mine women were working as "skräderskor" (cleared away the waste rock from the ore). They were however not seen as real miners, neither by the company nor the labour union. Hjalmar Lundbohm, LKAB's first director, wanted the young women instead to be trained for domestic service. Workingwomen were rarely included in the trade unions images and texts (if got to be it was as bright and happy wives who could wash clothes). Also in other historical descriptions and images such as LKAB's visit mine/museum, there are very few women. Norrbotten's

industrial history is traditionally described from a particular perspective, with many men and a certain kind of masculinity. Women and women's voices are almost totally lacking, especially when it comes to industrial work. They have not been seen as part of industrial history.

This invisibility of women was also combined with ideological opposition to women in mining and also a concrete, practical resistance. Many gender studies of mining work analyses this resistance. Masculinity is another important theme. The early 1900s male miners were unambiguous and well directed – and probably part of a long process that created the image of the real (male) miner. Part of the resistance in the modern mining work could be explained by this old miner masculinity remains important and must be defended against anything new and the involvement of women, at least in some groups.

8.02

Researching traces from tertiary education to present and past work practice

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The aim of this paper is to discuss methodological issues on how to relate the influence of particular tertiary educational training to the work practice academic trained employee and managers' experience during their work life.

We can see an expanding interest in the tertiary educations' work on the formulation of the work competences they provide. Not only general cultural abilities combined with specialised insight in particular issues and scientific communities, but also an ambition to explain the direct relation between the complete educational qualification and the competences that are available when the particular academic person is placed in a work process.

All higher educations have to explain their relevance for employment in business and public service. The documentation is often in the first place based on employer's general expressions and wishes to future employee and interview, which support common expectations. And more solid, on the figures of employment that has taken place into particular jobs and industries. And the voices of alumni organisations have a still more significant voice, even in university systems where they had no organized general significance.

The universities formalize at the moment in a detailed structure competences, which are trained, supported and tested during the elements of each education. It means that details in the construction of relevant competences are placed very close to the single element in the educational process, and summarized in general as a profile, which must be met for all students.

Until recent, a more in the same time complex and thicker idea of educational outcome, was assumed in the cultures of the universities. And these cultures provided sometimes competences that were both specific and recognizable for the students that were educated in the particular academic regime. Examples are shown in interactions with managers who recognize their academic educational fortes in their work practices. One section is about how they recognise problem orientation in their management practices and leadership. The other section is about how they recognise competences they learned by doing most of their educations as collective academic work – the collaborative competence.

This paper.

In this study we want to discuss how particular aspects of educations, trained and theorized as academic work practices during the education, may be visible in the candidates' practices and experiences symbolizing particular relevant competences for the related participants. We aim to investigate *particular educational profiles*, and to recognize which parts have been remarkable relevant for the students, and which parts they recognized as in particular useful in providing a work identity, either as doing

management or doing professional academic activity. The methodological issue is of course central, as we look for answers among persons who left the education 5-10-15 years ago or more, where they trained initial academic practices during the years in the university.

These empirical studies will have basis in Roskilde University, and Université de Montréal.

Videos – References from former empirical observation

In order to follow in English: Switch on the 'subtext*' under (CC) and go to more and open English transcript:

Project work (1 of 5) Introduction

<https://www.youtube.com/watch?v=ViPHTFolzVE>

Project work (2 af 5) Competences, skills and concepts...

<https://www.youtube.com/watch?v=cVKJ2YhjNmY>

Project work (3 af 5) Interdisciplinary and collective knowledge

<https://www.youtube.com/watch?v=0CX-HqbgP4Q>

Project work (4 af 5) Management competence i project work

<https://www.youtube.com/watch?v=2uqt8VubCuU>

Project work (5 af 5) Attitudes to the Roskilde University

<https://www.youtube.com/watch?v=A5F9PhVe8Rc>

Problem Orientation (1 af 5) Definitions <https://www.youtube.com/watch?v=l0volXhh81U>

Problem Orientation (2 af 5) Commitment to what you need to know

https://www.youtube.com/watch?v=Kx_-fSM1V2s

Problem Orientation (3 af 5) In management and leadership

<https://www.youtube.com/watch?v=gIUikpzaBIU>

Problem Orientation (4 af 5) The manager and the rewarding trouble

<https://www.youtube.com/watch?v=7-Rq4Gzcl0o>

Problem Orientation (5 af 5) Perspectives og problem orientation

<http://www.youtube.com/watch?v=oFdiOCAbPZ4>

8.03

Transformation of Principles of Performance and its Impact on Employers and Employees

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In this paper, the objective of the research will be to analyze through these mainly non-public statements, how the communicative regulations of the dominant discourses in German society impact individuals as employers and employees. The purpose of this paper is to challenge previous concepts of 'principals of performance, in the past decades, there have been many discussions on the 'principle performance' (in German Leistungsprinzip). This is due to different contexts: on the one hand, changes have emerged in the demands of performance in work and career; on the other hand, the question has been increasingly raised whether various working and living performances also get the reward and recognition which they should deserve. Recognizable performances and substantive merits sometimes fall apart, in the way that publicly doubts have been increasingly raised whether the applied principle of performances can socially still be valid.

The 'concept of performance' has been historically and contextually variable. It was first used as an instrument by bourgeoisie to challenge privileges of the nobility but later as a justification for capitalist ways of distribution, and theoreticians of liberalism made performance to a social principle of order. The members the labour movement have questioned the gap between a meritocratic principle and its inadequate implementation. They have turned their focus, however, rather to the injustices in the

evaluation of performance than to the fact that social inequalities themselves are justified by differences in performance. Further criticism of the system of distribution based on individual performance came from the women's movement. The carriers of this movement have not only constantly criticized low wages in typical female occupations, but also demanded the recognition of privately (unpaid) performed labour in families, however, without any significant success until now.

The 'principle of merit/performance' as a controversial norm - because of its inherent contradictions and the multi-dimensionality - seems to be suitable for the creation of new debates. Inequalities based on education have been naturalized by the reference to 'gifted differences' between different individuals, interpreted as necessary. Class affiliations have been dismissed by them. Last but not least, the basic criticism of the 'principle of merit/performance' has been ignored because the 'new spirit of capitalism' itself created critical demands for autonomy, creativity and self-determination in different enterprises. Thus, it remains surprisingly quite controversial when managers' wages are much higher than people working in low-wage sectors. Also exorbitant incomes of top stockbrokers have not fundamentally shaken the logic of this principle. In addition, the lack of consideration of unpaid work such as performance in families and in voluntary work has not led to question this principle.

In Germany debates have regularly taken place on the topic 'economic laziness' in order to mobilize the 'middle of society'. In work's contexts, on the one hand, it has increased the autonomy and the self-organization of employees which is quite acceptable for many employees. At the same time, their responsibility has increased as well. In other words: responsibility is deported to the employees, because thereby arise not only new opportunities, but also new burdens. Often there is a lack of resources which are needed to get results (resources of personnel, of budget, of information). Obstacles and problems quickly become just matters of employees. How do they manage their work, how should they deal with work problems or even with health problems, all these seem now to be on the side of the employees. It is now expected from them to be like entrepreneurs within the enterprise. My main question in this presentation, based on the German example, will be: how far the contents of these debates impact the factual aspect of work? I also would like to explore in which way these debates on principles of merit and performance affect behaviour of managers and their employees.

This way of questioning is helpful when analyzing a variety of texts and other media sources of public space and also to carry out qualitative interviews in the context of discourse analysis. In this paper, the objective of the research will be to analyze through these mainly non-public statements, how the communicative regulations of the dominant discourses in German society impact individuals as employers and employees. It will also be important to look how far these debates affect 'behavioural ideals' of managers and their employees in order to provide appropriate responses to the existing gap in research in the sociology of work. The value of this study lays not only in the visualisation of these debates on 'principle of merit/performance', perceived as 'true' ideological components, but also in working out how far it is possible to change this nowadays dominant 'ideology' without designing new fantasy-oriented 'ideologies'.

8.04

Cultural History of the Concept "Toimihenkilö" in the Era of the Finnish Industrialisation

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This paper examines the cultural history of the middle-class "toimihenkilö" (white-collar or salaried employee) concept in the era of the Finnish industrialisation. In our research we propose a new meta-modelling of the conceptual history according to Irma Sulkunen's 'body of work' regarding the gender order and class structure in Finland. We ask what kind of historically contingent cultural values and practices the concept has had over time in its particular contexts and in its transformation. The study will utilise the genealogical method engendered by Michel Foucault; and therefore, perceiving,

understanding and knowing are the key words in our analysis. Firstly, we argue that social class was the dominating substantial marker of the middle-class workforce. In addition to this, we also argue that gender was very substantial divider of the workforce. The cultural historical transformation of the concept of “toimihenkilö” will be analysed with the concepts of “toimennusmies” (man of chore) and “toimenmies” (man of activities), which are both connected to male employees. The latest used formulation of the concept was “toimihenkilö”, which is gender-neutral as a term; however, the use of the concept underlines the distinction between middle-class employees and blue-collar workers. In our presentation we will show how we can distinguish conceptually the path of classification in the valuation of employees by their class position and we also take into consideration the connections to gendered educational system and labour market in Finland. This research is part of our ongoing research project “White Collar Employees Wage Equality 1960-2010” funded by The Finnish Work Environment Fund and Finnish Cultural Foundation.

8.05

Work trajectories – challenges in approaching the structural and individual changes in Romania. Evidence from a qualitative research

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The objective of the paper is to demonstrate how life-course approach by work trajectories method could be applied in the framework of a qualitative research. Over the last 25 years, Romania has undergone a very long and difficult transition period, with several social and economic recessions. The recent economic crises contributed to a decline in the country's social and economic situation, especially for vulnerable groups (youth, aged employees, disabled or ethnic minorities) that are less protected in the face of economic challenges. Using the personal biographical information, work trajectories analysis demonstrates a very strong relation between career path and political and economic transformation during Postcommunist time. Building on the scarce knowledge about the relationship between life course, gender, social class and postsocialist institutional transformations our paper aims to expand on this literature through documenting the challenges faced by the occupants of a specific social layer we call ‘precarious prosperity’ in relation to the de-standardization and of their life courses and the ensuing conflicting gender identities. We hypothesise that the privatisation of state-run factories and increased deregulation of the Romanian labour market led to growing inequality in the work trajectories and timing of labour market exit in the life courses of men and women, especially those with little education. In addition, the poor level of welfare state benefits does little to ensure social security, especially for this large significant population strata living just above the relative poverty threshold but facing many of the deprivations and insecurities common to the officially poor. The analysis shows that career paths are strongly influenced by different individual or structural factors and depict a clear picture of segregation among generations, gender and residential area. While the older generations had a very structured work careers with regular life transitions (school, work and retirement), the younger generations have very different life trajectory patterns with long transition between education and work. The great majority of our informants in the third age cohort subsample have benefitted from retirement pensions as they had guaranteed formal employment during most of their active working life under communism. Consistent with Kholi's [2009] argument, our main results indicate that the work domain to a great extent determines individuals' life-course structure. The institutional changes caused by the emergence of the market economy had uneven consequences for the life courses of men and women across age cohorts and areas of residence. Alongside the transition to a market economy and wage labour, normative and institutional changes in the post-socialist welfare state, as highlighted by Cerami [2008], contribute to the gendered patterns of employment histories.

The data stem from a qualitative research with a special focus on standard of living, lifestyle and subsistence strategies of people living above poverty line, but being economically or socially vulnerable.

The research is part of a larger project build around the Precarious Prosperity concept, designed with the aim to depict a socio-structural category situated in between poverty and secure material prosperity. Stemming from a German line of research (Hubinger) and being refined by the Swiss research, the concept comprises the multidimensional poverty/prosperity (incomes and deprivation). This work was supported by the Swiss Enlargement Contribution in the framework of the Romanian-Swiss Research Programme, grant no. IZERZO_141975

LABOUR MARKETS AND LABOUR POLICIES

9.01

Internships: policy discourses and new meanings of work

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One central dimension of a changing working life, one that mainly effect young people seeking to enter the labour market is the rising importance of internships, apprenticeships, traineeships and work placements (I will in the following refer to these various practices with the term internships). In some sectors of the economy such periods of working for free – or almost for free –, ‘paying your dues’ and ‘learning by doing’ is the norm for those who seek employment. This development is part of larger, transnational or even global, economic and social transformations. But the rising importance of various forms of “irregular” labour or “transitional” labour is also the result of specific interests and initiatives taken by concrete actors. Political parties, trade unions, branch organisations, institutions of education, large companies etc. have had stakes in this development and sought to instigate and institutionalise these new forms of work. This process may play out in quite different ways in different countries, and my analyses in this paper concern the development in a Nordic welfare state, of which Sweden is an example.

Previous research, as well as public concerns in relation to internships has mainly dealt with consequences for the individual or for society in large. For example, economic costs and benefits have been evaluated and questions of over-work and exploitation as well as issues of social mobility in relation to internships have been explored. The development and institutionalisation of internships and their historical, political and ideological roots as well as concrete policies of internships have not been given as much attention.

In this paper I seek to contribute to existing knowledge and previous research through analysing how various actors produce and partake in policy discourses in relation to internships. The paper has an exploratory vantage point and seek to answer the following questions: who are the actors involved in defining and debating internships? How do various actors define internships? What are the arguments for and against this form of work? What tensions are there between different actors and the different perspectives?

The material for this paper is gathered in Sweden and the actors included in the analyses are for example (but not limited to): political parties, labour unions, enterprise confederations and branch organisations, universities, student organisations, et cetera. The paper rests on thematic textual analysis of different forms of ‘paper traces’ from different stages in the policy process: (research) reports, public inquiries, opinion articles, political debates and drafts for policy, etc.

To analyse such policy discourses, and the ways in which they are forged and formed by different actors, are of interest since these discourses contribute to determine what internships, as concrete human activity, will and will not be. They are furthermore central ideological arenas where different, contrasting and conflicting visions of working life are played out and where new meanings of work are established, and the aim of the paper is to unpack and analyse this process.

9.02

Re-employment in Good Times and Bad Times: A longitudinal study on Labour Market Attachment of Displaced Workers after Plant Closures

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Previous studies addressing plant closures indicate that structural factors and economic cycles affect the re-employment and income development of laid-off workers but, there are significant gaps of knowledge when it comes to causality and interaction of structural and individual factor over the time. In this study, we explore how the time of displacement and the individual characteristics of displaced workers interact and affect employment trajectories in the long run. By the means of advanced statistical methods and Finnish Longitudinal Employer–Employee Data (FLEED), we explore workers' employment trajectories after the plant closures. The results of trajectory analyses demonstrate that cyclical factors clearly have an effect on the employment trajectories and interact with the individual characteristics of workers. The institutional factors, such as pension schemes and completing new degrees, shape the employment trajectories of displaced workers.

9.03

Changes in working conditions and labour policies in the last decades

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Finnish Quality of Work Life Surveys represent the most long-term, permanent and reliable survey system about working life changes in Finland. Their results are now available from seven big interview surveys since 1977. The latest survey, carried out in 2013 was published in November 2014. In that connection, it was possible to make an evaluation of most essential changes in working conditions, structural changes in labour force and changes in labour policies in the sense of both the use of labour and other measures like research and organisation development work.

When looking at the last decades, since the 1970's, it is possible to see connections between structural changes, employment situation, economic situation, labour policies and the experiences about working conditions.

In the 1970's, the most essential change was the structural change in the labour force. Agriculture and forestry lost their labour force to manufacturing and services. Work was very monotonous and physically exhausting. The level of education was low, 55 per cent of employees with only basic education.

In the 1980's, the employment grew rapidly. Public services got 200 000 and private services 100 000 new jobs. Women's employment grows in services. Time pressure, mental strain and workplace conflicts increase. Research and development work are also in increase: Nordic thinking emphasises the employee's point of view: security, skills deepening, participation.

In the 1990's, the big recession diminished the labour force with 400 000 jobs until 1995. Some of the jobs (200 000) came back because of the rise in machine and wood industries and the Nokia. Time pressure and fixed-term employment in increase. Public sector begins to suffer. "Flexible firm" methods in full use, "productivity" an important keyword which leads to continuous monitoring. Gender equality becomes an important topic.

In the 2000's and 2010's, the economy grows quickly until 2008. Financial crises, job losses, outsourcing, transferring work to low-wage countries. Pension reform 2005, employees in old age continue to work.

More women than men among employees. Level of education high, only 11 per cent with basic education. In 2013, uncertainty at the highest, but also satisfaction with work and its aspects.

In contemporary working life in Finland, many conflicting trends are to be seen. These trends concern on one hand those principles of good work and good working conditions which have been connected with traditional, Nordic countries' way of influencing work organisation and the use of labour. On the other hand, trends to opposite direction are also to be seen in the use of labour. They come mostly from global forces, like increased economic competition, where domestic firms and labour markets have to adjust themselves.

Following trends can be seen as traditional, Nordic principles of good work and working conditions:

- Security:
Employees have safe job contracts, their employment status is secure in the long run and careers are continuous, long lasting.
- Commitment:
Employees are committed to their employers and their current work. They do not want to change often their place of work. They can plan their lifelong careers and develop themselves according to their own plans.
- Skills deepening:
In secure work relationships employees can further their work competence and realise the idea of lifelong learning.
- Cooperation:
Ideal cooperation means good teamwork opportunities, joint participation and joint learning.

Following trends – as counterparts - come from international competition, ideas of deregulation, neoliberalism and especially from the concept of “flexible firm”. In their extreme forms these trends have following negative impacts which are in conflict with first mentioned ideals of job improvement.

- Flexibility:
The concept of “flexible firm” means numerical, functional and pay flexibility. They all are means to cope with external demands from the employer's point of view. For the employee they can mean fixed-term employment, overtime work, unemployment, precarity and work/family difficulties.
- Mobility:
From the employer's viewpoint, one permanent objective is to ease dismissals and lay-offs. This leads to increased mobility which is positive – in the short term - for the employer but negative for the employee.
- Productivity:
If productivity is seen as short-term profits, it often means overplaying efficiency which results in high workload and stress. Short-term profits also result in increase of low-paid jobs.
- Individualisation:
In order to evaluate individuals' work performances complicated and constant measuring systems have to be developed. Individual pay is also a form of individualisation and it leads often to lack of good teamwork and cooperation.

The paper will discuss the connection between these trends and the results of the Quality of Work Life Surveys. Using this frame it is possible to understand the main findings of the Survey and to describe labour markets and labour policies during the last four decades.

9.04

Matching in structural change area

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The global shift of manufacturing employment has caused multiple negative employment shocks around Europe. Plant closedowns and mass lay-offs have had massive effects especially on the relatively small regions that had been depended on few big employers.

Governments have reacted on this manufacturing based structural change by different kind of active labor market policies in order to speed up the re-employment of the laid off. The measures taken to reduce negative effects of sudden structural change vary from job search training programs to strict employment procedures. European Union is taking part in this work through its regional policy. European Social Fund (ESF) and European Regional Development Fund (ERDF) are instruments specially aiming to develop regions and improve education and employment opportunities across the member countries by financing projects supporting these causes. The European Globalization Adjustment Fund (EGF) is a more precise tool that is targeted solely to support people losing their job as a result of globalization.

Researches interested in structural changes mostly concentrate on the group directly involved to the structural shock, e.g. people laid off due to a factory close down. Numerous studies look into the re-employment after mass layoff without seeing the regional labor market as a unity. If we only concentrate on a certain group of the job seekers, we get an incomplete picture of the labor market dynamics in the structural change area. Most of this narrow-mindedness can be explained by the lack of suitable data and capability to measure the labor market as a hole. Majority of the studies done are based on surveys, so it might be hard to define the labor market dynamics related to employment in structural change area and be able to follow-up these dynamics in the long run. It is fair to assume that the demand for labor isn't very flexible in the short run and that the supply shock of employees looking for work might lead to congestion on the supply side of labor. People unemployed due to structural change usually have narrow skill set based on manufacture work and this is why congestion problems often focuses on the low-skilled vacancies and causes rise of unemployment. To solve this congestion by means of active labor market policies there has to be made decisions on how to share limited resources in means of improving employability of job seekers at the regional labor markets. If the support is aimed only for a specific group of job seekers, e.g. victims of mass lay off, there is a risk that these people have an advantage in job searching and congest other job seekers in the regional labor markets.

The idea behind our study is to produce information about the dynamics of employment and create effective way to follow up the movements of workers laid off during factory closedowns in structural change areas. By using matching function we model the labor market of Salo. Salo has undergone serious structural change after Nokia Oyj close down its production factory during years 2012 and 2013. Besides the help of government of Finland, European Globalization Found also granted supporting package to workers made redundant by Nokia Oyj. The matching function expresses dependency between flow of labor market matches and the number of job seekers and vacancies. Matching function has been used widely to analyze frictions in labor markets, e.g. the influence of long term unemployed in labor market matching. Evolutions of available data in last decade have increased the usability of this model technique and widen the possibilities of empirical research. Our research continues to push these barriers further.

We have monthly panel data on job seekers and open vacancies in the area of Salo and the outflow from the job seeker stock during the month. The data we use is based on the register of the Ministry of Employment and Economy. The monthly time-series allows us to separate EGF supported people from other job seekers in the area. We have the ability to analyze employability between people laid off by Nokia Oyj and the other job seekers in the area. Our model will take into account the amounts of registered job seekers in active labor market policy programs, short term and long-term unemployment, out of the labor force and employed. The use of register based data gives us opportunity to extend our analysis later on and a possibility to create more complex applications for the observation of labor markets. The study is part of "Sudden structural change – case study of Nokia plant closing in Salo" research project, which aims to research structural change comprehensively.

9.05

It is not just about unemployment - Sudden structural change in the “Nokia-city” of Salo and increased insecurity in the labour market?

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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. The sudden structural change has affected negatively not only the ICT cluster, but other labour market sectors in Salo as well. In the “Sudden structural change – case study of Nokia plant closing in Salo” research project a survey has been conducted in year 2013 collecting information about social and economic welfare of the inhabitants of Salo. The data includes information of 2133 respondents in four age cohorts. Two thirds of the respondents were employed at the time. In this paper we investigate the views of the employed concerning the uncertainties they face in their current work life and what individual level factors explain these views.

Most of earlier research concentrate on the re-employment and on the welfare of redundants. In the “Sudden structural change – case study of Nokia plant closing in Salo” research project focus is on the whole community including also the employed. It can be assumed that sudden structural change affects negatively the welfare of not only the redundants but also other inhabitants in the area. Hence it is utmost important to undertake a comprehensive study on the consequences of sudden structural change, which is done in “Sudden structural change – case study of Nokia plant closing in Salo” research project. In this sub-study, we expect to see increased insecurity among those employed in Salo compared to those working outside Salo. This hypotheses is based firstly on the expected consequences of extensive layoffs and secondly on the decreasing economic resources available for organizing public welfare services in Salo.

According to the results, 15 per cent of the employed respondents consider it likely that they will lose their jobs within next 12 months. The results from binary logistic regression show that the uncertainties in the labour market can be explained with subjective health, age, education, spouses labour market status, and employer related factors (public/private employer, location of the work place). Those with poorer health, aged 30 to 32, with higher education, working in Salo and either for the city of Salo of for private companies are significantly more often likely to think that they will lose their jobs in the near future. The trust in job stability is lower among those working in Salo than among other employed and lowest among those working for the city of Salo. The results indicate that although the sudden structural change area of Salo has received vast amount of EU-funding for active labour market measures, significantly lower tax revenues have forced the public sector to save in wages and redundancies have emerged at least in the public debate as one way to cut the expenses. This raises a question of optimal targeting of EU-funding for sudden structural change areas: should some of these funds be targeted to the communities responsible for organizing public welfare services instead of targeting it to solely active labour market measures? Earlier research shows that poor health predicts prolonged unemployment. Also from this viewpoint it would be vital to maintain or even develop the public health services. This is however difficult with diminished resources in the municipal actors due to sudden structural change.

9.06**Yearning to Labour? Unemployment, the Work Ethic and the Poverty of UK Welfare-to-Work Policy**Darren Nixon*Leeds Beckett University, Leeds, UK*

Over recent decades economic change and labour market restructuring have combined to significantly reduce low-skilled men's labour market prospects in the UK. Declining opportunities for male-dominated low-skill manual work have severed key routes into employment, although young low-skill men continue to seek such work (Nixon, 2006; Lehmann, 2007). Equally, employment opportunities at the bottom-end of the labour market are increasingly dominated by forms of service work that often require workers to mobilise key social and cultural skills and attributes in order to perform the 'feminised' emotional and aesthetic skills demanded (McDowell, 2003; Nixon, 2009; Williams and Connell, 2010). Whilst male economic inactivity has been rising for decades in the UK, unemployment and long-term unemployment rates amongst low-skill men have risen particularly fast in the wake of the financial crisis and accompanying fiscal austerity.

Yet, despite the structural origins of low-skill men's increasing labour market marginalisation and decades of research that has highlighted the strong desire of the unemployed to find work, under the contemporary UK Coalition government, increasing prominence has once more been placed on the lack of work ethic as an explanation of unemployment. The Coalition has explicitly branded itself as 'for hardworking people' and therefore against dependent welfare recipients. Accordingly, welfare-to-work policy has prioritised 'making work pay', which in practice has meant reducing benefits, tightening benefit eligibility and increasing conditionality and sanctions. Welfare-to-work policy has also focused on widening the range of jobs the unemployed are prepared to take by removing their right (under threat of benefit sanctions) to reject jobs or placements offered on the basis of their poor quality, lack of prospects or any other criteria. Yet, at least a quarter of jobs in Britain can be described as low-paid or precarious on more than 1 measure (Gallie, 2007; ESOPE, 2004; Gautie and Schmitt, 2010). In this context, welfare-to-work policy seems to do little more than provide cheap labour to 'low-road' employers (Gautie and Schmitt, 2010) and increase the number of both workers and the unemployed experiencing poverty.

Based on previous studies work on the unemployed and precarious workers (Nixon, 2006; 2009; Shildrick et al, 2010) this paper argues that work ethic explanations of unemployment are clearly flawed, do not fit the empirical evidence regarding the work ethic of the unemployed and do nothing to resolve the real problems faced by vulnerable and low skill workers at the bottom-end of contemporary labour markets, particularly 'churning', the low pay/no pay cycle, structural skill mismatches and the large amount of poor quality, low paid and precarious employment on offer.

9.07**Waiting Longer Before Claiming Unemployment Benefits. Does it Raise Job Finding?**Bart Cockx^{1,2}, Eva Van Belle¹

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In this paper, we will analyze the effectiveness of two recently changed labor market policies, namely the Flemish youth work plan and an increase in the waiting period in Belgium, in reducing youth unemployment by increasing the job finding rate of recent school leavers.

The first policy, the so called youth work plan was implemented in 2008 and entails that job seekers under the age of 25 are contacted by the employment office after one month in unemployment and a personalized guidance trajectory is set up for each individual.

The second policy taken into account in this paper is the Belgian waiting benefit. In Belgium, school leavers are entitled to a benefit if they have not yet found employment a certain period of time after first entering the labor market (what is called the waiting period). Prior to 2012, this period was nine months for individuals younger than 26 and extended to twelve months for individuals older than this age threshold. In 2012, this legislation changed, and the waiting period became twelve months for everyone, regardless of age.

By our knowledge no prior research has been done on the impact of these policies.

In order to estimate the impact of these policies or changes in policies, we exploit two different age discontinuities present in the legislation and estimate a piecewise-constant survival model incorporating a regression discontinuity framework.

The data are provided by the VDAB (the Flemish unemployment office) and include every individual who first subscribed as unemployed at the VDAB during the months July through October from 2008 till 2013. For these individuals, we have information about their age, social and demographic background, education level and their labor market state at the end of the month. We focus on individuals who have obtained more than a high school diploma.

We estimate the exit rate into employment using a survival analysis framework. Within this framework, we exploit the two age discontinuities in the regulation prior to the policy change. Since we do not expect a difference between the average individual aged 25 and 11 months and the average individual aged 26, we can state that any jump in the job finding rate at the age of 26 is solely explained by the fact that these individuals have to wait longer in order to claim UB (Imbens & Lemieux, 2008). Using a similar reasoning, we can say that any negative jump in the job finding rate at the age of 25 is solely explained by the fact that the individuals younger than 25 could benefit from the activating measures of the youth work plan.

The preliminary results show a significant positive effect of both policies. We can state that both the youth work plan and the fact that individuals have to wait longer to be able for unemployment benefits increase the exit rate from unemployment. These effects appear to be the strongest in the beginning of the employment spell, which might be explained by the fact that there is some sorting in the employment process. In other words, the most employable individuals leave unemployment earlier, leaving only individuals with very specific characteristics in the group of unemployed people after a number of months.

LABOURING IN AFFECTIVE CAPITALISM

10.01

Affect, performance and morality: visible poverty and the politics of exchange and labour in social enterprise

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This paper examines the affective and performative dimensions of labour linked to social enterprise interventions into homelessness. Taking homeless street press (such as *The Big Issue* magazine) as its focus, the paper explores the contemporary contours of the moral politics of exchange and labour for those engaged in highly precarious informal labour. To do so, I draw on a three-year qualitative study of the experiences of homeless street press vendors.

As one of the most visible forms of poverty, homelessness has provoked a range of interventions and moral judgments: from disdain to disgust, stigma and concern. Mediated by historical and social context, a large part of this response is prompted by the affective dimensions of the visual, bodily and spatial encounter with homelessness. At the same time, homelessness can heighten a public fear of idleness. Here, 'idle' bodies can appear to affectively disturb the taken-for-granted moral imperative to work and be productive under capitalism. In this way, homelessness can often be seen and felt to be 'out of joint' in relation to the spatial and aesthetic logic of capital and commodity consumption in public space. As a result, many interventions into homelessness focus on employment: on the imperative to be – or at least aspire to be – productive and to consume.

Past and present, there have long been complex intersections between the state and private enterprise in the public response to poverty. Internationally, as neoliberalism has disturbed many of the previous welfare-state-market policy 'settlements' that emerged following the Great Depression and World War II, there has been a significant embrace of market- and corporate-based models in the welfare sector. One such example of this is the rise of social enterprise. Here, market capitalism merges with social interest, in an effort to reflexively respond to inequality where the welfare state has seemingly failed.

In this paper, I take one such example of social enterprise – homeless street press – and examine the ways in which the labour created fuses a moral concern/need for productivity with an emergent consumer trend of 'buying with a conscious'. Homeless street press has created a commodity, and an exchange market, premised on the need to create work for those excluded from the formal labour market. I suggest that the politics of exchange between vendor and buyer produces lines of distinction – affectively and performatively - between deserving/undeserving and productive/idle. Research with over forty vendors over one year reveals that engagement in entrepreneurial precarious work can produce feelings and representations of 'doing better', involving highly intensive performative and affective labour. At the same time, the entrepreneurial expectations at the heart of the vendor labour experience produces complex experiences of work, and feelings of success/failure, that reflect broader contemporary trends in precarious work.

10.02

Gameplay as Virtual Work

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The organisation of work has assumed new forms in the past few decades due to automatisation and the expanding use of ICTs. It has become more and more difficult to delineate what actually constitute play and work, leisure and labour (Goggin 2011). This, in turn, has led to a new conception of what work is, and what kinds of power relations it entails. The purpose of this theoretical research is to understand the complex implications of new forms of waged and unwaged virtual work, especially in the context of digital games. I am particularly interested in what can be termed as 'immaterial labour', which is defined as the work that produces the informational and cultural content of the commodity. Immaterial labour implies a critique of the traditional definitions of work and employment, because it blurs the boundaries between play, creativity, production and consumption.

Postindustrial economies are based on the manipulation of information, or the production and consumption of it. What characterises the conception of virtual work is the new relationship between production and consumption, or rather, its capitalist appropriation. Transformation of a product into a commodity has to entail the double process of creativity; reception is also a creative act and therefore an integral part of the product. In addition to sales and consumer relations being at the core of business activities, for companies it is clear that the new source of added value in the digital economy is user participation. For instance, social media offer sites and platforms for social interaction and gameplay, but at the same time these function as channels for the creation of value. As Ayhan Aytes (2011) postulates, digital networks can be thought of as the assembly line of cognitive labour. Audience 'manufacture' is a key topic in the debates on virtual work and productivity (Scholz 2013).

Practices of user-created content and user-led innovation are significant sources of economic and cultural value also in the game industry. Many forms of virtual undertakings can be defined as co-creation – value-producing activities that are based on making and circulating creative expression and digital content (e.g. Holts 2013). What happens if these activities are understood as a form of labour? What are the forms of agency and identity that are manifested in these co-creative relations? How are gender and locality implicated in such practices? How, on the other hand, does co-creation affect the professional identities and employment conditions of people working in the creative sector, such as the game industry?

I consider players as central productive agents in game culture, and I feel the need for deeper understanding and more progressive models for analysing the components of their immaterial work and creative labour. It is also my belief that the everyday experienced politics of participation, as well as value generation, reside primarily in the interconnections between the players of the game, as well as players positioning themselves in relation to the game system. Digital media and technology are often linked with discontinuities and ruptures, but there is also evidence that the virtualisation of labour markets continues and intensifies the traditional economies of unpaid work.

However, the intertwining of labour, leisure, gameplay, consumption and production complicates the understanding of exploitation. I am interested in asking whether the classical theories of labour focusing on exploitation are still valid in analysing the emerging modes of value creation and capture amongst online game players. The complexities of the new geographies and topographies of work are still poorly understood, especially in their 'glocal' settings. The emergence and localisation of virtual work will have implications for economic development, education and innovation policies. Whilst these necessarily transform the nature of work, they will affect people's private lives as well, treating men and women differently because of the persistently gendered division of labour (e.g. Jarrett 2014).

Most of the current literature on virtual work examines the historical impact of computerisation on the occupational composition of the labour market and the relocation of employment to offshore worksites. Nevertheless, even bigger change is visible in the creation of entirely new types of digital or virtual work that are based on online, value-generating activities (Banks & Deuze 2009). 'Labour' has also started to

figure in conversations revolving around extremely leisurely consumption and co-creation of goods and services. Digital games and play are entangled in economic and cultural value creation in exponential ways. Through analysing examples of these, I aim to bring forth new understandings and theories of immaterial labour into the discussion of gameplay and digital co-creation.

LEADERSHIP, WORK AND INNOVATION

11.01

Complexity – the climate change of work

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Context: 300 years since the enlightenment and the use of the scientific method and 100 years of the scientific management have taught us: define it, break it down, understand and optimize the pieces, collect it into the plan, and then execute and control. Without doubt many great things have been produced like this. So workplaces are full of plans, strategies, visions, budgets, action lists and such, and frequent meetings of controlling those. Yet, even with the hardest of effort and the sincerest of commitment, many great intensions and actions fail. These efforts are undermined by continuous and complex changes in their environment and necessity to adjust to that. These problems that don't stand still are often called wicked problems (Rittel and Webber, 1975). Wicked problems cannot be solved by traditional means of analysis, planning and controlled execution. Instead, creativity, trial and responses to changes, as well as continuous adaptation with the environment and evolution within the working team are needed. It is not about meticulous execution of plans, but finding solutions of mutual interests while sustaining the resilience (Stockholm Resilience Centre, 2014) of the team. The complexity theory (Michell, 2009; Axelrod and Cohen, 2000) gives a new basis for dealing with complex, even chaotic problem segments.

Objective: This research has sought ways to make sense of ourselves as parts of complex systems and build means to solve wicked problems in it. Our workplace is not where we sit, but whom and which we are connected with. The challenge is not in the planned action but in the use of all connections and capabilities available to us, and in our ability to respond swiftly and consistently. The Cynefin framework (Snowden and Boone, 2007) has been used to understand the context of complexity and the complexity theory has been used to make sense of its behavior. With this understanding, means to influence has been looked for. The objective is to find ways to influence in complexity in such ways that valuable results can be achieved and resilience of the team can be sustained.

Method: The complexity theory, as presented in different sciences, has been interpreted by using design science and social science principles for building models for sensemaking. These models have then been used to point out the targets for influencing. The means of influencing is taken from the complexity theory as applied in management science (Lichtenstein and Plowman, 2009; Uhl-Bien, Marion, and McKelvey, 2007). These are all generic in nature. Our experimental context of research to validate these models has been the software factory network, which is an environment for developing prototypes of product ideas of software intensive products.

(Software factory is an international network of software development labs in universities, working globally together. It provides an environment for entrepreneurs and innovators to develop prototypes of their products or social ideas, and for students from different faculties, typically from computer science, economics, and design and arts, to work with real product ideas and to learn professional product development and teamwork in diverse teams.)

Results: This research has pointed out a different set of attributes to understand the success of solution development. When in the traditional domain the success can be presented in the traditional project management terms: content, quality, cost, and time, in complex domains those terms do not hold but complexity theory terms like value, emergence, success patterns, co-evolution, responsiveness and resilience are needed.

This research has been done in university context, but complexity theory and its application in management are generic in nature. The findings of necessity of diversity and interaction, challenges in self-organization and forming structures, speed and quality of co-evolution, and communication as indicator of success, are generic in nature.

Conclusions: Wicked problems cannot be solved efficiently with traditional means and management practices. Harnessing the energy and capacity of complex systems is needed. The complexity theory provides means to make sense of such situations, suggests different practices to work in it, and use different criteria to understand its effectiveness. The question is not if measurable results indicate the achievement of preset objectives, but if valuable results are produced to all stakeholders. For many emerging business domains, like product start-ups, games, and social media developers the traditional means of engineering and management does not work well, but new ones based on complexity theory could provide better fit for purpose. This correlates well with many proposals of new ways of leading organizations today, too.

11.02

The Role of Leadership In Improvisation and Experiments

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Both improvisation and experimentation describe behavior characterized by creativity and novelty (e.g. Arshad, 2011; Dehlin, 2008; Magni et al., 2009). Improvisation is typically regarded as an unplanned, unique, and ad-hoc creative experiment (Zheng et al., 2011). Thus, Pina e Cunha et al. (1999) define organizational improvisation as the actual “conception of action as it unfolds, by an organization and/or its members, drawing on available material, cognitive, affective and social resources.” A lack of temporal distance between the planning and the action seems to be one of the commonly agreed upon nominators of organizational improvisation (Ibid.).

Unlike improvisation, experiments can and often are planned in advance, but the outcomes of such experiments are not known. Rather, experiments are conducted to learn about the outcomes of certain actions in a specific situation. For instance, strategic experimentation has been defined as “a series of trial and error changes pursued along various dimensions of strategy, over a relatively short period of time, in an effort to identify and establish a viable basis for competing” (Nicholls-Nixon et al., 2000 p. 496).

The need for improvisation and experiments is often associated with sudden changes in an organizational and/or work environment. Actions that merely adhere to existing plans and routines may not be sufficient in situations where organizations must cope with surprising events, unanticipated changes or unexpected crisis situations (Magni et al., 2009). Due to often limited time frames, it becomes almost impossible to analyze all contingencies and alternatives. Instead, improvisation and experimentation are required (Jambekar and Pelc, 2007; Zheng et al., 2011).

Previous research has provided a rich picture of variables in an organizational context that can either promote or prevent improvisation and experimentation. One of the main conclusions emerging from such research is that balance between organizational control and institutional distancing is central to enable improvisation (Smets et al., 2012). Organizational coordination refers to an organization’s way of

combining scattered improvisations and making them the dominant practice at the organizational level (Ibid). The organization will support the employees' experiments and gives them positive signals by balancing control (organizational coordination) and freedom (institutional distancing).

This perceived balance between control and freedom is supported by several other researchers. Organizations build planned agility by having clearly defined goals and deadlines, and yet on the other hand, they try to bear structured chaos, with minimal structure and an experimental culture (Zheng et al., 2011). The freedom to experiment can be supported by proper systems and organizational structures (Goh and Richards, 1997). Appropriate human resource systems can also contribute to creating a strong and supportive climate and culture for improvisation (Bowen and Ostroff, 2004; Rodrigues Ribeiro et al., 2011).

Studies that explicitly address the role of leadership have confirmed its key significance in creating an organizational context that supports both improvising and experimenting (Rodrigues Ribeiro et al., 2011). Pina e Cunha et al. (2003) noticed that when a solution is required urgently and the matter is important to the manager, that improvisational leadership becomes more common. Studies have, however, also highlighted the paradoxes of leadership when promoting improvisation and experiments (Magni et al., 2009; Zheng et al., 2011). Currently, the practices in leadership are based on the industrial era and the complex environment as well as knowledge workers demanding a different kind of leadership (Hyypiä, 2013; Uhl-Bien et al., 2007). In such contexts, one of the key roles of leadership is to promote employee improvisation and experiments.

Strategic experiments and organizational improvisations also can be considered as an unnecessary nuisance. Kamoche and Pina e Cunha (2008) argue that "managers are reluctant to encourage improvisation because of the difficulties they expect to face in harnessing the lessons so learned and appropriating the knowledge so created." While publicly promoting improvisation, managers also need to stay in their traditional roles that enforce existing plans, routines, and policies.

The objective of this research is to explore the role of leadership in improvisation and experiments within organizations. Our main research question is: *How does leadership influence employee improvisation and experiments?* It is related to the role of leadership in promoting improvisation and experiments, in particular by creating a culture that tolerates both risk taking and failure. Negative or confusing consequences of improvisational activities are an almost completely neglected area of research. By definition, the outcomes of improvisation and experiments cannot be predicted. They are always potentially politically risky, as they do not conform to the dominant logics, industry recipes and strong binding cultural constraints (Pina e Cunha et al., 2014). Thus, we propose: *An important task for leadership is to create a context wherein management and employees are prepared for both the negative and the positive outcomes of improvising and experimenting.*

11.03

Subjective constructions of effectiveness at work in aesthetic perspective

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The combination of productivity and innovation has a long history in studies of leadership. But there's still limited knowledge about organization members experiences of efficiency. This paper presents a qualitative studie of organization members' everyday experiences at work. The goal is to encourage the emancipation from the limitations of dominant rational standpoints cultivating an aesthetic understanding of everyday organizational life. It seeks to answer how organization members construct their experiences of efficiency and how an aesthetic perspective can be a driving force that inspires and empowers people.

The philosophical standpoint is based on social constructionism, critical theory and postmodernism. The empirical data was obtained by thematic interviews with 15 public sector employees and analyzed using

deconstructive methods. The attention was paid to the statements based on the hierarchy of binary terms. Instead of one dominant construct the focus was on the constructions which were hidden and privileging the marginal over dominant.

Based on the research interviews there was also a strong reliance on rationality, an absolute trust in rational technologies, which marginalized an aesthetic experience. The results suggest that the rational empowerment at work was based on a controllable, secure and clear performance. The negative side of rationality was described as an ongoing competition between colleagues, feelings of inadequacy and a demand for perfection.

The results suggest that the empowerment at work is not only based on "thinking". According to the findings people base their judgement on subjective feelings, intuition, and other things which the intellectual judgement is not able to understand. This paper emphasize the emphatic understanding, the willingness to stay with the aesthetic sense of experience. Seeing, hearing, tasting and feeling arouse sentiments and understanding in organization members and inform how to support and inspire the creativity at work community. Empowerment also requires paying attention to the work community's competence instead of subject's performance. In addition, the findings also value the "grace of embarrassment", the aesthetic of imperfection, which contains abstract thinking, imagination and wondering.

11.04

Managing human resource learning: an empirical founded model on leadership encouraging human resources learning in firms

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An important contextual impact of increasing globalization and unstable economic conditions the last decade has been growing importance of innovation capability in firms. Innovation is a strategic way for firms to handle competition pressure and economic instability. Building innovation capability demands active absorption and coordination of useful knowledge related to the development of human resources and not least a cohesive approach to management of learning. Most often learning in organizations and work has been approached without direct considerations on how to integrate it in the management of human resource development in the firm. This article sets up a framework and examines the empirical conditions for building a cohesive managing model on promoting human resource learning in firms. With focus on innovative performance the importance of various strategies to knowledge and learning are considered as challenges for management of human resources in a learning perspective: How can innovation strategies and experiences from organizational learning and learning organizations contingently be combined with recruitment and competence building to increase innovative performance? Which elements and relations are crucial to consider when developing a management model aimed at promoting the learning capacity of the human resources? Those are two main questions which will be answered empirically in the article. The empirical data is a panel of more than 600 Danish firms which has been surveyed in 2006 and again in 2010. This means that the conditions and behaviour of firms in the panel are examined in the economic cycle from prosperity to financial crisis.

11.05**Agile Human Resource Management in Growth Enterprises – What is it about and Why is it Needed?**

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Small and medium-sized enterprises (SMEs) have a growing importance to the Finnish economy. Recent studies show that the growth of the amount of employed people has almost solely taken place in SMEs. According to the OECD and EU definition, growth enterprises initially employ at least 10 people, with annual growth in the number they employ over the next three years averaging more than 20 per cent. However, also enterprises that have rapid growth together with innovativeness and expansionary ambitions in general are called growth enterprises.

In micro-enterprises, human resource management (HRM) can be dealt by informal practices. When enterprises grow, more formal HR practices are needed. However, old-fashioned HRM doesn't fit very well new growth companies, because these practices are often designed for more stable environments. Growth companies are in continuous flux, hence agile HR practices are more suitable.

In the HRM context, agility means foremost a more intense relationship between HRM and other functions of the enterprise. This means that HRM needs to react rapidly to the signals coming from the organization and its environment. It needs to be flexible and take account of the changes of the environment just-in-time, or even foresee what is coming. Agile HRM takes into account trends in society, like acceleration of change cycles, continuous learning, digitalization, internationalization, diversity (ageing, young people's work values, multiculturalism), and the demand of a more flexible workforce.

Further, agile HRM is present in the everyday life of organizations, not only as an administrative tool. It needs to be flexible and it is systematized only as little as it is necessarily needed. Employees have much voice in the development of HRM. Trust between different actors in organization is important to make agile HRM work.

In this presentation, we discuss the ideas and plans of our study and development project focusing on agile HRM in small and medium-sized growth companies. Our project consists of three steps: first, we interview HR managers and entrepreneurs of growth enterprises to find out how they have designed and applied different HR principles, solutions and practices. In the second step, we develop the HR practices in 5 case organizations (SMEs). We enhance their knowledge concerning the importance of HRM in SMEs, and support their preparedness to carry out agile HRM in their own organizations. In a third step we organize regional workshops to SMEs about agile HRM.

11.06**Domestication of innovation in occupational health services**

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In the current Finnish competitive state context, the occupational health service is facing new challenges and demands for service provision. The occupational health service as a systematic whole is moving towards the logics of the service market relying on the functionality and efficiency of care economy. At the same time, different policy incentives and initiatives are redefining the mandate for occupational health care underlining joint action with private and public networks. To meet the demands of the emerging new service structures, marketization and working life changes, the occupational health service providers are looking for innovative procedures for streamlining and boosting business operations.

Drawing on the qualitative data, this study explores how innovation activities are domesticated, translated and reconfigured in the daily work of occupational health care professionals. Theoretically, the paper leans on social, relational and processual understanding on innovation process taking into consideration the intra-organisational, cyclic, iterative and reciprocal nature of the process. The study focuses on the ways in which innovation is domesticated and fitted to work practices and procedures by the occupational health care professionals. Innovation domestication practices are studied from five perspectives including inter-organisational collaboration and social networking; inter- and intraprofessional relations and division of labour within occupational health service; work practices; professional ethic; and economic factors related to work. The empirical data comprises professional journals of occupational health care, policy documents and interview data.

Results indicate that domestication of innovation is creating new opportunities for professionals to expand their professional mandates and agency in relation to near-by professional groups as well as in relation to wider social networks. Furthermore, domestication of innovation reveals tensions and contradictions between old and evolving professional practices, concepts and vocabularies. New qualification requirements are introduced creating ethical tensions and disturbances in daily work.

11.07

Managerial learning in the zone of possibilities

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In this paper managerial knowledge creation and learning in a Finnish ICT firm (hereafter FICT) is studied. The data of the study originate from three interventionist meetings organized to FICT's managers by researchers from Center of Research on Activity, Development and Learning (CRADLE), University of Helsinki between January 2007 and November 2009. The management team's perception and interpretation of new business opportunities is inquired longitudinally with activity-theoretical lenses. The study explicates how the discourses of FICT's management team are imprinted with culturally formed traits and historically evolved layers of the past business activity conditioning the perception of their future business. In the analysis the development in strategic thinking of the management team embedded in emerging consciousness of a need to change is traced. The learning activity is scrutinized as a horizontal movement in a zone of proximal development within terrains of "acting in the zone of known", "learning on the edge" and "perception of the unknown" (Vygotsky 1986, 191-195, Karpinski 2012).

The emerging need for strategic change in FICT's business activity was first externally mediated due to parent company's previous decisions to split business activity in three separate firms leaving FICT to survive with fewer products, but financially on a rather solid ground. Because of this decision, FICT's twenty-five years' history based on product development ended. In the firm a new management team envisioned to expand the business activity with service-related technology provided by prevailing and new ICT partners. After parent company's decision FICT's activity focused strongly to business development and, therefore, collaboration with CRADLE started, too. CRADLE researchers' first developmental intervention with FICT was organized in January 2007. The purpose of the arranged workshop was to support the firm to interpret the prevailing position in the firm's business and to elaborate adaptable principles for a new, customer-centric and service-oriented business logic. The next intervention was conducted in March 2008 just when accounting period was turning. The second intervention was based on data of firm's business history that was presented as business developmental cycles based on technology product development. Furthermore, interviews of FICT's customers had been analyzed and were presented in the research intervention to the management team. The form of the second intervention was based on presentations of FICT's CEO and three researchers' and involved discussions. The third data of the study originate from a meeting with management team one and a half year later in November 2009 when researchers had authored an article of FICT's business developmental efforts. The article

was offered for the management team as “mirror data” grasping the business challenge that the firm according to the researchers had face. Researchers’ interpretation was that the firm was in a business discontinuity, because the technology development had to be ended and new logic for business activity needed to be found.

The three terrains of horizontal movement in managerial learning are interpreted here as acting in “a zone of possibilities” (Pereira-Querol et. al. 2014). The CEO of FICT expressed, that despite developmental efforts they easily reverted to “the comfort zone” and reproduced the historical logic of activity rather than change the logic of their practices. Furthermore, perception of the business possibilities was perceived with frames and boundaries that in managerial discussions were projected to arise from intentions and interests of the parent company. A preliminary analysis of data explicates that the dominance of acquiring short-termist shareholder value for the owners at the cost of long-termist use value creation for the customers triggered the management team not to enter out of realm of well-known business even though the risks of surviving with the prevailing were recognized already in the beginning. Therefore, managerial learning produced new ideas, but not practical solutions before the firm was forced to make drastically new business efforts.

11.08

The construction of leadership in television discussion

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Television continues to have significant importance in modern societies although new forms of internet-based media have gained ground. Along this development, television has become one player in the increasingly dense web of multimedia relationships among organizations. Television programs have their own web-pages, social media profiles, and the programs are discussed and promoted in afternoon press outlets and radio shows of related media corporations. Interaction and audience involvement further construct “the new television”.

The arena of public discussion in television is a powerful means for shaping views and constructing opinions. Especially news and magazine programs form arenas for timely language, discourses and meaning making for changing words and concepts. Previous research has shown that the media influence cognitions and public interpretations in many ways. Television programs as well as other media effect on the process of offering facts, transmitting information and setting agendas by defining items of importance. (Chen & Meindl 1991.) However, following a social constructionist view, media itself is an essential part of the process of creating social reality (Holmberg & Åkerblom 2001).

In this study our attention is focused on how leadership is constructed in institutionalized public speech, such as in television programs. Public conceptualizations of leadership – as well as of followership, of organizations or, of work – are relevant, as they are cultural technologies shaping for their part our understanding. They give meaning to the appropriate social practices and the agency of leaders and followers expected at the workplaces. As Chen & Meindl (1991) point out, our implicit understandings of leadership are the result not only of our individual experiences of leadership performance, but also of the interaction between individuals and social networks. Moreover, the historically adopted meanings of leadership are present in today’s talk. The meaning of leadership is constantly being re-constructed.

In previous organization and management research, printed media texts have been studied particularly in the context of organizational change such as mergers and acquisitions (Vaara & Tienari, 2002; Hellgren et al., 2002; Risberg et al, 2003; Kuronen, Tienari & Vaara, 2005). Furthermore, there are contributions addressing leadership in the printed media (e.g. Chen & Meindl 1991, Holmberg & Åkerblom 2001; Littlefield & Quenette 2007). On the other hand, in organization and management research, studies examining the construction of leadership in television programs are still rare.

In this study we are examining how 'leadership' is constructed in TV magazine programs. In particular, we are focusing on the following topics: 1) How leadership is conceptualized in the rhetoric, 2) how leadership is legitimized and contextualized and 3) how various topics are framed as leadership issues.

Multi-party television discussion concentrating on current societal phenomena is a popular program format in Finland (Rautajoki 2012, 244). In these discussions persons coming from various backgrounds deal with a joint topic from their point of view with a hosting journalist. The participants are typically selected to represent different institutional roles with related obligations and privileges. The studio debate is often complemented and fuelled by inserts of expert interviews.

Our research material comes from a series of magazine programs by YLE (The Finnish Public Service Broadcasting). YLE is a publicly financed media company committed to public service. The material comprises socio-political discussion programs of A-Studio, A-Stream and A-Talk broadcasted between January 2013 and April 2014. These are one or two times a week broadcasted programs that last between 30 min to one hour. There is no studio audience and the amount of discussants is typically 3 to 4 and the hosting journalist.

We started by examining all A-talk and A-studio programs broadcasted during 16 months and selected altogether 132 programs for a detailed analysis. For the purpose of this paper, our aim is to analyze leadership in public discussions in general, and not to focus on any particular domain. For the analysis we are using tools from discourse analysis (Fairclough 2003; Gee 1999) and rhetorical analysis (Burke 1969; Perelman & Olbrechts-Tyteca 1971).

The findings of the study indicate that in the discussions conceptualizations of leadership often come up, either as a cause of the problem or as a solution expected or hoped for solving the problem. There seems to be an urge for change or development, contrasting the "old" and "new" ways of leadership. The continuously evolving and improving leadership is what is proposed as needed in the current pace of strengthening demands and hardening competition. "The new leadership" is framed as innovation enhancing element, challenging old practices and ideologies (see also Herakleous & Klaering 2014).

11.09

Line managers as intermediaries in municipal reforms?

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The context where local governments operate are changing radically in many countries. The needs to improve the performance of the operating local units and to deliver and produce services in cost-effective ways have led in many countries to reforms in local governments. This presentation refers to a large-scale reform of municipalities in Finland.

Reforms typically start from political interests and rapid results are expected. In evaluations of the reforms incremental nature of organizational changes does not fit well to the time schedule within which results should be seen. This presentation focuses on the role of line managers in the midst of the reform.

Extant literature on line managers describes them as intermediaries in change situations. This presentation asks: 1) what sort of autonomy line managers have in the change contexts to fulfill the intermediary role, 2) how supervisor's way of functioning and social climate in the units are related to each other and 3) how supervisor's way of functioning and social climate relate to the work and development possibilities of their subordinates and to the appreciation of know-how and skills in the workplace.

The presentation bases on survey data collected from 40 municipalities in Finland, with 3710 respondents

in 2009 and 4618 respondents in 2011, reply percentages being 60 and 52, respectively. The survey was directed for employees in the social and health care sectors, in 2011 also for employees in the administrative sector.

The first question is examined with analyzing different aspects of autonomy, and differentiating them according to the hierarchical level of managers. The second question is examined with a cross-tabulation of two sum scales: supervisor's way of functioning and social climate. The third question is examined with the help of correlation and regression analysis by showing the relation of supervisor's way of functioning and social climate to the intrinsic rewards of work and development possibilities by the subordinates and to the general appreciation of know-how and skills in the workplaces.

The hierarchical position of the line managers differentiates the answers as it regards possibilities to influence the planning of the reform. Possibilities to influence workplace level development do not follow the same pattern.

Supervisor's way of functioning and the extent to which know-how and skills are valued at the workplace correlate clearly positively. As well, the supervisor's way of functioning and intrinsic rewards of work correlate positively. The possible mediating role of social climate in these findings will be discussed.

11.10

How to inspire innovative work behaviors? Examining leadership practices that enable job crafting

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In a current competitive business environment organizations need their members to involve themselves not simply in given tasks but in reflecting on their work and to change it when necessary (Kahn, 1992). More and more employees are required to act agentically, referring to active and purposeful behavior at work (Bandura, 2001). Researchers suggest that agentic behaviors distinguish those who thrive at work from those who merely 'are' at work, by fostering an experience of vitality and learning that lead to further development and well-being (Spreitzer et al., 2005).

Job crafting is a specific type of agentic behavior that refers to ways individuals shape their work and its environment to increase the meaningfulness of their jobs (Wrzesniewski & Dutton, 2001). Employees who craft their jobs are not passive performers of their assigned tasks, but rather active participants in designing more motivating jobs for themselves (Tims, 2010). Thereby job crafting can be seen as innovativeness of the everyday that may often benefit organizations as well (Wrzesniewski & Dutton, 2001).

Studies suggest employee well-being is a function of various job resources that increase positive-affective motivation and health while buffering the negative effects of work (Demerouti et al., 2001). Employees may direct their job crafting activities to increase their job resources or challenges at work, or to decrease their negative job demands to make their jobs more engaging (Demerouti, 2014). There are many ways to craft a job, depending on the situation and opportunities for action. Some researchers theorize that employee-initiated behaviors are rooted in the social context of organizations (Spreitzer et al., 2005). However, we have little empirical knowledge of the practices that contribute to the creation and maintenance of such an enabling and encouraging environment.

This study is the first in Finland to examine the variety of ways and contexts of job crafting behaviors employees initiate to increase, maintain and guard their motivation and engagement at work. Our aim is to display innovativeness of the everyday in Finnish workplaces that takes place in the pursuit of enjoyment, meaning and well-being at work. Knowledge on the contextual aspects of job crafting informs organization of the building-blocks of crafters' environment.

Method

The data consists of 13 semi-structured, open-ended focus-group interviews of 72 employees and managers from four Finnish organizations of different industrial and professional fields. As the aim was to capture the richness of activities employed by individuals, and their organizational context manifested in managerial practices, an inductive, data-driven approach guided our analysis.

Results

We found two categories of job crafting behaviors. Learning-oriented behaviors of employees involved activities that related to building and employing personal resources and seeking for challenging opportunities. Coping-oriented behaviors involved employment of social and cognitive resources, such as seeking for alternative perspective. The results imply that specific motivational conditions spur respective types of crafting behaviors that generate, maintain and protect well-being of employees. Furthermore, we found three general categories of managerial practices that accommodate job crafting by shaping its contexts. First, managers can inspire job crafting by building and communicating meaning of work. Second, managers may empower employees crafting activities by facilitating opportunities and communicating accountability. Third, managers can contribute in creating an encouraging climate for job crafting by communicating trust, compassion, and acceptance of uncertainty and failure.

Conclusion

This study explored job crafting behaviors and their contexts in Finnish organizations. Employees initiate various behaviors to increase and maintain their job resources that facilitate learning. In addition, they employ their existing resources to cope with demands of the job. Although job crafting is employee-initiated, managers are able to facilitate it by shaping its context. Managers may communicate meaning to inspire, facilitate opportunities, and communicate accountability to enable, and cultivate a climate of trust, compassion and acceptance to encourage job crafting. Implications for the role of leadership in enabling innovative employee behaviors in the crossroads of job design and job crafting -perspectives are discussed.

11.11

Mentoring women in 'masculine professions': a knowledge exchange project

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Women comprise just 6.9% of engineers in the UK (WISE 2012) are much less likely to graduate with a degree in aerospace engineering than in other engineering subjects (EngineeringUK 2013) and comprise just 4% of commercial and RAF pilots (RAeS 2009). Women who enter the aviation and aerospace industry as qualified professionals, enter what has been described as a 'masculine profession' (Evetts 1998; RAeS 2009) which is perceived as being 'tough, heavy and dirty' (Powell and Baglihole 2006) and therefore unsuitable for women. It is therefore increasingly important to retain, nurture and develop those women who 'buck the trend' and enter these professions.

Evidence shows that mentoring is important for women at all stages in their careers (Ehrich, 2008; Singh et al., 2002), especially in terms of career advancement (Durbin and Tomlinson, 2014; Lineham and Walsh, 1999; Ragins, 1999). Positive outcomes of mentoring include: exchanging tacit knowledge and information that is often linked with promotion opportunities (Durbin, 2010; Swap et al., 2001); helping women break through the 'glass ceiling' (Lineham and Walsh, 1999; Ragins, 1999); and increasing women's visibility within organisations (Hersby et al., 2009).

However, some negative aspects have also been identified and need to be taken into account when designing mentoring schemes. Negative mentoring experiences (e.g. mentor self-absorption,

incompatibility between mentor and mentee, manipulative behaviours by the mentor, poor mentor interpersonal competency skills, and mentor neglect of the mentee) are more likely to occur where the mentee perceives the mentor as having dissimilar attitudes, values and beliefs to their own (Eby et al. 2000). The implications of these findings is that not all mentoring is beneficial, and there needs to be care in the setting up of formal mentoring schemes.

One way to improve the retention of women in this industry is for organisations to offer support to its female professionals, through mentoring, on an industry-wide basis. This innovation is at the heart of this knowledge exchange project, built on a partnership between researchers at the University of the West of England and representatives of three large, leading organisations within the UK aviation and aerospace industry. The project is co-funded by the Economic and Social Research Council (ESRC) and the project partners. This paper reports on a unique knowledge exchange project that aims to design, develop and implement a mentoring scheme for women in the UK aviation and aeronautical industry - an innovation in the field of work.

Importantly, this innovation is being lead by the professional women themselves who have participated in an on-line survey, interviews and focus groups, the output from which will be utilized to develop a mentoring scheme that meets the needs of these professional women. This paper juxtaposes evidence found in the extant literature (briefly summarized above) and empirical research data collected in the context of a unique knowledge exchange project. The paper analyses and discusses what professional women in the industry look for from mentoring, gaps in existing mentoring schemes and their personal experiences of working in male-dominated organisations, challenges faced and potential sources of support through mentoring.

The paper will contribute to the stream by linking processes of leadership, work and innovation. It will also offer an opportunity to reflect on the nature of knowledge exchange and how to maximize the impact of research in the area of innovation and learning and development.

LEGAL ASPECTS OF WORK AND EMPLOYMENT

12.01

Collective Bargaining Reforms in Southern Europe during the crisis

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The objective of this paper consists of comparing the reforms implemented in some Southern European countries on collective bargaining regulation during the crisis period, which was initiated by the eruption of the global financial crisis in 2008. We focus on three countries: Greece, Portugal and Spain. The three countries have been affected by financial assistance programs, and all of them have implemented regulatory changes in collective bargaining. However, while in Greece and Portugal those changes were explicitly included in their 'memorandum of understanding' with international creditors, in Spain the corresponding memoranda were limited to the financial sector. Nevertheless, the Spanish government also implemented important changes in collective bargaining. Therefore, a comparison between the three countries can shed light about how changes and impacts differ according to the pressure on these countries to implement structural reforms in their labour markets in order to modify the institutions for wage setting and, at the end, bilateral social dialogue. Comparisons will also be presented on how these reforms were carried out in the national contexts, and what kind of an impact the chosen processes had on tripartite social dialogue.

The comparative analysis will be based on a discussion of the institutional features of collective

bargaining in the three countries. An overview will be given on each system prior to the crisis, the grounds motivating the changes implemented during the crisis, the content of the changes as well as their preliminary impacts. All the analyzed legal changes have been implemented from 2010 onwards. Thus we do not have the possibility to cover a long time period to observe changes and to apply sound statistical analysis. However, as far as we can, we will use available statistical data to analyze the impacts of legal changes in collective bargaining regulation at least at a detailed descriptive level.

As such, we will identify the key changes and their legal and economic interpretation. We will pay special attention to the impacts of centralization and decentralization of collective bargaining in each country, and on expected changes in wage bargaining. Beyond the academic interest of the debate on centralization/ decentralization of wage bargaining, it is particularly interesting to analyze the impacts of decentralization considering that various international organizations, such as the OECD and the IMF, have consistently recommended decentralization of collective bargaining. The rationale behind this recommendation is improving adaptability to the business cycle at firm level, de facto increasing wage and working hours adjustment, and through that decreasing long-term unemployment. In this vein, all changes prescribed in the memorandum of understanding for Greece and Portugal and recommendations made for Spain follow the argument of increasing the role of collective bargaining at the firm level, mainly at the expense of sectoral agreements. On the other hand, unstructured decentralization of collective bargaining has been found to correlate with larger wage inequality, and as such changes in the centralization of wage bargaining are expected to affect wage distribution and welfare.

In addition, the regulatory changes will be analyzed in light of the framework set by international law, namely ILO Conventions and Recommendations concerning freedom of association and collective bargaining. Indeed, the ILO Right to Organise and Collective Bargaining Convention, 1949 (No. 98) and the corresponding Recommendation set framework conditions on collective bargaining that put emphasis on the voluntary nature of collective bargaining as well as the autonomy of the negotiating partners to freely determine the level on which bargaining should happen: national, sectoral, branch or enterprise level. Furthermore, these legal instruments put emphasis on the appropriate representation of bargaining parties. Employers are, by default, institutions in themselves. However, workers should in light of International Labour Standards be represented by trade unions with appropriate legal protection, and only in their absence directly by themselves or any other type of representation. This latter provision has come in some cases in conflict with certain reforms introduced during the crisis.

Finally, we will include a discussion about the expected implications of these changes on the quality of bilateral and tripartite social dialogue.

The preliminary analyses show that all changes promote decentralization of collective bargaining. However, while bargaining above the firm-level has a decreasing importance as a result of legal reforms, collective agreements at firm-level do not seem to increase at the same pace. Therefore, there is a growing risk of lack of coverage. These results seem to be similar in the three countries, but through different legal and institutional settings.

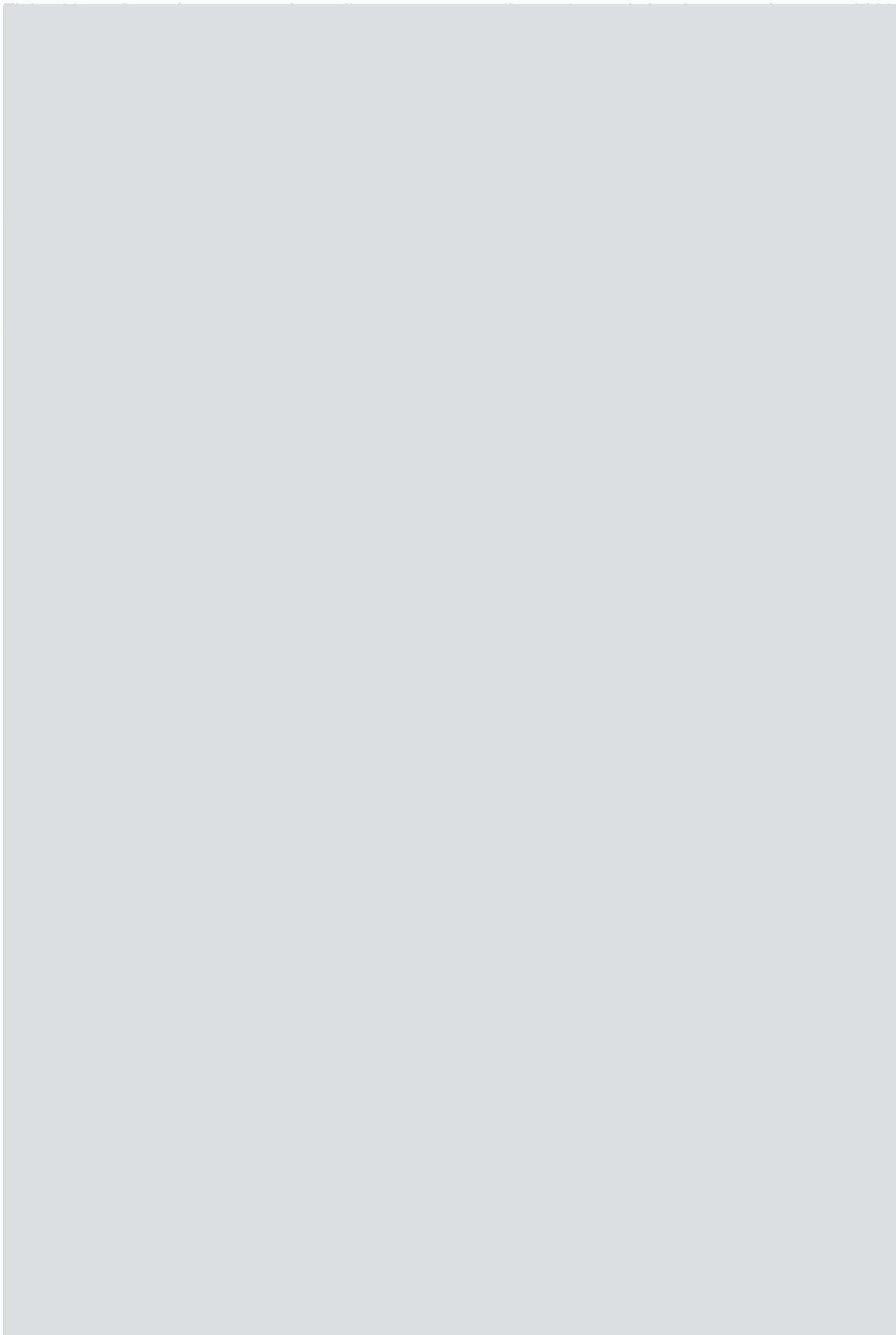
12.02

Pondering Finnish protest strikes – legal issues, characteristics and causes

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Web publication not permitted



12.03

The Individual Wage Element in the Collective Agreements Pay Systems

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Web publication not permitted



12.04

Compliance and remedies in transnational private labour regulation - a reappraisal

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The paper examines what kind of compliance mechanisms, compliance-inducing factors and remedies exist in transnational private labour regulation and how these mechanisms can be theoretically conceptualised and linked to the traditional notions of compliance and remedy.

The paper focuses on another form of transnational regulation, namely transnational private initiatives dealing with labour standards, such as corporate social responsibility codes of conducts and international framework agreements. Being voluntary forms of regulation they have casted doubts about their effectiveness. Therefore, many studies have been conducted to assess their effectiveness. The outcomes of these studies seem to confirm the doubts since they find little evidence of effectiveness. On the other hand, question marks could be placed with these studies since they often look for effectiveness in terms of traditional understandings of concepts of compliance and means to enforce compliance, among which remedies. This is problematic since these transnational private initiatives function differently from the more traditional forms of regulation that are based on command and control structures, like national labour laws often are.

The argument of this paper is that given the different nature and aim of these transnational private initiatives, a reappraisal of compliance and remedies is needed. More particularly, a reappraisal is needed, firstly, because the 'obligations' contained in such initiatives (if any) are often programmatic, declaratory, hortatory in their nature, instead of creating unconditional obligations that leave narrow margins of appreciation. This raises questions about what can be considered satisfactory compliant behaviour - when is behaviour compliant 'enough' when talking about obligations that require efforts rather than hard results? In this context it is also a question: what is to be remedied and for whom? Secondly, due to the voluntary nature of the transnational private labour law instruments, it is not surprisingly that traditional forms of remedy are rarely mentioned. Hence, our argument for a need of a reappraisal of the concept remedy which includes, among others, market and societal forces. The re-conceptualisation of the latter will be based on insights from several disciplines, including the theory of indirect remedies, soft law, law and economics, institutional theory, corporate social responsibility and relates them to compliance. As for the concept of compliance, by way of analogy, the paper draws inspiration from the general international law and EU-law notion of 'effective, proportionate and dissuasive remedies'. As such, the paper tries to bring together private ordering with innovative public regulatory strategies. The paper will conclude with emphasising the need for more attention to the novel features of compliance and remedial strategies which (might) fill in, at least to some extent, for unavailable direct remedies in transnational private initiatives dealing with labour standards.

12.05

Prevention of the Marginalization of Trainees in the Labour Market by the Use of Traineeship Agreements

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Research question: Does the protection guaranteed by a traineeship agreement avoid the use of trainees as marginal workers in the labour market?

Methodology: The research question is answered in the example of Estonian law in comparison with the laws of Finland and France. The EU law provisions and the decisions of the Court of Justice of the European Union (ECJ), national and labour courts are analysed.

Content: Because of the high rates of youth unemployment, governments and international organizations are searching ways to help the youth to enter into the labour market. Among other means, traineeships are promoted for this purpose. The aim of the traineeships is to ease young people's transition from school to work. However, the traineeships do not always play the role they are expected to play. There is a tendency in Europe that traineeships are not used as for the benefit of a trainee, but for the benefit of the employer, resulting in a trainee's precarious position in the labour market rather than leading to a stable job. Instead of being a step from education to work, traineeships are turning into a new form of precarious work.

Although trainees perform services for the employer under his control and direction, they are often not regarded as employees. The relationship between the trainee, the employer and possibly the educational institution or unemployment agency is regulated by a traineeship agreement. The use of traineeship agreements instead of employment contracts can be explained by the fact that a traineeship is regarded as learning, not as working experience. Using traineeship agreements is regarded as acceptable also in the EU level. In its recent Recommendation 2014/C 88/01 of 10 March 2014 on a Quality Framework for Traineeships, the Council foresees the conclusion of a traineeship agreement in case of open-market traineeships and recommends the protection of certain labour rights of trainees through that agreement. Because of the non-binding nature and limited scope of the recommendation, it is not, however, clear whether the traineeship agreement protects the labour rights of trainees sufficiently in order to avoid their marginalization in the labour market.

In the proposed paper the legal nature and content of a traineeship agreement from the perspective of precarious work is analysed. It is discussed, whether the traineeship agreement protects the employment rights of trainees sufficiently to avoid the marginalization of trainees in the labour market and/or does the obtainment of knowledge and skills guaranteed by the agreement offset trainee's right to employment protection comparable to employees. In the paper following questions are dealt with: the legal nature of a traineeship agreement (civil contract to perform work and/or to provide education; limitations to the freedom of contract- formal requirements, obligatory conditions; parties of the agreement- bilateral/multilateral, imposition obligations to the third party); employment and educational rights of a trainee under the traineeship agreement (health and safety protection, working time, compensation, protection from dismissal, collective labour rights, right to receive knowledge and skills); consequences for the failure to fulfil the obligations envisaged in the traineeship agreement (requalification into the employment agreement, other consequences).

12.06**Gender equality in the UK public sector: is reflexive legislation the way forward?**Hazel Conley*Queen Mary University of London, London, UK*

This paper examines an innovative use of reflexive legislation, to encourage and enforce gender and other forms of equality in public authorities. Responsive and reflexive legislation became topics of interest for legal scholars following the work of Nonet and Selznick (1978/2001) and Teubner (1983). The central tenet of these concepts is a redistribution of power and participation in the law from elites to citizens. There are few empirical studies of how this concept might work in practice, but there has been some experimentation with it in relation to UK equality legislation in the public sector. Reflexive legislation has been referred to as the 'Fourth Generation' of equality law by UK legal scholars (e.g. Fredman, 2001) and differs from the established anti-discrimination legal approaches along a number of key dimensions, which are analysed fully in the paper. The public sector in the UK, despite decades of funding cuts and privatisation, is large. It employs 5.7 million people and provides 20% of the total jobs in the UK (Cribb *et al.*, 2014). Public sector employment is also heavily gendered (approximately 70% female) and remains a major source of employment for women. In addition to direct employment, the public sector provides care services that enable women to enter paid work in all sectors of the labour market. It is therefore not surprising that the public sector has been, and continues to be, at the forefront of the struggle for gender equality in the UK. As such it is also the site of most of the innovations in equality and diversity. The Equal Opportunities Commission (2006:7) described the Gender Equality Duty, one example of the use of reflexive legislation, as 'a form of legally enforceable gender mainstreaming'. However it is argued in the paper that reflexive legislation has the potential to go beyond distanced, bureaucratic mainstreaming approaches by providing a powerful mechanism for citizens to hold public authorities, including elected governments, to account in their delivery of equality in public sector services (Conley, 2012). The potential of the legislation, particularly in times of 'austerity', has not gone unmissed by the UK government and the paper examines the political, legal and economic struggles that have surrounded the development and continuance of the unique legislation that has become the public sector equality duty; s.149 of the Equality Act 2010.

MIGRATION, WORK AND LABOUR MARKETS**13.01****Reception and perception of CEE labour migrants in the Danish labour market**Trine Lund Thomsen, Doris Simkunas*Aalborg university, Aalborg, Denmark*

The reception of CEE citizens in Danish society is to some extent subjected to the ethnic and cultural characteristics of new immigrants, fearing them as competitors in the workplace, and perceive them as economic burdens placing demands upon the social welfare system. This paper discusses how CEE citizens who move to take employment in the Danish labour market are constructed within a certain political frame and discourse. The analysis will place focus on inequality treatment and discrimination of migrant workers within a theoretical frame of recognition and redistribution. The article discusses how CEE migrant workers are not perceived as one of us, but is seen as the ethnic other in an us-versus-them frame. This perception is constructed in a public burden optic where migrant workers take away jobs from native workers and resemble a burden for the welfare state. Making them an unwanted and undeserving group despite of being entitled EU citizens.

The method used to access understanding of social constructions of CEE migrant workers is policy narratives. People construct narratives in order to make sense of everyday experiences, their lives as a whole and the world in general. The sense-making function of policy narratives does however not only include the narrator. The narratives are responded upon and affected by the various involved actors, interpreting their content and meaning (Bruner, 1991). Policy narration is therefore a joint activity involving several actors and not a single individuals doing. It can be seen as a “coalition” of stakeholders who built a shared policy narrative relying on legitimation from multiple sources (Hajer, 1995). Policy narratives are constructed through congregations of imaginaries, political rationalities and subjectivities. The data used is political debates during the period 2008- 2014.

One of the main conclusions of the analysis is that the social dumping narrative is strongly represented in the political debates and it has been fuelled by the accelerated migration from Eastern European EU countries as well as the economic crisis causing increased unemployment.

13.02

Intercultural adaptation of Filipino nurses in the Finnish health care organizations

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Labour shortage is a reality in many Finnish health care organizations as the baby boom generations – born after World War II – are getting older and retiring. One response has been international recruitment of labour. In the past few years, Finland has become increasingly active in the recruitment of nurses from abroad, particularly from the Philippines. Although a number of studies on international recruitment of health care professionals has been published, there is a lack of information about how the foreign professionals adapt in different social and cultural contexts. Especially little is known about adaptation processes in those countries where English is not the primary language. Working abroad requires more than technical ability to do the job: processes of intercultural learning and adaptation in thinking and workplace practices are necessary when operating in new environments.

In my presentation, I introduce preliminary findings of my ongoing doctoral study. The objective of the study is to examine whether and how internationally recruited Filipino nurses gain full membership in the Finnish health care organizations. In my presentation I will touch upon the following questions: 1. What kinds of cultural learning are taking place in multicultural health care workplaces? 2. What factors are seen to promote or hinder intercultural learning and adaptation? As the situated theory of learning is applied in the study, the key question can be formulated as follows: How Filipino nurses gain access to the community of practice?

The research data were collected through semi-structured interviews in a Finnish hospital where five Filipino nurses were recruited in 2010. The Filipino nurses, their mentors and superiors were firstly interviewed in 2011. In 2014, partly the same persons were re-interviewed as a part of a larger research project. In total, the data consist of 57 health care professionals' interviews, including interviews of Finnish, Filipino and other foreign professionals. Data-based content analysis was applied in the preliminary phase of the analysis to organize the interview data. In the later phase, theory-guided approach was applied in which situated learning theory and the dialectical model of intercultural adaptation were applied.

The research findings show that a common language is in the core of intercultural learning and adaptation processes in a health care workplace. Learning and adapting are mainly seen as a responsibility of foreign newcomers. Requirements stated by the Finnish health care professionals to their foreign colleagues are rather high: in order to gain a full membership in the work community a foreign nurse should have a good command in Finnish language and actively adapt in the Finnish culture, habits and work methods. Only a few of the Finnish respondents mentioned any requirements for intercultural or linguistic learning to the mainstream personnel.

The Filipino respondents mentioned good communication and mutual learning in the work community as factors promoting adaptation. They saw the Finnish language skill as the most important prerequisite for their cultural adaptation but mentioned learning and adaptation tasks for their Finnish co-workers as well. It became evident that the Filipino nurses wish the Finnish co-workers to support their language learning and believe that they have knowledge that the Finnish co-workers could learn from them. In their opinion, foreigners would learn Finnish more effectively, feel less stress and adapt better in the workplace in case they could use both English and Finnish in their everyday work in the early stages.

The research findings indicate that a multicultural health care organization is understood by Finnish health care professionals as a place where people with different cultural and linguistic backgrounds are working together but where the different backgrounds are not expected to be manifested in practice. Intercultural adaptation is entirely seen as a responsibility of foreign arrivals. It may be said that the Finnish health care professionals are not motivated or prepared for two-way intercultural learning or adaptation. According to the situated learning theory, learning involves the whole person: it implies not only a relation to specific activities, but a relation to social community. Hence, to become a nurse in a Finnish health care organization implies not only performing new tasks, learning new language and new equipment but participating in the work community and understanding shared meanings in the community.

13.03

Experiences of teachers with different language and cultural background working in Finnish kindergarten

Monika Haanpää

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Well-functioning workplaces are often characterized by fluent co-operation, adequate flow of information, open interaction between workers and supportive work environment. Every workplace is a mosaic of human personalities and habits. However, more challenges might bring influx of people with different language or culture background. Diversity in a workplace could be as richness and as a problem at the same time. Anyhow, adaptation of immigrant people into the new terms of work, is often related to the stages of culture shock and the level of language skills.

Experiences about Kindergarten as a multicultural workplaces have been gathered through interviews with immigrant workers responsible for education and superiors and complemented with questionnaire for Finnish workers in Kindergartens. Collected material has been analyzed qualitatively focusing of topics as: factors influencing career success of workers with immigrant background, the social relations in the multicultural workplaces and superiors' changing work targets.

Firstly, I would like to provide a novel aspect of multicultural workplaces. I would like to cover also dependence between immigrant workers' skills in Finnish affecting professional success and good relations with others co-workers/superior. Secondly I will show defense mechanism of people with different language and cultural background and lastly I will describe the part of results in my research: what is more important in Finnish kindergarten's workplace: personality or good professional skills or good language skills?

I found that there is a dependence between language skills in Finnish of workers responsible for education with immigrant background and work satisfaction. The results of research show also, why writing skills in Finnish are so important in the kindergarten and how the superiors have built teams in the multicultural workplace.

13.05**Transnational working-life trajectories of Central and Eastern European migrant workers**

Doris Simkunas, Trine Thomsen

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Since EU-enlargements in 2004, 2007 and 2013 labour migration from Central and Eastern European countries has increased in Denmark. This paper addresses a specific attention to Central and Eastern European migrant's working-life trajectories and work experiences in two industries; construction and cleaning, where the migrants are widely represented and roughly differentiated by gender. Working-life trajectories are based on biographical narrative interviews with Central and Eastern Europeans. Additionally, this paper attempts to fill knowledge gaps between migrant's working-life experiences and the context of the Danish labour market by including semi-structured interviews with workers of Danish origin, employers, labour inspectors and unionists. In order to discuss and juxtapose informants opposing views this project reviews the situation of current issues in Danish labour market. Analysis indicates that Central and Eastern European migrant workers migrant's working life trajectories exemplify which structural barriers and exclusion mechanisms they face in their daily work, when meeting stereotypes, discrimination or facing different precarious working conditions. This paper makes a contribution to general aspects of social exclusion and inclusion mechanisms, and how they differentiate in relation to intersectional categories of gender, age, ethnicity and class. By closely examining migrants working-life trajectories the data shows how workers not only face barriers that affect their sense of belonging and perception of identity, but also how they overcome structural barriers by acting in a 'transnational space,' where they find support through network, family, economic investment and social media interactions.

13.06**The Immigration Policy of Turkey for Syrian Immigrants: Yalova City Sample**

Orhan Kocak

Yalova University - Faculty of Economics and Administrative Sciences, Yalova, Turkey

Civil war in Syria, which started in March 2011, not only has influenced all parts of Syria but also all region around Middle East. Many Syrian people immigrated to the neighbor countries. About two million Syrian people migrated Turkey until now. About 85 % of these Syrian immigrants are living out of camps which were prepared for the immigrant people by Turkish Government. Majority of these Syrian immigrants were forced to immigrate from Syria to Turkey. That is why, the immigrants couldn't bring their properties and cash money together with them. Turkish Government has spent money about 5 billion USD until the end of 2014 for infrastructure of the camps and daily needs of the immigrants. Many Syrian immigrants stayed some cities which are near to the Syrian border. Some of them moved to the cities such as Istanbul, Ankara, Izmir and Yalova in the west part of Turkey. Especially in these cities, life is expensive than southeastern part of Turkey. Because of the conditions such as high rents, high prices, labor market difficulties, Syrian immigrants are being faced difficulties to make their living. In a nutshell, they live in a difficult conditions such as homeless and jobless as well as health problems. On the other hand, Turkish Central Government has given a free health services as well as housing possibilities by local governments. Also a legal support for their working life is planned in the last days in order to make the immigrants socially and economically included.

This study aims to understand the conditions Syrian immigrants who are living in Yalova which is a small city and near to Istanbul. A survey will be done with the immigrants. With the survey, some data will be collected such as how do they make live and reach the labor market, the living conditions and working opportunities. In the first part, the literature is reviewed and the survey will be analyzed in the second part.

13.07

The Mobilisability of Transnational Social Capital and the Mixed Embeddedness of Turkish Immigrant Businesses in Finland

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This paper discusses the dynamics of self-employment among Turkish immigrants in Finland. The paper outlines the utilisation of transnational social capital that can explain how Turkish immigrants in Finland become self-employed and why they have established themselves within a particular economic sector. The so called "mixed embeddedness perspective" on ethnic and immigrant entrepreneurship is utilised to achieve a better understanding of these processes. The presented interview study indicates that immigrants are able to establish ethnic economies also in countries with relatively small and geographically dispersed immigrant populations. Immigrant entrepreneurs can mobilise transnational social capital for the establishment of businesses, but only under circumstances where transnational resources can be utilised as a local resource. To understand the dynamics of immigrant self-employment requires an analysis of the mixed embeddedness of immigrants in a simultaneously transnational and local social context.

NEW MEANINGS OF WORK

14.01

Meaning of Working - 30 Years market economy in Poland

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At the beginning of the 90s Professor Antonio Ruiz-Quintanilla (presently Associate Director at Meaning of Working Center, University Gent, Belgium) conducted the research project "Attitudes towards work and the market economy in Czech and Slovak Republics, Bulgaria, Hungary, and Poland". Professor Ruiz-Quintanilla partially published once results of these study (Ruiz Quintanilla, S.A. (1992). Attitudes Toward Work and the Market Economy in Poland. ILR/Cornell University. Center for Advanced Human Resource Studies, Working Paper 92-24. Price (including handling and shipping): 10 USD).

The whole results of the project in the form of SPSS file are not available for Polish sociologist. Thirty years after the initiative the comparative research project was carried by University of Warsaw research team. The main variables of the MoW research model are related to the centrality of work, work entitlement norm and work obligations norm. According to this methodology, the study was carried out on the emblematic occupational groups: professionals in corporations, journalists, security guards and receptionists. A total of 120 interviews were conducted. Studies show a significant value of the work for the studied groups in the new labor market economy after 30 years of transformation in Poland.

14.02**Finding meaning in the future while standing in the past: Transforming the meaning of support, inclusion, and work from inside a sheltered workshop**Emese Ilyes*The Graduate Center, City University of New York, New York, NY, USA*

Prior to the widespread acceptance of mass institutionalization of people with intellectual disabilities in the latter half of the 19th century, suitable work potentials were feasible to imagine and acquire for people whose abilities were not typical. Mass institutionalization in the United States shifted the perception of the group in power, in this case people without disabilities. Encouraging exclusion for the protection of the non-disabled majority from the assumed to be overly sexual and potentially violent minority people labeled as feeble-minded, imbeciles or idiots, opportunities for work were offered by the large asylums that controlled every aspect of life. Socialization, education, and even death arrangements occurred within the confines of these spaces. Often the work opportunities found in these complexes were roles to sustain the frequently insular environment. During the 70's, the public's reaction to normalization and the disability rights movement inspired a wave of deinstitutionalization that led to the formation of sheltered workshops and residential group homes. These spaces today are often found inside of city limits rather than asylums of the past that were often located in uninhabited urban outskirts. While no longer confined to enclosed asylums, the exclusionary conditions found in large institutions persisted in these small but still segregated spaces. This article focuses on the moral exclusion inherent in sheltered workshops, segregated factory like settings that employ exclusively people with disabilities, paying often mere pennies per hour (a practice enabled by a US law dating back to the early 20th century). This article explores the nature of these morally exclusionary spaces of employment, who endorses it, what types of experiences occur within it, and who challenges sheltered workshops. To highlight one intervention in this morally exclusionary workspace, this article illuminates self-described radical art/farming/community space in Portland, Oregon, in the United States. Through the inspection of this specific intervention, the article will highlight the active challenging of social norms (stigmatizing and unjust) from *within* the system. This community is actively challenging the ideological standing of sheltered workshops, challenging the definitions of care, challenging oppressive labels, and finally the meaning of work. The strength of this intervention comes from the collaborative environment of this project that elevates the voices found on the margins. By better understanding a specific example of an intervention into the abusive environment of sheltered workshop, the main site of employment for people with disabilities in the United States, we are offered the opportunity to reconsider our assumptions about productivity, inclusion, and community.

14.03**Mindfulness in the meaning making of knowledge work**Mira Karjalainen^{1,2}, Charlotta Niemistö², Jeff Hearn²*¹University of Helsinki, Helsinki, Finland, ²Hanken School of Economics, Helsinki, Finland*

If the nature of work is shifting in neoliberal capitalistic society from something we do to something we *are* (Fleming, 2014), what are the implications for one's identity and boundaries? How do workers construct meaning of work when *everything* is work? As our emotions (Hochschild, 1983), body (Wolkowitz, 2006; Hassard et al., 2000; Ropo and Sauer, 2008; Kerfoot and Knights, 1996; Sinclair, 1998; Jeanes et al., 2011), and looks (Caven et al. 2013; Witz et al., 2003; Warhurst and Nickson, 2009) have long been recognized as essential part of employed work, now it seems that wellbeing (Cederström and Spicer, 2015) is being incorporated to the sphere of work as well. In some ways this is a very old story as represented in the Human Relations tradition; in other ways an emerging trend is a move to wellbeing *of mind*, as a form of secularised spirituality, as the recent growth of Mindfulness literature, gurus and

workshops show. Mindfulness seems to be spreading everywhere.

Mindfulness has found fruitful soil in contemporary western societies where neoliberal trends tend to emphasize individual choice, and thus place responsibilities on an individual, largely ignoring the structures of society and organizations. It is also becoming more widely adopted in workplaces and organizations, as it is taken as a new fix for everlasting problems of contemporary work life, such as constant hurry (Mikkola, 2014) and disruptions. Mindfulness has been defined as “paying attention in a particular way: on purpose, in the present moment, and nonjudgmentally” by Jon Kabat-Zinn (1994, 3-4), arguably the most popular Mindfulness teacher with millions of copies of books sold worldwide, although a growing number of scholars would rather talk about Mindfulnesses in the plural, instead of one (Germer, 2013, 6). There are more and more research on Mindfulness, but a critical approach on Mindfulness and other techniques of mind, such as yoga, tai chi and other forms of meditation, has not yet been done in the Finnish context.

The current popularity of Mindfulness in work organizations will be discussed in the context of large multinational knowledge-intensive business organizations operating in Finland that are salient part of the postindustrial service economy. In the postindustrial service economy that demands high-skilled professional labour the changing socio-economic conditions, such as the acceleration of boundary blurring, impacts of new technologies, greedy jobs, porous organizations, and constant negotiations and ambivalences about boundaries (Ford and Collinson, 2011; Fleming and Spicer, 2004, p. 79), are especially salient.

The data for this study is gathered in a research project conducted in intensive knowledge-work business corporations with professional employees of different groups, from the entry level positions to the very top of the organizational hierarchy. The interviews that will be conducted with employees who participate in Mindfulness meditation organized by the corporation are informed by the Collaborative Interactive Action Research (CIAR) method (Bailyn and Fletcher, 2007). Other data includes time diaries, company documentation and interviews with HR personnel and Mindfulness coach.

14.04

The commitment of fixed term academics and their employers

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Introduction

In global, the universities have changed during the past twenty years by the neo-liberal trends which have had effects on academic work. These changes have been studied internationally in the area of higher education research. The academic capitalism, for example, is a theory which shows how university researchers have become like the state supported entrepreneurs (Slaughter & Leslie 1997). In Finnish Universities, these global trends have appeared in recent reforms, like the new University act in 2009. Many studies in Finland have shown that Finnish Universities' staff have experienced these changes quite negative. In spite on this, they also think that their work is meaningful and they feel very committed to it.

At the same time, the academic work is getting more precarious by its nature. The share of external funding in universities is increasing and so does the amount of project researchers. Many academics have been worried about the long-term effects of short-period funding and precarious working conditions which may have negative consequences on the quality of research and teaching as well as the attitude developing the higher education.

The work engagement, organizational commitment and trust (Baruch 1998; Meyer & Allen 1997; Saari 2014) are important aspects studying the academic staff's relation to their work and their employee in

precarious conditions. However, we need a broader picture to understand this phenomenon, so we also study the reciprocal commitment between the staff and the employers.

This study is related to two research projects: X (2012-2014) and X (2015-2016). Both are funded by the Finnish Work Environment Fund.

Objects

In this research, we study academic work in a context of global trends and precarious working conditions. Our focus is the researcher's commitment to their work and the reciprocal commitment between the researchers and the employers. We also study, are there relations between the commitment and the different dimensions of work: stress, job satisfaction and career planning. Also, are there differences between groups: gender and the career stage.

Data and methods

The data was collected with a survey in autumn of 2013 by University of X. The survey related to the research project X. The data was collected from the eight biggest universities in Finland and has 810 respondents from mainly fixed-term researchers (90 %). The data includes many likert-scale questions, but also few open-questions. (X, X & X, 2015.) In this study, we will focus on the quantitative data. Commitment, reciprocal commitment and different work dimensions are studied with aggregated variables which are formed from different likert-scale questions.

Results

The researchers in the data are highly committed to their work. However their experience about reciprocal commitment differs and there are also differences between groups. The researchers are feeling their working conditions very insecure, they have had several working contracts and scholarships during their university careers. They also think that the continuance of their contract is very unlikely and many of them have considered leaving university. In the data, the reciprocal commitment also has relation to many other dimensions of academic work.

Conclusions

Academic work differs from many other work. The commitment is used to study in the area of work research. However, when studying academic work, the commitment to work and reciprocal commitment, there are many dimensions and aspect which needs consideration in different levels. For example the global context (neo-liberal trends, competition between Universities), the university context (precarious working conditions, university reforms) and the academic work (characterized by different discipline cultures, the changing profession, academic work as a vocation).

The researcher's commitment to their work and reciprocal commitment between the researchers and their employers are significant and interesting study themes in this global turbulent context. Academic researchers are usually highly committed to their work and find it very meaningful. Still employers commitment to their workers is weak. In very competitive environment universities need qualified people, they are the only way to reach the high quality of research and teaching.

14.05

Third Spirit of Capitalism and Gendered Mediatization of Work

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Web publication not permitted

14.06**Changes of Work and Occupations**Michael Tiemann*Federal Institute for Vocational Education and Training, Bonn, Germany*

Changes in the way we organise work influence a number of social realities. Understanding occupational change is a prerequisite for analysing social change, as occupations are intertwined with their incumbents' status, often socially closed, and segregated by gender aspects. How these social phenomena link exactly can only be seen if there is a deeper understanding of how occupations are constituted.

Methodologically the aim is to help understand the concepts of occupation and occupational change to describe their characteristics and their development. Although "work" is a broader concept than "occupation", both are directly linked. Work in labour markets, in particular on the German labour market, are structured occupationally: workers hold positions in firms at specific work places and are at least hired according to their formal occupational qualification. (There are only very few job-advertisements that do not ask for an occupational qualification.) Also, within firms and within society, occupations signal status and secure social positions. If one wants to understand the changes in the world of work, or the division of labour, one needs to understand occupational change.

Being seen as leading to both decreasing (in organisation and sociology of work framings, c.f. Schumann 2003) and increasing (in functionalistic framings) division of labour the influence of occupational change is not agreed upon. In case of an increase there will be more specialisation (more different occupations), otherwise occupational differentiation will decrease (which is often assigned to reorganisations of work along processes and also work-enrichment) and the social "powers" of occupations (e.g. indicating qualification and status) will diminish.

As the world of work was inhabited with tens of thousands of occupations for the last decades, it is problematic to decide which development has taken place (density estimations for shares of employment per occupation show no clear trends). We can see that technological change (c.f. the discussion around task-based technological change (Autor 2013)) and flexibilisation (of times, places and ways in which we work, c.f. Giddens, Beck) influence this development – or are they influenced by changing occupational contents?

This proposal aims for a deeper understanding of occupational change by a) answering the question how occupations are constituted and b) analysing if occupational change leads to increasing or decreasing division of labour by exploring whether the between-occupational similarity has increased and within-occupational similarity has decreased over time.

The proposal draws on extensive analysis of the German BIBB/IAB/BAuA Qualification and Career and Employment Surveys. These are a series of cross-sections, with the first dating back to 1979, which are carried out roughly every six to seven years. Each cross-section holds information on more than 20,000 workers in core-employment (being in paid work for at least 10 hours a week). A wide range of work-related topics is being surveyed, from individual qualifications and socio-demographic variables, to specific work tasks, required qualifications, skills and more to emotional and physical stresses and well-being. Five cross-sections (up to 2005) were analysed.

For the main purpose of examining occupational change a quasi-panel of 93 occupations for five points in time was built by aggregating data from over 118,000 employees. In the aggregation of workers per occupation this shows which workers and which occupations experience changes. This has not yet been empirically analysed broadly over time (for task-groups: Autor et al. 2003, Spitz-Oener 2009; for general changes in specific branches: Kern, Schumann (1970, 1984), Schumann et al. 1994).

Analyses utilised principal component analysis of separate and combined cross-sectional data. A three-dimensional depiction of occupational contents where trajectories of occupations and occupational groups over time can be shown was found. Occupations are mapped to one point in this space for every cross-section. Distances between occupations show between-occupational differences – i.e. the division of labour for every cross-section. Distances "travelled" by occupations over time show within-

occupational change over time – i.e. the process of differentiation.

The dimensions depict complexity, technical skills and interactivity of occupations. (It has to be noted that these titles are only rough estimations. They relate to the questions (in the same order as before): How is the work organised? Is the work centred around technology or people? Is the work interactive?)

In this proposal the development of occupational change is analysed: What happened? Who was affected? How did this relate to technological changes or organizational changes? Theoretically the links between social and occupational change are shown and changes in the world of work are examined as changes in occupational content.

Results show that differentiation has developed to rising complexity, while the importance of technological knowledge alters. The division of labour has not changed substantially over the cross-sections. Occupational change does not come in fits and spurts. The results of the PCA help defining valuable concepts to understand and systemise the occupational level.

14.07

Healthcare as outsourced health and wellbeing service

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The work of health care professionals is not often understood in terms of services. Here we shall do so, and some consequences are presented. First, we conceive a service as a (series of) transaction(s) that the customer has outsourced from his/her own processes for some reason, for example inability or lacking competence of performing the transaction himself. This implies that there must be such processes under his control, that serve as the origin of outsourcing; sometimes such a process may take the form of a care path. Many steps he will perform himself in the mode of self-service (e.g. purchasing and taking medicine, washing and clothing oneself), but for some steps he needs assistance and externalizes them. This service-originated view implies that we should see the citizen as the owner of his care paths. Of course, the creation of the care path itself may be an object of outsourcing; most of us are not qualified to make a credible diagnosis and a care plan for it. As an inherent part of such ownership the citizen is also the owner of his personal data that he receives from various service providers as documents of the performed transactions. In our discourse of working life this approach broadens the notion of work. From the citizen's point of view it does not matter whether he does some actions himself or decides that he will outsource them. Both categories should be regarded as work. This is our main message of relevance for this conference.

This reconceptualization has some consequences that are likely to point towards the need to reorganize the field. Below we list some of them.

Conclusions

1. The service is specified as a contract between the two parties and it must be articulated jointly. Also the outcome of the service is evaluated jointly, because it often has consequences to the financing decisions (insurance, government).
2. Services (outsourced transactions) are steps in the customer's process, e.g. in a care path. Such paths typically include also transactions (in particular for preventive purposes) that are performed by the customer himself as self-services.
3. The customer is the owner of his projects and his personal health data. Datenherrschaft (mastery over) health data should be held by customer (citizen, individual). Of course, he may decide to outsource also the management of this data.

4. The health information is about person and personality and use of information must take account this.
5. Even the generation and even the management of care path can be outsourced.
6. The accomplishment of the outsourced transactions requires multiple actions that are not clinical but rather aim at managing or governing the progress e.g. time reservation, delivery of relevant information to the point of care, transportation of relevant persons to the p.o.c., management of authorisations (prescription, referral, etc.), financing.
7. How services (self and outsourced) are arranged must be visible to give individual possibility to control and understand what is happening to them.

The distinction between clinical and governing actions is important, because the latter ones can often be performed by persons without clinical competence. In less complicated illnesses and preventive activities the citizen himself may be competent enough to govern his own life. And in even complicated situations the autonomy of patient (customer) must be respected and paternalism is not acceptable if the patient is capable and willing to join as actor in situation. Powerful personal tools for supporting the citizen in such governing will certainly be developed in the near future.

14.08

The key factors for long careers and job satisfaction among real estate managers in Finland

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What keeps real estate managers in their jobs?

This study investigates the key factors of work satisfaction by focusing on which job features keep real estate managers in their jobs. Based on national longitudinal research in Finland, we evaluate how some job characteristics have changed over the past 8 years.

Theoretical framework of this study is based on the body of research that illuminates the main pathways to meaningful work (Rosso et al., 2010). The legacy of this job characteristics model has emphasized the importance of job tasks in work. In particular, jobs allowing for higher levels of autonomy, skill variety, task identity, and task significance have been shown to lead to experienced meaningfulness of work, which, in turn, contributes positively to motivation, performance, and work satisfaction. Thus, to understand what causes work satisfaction, the nature of the work itself –often called “intrinsic job characteristics” is one of the main features to focus on (Saari & Judge 2004).

Previous research has also showed that the situational factors, such as perceived workload are important aspects (e.g. Saari & Judge 2004). For example, the real estate managers who think that they do too much work might feel that they cannot provide quality service to their clients, and eventually this experience will negatively influence the feelings of personal achievement at work (Slotte 2014). Work overload can be understood as a poor relation of the time available and work load.

In general, the work tasks of the real estate managers are many. They are not only responsible for operations administration (e.g., budget and cost control, contract control and negotiation) and repairs, building services and operations supervision (e.g., facility refurbishment, maintenance and landscape management), but also for managing the execution of asset strategy. They must help define and execute on property-level opportunities.

The purpose of the study

The main purpose of the study is to explore the factors behind stable/long work careers and experiences of meaningful work. This is explored in how the real estate managers see their job and how willing they are to recommend their job to other persons, as well as what kind of positive and negative reasons they mention in this regard. The contribution of the study is related to recruitment efforts to attract and cultivate younger working generations. These have not recently kept pace with the number of top people in the industry who will be making their exits within few years. Many old timers on this line of business will soon seek for retirement. It is presumable that a career in real estate is not one that most young people intentionally pursue, partially because there are no education programmes offering a direct career path for the profession.

Methods

Participants

Altogether 546 employees working in real estate service organisations throughout Finland were surveyed in 2014. The results are for some indicators compared to the findings received in corresponding survey research conducted in 2010 (n=637) and 2007 (n=733).

Survey 2014 and longitudinal comparison in 2007-2014

As regarding 2014 study, the main factors related to job satisfaction are reported, based on descriptive statistics and elaborated with interpretations from open-ended questions. Further, some variables are compared with variance analysis, i.e. one-way ANOVA, to test which factors, if none, have changed in 2014 results compared to respective ones in 2007 and 2010

Results and conclusions

We found that variety and experienced of work tasks are the main reasons for staying in real estate business. Of all respondents 67% were very satisfied or satisfied with the nature of the work itself. This result is similar to those obtained in 2010 and 2007. What has changed is employees' satisfaction with their working hours that is statistically significantly lower in 2014 in comparison to the previous measurement points in 2007 and 2010. The same applies to the actual workload that is in average statistically significantly higher in 2014 than four years earlier as well their experienced possibilities to independently plan how they use their working hours.

The future working situation as regarding employment rate was seen good by most respondents (93%). The number has increased statistically significantly from the results obtained four years ago being then 84%.

Slightly over half of respondents (51%) would recommend or strongly recommend their own profession to a friend. The factors that drive respondents to recommend their profession to others have not to do with salary or experienced satisfaction with the salary, but with work content, variety and whether the work is challenging, engaging and supporting the career development and learning opportunities. Only 6% would strongly advise and 13% would advise others not to take a job like theirs. Based on analysis of open-ended answers, the reasons for this derives from work load, time management, working hours in the evenings, amount of customers, and role conflict of ambiguity.

Taken together, our study shows that real estate managers want to contribute to their organisation's success. By fostering an interest in a real estate career among younger generations as well as equipping employees to find challenges in their work, guarantees high-quality real estate management in the future. This is useful information for both career services professionals to convey to any job seeker, and real estate industry to attract capable workforce for the coming years' needs. These findings can help professionals coming from business and technical and administrative schools to guide the graduating students and currently unemployment persons in their job searches. This can be done probably most successful at the local, community level.

14.09**Making sense of downsizing – The perspectives of survivors and downsizing agents**

Riitta Viitala, [Niina Koivunen](#)

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Downsizing has become an established and repetitive intervention in the life-cycles of companies (Sheaffer et al., 2009). It has been defined as an organizational change which involves reductions in personnel and the redesign of work processes to improve organizational efficiency, productivity and competitiveness (Cameron, 1994). It seems to be a relatively unquestionable belief among business managers today that downsizing is an effective and necessary management tool.

The socio-psychological research on downsizing has focused on four main perspectives: downsizing as an organizational intervention (eg. Appelbaum & Donia, 2001), terminated employees as victims (eg. Bennett et al., 1995), the emotional strain of downsizings on survivors (Wiesenfeld et al., 2000; Paterson & Gary, 2002; Kernan & Hanges, 2002), and 'downsizing agents', who carry out downsizing (eg. Clair & Dufresne, 2004; Sheaffer et al., 2008). Research on the topic is still relatively minor with regard to the fact that repetitive downsizings are "a new normal" (Appelbaum & Donia, 2001).

The reflections of downsizing and especially those of the lay-offs may be manifold in the organization. It may have considerable changes to organizational structures, to work roles and responsibilities, and also to workplace culture (Schweiger & DeNisi, 1991). In the light of the previous studies increasing cynicism and insecurity, decreasing of trust in employer are among the negative outcomes of downsizing processes among the members of the organization (Latack et al., 1995). Some studies indicate that survivors show reduced levels of work effort, job satisfaction and organizational commitment in the aftermath of downsizing (Brockner, 1992; Campbell-Jamison et al., 2001), which may be due to increased workload (Greenglass & Burke, 2000), increased job insecurity (Hellgren & Sverke, 2003; Kivimaki et al., 2001), or a loss of trust in the organization (Niehoff et al., 2001). The negative reactions among employees who stay in the organization after downsizing are sometimes referred to as 'a survivor syndrome' (Baruch & Hind, 2000). However, some studies indicate that across time the negative attitudes return to predownsizing levels or even improve compared to that after the downsizing process (Armstrong-Strassen, 2002; Baruch & Hind, 2000; Pollard, 2001).

Also for the downsizing agents carrying out the downsizing process the work is emotionally taxing. The study conducted by Clair and Dufresne (2004) showed that they often distance themselves cognitively, emotionally, and physically from their roles in order to maintain their wellbeing. At least partially the effects depend on the practices chosen in managing the downsizing process (Appelbaum & Donia, 2001). Their role in the process is crucial, as also the one of the top managers. In the light of the studies, it is an important signal for the survivors, that the terminated employees are treated with care, dignity and respect (Appelbaum et al., 1999e). If managers fail in giving reasonable explanations for the downsizing process and in ensuring the necessary changes they do, cynicism (Appelbaum & Donia, 2001) and lack of faith in their employer (Reichers et al., 1997) may emerge among the survivors.

Based on our preliminary literature review on downsizing, its survivors or downsizing agents, most studies are carried out with quantitative methods and look for causalities. It also seems that the qualitative studies on the topic provide rather superficial findings. We wish to study the phenomenon on a deeper level by analyzing the meanings different actors attach to the downsizing process. In other words, we analyze the various meanings through which the survivors and the downsizing agents make sense of the process. Our research question is formulated as follows: how do the actors make sense of the downsizing process? We will start with this rather open research question and sharpen it as the analysis proceeds.

The empirical data has been gathered by 24 interviews in one big company (The Company, as a pseudonym in the paper) which had a downsizing process in the spring 2014. The Company made a decision to start the downsizing process in the previous autumn when the business prospects were bad. The market situation changed towards more positive during the downsizing process but the Company

nevertheless continued with the downsizing. It was one of the very first downsizings in the company history. Altogether 142 people were laid off including 100 people with fixed-term contracts.

The interviews took place in the summer and autumn of 2014. The interviewed group consisted of survivors, downsizing agents and representatives of the top management team. The CEO of the company gave us permission to collect data. The HRM manager provided us with a list of people we could interview. The interviews lasted for one hour on the average and were transcribed verbatim resulting in approximately x pages of textual material. We told the participants that the purpose of this study is to understand their perspectives of the recent downsizing process before, during, and after it was carried out.

14.10

Gendered recruitment practices in Finland and Estonia

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Web publication not permitted

14.11

Transformation of work and new meanings in surgery by robots

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Introduction

More complex work systems evolve through the incorporation of new mediations such as new technologies, deepening the division of labour, and development of sciences. Local labor processes increasingly embody capabilities and knowledge that are developed in the broader society instead of those based on experience in the local context (Marx, 1976). New technologies affect work and organizing in many ways. According to Pérez (2002), technological breakthroughs provide, not only a set of generic technologies but organizational principles as well, finally leading to the modernization and regeneration of the whole productive system, a new 'techno-economic paradigm'. Organizational and institutional transformations – and perhaps also the consequent new meanings of work - occur only with delay after technological changes.

Theory

In empirical sociological research, 'meaning' often refers to symbolism that people attach to certain objects or functions (Alasuutari, 1999). Our approach to meaning is informed by the notion of the object of work, which comes from the cultural-historical activity theory. The object is something both given, as part of independent reality, and projected by human interpretations. In this interpreted, need-related capacity, the object gains a motivating force that gives shape and directs activities (Y. Engeström, Puonti & Seppänen, 2003). The collective, or societal, object and motive of a work activity is embedded in the way in which people construct the meaning of their work in everyday situations. However, individuals' meaning construction is not limited to the collective or societal objects and meanings (Bratus, 2005; R. Engeström, 2014; Stetsenko, 2005). New mediations such as technological devices affect not only the interpreted side of the work object, but also the whole work system with its rules and division of labour.

Our approach to meaning is also informed by the notion of interpretative practice. It refers to an active process of engaging in work such as dealing constantly with uncertainty, appropriating relevant scientific knowledge in embodied work, and generalizing deeper understanding of the development and systemic interdependencies of the object. The assumption is that the increasing complexity of work requires interpretative mode of working, and that it simultaneously promotes learning and meaningfulness for work practitioners. (Wahlström, Norros, Seppänen, Schaupp & Toiviainen, 2014).

Robot-assisted surgery

Technology has revolutionized surgery in reducing anatomical invasiveness and increasing the range of available surgical measures. Empirically, we investigate the surgery in urology that is assisted with computerized surgical device using mechanical robotic arms. Work with it is more teleoperation with limited automation rather than an autonomous robot. By incorporating sophisticated wristed technology at the terminal ends of the robotic instruments, a surgeon can operate, dissect, and suture with the facility of a human wrist (Su & Smith, 2012). The surgeon, operating distanced from the patient, needs to trust that the robot functions exactly as promised. It provokes many changes and new constraints in the way to operate and in the role of involved actors (Blavier & Nyssen, 2010). Robot-assisted surgery transforms in-depth the human-machine system. Surgical action becomes increasingly remote, and technology has drawn the operating room team more closely into its control (Healey & Benn, 2009).

Data, method and findings

Our first aim is to examine how this new technology transforms the surgeons' work and its terms of reference. We do this by investigating how surgeons, in interviews, depict the changes when moving from open to robotic surgery. Changes occur on many levels, ranging from global (such as the international maintenance of the device) to organizational, team, and to individual practitioners' work. The second

aim of our presentation is to analyse, what kinds of new meaning this technological transformation has brought. The analysis is guided by the notions of object construction and interpretative mode of work. This exploratory study about the new meanings in surgeons' work will help us better understand the learning challenges and the role of interpretativeness in the development of this complex, robotic-assisted, science-related and bodily work.

14.12

The Revolutionary Power of Compassion – The Search for Meaning in Work

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Finding meaning and value has become more and more significant in work. Businesses worldwide have started to pursue thick value, to practice sustainable human resources management – and the current and potential employees to pursue significance and their personal values within the context of work.

Compassion gives a person **the deepest possible sense of significance**. Being compassionate means **living with** another person through their passion and joy, as well as their sorrow and distress. Compassion incorporates **emotion, knowledge, and an ability to act**. It is the biological foundation of human interactions and trust (e.g. de Waal 2010; Keltner 2009; Flescher & Worthen 2007; Vaillaint 2008; Flescher & Worthen 2007; Mikulincer & Shaver eds. 2010) and made up of three basic factors (Kanov et al. 2004; Lilius et al. 2011): 1) a person's ability to perceive another's emotional states, 2) a person's desire to help and support this other person, and 3) doing good deeds, that is things that help others.

This paper presents a research project* examining compassion in the everyday life of the workplace. Our key questions are:

1. **What compassion is** in an organisation's everyday activities and workplace communities, management, ways of working and in interactions with customers and colleagues?
2. **How compassion is born, sustained and strengthened** in an organisation's everyday activities and workplace communities, in their ways of working and management, and in their interactions with customers and colleagues?
3. How compassion **affects productivity** in an organisation's every day activities and workplace communities, in their ways of working and management, and in their interactions with customer and colleagues?

The paper will discuss operationalization of and methods to investigate compassion, along with the expected results of the project: **concrete tools and indicators** which can be used to harness the power of compassion in order for businesses to strengthen their **productivity**.

*research project "The revolutionary power of compassion" ("*Myötätunnon mullistava voima*") set in the University of Helsinki, faculty of Theology, led by prof. Anne Birgitta Pessi, funded by Tekes and Finnish business life

14.13**Recognition and Meaning at Work**

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In this paper we draw on the recognition theory of Axel Honneth in order to articulate a normatively grounded, but critical approach, to understanding the opportunities for subjective meaning in contemporary employment.

Honneth's work represents a development of that Hegelian tradition - exemplified most notably in the contemporary critical theory of the Frankfurt school – that concerns itself with the normative foundations of social identity and solidarity, and those socio-economic and political pathologies that might serve to undermine it. Unlike Jurgen Habermas, his immediate intellectual predecessor, Honneth views the normative basis for such solidarity as being the mutual recognition of the rights and status between subjects, as enacted in concrete social settings and interactions (as well as through formal legislative structures). At the same time, however, his remains a critical theory of society in that it aims to expose 'socio-structural causes responsible for a distortion of the social framework of recognition' (Honneth, 2007: 74), such as unequal gender relations, at both the macro and interactional levels of social action.

Recognition, for Honneth, comprises of three intersubjective modalities, or patterns; namely love, rights, and social esteem. The first refers to 'strong emotional attachments among a small number of people' (Honneth, 1996: 95), especially during, but not restricted to, childhood. This provides the basis for self-confidence in later life. The second provides a source of self-respect based on the expectation that one will be respected by others (as one will respect them) on the basis of shared rights and the capacity to partake fully in the lifeworld of society. The final of these can be characterized by the positive valuation by society of an individual's 'concrete traits and abilities' (Honneth, 1996: 121) as leading to a sense of self or personal esteem and value.

Now while Honneth's work has come under significant critical scrutiny, most notably and often quite rightly in relation to his apparent reduction of economic inequality to an epiphenomenon of misrecognition (cf. Fraser 1995, Fraser and Honneth, 2003; Borman, 2009), it remains interesting that his work has received relatively little attention in the field of work and organisation studies. Not that Honneth himself has particularly endeavoured to apply his ideas to the questions surrounding how work is organised in any extensive, or systematic, manner. Yet there is much that should commend such an approach.

The pursuit of recognition is a dynamic process and one that is not only characteristic of the growth of the individual, but one that also necessitates the emergence of, and in turn the reproduction of, certain socio-cultural and political institutions. It requires, therefore, a form of struggle both at the individual level - in terms of intersubjective relations - and at the institutional in terms of the establishment of both political structures and social practices that support the mutual valuation and recognition of subjects (Marcelo, 2013). In no sphere is this perhaps more true, especially in relation to the acquisition of social-esteem, than the sphere of formally organised labour whereby, to cite Honneth (2007), esteem is 'bound up with the opportunity to pursue an economically rewarding and thus socially regulated occupation'. It is also, therefore, a process highly vulnerable to social, political and cultural misrecognition whereby one's status and the meaning one might derive from work can be radically denied by virtue of one's position within a host of discursively and economically constructed occupational hierarchies.

As stated above, the objective of this paper is to develop and articulate a framework within which Honneth's theory of recognition might be put to use in order to understand ways in which subjective meaning, as an outcome of occupational recognition based on a realisation of self-respect and esteem, is both denied and rendered possible on the basis of how 'societal labour is distributed, organized and evaluated' (Honneth, 2007: 76). Methodologically, the argument presented is predominantly theoretical in nature. It will, however, draw upon various illustrative examples from previous empirical research undertaken by the authors - especially in relation to employees based within the burgeoning service sector of western economies – in order to illustrate the ways in which both a surfeit of opportunities for recognition, alongside its immanent potential within the act of their labour, provides a source of meaning

that is both positive and negatively experienced. As such, it argues that despite the documented shortcomings of Honneth's ideas, they provide a conceptual and theoretical vocabulary that can be mobilised in order to study and articulate certain lived experiences of employees, and the meanings they give to their work, while remaining sensitive to, and critically engaged with, those structural relations that curtail or minimise the quality of recognition available.

14.14

Teachers as societal change agents – Identifying a new meaning of work

Kati Peltonen

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Teachers work in basic and vocational education Finland has undergone substantial changes during the past ten years and at the same time the demands concerning the quality of the formal education and the ways of teaching and learning have increased. Educational issues have become more relevant in the political discourses and as a result public interest towards and engagement with education have strengthened.

Education and teaching are always tied to historical and cultural context. Prior research (eg. Luukkainen 2004; Vuorikoski & Räsänen, 2010) has described transitions in teacher identities from vocation-based folk educators to 1980's didactic experts and further to 1990's reflective practitioners. As a result the image of "good" teaching has become more fragmented and traditional" structures, positions and roles are changing giving a way to the development of expanding open and varied learning environments and entrepreneurial culture within the educational institutions.

Along with these debates also teachers' orientation towards teaching and their perceptions of their role as teachers are changing. As teachers are in a "crossfire" of various demands and expectations it is important also to consider what kind of meanings they construct about their role in classrooms and society and how peer collaboration may help them to identify new meanings of work.

This paper explores how teachers reflect their work roles and identify the meaning of being a teacher through collaborative learning. The paper arises from a larger research project on the development of teachers' entrepreneurial readiness. The data consists of teachers reflective writings gathered during a teacher further education programme during 2010 - 2011. Interpretative Phenomenological Analysis (IPA) was applied to analyze the data.

The findings show that the traditional view on the role of a teacher, which is related to and affected by the learned norms of a working culture. may inhibit the enactment of new ideas. The results also show that acting as a societal change agent enhances teachers occupational motivation. The findings indicate that social interaction and collegial support are important "driver" for an in-depth understanding of the work role and its meaning in society.

14.15**Sense and No-Sense of Virtual Work**Ute Klotz*Lucerne University of Applied Sciences and Arts, Lucerne, Switzerland*

When we talk about virtual work, and especially about “paid crowdsourcing”, we know that often creative work is initiated as competition and only the winner will be paid for. One has become used to these forms of injustice and no longer even question them. We know that a virtualisation of work does not necessarily go hand-in-hand with the humanisation of work. Yet despite the societal, financial and personal conditions and pressures facing individuals, the question concerning the sense or no-sense of paid crowdsourcing still needs to be asked. That said, it is not always easy to reconcile the need for meaningful work with the other prevailing conditions – or possibly even pressures.

The central question is: does virtual work make less sense – or more no-sense – than traditional forms of labour, especially in view of the abovementioned change in perception?

The simplest option would, of course, be to produce a model, possibly even a check list, with which the sense and no-sense of paid crowdsourcing – and its difference from work in the traditional sense – could be demonstrated. But it is not that easy. For this purpose, a systematic literature search in three steps was conducted: (1) Selecting the literature sources, (2) Defining the publication timeframe, and (3) Specifying the choice of publications to examine. A variety of models exist dealing with meaningful work in the broadest sense. In the “broadest sense”, because in this context, meaningful or non-meaningful work is perceived in the sense of a good job or a better job, or even in connection with a “better life”. On the basis of N. E. Bowie who is guided by Kant, he explains that the following six criteria could define meaningful work: “(1) Meaningful work is work that is freely entered into. (2) Meaningful work allows the worker to exercise her autonomy and independence. (3) Meaningful work enables the worker to develop her rational capacities. (4) Meaningful work provides a wage sufficient for physical welfare. (5) Meaningful work supports the moral development of employees. (6) Meaningful work is not paternalistic in the sense of interfering with the worker’s conception of how she wishes to obtain happiness.”

In sum, it can be argued that paid crowdsourcing only partly fulfils the requirements for meaningful work as defined by Kant.

OPEN STREAM**15.01****Comprehensive employment outlooks and surveys: useful instruments or simple polls? To what purpose?**Arlid Steen, Ingar Brattbakk*Oslo and Akershus University College, Work Research Institute, Oslo, Norway*

The paper discusses the content and benefits of comprehensive barometers who monitors changes in the world of work looking at working life and employment relations. The backdrop is that the Work Research Institute (WRI) for the last six years has developed and operated an *Employment outlook survey (Working Life Barometer)* for a Norwegian confederation of trade unions called “The confederation of Vocational Unions (YS)”. The Employment outlook survey (barometer) committed itself to monitor the large and long-term changes and trends that occur in the Norwegian world of work by response from around 5 000 employees annually. The barometer has focused on five main aspects; (1) the legitimacy

of trade unions, (2) support for collective wage formation, (3) working conditions, coping and stress, (4) gender equality, and (5) work security and affiliation. To overcome fragmented postulates about the development in the world of work, we wanted to provide a unifying analysis of the developments in these important areas of the work life. The ambitions have thus been high, and it is useful to take a step aside to consider the extent to which the barometer have succeeded in doing so. We will critically address questions like; has it contributed to the development of an overall base of knowledge? Is this an unrealistic ambition? Is the internal range in the Norwegian working life too large to make it possible to draw any general conclusions about the overall situation and main trends? Is the number of thematic areas too many to say anything meaningful about the overall employment development? In general, what are the weaknesses of these studies? Lastly, is it possible or appropriate to develop comparative barometers initially in the Nordic countries?

The paper contributes to a critical methodological and theoretical discussion focusing on the tendency for broad monitoring surveys to generalize their findings to the whole population or large sectors of society.

15.02

A Preview of the 2015 ISSP Survey Work Orientation Module

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The purpose of this paper and presentation is to provide a preview of the work orientation survey module to be administered in most of the 49 member nations of the International Social Survey Programme (ISSP) during 2015. It also presents web links where researchers may obtain the documents used in this summary analysis. The goal is to help scholars plan upcoming research projects when the data become available.

Inclusion in this year's survey represents the fourth wave of questions regarding work to be included on the ISSP's questionnaire. Previous waves were administered in 1989, 1997 and 2005.

As with the previous waves, the module is not a complete replication. Many theoretically important questions are being reused, however, and some new questions on work-related topics have been added.

Perhaps, the most substantial change is the elimination of questions regarding employment arrangements and in their place are new questions aimed at measuring the experiences and attitudes of the unemployed. Questions have also been added to measure perceptions of discrimination and harassment in the workplace.

The following is a brief summary of changes by subtopic compared to the 2005 survey:

Work Centrality

All 10 questions on the meaning of work and its intrinsic and extrinsic rewards have been retained from the prior wave and a new question measuring the importance of personal contact with others has been added.

Work-life Balance

The last wave stimulated considerable research on work-life balance. Questions on conflicts between work and family are in the 2015 module as well as a measure on the difficulty of taking time off during working hours. But questions from 2005 on time allocation preferences were not.

Also gone from the previous questionnaire are questions regarding preferred working environment. New

questions in this area cover whether they have, or would, give up a job to benefit their family life, and whether they would remain in a job that was not satisfying to benefit their family life.

Solidarity and Conflict

Two questions on solidarity and conflict between management and workers and between workers have been retained and questions regarding evaluations of unions have been rewritten.

Job Characteristics and Subjective Job Experience

All eight job characteristic questions were retained as were questions about the physicality of work and stress related to employment. Questions regarding exhaustion and danger have been dropped.

Worker Flexibility and Human Capital

Four questions about changes survey respondents would accept to avoid unemployment are retained as are two previous questions about the utilization of current skills and participation in training to obtain new skills. Dropped is a question about the subjective evaluation of the joint value of skill and experience in obtaining a new job.

Outcome of work

Job satisfaction is a question of substantial interest among researchers and it is retained in the past form to permit the analysis of change over time. Also retained from earlier waves are questions about identification with the firm, a willingness to work harder, pride in the firm and loyalty to the firm.

New Job

Three questions evaluating the difficulty of obtaining a new job for those currently employed are retained, as are 13 other questions for the unemployed. They cover demographic questions such as length of unemployment and reason the job ended, as well as whether they are looking for work and subjective evaluations of the likelihood of finding a job. A series of questions on strategies used to find employment is retained and one question on whether they advertised themselves as a means of seeking employment has been rewritten to include use of the internet.

Discrimination

A new screening question has been developed to detect whether the respondent has suffered discrimination on the job or during the application process, for pay increases or promotion. A follow-up asks about the reason for the discrimination, such as physical characteristics, age, race/ethnicity, political beliefs, religion, gender, or disability.

Document Availability

A roadmap that links the 2015 survey variables to variables in the past module datasets has not yet been released at the time of this writing. A map that links the three previous waves is available at:

<http://www.gesis.org/en/issp/issp-modules-profiles/work-orientations/2005/>

The new work module questionnaire (US version) is available at:

<http://webpages.csus.edu/~rmac/2015q.pdf>

Links to national representatives who may provide translations into other languages is available at: <http://www.issp.org/page.php?pageId=2>

This author is not associated with the ISSP in any capacity, so this analysis should not be considered an official statement of the ISSP and is solely based on the author's independent analysis of documents that are currently available publicly. Any errors or misstatement are the responsibility of the author and not the ISSP or its representatives.

15.03**Leaders' Resources and Newcomer Socialization: The Importance of Delegation**

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Web publication not permitted

15.04**“Rethinking the Meaning of the Employee – Organization Relationship (EOR): The Curious Case of Independent Contractors”**

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Introduction:

As well recognized in the underlying theme of the WORK2015 Conference, there has been a clear trend in Europe, North America, and other post-industrialized economies toward an increased marginalization of the employment relationship. As noted by researchers, from multiple disciplinary perspectives, the “traditional” or “on-going” Employer – Employee relationship has been gradually giving way to more “contingent” or “fixed-term” employment contracts (Cappelli & Keller, 2013; Kalleberg, 2009; Kompier, 2006; Tregaskis et. al, 1998). Notable examples include “zero-hour” employment contracts in which the duration of work is a very immediate function of employer staffing needs, as well as, the very visible availability and use of workers who are dispatched through the services of temporary employment agencies (e.g. Adecco, Randstad, etc.). Even more recently, as evidenced in the writings of Conference Keynote Speaker - Professor Stephen Barley and others, research attention has also been directed to the study of the use of “independent contractors” as a means for organizations to meet staffing needs on “project” or “fixed-term” contract basis (Barley & Kunda, 2006; Connelly & Gallagher, 2006; Evans et. al, 2004).

Research and Theory:

In the last two decades there has been a considerable growth in the number of research studies which have sought to understand the impact of “alternative” or “contingent” employment contracts on workers' experiences. Most often, the research has sought to address very visible questions such as what impact such work arrangements have upon worker “commitment” and “satisfaction” (e.g., Van Beugel et. al, 2005; Wagenaar et. al 2012, Wilkin, 2013). In addition, many European-based research projects have delved into the examination of even more pressing issues such as the impact which “contingent” or “temporary” work has upon individual “well-being” (e.g., De Cuyper & De Witte, 2006; Guest, Isaksson, De Witte,

2010; Mauno et. al 2005; Virtanen et. al 2005). However, as noted by Gallagher and Sverke (2005) and others (e.g. Beard & Edwards, 1995; Pfeffer & Baron, 1988), the growth of “contingent” employment also draws into question whether existing theories of the Employee - Organization Relationship (EOR) are still fully relevant.

Modelling Work Experiences of Independent Contractors:

The objective of our proposed presentation for the WORK2015 Conference on the “New Meanings of Work” will be to examine the applicability of behavioural theories of employment to the specific case of independent contractors. The choice to focus on independent contractors is based on a number of factors. First and foremost, unlike many other work arrangements, independent contractors are often frequently faced with the task of reaching agreements pertaining to the terms of their services as they move from one project or client to another. As such, practical research questions arise concerning the extent to which familiarity and past experiences with a client organization have a “spillover effect” on the nature of “the deals” which independent contractors have with client organizations. Secondly, there has been limited discussion and research focusing on the extent to which existing theoretical models of worker behaviour effectively fit in the study of the increasing number of self-employed workers such as independent contractors.

In order to more fully explore the particular characteristics of independent contracting as a form of work, which lie outside the traditional EOR relationship, this proposed presentation will examine independent contracting from the theoretical perspective of “psychological contracts” (Guest, 2004; Rousseau, 1995; Rousseau & Schalk, 2000). Although there has been considerable research published on the topic of psychological contracts, little if any of this research has been applied to efforts to understand the work-related experiences and attitudes of independent contractors. The issue of particular focus in our presentation will be the discussion of individual and contextual factors which may influence the degree to which contractor – client relationships tend to be purely “transactional” or conversely similar to more “relational” contracts observed in more traditional on-going employer – employee relationships.

We anticipate that the nature of psychological contracts developed between independent contractors and their clients may be influenced by the fact that independent contractors tend to often go through a series of projects with different clients thus creating a potential for psychological contracts which are likely to differ in composition between clients. Further independent contractors may be in a unique position to actually hold “multiple-simultaneous” client contracts, which may differ and change given current demands and the past experience with each of the relationships.

By using the social exchange based framework offered in psychological contract research, the purpose of our multi-author, multi-national presentation will be to offer a preliminary model for understanding the process and content of psychological contract building among self-employed contractors. The presentation will be designed to encourage the comments and suggestions of all session attendees pertaining to issues which need to be addressed to better adapt existing behavioural theories to the study of the world of independent contracting.

15.05

Meaningful collaboration between researchers and practitioners – reflections on practicing practice-based research

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Eikeland and Nicolini (2011) propose that a true turn to research practice in organisations questions the researcher’s own practice; they ask what it would mean for researchers to ‘turn practically’. This question has inspired me to study how I have been practicing practice-based work research. I am working on my thesis that is based on a collaborative research project. The research collaboration lasted

for some 18 months, only after which my thesis project really started. During the years of thesis work, my work has shifted from a collaborative mode to a solitary mode. In the paper, I discuss how this shift is reflected in my research practice and ponder how practice-based work research can be meaningful for both researchers and practitioners.

A practice can be defined generally as a socially recognised form of activity, which is done on the basis of what participants learn from others, and capable of being done well or badly (Barnes 2001). Practices shape the participants' actions by offering certain meanings and ways of acting, while the participants perform practices based on their unique experience (Kemmis 2011). Practice-based research is understood as a theoretical and empirical interest in practice; taking practice as a unit of analysis offers a solution to overcome fundamental social science dichotomies such as between a subject and an object (Miettinen et al. 2009). Practice theories, however, do not form a coherent paradigm but share a set of family resemblances (Nicolini 2013).

Eikeland and Nicolini (2011) distinguish between four kinds of research orientations to conducting practice research in the social sciences. The orientations differ in terms of the researcher's theoretical or practical interest and of her/his relationship with the practitioners and their practice. (1) "Normal science" follows a detached orientation, focusing on gathering data to produce theoretical contributions without intervening in the practitioners' activity. (2) Applied research is conducted from a spectator position, focusing on producing organizational changes; researchers operate with the given premises without high theoretical ambitions. (3) Collaborative development work, focused on improving the workplace practices, takes as its starting point the interests of the practitioners; researchers focus on deliberate interventions and possibly ignore theoretical goals. (4) Researchers aiming to trigger "critical dialogue" develop theory based on practically acquired experience of the practice of practitioners. Such practice-based theory may become a resource for the practitioners' practice by providing them opportunities to pursue new possibilities of action (Engeström 2001).

My dissertation is based on a collaborative research project with practitioners working in a recently founded business unit of a multinational paper company. Our collaboration with the practitioners focused on creating a comprehensive understanding of the relationship between the product they were developing and the production model. The research approach followed the premises of applied ethnography and action research: we first studied practices in the unit's product development projects for customers. Then we used the produced data in developmental workshops to identify the orientations guiding the practices and to develop tools that would support the practitioners' mastering of difficult situations occurring in product development projects.

In the developmental phase of the research project, the practitioners engaged quite enthusiastically in the collaboration. They studied their own work practice to produce additional data and participated in analysing it in the workshops for the development of practical tools that would support the coordination of product development projects. The role of our research group was to provide the practitioners with concepts with which they could analyse the data that both they and the researchers had produced. We felt that the research collaboration was meaningful for both the practitioners and us.

After the research collaboration, I started to figure out the analytical approach of my thesis. Due to my interest in science and technology studies and the sociomaterial approach, I focused my analysis on the material aspects of the unit's product development process. Now that I am working in quite a solitary mode, without contact with the practitioners whose practice I am investigating, I feel that my analysis would not be of great interest to them. This situation reflects the difficulty - present in many collaborative work research projects - of combining theoretical and practice-serving goals given the time limits set by research funding and researchers' other academic obligations, as well as practitioners' tendency to expect short-term results. In the paper I analyse my research practice according to the orientations by Eikeland and Nicolini (2011) and discuss the moments when the collaboration seemed to be meaningful for both the practitioners and us researchers. I suggest that generative research collaboration requires the construction of a mediating practice (cf. Gustavsen 2001: mediating discourse) to produce resources for both theory and practice.

ORGANISING WORK

16.01

Organizing networked expert work in a safety-critical domain: Balancing between agility and stability

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Due to the globalization and increasing interconnectedness, today's companies are acting in a business environment that is more complex than ever before. A paradigm shift in the principles of managing and organizing is needed in order to survive and prosper. Besides the obvious necessity to improve efficiency in the global competition, there are demands for sustainability and resilience, and for maintaining functionality in case of disturbances. One central vehicle for meeting these demands is to keep the organization lean and to acquire complementary and redundant resources through networking. Inherently, this brings along new challenges as companies have limited control over their central resources and need to find other ways of ensuring their availability in critical situations.

This study explores how organizations in high-hazard domains could improve their resilience by networking. The focus is on the Finnish nuclear energy production, where the safety criticality brings high requirements for reliability. More specifically, we are looking at the R&D actions of a company, which is running two power plant units with a very high operational factor for more than 30 years. A third unit is under construction and a survey on new plant alternatives for a fourth unit has been completed. While the R&D activities were initially carried out individually by experts working in various departments, the expanding activities and the increasing demands for deployment of the R&D results required integration of the R&D work within the company evident. For this purpose internal networks have been created for the thematic areas of safety, nuclear engineering as well as environmental and waste management issues. Part of the safety related activities are focused on guiding the National Nuclear Safety Research Programme (SAFIR). External networks are utilized actively to reach complementary skills and knowledge and to build new ones, as well as to access external experimental facilities and modelling tools.

Traditional hierarchical organization models do not always support successful functioning in this kind of setting. We adopt the view of organizations as complex adaptive systems (CAS), which are characterized by diverse agents that learn and interact with each other in nonlinear ways and self-organize, have emergent properties and co-evolve with the environment (e.g. Stacey 2010). Further, we utilize the principles of adaptive management in complex safety-critical organizations (Reiman et al. 2014), which emphasize four central axes of tensions, which require continuous balancing: 1) creating standard operating procedures and define system boundaries vs. creating capability for situational self-organizing; 2) monitoring system activities and boundaries vs. facilitating novelty and diversity; 3) setting objectives and prioritizing vs. facilitating interaction; and 4) building connections and optimizing local efficiency vs. promoting safety as a shared guiding principle.

The empirical results concern the internal network of experts taking part in guiding the SAFIR programme. In order to create understanding on the current functioning and development needs of the network, we have carried out interviews with experts and created a visual map on the network using the Spindel tool developed at the University of Turku. Currently we are elaborating the theoretical and practical implications from our data and at this point a few initial findings can be presented related to central experienced tensions between which the experts are balancing.

One important challenge – but also an enriching feature – in the experts' work arises from the need to operate in a "dual mode": The tasks related to normal functioning of the plants are predictable and follow pre-planned and formalized procedures with clear individual responsibilities and work roles. By contrast,

in abnormal operating situations and the changing situations in new build projects the hierarchical mode of action gives way to agile utilization of personal networks for cross-disciplinary problem solving, and best competences are involved regardless of its location inside or outside the company. This reflects the fact that the most relevant networks are rather person-specific. The Spindel analysis also shows that the network is also quite person-centric as well and thus dependent on a few key experts.

In guiding the national research programmes it seems at times to be challenging to distinguish between the expert's own short term needs related to the questions arising in the mundane work and the company's long term interest in accumulation of new competences. This may yield to frustration concerning the personal possibility to influence the research contents. On the one hand participation in external networking activities is seen as rather time consuming but on the other hand by deepening the personal contacts and creating trust among peers, it becomes an important asset supporting agility in unpredictable situations where fast and prudent actions are needed.

16.02

Alternative organizations and the new ways of working

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This study explores the improvement of quality and productivity in work life. It was carried out in Finland. The purpose of the study is to identify organizations that have been able to simultaneously combine better quality work life conditions and improved productivity and profitability. In this study, alternative organizations are companies that consciously seem to reject many traditional organizational practices and are able to operate profitably while being recognized as best work places in Finland. This study aims at describing what are like the ways of working in alternative organizations. The study is realized as a multiple case study involving six companies which all are in the information technology business. The data is collected using theme interviews and there are eleven interviews altogether. The data is analyzed by classifying it according to the themes. The purpose of the analysis is to produce a description of new ways of working in alternative organizations and how they handle organizational paradoxes in every-day life. The study also describes the role of sensemaking in alternative organizations. The most important theoretical concepts to describe paradoxes connected with work are the paradox of self-guidance, the paradox of learning, the paradox of innovation and effectiveness, and the paradox of organizing and belonging. This study examines these paradoxes in alternative organizations and offers a new paradox typical for alternative organizations. In the present study, alternative organizations are characterized by a systemic organization and free organizational culture, which serve as a basis for ways of working that lean on learning and continuous improvement, and customer insight and co-operation with competitors. Alternative organizations have consciously given up pursuing order and control and this is reflected in the ways of working both externally and internally. In alternative organizations a strong sensemaking is a distinct feature; sensemaking requires interaction and the social interaction is in a remarkable role in the alternative organizations. The importance of productivity and profitability was highlighted in the data, but they did not represent the aim of the organizations as such. They seem to emerge as a by-product when the other, more important conditions prevail.

16.03

Supporting identity building and self-organizing in networked expert work by relational leadership

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In today's complex and increasingly interrelated world performing knowledge work is not just something one does, but more crucially who one is and how we relate to each other. Conversations shape identity in everyday actions. People make their world at the same time as their worlds are making them. This is based broadly on social constructionist ideas that our realities, identities and even knowledge itself are culturally situated and shaped in the interactions between people. The social constructionist ontology posits that we exist in a mutual relationship with others and our surroundings. We both shape, and are shaped by, our social experience in everyday interactions and conversations (Berger and Luckmann, 1966; Gergen, 1999). How could we then transform the language by which we live; how can we recognize the primacy of relationship in all that we do? (Gergen, 2009).

Correspondingly, in contrast to the traditional hierarchical organizational model or Minzberg's professional bureaucracy where individual experts work totally autonomously and independently of each other we see the view of organizations as complex adaptive systems (CAS) as the most relevant one. Complex adaptive systems are characterized by diverse agents that learn and interact with each other in nonlinear ways and self-organize, have emergent properties and co-evolve with the environment (e.g. Stacey 2010).

In a CAS leadership becomes – instead of a discrete individuality – a relational and reflexive activity occurring in *embedded experience and relationships*. The focus moves from what people do or should do to identity work on how people create sense of who they are. The core question is how to relate to people and world around. Relational leadership requires a way of engaging with the world in which the leader holds herself/himself as always in relation with, and therefore morally accountable to others; recognizes the inherently polyphonic and heteroglossic nature of life; and engages in relational dialogue. how leaders construct organizational 'realities' and identities in social-psychological processes occurring *in relation to* other people

In complex systems more complex coherence cannot be emerged without first increased differentiation amongst parts. This refers to need to emphasize the difference among participants before attempting to forge a new coherence (Holman 2010). We also apply ideas of "complex responsive processes of relating" (Stacey, 2011) as a way to understand how identity work, knowledge creation and change take place in networked expert work. From this perspective the future is under perpetual construction through continuous process of relating, displaying both continuity and potential transformation at the same time.

We study how a dialogue process supported by a web-based tool Real coordinates action and socially constructs identities, culture, strategy, etc., through language. In a team dialogue process we practiced ways to increase the diversity amongst participants invited to join in dialogue. We also apply ideas of "complex responsive processes of relating" (Stacey, 2011) as a way to understand how identity work, knowledge creation and change take place in networked expert work. From this perspective the future is under perpetual construction through continuous process of relating, displaying both continuity and potential transformation at the same time.

We studied self-organizing in a new research team formed as a part of a large organizational change on a top-down basis. The team consists of 25 researchers on related areas, coming mostly from four former teams and working in three different Finnish cities. About half of them did not know each other beforehand. As very few economical resources were available for face-to-face meetings, a network based tool was a very feasible for facilitating the internal discussions to build team identity.

The process was conducted in three successive rounds, each starting by a video discussion and followed by commenting in groups or pairs defined by the team leader. We, the consultant and the leader of the team, drafted the process in a quite open manner so that the topics of the second and third rounds were

defined according to what emerged as meaningful during the process. Interestingly, the process evolved in a rather “linear-appearing” manner, starting from general pondering about identity and continuing with identification of broad common research interest areas and finally focusing on practical working ways in customer projects. Instead of the produced useful descriptions related to the team strategy, probably the most important outcomes of the process were the new rich connections between team members as well as the acquired common understanding on team strategy as a constantly evolving process. Further, a common conception of the team was created as a loose yet important functional context and the team leader as an initiator and a catalyst of dialogue instead as definer of common strategy.

Currently we are applying the methods in a development process of an applied university, involving the areal ecosystem with seven municipalities and local business companies.

16.04

Purposeful remembering and organizational space. A longitudinal study of a service organization

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Materiality, such as objects, spatial arrangements, artifacts and symbols are significant for our understanding of organizational processes of work, identities and power. Previous studies of objects and materiality (Carlile, Nicolini, Langley & Tsoukas 2013), organizational aesthetics (Gagliardi, Strati) and organizational space (Taylor & Spicer 2007) have demonstrated that materiality and social relations are interwoven, and constructed and reconstructed in the everyday life. As Dale (2005) has noted, materiality is not simply “things”, but also a process embedded in culture, language, imagination and memory. Indeed, organizational spaces and places are not only spatial but also inherently temporal; they are sites in which we remember the past and anticipate future. Organizational space carries the history and past narratives, and subtly integrates them into the living present. Remembering, and forgetting, in turn are crucial to maintaining a sense of continuity and shared identity in organizations (e.g. Anteby & Molnár 2012). The grounding argument in this paper is, that studies of how recollection and remembrance take place can contribute to our understanding of how organizational spaces are embodied, embedded and ultimately organized. However, we still lack studies addressing these issues locally in the empirical context of work organizations.

This paper builds on the conceptualization of organizational remembering as a collective, culture and time specific process (see e.g. Feldman & Feldman 2006). This stream of research attempts to shift attention from memory as cognitive towards a more practice-based view of remembering and organizing. Conceptualizing memories as social further reminds us that acts of remembrance are not neutral but intertwined in organizational politics, power and control. Some persons and events of the past tend to be collectively recognized and remembered whereas some others become neglected. The purposeful memories unfold as particular type of memories are produced, promoted, consumed and performed by discursive and aesthetic means. Although the studies on organizational space acknowledge the connections between space, objects and memory (e.g. Stigliani & Ravasi 2007), these relations are understudied in regard how they emerge and develop over time.

This study aims at studying organizational space and evolvment of purposeful remembering. In particular, the following topics are addressed: 1) How organizational space and objects come about as materializations of the past, 2) how certain organizational memories are legitimized and contextualized over time and 3) how purposeful remembering contributes to individual and organizational identities?

This qualitative study draws on an extensive longitudinal study of Finnish company operating in service industry. The empirical material covers years between 1991 and 2013 with altogether 67 interviews and 338 pages of internal document data as well 539 pages of printed media coverage of the company.

The analysis uses means of discursive and aesthetic approaches to study how purposeful remembering takes place. The analysis is focused around three distinctive phases of organization's life: 1) phase of genesis, 2) stabilization phase, and 3) diversification phase.

The results of the study show how key organizational ideas and practices are intentionally constituted in the beginning of the company by the management with discursive legitimation and aesthetic cultivation of certain visual and auditive forms and practices. Later in the organization's life the commemorative space and objects are performed with repetitive acts and "citational" practices where certain selective memories are referred to, strengthened, routinized and passed further on while some others are faded. Moreover, processes of purposeful remembrance and forgetting are further legitimized by references to anticipated future, and by comparisons to external constituents and institutions.

16.05

Strategic Human Resource Management in Small and Medium-Sized Enterprises: An Evolutionary Framework

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Human Resource Management (HRM) has already for decades been understood as comprising a central area of management in modern organizations. As one specific perspective, the idea of combining the practices of HRM with the overall management of business has received growing attention among scholars under the concept of Strategic Human Resource Management (SHRM). However, most of the current theorizing regarding SHRM focuses, intentionally or not, on large enterprises, which are typically well-equipped with their resources and practices of both strategic management and HRM.

This paper delves into the phenomenon of SHRM in the context of small and medium-sized enterprises (SMEs). Its research objective is to identify a framework that demonstrates the evolution of SHRM in SMEs from an underdeveloped stage toward more advanced ones. This is made possible by, first, investigating the general evolution of SHRM theory and, second, outlining what is known about the development of strategic management as a practice in modern organizations. As a combination of these two strands of inquiry, a suggested evolutionary framework for SHRM in SMEs is formed.

The first models of SHRM in the early 1980s emphasized the logic of deriving the appropriate practices of HRM from the already-established business strategy of a firm. Following the ideas of the resource-based-view (RBV) of a firm, this straightforward logic was soon accompanied by the notions emphasizing the role and contribution of HRM, and those of the HR function in particular, in affecting the overall direction of business and the creation of endogenous competitive advantage. As the third stage of development of SHRM theory, one can identify the era of the 1990s and beyond, when the capacity of the human resource of an organization, especially its ability to learn, was emphasized as forming the most central prerequisite for competitiveness. The last stages of this evolution have been criticized, for example, for their tendency to overlook other essential parameters of business management and also more realistic models for explaining the contribution of HRM to the business have been called for instead of these idealistic ones.

In the course of decades, strategic management, for its part, has developed from a centralized planning function to a joint practice of an entire organization. As to its content, it appears that the emphasis has moved from the question of how an enterprise should adapt to changes in its environment to the question of how it could deploy its resources in order to affect the environment to its own benefit. This shift of emphasis has had its impact also on the tools and practices that organizations use to outline their future aspirations and the paths toward them. Generally, organizations commence their practice of strategic management with an ad-hoc usage of basic practices, adapt gradually to the more formal forms, and finally, start to liberally combine and experiment with the various practices.

Merging the two above-mentioned development descriptions sets forth a tentative framework for SHRM that is especially suitable for the purposes of SMEs. The framework identifies different stages of development of SHRM in SMEs. It starts from the fulfilment of basic requirements of employment in the context of embryonic management practices, continues through the more formal and purposeful usage of both HRM and strategic management practices, and finally reaches the agile, emergent, and dynamic applications of HRM together with experimental forms of strategic management.

The paper presents the basic dimensions and the content of different stages of the framework and discusses the nature of different development approaches that SMEs can apply when progressing to more advanced stages. The paper also presents examples of case organizations in various stages of the framework.

16.06

A good workplace. A study on conflicting interests amongst first level managers and employees

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One of the most crucial concerns in a well fare state is to provide high quality care and rehabilitation for the ageing population. Nevertheless substantive research has shown that health care organisation faces an array of problem related to different internal organisational factors, hence, difficulties recruiting competent staff and retaining them within the organisation. But the knowledge about what organisational factors that have positive impact on work environment or employee job satisfaction is limited.

Against this backdrop this article explores what characterizes a good workplace within elderly care. In order to illuminate the potential tensions between different groups of personals a qualitative study including first level managers, nurses, physiotherapists and occupational therapists at nine Swedish work places. The main research questions are; how is a good workplace constructed as meaningful amongst the interviewees? What is articulated as possible and impossible in terms of achieving a good workplace within elderly care organisations? What are the assumptions or presuppositions underlying these articulations? How do the first level managers navigate between these representations of interest? Therefore, we are also interested in who is likely to benefit from these ways of organizing elderly care and we scrutinise what interventions for achieving a good workplace are implemented or strategically considered.

In our analysis various meanings of a good work place were represented amongst the two categories of personnel. The interviewees drew upon two discourses that we named; a neo-liberal *discourse of organisational effectiveness* and a liberal *discourse of good working conditions*. The interviewees articulated in three different ways around the topic. The first, address the organisational assignment and the second employees aspiration for working and staying at the job and the third are more complex, focused good working relations and decent prerequisites in work.

16.07

A decline of a machine-like organization

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A process of organizational decline occurs when an organization moves towards death, i.e. a situation, when an organization can no longer perform its functions and, therefore, the organization no longer exists (Heine & Rindfleisch, 2013, Sheppard, 1994). Typically declining organizations face problems with increasing conflicts, secrecy, scapegoating, self-protective behaviours, rigidity, and turnover and decreases in morale, innovativeness, participation, and long-term planning (Cameron et al., 1987).

Organizational decline may occur due to a firm's failure to properly respond to changes in the environment or to the decline of an industry in general (Heine & Rindfleisch, 2013). When the underlying challenge is firm's failure to adapt successfully to the environment, it is useful to understand organizational dynamics by using metaphors. The use of metaphor implies *a way of thinking* and *a way of seeing*. A metaphor can potentially create powerful insights, but it can also result with thinking that is biased, incomplete and distorted. Hence, a metaphor can also become a way of *not* seeing (Morgan, 1997).

Even though the conditions for organizations are changing with ever increasing pace, many argue (e.g. Hamel, 2009; Palmberg 2009) that one particular metaphor still dominates management today. This metaphor, resting on the foundations of Fayol, Mooney, Urwick, and Taylor, guides us to see organizations as *machines* that are made up of interlocking parts, each playing a clearly defined role in the functioning of the whole (Morgan, 1997). Organizations that see themselves as machines coordinate their activities primarily with processes that seek efficiency when dealing with stable problems. At times, this can prove highly effective; at others, it can have many unfortunate results. Machine-like organizations have been found to have clear limitations, many of which we are already well aware. In particular, coordination with standardized procedures: a) can create organizational forms that have great difficulty in adapting to changing circumstances; b) can result in mindless and unquestioning bureaucracy; c) can have unanticipated and undesirable consequences as the interest of those working in the organization take precedence over the goals the organization was designed to achieve; and d) can have dehumanizing effects upon employees, especially those at the lower levels of the organizational hierarchy. (Morgan, 1997).

This paper explores one machine-like organization that offered call center services to its clients. The business of the case company has gradually declined and the organization has now ceased to exist. By analysing data consisting of 7 interviews and a survey with 28 respondents, the paper illustrates 1) how *organization as a machine* has been the primary metaphor guiding the management activities in the case company and 2) how the machine-like management style has eventually resulted with declining monetary and human resources.

The paper makes a contribution by 1) providing a real-life illustration of organizational decline, 2) conceptualizing the decline of the case company, and 3) making explicit false assumptions that have guided the case company towards machine-like management and eventually towards the death of the organization.

The findings of the paper are useful also in a wider context. The paper illustrates how the mechanical way of thinking is so ingrained in our everyday conceptions of organization that it is often very difficult to organize in any other way. Firms seem to be suffering from "Paradigm paralysis" (Couger, 1996), an inability or refusal to see beyond the current models of thinking. The conceptualization of the organizational decline, described in this paper, can be seen as a tool for helping firms to overcome paradigm paralysis and increase the possibility to avoid organizational decline.

16.08**Restructuring of professions in high technology metal industry - context and process**Arja Haapakorpi*University of Helsinki, Helsinki, Finland*

Technological development and globalization of markets and labour markets shape work in high technology metal industry. Emphasis on “before and after production” is a common tendency, as research and development (R & D), design, marketing and sales and services are more profitable compared to production. Professional employees in “before and after production” have high qualifications and the labour costs are higher compared to the employees in production. The professional employees in metal industry have been typically engineers, but with the restructuring of the industry, other disciplines and approaches are required. In the high technology metal industry, convergence of different branches (mechanics, electronics, ICT-based production, hydraulics) is reflected into the job descriptions of the professional employees and their qualification requirements. This convergence is reflected into work as interdisciplinary thinking and acting is necessary. Technological innovations (robotization and 3 D printing technology) related to automatization of production destroy routine manual work, but create new professional work requiring higher competence. The new technologies provide options for reorganizing the work in new ways; however, the application is always based on strategies on human resources, supply of professional labour force, value-based perspectives and other related factors. The presentation deals with the following questions.

-How professional work is organized and what kinds of qualifications are required in high technology metal industry? The aim is to study professions of “before and after production”, and particular attention is focused on R & D, projects in automatized systems and distance services.

-In what kinds of environments (companies and their environments) these professional employees work?

The data consists of the following sources:

-Data on job advertisements in the newspaper Helsingin Sanomat: 153 announcements. Extra data has been collected on the employer organizations from the web pages.

Interview data has been collected from

- trade and employer unions: experts (2)
- Metal industry companies 3 (8).

Interdisciplinary work was carried out in different ways, taking into account the position and job description of the professional employees and the organizational structure. ICT-based systems moved emphasis in distance service into problem solving in addition to interaction with the customers. Communication was the working method for mediating knowledge, cultural and value-based meanings and interaction with the customers. Convergence of branches is typical for high technology companies, which are global. The companies act in global environments, but the work is locally carried out, which raise tensions but also force to find solutions.

The data and the analysis come from the research report Arja Haapakorpi and Jussi Onnismaa: Ammattien laaja-alaistuminen ja sen työpoliittinen merkitys. TEM 41/2014.

16.09**Matters of Organizational Resistance: An ethnographic understanding of a university workplace dispute**David Knights, Darren McCabe*Lancaster University, Lancaster, UK*

Brief Abstract

The literature on resistance has largely attended to human agents whether in terms of collective action or individual subjectivity. Through focusing on the 'missing masses' or material artefacts of everyday life, actor network theory helps us to understand resistance to redundancy in a UK university. This ethnographic study explores how everyday material artefacts as well as human actors reflect heterogeneous relations that effectively mobilised opposition to restrain the more excessive designs of the 'long march' of managerialism in the UK public sector. In doing so, we encourage scholars more broadly to take another look at the taken-for-granted, seemingly ordinary everyday material artefacts that are often missing or taken for granted in accounts of resistance.

Full Abstract

The missing masses of our society are to be found among the nonhuman mechanisms, it is not clear how they get there and why they are missing from most accounts. (Latour, 1992: 248).

There is a long tradition of research into resistance (e.g. Roy, 1952; Burawoy, 1979; Mars, 1982) and a growing body of empirical work has recently emerged that focuses on everyday resistance in the contemporary workplace (e.g. Ackroyd and Thompson, 1999; Jermier et al, 1994; Knights and McCabe, 2000; Ezzamel et al, 2001). In addition to forms of resistance such as fiddling, sabotage and 'making out' scholars have explored how employees use humour to resist (Collinson, 1988) and have attended to cynicism in the workplace whereby employees distance themselves from managerial demands (e.g. Collinson, 1994; Fleming and Spicer, 2003). There has been research into wildcat strikes (Gouldner, 1954) and, of course, official disputes in a variety of sectors (e.g. Allen, 2009; Lane and Roberts, 1971; Hyman, 1972; Turnbull and Sapsford, 2001). While acknowledging the contribution of this literature, it is to actor network theory (ANT) that we turn to explore resistance. The resistance literature has generally focused on humans and their activities but this neglects or takes-for-granted the way in which resistance is constituted through hybrid networks where human and non-humans mingle in complex relations (c.f. Alcadipani and Hassard, 2010). Our contribution is therefore twofold: first, to provide an ethnographic account of an industrial dispute in a UK university and second, to scrutinize the missing objects or, as Latour (1992) expresses it, the 'missing masses' in studies of resistance. Both contributions add to our understanding of everyday life by attending to the routines, the mundane social objects, relations and practices that constitute resistance.

We are not arguing that non-humans have never been considered in relation to resistance for one has only to think of Bensman and Gerver's (1963) account of the "tap" in a case of industrial deviance to know that this is not the case. With few exceptions (see Pliskin et al, 1997; Harrison and Laberge, 2002; Vickers and Fox, 2005), however, the tendency is for a human centred focus to marginalise the complex hybrid relations between materials and humans that were critical to the resistance manifest in our ethnography. As full participants in an industrial dispute that resisted employee redundancies in a university, we could not secure access to adopt full-blown ANT methods of following each link between the diverse range of heterogeneous human and non-human actors (Latour, 2005). Nonetheless our cultural and embodied involvement facilitated insights into the importance of apparently banal objects when resisting that are perhaps less available and obvious to external researchers (Gabriel, 2012; Watson and Watson, 2012).

The paper is organized as follows; first we seek to locate the distinctiveness of our approach by contrasting it with some of the literature on resistance and the framework that we have adopted in exploring our ethnography. Second, after a brief summary of our methods we present empirical material of the dispute to illustrate how our understanding of the everyday objects and relations of resistance can be enhanced through the lens of ANT. In doing so, we provide a selective review of actor-network

theory in relation to our use of it as a lens for illuminating resistance. In the discussion and conclusion, we summarise the valuable implications of using ANT for future studies of resistance.

16.10

The adventures of diversity at two worker-owned establishments: an ethnographic analysis*

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Though “diversity management” has proliferated across workplaces in the United States (and beyond), sociological contributions to research on workplace diversity have lagged behind research developed in other disciplines. Though several macro-oriented studies have developed cogent accounts of the nature and origins of diversity as a managerial construct, little is known about how diversity rhetoric and practices actually work, and how they might either reproduce or transform long-standing inequalities within the firm. Building on and modifying Acker’s 2006 theory of inequality regimes, our paper develops an ethnographic analysis of two worker-owned and -controlled establishments in the natural food industry located in Northern California. It demonstrates the sharp variations that can arise within inequality regimes even among establishments that are otherwise quite similar. It also seeks to unpack the constitutive elements that comprise inequality regimes, the better to show how class, race and gender intersect even within alternative forms of work organization.

16.11

Tackling unintended meaning of work through constructing a reflected understanding among organizational members: A case study of a co-operative store

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Work is a central part of human life (Ardichvili & Kuchinke, 2009; Harpaz & Fu, 2002; Harpaz, Honig, & Coetsier, 2002). It not only provides individuals with economic well-being but also socio-psychological fulfillment (Harpaz, 1990). Considering the relevance of work for people especially in the current complex and dynamic business environment (Ardichvili & Kuchinke, 2009), scholars have been increasingly interested in meaning of work as a topic of research.

Meaning of work is a multidimensional term that includes a set of work related beliefs, attitudes, values, orientations, and assumptions that are constructed by individuals in interaction with their social environment (Ardichvili & Kuchinke, 2009; Sverko & Vizec-Vidovic, 1995). Meaning of work can take many forms and include a variety of human experiences, such as joy and satisfaction but also disappointment, worry, and grief (Ardichvili & Kuchinke, 2009). It not only affects individuals’ identity, well-being, job satisfaction, and motivation but also organizational performance (Ardichvili & Kuchinke, 2009; Harpaz & Fu, 2002; Harpaz et al., 2002; Michaelson, Pratt, Grant, & Dunn, 2014).

Although it has been argued that organizations need to be able to offer people meaningful jobs while simultaneously trying to increase the performance of the organization (van Amelsvoort, 2000), little is

yet known about constructing meaning of work within organizations and its effects on organizational performance. As an exception, Michaelson et al. (2014) suggest that meaning of work can be developed in terms of organizational practices, job design, and leadership. However, the ways that meaning(s) of work emerges in organizations and the consequences the organizations may face if they do not pay attention to the development of the meaning(s) of work remain largely unexplored.

In this paper, we examine meaning of work within a co-operative store that has struggled with performance and profit issues during recent years. We aim to describe and understand construction and consequences of meaning of work within the organization. More specifically, we seek to answer: 1) what kind(s) of meaning(s) of work organizational members have constructed, 2) how the meaning(s) of work has emerged and evolved in interactions between the members, and 3) how the meaning(s) of work has affected the individuals' behavior at the work place and the organization's performance.

Our study represents a qualitative and strongly inductive case study. We first conducted individual semi-structured thematic interviews with the members of the organization in order to find out about their work and work community. We initially began the analysis with the aim of understanding better what is hindering the organization from performing as expected. We quickly understood that meaning of work plays a notable role in affecting the case organization's performance through employees' behavior. To this end, we analyzed the interview data with two different methods: 1) by conducting thematic analysis of the data and 2) by organizing facilitated group analysis sessions together with nine researchers.

Our analysis indicates that, in the absence of facilitated creation of a common business-related goal, the organizational members have organized their work on the basis of informal and largely tacit objectives and understanding that satisfy mainly personal and work community-related needs and motivations to the degree that they overshadow business-related meaning. Meaning of work appeared to be constructed historically and path-dependently when it comes to interpersonal relationships among the organizational members. The meaning of work seemed not always serve the organization's well-being but rather fulfilled other needs and motivations of the individuals. Thus, the performance of the organization might have been hindered by the unintended meaning of work that was strongly rooted in the interpersonal history of the organization.

Our paper contributes to the existing knowledge of meaning of work by illustrating some ways that meaning of work might be constructed and consequences of not managing the construction of meaning of work in organizations. Our interpretation of the data suggests that the lack of organization-driven and profit-oriented objectives and understanding may lead into a situation where personnel choose and adjust their behavior on the basis of unmanaged and often unintended meaning of work which may lead into low performance of the organization. We believe that our findings may help practitioners in building and developing successful organizations. We see that facilitated creation of a mutual, business-oriented meaning might help the organization direct its members' action and improve its performance. We conclude by a call for further in-depth understanding on meaning of work in organizational contexts in the future.

OVERWORK AND ITS EFFECTS

17.01

Job Conditions, Economic Hardship, and Health

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The adverse health consequences of psychosocial demands in the workplace are well documented (Tausig 2013). This study seeks to identify conditions that amplify or attenuate the effects of excessive job pressures on physical symptomology. In doing so, I first draw on the job demands-control model (JD-C) (Karasek, 1979) and the more recent job demand-resources model (JD-R) (Bakker & Demerouti, 2007) to assess the extent to which job-related resources reduce the impact of job pressure on physical symptomology. While researchers have explored the implications of the interaction between various job demands and resources for decades (see De Lange et al. 2003), evidence for the buffering effects remain weak and inconsistent (Hu, Schaufeli, and Taris 2011). My first objective is to revisit the conventional buffering hypothesis in a large population-based sample of Canadian workers. I focus on three workplace resources—job autonomy, schedule control, and challenging work—assessing their efficacy as “buffers” in the relationship between job pressure and physical symptomology.

While a substantial body of evidence suggests that conditions in the workplace are impactful for health (Tausig 2013), it is crucial to recognize, as Kahn and Pearlin (2006) observe, that “significant health-related circumstances are not solely in the form of exposure to specific risk factors, but instead, are built into the structure and experiences of daily life” (p. 18). Although scholars studying the associations between job conditions and health generally control for indicators of socioeconomic status in order to identify the ‘independent’ effect of job characteristics (Lynch et al. 1997), few studies have explored the interaction between work stress and circumstances beyond the work domain. Within the universe of stressors that parallel job conditions to affect health, economic hardship has been identified as especially salient (Kahn and Pearlin 2006). Accordingly, my second objective is designed to advance knowledge in this area by situating job conditions in the broader context of economic hardship. Drawing on calls for the investigation of the effects of exposure to multiple stressors (Pearlin 1999), as well as Young and Schieman’s (2012) arguments about the dynamics embedded in “stress amplification,” I assess whether the negative effects of job pressure on health are exacerbated by economic adversity. Finally, I build on Ross and Mirowsky’s (2010) “resource substitution” and “resource multiplication” theories by testing three-way interactions between job pressure, each job resource, and economic hardship.

Analyzing 5784 individuals in the 2011 Canadian Work Stress and Health Study (CAN-WSH), I document partial support for the conventional buffering hypothesis, as well as evidence that economic hardship moderates the traditional two-way interactions between job demands and resources. Specifically, I find that job pressure is associated with physical symptomology less positively for those with higher levels of job autonomy. Patterns consistent with the resource substitution hypothesis emerge when three-way interactions are tested: each job-related resource reduces the health-harmful effects of job pressure for individuals with higher levels of economic hardship, while buffering effects are not observed for individuals with less economic hardship. Taken together, these findings underscore the importance of job resources for individuals that experience economic strain, and suggest that future research should consider circumstances outside the workplace when investigating the relationship between job conditions and health.

17.02

Time pressure, working time control and well-being

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Web publication not permitted

17.03

Overwork in Finland, quantitative and qualitative approach

Pauli Sumanen

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My presentation consists two parts: 1. Quantitative study of the annual working hours of male and female employees. 2. Presentation of the ongoing qualitative study: "How those who work more than 50 hours per week feel that in their life".

1. Abstract to the quantitative study: "Annual working hours of male and female employees"

The European Parliament resolution 2008/2012(INI) states 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 data on working hours are collected by two statistics: the annual Labour Force Survey and the Time Use Survey, which are conducted at ten-year intervals. One part of this study verifies the reliability of these two different statistics to measure annual working hours. According to the Labour Force Survey there are more than 150,000 employees who work for more than 48 hours per week. The factor allowing this is included in the Working Hours Act (605/1996) § 39 and it can be applied to any person who is in the foreman position. In Finland 46% of men and 36% of women are in foreman position. Results from the Time Use Survey indicate that approximately 15% of male employees and 5% of female employees work more than 50 hours per week. The annual working hours of full-time working male employees are 17-20% higher than female employees in a

normal economic situation.

Statistics Finland has made a study, which tells that full-time working men contributed approximately 20% more annual working hours than women based on the data from the daily sheet of the Time Use survey 3/1999–2/2000. From the weekly sheet of the same survey can be calculated that full-time working men contributed approximately 17% more annual working hours than women. Noting that the Labour Force Survey includes paid time from lunch for some professions we can see from different verifications that the Labour Force Survey gives approximately 5% less difference between men and women in annual working hours.

When we divide the difference in annual productive working hours of full-time working men and women in to three categories we get the following result: Men work more in all three categories. Approximately, half of the difference (8–10 percentage units compared to all working hours) comprise hours which exceed 38.5 hours per week. Approximately, one quarter (4–5 percentage units) comprise the difference in the normal working week when employees are working $\frac{1}{2}$ –38.5 hours per week. One quarter (approximately 5 percentage units) comprise the whole week salaried absence from work.

The difference in the annual productive working hours of full-time working men and women seems to be unchanged in a normal economic situation. It seems to be somewhere between 17% and 20%. The results from the Time Use Survey from 2009, when the GNP declined to 8.6%, indicate that the regression lowers the working hours of men significantly more than the working hours of women.

Results concerning overtime work

The overtime is impossible to study exactly from my existing material from the Statistics of Finland, because in the material there are only weekly working hours. The overtime rules in Finland are based at the same time both to the daily overtime (working more than 8 hours per day) and the weekly overtime (working more than 40 hours per week). Overtime figures must then be checked against the flexible working time system and the time bank system, which both are widely used in Finland.

So in my presentation the concept "overtime" is simplified.

Of men 45 hours or more per week work about 26 %, of women about 13 %.

Of men 50 hours or more per week work about 15 %, of women about 5 %.

2. Abstract to the ongoing study "How those who work more than 50 hours per week feel that in their life".

The aim of the study is to interview or make a literal query to employees who work/have worked temporarily or habitually more than 50 hours per week. The interview is recorded for later use. The query consists of 23 questions of how the interviewed feel the overwork. Another 23 questions are made from the backgrounds of the employee, work and the family. One question is same as in a Norwegian overtime study. First answers reveal that the answers differ totally. From that we can assume that perhaps the employees are not so varied, maybe the economical situation and working time laws in these countries affect more to the overtime work.

17.04**Passion or delusion: Middle managers constructing new meanings of work**

Christine Räisänen¹, Rikard Sandberg¹, Ani Raiden²

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Recently, organization scholars have called for a need to re-think managerial leadership so as to take into account the “mundane”, the key activity of which is “influencing expectations, meanings, and values about what is desirable and necessary related to everyday work” (Sveningsson et. al., 2012: 84). In other words, mundane leaders can be seen as sense makers (Weick, 1995) and sense givers (Gioia and Chittipeddi 1991). Managerial leadership has also been described as event-driven actions arising mostly from unforeseen happenings (Holmberg and Tyrstrup, 2010). A study of site managers in construction depicted their leadership as a “muddling through”, i.e. they skilfully solve problems as these inevitably crop up, and they try to be everywhere at the same time Styhre, 2012). We argue that muddling through also puts high demands on site managers’ abilities and possibilities of coping with and balancing their work, family and personal life.

The purpose of this paper is to explore what mundane leadership and muddling through actually mean for managerial leaders in construction from a wider perspective than their work. In other words, what does muddling through mean in terms of coping with work and family and life in general.

This paper contributes empirical examples from 37 in-depth interviews with site managers, foremen and supervisor in a large number of construction organisations. We draw on practice theories to explore and analyse the data, and argue that mundane leaders are indeed both organizational sense makers and sense givers, the linkers of the strategic with the operational, the cohesion that generates coherence. All the site managers interviewed were passionate about their work, but deplored organisational and institutional constraints, which mostly obstructed rather than supported or facilitated their work. Sense-making and sense-giving roles demand presence, flexibility, experience, hindsight, judgment and improvisation, which in turn, and over time, often result in exhaustion and stress, and leave little energy over for family and life outside work. We conclude that the “mundane” activities of middle managers are far from trivial; they demand leadership competences that require fostering and nurturing. Today there is little support for middle-managerial leaders and little training of the competences that they need the most.

17.05**Stress and Work Intensification: What is the Influence of Personnel Policy?**

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This paper investigates the determinants of work intensification and work-related stress. Special attention is given to the role of human resource management practices. The goal is to identify a bundle of practices that creates or mitigates work intensification and stress. Work-related stress can lead to substantial health problems. At the same time work-induced (mental) health problems pose an increasing challenge for establishments as they result in immense costs. Therefore the identification of stress causing human resource management practices is of great relevance for firm performance.

Most related studies focus on single personnel policy measures (e.g. Johnston and Lee, 2013) or are conducted using small data samples (see e.g. Vegchel et al. 2005 for a review). To our knowledge this is the first study aiming to answer the proposed questions utilizing a large representative household data set and considering an entire bundle of personnel policy measures. The data are collected on the individual level thus allowing to control for a huge number of stress causing factors not related to work,

which permits a better disentanglement of work-related and private stress triggers.

The theoretical framework of this work is given by the Job Demand-Control Model (Karasek, 1979) and the Effort-Reward Imbalance Model (Siegrist, 1996). Both models predict that an unfavourable combination of workload and responsibility or reward is detrimental to individuals' health. Specifically, the first model's basic implication is that individuals feel overloaded when there is a disproportion between workplace requirements (job demand) and worker autonomy (job control), which results in so called job strain. Similarly, the second model states that an imbalance between costs and gains of a job leads to stress, i.e., the combination of low reward (e.g. bad promotion opportunities) and high effort (e.g. high workload) are particularly unfavourable to an individual's health. In line with these theories we propose that human resource management practices that are associated with a heavy workload and low rewards lead to higher stress levels.

The analysis is conducted using data from the German Socio-Economic Panel (SOEP). The SOEP is an annual longitudinal survey of about 22,000 individuals living in about 12,000 private households. The questionnaires cover a wide range of individual and job-related characteristics, including variables on health and individual well-being. In order to tackle our research question we utilize the SOEP waves of 2003 to 2011, where the particular choice of used waves depends on the availability of relevant analysis variables. In order to catch the relevant dependent variables we utilize information on perceived work-related strain and intensification (e.g. "high amount of work", "working under time pressure", "sleeping problems due to work"). Explanatory variables capturing human resource management practices are for instance „performance appraisals“, „expected promotions“, „fixed-term contracts“, „flexible working time“ or benefits that could interfere with an individual's leisure like a "cell phone" or "personal computer". Furthermore, a shortened version of the original Effort-Reward Imbalance Model questionnaire is included in the SOEP waves 2006 and 2011 allowing to construct an effort/reward index as according to Siegrist et al. (2009).

Our identification strategy relies on a fixed-effects approach that accounts for time-invariant individual-specific effects. We utilize interactions of human resource management variables to account for bundles that could foster stress. Furthermore, following Frijters et al.'s (2011) and Johnston and Lee's (2013) approach, anticipation and adaptation effects are included in the analysis in order to capture the time-varying relations between stress and personnel policy.

We expect to see a significant health impairing effect of certain practice bundles on work-related strain. Furthermore we expect that certain bundles result in a stronger effect on health than when the practices are applied individually. First empirical evidence supports our hypotheses. For instance performance evaluations and long working hours are associated with higher work-related strain, while a perceived fair wage seems to mitigate individual stress levels. In the next step these findings will be further analysed.

17.06

The Relationship among Job Demand, Job Satisfaction and Positive Job Attitude of Workers in Japanese SMEs

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The aim of this report is to reveal the relationship among job-demand, job satisfaction and job attitude in Japanese workers. Generally, it has been pointed that high job-demand may lead workers to dissatisfy with their job and to intend to leave their firms. Also, after the financial crisis in 2008, job-demand has been imposed on Japanese workers because of manpower reduction and streamlining. In Japan, almost all firms, without exception, have been affected by it.

Although Japanese large firms (e.g. TOYOTA, HONDA, SONY) have been known in all over the world, most of Japanese firms, actually, is Small and Medium-sized Enterprises (SMEs), accounting 99.7% of

all companies and 70% of all employees. Also, in manufacturing sector, more than 50% of all added-value has been brought by SMEs (Small and Medium Enterprise Agency, Ministry of Economy, Trade and Industry, 2013). In other words, SMEs form the important basis of Japanese economy as the third largest economy in the world (by nominal GDP). In this situation, however, the condition of workers in SMEs in Japan have not been paid attention so much. As mentioned above, most of Japanese workers work in SMEs, and we should investigate the work condition of them when we discuss the condition of Japanese workers. Also, commonly, it has been documented as problematic issues that Japanese workers' job-demand is high and they work long hours, compared to other developed countries, except for the US and Korea. In theoretical field, increasing job-demand decreases work engagement and increases job stress (e.g. Schaufeli et al, 2006). Therefore, in this report, I investigate the relationship among job-demand, job satisfaction and job attitude of Japanese workers in SME sector, and I reveal the actual work condition of most of Japanese workers.

In this report, using the data collected from 10,000 workers in Japan in 2013, I analyses the relationship among job-demand, job satisfaction and positive job attitude. Generally, Japanese workers, mainly standard workers, work long hours, and in our dataset, 34% of all workers work more than 9 hours per day. I set the length of working hours and the tightness of work as indices of job-demands and I do statistical examination on the effects of them on workers' job satisfaction and positive job attitude. The results of comparison between male and female shows that, statistically, (1) female workers tend to feel job-demand higher than male workers, also (2) female workers are less satisfied with their jobs than male workers. In addition, the results of regression analyses predicting the effects of job-demand on job satisfaction and positive job attitude shows that (3) tightness of work and long working hours, that is, high job-demand have negative effects on job satisfaction and job attitude, also it shows that (4) when workers feel the enrichment of work, it has positive effects on job satisfaction and job attitude.

From these results, I point out the importance of adequate job-demand (working hours and tightness) on job satisfaction and positive attitude for their jobs by statistical investigation for Japanese workers in SMEs. This research provides new findings to be discussed by practitioners and it contributes to improve the job condition and the meaning of work for workers in SMEs, the majority of work force in Japan. (537 words)

17.07

“Career-generations” and work-life balance boundaries in knowledge-intensive businesses

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Our paper examines the changing boundaries of work-life balance of MNE employees of different ages and generations in professional service firms providing business-to-business services for private and public sector organizations. We address differences between age- as well as organizational generations, and explore how age and belonging to a specific generational cohort with at least partly shared values intersect and impact on the work-life balance of these ambitious knowledge workers. Our broad research questions are:

- 1) How do the dynamics of age and generations operate in terms of work-life balance and boundaries?
- 2) How do women and men managers/professionals of different generations experience their work-life balance and boundaries? What is the importance, impact and implications of work-life balance for those in “age-related generations”, and organizational generations?
- 3) How does the specific setting of knowledge-intensive capitalist corporations operating in international settings affect the experienced work-life balance and boundaries of the professionals and managers of different ages, generations, genders and organizational statuses?

Our data, [more info to be included later], consists of more than 100 interviews with knowledge professionals in five organizations, focusing on work-life boundaries, and including the use of the Collaborative Interactive Action Research (CIAR) method (Bailyn and Fletcher, 2007), along with a variety of other documentary, observation, time-diary, and visual data. There are three slightly different sets of interview data: the greater part, approximately sixty (60) interviews, at all organizational levels, has been gathered in Finland; additionally, approximately twenty (20) of the interviews have been conducted in similar organizations in Ireland; and, finally, another twenty (20) individual interviews with top managers and partners in these knowledge-intensive organizations have been completed face-to-face, by phone or by Skype in Australia, Finland, Sweden, UK and USA.

The research setting is a very specific kind of organizational context. These organizations are in many ways at the very centre of capitalism and capitalist restructuring. These organizations rely upon professional knowledge and qualifications (Miles et al., 1995; Miles, 2005), undertaking complex operations where human capital is the dominant factor (Alvesson, 2004). They work on business-to-business services, and serve the interests of their client businesses in terms of legal services, tax and accountancy, managerial systems, restructuring, mergers and acquisitions, IT infrastructure, and so on. The capitalist corporate culture is very strong in these organizations, shaping and homogenizing the work identities of employees, which in its turn shapes the groups of generations in our study.

We are able to distinguish three broad groups of “career-generations” and sub-groups under those, which are highly affected by both career stage, and life stage more generally, as well as also biological age and gender: a) junior level young workers with no boundaries between work and non-work (and a small sub group with very rigid boundaries); b) mid-level and mid-aged workers with pressures from both work and home spheres, often dividing their workdays in day and night shifts with a relatively short “family-shift” in between; and c) top level workers/owners who had adapted a lifestyle without boundaries between work and non-work, and for whom the work often was more important than “just work” as they were owners or close to owners in these companies. Also in this group there was a small sub-group who wanted to opt out from this work driven lifestyle but could not do it in the present moment. Although the willingness to opt out was present in all the groups, the young and mid groups were not ready to give up the dream of this career and future ownership in these companies. In some cases already the mid-group had the same reasons as the top-group not to opt out: the standard of living was high and opting out would most probably lower it, which might be close to impossible, for example, due to costs for private schools of these respondents.

Our results point out that when studying the knowledge-intensive capitalist corporations, it is important to consider the intersections of boundaryless knowledge work and gendered intersectional organizational hierarchies (Acker, 1990; Hearn and Louvrier, 2011, 2014). The prevailing ‘long hours’ culture in this sector is, together with the image of the ‘ideal worker’, often combined with notions of organizational commitment (Acker, 1990), which directly seems to affect the career prospects and advancements of the knowledge workers within the organizations, thus also having important implications for their work-life balance and boundaries between work and non-work.

17.08

Resources and boundaryless work: overwork, self-management and health

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Work intensification (i.e. increasing effort at work) has now probably become the single most important contradiction in the quality of work research across developed regions. “Advanced” economies place innovation and knowledge work at the center of their strategies (e.g. Europe 2020 and its intelligent growth strategy) and popular discourses highlight that a *high-road* model of work, built around human resource development and good working conditions represents a renovated *win-win* approach between

employers/employees. However, accumulated research of trends in job quality in the last two decades are ambiguous (European Working Conditions Surveys and other international data point in similar directions). While some working conditions trends seem positive (e.g. increased skills, participation, safety...), these have been accompanied by a work intensification process that threatens the sustainability of work.

A reflection of the former trend could also be noticed in the contradictions of the knowledge/ professional work, traditionally linked with job quality. However, professionals' job demands (essentially cognitive and emotional) are a risk factor that challenges the traditional social gradient for health (particularly for mental health) in what has been called the *stress of the higher status* (higher level occupations suffering worse stress conditions). Moreover, while the dynamic affects all type of workers, professional women are specifically vulnerable due to horizontal/vertical segregation and the so-called double burden.

Popular psychosocial risk models, either traditional (i.e. Demand/Control/Support or Effort/Reward imbalance) or renovated (i.e. Job Demands/Resources -JD-R) posit that job demands are no problem or even desirable when they are accompanied by the right level of control/support, rewards or more recently resources (under JD-R). However, recent research is increasingly pointing at limitations particularly for increasingly prevalent *flexible/boundaryless* work environments. Some relevant limitations about these popular psychosocial risk models are: 1) It is difficult to assess the degree of control/resources employees have, since one could have a *high* level of control with low-scope activities and simultaneously have a *low* level of control over the strategic framework of those tasks (e.g. goals), ending up with a delusive degree of control; 2) Literature about the relevance of matching (DISC) suggests that only when control/resources that match demands should be accounted for; 3) In the increasingly relevant context of *self-management*, it is not always clear if organizational control transforms into internalized self-control (again making assessments complex) and then 4) control/resources might in turn be "self-generated" new demands in what paradoxically might seem a voluntary process.

In these context, we want to contribute with the study of the evolution of the Spanish case using the last four waves of Spanish National Working Conditions Surveys (1999-2012) to better understand work intensity (i.e. job demands/overwork) impact on health status (psychosomatic symptoms and general health) depending on the type and amount of resources by gender. We use multivariate logit models stratified by gender and adjusted by available cofounders. Our results confirm that professional/ knowledge workers (with university level education) lead the bad health ranking (4 or more problems out of a list of 16) in 2012 and that their health symptoms are linked to stress (neck/shoulder, anxiety, fatigue, sleeping problems...). When analyzing up to 20 different job resources and its health promotion/prevention capabilities all resources have an *additive* effect on health but only a few (e.g. putting own ideas to work) have a relevant *interactive* effect with work intensity. We will focus our discussion on knowledge work professionals (by gender) and on the potential of resources to protect health from high work intensity/job demands/overwork.

17.09

The Pressure-Status Nexus and Blurred Work-Family Boundaries

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The idea that work encroaches on the lives of its employees is hardly new. Four decades ago, Lewis Coser characterized work as a "greedy institution" that has little compunction about extracting time and attention from its workers. Some of this 'greed' is channeled through what has been called *work-family role blurring*—that is, the integration of behaviors and thoughts associated with work and family roles. Rapid changes in communication technologies and their increasing use in the workplace have modified employees' accessibility. This has led to greater permeability in the boundaries between work and non-work life and the integration of these once more separate spheres. Work-family scholars have

shown how these changes are due in part to the changing composition of the labor market and, more importantly, the transformation of work itself—especially the greater prominence of flexible arrangements in the temporal parameters of work. Despite this, attempts to systematically document those workplace conditions that are associated with permeability and role blurring are either rare or incomplete.

In this paper, we advance on prior research by unpacking the multifarious ways in which a set of work conditions that are commonly found in high-pressure work contexts are associated with work-family role blurring. The question becomes: Does having higher status attenuate or exacerbate that association? Using data from the 2011 Canadian Work, Stress, and Health Study, a nationally representative sample of workers, our study makes new discoveries about the unexpected ways that higher status functions as a moderator. Specifically, six findings reflect what we label the pressure-status nexus: Job pressure is associated more strongly with role blurring among the well-educated, professionals, managers, high earners, workers with some schedule control, and those with more job autonomy. We also document three significant gender contingencies: Among professionals, managers, and high earners, job pressure is associated more strongly with role blurring among men compared to women. Collectively, this novel articulation of the pressure-status nexus reinforces and extends the stress of higher status perspective. We demonstrate the ways that higher statuses compound the ways that high-pressured work contexts increase the permeable—and therefore the blurring—of the work-family boundary.

PLACE OF THEORY IN WORKING LIFE RESEARCH

18.01

How Values of Self-employed Influence their Future Path?

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The number of self-employed people has been an increasing world trend, largely influenced by the previous economic crisis. The role of the traditional employer/employee relationship has been in decline and this deterioration creates challenges for the self-employed to be vulnerable to long-term social risks such as unemployment, sickness and old age incapacity for work. The extent of how effectively the self-employed will be able to neutralize these risks depends on the individual's degree of trust in their country's welfare system, as well as a personal responsibility to make savings for the future.

Current research endeavours to find out what the main values are that influence the self-employed individual's behavioural attitude towards social risks. According to cultural theory of M. Douglas, values and attitudes of the individual depend largely on the values of the social group to whom the individual is bound, as well as externally imposed rules by which the individual is constrained. The questionnaire is designed to include key questions for identification of Douglas four "cultural types", as well as characteristics for each of them. It will be sent out to different categories of self-employed in Latvia.

The hypothesis of research is that different types of self-employed individuals view financial risks differently, therefore their attitude towards eventual social risks is varied. If this hypothesis is correct, then state social security policy has to be designed differently, taking into account the main values of each self-employed category.

18.02**Quality of Working Life (QWL) index for analyzing business performance**Marko Kesti*University of Lapland, Rovaniemi, Finland*

In global competition the critical success factors include solutions that improve human capital productivity. Ministry of Employment and the Economy encourage Finnish workplaces to develop their operating methods, productivity and quality of working life. However, the theoretical foundation for effective human resource productivity development is incoherent and fussy. There has been general trend to analyze organization well-being climate in molar constructs where each describe certain dimension of overall situation. Molar constructs form different indexes quantifying areas of importance like leadership, work stress, commitment, trust, processes and work performance. However, recent research indicate that analyzing multiple climate dimensions leads to generic thinking and simplified theorizing.

It seems that organization climate and quality of working life connection with financial performance is a complex phenomenon where simplified solutions of explanation fail and may in reality prevent managers doing effective human resource development in practice. Molar climate research with factor and regression analysis has been good approach in discovering the important nuances and complexity of organization well-being. However, this approach lack conceptual foundation and has failed to show reliable correlations with business relevant performance outcomes. Therefore more sophisticated overall climate analysis technique is needed to tackle the complexity of organization human intangible assets connection to business performance.

This paper presents plausible theoretically consistent model for analyzing organization quality of working life climate that has both explanatory and predictive power for organization human intangible assets connection to business performance. This new model for analyzing organization specific quality of working life provides methodological foundation for effective organization development in practice. It is the combination of multi-disciplinary approach of phenomenography and quantitative research, providing advice to improve business performance through employee work well-being. New quality of working life index is utilized at business performance analysis by using new theory of human capital production function. Example analysis will illustrate how human intangible assets can be transferred to business scorecards which gives monetary justification for investing at workplace development.

18.03**Bringing class back in: Bourdieu and the sociology of work**Carina Altreiter*University of Vienna, Vienna, Austria*

Submission to stream: Place of theory in working life research

During the last decades significant changes in the structure of capitalist economies in the Western industrialized nations could be observed. Processes of globalisation and rapid technological change tightened international competition and led companies to call for more flexibility. These developments had ample effects on the organisation of work. New management concepts pinned on flexibility, decentralisation and self-responsibility, which should partly be achieved by implementing team work structures. They were aiming at the overall utilisation of human resources to increase productivity (Boltanski and Chiapello 2005). Consequently the demands and requirements imposed on employees have also changed. The ideal worker for this new economy should be innovative, self-reliant and entrepreneurial (Flecker and Hofbauer 1998). In the sociology of work different approaches have been developed to explain these changes. In German-speaking countries concepts like the 'entrepreneurial

self' (Bröckling 2007) or the so-called 'labour power entrepreneur' (Voß and Pongratz 1998) became prevalent as they predicted the emergence of a new type of employee.

This approach seems to be characteristic for the sociology of work in German-speaking countries. The analysis usually focusses on the requirements the world of work imposes on individuals, which then rather passively respond and adapt to those. Additionally, recent works and studies in the field of work and employment increasingly disregard the social background of employees and how it shapes their ways of dealing with requirements and challenges. The 'individualist turn' (Crompton 2010), most prominently ignited by the representatives of a 'reflexive modernity' like Ulrich Beck, Anthony Giddens and Scott Lash (1994), certainly has played a crucial role in this development. Since then socio-economic factors, like class background, forfeit its relevance both in theoretical work and empirical research. What was once a major analytical category in the sociology of work, now no longer seems to be suitable for describing present day's societies. Class has become a 'zombie category', as Beck noted, still present in some books but no longer relevant for structuring people's lives and experiences.

In the proposed paper I am going to suggest reclaiming questions of social class for the sociology of work using the theoretical and methodological framework of Pierre Bourdieu (1984, 1987). So far, Bourdieu has remained an outsider in working life research and in the sociology of work in Germany and Austria. However, recent shifts in the discipline giving priority to individuals, their perspectives and individual agency seem to make this connection promising. Using Bourdieu allows examining from which social background, equipped with structural resources (*capital*) as well as specific dispositions and aspirations (*habitus*) people arrive at a work place and how this shapes their perceptions and actions. Using first results from my ongoing PhD-project on young working class people and their experiences in working life I will show the benefits of such an approach and how this approach might be valuable in gaining more nuanced insights into current transformations in the world of work.

PRECARIOUS EMPLOYMENT

19.01

Coping in the context of new work

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The theme of my paper is coping in poverty in Finland in the production relations in the beginning of the 21st century. Poverty is researched from the viewpoint of coping instead of social exclusion: how people have survived poverty.

Entry into global market economy and freely moving capital is tied to a transition to a post-industrial service and information economy (Julkunen 2008). Forces of globalization have been said to form again fundamentally both the national and the social areas of governance. At the same time the breaking into pieces of working contracts and increase of flexible work set new challenges on people's coping (Castel 2007; Standing 2011).

Uncertainty related to work is often referred to as precarisation, but precarisation is not limited only to work. Social processes called precarisation are said to touch all life: they produce precarious conditions and oppress people in different ways to life's fundamental and shared vulnerability (Könönen 2013; Kontula & Jakonen 2008).

Individuals are facing their market risk more directly than before (Julkunen 2008). Surviving hard conditions requires a strategy that fits the situation. Examining people's means of coping can reveal

new needs that uncertainty and mixing of life and work have set on the mechanisms of security.

The aim of this paper is to look at how people cope, their strategies and what kind of capabilities and necessities are related to coping. I will also look at people's understandings of time and thoughts about their prospects.

I'm studying people's coping through qualitative longitudinal data. The data consists of texts from a writing contest (2006) and its follow-up data (2012–2013). The theme of the contest was coping in poverty. The data was collected in the research project "From social exclusion to coping in Finland."

The analysis is carried out first from the data. I use thematic analysis concentrating on themes related to coping and analyse modalities, expressions of doing or being: what kind of knowing, capabilities and necessities are related to coping (Sulkunen & Törrönen 1997). In the end I will reflect on theory and examine how coping relates to the social processes producing uncertainty.

19.02

Highly educated young adults' mobility in the increasingly precarious EU labour market

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The paper examines working life trajectories of young university educated adults from Northern (Finland, Denmark) and Southern (Italy, Spain) Europe who move within the EU in search of jobs, and who face precarious employment conditions in the country they migrate to. It questions the premise of many previous studies perceiving highly educated western Europeans as privileged and desired "talent". It refers to a study carried out in Brussels with a job market that is internationally attractive but also extremely competitive. Due to the high volume of young skilled job seekers moving to Brussels from all around Europe, the city offers an opportunity to examine the variety of ways in which precarity shapes the lives of mobile Europeans in this shared context. Drawing from interview data (N=30), it analyses how the experiences of inclusion in, and exclusion from the labour market alternate in the lives of young adults, and how they negotiate their positioning in the market in relation to this constant social and spatial movement. Addressing the complex intersection of precarious employment and intra-EU mobility, the paper sketches the shifting boundaries of the free movement of labour in the EU, and illustrates the way in which young jobseekers are positioned in the labour market in terms of attributes such as age, nationality, gender and class, among others. It is argued that the extremely precarious job market in Southern European countries, as well as the failure of their welfare system to answer to these challenges, unequally position young adults migrating from these countries also in the labour market of the receiving country. Nevertheless, the increasingly precarious labour market position of young adults all around Europe also questions more generally the ideal of labour mobility as an answer to the European youth unemployment crisis.

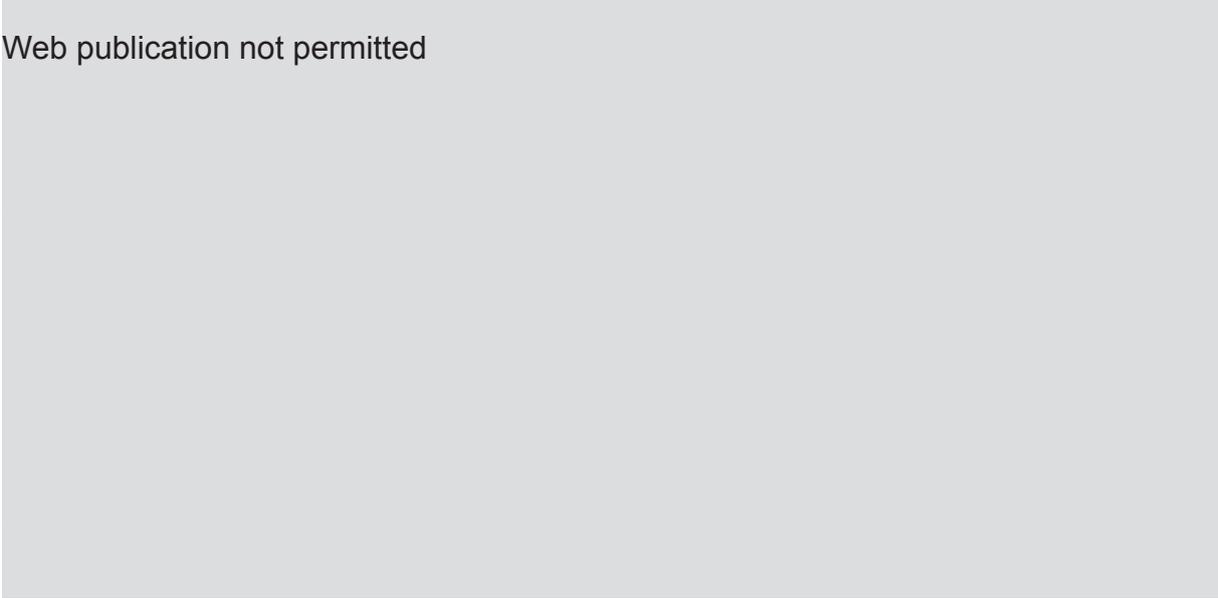
19.03

The impact of temporary work on long-term labour market outcomes

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Web publication not permitted



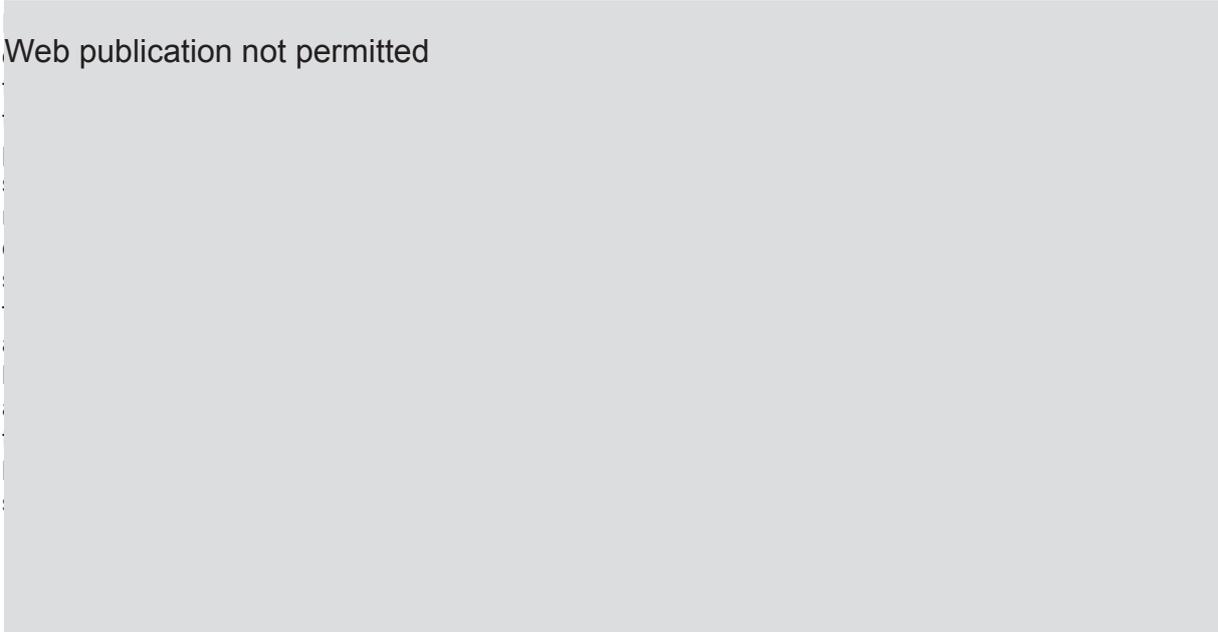
19.04

Cleaning up the dirty work creating precarious work through tax credits on domestic services

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Web publication not permitted



19.05

Casual work – How much flexibility is too much?

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Introduction

Casual work refers to a type of work where the employment is not continuous and the employer is not obliged to regularly provide the worker with work, but has the flexibility of calling them in on demand.

In this paper, we differentiate two types of casual work, whereby both types may coexist in the country:

- In Belgium, Croatia, France, Hungary, Italy, Romania, Slovakia and Slovenia we found examples of intermittent work. Employers approach workers to conduct a specific task, often related to an individual project or seasonally occurring jobs. The employment is then characterised by a fixed-term period.
- In Ireland, Italy, the Netherlands, Sweden and the UK on call work (including zero hours contracts) means that there is a continuous employment relationship between an employer and an employee, but the employer does not continuously provide work for the employee. Rather, the employer has the option of calling the employee in on demand.

Objectives

Aim of this paper is to illustrate the characteristics of casual as a new form of employment by describing the working methods of the concept in the countries in which it was identified as recently emerging or of increasing importance. Furthermore, the impact of this type of employment on working conditions and the labour market will be highlighted. Finally, policy recommendations will be derived to pinpoint what could be done by governments and social partners to (better) avoid the potential disadvantages for the workforce inherent in this employment form.

Methods

The paper is based on a mapping exercise across the EU28 and Norway to identify new employment forms in Europe. In a second step, a literature review and secondary data analysis was conducted to gain more information on casual work. In a third step, a policy analysis (legal framework, collective agreements) and case studies dealing with casual work employment relationships have been conducted in selected European countries. This was based on qualitative indepth interviews with policy makers (including governments and social partners), experts, company managers and workers, following a semi-structured interview guideline. Finally, all available information was compiled, a cross-national comparative analysis conducted and policy recommendations derived.

Results

Casual work is mainly a result of a need for high flexibility from companies as regards human resources. For both, intermittent and on call work, they establish a database of potential workers who are activated in case HR needs emerge that cannot be covered by the core staff. In contrast to that, engaging in casual work is mostly necessity driven from the perspective of employees: They are willing to do these kinds of jobs due to lack of better alternatives to gain some income.

Casual work is often found in sectors with seasonality or high fluctuations in demand, as well as in low-pay sectors. Casual workers tend to be young, female and to cover low-skilled occupations.

In spite of the fact that casual work tends to be regulated by legislation or collective agreement, aiming for some protection of the workers, the impact of this employment form does not seem to be positive overall. While it provides employers with high levels of flexibility, workers experience little job security, no predictable and regular working hours, low wages, no or limited benefits and less job satisfaction. Access to training and representation tends to be limited, as are career development opportunities.

Regarding labour market effects, it is argued that casual work can contribute to reducing undeclared work and foster labour market integration by acting as a stepping stone towards standard employment. However, there is no strong evidence available that this is really realised in practice. Rather, the more widespread casual work becomes, the higher the risk that such employment becomes more and more generally accepted, thereby potentially restructuring the labour market in terms of shifting the orientation of jobs/employment to fulfilling individual tasks with more precariousness.

Conclusions

Casual work raises a lot of concerns regarding working conditions. It is characterised by low levels of job and income security, social protection, access to HR measures and in many cases not very exciting tasks. The high flexibility might be appreciated by some workers who benefit from an improved work-life balance, but tend to be 'too much' for the majority of the casual workers in terms that more continuity would be appreciated.

From a labour market perspective, casual work has high potential to contribute to a stronger labour market segmentation as it might result in a widespread acceptance of such fragmented jobs, related to low income and limited social protection. As specific groups of workers have been identified to be dominant in this employment form, social polarisation might be the outcome.

Consequently, (better) safety nets need to be established to (better) protect workers, and alternatives to allow companies the flexibility they need while at the same time avoiding workers' precariousness need to be fostered.

19.06

Involuntary part-time employees in the Finnish retail sector

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The share of part-time employment has traditionally been much lower in Finland than in most other European countries. However, the service sector and especially retail trade have increased the number of part-time employees faster than the other fields. Today the service sector accounts for over 80 percent of part-time work in Finland. In retail trade almost a half of the employees are working part-time (Kandolin et al. 2009; Kandolin & Lindström 2013). Although a substantial and growing proportion of the workforce is employed part-time, only in the past two decades have organizational researchers paid significant attention to these workers (Ebehardt & Moser 2011; Feldman 1990). Thus far, examinations have focused primarily on differences between part-time (PT) and full-time (FT) employees, and the results indicate that categorizing employees as belonging into one of these two homogeneous groups based upon the number of hours worked per week is overly simplistic (Rosendaal 2003).

PT workers vary widely in terms of the individual characteristics they possess, the job duties they are responsible for, and the organizational cultures in which they work. Previous researchers have also noted that many different life situations and preferences may lead an individual to seek out PT employment (Caputo & Cianni 2001; McComb et al. 2003; Nardone 1995). Feldman (1990) has argued for the need to examine sub-groups of PT employees and identified five dimensions on which PT workers could be classified (i.e. permanent vs. temporary, organization-hired vs. agency-hired, year-round vs. seasonal, main job vs. second job, voluntary vs. involuntary). One dimension identified by Feldman – whether PT workers are employed voluntarily (i.e. they chose to work PT instead of FT) or involuntarily (i.e. are unable to get FT employment; Bolle 1997) – has gained attention in recent research. Some individuals working a reduced work week would actually prefer FT work but are prevented from doing so for one or more reasons, which are often external to the individual (Jenkins 2004; Kauhanen & Nätti 2014; Martin & Sinclair 2007; Maynard et al. 2006). In the Finnish retail sector the share of involuntary part-time employees is 42 %, which is above the average of all sectors (Kauhanen 2014; Tilastokeskus 2011).

There has been done quite a little research focusing on the involuntary/voluntary nature of part-time work. Previous research suggests for example that women are overrepresented in the group of involuntary part-time workers. Moreover, lower educational and occupational levels imply higher involuntariness and involuntary part-time work can be associated with poor job satisfaction, job quality and well-being, as well (Cam 2012; Kauhanen 2014; Kauhanen & Nätti 2014; Walsh 1999).

This study focuses on involuntary part-time work in retail industry by exploring demographic and work-related issues that can be associated with the probability of working involuntarily part-time. This is done by using logistic regression modelling. The data originates from a postal survey carried out by the Finnish Institute of Occupational health among employees in Finnish retail trade during 2008. The sample was gathered from PAM's (Palvelualojen Ammattiliitto) membership register. A total of 3383 employees returned the questionnaire, the respond rate being 56. More than one third (35%) of the respondents were working as part-timers, half (56%) of them involuntarily. The results indicate that involuntary part-time employees in retail trade differ from voluntary part-time employees in many respects. Women have nearly a twice higher probability of working involuntarily in a part-time job compared with men. Age matters, as well. Younger workers have a greater probability of working in an involuntary part-time job. Additionally, those employees having children aged under 18, have a greater probability of working part-time because of not having able to find a full-time job. Temporary part-time workers also have a greater probability of being engaged in involuntary part-time working compared with those in permanent employment relationships. Moreover, lower educational and occupational levels imply a higher involuntariness. As several prior studies show, part-time employees form an increasingly heterogeneous group of people with different reasons for having a part-time contract. The results highlight the importance of distinguishing between types of part-time work by the contract preference i.e. whether this nonstandard employment arrangement is exercised involuntarily or not.

19.07

Experts as temps: A Narrative approach

Riitta Viitala, [Jenni Kantola](#)

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Agency work represents one of the most growing forms of contingent employment both in the Finland and whole Europe (CIETT, 2014; Lyly-Yrjänäinen, 2014). The growth is explained by the organizations' need for flexibility (Kalleberg, 2000), but it has also been characterized as an outgrowth of contemporary working culture, where individuals' careers are fragmented and boundaryless (Casey & Alach, 2004). Nevertheless, contingent employment relations are often defined as a contrary to traditional employment relations and the discussions are centered around poor quality jobs and less favorable working conditions. Many of the studies have proved, that temporary agency workers, for instance, participate unequally in training and development activities of organizations (Stanworth & Druker, 2006), they have less possibilities for skills utilization in their work than their permanent colleagues (Hall, 2006) and they also often are – at least partly - excluded from organization's decision-making (Kirkpatrick and Hoque, 2006). They are also excluded from contributory pension schemes, sick pay and holiday entitlements, and additionally they often suffer from financial uncertainty, the lack of work related challenges, the discontinuation of social relationships, (Tailby, 2005) and in general, they have lower job-satisfaction (Forde and Slater, 2006; Tanskanen, 2012). In overall, studies concerning agency work are almost merely concentrated on low-pay work and on people, who more or less are agency workers out of necessity.

However, the increasing use of temporary workers has occurred not only in the traditional areas and low-pay work, but also in the fields that employ highly skilled professionals such as the health care sector (Tanskanen, 2012). Following previous studies, majority of agency workers look for opportunities for permanent employment, but still some prefer agency work for the flexibility and diversity (Hall, 2006). Agency work has been also noted to offer alternative opportunities for individuals who have adopted

protean attitudes and desire to challenge the conventional economic assumptions of employment behavior (Casey & Alach, 2004).

In this paper we want to explore and shake the unambiguous approach on agency workers by investigating the phenomenon from the point of view of highly-skilled and well-paid experts' experiences. The study follows the linguistic turn occurring in organization studies whereby the focus of research is on language and its role in constructing, rather than mirroring reality (Alvesson and Karreman, 2000). We adopt here a holistic perspective which means that we interpret texts as a coherent object (Lieblich et al. 1998). In addition we read personal narratives as a part of a larger sociocultural story, thus understanding personal narratives illuminating individual as well as collective action and meanings (Laslett 1999, Riessmann, 2001). In this study we are interested in the *meanings of being an agency worker and how meanings are constructed in experts' personal narratives* among voluntary and well-paid, high-skilled agency workers "elite".

Interviews will be conducted during spring 2015. We will interview 6-10 temporary agency workers who work on demanding international projects in 1-2 years' periods. Their employer, the agency firm, is specialized on highly-skilled project specialists with international experience. Most of their "star-workers" have worked for several years for the agency company.

PUBLIC SECTOR WORK AND WELFARE SOCIETY

20.01

The middle management dealing with digitalization and financialization of the welfare services in Finland

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The local and global environment affecting welfare states is changing rapidly. Taxation, the financial base of the welfare state, is contested by the dynamics of global financial system, closely connected with the increased use of new technologies. Welfare states mainly provide services locally for their citizens based on current legislation. Contradictory logics of action are therefore found to compete with each other.

The political and professional leaders and managers responsible for the welfare services in the public sector are currently facing multifaceted challenges in Finland as well as in other western countries. Having a position in the middle management means a lot of responsibility even though the possibilities to affect the resources and conditions of the work are often rather limited.

This paper examines the recent development in Finnish welfare services concerning the requirements as new managers at the level of middle management are recruited. The data consists of job advertisements published in the websites mol.fi and valtiolle.fi during the first half of the year 2015. Especially the presence of new elements such as financialization and digitalization is analyzed. The contents of job advertisements are disseminated in relation to future welfare state scenarios. The aim is to find out whether the requirements when public sector is recruiting new managers help to meet the current and future challenges in welfare services.

20.02**Leading collaborative welfare work. A research model for boundary-spanning leadership in human services.**

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Throughout the Western world, organizations within the welfare sector are facing considerable pressures to fulfil increasing expectations on care and support services of high quality in light of restricted, or shrinking, financial resources. Accordingly, it becomes highly pertinent to utilize existing resources as well as possible; however the welfare sector is generally characterized by a high degree of specialization that runs the risk of leading to efficiency losses due to poor communication, double work and fragmented care-taking; particularly for patients in need of services from several providers. Welfare organizations must therefore find ways to collaborate over economic, disciplinary, and spatial boundaries in order to foster joint learning, innovation and service quality improvement.

These challenges requires of human service providers to move from the stable, hierarchical organization of work to process-oriented, horizontally integrated chains of care and treatment that stretch over traditional boundaries and involve a multitude of professional groups like physicians, nurses, social workers, physiotherapists, dieticians, etc. Obviously, organizing welfare in integrative work forms will have considerable consequences for the daily activities and work situation of individual professionals who must be prepared to contribute their specific competencies while also exhibiting openness towards the perspectives, skills and work practices of other professional groups. Previous research suggests that collaboration could be hampered by issues of power and status differences, diverging cultural norms among professionals and lack of trust. However, even if professionals hold high integrative ideals, established organizational and economic incentive systems often target each provider's specific activities instead of the entire chain of care. Consequently, collaborative work forms create a challenging and complex work environment.

Horizontal, boundary-spanning organizational work forms will also have implications for leadership. Previous research on health care and social services has already acknowledged the tough situation of managers to mediate and maneuver between the demands and expectations of policy makers versus strong professional groups in the sector. Upcoming expectations to also handle collaborative work forms place additional pressure on the managerial role. For one thing, the manager must encourage the joint concern while also protecting the interests of one's own organization. Furthermore, managing activities that stretch beyond the manager's formalized area of responsibility implies that traditional management tools cannot be utilized; instead, other leadership modes must be developed. Actually, leadership has traditionally been conceived of within the sphere of the single organization or work group; similarly, the identity and efforts of a leader is usually expected to circle an organizational unit. If, however, new collaborative work forms are to gain lasting foothold, the leader must reshape his/her notion of belongingness. Accordingly, there is a need to develop boundary-spanning leadership approaches in the welfare sector.

Empirical research is therefore needed to explore new modes of leadership of relevance for process-oriented and boundary-spanning work practices in a collaborative human services landscape. The purpose of this paper is to develop a research model for the study of boundary-spanning leadership in the welfare sector.

The starting point for this research model will be briefly outlined. The model comprises the main perspectives that are present in human services. Firstly, there is the patient, with relatives, for which issues of security and continuity, health and quality of life, autonomy and participation should be vital for evaluating the treatment received. Secondly, there is the societal/economic perspective where issues of efficient allocation and utilization of resources is highly pertinent. Here, human services should be evaluated with regards to the overall fulfilment of policy goals. Thirdly, the administrative domain organizes, directs and controls the workings of the particular service provider. From this perspective, the main concern is to develop appropriate structures, control systems and routines within the organizational boundary. Last, but not least, the professional perspective comprises the actual execution of human

services work in accordance with up-to-date professional expertise. This perspective pinpoints the importance of adequate staffing, a productive work environment, of continuous competence development and other issues directly related to the daily work of professionals.

All these perspectives have to be taken into consideration when developing boundary-spanning organizational work forms. Leadership is here seen as the connecting thread, ideally taking on a holistic and mediating position between perspectives.

Another important component of the research model is a social constructionist view according to which leadership is continuously constructed in interactions involving both formal and informal leaders and non-leaders; thereby rejecting the traditional view of leadership as a one-directional influence process. The daily work of professionals and the leadership practices of managers thus become closely entangled.

This research model will be utilized to investigate how leadership is executed to override the traditional separation between organizations, professions, and levels of care. In order to explore boundary-spanning leadership in human services, a qualitative research approach will be applied where the main bulk of data collection will be in-depth interviewing accompanied by observations at key arenas.

20.03

New contractual forms and organizational resilience in UK primary healthcare settings

Martin Harris, Atif Sarwar, Nigel South

Essex University, Essex, UK

The fiscal and organizational sustainability of the UK healthcare system is now being very substantially challenged by the changing demographics of ageing. The UK Department of Health (DOH) estimates that there will be a 60% rise in patients with multiple long term conditions by 2016 and a 252% rise in the number of over 65-year olds by 2050. The DOH has produced a 'Year of Care' funding model that encourages local healthcare practitioners to create new care 'pathways' that redefine patients as active subjects who will become more closely involved in the co-production of healthcare services. This paper presents some research findings on the implementation of *Year of Care* policies, relating 'global' policy perspectives on ageing to some recent developments in social and primary care provision in Essex and North East London. The paper highlights the political and cultural challenges now being faced by a local provider as it develops its capacity for working across long-standing professional jurisdictions and organizational boundaries. Whilst the contractual restructuring envisaged by the *Year of Care* initiative presents researchers with images of disaggregated 'post bureaucratic' or 'networked' organizational forms, detailed case study analysis suggests that there is a political imperative for hard-pressed local providers to develop new *in house* capacity for managing a broader plurality of actors and contractual relationships. The overall pattern across the sector is one in which willingness to experiment is in fundamental tension with fiscal retrenchment and the continued need to manage clinical risk. The emergence of new organizational forms is likely to depend, not on the formal content of DOH policies, or on the statistical modelling of clinical risk, but on the political realignments and accommodations that will underpin new collaborative ways of working. The *sine qua non* for this realignment is the continuing dialogue between NHS providers, healthcare commissioners and patient groups.

20.04**Different meanings of work - Working time in residential child welfare units**

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This paper explores different meanings of work in relations to extended work shifts in residential child welfare units. Such units are commonly referred to as “child care institutions”, moreover they are meant to be “an ordinary home” that contribute to a stability, continuity and security for the young care-leavers. To the employees the child welfare units are their workplace: Their work consists of making a home for the care-leavers and their work-time arrangement has become an important tool for creating stability continuity and safety.

Extended work shifts in residential care welfare units can be seen as an expression of a welfare that is orientated towards the needs and right of clients needs and rights. Based on the organization of working time, we discuss the relation, and maybe the tension, between the institution as a home for the care-leavers and a workplace for the employees.

Background:

Rotas with extended work periods followed by extended periods with time off have during the last ten years been more common in Norwegian residential child welfare units. Such schemes may typically include work periods where employees’ work shifts last from two to four days, followed by seven days off. Also other variations of extended shifts exist. In sum, these work arrangements may relate to new linkages in time and space. One illustrations being that a therapist may want to work extended shifts in a remotely located unit for professional reasons, while at the same time not having to move permanently from her centrally located home. The extended shifts and extended leisure periods may facilitate such arrangements.

A common justification for applying such shifts is that they are believed to have positive treatment outcomes in relations to the children and youngsters who have these units as their home. It has also been argued that such working time schemes are less costly to the employers as fewer employees are needed, which also plays a role to private suppliers of such services in public tenders.

The paper discusses consequences of such work shifts in relation to health and well-being at work. Relevant issues include work environment, night work and fatigue.

Another issue to be discussed in the paper is consequences for children and youngster who are care-takers and living their lives in these units. A central question is how the employees’ working time arrangements in practice may contribute to an environment of stability and continuity regarding the children and youngsters.

A third issue concerns working time regulation and temporal shifts. In the private units working time arrangements with extended work periods are warranted in a special public regulation, which opens up for shifts that by far extend the length of working time as regulated in the Work Environment Act. The extended shifts we discuss in this paper are associated with more unclear boundaries between working time and other time categories, such as time for resting, passive time, and time off work, and paid time and unpaid time while still being situated at the work place.

Data consist of case study interviews among managers, employees and youngsters in a sample of residential child welfare units. Data from a survey encompassing state and private unit managers are also included. We also make comparisons with data from a similar study in 2006.

RECONCEPTUALIZING WORK

21.01

Reconceptualising Unpaid Work: interning and volunteering in Toronto, Canada

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While recent scholarship has highlighted the increase in precarious employment in Canada since the 1990s (Vosko 2006, Lewchuk et al. 2011), little scholarly attention has been given to unpaid forms of work, such as internships and volunteerism, which have also proliferated with the flexibilization of the labour market. Treated as new labour market entrants due to systemic discrimination, skilled and professional immigrants, like youth, must often gain "(Canadian) work experience" through internships and volunteer work to be considered "employable". Unpaid work is now central to unemployment, not just for the wealthy, but for workfare/welfare recipients and for the highly indebted "skilled" un(der)employed. Youth and immigrants, in particular, experience high levels of un- and under-employment relative to the general Canadian population. It is important to examine how such unpaid work is construed as a prerequisite to paid employment, in order to more fully understand how employment and unemployment are being reconfigured. Through an examination of internships and volunteer placements this paper thus asks, how do un(der)employed immigrants and youth experience and reconceptualise unpaid work?

This paper is based on ethnographic fieldwork conducted in Toronto, Canada in 2008-2010 and 2015. Through interviews and multi-sited participant-observation it focused on policies, programs and events that promoted active un(der)employment. This research reveals that workers are often nostalgic for the security of a Fordist past, as exemplified by discourses of precarious work. These discourses are the flipside of those that breathlessly promote the entrepreneurial potential of flexibility in the current economy. Many un(der)employed young people and professional immigrants experience such "post-Fordist affect" (Berlant 2007) because they long for and are confronted with remnants of Fordist work – full-time relatively secure employment – which they have difficulty accessing. However, their expectations for the future affected how they experienced precarious un(der)employment. People who believed their precarious work was merely temporary were able to weather precarity better (Lewchuk et al. 2011). In contrast, employability programs frequently reproduced therapeutic discourses that encouraged continuous work-on-the-self as a means of achieving meaningful, yet always insecure, work in the future.

More specifically, many professional immigrants quit what they called "survival jobs" (low-skilled minimum wage jobs) to focus full-time on learning and gaining experience in order to obtain desirable work in the future. Similarly, for young people an unpaid work placement is often preferable to a "just for now job" since it promises to optimize one's productive potential. Everyday practices of investment in one's future potential through internships and volunteer work challenge our notions of labour, especially when wages are contingent upon hours of unpaid work readiness. One's unemployment is thereby no longer the site of exclusion, but rather a site of inclusion, full of productive activity (Adkins 2012). I argue that job seekers' desire to find more secure or meaningful work and hope in future possibilities of present investments facilitated unpaid work and kept existential precarity at bay. However, these investments frequently constituted a "cruel optimism" (Berlant 2011). While they made life and un(der)paid work in the present more meaningful, the promises of future security or employment never arrived (Adkins 2012, Ducey 2007). Yet for some, self-investments that contributed to mental well being and maximizing one's potential in life were more important than job security.

21.02

Poles in the world of late capitalism: changes of biographical processes in terms of professional careers, social relations and identity at the time of system transformation in Poland

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In our research we look - referring to the conducted biographical narrative interviews with managers and professionals - at **biography** as a way to examine life-history, i.e. the sense of one's living and existence in terms of **professional career**, **social bonds** and **identity** in the contemporary reality. By this context we mean **the time of system transformation in Poland**, characterised by a simultaneous clash and co-occurrence of elements belonging to several varieties of social order, here in particular three types of orders. The first one is most often described in terms of late capitalism (also in terms of late or second modernity, or postmodernity) and the related processes of Europisation, globalisation, multiculturalism and transculturalism as well as the neoliberal economic order; we refer to this order, for the sake of simplicity, as corporate order. The second one are the social order arrangements adopted by Western societies of the modern era, that is, the classic liberal, democratic and market-oriented solutions. And finally the third one, defined by certain elements of the heritage of earlier times, including, on the one hand, the heritage of the era of the so-called real socialism and, on the other hand, elements of the pre-modern culture.

In the paper we would like to draw your attention to the resultant most evident **clashes of the three orders**:

(1) In the sphere of employment / professional career

The contrast between the need, being typical of the corporate working order, to continually and flexibly adapt one's professional profile and competences to the changing needs of the labour market, with the culturally rooted expectations of a lasting validity of the individual's educational status and the claims as to the scope and durability of employment related to this status;

(2) In the sphere of social bonds

The contrast between the requirements of the traditional forms of primordial bonds (i.e. familial bonds and friendship bonds), separating the sphere of private life from public/professional involvements, and the regimes of effectiveness and availability imposed by corporations with the weakening of the border between the sphere of private life and the world of professional career (with the latter taking precedence over the private sphere);

(3) In the sphere of identity

The contrast between patterns and expectations typical of pre- and modern types of identity and the post-modern orientations. The former refer to the 'strong' (i.e. fixed in time and strongly felt) connections between collectively oriented self-categorisations with individual identifications, while the latter lean towards adoption and realisation of identity-related projects as symbolic repertoires defining cultural competences in the changing and varied contexts of action.

21.03

Digi-Housekeeping: A new form of digital labour?

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“It’s my first email download and look what I’ve got. It’s a full screen of emails to deal with.[...] A lot of them are rubbish, but you’ve still got to sort the rubbish” [Jez, social entrepreneur].

In this paper, we examine a form of digital labour illustrated in the above quote that we label ‘digi-housekeeping’. This is work performed by individuals that supports their use of modern communication technologies, in particular those that sustain ‘being online’ across all aspects of their lives. Such work is often carried out in pursuit of different forms of ‘flexible’ working but nevertheless problematizes traditional binary domains of ‘work’ and ‘life’.

There is increasing interest in the role of these technologies in the process of segmenting and/or integrating the domains of work and life (Duxbury et al., 2014). The concept of digital labour emerges from media studies (Scholz, 2012; Fuchs, 2014) often highlighting a Marxist theory concern regarding the relationship between unpaid digital labour (by individuals) and the production of value (to organizations). Initially conceived as the creative work of individuals expended on the social web, digital labour arises from the impact of digital technologies which erode traditional distinctions between work and play online (Burston et al, 2010). These technologies reinforce the provision of such labour without payment (Ross, 2012), prompting it to be likened to ‘those less visible, unsung forms of traditional women’s labor such as childcare [and] housework’ Scholz (2012; p2). The analogy of female domestic work is further extended by conceptualizing insecure work requiring spatio-temporal flexibility as having been ‘housewifized’ (Fuchs, 2014).

Our research approach regards ‘work’ and ‘life’ not as reified entities but rather as constructions reinforced and renegotiated in the course of daily interactions; they are socially constructed and contested domains (Cohen et al., 2009). This recognises that social, political and epistemological choices determine what is defined as work and ‘not work’ (Okhuysen et al., 2013).

Our data is drawn from 45 participants from three UK based groups: social entrepreneurs (mostly self-employed and working from home); office workers (who mostly utilise flexible working options such as job share, compressed hours or working at home one day a week), and students (aged 18-25 including some working towards a PhD). After a briefing session, each participant kept a week’s video diary of any ‘switching’ between roles they noted across different aspects of their lives, narrating a commentary as they filmed. They made their own decisions as to what constituted a ‘switch’ for them. ‘Switches’ could be between or within their digital/physical domains and of any time duration. At the end of the week, participants were debriefed and returned the video recordings. They then attended a recorded interview to discuss excerpts from their video data and to embed these discussions in a more in-depth understanding of the participants’ lives, exploring their own constructions of work-life balance, switches and technology use.

Our initial findings suggest an ‘online’ domain is constructed through use of mobile digital technology, eroding many boundaries between the traditional domains of work and personal or home life which now co-exist. Intrigued by existing domestic work analogies, we termed the role or tasks to support this as ‘digi-housekeeping’. Whereas the function of the domestic housekeeper is to ensure the smooth running of the household, digi-housekeeping focuses on maintaining the smooth running of the participant’s engagement with the online domain and other requirements of ‘flexible’ working.

Domestic housekeeping focuses on the internal aspects of the house such as cleaning, tidying, organizing storage, provisioning, and attending to wear and tear of domestic items. To the outside world, such work is often invisible and, when done for ourselves, is unpaid. We argue that digi-housekeeping is similarly hidden and unrewarded; it involves similar tasks to support ‘being online’ across the traditional domains of work and personal life. Inboxes need to be cleaned of junk mail, emails tidied into meaningful folders, digital equipment must be maintained and replaced when it breaks down or becomes out-of-date, file storage requires organizing, gadgets made ready for use, and time and money is invested in the pursuit

of what is 'new and better' that promise greater online efficiency. But who is this work done for and who benefits?

At conference, we will unpack this question and the concept of digi-housekeeping as a form of digital labour. Our initial findings will be developed to explore further the digi-housekeeping practices of our three participant groups, thus extending the occupational settings in which the 'housewifization' of work has been considered. We will locate these within wider debates such as the engagement by the social entrepreneurs with the 'digital reputation economy' and by all participants with managing 'the contemporary flexible self' (Hearn, 2010, pp 424-9). In doing so, we examine the re-conceptualization of work when work and life are contested as naturally occurring domains.

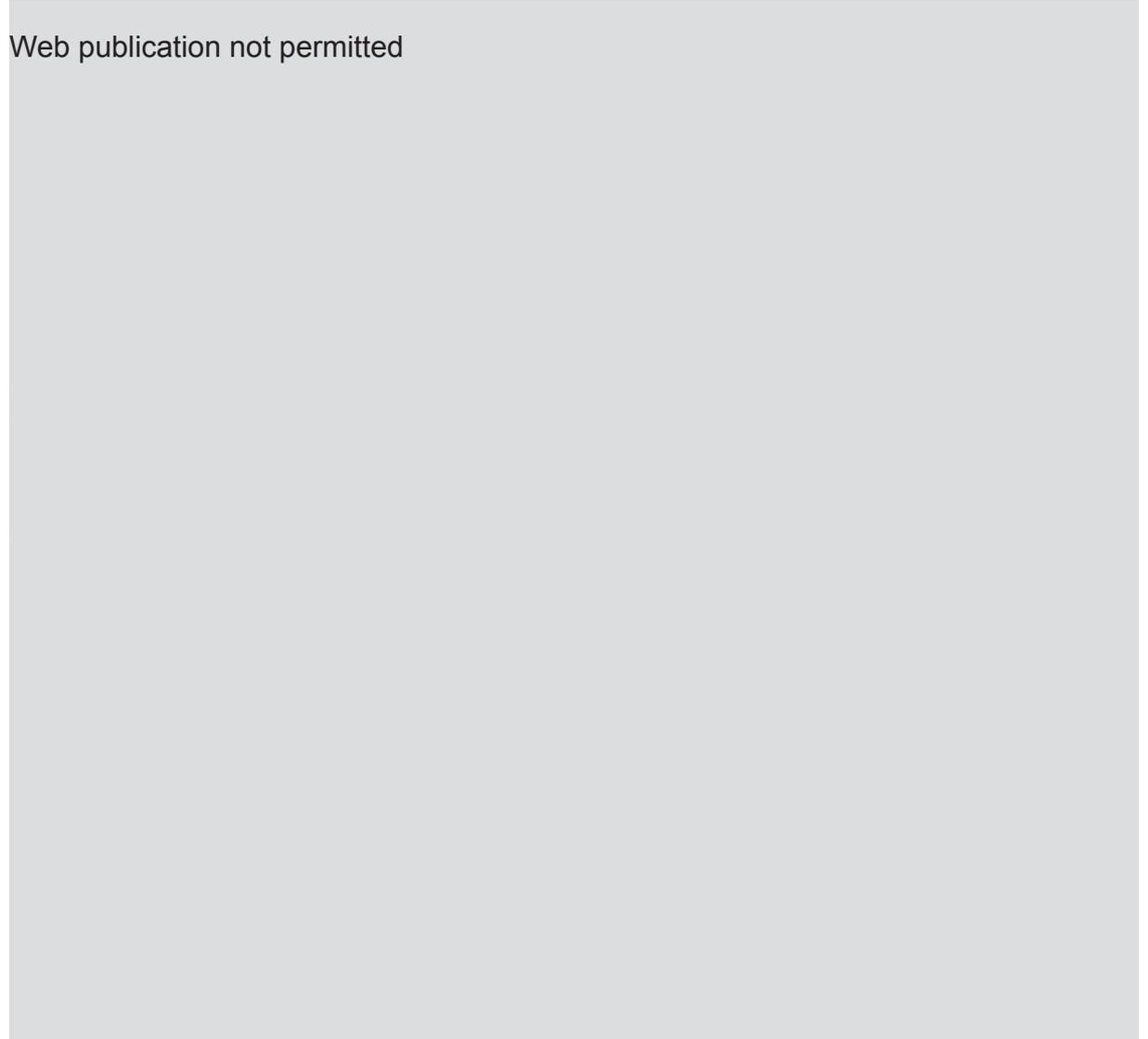
21.04

Constructing the Creative: Discourses on Creativity in Organizations in the Creative Industries

Iva Kostova

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Web publication not permitted



21.05**Entrepreneurship on quasi-markets for elderly care: A way to self-fulfillment or self-exploitation for professionals?**Elin Vadelius*Social and psychological studies, Karlstad University, Karlstad, Sweden*

This presentation will draw on results from sociological research concerning motives among professionals to establish small or medium-sized enterprises in home-based care for elderly in Sweden, and how these professionals experience the conditions for acting on the market. Has their establishing an own business led to better opportunities for exercising and developing competencies, and thus a freer and more meaningful work? Or has it rather turned out to be a dead end, leading to forms of exploitation both of one self and of workers who are employed in the companies? These questions will be addressed through qualitative interviews with individuals who are owners and leaders of business in the region of Stockholm (capital of Sweden).

The research is departing from the changes that have been taken place in the Swedish public sector during the last decades. Reforms influenced by neo-liberal discourse and NPM have been promoted as a way to increase economic efficiency, innovativeness and more choice for citizens or “consumers.” Private companies have been invited to compete with each other and with public providers for assignments, e.g. via tendering. One of the recent changes is introduction of a new legislation, aimed at introducing a customer-choice model. The basic principle is that the elderly, once granted the right to publicly funded care by a care assessor, choose an organization (public or a private company) to provide the service. The organization provides the service according to orders from the care assessor and gets reimbursed by tax revenue.

Some of the political arguments behind the customer-choice model were that it would improve the opportunities for people employed in the public sector, mainly women, to start their own enterprise and for small companies to compete with the big, international companies which have hitherto dominated the market. The expectation was that being in control of one’s own enterprise would enable professionals to act more free than as employed in public bureaucracies, thereby being able to exercise their competence and develop innovative solutions to elderly’s need for care. Thus, this can also be seen as a way of reconceptualising work in the public sector by suggesting enterprising as a way for professionals to remain in their occupation and contribute to publicly funded welfare, though in another organizational form. At the same time, there has been concern in the public debate regarding private actor’s motives for going into business in welfare. Some debaters have expressed fears that private companies are in business just to make money and will cut quality, at the expense of elderly. Against these hopes and fears, the research interest is to focus on the understandings of entrepreneurs themselves – the supposed change agents in the field of elderly care.

The results show that entrepreneurs express multiple motives for going into business; economic, social, ethical and professional. Gaining more independence and autonomy, being able to provide care according to one's own professional and ethical values, and the possibility of working more innovative was among the most salient. Some respondents depicted the establishing of a business as a way to escape from marginalized positions as employed in public administrations; that is, as a coping strategy. This can be seen in relation to them having former leading positions as employed managers, without having mandate to make crucial decisions regarding economy or other important issues. The results also show that entrepreneurs met with new challenges and difficulties as business-leaders, which affected how they perceived their opportunities to provide good care and fulfill personal goals. Among these challenges were the system and levels for payment from the public administration, and the NPM-related techniques for documentation of tasks that the entrepreneurs were supposed to use. Some entrepreneurs expressed the view that managing technical system for documentation and control demanded time from contacts with elderly and from developing the quality of care work. These challenges seemed to impact in different ways on the possibility to run a successful business, and also on the motivation to stay as an entrepreneur on the market. Some respondents expressed a strong sense of freedom, contentment and positive meaning in their current situation. Others described a very pressing financial situation and how they struggled to rescue their business by working long hours and also by pressing their employees to work harder and faster. The conclusion is that starting and operating a private business in publicly funded and regulated care can lead to both self-fulfillment and self-exploitation, depending on different conditions on the quasi-market.

21.06

Working for yourself: a new ideal of creativity and home-based exclusion

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This paper considers the implications of a recent discursive drift in which discourses of entrepreneurialism and contemporary creative work converge on a new worker figure. The paper argues that this figure is currently celebrated in the UK media and elsewhere as representative of the growing numbers of people working for themselves, for example, as self-employed, freelancers or the owners of small businesses, including the 'mumpreneurs' who attempt to reconcile home-based businesses with child care.

A discursive analysis shows how media representations emphasise the satisfactions of working for yourself, mostly from home, in contrast to the difficulties of working for someone else in more conventional workplaces and forms of paid employment. The paper argues that these representations centre on a new worker as a gendered variant of two other idealised figures, the entrepreneur and the creative artist. The figure of the entrepreneur, eager to pursue opportunities and take risks, is of course central to the market-driven accounts of economic development associated with neoliberalism. The image of the artist following a creative vocation underlies many of the now-established understandings of careers and work practices in the contemporary cultural and creative industries (CCI), a global sector first identified in the late 20th century. The congruence between the entrepreneur and the creative artist has long been recognised in discussions of the CCI: both are agentic individuals who independently pursue their respective business and creative projects. In a further connection, the 'fundamentally masculine' (Ahl and Marlow, 2012) figure of the successful entrepreneur resembles the 'artist as male hero' (Bain, 2004).

However, Taylor and Littleton (2012) identify a different contemporary creative worker for whom the personalized nature of a creative project reinforces a deficit positioning and lack of confidence. Creative work is reduced to a different project, centred on retreat and self-repair. This paper suggests that the discursive drift outlined above valorises the new worker as a similarly feminised, though not inevitably female, figure. The paper argues that for people working for themselves, the reassurances of home as a safer place, and the creative promises of the workshop and studio as living/working sites, potentially merge around this idealised and feminized figure to promote a withdrawal from the challenges of paid

employment and an acceptance of working on a small scale, mostly alone, motivated by the hope of self-fulfilment and freedom as alternative rewards to a steady income and secure employment. The paper proposes that media representations which invite identification with the new worker figure contribute to a 'new mystique', resembling the 'housewife trap' made famous by Betty Friedan (1963) which invited women to move back from the paid workforce to the home and domesticity. The paper suggests that the new mystique attached to working for yourself is potentially part of a process of exclusion by which increasing numbers of workers, both male and female, are encouraged to accept a marginalized position in the neoliberal economy.

21.07

Creative Workers and the Challenge of Vocational Reinvention

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As 'old economy' jobs disappear, so more and more young people develop ambitions to work in creative occupations. They are encouraged by official forecasts of the growth of creative industries, the economic importance of art and culture, and by educators who direct them to post-school courses related to their youthful (sub) cultural enthusiasms, like film, media, graphic design, music production and a variety of performing arts. Yet the vast majority of those who graduate in creative courses will not make a living in these areas. Particularly disadvantaged are those from minority and working class backgrounds who lack the resources – social, cultural and economic – to withstand the precarious conditions of the creative career. This paper is based on life history interviews with one hundred 'creatives', mostly trainees and aspirants, who wrestle with the prospect and reality of poverty and unfulfilled ambition. It will demonstrate how, under commercial pressures, the meaning of creativity has become synonymous with flexibility and entrepreneurial individualism. Creative workers are expected to be labile, agile and mobile: excited by serendipitous opportunity, ready to reinvent themselves, to barter their creative skills in the market place, and freed from the ballast of family/community ties and fixed ambitions. However many are unable or unwilling to undergo constant self-reinvention. Men from working class backgrounds, in particular, who identify with a particular craft (eg film editing, sound production, graphic design) are reluctant to recalibrate their ambitions in response to every serendipitous opportunity, to summon enthusiasm for work they did not originally set out to do. Many creatives are guided by bohemian values and resist the commercial conscription of their art even if that means poverty. Others still see their creative work as the realisation of inherent talent that can hardly be achieved through the market (alone, at least). Those who assimilate to the churn of the creative career generally have to adopt a Zen-like fatalism through which the meaning of past events can only be known by their outcomes. Those who unable to view their creative skills as abstract and transferable will often fail to achieve the careers to which they aspire.

21.08**De-Westernizing creative labour studies: a view from the post-communist Balkan**Ana Alacovska^{1,2}¹*Association of Artists Media Artes, Ohrid, Macedonia,* ²*Copenhagen Business School, Copenhagen, Denmark*

The article aims to re-assess, re-qualify and re-evaluate the dominant conceptions of creative work hailing from the multidisciplinary studies of creative labour.

The dominant paradigms of creative work are overwhelmingly Western regardless of their disciplinary origin - sociological, political economy or cultural and media studies. The main focus of such studies is on the impact of Western neo-liberalism (neo-liberal governmental policies, entrepreneurial cultures and knowledge capitalism, capitalist injunctions for self-expression, self-realization and self-enterprise) for the biographical standing of cultural producers working in the major European creative hubs such as London (McRobbie 1992, 2002, Ursell 2002; Nixon and Crewe 2004, Hesmondhalgh and Baker 2011), Amsterdam (Gill 2002; Deuze 2006); New York, San Francisco or Hollywood (Neff et al., 2002; Neff 2009; Ross, 2004, Miller 2003; Caldwell 2008; Banks 2009), the Australian 'Western' cities of Sydney and Melbourne (Gregg 2011; Banks and Humphries 2009).

The global reach of English-speaking cultural markets at the core of the Western cultural production, however, do not make the studies of creative labour any less self-centered, parochial and limited in scope and nuance in face of their pretension to generate universalistic, definite and generalizable statements. We approach such academic ethnocentrism as a fertile background against which to deconstruct and decontextualize the locus of empirical analysis, and bring in marginalized, subdued and subaltern voices in minority languages that languish at the margins of the global economic and financial flows and cultural dynamics. In doing so, in this article, we hope to reconceptualise the dominant notions of creative work while trying to de-Westernise the sociological study of creative work.

This article analyses the subjective experience of creative work in post-communist countries in the Balkan, most notably Macedonia and Albania. It is based on a qualitative study comprising more than 80 in-depth interviews with creative workers: new media workers namely game developers, graphic designers, animators; fashion designers and performing artists, namely theatre actors and musicians.

In light of the rich empirical data, we re-evaluate one of the most entrenched contentions in the studies of creative work and cultural labour, that of the informal and networked character of creative work. As Western creative/media industries and their managerial structures are rooted in neo-liberal cultural markets and 'liquid modernity', creative work becomes dangerously desirable and overhyped hence ever more casualized, precarious, insecure and discriminating.

We argue that the study of the experience of creative work in post-communist countries cannot uncritically employ sociological axioms distilled from Western empirical data. Such a study has to stay tuned to the ontological specificities of empirical data and the fact that post-socialist economies are already always *embedded* in concrete socio-economic systems of informality and non-meritocratic relationship of work (Polese and Rodgers 2011; Burawoy 1999; Stark 1999). Hence in this article we try to get to grips with the following question: How is 'informality' of creative work being negotiated, lived and experienced by creative workers embedded in socio-cultural contexts of post-communism/post-socialism whereby the informal economic relations and informality are in fact a fundamental part of the mainstream economies?

The research has been generously supported by the Regional Research Promotion Programme (RRPP) for the Western Balkans; funded by the Swiss Agency for Development and Cooperation (SDC) and the University of Fribourg (Switzerland).

21.09**A call for a critical examination of creativity**

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Because of the current, overarching hype on creativity in many spheres of life, creativity and innovativeness have entered the circles of managerial, political and academic interest. Organization studies literature sees creativity as a source for success and performance (Mumford et al. 2012), organizational effectiveness (Basadur et al. 1999), long-term productivity and innovativeness (Carson & Carson, 1993), growth and competitiveness (Baer & Oldham 2006), which are something all organizations strive for. In organizational literature, creativity is seen "as a wonderstuff for transforming workplaces into powerhouses of value", and the intellectual property as the "oil of the 21st century" (Ross, 2008, 32). Consequently, an implicit assumption behind all writings on creativity in organizations appears to be that creativity is good, and the more creativity there is, the better.

However, like all organizational phenomena, creativity also has what we might call the 'dark side', i.e. effects, implications, causes, phases, or forms, which are negative, problematic, or even harmful (cf. Lindstead et al. 2010). Organization studies, however, appears to be so fascinated by the idea of creativity, that the dark side has been conveniently ignored, regardless of few exceptions (see, e.g. James et al. 1999; Gilson 2008). To sum up, discourses on creativity have a tendency to focus on the positive sides and effects of creativity and ignore any negative consequences and implications it may have.

Discourses on creativity are an important topic of study, as they inform what it is to be 'creative', what 'creatives' should want and what kind of behaviour is valued and expected of them in the New Economy (Prichard 2002; Driver 2008). Discourses are powerful regulating mechanisms, which influence our behaviour, and inform how we might reconceptualise creativity and work, and make sense of them (cf. Alvesson & Willmott 2002). As creativity is so highly appreciated in organizations, it causes individuals, through engaging in self-disciplinary techniques, end up in competition with their colleagues for the "scarce resources of social recognition" (Knights & Willmott, 1989, 550).

In sum, the ignorance of the dark side and the excessive positivity of the discourses on creativity and their implications for individuals and organizations have not been properly addressed, which is the gap we are interested in filling. Taking a discourse-perspective, we want to discuss creativity and its implications from the point of view of its dark side, i.e. of that which is typically not included in the creativity discourses. We argue, that the views and discourses, which mostly emphasize the good and positive side of creativity and ignore the dark side, have negative consequences for our understanding and conceptualizations of creativity and creative work, but also are harmful for individuals, organizations and for creativity itself.

21.10

The Black List 3.0: 'How-to' discourse and new screenwriting workspaces

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Screenwriting is a type of creative production that has often been framed as accessible to all via pedagogical discourse in particular contexts: the 'How-to' screenwriting manual, the screenwriting seminar, or the inspirational speechifying of the successful 'guru'. This paper investigates forms of screenwriting work and pedagogy that have proliferated across digital platforms. New online and social media practices have enabled novel forms of learning and script evaluation to develop. For example, gurus such as Robert McKee and Syd Field, central voices in the 'How-to' screenwriting genre, have their own subscriber-based websites and apps such as McKee's *Storylogue* and Field's *Script Launcher*. And these pedagogues have become increasingly enmeshed within and across new discursive platforms for the delivery of 'How-to' advice. In the *Final Draft* screenwriting software package, for example, gurus such as Field now act as 'interactive problem solvers' and these kinds of charismatic instructional voices are now circulated across dedicated 'How-to' websites.

In the paper, the focus is on the expansion of the evaluative industrial tool *The Black List*. *The Black List*, founded in 2004 as an annual industry survey of Hollywood's best unproduced scripts has expanded into a multilayered digital space: <http://blcklst.com/>, incorporating a subscriber-based, "members only" networking section, a blog called "Go into the Story" which offers 'How-to'-style screenwriting advice and commentary, links to *Twitter* and *Facebook* pages and the Black Lists themselves dating back to 2004. Since late 2012, the *Black List 3.0* as it is now known, has developed into a full-service evaluation tool in its own right, offering a user-pays script uploading and assessment service.

The paper will firstly analyse the political economy of this site as a location for creative work and its expansion since November 2012. I am also interested in comparing and contrasting 'How-to' screenwriting discourse and script assessment and evaluation practices as they are developing in the *Blacklist 3.0* space. Initial investigation suggests that traditional 'How-to' tools are deployed within *Blacklist 3.0* to assess and evaluate scripts and screenwriters: the formal ratings system utilizes familiar markers of "success": catchy loglines or 'hooks', memorable characters and settings and fluid/realistic dialogue. And "Go Into the Story" has a roster of daily and weekly features that encourage the evaluation of previous material (scripts, scenes, sequences, films) such as "Daily Dialogue" and "Great Scenes", encouraging creative learning via lists, steps and rules, pseudo-psychological discourse, and routine exhortations to "work on oneself" as a screenwriter.

These traditional 'How-to' tools and markers of success are developing alongside newer innovations. So, announcements (often via the *BL3.0* Twitter account) of new agency/management representation for scripts and screenwriters are correlated with new, veiled indices of "success" such as high ratings and numbers of downloads for scripts and writers. And after pressure from writers and commentators, the site integrated new scripting tags including 'female protagonist' and 'Bechdel Test' so that writers using their site to upload scripts can identify their work as written by or featuring women.

The *Blacklist 3.0* and its creators are thus attempting to balance the evaluative and commercial functions of the site with forms of transparency not otherwise available to both members and non-members. Overall, this paper considers to what extent this type of new, networked and evaluative space reconceptualises screenwriting work and in what ways it relies heavily on familiar and limited forms of 'How-to' knowledge and discourse. Screenwriting as creative production is materialized and circumscribed in the spaces of *The Blacklist 3.0* as it is in 'How-to' screenwriting manuals. And the subjective responses that are emerging to the expanded *Blacklist 3.0* mirror the continued ambivalence that screenwriters express for screenwriting manuals as tools for their own learning and professional development.

21.11

“How-to” entrepreneurs making Minecraft make money: Expertise, identity and digital cultureDaniel Ashton*University of Southampton, Winchester, UK*

In March 2014, national news media reported the story of Joseph Garrett – the barman who gave up his job to upload tips on YouTube for the videogame *Minecraft* (Woollaston, 2014). Coverage addressed the apparent novelty of generating income from hobbyist pursuits, the ways in which such activity can take on the equivalent status of a job, and the importance of YouTube as a digital platform for both enabling this ‘work’ (sharing tips) and for reaching a ‘market’. In generating income from creating and sharing user-generated content, Garrett and other ‘how-to’ entrepreneurs are developing new conceptualisations of work.

This paper examines, firstly, sharing gameplay tips is translated into the production of ‘how-to’ materials as part of an ‘informal media system’ (Lobato, Thomas, and Hunter; 2011). Secondly, the construction of identities by ‘how-to’ entrepreneurs is examined to reveal the ways in which emerging forms of creative labour remain connected to long-standing practices of professional identity construction.

Drawing on extent perspectives from creative labour, an established way to explore ‘how-to’ productions would be in terms of occupational status and career goals. This paper does not however address the production of ‘how-to’ materials in terms of occupational devotion (Stebbins, 2009) where passion for a particular pursuit drives an individual to the extent that work and leisure are blurred. Nor is this a case of creating a stepping-stone into professional contexts and paid industry employment (Ashton, 2011) or forms of ‘co-creativity’ (Banks, 2013) between established videogames industry developers and players. Whilst the history of videogames development emphasises unforeseen acts of experimentation and the generation of new forms of gameplay (Kerr, 2006), Garrett and the ever-increasing number of similar YouTubers producing ‘how-to’ materials are more calculating in their endeavours.

Garrett’s recognition of merchandising and branding, his regular contact with his advertising sourcing network, and his plans to buy a studio (Woollaston, 2014) all indicate that work and leisure are not being blurred, but rather that this is a distinctive, emergent form of activity. Following Lobato et al. (2011: 900), the production of ‘how-to’ materials can be understood in terms of ‘informal media systems’, such as DIY publishing and slash video. There is no professional, work counterpart that is being blended with Garrett’s gameplay, leisure pursuit. Instead, Garrett’s particular form of gameplay is purposefully orientated towards generating materials that others would access in significant enough numbers to warrant advertisers’ interest. Purposeful gameplay, the establishment of YouTube channels, the maintenance of relationships with followers, and the search for new revenue streams all combine within this ‘how-to’ entrepreneur conceptualisation of work.

In turn, for all that is distinctive about this form of videogames industry entrepreneurship there are notable continuities with forms of conduct and self-presentation associated with creative labour. Lobato et al. (2011: 900) argue that the field of user-generated content is not ‘internally heterogeneous [...] but also engaged with, and reliant on, a variety of industrial and institutional media systems and governmental forces’. This paper will develop this approach in understanding the strategic move from playing games to establishing a legitimate and credible profile. Hartley (2013: 41) has described personal identity as a commodity and creating an identity as ‘setting yourself up as an actor in a digitally enabled social network’. The status of the ‘how-to’ entrepreneur rests as much in how their expertise is communicated and profile made visible, as it does on the tips and hints being shared. Whilst the official trailer for *Minecraft* expresses how, ‘with no rules to follow, this adventure is up to you’, it is clear with the emergence of ‘how-to’ entrepreneurs that the professional identity and expertise of creative workers remains crucial.

21.12

From visual discipline to love-work: the evolution of amateur photography education and training manuals in ‘the digital-age’Karen Cross*University of Roehampton, London, UK*

The history of photography provides us with a rather interesting story of the rise of professional practice, linked to the institutionalisation of knowledge and growth of consumer capitalism. Often the commercialisation and mass-production of camera technology has been cited as the main causal factor in creating a division between the amateur and professional, and for inciting a fracture within the field of amateur photography itself—operating, as it would seem, along a spectrum of less to more ‘serious’ forms of practice, which find their footing the social circumstances of class and gender division (Tagg 1988; Bourdieu 1990 and Evans 2000).

With this, the institutional adoption of photography, which gathered pace toward the end of the nineteenth century, has often been blamed within the critical literature for manifesting a dubious and ideological appropriation of the photographic process—both as a form of documentary evidence and as elitist aesthetic (Sekula 1984 and 1986). It is within the institutional-commercial frame that the parameters of both professional and amateur practice are said to have been set. Against this, socialist and feminists critical theorists and practitioners sought, during the 1980s and ‘90s to elaborate an alternative educational frame that challenged the reproduction of technological and commercially bound forms of knowledge and engaged more overtly with the questions of social inequality, identity and representation (Watney 1984, Spence 1986, Dewdney and Lister 1988, and Evans and Hall 1999).

Increasingly evident within the context of the infamously termed ‘digital age’, however, is that a more nuanced account of the social uses of photography and the history of amateur and professional exchange is sorely needed. While some theorists have taken to responding to technological shifts in terms of claiming that digital practices give rise to new social dimensions of use—for example, that photography is now defined in terms of ‘social’, rather than ‘personal’, interest (Rubinstein and Sluis 2008), or by a focus upon ‘the everyday’ and ‘mundane’ (Murray 2008), and in terms that find a footing within the context of ‘citizen’ and ‘witness’ forms of participation (Frosh and Pinchevski 2009 and Allan 2013)—it is also clear that there continues to be a particular dynamic within these accounts perpetuate institutional forms of division between the amateur and professional, or use evidence of the existence of such divides as the grounds upon which to stage cultural critique.

The critical frame has, thus far, been useful in revealing both a culture of distinction and a process of social containment that runs through the landscapes of professional and amateur recognition and interaction. What this has been less concerned with, however, is accounting for the ways in which the interaction between the amateur and professional have productively served to redefine the whole landscape of photography use and practice, both within amateur and professional settings, traditionally defined, and within the newly identified categories that blur and compound separations—such as in the case in the use of terms such as ‘pro-am’ (Leadbeater and Miller 2004) and within the new social investments within ‘serious leisure’ (Stebbins 2014).

This paper seeks to unravel theory, history and practice, by addressing the limits of the critical frame for understanding what lies at the heart of professional/amateur cultures of interaction. It situates this discussion particularly in relation to the analysis of ‘how-to’ training manuals in photography, within which it is possible to trace the persistence of past traditions of photography, but also new directions that express precisely the discourse of social and cultural concern observed within the late twentieth-century political dimensions of educational practice driven by theory and critique.

What this represents is a ‘working-through’ of not only of the apparent division between the amateur and professional, which appears increasingly redundant in situations of new labour formation and media production, but also an attempt reformulate photographic history and its practices. Within this situation, it would seem there is no longer a need for training manuals written by professionals and ‘experts’. Yet a whole new tutorial culture in photograph has emerged in recent years (examples are *The*

Art of iPhonography (Calabrese Roberts 2012), *Social Photography* (Bowker 2014), and *The Citizen Journalists Photography Handbook* (Miller 2014) all recently published by Ilex Pres), which holds together, in tension, the long-standing hierarchal arrangement of teaching practice with a new setting of socially committed, political critique. It is the renewed investment in photography and the re-working of aesthetics, which reframe the amateur notion of 'love' within this context, which interests me here, and it is the new formation of social interaction and representation that emerges from this context that is ripe for further exploration.

21.13

Wading through the tutorial glut: “Just-in-time” education platforms and learning tactics for digitally mediated creative work

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The term 'upgrade culture' in scholarship on digitally mediated cultural and creative work captures a key challenge facing contemporary creative practitioners. Practitioners must constantly upgrade their technical skills in order to keep up with the rapid pace of transformations that tools like digital imaging applications continuously undergo. An entire industry has formed around this upgrade challenge in order to teach how to use these tools including the provision of video tutorials over commercial online platforms. These education platforms and their offerings range from YouTube's free two-minute tutorials uploaded by amateur enthusiasts to the professionally designed video training courses that can only be accessed behind Lynda.com's pay walls. Such platforms offer what Jeffrey Selingo (2014) refers to as 'just-in-time' education: the possibility to learn a specific skill when it is called for without having to commit the time or money required by more traditional forms of education. Their promise is to give practitioners personal access to a limitless selection of up-to-date information about countless software tools in a format that fits their schedule. But how is this type of 'just-in-time' education potentially complicit in the creation of the 'upgrade culture' dilemma identified above?

The configuration of such a massive surplus of information may in fact work to reproduce asymmetrical relations of power that undermine the learner's ability to critically engage with the material. This paper sets out to examine how online teaching and learning platforms frame learning creative work as wading through a particular kind of infoglut (Andrejevic, 2013) that builds on existing logics of software and interface design (Lury, 2013; Fuller, 2001). Drawing from ongoing ethnographic research on creative application software and its uses, this paper investigates how these kinds of 'just-in-time' education platforms and the creative practitioners who use them mediate the digital skills required for contemporary creative and cultural work.

Specifically, the paper will show how these platforms do not operate in opposition to traditional teaching environments but are in fact deeply tied to recent trends in institutions of higher learning including new teaching methods and infrastructural transformations linked to post-enterprise information technology services. It will attempt to uncover to what extent and in what ways the use of just-in-time platforms for learning creative work reinforces traditional divisions between practical and theoretical knowledge for creative work.

SITES AND PLACES OF WORK

22.01

Exploring boundaries in the hybrid environment

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In this paper, we explore how individuals negotiate boundaries in environments with varying degrees of hybridity and we explore the role of the hybrid in this. Boundaries constitute a topical issue as workers move to more flexible, project-based work arrangements (Yeow, 2014). Organizations, for example, are increasingly seen as 'boundaryless', as traditional boundaries have been overcome by new configurations, such as virtual teams, which traverse geographical, temporal and organizational boundaries (Ashkenas, 2002). Scholars argue, however, that, as a result of these flatter, more linear, forms of organizing, other boundaries have emerged, both at the organizational—e.g. cultural boundaries, due to the increased heterogeneity often characterizing virtual organizations (Orlikowski, 2002)—and the individual levels—e.g. silent (yet existing) boundaries, created by 'silenced unavailability' or by giving impressions of 'not wanting to be disturbed' in asynchronous virtual environments (Panteli, 2004, p. 74). These studies show that, though boundaries seem to be more flattened in the virtual environment, they exist in different forms and have significant implications for the way work is carried out.

The recent literature on work-life balance agrees that, as technology advances, individuals increasingly have the choice to render work-life boundaries less fixed and highly permeable (Duxbury, Higgins, Smart, & Stevenson, 2014; Mustafa & Gold, 2013). However, despite some useful accounts around examinations of boundaries between work life and personal life (e.g. Sayah, 2013), it has been recently suggested that work-life balance may not be relevant anymore (Dén-Nagy, 2014).

We use the term 'hybrid' to refer to an environment in which (a) the virtual and the corporeal coexist and interact; and (b) work-life, among other, boundaries are largely blurred (Jordan, 2009). Contrary to literature focusing on exclusively virtual contexts, neglecting what occurs outside the virtual, our approach is more pragmatic in that it considers both the virtual and the corporeal, and takes a close look into our participants' lives not only at work, but also outside work. Our aim is to explore the role of the hybrid in abolishing, constructing, managing and negotiating emergent or existing forms of boundaries that are found in environments.

In view of that—and in response to recent calls for event-based research studies within the literature on boundaries (Allen, Cho, & Meier, 2014)—we conducted a study with 45 UK-based participants, involving weeklong video diaries and follow-up interviews. We focused on 45 individuals whose lives are characterized by varying degrees of hybridity (15 social entrepreneurs, 15 students and 15 office workers) in our effort to understand the role of the hybrid in negotiating boundaries. On the one hand, social entrepreneurs and students worked (or studied) in highly hybrid environments (e.g. due to their flexibility in terms of office location and working hours). On the other hand, office workers, though largely office-bound, utilized some form of flexible working as well.

Our thematic analysis (Braun & Clarke, 2006), utilizing QSR NVivo 10, is still ongoing and has begun to explore how our participants negotiate boundaries in the hybrid environment. In what follows, we provide examples of boundaries found in the hybrid environment from our preliminary analysis.

Creating digital boundaries

We identified digital boundaries that the participants created to separate their different activities, to categorize their hobbies, to speak to different audiences (on social media), and to manage their different identities:

"So my personal account will be my... what I'm interested in personally. So I have a Food Blog, as well, I do a lot of cooking and kind of stuff like that, so a lot of my Twitter or Instagram will be filled up with

pictures of nice restaurants, or stuff I've cooked. It wouldn't be appropriate for our [corporate account] to be tweeting photos of what I've just had for dinner." (Anna, social entrepreneur, interview)

Restoring traditional boundaries

Despite the recognition that certain traditional boundaries disappear in the hybrid environment, our participants were found to put some of them back in place. For instance, Leanne, an office worker, explained that she used different apps on her tablet to separate her work from her non-work emails:

"No, not at all. I did [merge the two] at one point, but I didn't like it. It wasn't comfortable because I was getting... I like to keep that separation to my personal emails and my work emails very much. It's just a preference that I have, really." (Leanne, office worker, interview)

So far, our findings suggest that the hybrid does not only blur boundaries, but can also act as an enabler for individuals to restore traditional boundaries, thus challenging and problematizing existing views in the literature. Further, our study goes beyond an exploration of boundaries between 'work' and 'life', by exploring boundaries which sit above those two domains, which we are hoping to present in more detail at the conference, highlighting implications for both theory and practice.

22.02

Independent Together: Community Formation and New Meanings of Work among Workers in Coworking Spaces

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Recent structural changes in the economy and advances in communications technologies have shifted the nature of work from stationary offices in bureaucratic organizations toward flexible forms of employment and mobile working conditions. These newer forms of work offer greater independence and autonomy to workers, enabling them to set their own hours, define their own work, and choose their work environment. Yet, they also reflect a larger trend of social isolation in the contemporary era, with its declining rates of membership in social, religious, and voluntary organizations (Putnam 2000). Through a study of entrepreneurs, freelancers, and remote workers in coworking spaces, this study examines how these workers cultivate meaningful, productive social connections and manage the risk and uncertainty of their work.

Coworking describes a work arrangement in which workers pay a fee to share workspace and resources with other workers, who are not typically employed by the same organization. As a post-bureaucratic form of employment in which individuals work independently together, coworking is emblematic of recent economic and cultural shifts, reflecting the changing nature of work and emerging patterns of social engagement. As such, coworking offers a useful case in which to investigate post-bureaucratic employment, new meanings of work, and individuals' desire for community. Analyzing coworking spaces as a new site and style of work, as well as a strategy to promote productivity, opportunity, and security, I relate these multiple aspects of coworking to community and meanings of work.

As community ties erode with the stability of employment relations, scholars have recognized the importance of the workplace in building social cohesion. Extant work suggests that occupational communities may enable workers to guard against some of the negative consequences of workplace restructuring and uncertainty within a broader cultural context of individualism and independence (Capelli 1999; Korczynski 2003; Marschall 2012; Salaman 1971a; Shamir 1981; Van Maanen and Barley 1984). The present study investigates how different coworking arrangements foster community, informal support, and more affective social ties. As research on occupational communities tends to focus on a particular occupation (e.g., Elliott and Scacchi 2008; Goode 1957; Lawrence 1998; Marschall 2002) or groups of workers within the same organization (e.g., Bechky 2003; Lee-Ross 2004; Salaman 1971b,

1974; Shamir 1981), this study offers unique data and contributes to the literature on both types by offering a novel context in which workers may not only have different job functions or occupations, but also work for different organizations. Conceptualizing a new typology for workplace communities, the study reveals the defining characteristics of communities that emerge in these sites and their relation to new meanings of work.

Sociologists have long asserted the significance of working to social identity and how individuals view themselves (Hughes 1951, 1958; Leidner 2006). Symbolic interactionist approaches to work emphasize the influence of social interactions and reference groups on the way individuals view their work, the meaning they derive from it, and how they measure the value of their work to society (Leidner 2006). Building upon a classic study on the meaning of work by Morse and Weiss (1955), which other scholars have since expanded upon (e.g., Claes and Ruíz Quintanilla 1993; Hodson 2001), I adapted questions from the Meanings of Work International (1987) survey to examine participants' experiences of working in coworking spaces and the meanings they attribute to it. In addition to over 100 surveys, I conducted ethnographic field research, including participant observation and semi-structured interviews of 50 coworking space members, owners, and community managers. My primary sites comprised four coworking spaces representing a range of coworking configurations, as well as regular meetings of the local coworking association for these spaces and the 2014 Global Coworking Unconference Conference.

The data address the relationship between coworking and members' values and identities, and how communities formed in coworking spaces offer a source of deep social connection and solidarity, influence members' perceptions of their work, and help members derive a greater sense of meaning from their work. As one study participant explained, "a big reason why I think coworking is taking off and why people are realizing that it's an interesting way to work is this focus on community, that people want to belong to real, live, genuine human communities." I argue that coworking represents an attempt to find community and meaning in an era of post-bureaucratic employment characterized by growing risk and uncertainty and diminishing levels of social engagement and interaction. A key contribution of this study is a typology for the communities that form among workers in coworking spaces. Teasing out distinctions between coworkers in traditional workplaces and coworkers in coworking spaces, the study demonstrates qualitative differences in these workplace communities and the importance of collaboration to new meanings of work. The findings suggest that coworking positively affects workers' view of work and serves as a socializing space for reinforcing new meanings of work.

22.03

Coworking: a new interpretation of work

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Introduction

During the last few years important economic and social changes has been occurring. These are bringing to transformations in the ways in which professionals and organizations interpret their work and working spaces and practices. Situations in which organizational players (managers, professionals, practitioners, stakeholders) have to deal with the complexity and uniqueness of problems and events are becoming increasingly frequent in the current social and economic scenario (Tsoukas, 1996; Orlikowski 2000).

For this reason during the last few years the demand of a working force that is composed by highly qualified and flexible professionals, able to respond to the complex and contingent needs of the organizations has been increasing (Weick, Sutcliffe, 2007; Tsoukas, 1996; Orlikowski 2000; Cunliffe, 2002; 2009). In addition long term employment trends and developments in technology have tended to encourage more cooperative work that is not collocated and more federated work that is contingent rather than permanent (Spinuzzi, 2012; Barley, Kunda, 2006; Blair, 2001)

Furthermore the attention of the organizations has been shifting from the single professional to the network in which he is included. In the XX century the social capital was mostly considered the secondary

product of organizations created for other purposes (volunteering, spare time...) – the *appropriable social organizations* (Coleman, 1988). On the opposite, nowadays organizations whose primary aim is that of creating and maintaining social relations, are arising. These are called *intentional social organizations* (Coleman, 1988).

In this framework of disruptive sociological and cultural changes, new forms of working spaces are developing and spreading, changing the ways in which professionals perceive and interpret their work.

The diffusion of co-working

One of the main expression of the cultural and social changes previously described, is co-working (Moriset, 2013). The term co-working literally means “working with”. This expression describes a working place based on collaboration and sharing of instruments, services and values. In fact co-working means a place in which people, with various professional and formative backgrounds and that come from different firms, work alone or together by sharing spaces, resources, tools, competences.

The term co-working has been using with increasing frequency over the last few years, often in books that describe business trends (Botsman & Rogers, 2011; Ferriss, 2009; Hunt, 2009). It is considered as an expression of the collaborative economy (more focused on social reciprocity, than the exchange and redistribution) and it has been associating with the creation and promotion of values like collaboration, cooperation, openness, accessibility, sustainability. It is described in literature as one of the most innovative social and working forms that sees micro-entrepreneurship, the ability to share knowledge and create innovation the main lever of professional success and career development, rather than the possession of specialized technical skills or formal authority (Botsman & Rogers, 2011; Hunt, 2009). It is also depicted as a new and emerging social and organizational form that is based on socialization and building of community as competitive assets and innovation (Minzberg, 1983)

In general terms it consists of a new type of organization that involves ways of living spaces and professional instruments and tools; ways of interpreting the professional experience; forms of constructing relations and conceiving (in) existent boundaries; trends toward distributed, interorganizational, collaborative knowledge work.

Understanding co-working: an empirical study

On the basis of these premises, the paper presents an analysis of the co-working phenomenon with the aims of:

- describing co-working main features and characteristics
- studying the professional practices that occur inside the co-working spaces and the creation of communities
- evaluating the social impact that co-working produces

In this framework, the empirical study is articulated in three different steps: (1) a first qualitative exploration (100 narrative interviews to co-working managers and co-workers) in order to understand the main features of the co-working phenomenon, are conducted. (2) a second qualitative analysis consisted of ethnographic observations of 2 co-working spaces with the aim of exploring social and professional practices with particular regard to practices of knowledge sharing, coproduction and power dynamics. Particular attention is dedicated to the analysis of the social interactions created outside and inside the co-working spaces. (3) Qualitative and quantitative analysis of the social impact that the co-working phenomenon has on different aspects like the occupability and occupation of the co-workers and the development of entrepreneurial competences. To this aim a quantitative and qualitative identification of the existent needs of the people that use co-working spaces and the measurement of the potential that co-working spaces have in responding them, is conducted.

Conclusion

The goal of this paper is to describe the coworking phenomenon in order to develop theoretical and analytical tools for understanding how the creation of new working spaces are able to give rise to distributed works and new forms of interpreting working practices. To this aim the paper discusses the

main results of the described research, highlighting strengths and limitations of the considered approach and presents indications for future researches.

22.04

Opting out and in: Professional women striving for autonomy and control in Finland, Poland and the USA

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The paper draws on two comparative studies of professional women's career choices in Finland, Poland and the United States. These women opted out of professional careers as attorneys and managers in order to adopt new ways of working and of combining work with other areas of life. While previous debates of opting out have been mainly about women who leave their careers altogether to become stay at home mothers, this paper follows a broader definition of opting out to include leaving prevalent masculinist notions of career in order to create solutions that makes it possible to live and work on one's own terms. Pursuing a professional career as a manager or a lawyer is marked by a constant expansion of working life over private life. Despite academic critique of increasing encroachment of work on leisure and family time, the professional expectations of successful managers or lawyers constantly increase. The case of Polish and Finnish attorneys shows that lawyers' work today is, to a greater extent than ever before, prone to the commercial logic, which limits possibilities of reconciling a demanding career and a fulfilling personal life. The rising flexibility of work calls for highly adaptable professionals who are constantly responsive to the needs of clients and the expectations of their workplaces. The experiences of the managers in Finland and the United States are similar. In addition, the hectic pace and instable nature of corporate life, coupled with the difficulty of juggling a career with care responsibilities, leads to a lack of control and a difficulty to create coherent narratives of life and work. Both the attorneys and the managers make different career choices as they strive for more autonomy and control over their careers and lives. Research has suggested that prevalent masculinist career models, in addition the constraints of so-called face time and the expectation of spending long hours in the office, no longer correlate to the wants and needs of contemporary individuals – whether men or women. As societal gender norms make it easier for women to opt out and create alternative career paths, it has been suggested that women are leading the way, but that men will soon follow. However, the question remains whether these women's choices to opt out contribute to the acceptance of alternative career models, or whether they, in fact, strengthen prevalent masculinist notions of career and success.

22.05

The re-location of gendered work within the post-Fordist sexual contract: the case of 'mommy blogging'

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My presentation introduces a research project on "mommy blogging" in the context of changing places and sites of work and the new forms of gendered labour. The research project investigates the practices of mothers who write blogs about their everyday lives, and approaches these practices as indicative of the emerging configurations of women's labour within the post-Fordist sexual contract. Focusing on the women bloggers' accounts of their practices of blogging, I will ask: How do these practices fuse

aspects of contemporary parenting into emerging forms of gendered labour in the context of precarious employment and austerity politics?

The planned research examines accounts of bloggers from Finland and the United Kingdom in order to dissect (1) the gendered, precarious, affective and technologically mediated labour that is involved in producing a 'mommy blog' and a branded blogger-self, (2) the particular economic and social framework of gendered labour relations in which the practices of 'mommy blogging' are embedded in, and (3) the forms that intensive parenting takes within this context.

The practices of 'mommy blogging' take place at home, since this is where both 'being a mom' and writing a blog usually happen, but they also take place within the technologically mediated semi-commercial blogosphere. The 'mommy blogosphere' is a workplace but also a place for leisure, for identity-work – and a kind of an extension of the private life at home in which practices, obligations and ideologies of parenting are shaped and contested. In this sense, 'mommy blogosphere' is an example of how the boundaries between work and free time collapse both spatially and otherwise, and also of how sites of work are re-located within both the technologically mediated spaces and the social in general. Furthermore, it is an example of how such a re-location is tied to the rearrangement of gendered labour relations in the post-Fordist economy. These are the specific aspects that I seek to investigate in my presentation.

22.06

Working from Home: What is the Effect on Employees' Effort?

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The prevalence of working from home arrangements in firms has increased over the past decades due to advancements in information and communication technologies. By providing their employees the possibility to work from home firms aim to achieve a better work-family balance for their employees and thus increased employees' effort. Employees with fewer work-family conflicts have a stronger motivation and are therefore willing to provide more work effort (Bailey and Kurland, 2002). Moreover, by offering agreeable working conditions, firms can attract and retain highly skilled and hard-working employees (DuBrin, 1991).

The relationship between working from home and work-family balance is well analyzed in the literature (e.g. Hill et al., 2003; Golden et al., 2006). However empirical evidence on how working from home arrangements influence employees' effort is scarce. Some studies analyze the relationship between working from home and employees' productivity using survey data (Bailyn, 1988; DuBrin, 1991; Bélanger, 1999). All three studies find a positive effect on employees' productivity. Yet, they use subjective indicators (Bailyn, 1988; Bélanger, 1999), which measure the employees' perceived productivity change or they use small data sets, which include only one firm in a specific industry (DuBrin, 1991). Other studies investigate the influence of working from home on employees' productivity with experimental data in order to estimate causal effects (Dutcher, 2012; Bloom et al., 2013). Both studies find a significant positive effect of working from home on employees' productivity. However their empirical results apply to a small subgroup of individuals and are not fully transferable to the whole population of employees.

This paper contributes to the literature by investigating the effect of working from home on employees' effort with a large, individual-level dataset from Germany, the German Socio-Economic Panel (SOEP). We provide an empirical investigation across all industries and occupations to obtain a comprehensive analysis of working from home arrangements with high external validity. Moreover we use different forms of working from home. Many studies mention that it is important to consider how often employees work from home (e.g. Oettinger, 2011), but do not include this measure in their empirical analysis. To the best of our knowledge this is the first study that accounts for the frequency of working from home by distinguishing four different forms of working from home arrangements.

There is a twofold influence of working from home on employees' effort. First, working from home improves an employee's working conditions. At home an employee has a quieter atmosphere than in the office, because of being less often distracted by his colleagues (Bélanger, 1999). Furthermore, the scheduling of working time at home and in the office is different. In the office employees have quite similar schedules. In contrast, at home a person can start working at his most productive working time, even at the late evening or night (Bailyn, 1988). Thus the improved working conditions at home may positively influence employees' effort.

The second aspect is employees' motivation. If employees have the possibility to work from home, they can better manage their family and working lives (Bailey and Kurland, 2002). Therefore they have a higher intrinsic motivation for their work and have a stronger motivation to spend more time on it (Gariety and Shaffer, 2007). Thus we expect working from home to positively influence employees' effort. Moreover we expect the positive effect to be larger the longer employees stay at home.

For the empirical analysis we use the SOEP, which covers more than 22.000 individuals living in 12.000 households (Wagner et al., 2007). For our analysis we use information from the year 2009. To measure the individual work effort we determine the difference between average actual working time and contractual working time. This is an objective indicator that shows the extra effort of employees. Our main explanatory variable indicates if an employee works from home or not. Moreover, we consider the frequency of working from home by distinguishing four categories of working from home arrangements (i.e. "daily", "often in a week", "once or twice per month", "rarely").

The SOEP provides the possibility to control for observable individual and firm specific heterogeneity, e.g. socio-economic background or working conditions. In order to interpret our results in a causal manner, we additionally want to perform an instrumental variable approach as the decision to work from home is endogenous.

First empirical evidence shows that working from home indeed significantly increases employees' effort. Additionally, we find evidence that also the frequency of working from home matters. There is only a significant effect of working from home for employees, who stay several times per week at home. Thus employees can optimally use the advantages of working from home, for example a better work-life balance or a better scheduling of working time, if they work from home for at least a certain amount of hours.

22.07

Locating the home-based making self in the global creative micro-economy

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A making renaissance is underway, with handmade practice and goods in global demand in a way not seen since the 1970s. In 2012, more than \$900 million worth of merchandise was sold globally through the Etsy.com website—the 'eBay for the handmade'—launched in 2005 to specialise in handmade and vintage items, and handmade supplies, and Etsy.com is just the highest-profile tip of a much larger iceberg that includes a plethora of online retail sites specialising in handmade small-scale creative production. Alongside more traditional retail options such as direct and commission sales, these sites are attractive to many creative sole traders and are enabling an explosive expansion in the international creative marketplace. Notably, women make up the majority of online designer-maker micro-entrepreneurs, often establishing a small business as a means by which to balance caring responsibilities with paid employment and/or bring in top-up family income.

However, the ease of establishing online shopfronts hides the complex work required to start and run a small business, especially one in an increasingly globally competitive space with isolated producers

and narrow profit margins. This raises new challenges for craftspeople and designer-makers, who not only require practice-based skills but new entrepreneurial skill-sets—both technical and personal—to operate successfully as a micro-enterprise in this emerging global market. A creative micro-economy that emphasises ‘long tail’ buying ‘directly’ from the maker offers both creative graduates and more established designer-makers micro-entrepreneurial pathways not previously open to them. But to maximise the potential of these opportunities at a practical level, skills in professional practice need to be complemented by other capacities. Notably these include the skills to successfully negotiate the use of social media as a marketing tool which requires the promotion of producer self-identity (including the maker’s home and family relationships) as part of the value being sold.

Therefore this paper will report upon initial findings from a 3 year Australian Research Council funded study into the experiences of designer makers. With a particular focus on home-located producers, the presentation will outline how online distribution is changing the environment for operating a creative micro-enterprise, and with it, the larger relationship between the public and private spheres.

22.08

Working with leisure: Lifestyle-based self-employment and flexible boundaries between the private and public

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In this presentation, I examine the boundary work done by self-employed people. Entrepreneurs make use of their own abilities and personality, and they often work from home or on premises carefully modified for entrepreneurial purposes. Their place of business can thus be an emotionally meaningful place that becomes opened up to the public. Boundary work concerns situations in which boundaries between such domains as private–public or work–other life are blurred, permeated and crossed; consequently, boundary work also deals with the individuals’ subsequent practices and emotions.

My case entrepreneurs – self-employed individuals working either with others or alone, together six cases – operate in the Finnish countryside and serve dog owners in one way or another: some offer accommodation (for dog hobbyists especially), while others are coaches of different dog sports. Once a person becomes self-employed and transforms a hobby into a livelihood and a livelihood into a lifestyle, it is clear that the boundaries between work and other life (home, family, leisure time) become permeable. Usually the boundaries are crossed both in space and in embodied, emotionally laden practices. My research material consists of interviews and observations, which are elaborated within the framework of so-called new work. The interlinked discussions are concerned with a) work that oversteps the borderlines into what was previously understood to have been private; b) self-employment as a sign of individual responsibility, which is highly desired in the new economy; and c) the prerequisite of designed emotional and aesthetic displays in order to succeed at work. Working in this kind of societal context is to a great extent a certain kind of boundary-keeping work. In the case of self-employed people, working with “a personal touch”, investing “the self” in the work, standing out from competitors, and pleasing customers all necessitate blurring boundaries, and these features form the core of this work. Often at the beginning of one’s entrepreneurial career, this conscious opening of public–private boundaries does not cause ambiguous feelings, but a more nuanced analysis reveals that individuals conduct boundary-keeping work that protects the self when family time, time for hobbies, and entirely private space are threatened.

As a result, I argue that the blurring of the boundaries between the domains of work and life, as in the case of the self-employed, enables a lot of freedom and autonomy, exactly as individualistic ideology suggests. At the same time, the blurring of the boundaries is unavoidable and it cannot be prevented even when clearly defined boundaries are desired. In my presentation, I outline the techniques I have identified to keep work and other domains of life separate, on the one hand, and, on the other hand,

the methods used to bind the domains together due to the support they offer each other. The inherent connection of the absence of boundaries or the overcoming of them and profitable entrepreneurial activity are valorised as well.

22.09

But We Are Not Consultants: How Academics Make Sense of their Professional Identity in Non-territorial Offices

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Higher education institutions are being confronted with new management practices and ideals that have their origins in modern business corporations (Steck, 2003). This transformation, referred to as the corporatization of the university, involves adapted processes, decision criteria, expectations, organizational culture and operating practices (Steck, 2003). Subsumed within this broader corporatization is an ideal to reduce costs and boost revenue (Baldry & Barnes, 2012). One way universities have aimed to reduce costs is by implementing non-territorial offices, or workspaces that an employee uses temporarily, in which he or she must evacuate and remove all work materials and possessions at the end of a work session (Elsbach, 2003). These offices are coupled with “new ways of working” initiatives which calls for workers to be more efficient, collaborative, mobile, autonomous and flexible (Sproull & Kiesler, 1995). The non-territorial offices also encourage the discard of traditional academic artifacts such as books, journals and whiteboards, and replaces them with computers and mobile devices.

These changes to academics’ physical environments and material artifacts not only impact the ways in which they can do their work, but also the meanings they ascribe to it (Hatch, 1990). Given this recent trend of office arrangements at universities for academics in the Netherlands (den Heijer, 2011), we ask how do academics negotiate their professional identity when new material artifacts and arrangements are imposed, others are eradicated, and work practices and meanings therefore must change?

To answer this question we conducted interviews at a business administration faculty in the Netherlands that implemented non-territorial offices. By conducting interviews at two points in time, we are able to see how academics made sense of themselves as academics in both physical settings. The first set of interviews (T1) were performed before the renovation when the academics were located in traditional cellular offices. The second set of interviews (T2) are scheduled to be conducted after the move to the renovated offices (in March 2015).

Through iterative analyses of the transcribed interviews, we began to identify two salient frames, or knowledge structures that are embedded in an individual’s memory and are used to organize and interpret perceptions (Cornelissen & Werner, 2014), that the academics refer to in order to describe how they work, what their environment affords, the artifacts that they work with, and who they are in relation to their work. Because research on sensemaking shows that in novel situations frames are either blended or contrasted (Gavetti, Levinthal, & Rivkin, 2005), we used a heuristic tool, a semiotic square, to examine the relations of the frames academics draw on to manage their identity and see how they change over time. Semiotic squares are able to demonstrate the richness of signification by juxtaposing one set of oppositions with another set that complicates the first, and make visible the cultural implications of binary oppositions (Hayles, 1994). By crafting semiotic squares we examine how academics make sense of their identity in terms of degree and relation of frames.

To make these squares, we focus on explanations connected to two types of artifacts that trigger different frames. These are academics’ books, and their computers. We found that academics’ explanations of these artifacts trigger two oppositional professional identities: the traditional professor and the mobile consultant. From the interviews at (T1), academics who had a linear career in academia drew on these frames and contrasted them arguing the importance of their own desk and books to conduct their work

and distinguished these artifacts as academic needs and requirements. Academics who had been consultants in the past, or work very close to practice were more likely to blend the two frames and argue that the different office types and artifacts are suitable for both professions. This group blended these two identities to a third identity as the modern researcher. By the conference in August, we will be able shed light on how academics make sense of their professional identity after engaging with their new material artifacts and office, and we presume that through academics' use of the space the relation of the frames might shift.

By addressing how environments and artifacts shape professional identity, we provide a fresh perspective on professional identity work, or how professional identity is continuously constructed, maintained, and managed (Sveningsson and Alvesson, 2003), that addresses how it is shaped by actors on multiple levels. By focusing on the physical environment and material artifacts, we can see how broader managerial ideals within a particular organizational context impacts the ways individual academics negotiate their professional identity, which in turn through use of the artifacts and the environment can shape an organization or even greater managerial ideals. In addition we show how professional identity is shaped by more than just language through intersections of behaviors, actions, meanings and emotions.

A full list of references is available in the full paper.

22.10

Multi-locational work and new technology - being simultaneously present in several spaces

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Theoretical background

The increasing intensity of work as a result of new information and communication technologies (ICT) as well as the consequences of work-life balance in everyday life have been on the focus of researchers since the 1990ies. For a user, the pivotal property and capability of the technology is to allow being physically in one place and taking part in communication that happens somewhere else, in virtual space. Technologies have been developed to fulfil the needs of globalization and multinational companies (MNCs) to collaborate across time zones and geographical locations. Material properties of the used technology as well as current social expectations both have an effect on users' behaviour (Barley, Meyerson and Grodal, 2011). For example, workers can (to a certain extent) decide when they are handling emails but not their amount nor contents, e.g., urgency (Thomas et al., 2006). Technological solutions lead to events of being simultaneously present in physical as well as one or several virtual and social spaces either during or after official working hours. We are interested in how these events are developing and what kind of situations they create to mobile multi-locational employees?

Methodology

The data was collected between November 2009 and May 2010 as a part of a large research project on wellbeing in mobile, multi-locational work. The participants were selected from four Finland based companies in the telecommunication, oil, and banking industries operating on global or North European regions. They constituted of white-collar, mobile technology supported, multi-location knowledge workers (12 women and 13 men) in different positions. Their age distribution was from 27 to 63 years.

We applied qualitative research methods and approached individuals as cases. We triangulated the data by relying on multiple sources of evidence that is individual in-depth semi-structured theme interviews, a diary method, and focus group interviews. For each case, the informant completed a diary record for five full working days, involving business travel if possible. After that in-depth one-to-one interviews were conducted providing us with contextual information and employees' perceptions of different situations. Finally, two focus group meetings were held. The interviews were fully transcribed and coded using

Atlas.ti, software for qualitative data analysis. Three researchers read the interviews several times, carried out the coding process independently and resolved occasional differences through discussion.

Findings and conclusions

Our informants used daily in many different locations a wide range of communication devices, i.e., mobile phones and laptops for chatting, sending and receiving emails as well as text messages. Many told us how devices on the other hand allowed them to use their time more efficiently but also gave pressure to use the devices in every possible situation during their working as well as leisure time. Our study implicates that there are different consequences of using technology depending on a type of technology, more precisely the difference between asynchronous and synchronous communication technology, a local context and a situation using it. Our informants described varying situations where they were expected to be available even though they were busy doing something else. They tried to adjust all the activities to their schedule resulting situations that they were simultaneously present in several spaces, e.g., using a mobile phone at a gate while embarking a plane or replying to an email in the middle of an important meeting. Consequently, the time use in these situations was experienced either negatively (a strain) or positively (a possibility to use time efficiently). As a coping method some workers learned to prioritize their tasks and to set boundaries for handling and receiving or to tolerate untreated messages. We propose a framework outlining different technological characteristics and used physical, virtual and social spaces as well as their potential personal outcomes.

22.11

Studying Everyday Life with LifeScope Methodology

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Background

Studying everyday life in its contexts is a challenge. This also concerns researching performance and well-being outcomes when working in many places and travelling between them. New technologies enable new ways of flexible working such as mobile and multi-locational work. This development bring along an increased need to understand the role of local contexts and their changing dynamics to human behaviour. Some technologies concern measuring behaviour by using sensors in the environment and devices. Along the development of new technologies, the interest of citizens has grown strongly to monitor their own daily life, especially health and wellbeing. Most of monitoring concerns activities outside work and its tasks, which are our interest. We want to study, how these technological innovations could be used to study contextual features, work performance and experiences of mobile and multi-locational knowledge workers. The development of fast connections and mobile devices (e.g. smart phones, tablets) embodying numerous sensors automatically collecting data of various aspects of activity has facilitated this progress. These instruments and applications enable also collecting self-report data of users' wellbeing and health as mind sensors. The data collected can be re-introduced in an analyzed, integrated, and visualized form to the user so as to provide feedback and make habits or patterns of activities visible and subject to reflection and transformation.

Using this type of an approach enables new methods to study work life (Palomäki et al., 2014). The automatic nature of the data collection allows more data to be collected than with traditional methods that might pose a considerable burden on the participants. This enables exploring working patterns, including the physical and social spaces of working life. Cameras and location sensors (outdoor and indoor) allow collection of work locations and their features. As the user carries the sensors the rhythm of the whole day including the balance of work and leisure time can be pinpointed. The researchers can set triggers to ask the user details in certain situations or locations, depending on what is interesting in the study. This way the researchers can, for example, ask more details about a new location where the user is working, and combine this information to the emotional mood and mental state of the worker.

Methodology

The LifeScope platform is a reach to develop this research method. The platform to be developed integrates sensors built in smart devices, carried on the body (wearables and biosensors), or located in the environment, with advanced self-report tools. This platform enables data collection of a wide variety of sensor data at volumes and velocity approaching big data scale and its utilization on the personal and community (crowd-sourcing) scope. The real-time data collection allows providing momentary feedback in visualized form for the users, and enables interventions to support, guide or facilitate their health and wellbeing promoting activity. An additional benefit in using the platform is that analyzing and visualizing the data makes possible to share findings through social media for utilization by, e.g. occupational, student and school health care, home hospital of elderly people, and researchers in their studies.

In the LifeScope project, user pilots are used for testing integration of automatic data collection (mobile device, wearable sensors) with self-reporting as well as assessing reliability and validity of sensor and self-report data. This study reports about user cases where a combination of data collection methods are used to study everyday life including working time. In cases, individual activities are studied by collecting data: (a) automatically from indoor and outdoor locations (i.e., by using an IndoorAtlas application, GPS), (b) from physical spaces in use (i.e., Narrative), (c) from physiological stress reactions (i.e., MoodMetric), and (d) from well-being experiences (i.e., CASS).

Findings and conclusions

In the conference, the findings of the case studies will be reported. Work activities of knowledge workers will be described in their contexts. The purpose is to show the positive and negative influence of changing working locations and their spaces on behaviour and experiences. It is supposed that the behaviour is context-specific and changes accordingly. It is also expected based on the action regulation theory (Vartiainen 2014) that the integration and visualisation the data provide possibilities to reflect – and if needed – change and transform own activities. The digital feedback visualization supports citizens in gathering relevant data, provides perspective on citizen's own actions and role in changing behaviour patterns, and contributes in interactions with healthcare professionals. Pilot experiments are pursued to use the information provided by the sensor architecture to give immediate feedback to a user so as to direct and guide his or her activity.

SOURCES OF MEANING IN WORK

23.01

Experiences of meaningfulness in changing work – Developmental dialogue as a method for reconstructing meaning in elderly care

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The field of elderly care in Finland is currently facing big challenges. Services should increase their cost-effectiveness, and new methods of organization are required to cover the needs of the increasing numbers of elderly people. New mobile technologies and IT systems are being introduced to employees as tools for work. However, they are often experienced mainly as a new medium for the management to control work. At the same time, the true quality of elderly care is regularly questioned both in the media and by many employees themselves. Employees question today's fast-paced organizational changes; particularly the direction of development. Sometimes the changes make employees question the meaningfulness and ethics of their current work.

The phenomenon of losing the meaning of one's work in the midst of its changes is frequently reported in research (e.g. Koli 2014). The feeling of "not being able to do the work as well as I should" can lead to, for example, a high turnover of staff. This in turn complicates both the developmental plans and the fluency of everyday work in an organization. Hence, even in the traditionally hierarchical field of health care, the aim is to find ways in which to make employees more involved in the actual development of work. The idea of employee-driven innovations is seen as important both from the viewpoint of work-related well-being (offering opportunities to influence one's own work) and for the actual development of the whole field, as it is the employees who hold the relevant information regarding customers' changing needs. However, organizations often lack methods for encouraging employees to develop work and to make their everyday innovations visible.

The Developmental dialogue (DD) is an intervention method based on Developmental work research (DWR; Engeström 1987). It offers tools for exploring changes in work and individual experiences regarding the sources of meaning. In other words, it is a dialogue between the collective and individual levels of activity: In what direction is our work changing? How do I feel about these changes and do I want to develop our work and my own occupational path? The main idea is that by analyzing the changes together and reflecting on one's own situation through interactive dialogue, it is possible to achieve a new understanding of how meaning is experienced at work.

An important part of the DD process is the ideating and realization of the developmental task – an experiment that enables participants to take a new kind of *transformative agency* in some personally meaningful matter. In DWR, transformative agency is understood as the employees' capacity to make appropriate changes to their work (Engeström & Virkkunen 2007). Transformative agency emerges in relation to and for the sake of a personally meaningful object. Work activity always has a societal object, some part of which every employee experiences as especially personally meaningful. When the work activity and its object changes, it may either strengthen or threaten the meaningfulness of work. Thus, an important assumption in DD is that reconstructing the object and the source of meaning in changing work is important for both well-being and for developing work. The processes of reconstructing meaning and expressing transformative agency intertwine.

Our research project (TOIMI, 2014–2016) investigates DD and its results, using the DD method in three elderly care units and one homecare unit. We interview the DD participants both before and after the DD process. We will examine how the employees express their experiences of the meaning of work, whether DD has any effects on these experiences, and whether this leads to personal developmental tasks. Does DD help the participants find new meaning in the changed activity? What kinds of sources of meaning are expressed? What can we learn about the relation between the source of meaning and transformative agency?

23.02

What makes work meaningful? - A comparison between paid, unpaid and voluntary work

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The difference between paid, unpaid and voluntary work is not to be found in the work itself, in what is done, but in how the activity is embedded in the larger social matrix.

Paid work is contractual, the worker or employee enter into a contract with the employer whereby the working person gives up autonomy for a certain period of time and the employer has the right to decide what he/she should do, where and usually how. In exchange he/she gets a wage and is preferably able to support him/herself and his/her dependents.

House- and care work in the household are the most important types of unpaid work, and the main part

is done by women. This work is mainly regulated through social norms and expectations, but formal and juridical regulations inflict also on such work, not least in relation to how children should be taken care of. But at least in Norway, there is also a duty for both husband and wife to contribute to the support of the household, which can be fulfilled by working outside the home and bringing money in, or by work in the household. House and care work is not to be confused with voluntary work, as it is not voluntary.

Voluntary work may be all sorts of work from highly regulated work which in many ways is similar to ordinary paid work, to what may best be seen as an extension of the unpaid work in the family, for instance by participating in organizing activities for one's own and other children.

What makes work meaningful or valuable for the working person differs according to whether the work is paid, unpaid or voluntary. Type of work may also be important for how it is evaluated, but that is not my focus here.

The empirical base for the discussion is interviews with 28 persons with different relations to the labour market. The interviews were conducted during a project called "The meaning of work", financed by the Norwegian Research Council.

Paid work gets its basic value from being the adaption a grown-up person in Norway is expected to have. The norm of paid work is very strong and is heavily infused by moral overtones. It is also heavily supported by the rhetoric of all political parties. Out of this base grow a number of more specific values as for instance: Paid work makes you a part of society and through paid work you contribute to society. Paid work makes you entitled to a sort of respect, you are doing your duty to society. Paid work entails money, and makes you able to support yourself. By being in paid work you are part of a work environment, you meet people and often the work in itself may be gratifying (as well as frustrating). The work you do is often an important part of your identity. Not to have paid work makes you a deviant and you time and again have to explain why, and argue that the reason you don't have paid work, is a respectable one.

The freedom which potentially rests in being outside the labour market, at least as long as you have income from other sources, seems to be extremely difficult to realize.

Unpaid work in the family is very tightly knit to identity, not least gender identity. To be a good husband or wife, father or mother is largely established and shown through the work in the family, especially for women, but more and more also for men. As well as ideally being signs of love in itself, family work creates an infrastructure for the social relations within the family and for the family's relation to its surrounding. In brief it may be said that the idea of creating a happy home is what gives the main value to house- and care work in the family.

Voluntary work gets much of its meaning and value by not being paid. By this, this work becomes a gift, and as such it enters into circulation governed not by the rules of the market, but by the rules of gift circulation, which entails some type of reciprocity. To keep the voluntary workers happy means giving them something, for instance appreciation, in return. This is important to maintain the gift giving, e.g. the voluntary work. Usually, the working person will also find the work itself meaningful, but that would seldom be enough to keep on working if the gift were not received adequately.

Voluntary work often seem to be the subject of a somewhat paradoxical view: On one hand it gets much of its value from not being paid, on the other hand it is of less value than paid work.

23.03**How positive meaning can drive individual, organizational, and national resilience**

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The mounting scholarly and practical attention to positive phenomena and processes at work has also awakened an interest in resilience at work. Resilience has been defined as “a developmental trajectory characterized by demonstrated competence in the face of, and professional growth after, experiences of adversity in the workplace.” (Baker Caza & Milton, 2012). Resilience, therefore, is a personal or collective strength that shows and also develops when people competently cope with adversities. The growth in resilience is supported by various resources available to people struggling with an adversity. According to Sutcliffe & Vogus (2003), strugglers need a strong mastery orientation (i.e., a personal resource) to believe that their struggle will be successful. In addition, social and material resources that an organization can provide help the struggler and foster a positive resolution of the situation.

Resources are thus a key to resilience at work. Individual and collective resilience therefore depends, in part, on the development of employees' personal and professional resources as a consequence of their work experiences. The aim of our paper is to offer conceptual and empirical insights on how positive meanings at work foster growth of personal and professional resources and thus human resilience and we also argue that human resilience has potential to foster organizational and even national resilience.

Our conceptual presentation builds on five theories: The broaden-and-build theory of positive emotions by Fredrickson, the personal engagement theory by Kahn, the theory of thriving by Spreitzer and colleagues, the theory of positive meaning by Folkman, and studies and theories related to resilience and how it can be fostered. Put together, these theories indicate that when individuals perceive positive meanings at work, they become personally engaged in their work, and they experience vitality and positive emotions that, in turn, enable broader thinking and acting. While thinking and acting in a broader manner, employees are able to develop enduring personal and professional resources. Therefore, a positive meaning at work is the source for the development of various personal and professional resources and, thus, for human resilience. Positive meanings at work thus support individual and collective resilience. However, by definition, resilience is also fostered as people struggle with adversities at work. In our presentation, we also discuss how the process of having to look for meaning in one's work contributes to human resilience. Positive meaning at work is not something to be found ready made at the workplace but, instead, something that people construct and craft as they work.

Moreover, our aim is to discuss how human resilience can foster collective resilience. In our presentation, we trace how such human resilience emerges and can catalyze positive changes in organizational climate and foster organizational and national competitiveness through increased productivity and innovations.

23.04**Making Finnish organizations more gender equal: problems, challenges, and opportunities**

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Though there have been many attempts and projects aiming at creating sustainable gender equality in organizations, it has proven to be a challenging task (Acker, 2000). Previous studies have shown that there are many reasons why gender equality initiatives and their implementation are problematic, irrelevant or controversial. In organizational life these reasons are often related to the superficiality of gender policies, focus exclusively on minorities such as women as a group, illegitimacy and resistance of gender work, lack of organizational and managerial commitment and support as well as the fragmentation of implementation (e.g.; Eriksson-Zetterquist & Styhre, 2008; Kelan, 2009; Styhre, 2014; Van den Brink & Stobbe, 2014).

In this paper we describe an empirical study of eight organizations in both the private and public sectors that have been devoted to enhancing gender equality through project work. We describe both the process, as well as the dimensions of meaning in gender equality work, which includes factors that both enable and hinder success in gender equality projects. The study is conducted in a Finnish socio-cultural context. We offer a qualitative analysis of an interview series conducted in the eight organizations during the period of one year. Through content analysis we uncover how these organizations make sense of their gender equality work, and show that gender equality work is a multi-faceted process that is made meaningful by integrating gender equality issues and practices in the organizational culture. Even in a country like Finland which is characterized as highly gender equal, our results make obvious that in organizations gender equality work is often experienced as lacking formal and informal networks and tools both inside and outside the organizations. Moreover gender equality work is experienced as stigmatizing and lonely. More opportunities are needed in the organizations to make sense of gender issues and their relevance for organizational performance and justice. In particular in the future it would be worthwhile to study the organizational culture as a change agent for enhancing and sustaining gender equality.

23.05**Success at work is about finding meaning from work outcomes and work processes - Findings from a case study of managers' and employees' perceptions of success in a mid-size Finnish enterprise**

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How can leaders enhance success and efficiency at work in a way that promotes sense of meaningfulness and well-being at the same time? Why is this important to enterprise leaders, or leaders in general? Today's leaders and managers know how difficult it is to find committed and persistent workers: they have to face and make solutions to deal with workers' motivational problems, low quality of work, absenteeism, and low productivity. Indeed, as the work life is changing fast at the moment, also the preconditions for doing well at work change all the time. Leaders have to find new positively-focused ways to enhance employee efficiency and productivity to ensure the success of enterprises. This study contributes to this need by analyzing managers' and employees' perceptions of success at work. The viewpoint is based on the positive psychology connecting success with the ability to use one's strengths at work and the

sense of meaningful doing. The especial goal is to find out how educational psychological viewpoints can produce models to support enterprise leadership and leadership in general and to promote satisfaction, productivity, and well-being among leaders and employees.

The following research questions will be discussed in the presentation: (1) How do the leaders and employees of the target enterprise describe ways of enhancing success, well-being, and the sense of meaning in their work? (2) What kinds of experiences and perceptions the employees and leaders of the target enterprise have about leadership principles and development that enhance success, well-being, and meaningfulness? These questions were answered by employing a multi-methods approach. The managers (N=15) at a northern Finnish mid-size enterprise were interviewed personally about how they understand success and the related factors with a qualitative themed interview method. The data were complemented by open-ended questionnaires filled out by workers of the target enterprise. The data collection took place in 2014.

The data sets were analyzed with the qualitative content analysis method. Themed interviews were analyzed by creating analysis categories that were mainly theory-led. However, the contents of each category were data-based, as it was important to find factors that emerge from the data. The data were analyzed with the new theory of performance (and positive activities) and well-being, "the positive-activity model", introduced recently by Lyobomirsky and Layous (2013). The theory combines the key concepts of positive emotions, thoughts, and behaviors as well as need satisfaction with the idea of performance/meaningful activities and well-being. The analysis was complemented by the author's theory of success at work (Author, 2013; see also Author & Anonymous, 2015) adding to the theoretical perspective of the positive-activity model with the idea of success. The analysis of the questionnaires followed the same principles.

The purpose was to find the key elements of success when analyzed from a positive psychological viewpoint. The findings provide information about the means to promote meaningful and engaged doing at work. Positive experiences related to the sense of meaningfulness at work enhance people's productivity, engagement, problem-solving skills, and well-being. This is how everyone can achieve top performances and the sense of using their abilities to the fullest in line with the organizational goals thus promoting also the success of the enterprise.

23.06

The Changing Attitudes Towards Work in Post-Communist Czech Republic

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In 1989 the countries of Central and Eastern Europe rejected the totalitarian system and embarked on a long journey of rebuilding their societies. This complex process of transition saw a profound reshaping of the political and economic systems of these countries. Whilst the legal and political aspects of the transition were implemented speedily, the economic and labor market institutions were subject to slower developments with numerous ups and downs. Yet one of the most intriguing, but still under-researched areas, is the impact of the transition on people's attitudes and values. Particularly missing are studies addressing the perception of changes that occurred during the transition, according to the people whose lives were directly affected. This study is aimed as a contribution towards filling this gap.

The main aim of this paper is to explore the impact of the economic transition on attitudes to work and the meaning of work, with specific focus on the Czech Republic. The shift from a state controlled economy (which was underpinned by a strong ideology, but low productivity), towards a market economy (based more on the principles of competition and achievement), raises many questions regarding the meaning and significance of work, to the people that were undergoing those changes. Equally, this perspective brings about the question of the possible perpetuation and function of the Communist legacy in the

realm of work. Furthermore, variability of attitudes and changing meanings of work in the transition are addressed by establishing the main determinants of these attitudes along the dimensions of age, gender, education and professional status.

The research for this paper employs an innovative mixed method design, which is a combination of quantitative analysis setting out the broader patterns of change, followed by an in-depth qualitative investigation into how people perceive the changes in the sphere of work. By means of combining these two different methods, this research aims to reflect on the levels of the complexity of the transition process. The quantitative secondary analysis utilizes high quality representative data from the European Values Study (the modules on work orientations from 1990, 1999 and 2008). The qualitative part of the research, draws from primary data consisting of over 40 in-depth semi-structured expert interviews, conducted in the Czech Republic between 2006 and 2010. The interviews were held with individuals who worked in supervisory positions in companies, and public sector organizations, both before and during the transition. This allows for an examination of the changes that occurred as a result of the shift from one socio-economic system to another.

The most notable finding to emerge from the study is the significant and central role of the market and its forces as the main driving power of the transition, both in the area of work and in other aspects of life. Therefore, the profound effects of marketization is the strong background which envelops all other aspects of the change, whether these relate to attitudes, meanings or values. This study reveals that on the one hand, the new market circumstances led towards greater appreciation of jobs and employment and increased productivity. Whilst on the other hand, the change has brought with it heightened anxiety and stress which related to work life, because fear of unemployment has become a real threat for many. The observed changes related to the *meaning* of work, can be interpreted as occurring in three distinct shifts. Firstly, there is a move from the symbolic function of work towards an emphasis on its provisional means. Secondly, the significance of paid work in people's lives has greatly increased, and its status forming properties have crystallized. Thirdly, the Czechs have also witnessed a departure from the principles of collectivism, shared responsibility, egalitarianism and passive attitudes to formal jobs. These were in the course of the transition replaced by individual responsibility, independence, orientation towards career and work performance. Accordingly as a result of marketization, it may be said that the values of individualism have penetrated the whole society, and these are evident not only in the realm of work but also in all other areas, including people's aspirations and identities. This study also reveals that the effects of marketization are not equally distributed across the population, but instead are stratified according to socio-demographic characteristics and geographical location. This is an indicator of the move from an extremely equalized society, to one marked with considerable disparity and multiple inequalities.

23.07

Social Class and the Invariance of Work Orientations: Evidence from the British Skills and Employment Survey 1992-2012

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What individuals seek from employment is a central issue for understanding the meaning paid work holds in their lives, as well as explaining job choice and job satisfaction. Moreover, it represents an important area of debate around conceptualizing and modelling the labour market, especially in dialogue with labour economics and its narrower utility-maximizing conception of job seeking behaviour and labour supply (see for example Tweedie, 2012). A number of studies have sought to clarify how individuals may favour some job characteristics over others and possess a particular 'work orientation'. Very commonly, a distinction is drawn between the "intrinsic" and "extrinsic" rewards of employment either of which may be valued to a greater or lesser extent by different categories of people (see for example De Witte, 2004). Given that the initial impetus of work orientations research was situated within

class theory, (see Goldthorpe et al, 1967, for example), it is perhaps surprising that no investigation has sought to test the invariance of work orientation constructs between social classes. This is especially puzzling since a lower class position has been frequently observed to be related to an “economistic” or “extrinsic” orientation to employment (see Blackburn and Mann, 1979). This paper thus seeks to determine whether the *structure* underlying valued job rewards is similar across social classes and to explore how this has shifted over the last twenty years in the United Kingdom.

To investigate the issue, data from the British Skills and Employment Survey, which includes 14 items querying respondents on the importance of “things people may look for in a job”, was analysed. Exploratory factor analysis (EFA) was first run on the complete samples of employed workers in 1992, 2006 and 2012. EFA was then conducted within each social class of the NS-SEC 7-class scheme (Rose and Pevalin, 2005) in each year. Results of the exploratory factor analysis indicate that a three-factor solution is most common across social classes, yet that the social class composed of individuals engaged in “Routine occupations” is best represented by a two-factor solution in 2006 and 2012 and the “Lower managerial and professional class” best corresponds to a four-factor solution in 1992 and 2006. While factor loadings appear to vary somewhat across social classes, Confirmatory Factor Analysis (CFA) was conducted to formally test these differences. Following the Multiple-Group Confirmatory Factor Analysis (MG-CFA) approach, the most common three factor solution was first tested individually for each social class in each year. Differences across classes concerned foremost “Higher managerial and professional occupations” as well as “Lower managerial and professional occupations”, which have substantially different loadings on a construct reflecting the ‘extrinsic’ rewards of employment, – a finding consistent across most years. In addition, the importance of “friendly people to work with” was not related to respondents’ understanding of the intrinsic value of a job in 1992, yet was part of the perceived intrinsic value of work – a trend visible across all social classes – in the most recent surveys. With some variation in the importance of certain job attributes, results provide evidence that the extrinsic and intrinsic rewards of employment are distinguished by members of all social classes in Britain, along with a “convenient job” factor, and that this pattern has remained stable between 1992 and 2012.

23.08

Self-transcendence and the mixed valence experience of meaningful work: emerging findings from a qualitative study

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Background

A recent study of job design and motivation showed that ‘Americans report important, meaningful work is the job feature they value most – above promotions, income, job security, and hours’ (Grant, 2007: 394). Indeed, the importance of meaningful work is consistent across many cultures and has been studied for some time across a range of disciplines, including philosophy, psychology and sociology. Pratt and Ashforth (2003: 311) state that meaningful work arises when ‘work and/or its context are perceived by its practitioners to be, at a minimum, purposeful and significant’. Elsewhere, research has shown meaningfulness to be associated with organisational commitment, job performance, employee engagement and retention (Pavlish and Hunt, 2012).

Meaningful work has often been confounded with the ‘meaning of’ work; however, work can have a range of both positive and negative meanings, including ‘curse’, ‘commodity’ or ‘disutility’ (Terkel, 1973; Donkin, 2001; Budd, 2011), perceived to preclude its experience as *meaningful*. Although it has been acknowledged that people have a strong drive to find meaning in the work they do even when that work is largely repetitive and tedious (Frankl, 1959; Cascio, 2003; Isaksen, 2000), there is little agreement over the distinctive nature of meaningful work or the circumstances in which work is perceived as meaningful. With a dearth of empirical studies in the field, and at a time when work is seen to be further degraded

through precarious and deskilled jobs, it remains unknown whether some jobs are more meaningful than others, what it is that makes them so, or if all work has the potential to be meaningful.

Methodology

Our findings are based on 135 face-to-face interviews with informants drawn from ten purposively sampled occupational groups, chosen to reflect a wide range of work experiences and situations, including refuse collectors, stonemasons, solicitors, clergy, soldiers, retail staff, entrepreneurs, staff nurses, creative workers and academics. We used an interpretive methodology because of its capacity to generate 'broader and richer descriptions, sensitivity for the ideas and meanings of the individuals concerned' (Parry, 1996: 455). Data were collected through semi-structured interviews that explored a range of issues identified with meaningfulness in the literature, including identity, role and task, and organisational context. Interviews were conducted within the worksites of the occupational groups. Data were analysed by both researchers using Nvivo using a thematic coding approach.

Findings

Although informants' tasks, roles and working contexts were very different, a number of common themes emerged from their descriptions. In contrast to many of the assumptions associated with experienced meaningfulness in the literature, informants provided rich descriptions of meaningful work that reflected the following themes:

- Although the successful performance of tasks may give rise to a personal sense of job satisfaction, informants did not necessarily associate this with meaningfulness. Rather, they described their work as meaningful when they felt they had contributed something of recognised value to others and which formed the basis of a connection with them.
- This other-oriented focus was rarely about managers, employers or organisations. Usually the focus was clients, colleagues, wider society or the greater good, or even a connection with past or future generations.
- Meaningfulness was not experienced 'in the moment' but arose in retrospect and on reflection, usually when connections were made between work (e.g. sense of competence or 'a job well done') and a wider sense of life meaning.
- This was episodic rather than a sustained experience: no-one found their work consistently meaningful.
- The experience of meaningful work was multivalent rather than necessarily positive. Many described meaningfulness as a bipolar (e.g. 'happy-sad') or even uncomfortable experience, associated with painful as well as affirmative thoughts or feelings.

Discussion

Our findings showed that experienced meaningfulness is distinctive from other work-related concepts, such as significant, purposeful, or satisfying work as well as from work-related identity. The interviews lent support to the contention of Lips-Wiersma and Morris (2009: 492) who argue: 'when something is meaningful, it helps to answer the question, "why am I here?"'. Meaningful work can thus be defined as work that prompts the reflective opportunity for self-transcendence, either 'vertically' through a contribution towards something greater than the self, or 'horizontally' through a connection with matters beyond one's immediate self-interest or the here and now (Schnell, 2011). In later revisions of his hierarchy of needs, Maslow (1969) proposed self-transcendence rather than self-actualisation as the capstone of human motivation, manifest in 'peak experiences' which included mystical, aesthetic and 'other transpersonal experiences, in which the person experiences a sense of identity that transcends or extends beyond the personal self' (Kolko-Rivera, 2010: 304). We suggest that the 'peak' experience of meaningfulness, explained by Maslow (1961: 125) as a sense of 'fusing with the world' which goes 'beyond and above selfhood', is characterised by *poignancy*, such that even negative or mixed work experiences can be generative of meaningfulness (Larsen et al, 2001; Held, 2002).

23.09**Evolving sources of meaning in correctional officers' work: Developing interactive work with prisoners**

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Introduction

Work activities within criminal sanctions have three major societal meanings: 1) security (keeping criminals away from society), 2) maintaining a punishment system for diminishing criminal behavior in general, and 3) rehabilitation as desistance from crime. In Finland the last of these, rehabilitation, is gaining strategic significance. Thus, correctional officers in prisons are increasingly expected to promote rehabilitation in their interactive work with prisoners. Simultaneously, criminal sanctions' activities face the same challenges of efficiency and diminishing funding as public services in general.

Correctional officers are the closest officials to prisoners. Their work consists of daily routines such as inspecting newcomers; opening cell doors; and taking prisoners for their meals, physical exercise and different activities. They not only control prisoners, but also, in practice, have to face all human aspects of the prisoners' lives. They are an important part of the socio-structural context of prisoners. Officers regularly engage in the 'dirty work' of prisons and are prone to work stress. Their professional identity outside prisons often becomes tainted (Tracy 2004). Moreover, prisoners today have more problems than previously. These features, together with the changes named above, make the evolving sources of meaning in the work of correctional officers an interesting topic of research. In our presentation, we address the question of how the meaning of officers' work changes when the maintenance of order and control is combined with enhancing prisoners' rehabilitation. Correctional officers also need to adjust to complex practical situations that are open to various interpretations in the prison environment, in which one, official law-based truth prevails (Brown & Toyoki 2013).

Theory

We examine the meanings of work from a developmental perspective of correctional officers' practical work activities. In order to develop officers' interactive work, we see that it is essential to consider how they construct meaning and legitimacy in their work. Our approach to sources of meaning is informed by the notion of the object of work, which comes from the cultural-historical activity theory. The object is something both given and projected by humans. "An entity of the outside world becomes an object of activity as it meets human need...In this constructed, need-related capacity, the object gains a motivating force that gives shape and directs activity" (Y. Engeström, et. al. 2003). The object, and in particular its contradictions, have the power to engender agency (Y. Engeström and Sannino 2011). This means that although a work community is understood as a collective working on a certain object, every individual employee has their own relationship with and view of the object and meaning of work (Heikkilä & Seppänen 2014). The societal object and motive (such as the meanings of security, punishment and rehabilitation above) of a work activity is embedded in the way in which people construct the meaning of their work in everyday situations. And yet individuals' meaning construction is by no means limited to the societal object only (Bratus 2005; R. Engeström 2014; Stetsenko 2005).

Data, method and findings

The data for our investigation comes from developmental processes in which successive workshops were organized in prisons for articulating, reflecting on and developing correctional officers' interactive work with prisoners. The methods, introduced by facilitating researchers, were informed by developmental work research (Virkkunen & Newnham, 2013). The developmental aim of the workshops was to design, experiment with and evaluate new practices for officers' interactive work. Through this methodology, we aimed at paying "more attention to the subjective mechanisms allowing for individual participation in collective processes and entering an expansive space where the potential for the development of new knowledge [or meanings] is heightened" (R. Engeström 2014).

Episodes in the workshop discussions that show dilemmatic, critical or questioning speech, or ideas

for improvement are identified, classified and analyzed with regard to how workshop participants view the interactive practices of their work in relation to control and rehabilitation. These types of speech are selected because, as proposed by various socio-cultural theories, they have potential for promoting learning and development. Expressions of social dilemmas (Billig 1996) between control and rehabilitation may show what discursive and practical work is needed in the institution for new meanings to evolve (Mäkitalo & Säljö 2009). Criticizing, questioning and ideating are learning actions that indicate transformative agency (Haapasaari et al. 2012; Heikkilä & Seppänen 2014); they are necessary for new meanings and innovations to take place. By analyzing the motivational and intentional objects in these speech episodes, we gain an understanding of the evolving sources of individual and collective meaning in prison officers' interactive work. Our examination will show how the historical change of emphasizing rehabilitative aspects in criminal sanctions affects correctional officers' meanings of work.

23.10

Trust in work place - A resource for meaningful work: Findings from a cross-cultural study of multinational organizations

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This paper examines trust as a resource for meaningful work in cross-cultural perspective and in multinational organization context. In past decades, researches have focused on the researching traditions to "offer and administer meanings". According to individual's perspective, meaning to work cannot be created or enforced. Humanistic paradigm fragments that meanings are the creation of inner self of individuals; it cannot be enforced (Wiersma & Morris 2009).

Pertaining to trust in workplaces, cross/inter-cultural context is still scarcely studied in organizational and inter-personal trust (Fulmer & Gelfand, 2012) in spite of the increase in the multi-view trust research in the last decade. More research is needed on emic descriptions and local practices (diversity) across cultures (Fulmer & Gelfand, 2012). Trust is an essential element of human and social capital and, has been recognized influencing many positive HRM outcomes such as employee motivation, job performance, as well as generating social capital, affecting organizational climate and fostering organizational learning (e.g., Lewicki & Bunker, 1996; Lewicki et al., 2006). This increases our understanding of the contribution of trust to meaningfulness in work which may have effects on organizational effectiveness. In organizations, there are people like leaders, managers and human resource professionals (HRP's) who aim at enabling meaningful work. Culture differences may affect diversifying work force. If the culture of individual employees varies according to the organizational culture, trust building becomes a challenge (Savolainen, 2013).

In this paper trust as an asset for enhancing meaningful work is discussed. A cultural perspective of trust is examined cross-culturally within multinational organizations involving individuals from different cultural background working together. The culture perspective theoretically draws on the widely applied dimensions of individualism and collectivism in the culture. Globalization during the last two decades has changed organizations into expanding their 'boundaries and presence' across different cultures, continents and territories. This expansion of organizations means mobility and individuals move and work in countries with different cultural backgrounds and working environment, for example, working in global teams locally or virtually with members present in different geographical locations around the globe.

Trust may act as uniting 'glue' between people forming a foundation for collaboration and interaction. It is a valuable asset that is 'owned' by organizations and individuals across cultures. Trust is intangible asset in nature and a leader and employee skill for workplaces (Savolainen & Lopez-Fresno, 2013). Trust only benefits organizations if its role is recognized, understood and enacted in organizations. Managing trust within organizations may be complex, yet trust, while a tacit resource, is potential for

creating real value through trust-building skills, and sustaining and restoring trust if broken (Savolainen et.al., 2014).

This paper presents findings from a qualitative study made in a multinational organizational context. The paper contributes to increasing our understanding of trust as intangible resource and skill for the organizations as follows: (i) trust as an ingredient for developing and enhancing meaningfulness in work; (ii) differentiating between a meaningful work from an employee (individual) perspective to organization level perspective. The qualitative data consists of qualitative interviews, narrating stories and interviews from individuals working in a dynamic cultural environment. The paper suggests that trust plays a role as a resource for meaningful work which is also culture-related.

23.11

Teacherhood in the Managerial University

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The changes in universities all over the world have been vast during last few decades. The Finnish traditional university model based on Humboldtian ideals has been more or less replaced with a new neoliberal model. In Finland, the new University Act (2009) has been a culmination point in the implementation of the reforms. (Rinne, Jauhiainen & Kankaanpää 2014.) The universities have become more responsible of their economy. The public funding is defined even more by the amounts of degrees and research publications, and the demand of acquiring external funding is emphasised. Governing of the universities has changed towards ideas of managerialism where the rector's and dean's power has been increased. These changes have affected on teaching work in many ways: the demands to improve the quality of teaching, to increase amounts of degrees and to speed up the accomplishment of the studies are creating growing pressures. The study reviews academic teaching work and identities from a practice-theoretical perspective and from context of the university policy. The theoretical framework is based on the model of work as practical activity which analyses tactics, politics, morals and subjects of the work (Räsänen & Trux 2012).

The aim of this study is to describe and analyse academic teachers' experiences of their teaching work in the managerial university. The empirical data is derived from a survey conducted in 2014 in the University of Turku. The survey consisted questions about development of teaching, relationship between teaching and research, students, status of teaching and meaningful experiences in teaching work. All in all 146 from 605 teachers from six faculties answered to the questionnaire (24 %). The data was analysed by using frequency and percent distributions, cross-tabulation and different statistical significance tests. Disciplinary differences between teachers' experiences were reviewed.

The results show that the contemporary teaching work was experienced problematic but autonomous. Quality and position of the teaching are merely subjects of speeches and strategies. The developing of the teaching has been left on the individual teacher's responsibility. Support and resources are provided in some units, some not. Teachers think that the quality of teaching is measured too much with quantitative methods. Finally teaching is subordinate to research: research merits are overcoming teaching virtues. However teachers are dedicated to their teaching work. Most of the respondents identified themselves as teachers, rather than researchers who teach. Even though teaching work is priority to teachers, they also see the research as an important part of their work and academic identity. The problems in everyday work are often connected to allocating the working time both teaching and research work. 66 percent of the respondents informed that annual working time, 1600 hours per year, is not sufficient. Many teachers carry on their work to the evenings and weekends.

In the focus of the teachers' work seems to be the students. Most of the meaningful experiences in work were connected to interaction with the students, and the respondents liked their students almost without

exception. Yet they wished students to take more responsibility of their studies. The teachers claimed that studying in university has changed towards school-like studying and the perception of students as clients has strengthened.

Traditionally freedom and autonomy have been essential parts of academic work. Managerial ideas aim for improved performance, acceleration of functions and fast results. This can bring the workers who are trying to balance between their own ideals and given strains to a contradiction. This means e.g. that teachers' have growing pressure to publish research in addition to the teaching work to show their productivity. Yet the study shows that academic teaching work is still meaningful. Teachers have autonomy on the level of their own work. The new aims and strains are coming from up to down but still it is the individual teacher who decides what happens in the lecture hall.

23.12

Unknown personal/behavioral competence creates positive outcomes in work context - but how to identify and measure them?

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The phenomenon of holistic competence view has not received increasing scholarly attention during the last years. However, the discussion related to future competence needs has pointed as a critical factor in future working life (Lai, 2011; Rychen & Salkaniz, 2003). In competence evaluations related to SHRM such as recruiting process and developing discussions there is still too much emphasis on knowledge/cognitive and functional competences i.e. know-how or substance. However, the development and future scenarios in working life have suggested that employee personal and behavioral competences will rise to major factors as professional competences. These include self-confidence, persistence, thinking on feet, control of emotions and stress, listening skills, task-centredness, interpersonal skills, empathy, collegiality and conformity to norms of professional behavior (Cheetham & Chivers, 1998). Shortly the relevant competence is the ability to adopt appropriate, observable behaviors in work-related situations (Cheetham & Chivers, 1999). Personal/behavioral competences have clearly important complement to knowledge/cognitive and functional competences, because personal/behavioral competences may be a better predictor of a person's potential to perform in future posts. (Cheetham & Chivers, 1998). In addition, they suggested that knowledge/cognitive and functional competences attest rather person's current position.

How to identify and measure personal/behavior competences? One way is let the person him/herself produce and reflect his/her competences. The base of reflection is self-perception. Person may reflect upon his/her performance against any of his/her constituent competences or about overall professional competences. Drawing the stories of sixteen professionals in the development company in social sector this study aimed to get a deeper understanding of 1) how the construct of personal/behavioral competence is defined by employees in case organization and 2) what are the outcomes of identifying these competences at the individual level.

A qualitative, descriptive approach was adopted. Data were collected through storytelling in year 2011. Each participant wrote the answer to the question "Describe what competences you have?" The data was analyzed by using discourse analysis method. The results were analyzed against the holistic competence model by Cheetham & Chivers (1998).

Based on study, participants highlighted competences related to their personality: attitude towards the work, customer relationships, respect to customers and colleagues, empathy skill and giving positive feedback to colleagues. Several participants linked their private life factors like hobbies and family-life together with professional competences. Especially women mentioned that to manage the family and children's hobbies contribute the working life and are based on personal competences. Because the

research question was set in expansive format it was easier to make own reflection and integrate the personal/behavioral competences to traditional know-how aspect. In addition research deepens the understanding of the concept of holistic competence view and especially the role of personal/behavior competences as a link towards the future competence map.

SUSTAINABILITY AT WORK

24.01

Human Resource Management (HRM) strategies and the impact on well-being of employees and effectiveness in Danish private and public firms.

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Management in Danish firms mainly takes voluntaristic decisions in their HRM practice i.e. following pragmatically both economic and social oriented goals and strategies (Nielsen 2012). Being voluntaristic, the decisions about HRM-related issues are mainly based on a mixture of control and commitment strategies, typically embedded within a complex social context (HRM system, labour market and society). This HRM-model is in fundamental opposition to the philosophy of the hard core of HRM that emphasizes strategic orientation in a detailed management controlled deployment of human resources. The voluntaristic model structures more well-being and effectiveness (individual performance) than "pure ideal typically," HRM models, i.e. either pure control strategy or pure commitment strategy.

This paper presents a view of human resources deployment where management gives employees discretion (e.g. self-control) in the work organization, that motivates and involves employees and create foundation of well-being and effectiveness among employees. This idea challenges manager on all levels to choose HR-strategies, especially when organizational and technical changes in different branches and firm sizes, have to be implemented by employees. So the thesis is that management practices on commitment and self-control strategies shape both employee well-being and effectiveness in work organization. The research question is: How do HRM strategies connect to the employee psychological well-being and effectiveness?

Methodologically, the paper constructs analytically two strategies and examines how employees perceive strategies within a voluntaristic HRM system, especially in connection to well-being and effectiveness. The analytical results build on data from project Meadow (Employee and Employer Survey 2012) of Danish firms. The research in this paper analyzes self-reported informations from a questionnaire answered by 3362 employees belong to both private and public sectors.

The purpose of the paper is to develop a voluntaristic theory of HRM system and to discuss how the empirical results align with other researches within the fields of (S)HRM and Work Sociology.

24.02

The Relationship between Corporate Social Responsibility Practices and Sustainable Work Systems: The case of Peruvian Enterprises

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The question about the relationship between Corporate Social Responsibility (CSR) and Sustainable Development has been present in the academic field for many years. According to Ebner and Baumgartner (2008) there are two main streams in the way to understand the linkage between both concepts. The first one uses the term Social Responsibility as the social pillar of Sustainable Development. The second one uses both terms as synonyms.

Growing evidence suggests that CSR is understood in different ways in different cultures and countries because of heterogeneous situations, norms or ethical beliefs (Maignan, 2001; Abreu et al., 2005; Quazi & O'Brien, 2000). Even in the same country different companies manage their CSR considering diverse topics because the social, ethical and environmental impacts they are engaged to are not the same.

Instead, the definition of Sustainable Development is more consensual. The definition that is predominantly used is the one offered by WCED (1987) pointing at Sustainable Development as the one that "meets the present needs without compromising the ability of future generations to meet their own needs".

In Peru, from a more pragmatic view, most of the companies use the terms Corporate Sustainability and Social Responsibility as synonyms. Although one of them is more frequently used: Social Responsibility. This fact coincides with Hardjono and Van Marrewijk (2001) statement that the selection of the term the company uses depends on the definitions that fit better with organizational values and strategies.

Both focus on Sustainability and on Social Responsibility, have in common considering employees as a relevant stakeholder for the organization. However, in Latin America in general, and in Peru in particular is little what is known about business performance in the field. Literature about sustainable management of workers, sustainable work systems (SWS) and sustainable HR management is weak and does not address in depth the relationship between HR management and sustainability.

For the Peruvian case, the most recent study was developed by Pipoli et al., (2013) and took as reference the Swiss approach of sustainability in the management of HR developed by Zaugg, Blum y Thom (2001). This study examined the level of presence of practices associated with work-life balance, professional autonomy and the development of employability of the workers of large firms operating in Lima. The research concluded that in the Peruvian management of HR all dimensions of sustainability identified by Zaugg et al., (2001) were present, although the term Sustainable HR Management was unknown for most of the managers who participated in the research.

The study presented below seeks to explain the results of Pipoli et al. (2013) validating or rejecting the assumption that in Peru responsible practices with workers and sustainable HR management keep the same pattern of "interchangeability" than the one seen among the general practices of social responsibility and sustainability.

For this purpose, in first place, through a revision of the 66 companies' sustainability reports, the authors identify the HR management practices that are considered as part of the socially responsible behavior of the firms. Then, taking as a starting point the previous identification, the link between those practices and Sustainable HR management is analyzed. In the process of selecting practices the approach of SWS was considered as an approximation to understand Sustainable HR management.

More specifically, the following issues were discussed:

- a) What are the main dimensions of SWS that could be addressed through the management of HR?
- b) What are the main CSR practices developed for workers that Peruvian companies put into practice

and report to the community?, and

c) Determine whether responsible management practices developed for workers, reported by Peruvian companies as part of their social responsibility actions, are related to the SWS.

The research identifies seven main dimensions of HR Management that are connected to at least one of the, according to Doherty et. al. (2002), four fundamental topics of SWS. These dimensions are: worker health, work conditions, work-life balance, skill development, socialization of the workers, retention and downsizing, and ageing.

After coding the companies' concrete actions and programs we found that there is no difference between the ones they named social responsible practices with workers and those that could be considered HR practices to build SWS. However, we spot that the most frequent practices correspond to dimensions related only to one topic of SWS, the promotion of quality of working life and competitive performance. Also we trace that fewer practices are related to retention and downsizing, and ageing dimensions, associated with employment provision and resource development and regeneration topics. Finally practically none of the practices are connected to employment provision and to the nature of sustainable change processes for renewal and learning topic.

24.03

“Do we have a conscience?” Ethical dilemmas of HRM professionals

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Human or inhuman resource management? – is the (hypothetical) question asked by Stayaert and Janssens (1999) on the pages of 'Organization' referring to one of the basic dilemmas of human resource management in modern day organisations i.e. the degrading of human beings into 'resources' and the aspect of human dignity. As a related issue, we can form a question: is it possible to manage human 'resources' in an ethical way? What could be the contribution of HRM to the responsible behaviour of modern corporations? In my paper I would like to argue that HRM professionals could be key players in the development of the ethical or unethical nature of HRM and corporate behaviour, thus inviting them as research partners would offer a unique opportunity to form one (possible) answer to those question.

In the first part of my paper I would like draw attention to the emerging significance of HRM ethics. In the last two decades, there has been a 'modest growth of interest' in the field of ethics and HRM (Pinnington et al. 2007:2): books and collections of essays have been published on the subject (e.g. Parker 1998; Deckop 2006; Johnson 2007; Pinnington et al. 2007; Boulton and Houlihan, 2007) and theoretical articles have appeared in leading business ethics' and HRM journals. However, the number of research efforts explicitly focusing on this field is rather low, considering its importance (Toffler, 1986, Wiley, 1998, Wooten, 2001, Greenwood, 2012). In my paper I would like to contribute to the filling of this gap, and show the possibilities of cooperative inquiry methodology (Heron 1996, Heron and Reason 1997, 2001, Reason 1988, 1994, 1999) in the field of researching HRM ethics. I wish to show that cooperative inquiry could be an exciting and novel way of exploring the meaning and practice of ethical HRM.

In the second part of my paper, after introducing practical details pertaining to four action research projects, I would like to share some interpretations.

First, I would like to show some learning points co-researchers identified about their role as ethical stewards or conscience of their corporation.

Second, I would like to show some patterns evolved from the more than 50 ethical cases collected by the participants. Also I would like to show how the collective case solutions can be a kind of bridge between ethical theory/ thinking and daily practice of HRM professionals and can develop ethical consciousness.

24.04**Worker Participation and Sustainable Work**Sigurt Vitols*Wissenschaftszentrum Berlin für Sozialforschung, Berlin, Germany*

This paper explores the relationship between worker participation and sustainable work. Based on statistical analysis, it looks at the effect of different forms of worker participation in the company, specifically presence of European Works Councils and/or worker representatives in the company board, on sustainable work. Analysis is based on the 600 largest European companies listed on a stock market (STOXX600 companies). The data source on sustainable work is ASSET4, which is a sustainability ratings agency which compiles data on over 1000 data points per year on over 4000 companies worldwide. Workplace practices and policies are one of the key dimensions of sustainability measured by this database. Data on worker participation is provided by the European Trade Union Institute's database on European Works Councils and from the European Federation of Employee Share-Ownership. A panel data analysis indicates a positive relationship between worker participation and many aspects of sustainable work. Effects appear to be more pronounced in the case of European Works Councils, however, the most positive effects occur in the cases where both European Works Councils and board level employee representation are present at the company level.

24.05**Sustainable work-life balance in knowledge-intensive sectors – aspirations and realities**Charlotta Niemistö¹, Mira Karjalainen², Jeff Hearn¹*¹Hanken School of Economics, Helsinki, Finland, ²University of Helsinki, Helsinki, Finland*

The postindustrial service economy with a neoliberal ethos stresses the need for high levels of professionalism, performance and flexibility. This often challenges the work-life balance of ambitious professional knowledge workers at different stages of their careers. In this situation it is fair to say that knowledge-intensive work has become increasingly scattered and boundaryless (Roper et al. 2010; Kivimäki 2004; Pringle 2003; Bailyn 2002). Time and place lose meaning, and notions of 'earning one's position' through high input into paid work and relatively low amounts of unpaid work and non-work is the common state of the art in knowledge organizations. At the same time, the related work-life balance discourses are seemingly uncritical and gender-neutral, accepting the values of dominant neo-liberal forms of capitalism, and thus ignoring structural, cultural and gendered constraints at workplaces and in societies more generally (Lewis et al. 2007). The 'long hours' working culture of the new economy and knowledge-intensive work is not challenged, dominantly maintaining the images of the 'ideal worker' (Acker 1990).

Social responsibility is increasingly present in the discussions of changing working life patterns. The development of ideas around the different aspects of sustainability; encompassing a) environmental, b) economic and c) social aspects, or 'pillars' (WCED 1987; UN 1992), are in many ways related to those of corporate social responsibility (Wood 1991; Wagner 2005; Portney 2005; Davidson 2009; Lindegren et al. 2009; Lindegren and Swaen 2010). Social sustainability of working life contests the capitalist and neoliberal focus on financial outcomes, as well as the emphasis on individual "choice" presented as an individual right, yet in reality often forcing the individual into corporate non-sustainable ways of working long hours, with short-term profits in mind. However, in the line of business and type of organization where human capital is the dominant factor, there is a need for more sustainable maintaining of that human capital. Paid and unpaid work are both central to sustainable development in terms of production and social reproduction (Littig and Griessler 2005). The prevailing strong emphasis on work in post-

industrial societies requires a much more gender-equal re-distribution of work that needs to take into account questions of work-life balance for both men and women (ibid.).

In this paper we approach the issues of social responsibility and social sustainability through an analysis of division between work/non-work and management of work-life balance. We analyze the sustainability of knowledge-intense work through extensive interview data with managers and other professional knowledge workers at different career stages in knowledge-intense organizations, more specifically in modern large-scale international consultancy organizations and national finance organizations. Our findings reveal that work-life balance issues are often not proactively dealt with by HR in knowledge-intense organizations (Author 1, Author 1 et al.). Companies follow the legislation on family leaves and flexible working arrangements but fail, or indeed ignore, to organize the workload in a way that a socially sustainable framework would entail. On a day-to-day basis, individuals are left to cope with challenges in maintaining a healthy and sustainable balance. The outcomes of this include stress, burnout, employee turnover and loss of talent in these organizations. The implications of these conditions are examined empirically, theoretically and politically.

24.06

Sustainable work over the life course in the European Union

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Europe's 2020 Strategy includes a focus on employment participation rates in the respective member states in the European Union. In order to reach this, member states are considering two elements: how to attract more workers to the labour market and how to keep workers longer in the labour market. Sustainable work over the life course is related, on the one hand, to the quality of work and work environment and, on the other hand, to characteristics and circumstances of individuals, related to time availability & care needs throughout the life course, health & well-being, skills & employability, spells of unemployment & inactivity as well as motivation of individuals & intrinsic value of work. With this paper, we will look first at those factors which influence the likelihood to say that work is sustainable for those who are in work, based on analysis of the 5th European Working Conditions Survey. Secondly, we will consider policies which are addressing either quality of work or work environment or which are assisting individuals to deal with life events and individual characteristics throughout their life course, with a view of making work sustainable over the life course. This is based on case studies of selected countries. The aim is to apply a capabilities approach to sustainable work over the life course for men and women.

24.07

A light in the shadows: Experts reveal the themes that inhibit sustainable careers and sustainable organizations

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Are the practices that contemporary large organizations expect of their workers sustainable for the human body and psyche? What are the human costs of these expectations? If these practices and expectations are not sustainable, and instead promote workers' and leaders' burnout, exit, or turning down advancement opportunities, these requirements and methods would not seem to be able to lead

to sustainable or growth-oriented organizations.

Contemporary workplaces tend to focus on efficiency within all parts of the organization. Human resource management intends to maximize the outputs from workers at all levels, channeling the most capable into higher positions within the organization, and “helping” the so-called “underperformers” improve skills in their “weak” areas or else exit the organization. Conventional workplace thinking tends to blame the individual for weaknesses at work without reflecting on the ways organizational structures and deep practice inhibit growth and sustainability for the workers and, consequently, the organization.

This paper takes on the issue of sustainability at work at the micro level, examining the most intimate and internal topics for high achievers and the people that they lead. Because modern workplaces encourage workers to express only their strengths, hide any weaknesses, and demonstrate tremendous output on measurable “deliverables,” workers give long hours, take work home, and present their availability around the clock. Aside from the inherent physical stresses, psychological stresses arise from the need to perform at a high level and manage appearances at work as well as the lack of room within many workplaces for personal, spiritual, and emotional human expression. Where these dimensions may be expressed, then, is within the private sphere, particularly the family, among friends, or in professional therapy. Family and friends are, however, not always safe places to reveal the self or struggle with a sense of weakness or discontent, and these domains are themselves facing new strains under mobility demands and achievement norms. For these and other reasons, psychological therapy is a growing service industry in modern industrialized countries.

To get in touch with the personal or private consequences of contemporary workplace expectations, I conduct expert interviews with three psychologists. They practice in a large international European city with many multinational firms and both a large, high-skill expatriate community as well as a strong and growing local and regional population base. I ask the psychologists to explain to me in general terms (in order to protect client confidentiality) what themes tend to come forward in therapy. The interviews focus on the parts of modern work and life demands that clients bring to psychological therapy.

I select the therapists based on differing client bases. One therapist focuses the private practice on the high-earning, highly mobile, often expatriate, community disproportionately in top leadership positions who come to therapy voluntarily, without a doctor’s prescription, and who want to keep their therapy private. Another therapist has a local base of clients under public health insurance guidelines and who are largely in employee positions at work rather than in leadership positions. The third has a mix of clients with both private and public health insurance. I use a grounded theory design, beginning in each interview asking the therapist to name their central themes, and following up in successive interviews to ask about themes that I noted from the earlier interviews to see if those themes also have resonance in the demographically different practice, from the view of a different therapist.

The themes indicate the points at which modern workplaces are psychologically unsustainable. Results include the binary, bureaucratic, and procedural thinking and focus (rather than inclusive and continuum-oriented); the blindness of workplace expectations to gender dimensions in work and private life; international business masculinity norms that do not fit for most workers, even the international business leaders themselves; blindness to work-family dynamics over the life course; and workplace demands for tradeoffs of time and lifeblood for money and status as primary indicators of “success” and “having made it.” Clients question what is really behind “the good life” when they finally do achieve it; clients question the price that they feel must be paid to achieve it but feel powerless to challenge their employers, “the hand that feeds you,” about that price.

This paper allows human resources management to reflect about the toolkits of managerial and personal development that are expected in large bureaucratic competitive organizations. It gives voice to the shadow side of modern work experiences, and, by bringing these shadows into the light, it opens up possibilities for structural, organizational, and systemic change to enable individually sustainable careers for workers at all levels.

24.08**Employee representatives' reflections on the sustainable HRM practices in private sector organizations**

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Sustainability is considered to be important especially now that the world is recovering from the economic downturn. Organizations need to demonstrate to their external stakeholders that they are acting responsibly, as well as to internal stakeholders that people in the organization are an asset. (cf. Stahl & Sully de Luque, 2014) The past two decades, human resource management (HRM) research has focused on the relationship between HR practices and organizational performance. Critical HRM scholars even assert that HRM has forgotten employees from the equation in search for better organizational performance. The recent discussions about sustainability have extended the scope of HRM back to employees and other stakeholders by emphasizing long term viability and an outside-in orientation. Sustainable HRM is even titled as the second wave of revisionism and as the continuum of the strategic HRM era. Hence, sustainability can be seen as the continuum for strategic HRM, which complements and brings the theoretical and practical discussion of sustainability along to the mainstream HRM discussion. It also seeks to live up to the Brundtland Commission's (1987) plea that sustainability should address the needs of today without endangering the needs of coming generations.

Until recently research on sustainability and human resource management has remained scarce (Pfeffer, 2010; Cohen et al., 2012; Ehnert & Harry, 2012), and lacks empirical studies. The intention in prior research has been to widen the scope of traditional HRM towards the debates of environmental sustainability, greening of companies, ethical conduct, and corporate social responsibility. In these debates, HRM is seen important in many ways. First, striving to achieve sustainability and environmental targets of companies (Jackson & Seo, 2010), in serving multiple stakeholders, i.e. employees, customers, and the society, not only owners of companies (Mariappanadar, 2003; Lindström & Vanhala, 2013). And second, in responding to the call for more ethical conduct by developing codes of ethics and CSR policies and practices (Bučiūnienė & Kazlauskaitė, 2012). The sustainability aspects brings a new meaning to the management of people in organizations and that way also defines work in a new way.

In the present paper, we aim to demonstrate how employee representatives in Finnish private sector companies describe sustainability in HRM. The empirical data were collected as part of the Finnish HR Barometer inquiry in January 2013. Both managers (top managers and HR-managers) and employee representatives have replied to the questionnaire and in this paper we focus on the employee representatives descriptions about sustainable HRM. The managers represent the employer's view on sustainability and the employee representatives represent the employees' views on sustainability.

In the questionnaire the employee representatives answered the questions of "What is sustainability in human resource management?" and "How is sustainable HRM implemented in your organization?". The respondents first provided a short answer (only key words) and then elaborated the issues in more detail. We use content analysis as a main method of analysis for the longer elaborations and present the short answers quantitatively. This way we are able to form a holistic view of this particular group's perceptions on sustainability in HRM and in relation to HRM-practices.

From the management perspective an emphasis on sustainable HRM is assuring the productivity and retention of employees so that the organization could achieve its goals (Ehnert, 2009). Because HRM may encounter more challenges in the future to attract and retain motivated and highly skilled employees, sustainable HRM may indeed establish a unique and attractive employer brand for an employee (App et al., 2012; Lis, 2012). Hence, sustainable HRM may create a sustained competitive advantage for an organization by differentiating it from the others. Therefore, an organization may create an attractive and responsible employer brand or atmosphere for potential and existing employees (Boudreau & Ramstad, 2005; Jabbour & Santos, 2008). The data we have in this paper brings out how the employee side experience human resource management practices in their organizations, and do they perceive it to be sustainable.

24.09**Improving social sustainability in apparel industry through use of social manufacturing**

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The subject of sustainability influences apparel industry. Sustainability can be studied in three dimensions: environmental sustainability, economic sustainability and social sustainability.

Apparel exportation can bring economic progress to the country in which the production is taking place. However, apparel industry in the developing countries is burdened with poor working conditions and heavy pollution. Death tolls and health issues are among the major worries for many garment manufacturers, which work in the developing countries. This means social sustainability in apparel industry is not addressed very well in the developing countries.

In this paper, we define a conceptual model to empower the manufacturing department in apparel industry to increase attention to social sustainability. This model is built based on the emerging phenomenon called social manufacturing.

WORK AND FAMILY**25.01****Work-family reconciliation and subsequent career development among Finnish employees**

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The subjects of employment, wellbeing at work, ageing of working population and length of working careers have had a lot of attention in recent conversations concerning Finnish welfare society's future development. The conversations derive mainly from a need to secure welfare of the citizens in a situation where a great number of people are getting retired, the dependency ratio is weakening and the need of public health and care services is growing because of ageing of the population. Especially, the conversation around career extension has been abundant. There is need to intervene the start and the end of careers by bringing young people into work earlier, raising retirement age, etc. In addition to this, it is necessary to expand the perspectives of career discussion by examining career continuity in life course, especially the effect of family and parenthood on career development in long time span.

Paid work and family constitutes two important areas of adult life. Because of tight connection of these two areas, paid work and challenges connected to work, like increase in retired population and challenges in maintaining employment and wellbeing at work, are not possible to distinguish from individuals private life. Similarly, home and family are not work-free zones, but are influenced by temporal and economical circumstances and by individual identity formed into work. Balance between work and family is widely considered important. In Finland, the objective of family policy and working life development is to improve the reconciliation of work and family life.

In my ongoing study, I ask, how work-family conflict and parenthood affect later career development of employed men and women. The determinants of later career are length and continuity of career.

The purpose is also to find out, how various work-related and home-related demands and resources influence the association between family and career. In addition, some background factors and health-related factors are controlled for in the analysis in order to find out the possible influence on association between family and career. The initial results indicate that family issues have an effect on employee's career development and that some differences between genders do exist. Family seems to commit individuals to work and to maintain employment.

The study is register-based follow-up study. The data consist of Quality of Work Life Surveys conducted by Statistics Finland with register-based follow-up data. The follow-up is possible to carry out until the year 2012. The Quality of Work Life Surveys are conducted since 1977 to monitor employees' working conditions and changes in them. The data is collected with personal face-to-face interviews using a standardized questionnaire. Various explanatory and descriptive analyses, primarily negative binominal regression and analysis of covariance will be conducted to analyze the relations between family issues and career characteristics.

25.02

Babies and Broomsticks: Cross-National Effects of Time Constraints, Income and Parental Role Models on Men's and Women's Contributions to Family Care and Household work

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Women across the world have increasingly entered the paid workforce, but the parallel increase in men's contributions to unpaid work within households lags behind. Women's entrenched responsibilities for family care and household work in the private sphere constrain their choices in the traditionally male public sphere (Clare & Crompton 2014). Men also bear costs from the unequal distribution of household responsibilities; gendered practices and norms in public and private spheres act as barriers to men who want to take on bigger roles at home (Croft et al., 2015). Collectively, families, employers and governments strive to resolve the conundrum of gender inequality in the domestic sphere.

Previous scholarship presents three primary explanations for persistent gender inequality in household labor. The first is grounded in the social construction of gender: gendered attitudes support men's contributions in the market economy and women's contributions in the home. Two others—time availability and relative resources—reflect historically grounded, recursive effects with gender differences in paid work. The first highlights constraints: hours spent in paid work outside the home constrain the hours available for labor at home. The second points to relative resources and their role in intra-household bargaining: whoever earns more outside the home can bargain for less work inside the home.

Negotiations at home provide "potential turning points in social situations where the social order gets deconstructed, debated, and reformed" (McFarland, 2004, p. 1251). Yet studies suggest that women's ability to effectively negotiate the division of labor may be limited by cultural level variables such as economic development, female labor-force participation, gender norms, and welfare regimes (Fuwa, 2004). While time and income, and the relative share of these in two-earner households, are predicted to affect the allocation of tasks within households, there is some evidence that the "degendering of housework is thwarted by institutional-, interactive-, and individual-level processes" (Miklya, Legerski & Cornwall, 2010, p. abstract). For example, Bittman et. al.'s (2003) investigation of allocations of household work in Australia and the U.S. found a curvilinear relationship between women's earnings and their level of household work in Australia, but not in the U.S.; gender trumps in Australia while money trumps in the U.S. Women who earned more money than their spouses "do gender" at home in Australia by increasing their contributions to household labor, while the parallel set of primary income earners in the US show linear decreases in their hours of household labor as their incomes rise. This example highlights how the dynamics underlying the division of household labor are embedded within

a series of “nested” units, ranging from households to communities, countries and cultures (Olivetti, Patacchini & Zenou 2013; Breen & Cook, 2005; Fuwa, 2004; Coltrane, 2000).

Our paper examines whether and, if so, how cultural shifts in gender ideology moderate the influence of time availability and relative resources on hours spent in household labor. We separately examine effects on hours of housework and hours spent in caring for family members. Simultaneously, we examine cultural role models at home and their power to shift behavior outside prescriptions mandated by broadly held gender ideologies. We suggest that non-traditional gender role models provide alternatives to societal norms around work outside and inside homes: those who were exposed to working mothers during childhood are likely to reflect that exposure in their own approach to paid work and household labor.

We cluster 25 countries by trends in gender attitudes over the past decade and explore the effects of time constraints, income and role modeling, by gender, within these clusters. Using ISSP Gender and Attitude Surveys from 2002 and 2012, we examine how men’s and women’s contributions to household labor vary with time constraints, income, and parental role models. Results suggest that all three play unique roles in hours spent on family care and housework. Hours spent at work constrain men and women in all of their household contributions, but income effects differ between caring for family members and household work. Higher income is associated with fewer hours spent on housework and more time spent on caring for family members. The effects of role modeling reflect societal gender attitudes: being raised by a working mom decreases women’s contributions to the home overall and increases men’s. All three effects vary in magnitude with societal gender attitudes.

Our analyses offer four contributions. First, by examining factors influencing men’s and women’s unpaid domestic work in 25 countries, the analyses reveal the intersection of micro- and macro-level gender dynamics. Second, we disentangle family care from household work and reveal distinct patterns of influence in each arena. Third, we contrast the factors on which men’s and women’s responses covary from those on which men’s and women’s responses diverge. Finally, we expose working mothers as critical to their children’s work-family choices as adults.

25.03

Outsourcing Domestic Tasks and Work-Life Balance: A Swedish Case Study of Buyers’ Experiences of Household Services

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Background and aim:

It is increasingly evident that competing claims between work, family and personal life poses a great challenge for many individuals across the OECD countries. Expanding outside the traditional policy solutions addressing work-life balance (parental leave, part-time work and childcare provision), personal and household services have become pinpointed as a new potential area for facilitating work-life balance through outsourcing of domestic tasks. In June 2007 Sweden introduced a tax-reduction (RUT) on the purchase of household services. The rationale was to increase gender equality at the labour market, enable men and women to combine work and family life on equal basis, and to increase the employment rates in the formal sector. Yet six years after the introduction, little is still known about whether tax-reduced household services are utilized by buyers to balance work, personal and family-life. This paper focuses on buyers’ experiences of purchasing cleaning services in relation to work-life balance issues in Sweden.

Methods and material:

This study makes use of unique survey data directly targeting potential buyers of cleaning services. The

data was collected using an e-survey conducted November 5-25, 2013. The respondents were reached via a company that provides non-tax reducing household services and the invitation to participate in the survey reached both former customers and current customers. The questionnaire included questions about socioeconomic, demographic and household characteristics. The buyers answered questions about their subjective relation to domestic labor (cleaning and childcare), domestic workers, work-life balance and time-allocation. This study uses a subsample of respondents who buy tax-reduced cleaning service and are living in a couple, a total of 603 respondents.

Main results and conclusions:

Our preliminary results clearly shows the importance of the tax-reduction for the purchase of cleaning services as a majority of buyers started buying after the introduction 2007 and virtually all find the reduction important for buying it. The tax-reduction has also significantly changes how buyers purchase domestic services; a change from illegal ("black") to legal ("white") purchase. Concerning the impact of purchasing cleaning services on work-life balance outcomes, our result shows that the majority of both men and women state improvements in relation quality in regard to partner and children, a sense of time gain and less stress in daily life.

25.04

Entrepreneurs' tactics for segmentation and integration of work, family, social life and private life

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The relations between work and personal life have long been on the public, business, and research agenda (see Hall & Richter, 1988; Kossek, et al., 2005). Such relations have been conceptualised in different ways going from "work-family relations (see Friedman & Greenhaus, 2000) to "work/non-work relations" (Languilaire, 2009) passing by "work-personal life relations". In this paper, we refer to "work/non-work relations" where non-work is defined as there major life domains namely: the family, the social and the private (Languilaire, 2009). The accumulation of knowledge in the work/non-work relation is not to be undermined so that the work-life field has reached considerable development in understanding work/non-work challenges. Additionally, research on work/non-work relations points out that developing work/non-work strategies is essential to individual's well-being (see Frone, Yardley, & Markel, 1997; Geurts & Demerouti, 2003; Poelmans, O'Driscoll, & Beham, 2005).

As matter of fact, Kossek et al. (2005, p. 351) in the context of work and family relation, touched upon in 2005 upon what could be seen as individual strategies indicating that "everyone has a preferred, even if implicit, approach for meshing work and family roles that reflects his or her values and the realities of his or her lives for organising and separating role demands and expectations in the realms of home and work". (Kossek, et al., 2005, p. 351). Based on social cognitive theory and especially on Zerubavel's social mindscapes (see Zerubavel, 1991; Zerubavel, 1997), Nippert-Eng (1996) popularised in 1996 two major strategies to combine life domains, namely integration and segmentation. One the one hand, people wishing segmentation define strict lines because they do not accept a mixture between their life domains and want to avoid such mixtrure. On the other hand, people wishing integration define no lines and do not distinguish any life domains. Whereas several pieces of research have measured the degree of integration and segmentation (see Bulger, et al., 2007), what is actually done by individuals while segmenting and integrating is under-researched. Additionally, whereas most research focus on "employees", less empirical research is based in "self-employed/entrepreneurs". This research focuses on these two research gaps.

To address these gaps, this research has its origins in the boundary perspective that "address the construction of work-family boundaries as a complex interplay between employees' strategies and

preferences, the social contexts in which they are embedded, and both the idiosyncratic and cultural meanings attached to work and family" (Desrochers & Sargent, 2003, p. 5). Within the boundary perspective, individuals develop diverse types of boundaries enabling them to organise their life domains (work, family, social and private) so that they can enact their strategies for integration or segmentation. Several boundary types have been discussed in research among those the spatial, temporal and psychological boundaries (see Clark, 2000; Ahrenten, 1990). In an in-depth narrative analysis of individual's work/non-work experiences, Languilaire (2009) indicates that seven boundaries are developed and managed by individuals. Each boundary is concerned with one specific aspect of one's life namely: time, space, behaviours, people, thoughts, emotions and psychosomatic elements such as stress or energy. For each type of boundaries, individuals develop tactics enabling them as a whole to reach their "wished" strategy towards segmentation or integration.

In line with Kossek, Noe, and DeMarr (1999) work/non-work tactics can be understood as the visible and practical activities enabling an individual to concretely place and transcend (i.e. cross) boundaries or, in turn, to render boundaries more or less permeable and/or flexible. For example, an integrator may develop tactics to segment time. One of these tactics could be "by pre-deciding of time slots in his/her agenda" so that he/she "reserves time" for each domain with no possible overlap. Based on empirical data, Languilaire (2009) develop an extensive (not exhaustive) list of tactics used by employed middle-managers. This list will be the base for the analysis of this research.

Based on Languilaire (2009), this research deductively describes which tactics entrepreneurs/self-employed people are using to manage the relations between their life domains in a satisfying way, i.e. in line with their strategy. This research is based on qualitative interviews of entrepreneurs/self-employed and qualitative analysis in a form of content analysis. At this date (submission date) data is being processed.

25.05

Self-reported need for rehabilitation and care responsibilities among aging employees in Finland

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Introduction

Because of the rising employment rate of aging population, it is increasingly common that grandparents still actively participate in working life when their adult children are having offspring. At the same time, life expectancy is getting longer. This may lead to the situation where some employees have care responsibilities for children and adults at the same time. At the end of their working career these individuals are facing the challenges of additional busy years in the form of caring for both their own elderly relatives and their small grandchildren. It is important to remember that combining work and family life does not concern only parents with small children.

Rehabilitation and enhancing the quality of work life are potential means for supporting ageing employees to carry on working. Self-reported need for rehabilitation reflects respondent's health, work ability and functional ability. In previous studies, socioeconomic status has been found to be associated with need for rehabilitation, care giving and quality of work life.

The main objectives were to find out 1) How are care responsibilities related to self-reported need for rehabilitation among aging employees? 2) Do differences in socioeconomic status and quality of work life explain differences in need for rehabilitation?

Methods

Data consisted of 4,399 employees aged 50-64 interviewed for Statistics Finland's Quality of Work Life Surveys 2003, 2008 and 2013. Analysis methods included cross tabulation, logistic regression analysis, confidence intervals and age standardization.

Results

Among men and women, 32% and 39% had experienced need for rehabilitation, respectively.

41% of men and women had care responsibilities for adults living outside the household. However, that was not associated with need for rehabilitation.

22% of men and 31% of women had care responsibilities for children living outside the household.

Among men, those who took care of children from one to nine hours in a week had almost statistically significantly higher need for rehabilitation than those who had no care responsibilities for children. Socioeconomic status and the quality of work life did not explain the difference.

Among women, those who took care of children at least 10 hours a week reported more need for rehabilitation than other employees. Socioeconomic status explained part of the differentials. After controlling socioeconomic status, opportunities to influence own work and insecurity factors, like a perceived threat of unemployment or change, had no effect.

14% of men and 16% of women had care responsibilities for both children and adults at the same time. Compared to those employees who had no care responsibilities, the Odds Ratios of need for rehabilitation was 1.29 (95 % CI 0.96-1.72) for men and 1.34 (1.06-1.69) for women among those who took care both children and adults. Socioeconomic status for women and opportunities to influence own work for both men and women explained part of the differentials.

Conclusions

Among aging employees, having care responsibilities for adults was more common than for children. Care responsibilities for adults were not associated with need for rehabilitation. Instead, care responsibilities for children or both adults and children at the same time predicted greater need for rehabilitation. Socioeconomic status and quality of work life played a minor role.

Aging employees presumably take care of their own parents or grandchildren. According to some studies, there seems to be a tendency to give more help and support to offspring than to parents. Because need for rehabilitation was common among those who had care responsibilities for children, it might be that taking care of children is more demanding than adults. This is in line with the earlier studies stating that families receive help from grandparents most often when the children are small. According to some studies, it seems that grandparents wish to spend time with their grandchildren regardless their working status. Our results imply that they take care of their grandchildren even when they regard their workload burdening.

25.06**Implementation and Configuration of Temporary Time Offs - An Empirical Study in Companies in Germany**

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Flexible work arrangements have become a topic of considerable interest to both researchers and practitioners. Demographic and workplace changes like the aging workforce, the growing number of women in the labour market as well as an increase in the proportion of dual-earning couples have led to a reconfiguration of working time across developed countries. Due to the encroachment of work into nonwork life through longer and unpredictable work hours and the pressure to work harder, faster and at a higher level of quality employees often experience role conflicts (Rau/Hyland 2002) between personal interests and work-related activities which has increased their desire for flexible work practices that fit their needs at different phases of their lives.

Thus, companies are increasingly implementing flexible work arrangements in order to adapt their workforce to the changing demands in the work environment. Currently, nearly 96% of companies in Germany offer one or more flexible work practices. They include, for example, flextime, part-time, job sharing, teleworking, compressed workweeks or temporary time offs.

In recent years, temporary time offs as a paid or unpaid leave from work due to various individual and organizational requirements have gained center stage as for flexible forms of working time management. They are designed to acknowledge and support people's challenges in balancing work and personal responsibilities as well as to meet strategic needs of companies like recruiting, motivating and retaining employees (Bourhis/Mekkaoui 2010). Temporary time off programs can include training leaves, leaves for eldercare or other personal reasons.

The majority of studies on flexible work arrangements predominantly focused on their links with e.g., performance, job satisfaction, absenteeism or work-life-balance (e.g., Allen et al. 2013). There also exist empirical investigations of flexible work arrangements for a specific country such as the U.K., Sweden, Bulgaria, Hungary and the U.S. (e.g., Kelliher/Anderson 2010). However, there is a dearth of research in central Europe regarding why companies implement temporary time off programs, how they design and use them. This is a deficit, as central Europe represents an economically important region. In addition, the configuration and use of temporary time off programs depend on organizational characteristics. Until now, there has been a lack of empirical research on the extent to which the institutional context can have differential effects on the configuration of temporary time off programs.

Against this background, the aim of the paper is to analyze the dissemination and configuration of temporary time off programs in Germany, as well as to provide reasons for their implementation and the factors influencing their configuration.

In order to investigate the dissemination, configuration and influence factors of temporary time off programs in Germany, data is currently being collected via an online survey which focuses primarily on HR managers in companies in Germany. Respondents are contacted via a database of public and private companies in Germany and social media platforms. The questionnaire of our survey consists of different blocks containing questions about the company, the availability of temporary time off programs, reasons for their implementation, the design of temporary time off programs and their benefits for the company.

The data analysis will be carried out in three steps. First, the dissemination and configuration of temporary time off programs will be analyzed by different methods of descriptive statistics. Packages of reasons for the implementation of temporary time off programs will be generated in the second step using a factor analysis. These packages will firstly serve to condense the factors that influence the implementation of temporary time offs and secondly to differentiate between various reasons for the implementation of temporary time offs. In the third step, a cluster analysis is used in order to identify differences and similarities between the companies that have implemented temporary time off programs and thus to

provide further insights into differences in the configuration and use of temporary time off programs in different companies.

Our study provides first empirical knowledge concerning the dissemination and configuration of temporary time off programs. The analysis of the reasons for the implementation of temporary time off programs in Germany contributes to identifying typical characteristics of companies offering temporary time off programs. The analysis of the configuration and use of temporary time off programs helps to increase the understanding of the structure of, access to and different outcomes from temporary time off programs. It also contributes to the empirical analysis of temporary time off programs and to the study of the dissemination of flexible work practices.

25.07

Labour Organisation, Work-Life Balance and Collective Bargaining

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The main subject of this paper is how collective bargaining in Italy contributes to the conciliation of work and family life, through the use of instruments of temporal flexibility of performance at work.

Although the need to reconcile work and personal life concerns, in principle, all workers, in practice women as the primary caretakers are the main beneficiaries of legal tools aimed at optimising the work-life balance. The core of reconciliation tools traditionally are rights to leave and permissions to be absent from work, in combination with protection against dismissal. But caretakers can also benefit from provisions that allow for flexibility of working hours, such as freedom to choose or modify the duration or collocation of labour.

Some of these instruments related to the organization of time can also meet with employers' wishes. However, an individual workers' need for flexibility will often enter into conflict with the rigidity of the organisation, leaving her no choice than to refer to resources outside the organisation such as the family network and social services. To promote reconciliation of work and care, either legislative intervention or collective bargaining may be called for.

In our paper, we will first discuss the contribution of the legislator on a national and European level. This contribution has been less than satisfactory. For example, instead of setting a maximum limit of daily performance that allows for the combination of work and care, this limit is defined by setting a minimum daily rest period of 11 consecutive hours per 24-hour period, with the possibility of derogation by collective agreements. On the other hand, a real innovative impact does not seem to derive either from the provisions of the Framework agreement on parental leave (Revised), implemented with Directive 2010/18/EU, or from the debate on the revision of Directive 2003/88/EC, notwithstanding the ambitious proposal of the EU Parliament, aimed at improving work-life balance.

Therefore, we will focus our attention on the results achieved by collective bargaining. We will discuss several flexible working time arrangements in collective agreements from the point of view of their contribution to the reconciliation of work and family life. *Flexi-time* for example is a system of time that allows the employee to vary the time of entry and/or exit from the workplace, usually within a predetermined range, whilst doing a standard number of hours in a given period. The *hours banking* is set up as an individual overtime account for each worker, to be used as compensatory permits for educational purposes or in connection with personal and family needs. The model of the so-called "*working time per island*" implies a system of collective self-management of work shifts. Also, the right to *teleworking*, and the recourse to *part-time work* are included in our discussion. From the same perspective, this paper will give a thorough overview of interesting experiences of collective bargaining on working time in other European countries.

We will end our paper with some brief reflections on the future of collective bargaining on working time arrangements in Italy, and, since this future is somewhat cloudy, review alternatives to collective bargaining such as, in the public sector, the intervention of the Unique Committee of Guarantee for equal opportunities, enhancement of the workers' wellbeing and anti-discrimination (CUG). This bilateral body is responsible for proposals, advisory activities and auditing regarding the organization of work, in order to help "optimize productivity". It can become a major force in promoting flexible working time solutions in order to reconcile work and care.

25.08

Part time work in the Nordic countries – a critical discussion of prevailing explanations, omissions and challenges

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The share of part-time employed women is high in the Nordic countries compared to the EU (27) average on approximately 30 percent. In Norway e.g. the share of part-time employed women is about 40 percent. This is the largest share compared to the other Nordic countries. In Sweden and Denmark in 2012 the corresponding numbers were 39 and 36 percent. The share of part-time employed women in Finland is considerably lower compared with the other countries in the Nordic cluster. Yet, the share of part-time employees in Finland has increased from 17 percent in 2000 to 19 percent in 2012. Many part time working women choose to work less hours, and consequently earn less money, for a shorter or longer period of time. This choice is often explained with reference to a need for a better balance between family and working life. The opportunity to work part time has contributed to the high degree of labour market participation among women in the Nordic countries. The flexibility made possible by the opportunity to work part time is perceived as advantageous for woman and their families and employers. At the same time, part time work is considered to be a challenge seen from a gender equality perspective. One problem is that part-time work is involuntary for some people. Another problem is that the high occurrence of part-time work among women increases the already existing divide between women and men in terms of economic resources. For many women, the choice of part-time work presumes the presence of a partner in the role as main breadwinner, which means that a divorce or the possible death of the main breadwinner represents a threat to the family economy both in the short or longer term. This makes women economically dependent on a (often male) partner. The Nordic countries have provided their citizens with economic arrangements that give both women and men the opportunity to stay at home with their children for a certain period of time after they are born. Men's portion of the parental leave has increased over the last 20 years, and so has women's participation in the labour market. Nevertheless, men still spend more time than on the labour market in terms of hours per week spent on paid labour in all the Nordic countries. This has puzzled both politicians, the social partners and researchers; why do considerably more women than men work part time in the otherwise equality-promoting Nordic countries? 'Family or personal activities', 'could not find a full-time job' and 'own illness or disability' are the most frequently reported reasons for working part time among women in this region of Europe (Lanninger & Sundström 2013). Research has in different ways addressed women's part time work, work hour choices and/or labour market participation with reference to one or a combination of these three reasons – in some cases also adding (gender) culture and the family policy context to the picture. In this paper we will suggest that much research on women's part time work and labour market participation is prone to theoretical, normative and empirical path dependencies that both make it difficult to actually understand women's labour market choices and to change the gender unequal consequences of these choices. Against this background we will discuss alternative explanations of the choices women make and alternative ways to challenge the inequality associated with these.

25.09

Mothers' re-entry into the labour market after a family related absence – the role of public childcare offers in Germany

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Motivation

After 25 years of German reunification, employment trajectories of men and women with little children still differ substantially between East and West Germany. Even though the employment rate of women in West Germany increased during the last years, it is driven by a high share of male breadwinner families and mothers working part-time after childbirth. In contrast to that, women in East Germany still work more hours than women in West Germany. This raises concerns of policy-makers to expand public childcare offers for an earlier re-entry of mothers into the labour market after parental leave. The decision to expand the parental leave as well as the re-entry into part-time employment has a negative impact on career paths, increases the financial dependency of women and yields relatively low pension entitlements. From a labour market and social system perspective, the goal is to increase the share of full-time employed women.

To reconcile work and family, public childcare was intensively extended in Germany for children younger than age three in the last ten years. Since the beginning of August 2013, there is a general legal right for childcare places for children older than age one.

Research questions

The aim of our presentation is to examine how mothers differ in their wish to return to the labour market indicated during parental leave in the first fourteen months of the child's life. Subsequently, we show analyses regarding those mothers who plan a re-entry: What is their preferred extent of working hours after their parental leave? We assume that general attitudes toward public childcare and the availability of public childcare places play a crucial role when planning and starting a re-entry into the labour market after a family related absence. From a longitudinal perspective, our analyses aim to answer the question if those mothers who prefer a re-entry actually realize it and to what extent.

Data/method

For our analyses, we use the first three waves of the KiföG (Kinderförderungsgesetz) panel study of the German Youth Institute, which was collected in the years 2012 until 2014. The study offers information about the current care situation of children under age three, before and after the introduction of the legal right in East and West Germany. In contrast to other studies the mothers' attitudes on public childcare are asked. Our sample consists of mothers who are living together with a partner and were surveyed in three consecutive waves. Next to these individual data, we linked macro structural data based on the regional level (e.g. unemployment rates and childcare rates). Subsequent to descriptive analyses, we estimate a random intercept model for controlling individual characteristics of the mothers, their attitudes and macro structural data.

25.10

More part-time work to mothers of young children in Finland? Controversies of policy and practice

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Part-time work for women is often seen as a means to balance work and family life. Working part-time can give more time to the family but at the same time it brings less money and may entail inconvenient working hours from family perspective.

In Finland women work part-time less often than in other EU countries. In 2012, only 20 % of Finnish women worked part-time (Statistics Finland, Labour Force Study), whereas in EU19 countries 29 % did so (OECD Labour Force Survey 2010). The culture of women's full-time employment is strong in Finland, and part-time employment is common only in few branches. Employers are not keen to offer part-time work: while it can entail flexibility, it also entails needs to re-organise work especially in branches with little tradition of part-time work (Salmi et al. 2009).

Even Finnish mothers do not often work part-time for reasons related to child care, with the exception of mothers of the youngest children. In 2011, almost half of employed mothers of children less than 12 months old worked part-time while one in four mothers of one-year-olds and one in five mothers of two-year-olds did so. When children approach school-age, the proportion of part-time employed mothers decreases, and when children are in primary school only 12–14 % of mothers work part-time. (Melasniemi-Uutela 2012.)

The Finnish family leave system has for long offered subsidised possibilities to combine part-time leave and part-time work. However, hardly any parent (0.1 %) takes part-time parental leave. Even care of 9–36 months old children has in few families been arranged using the partial care leave, with 3.6 % of under-three-year-olds receiving partial home care allowance. When chosen, the part-time work & part-time care leave option is usually a short-term arrangement; in 2012 most usually (40 %) not longer than six months. (Salmi & Lammi-Taskula 2014b.) Moreover, partial care leave has mostly been taken not instead of but as a continuation of a full-time leave, and by mothers with a valid employment contract (Aalto 2013).

One of the main goals of the current government is to raise the employment rate to solve the problems of the public economy. Politicians want to encourage mothers of young children to take part-time leave instead of a full-time care leave. The worry related to the employment rate of mothers is based on the fact that only 38 % of mothers with children under three are employed. However, this statistics also covers mothers on maternity or parental leave with a younger child. When the youngest child has turned two, 60 % of mothers are employed. Only a minority of families (16 %) uses the option to care for a child at home until s/he turns three. But to encourage part-time work is controversial also from the point of view of the public economy: there is a risk of a separate part-time labour market for women, including less work input, less income, less pension and also less tax revenue. Today, the work input of Finnish women is one of the highest in Europe when counted in full-time hours.

However, the government wants to shorten mothers' full-time care leave by, among other measures, a reform of the partial leave scheme introduced 2014 where a more generous flexible care allowance is offered to parents of children under three who work part-time. (Details in Salmi & Lammi-Taskula 2014b.) According to preliminary statistics, the flexible care allowance has been more popular than the previous partial care allowance. However, the new scheme includes a risk: part-time work can raise the employment rate if mothers without employment get part-time jobs, but the work input can also decrease if mothers with a full-time job choose to work part-time supported by the flexible care allowance.

We analyse the views of mothers of young children on part-time work. Are they interested in working part-time, and if not, why? The data is based on a survey from 2013 where 3029 mothers and 2161 fathers with a child born 2011 answered a web-survey. We compare the findings to those of a similar

survey from 2006 where one in three mothers of two-year-olds reported of interest in part-time work. They did not carry out this interest as half of the mothers considered it impossible for financial reasons. One in three mothers assessed part-time work unsuitable in their line of work as they would have the same workload with less pay, or as their tasks are difficult to do on a part-time basis. We ask has the economic crisis increased or decreased mothers' interest in part-time work. Do experiences of job insecurity reflect on the interest in part-time work? We discuss the policy goals in relation with the practices and views of the parents who are the focus group of the policy.

25.11

The career interruption after childbearing

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Aim of this study is to analyze the relationships childbearing and employment has in the life courses of women and men in the form of career interruptions due to the childbearing. The quest for parenthood has stayed strong even though the fertility has strongly declined (Esping-Andersen, 2009). The reciprocal relation between childbearing and work life and its effects on the gender equality, fertility and employment are very important topics in an individual's life as well as in a society through it values, norms, economy and politics. In Finland after the depression in the late 1990s, presumably the employment rate of mothers with young children remained below the rates before depression whereas the employment rate of fathers rose above the previous rates (Savola 2000). In 2000's, the main factors affecting the choice of the mother seem to be the labor market situation and availability of public day care (Salmi, Lammi-Taskula & Närvi 2009).

In finding the relations between childbearing and career interruptions for women and men, it is essential to evaluate the length of the time at home i.e. the interruption and study which variables are associated with it. The main interest in this study is gender and different socioeconomic status variables such as educational attainment, wage rate and relationship status. The patterns of employment transitions during the "rush years" of parenting are in general very different for women and men. However men are included in the study in order to analyze the characteristics of fathers who stay home and the length and timing of the time at home. Many previous studies have concentrated on the mother and the reasons explaining her choice to stay at home is often related to the social policies. Changes in motherhood over time should also be witnessed in fatherhood (Esping-Andersen, 2009). The data enable a thorough study on the effect socioeconomic characteristics of the parent while the changes in macro level i.e. social policies can be viewed as a factor of the cohort. Hypothesis is that those with a low socioeconomic status are more likely to stay home longer. Also different reductions in social policies during the recession of 1990s can have influenced on the length of the time at home. Main interest is on the break following first birth. The employment transition after first birth is the key turning point in the life course of a woman (Gaudet et al., 2011). Previous study on Swedish mothers reported that the work status before childbirth has an effect on the length of the break; having a work to go back to, the time at home is shorter (Stanfors 2006). The social policy enabling a long break from work is argued to be choice only for working mothers while mothers without work have to stay home (Lammi-Taskula 2004). A Canadian study concluded that the level of education determines whether the parent is totally excluded from the labour force after childbearing (Gaudet, Cooke & Jacob 2011). Another aspect is the educational and wage rate homogamy of the parents. Assortative mating has a bipartite influence on the gender equality in a family; high educated partners are more equal than low-educated (Esping-Andersen 2009).

This study uses the so called *Family Dynamics in Finland* research register compiled at Statistics Finland. The data cover 10 % of persons born 1940-1995 who were in the population of Finland in 1970-2009 (N = 473 000 persons). In the analysis the childbirth cohorts from 1988 to 2007 each have approximately 5500 fathers and mothers. To analyze the length of the career interruption, the risk of

beginning to work after birth is determined by using the discrete event history analysis. It will produce a risk function of a parent to begin to work after the child is born (Allison, 1984). The event at issue is beginning to work after a break due to childbearing. The analyses will be performed separately for women and men. The logistic regression analyses with marginal effects and interactions shows the effects of different variables to the probability of beginning to work. During the time period of data, there occurred an economic depression in Finland which affected the employment patterns of each individual. This can also be seen in the results as the previous work status plays important role in mother's time at home. Those with previous work begin to work earlier than those without one. Also fathers began to stay home only after the depression as the social policies and labour markets changed towards father-friendly ideology.

25.12

The role of care solutions on mothers' labor market outcomes when children are born in a short time period

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The child home care allowance and leave scheme, after about 10 months' maternity-parental leave, for children less than 3 years of age is one of the most contradicting and discussed family policy issue in Finland (e.g. Sipilä, Repo and Rissanen 2010; Haataja and Valaste 2014). The aim of the scheme has been to offer families the possibility to choose child care at home with allowance if the child is not using municipal child care. The alternative means in practice that one of the parents chooses child care at home instead entering labor market. About 90 percent of mothers use at least some period of child home care scheme. Finnish fathers have increased their take ups in parental leave in the 2000s, but their share on child home care leave has remained as low as 5-6 percent. The recent political concern has, again, focused on gendered child care, on mothers' long periods out from employment, and on the length of child home care allowance.

The take up rates of child home care allowance of mothers have slightly increased but the longest periods have slightly decreased in the 2000s. The length of child home care periods solely does not, however, describe the time out of labor market due to child care at home. The length of total time out of labor market varies first of all according to the number of children per mother, but the continuous care periods without breaks between the children vary according to care solutions after the first child. Mothers' relatively short or medium long child care periods after parental leave may be a result from two very different care solutions: the mother returns to work or the mother moves from child home care period directly to a new maternity leave. The latter solution is possible, if the next child is born before the former is 3 years of age.

During the first decade of the 2000 almost a half of the mothers received the second child before the first was 3 years of age. A noteworthy share, about a half of these child care periods ended up to a new maternity leave, while the other fair half of mothers took a break before the next birth. From the mothers with two children (birth cohort 2003), about 30 percent took advantage of the possibility to take continuous care periods, with the total leave length average of 4.2 years. From the mothers with three children about 33 percent took advantages to take continuous care periods for all children. Their continuous care period was on average 6.8 years. The average care period of only one child was 1.7 years. (Haataja and Juutilainen 2014.)

In this study we concentrate on mothers, who were employed before their first child, and who delivered another child before the first one became 3 years of age. The birth cohort 2005 offers an interesting starting point to research this group. In 2005 big reforms were carried out in pension scheme and in entitlement rights for earnings related maternity/parental leave benefits in Finland. The reforms remarkably decreased economic losses of those who choose long child care periods instead of returning

employment between the child births. There are thus less economic incentives to enter employment between the child births compared with earlier years i.e. other reasons than income may matter more in care solutions. We divide our target group into two categories to be compared after the first child: The first group takes advantage of child home care allowance and leave until the second child's birth and the new maternity leave without breaks. The second group takes a break for employment before the second child and maternity leave. The children of latter group may attend municipal child day care or their father goes on caring child at home. Our aim is to study, whether care choices, either continue care periods or breaks between the children's birth, affect differently on mothers' income development and economic independence, when other background characteristics of mothers and their spouses are controlled.

We use a longitudinal register data, covering 50 % of all women who gave birth in 2005 and their possible married or cohabitant spouses in Finland. The data covers the years 2004-2013, i.e. one year before the child birth until the first child is on the second class in the primary school in 2013. The register data consists of administrative data from the Social Insurance Institution (such as maternity and parental leave as well child home care allowance periods), information on other income, taxes, labor market statuses and mothers' and spouses' socioeconomic status from Statistic Finland.

WORK PRACTICES AND QUALITY OF WORK

26.01

The Nature of Job Quality in the New Zealand Public Services

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Advances in the measurement of job quality have largely been driven by increasing recognition of the relationship between productive and decent work, alongside increasing recognition of the pervasive costs of poor job quality. While a growing body of research points to the central role of job quality in underpinning economic and social development policies, more critical research indicates that poor job quality result in diminished worker well-being, in-work poverty, gender inequalities and restricted job mobility.

Radical transformations in New Zealand public services over the last two decades have been noted. The early adoption of New Public Management (NPM) under the guise of the State Sector Act 1988, followed by the Employment Contracts Act 1991, significantly altered traditional approaches to the management of employment relationships in the New Zealand public services. Of particular note, under the State Sector Act 1988 employment relations authority decentralised from the State Services Commission (SSC) to the Chief Executive of government agencies and departments. According to the Public Service Association (PSA), which represents 58,000 workers in New Zealand's central government, this 'brought the state under the same industrial relations regime as private sector workers'. More recent reforms in the shape of 'Better Public Services' (BPS) signal a refocusing of state services on productive, responsive, collaborative work outcomes. While much discussion centres on identifying and defining the current model of 'governance', little attention has focused on the impact and outcomes of public service reforms for public servants and the work they perform.

This study develops a job quality index (JQI) for employees in New Zealand's public services. Despite a growing interest in the concept of job quality in policy circles, there is currently no consensus about how to measure, let alone, how to monitor job quality. Central debates remains rooted in the lack of consensus on the appropriate definition and operationalization of the concept of job quality, what Findlay *et al.* (2013) refer to as overcoming the 'conceptualization deficit'. To this end, while there is

general consensus that job quality is a multi-dimensional concept, and around the need to identify various components of job quality, academics and policy makers remain unable to agree on a single all-encompassing measure and definition. Defining the concept of job quality is a necessary precondition to greater in-depth analysis and understanding of the factors which influence changes in job quality. Development of a standard definition of job quality is also key to developing a comprehensive theory of job quality which is multi-disciplinary and can drive future empirical and applied cross-national research on job quality.

The determination of characteristics on which to evaluate job quality depends, in large measure, on the level at which job quality is measured or framed. To date, job quality analysis has exploited either large, economy-wide national or cross-national data or micro data derived from surveys of individual workplaces. While both approaches are recognized for their merits, the former is faulted for its inability to shed light on the workplace experiences of workers, and the latter is often criticized for its findings' lack of generalizability. Also, while objective indicators are frequently criticized for neglecting variations in individual worker preferences, subjective indicators of job quality, such as job satisfaction, are commonly perceived as lacking objectivity due to their inability to distinguish aspirational differences among workers. In this paper, we propose a measure of job quality which acknowledges individual worker references while ruling out workers aspirations and, at the same time, accounts for more objective indicators of job quality. Both subjective and objective items are reduced using factor analysis. This job quality index (JQI) is constructed by applying the common factor analysis technique to data derived from a large comprehensive survey of members of the Public Service Association (PSA), the union which represents most employees of Central Government in New Zealand. Drawing on large-scale survey data from 9,635 public servants, this research reports on the organization of work, skills development, job security, access to flexible work, participation and collective interest representation within public service workplaces. In addition, it considers the impact of job quality on worker outcomes, including job satisfaction, general and organizational commitment.

26.02

Good work – bad work. The present situation among Finnish blue-collar workers

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The official target set by Finnish government and social partners is to develop working life in Finland as the best in Europe by the year 2020. If this ambitious aim is reached, our working life would most likely to be the best in the world. Globally thinking, the current situation in Northern Europe is relatively good. However, working life is not like a horse race where one can see clearly the order of competitors. At the same time certain things may be better for some groups of people while others are facing quite different reality.

What can be said and on what grounds? SAK has made a report on good work which creates the basis for the analysis. Furthermore, we have gathered a representative sample of data. With the help of it, we created an index of good work. We can monitor the actual quality of working life among blue-collar workers and we are able to see the possible changes in it.

From employees' point, good work can be separated in two dimensions: 1) fair income and safety at work and 2) fluency of working. These basic dimensions include number of issues. The first dimension includes safety and health at work, work relationships, income and questions of equality. The other dimension consists of support from the employer, autonomy, feeling of togetherness among the staff and the support for it, joy of work and its meaningfulness and pace of work and efficiency.

The standpoint of the research is somewhat normative. There are many self-evident factors that can be considered as a criteria of good work. Certainly, all of us find, that work without accidents, fear, work-related illnesses and with a reasonable salary, is better than work were things are vice versa.

SAK's index is not the only one in the world. SAK has benchmarked German workers' confederation DGB's Index Gute Arbeit and used its classification on qualifying work in Finland.

The results will be shown in the presentation. We will see how many workers are in good, quite good, average, quite bad and in bad jobs. We will also see, whether there are differences between men and women, between sectors, workplace size or age groups. The relation between the quality of the working life and sickness absences is also analysed.

26.03

Working time flexibilization and use of overtime – Empirical evidence from Austria, 2004-2013

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In recent decades the flexibilization - both of the labour market and the working time - brought comprehensive changes to the organization of work. For the workers these developments can be accompanied by positive and negative effects, namely employer and employee friendly flexibility arrangements. On the one hand, employees may benefit from more time autonomy and a better work life balance. On the other hand however, employers have the opportunity to adapt to changes in demand more easily. This may lead to an unhealthy, dangerous and socially problematic concentration of working time. Furthermore, the diversification of work arrangements and working time fosters a gendered polarization of working time and an unequal distribution of work across the work-force (underemployed and overemployed). On a macroeconomic level, the relation of actual working times and overtime has crucial implications for the distribution of wealth. If, for example, higher paying overtime hours are reduced but actual working times stay the same, workers are gaining less of the produced wealth. However, in relation to the importance of the topic, only little empirical research on the flexibilization of working time is done. This contribution aims at discovering trends of working time flexibilization and overtime use in Austria drawing on large survey data from the Austrian official statistics and provides empirical information on changes in work organization.

A vast theoretical argumentation developed around the topic of labour market and working time flexibilization. Research on non-standard work, atypical work, and precarious work agrees in principle that the standard employment and the standard working times (e.g. 9-5) are losing importance. Although there are many studies on working time and labour market flexibilization only little research is done on the empirical changes in the distribution of working time and overtime in a longitudinal approach. Time series show constant or slightly decreasing average working hours in the most industrialized countries for the last decades. But, if the distribution of working hours tends to become more diversified, the average number of hours worked is only one side of the coin. It is a good indicator to analyse total labour supply in macroeconomic models. However, for individuals, the distribution of (annual and weekly) working time in relation to personal needs is crucial. At this point, it is not enough to have a single look on the average figures of working time and overtime. For example, a reduction of overtime can be either caused by an actual reduction of (annual) working time, a changed perception of overtime, changed working time regulations or increased working time flexibilization. That is why working time arrangements, actual working time and overtime hours have to be analysed conjointly.

Austria is chosen to answer the research question due to three reasons. Firstly, there were no major changes in the working time regulations within the period of analysis that would have influenced working times. Secondly, Austria gives a good example of a corporatist continental European country. It is, among other continental European countries, like Germany, characterized by strong collective agreements. Furthermore, the use of overtime work is the most important source of flexibility in Austria. Thirdly, because of the special survey design of the Austrian microcensus, a frequent household survey that covers one percent of the Austrian population every year and is the basis for the Labour Force Survey.

It is designed as a rotating panel. Therefore, it offers the possibility to analyse trends in working time organization. Every respondent is questioned for five times in an interval of three months. Every three months a quarter of the sample is replaced. Hence, data comprise a mini-panel with detailed information on working time and overtime hours.

Data from 2004 to 2013 are analysed in two steps, having a focus on intertemporal changes. Firstly, the development of the average working hours in relation to the average overtime hours is presented. This shows if there was a shift between 'normal' working time and overtime work. Secondly, the individual variability of working-time and overtime hours is analysed in terms of variance for different socio-demographic subgroups. This shows if and to what extent the yearly variation of working time changed over time. Or, to put it in other words, whose working times became more flexible? The results show how the organization of work changed regarding the working time, to what extent labour market flexibilization took place and if overtime is structural and permanent or if it is used as a buffer for peaks in demand.

Taken the entire figures together one gets a unique overview of recent developments on the Austrian labour market regarding working time flexibilization and the use of overtime. The results will provide profound empirical evidence and insights for theories of working time flexibilization and can be the starting point for political interventions regarding the re-regulation of working time.

26.04

Who profits from working-time accounts? Empirical evidence on the determinants of working-time accounts on the employers and employees' side

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The paper aims to provide an empirical study about the determinants of the use of working-time accounts on the employers as well as on the employees' side. So far, empirical studies only provide information about the use of working-time accounts in establishment, but they do not analyze the use among employees.

Working-time accounts are a modern type of time management that aim to organize and regulate variable distributions of hours worked by employees over a certain period of time. Deviations from regular or collectively agreed on working hours lead to savings or deficits on working-time accounts.

In Germany, working-time accounts are regulated by collective agreements at the industry level as well as at the company level and not by government legislation. Collective agreements, which are negotiated between employers' associations and unions, set the framework for the use of working-time accounts. Their actual organization at the establishment level is part of the negotiations between management and works councils.

In recent years, working-time accounts became widespread in German establishments. In 1999, around 18 per cent of all German establishments had working-time accounts, while in the year 2011 around 34 per cent used working-time accounts. Working-time accounts are more common in larger establishments and in the industrial sector than in smaller establishments and in the service sector.

They aim to offer a greater working-time flexibility and are used to adjust the working time of employees to variations in production or to deal with seasonal or cyclical fluctuations in demand. Overall, in case of a negative demand shock, the using up of accumulated hours or the build up of time deficits on working-time accounts helps to prevent layoffs and to safeguard employment, at least in the short run. In contrast, in boom periods employees can accumulate working hours by working longer. During the Great Recession, the use of working-time accounts helped to prevent job losses and thus the loss of firm-specific human capital in establishments could be prevented. Working-time accounts can also help

establishments to reduce idle time, use labor more efficiently and increase productivity. For employees, working-time accounts may improve their short-run time sovereignty, which means that employees can change the length of their working time according to their own needs and better fit familial or social time requirements into their daily working schedules. Yet, in most cases the variation in individual working time must be in accordance with the employer's and other employees' needs.

However, there are many open questions related to the use of working-time accounts in German establishments. So far, existing studies mainly focus on the establishment-specific determinants of working-time accounts, but there is few evidence on the influencing factors on the employees' side. The authors are especially interested in bringing together the employers and employees' side.

First, the authors analyze data from the Establishment Panel of the Institute for Employment Research using binary logistic regressions. The results show that employment-contract characteristics and the individual characteristics of employees in establishments are important factors to explain the use of working-time accounts. For example, the share of part-time workers, the share of employees with a fixed-term contract and the share of female employees have a negative impact on the use of working-time accounts. In contrast, the share of qualified employees has a positive impact.

Second, an analysis of the German Socio-Economic Panel using binary logistic regressions do not show a negative impact of part-time work for men, but for women. In contrast, men with a fixed-term contract have a lower probability of working-time accounts compared to men with an unlimited employment contract, while there is no significant difference for women.

Third, a further analysis of matched employer-employee data does not show significant differences between men and women or full-time and part-time employees. Therefore, in establishments with working-time accounts women and part-time employees seem to have the same probability to use working-time accounts as men and full-time employees and to benefit from this instrument.

26.05

'Examination of the impact of changing nature of employment regimes on job quality in the supply chain'

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This study aims at exploring job quality in the Scottish Spirits Industry, by focusing on three specific dimensions: job security, task discretion and work intensity. In doing so it engages with three topics: new production contexts; work organisation; and job quality. Building on qualitative research this study examines drivers, trends and consequences for the quality of jobs in a very specific manufacturing context. Thus, by mapping rigorously how political-economic factors influence the inter-firm relations it exposes the implications it has for job quality.

It is argued that the increasing importance of globalised markets, coupled with advances in technology, and the flexibilisation of economic and labour markets came to propel the restructuring of the manufacturing industry (Elger 1990; Marchington et al 2005; Smith 2010). It has also been argued that power shifts across the supply chain enabled a more controlled way of production under the demands of consumption. These are grounded on strong competitive pressures on costs, product quality and lead times. For instance Taylor (2013) argues as organisations are pressured to keep costs low, job quality features such as increasing workers' effort and labour flexibility becomes critical. Moreover, new information technologies used across supply chains has allowed firms to interact in real time across space and time, which has created more effective control systems (Bonacich and Wilson 2008). In this sense the streamlining mechanisms of labour management practices across the supply chain creates constrains for workers (McGovern 2007; Newsome 2010; Newsome et al 2013; Mulholland and Stewart 2014). Green's (2006) research has been crucial in deepening the understanding factors that have been

shaping the quality of jobs. The wider market determinants create conditions to which organisations adapt their forms of work organisation. In this sense, market determinants create the need for technological and organisational change, impacting the quality of jobs (Green 2006; McGovern et al 2007). Trends such as labour flexibility and casualization, standardisation and rationalisation of tasks, and tight performance monitoring practices are claimed to emerge in order to extract more discretionary effort from workers (2002McGovern et al 2007; Flecker 2010; Newsome 2010; Newsome et al 2013). These are claimed to impact the quality of jobs impacting in detrimental ways organisations and individuals (Probst 2002; Sverke et al 2002; Holman 2002; Wood et al 2006; Green 2006; Boisard et al 2008).

This paper draws on qualitative research evidence within the Scottish Spirits Industry. It reports on focus groups with Line Managers, Managers and Union Representatives in a Scottish Spirits Company in Scotland; and semi-structured interviews with key individuals across the supply chain. In a country where flexible forms of employment are fostered by institutional regulation, but in an Industry that traditionally does not externalise production units due to production constraints, it seems relevant to explore how management deals with market pressures and how are these cascaded down to the workforce. Thus, this study highlights how a specific institutional context and market pressures impact job quality in three dimensions: job security, task discretion and work intensity.

26.06

Nurses and care work practices in face of flexibility in health care system

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Flexibility along with restructuring was often viewed as a solution for increasing competitiveness of companies. From private sector the idea was transmitted to public sector, in the form of New Public Management. The idea behind New Public Management was to introduce more market driven mechanisms in order to make public services more efficient and less expensive, which basically represents the points of view of clients and management. Nevertheless, the changes brought by flexibility and restructuring have a strong impact on working conditions and the perception of work practices by employees.

Therefore the general question could be focused on the direction of changes and their impact. What does flexibility and restructuring mean in various cases? Do they bring, along with flattening the organizational hierarchy, possibility of empowerment, more space for individual decisions and teamwork that would result in the improvement of work quality? Or is flexibility and restructuring more based on the approach of cost calculation, which ends up with “race to the bottom”, and its effects are work intensification along with tightened control over the work process?

The changes in health care sector and precisely – the changes of work practices as experienced by nurses and midwives, make as an interesting and at the same time exceptional case.

The health care system in Poland has undergone major changes, which can be viewed in flexibility and restructuring paradigm. Health care system was viewed as insufficiently functioning. The Polish hospitals for a long time struggled with the problem of constant debts as they tried to provide medical services within not sufficient budget. The introduced changes were aimed to resolve these problems. The reform of 1999/2001 brought downsizing of labour force, whereas in the 2010s the flexibility of contracts with employees was increased and self-employment of nurses introduced.

The aim of the paper is to present the outcomes of the research on relation between major changes in health care system in Poland and the work practices experienced by nurses and midwives, analysed within the framework of care work. The specifics of care work lies in its vulnerability to time pressures and work intensification. Its quality relies much on the possibility to perform it as teamwork. One of its core values is the possibility to establish a relation with patient.

The paper seeks to present various forms of impact of flexibility and restructuring on quality of care work. Have the changes in work arrangements created new spaces for performance of care work? Are there any new forms of work practices concerning care work? What is the relation between practices of care work and flexibility of contracts? What is the impact of changes on relations between nurses and midwives and other occupational groups in the health care system? Is there any new space for new teamwork arrangements, for example therapeutic teams? What is the general direction of changes in health care system – towards improvement of work quality or towards cost cutting?

The paper is based on fieldwork – qualitative research on nurses in health care system in Poland, and desk research, conducted in Poland in 2009, 2010, 2012 and 2014.

26.07

Motives for and levels of temporary agency work in Sweden and UK

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The use of temporary agency work is increasing but contested issue in Sweden as in many other countries.

Previous research and motives for using temporary agency work in Sweden was done when the industry were relatively new. Today temporary work agency are institutionalised in Sweden but still under debate among labour market actors such as trade unions on one side employer organisations on the other. There is therefore a need for research that depicts the use and explain its influence for the labour market.

The use of agency workers must be understood in a societal context; employers in different national situations exhibit different behavioural patterns in this regard. For instance, Hall and Soskice (2001) distinguish between liberal market economies, in which employers rely upon highly competitive markets in all types of labour relations; and co-ordinated market economies, in which employers seek strategic interactions and have a need for institutions that facilitate employment relationships. Co-ordinated market economies therefore presuppose strong employer associations, strong trade unions, and supporting legislation. We consider the UK to be an example of a liberal market economy and Sweden a co-ordinated market economy. This categorisation is in line with other classifications of the two countries (Esping-Andersen 1996; Goodman et al. 2003).

The over-arching aim with this paper/article is to describe, analyse and explain the extent and motives for using temporary agency work in Sweden. The analyses are done both a time and spatial perspective, i.e. the recent development is compared to the situation prior the temporary work agency industry was institutionalised in Sweden, and also a comparison with the situation in UK where the industry has been institutionalised for decades and the usage is more common. The departure for the analyses is companies and organisations motives for using agency workers. By studying motives for the use of agency workers in different work-places it is possible to understand what purposes they are used for.

The aim of the study translates to the following three research questions:

- 1) What are the motives for using temporary agency workers in Sweden and UK? How do the motives differ between the two countries today compared with the situation 10 years ago?
- 2) How widespread is the use of agency workers and does the use of agency workers differ between Sweden and UK, between different sectors, industries, and size of the work-place?
- 3) How can differences and changes be explained?

To be able to answer the research questions a quantitative design is necessary. Labour market regulations have been cited as an obstacle for labour market flexibility. Researchers underline institutional settings, such as legal regulations, as important factors in explaining the use of agency work (Nesheim 2003). In this way they compare countries with different regulatory systems. A comparison between the UK and Sweden gives us two extremes among the EU countries. The UK represents a liberal labour market economy in which employers have relatively large influence on employment relations; whereas Sweden represents a country with more regulated employment relations. Sweden is also a highly unionised country. To get comparable data for the Swedish development we have used the same questionnaire in 2002 and in 2012. At both occasions our questionnaire was distributed together with Statistics Sweden's (SCB) monthly short-term employment statistics survey and its monthly vacancy investigation. As mandated by government regulations, employers are compelled to answer both these surveys. Our questions, however, were voluntary and printed on a separate sheet consisting of some 20 questions on the use of agency workers. Co-ordination with the two SCB surveys also gives us relevant information on the workplaces that were taking part in the survey. For information on conditions in Britain, we use data collected by the Workplace Employee Relations Survey (WERS) 1998 and 2011.

26.08

Managing HR flexibility in SMEs

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HR practices are the core processes that facilitate the execution of human resource management from recruiting, work planning, rewarding, and performance management to relocation of employees. The relationship between HR practices and the effectiveness as well as the profitability of the organization has been recognized in several studies (see e.g. Becker and Huselid, 1995; Apospori ym., 2008; Paauwe, 2009) and this connection is widely known also among HR-practitioners. However, HR practices are still somewhat undeveloped in small and medium-sized companies (SME's), which quite often lack resources when it comes to money and capabilities concerning professionals in HRM (Hornsby & Kuratko 2003; Tocher & Rutherford 2009; Marlow et al. 2010). At the same time, SMEs are crucial in developing Finnish working life, as the majority of the Finnish workforce is working (TEM 2013).

The quality of HR practices differs a lot between SMEs and between processes inside the organization (Cassel ym. 2002). Most regulated and established practices are administrative processes such as work contracts, managing personnel information, payroll, work-time planning, vacation policies, and health care. However, personnel planning, recruiting, orientation, and knowledge management are usually relatively unestablished in SMEs (Nadin & Cassel, 2007; Barret & Mayson, 2007; Saru, 2009). Also promoting well-being and the rewarding, especially whether non-material rewards are being used, varies a lot between SMEs. Further, there are differences in the levels of how much effort is placed on catering for work environmental issues and to how organizational culture is developed. According to research, human resource management takes place in SMEs rather ad hoc, i.e. the organization react when it is necessary (Cardon & Stevens, 2006.)

The immaturity of HR practices and difficulties in managing the workforce can result in severe difficulties when SMEs are willing to develop, grow, and enter the global market (Cassel ym. 2002; Barret & Mayson 2007; Isidor et al. 2011). However, the existing models and solutions, which have been created in large multinational companies, do not seem to fit directly to SMEs. Additionally, the operational environment has changed rather dramatically from the one existent in the time of the models were created. Several studies emphasize that, especially if the company is seeking growth, more systematic HRM would result in effectiveness and benefits (Kotey & Sheridan, 2004; Barret & Mayson, 2007).

Thus, novel ideas, flexible arrangements, and research targeted in the SME sector are needed.

In order to be able to respond to the characteristics of an SME (limited resources, need for flexibility etc.) and considering the turbulent environment and constant change, HR in SMEs calls for flexibility, so-called agile arrangements. Agile HR enables quick reaction to managing the workforce as well as lean processes and light systems that are possible to adjust to the needs of a certain company considering, for example, the field of industry, age, size, and the level of HR know-how.

This study aims to examine, whether SMEs have adopted flexible practices concerning HR and if so, what these practices are like. The data are collected from 11 SMEs operating in different fields in Finland. The data will be collected during winter 2015, and the results will be ready for presentation in the WORK conference in August 2015. Based on the results, the findings concerning the level of flexibility and flexible HR practices are discussed.

26.09

Social relationships in a fragmented workplace: case studies of integration of temporary agency workers in Sweden and Poland

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Today's workplaces are characterized by increasing diversity in forms of work – permanent full-time employees work side-by-side with temporary or part-time workers, independent contractors and temporary agency employees. The practice of temporary agency work is notable for its triangular employment relationship – the employee of a work agency is working at the premises and under the supervision of the user firm. In the European context, temporary agency workers can have either permanent or temporary employment contracts with their work agency, depending on the legal framework of the member state. In the former case, the temporariness of this work arises from changing user workplaces while in the latter it is both the agency and the user firm assignment that are temporary. In either case, agency workers are placed in an 'outsider' position, sometimes doing the same jobs than direct-hired workers while still being separated from them by more or less visible organizational borders. This temporary arrangement can last for years – while some national regulations set temporal limits on contact and assignment length, others do not.

Although agency work is promoted for employees as a step in to the labour market and a desired source of flexibility for combining work and private life, it is more often associated with low job quality (Gallie 2007, Standing 2013) – high job and wage insecurity, low control over work tasks, limited training opportunities and hazardous working conditions. Acknowledging the risks, the EU has introduced directives 91/891/EEC and 2008/104/EC to ensure safe work and equal treatment in basic working conditions for agency workers compared to their permanent counterparts. However, considering the nature of agency work, it is much more difficult to ensure decency in another dimension critical for individual wellbeing – the quality of social relationships at work.

This paper investigates how the practice of temporary agency work affects social integration and social support patterns in a user firm for both agency workers and firm's direct-hired employees. There is little doubt that connections to fellow community members affect human health (House, 1988, Thoits, 2012). Possible mechanisms for this effect include social influence, exchange of social support and access to resources (Berkman & Glass, 2000). At the same time it has been suggested that for being a 'good temp', agency workers need to learn to distance themselves from the community at the user firm (Garsten, 2008) – for temporaries there cannot be an expectation of belongingness and solidarity. This can be a demanding task, especially in a context of constantly changing environment and high work pressure.

The paper will focus on the following research questions

- i. If and how does the social integration of temporary agency workers differ from that permanent

and temporary staff directly hired by the host organization?

- ii. If and how do the patterns of perceived and received social support differ for temporary agency employees when compared to permanent and temporary staff directly hired by the host organization?
- iii. If and how are the possible differences in social integration and support patterns associated with individual wellbeing.

The paper is based on questionnaire data from two comparative case studies, carried out in one multinational company at two of their production facilities (one in Sweden and one in Poland). The cases reflect two very different approaches to temporary agency work regulation on national level, shaping the practice in organizations and thus the integration opportunities for employees. The questionnaire surveys are distributed to both agency workers and direct-hired employees at workplaces and the larger national and organizational context to agency work in these particular cases is used as the background for interpreting survey results in the two countries. The project forms a sub-project of a larger policy-focused research project on quality of work and wellbeing in temporary agency work.

26.10

Quality of Work and Team- and Project Based Work Practices in Engineering

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It is the aim of this paper to investigate teamwork amongst professionals in engineering consultancy companies in order to discern how teamwork affects the collaboration and work practices of the professionals and eventually their quality of work. The paper investigates how professional engineering practices are enacted in two engineering consultancy companies in Denmark where 'teamwork' has been or is an ideal for organizing work.

Through multi-sited ethnographic and practice-based studies (Marcus 1995, Schatzki 2002, Kemmis et al. 2014, Gherardi 2012) this paper sets out to investigate how teamwork is being 'done' and practiced in two engineering consultancy companies. We bring together our own ethnographic studies of engineering work practices in two Danish engineering consultancy companies. In these different sites we show how team- and project work mediate relations within organizations and how team members experience the impact of teamwork in relation to their professional backgrounds and outlooks. By paying attention to how teamwork is enacted in these different sites we are addressing two research questions:

- How does team- and project work challenge relations between employees and managers, and how does this affect work quality?
- How is team-based self-management and technology-mediated management reconciled in teamwork and how does it affect the professionals?

In our study collaboration in engineering work practices has been studied as 'field-sites' in George Marcus' multi-sited ethnographic perspective (Marcus 1995) and we have been inspired by Kemmis et al.'s (2014) notion of Practice Architectures in order for us to discern the doings, sayings and relating that constitute the practices within the field-sites. In line with Marcus' perspective we do not intend to use the different sites to make comparisons, but instead we explore how 'teamwork' is taken up, reenacted and practiced in different ways in the sites according and in relation to the specificities of the practice architectures and practice traditions that encapsulates the happenings and history of the practices. This allows us to investigate how cross affiliations and overlaps of cultural-discursive, material-economic and social-political arrangements are weaved together and intertwined, but the approach also helps us make visible differences and contrasts in lending 'meaning' to the dominant discourse about teamwork.

Furthermore we adopt Schatzki's notion of a 'site'. Here a site is not only delimited by its physical localization. More generally, a 'site' is a locality where something – a social phenomenon like team- and project work – is or takes place (Schatzki 2002, 64). The physical location is of importance in the sense that social phenomena always transpires in objective space-time, but in an important sense the site transgresses objective space-time. The teleological location (or 'timespace' in Schatzki's (2010) terms, or 'project' in Kemmis et al.'s (2014) terms), i.e. how actors are attuned to and comports with a phenomenon, in significant ways specify how actors relate to the phenomenon and signify a 'Verweisungsganzheit' (Heidegger 1927/2010). This helps contextualize social activity.

The production of our empirical material has benefitted from theoretical and methodological framework of Kemmis et al.'s and we use their 'labels of invention' to structure and present our findings. Engineering practices and engineering culture is being (re)produced within sites and through practices that can only be understood properly by reflecting on the doings, sayings and relating of the practitioners. Thus attention must be given to the discursive and historical preconditions of the sites as well as the material arrangements that prefigure the practices. Furthermore it is necessary to reflect on how power-relations and social-political arrangements shapes the way practitioners relate to one another. It is thus the ambition to analyze the sites by using a practice-based lens. This methodology honors the complexity and heterogeneity of the engineering practices under study and lends us practical methods to track and propel our investigations and discern how practices are reproduced to sustain or delimit quality of work.

26.11

Management practices, economic performance, innovation and well-being at work: studies based on new MEADOW data

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The relationship between the quality of work – including the well-being of the employees – and good economic performance has constantly generated discussion both among working life researchers and policy makers. In broad terms, the possibility and the pre-conditions of the win-win situation have been in the focus. However, our earlier results indicate 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. The present study continues this discussion. Based on the Finnish data, our aim is to clarify the links between the managerial practices, economic performance and well-being of the employees. Special attention is paid on the role of innovativeness (the ability of the organisation to create and develop new products or services) in this process.

The study is a part of the MEADOW (Measuring the Dynamics of Organisation and Work) project. Its aim is 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 is an EU-wide project, thus the data sets constructed under its guidelines offer remarkable prospects for cross-national comparisons. The basic data from Finland consist of 1531 employer and 1711 employee interviews. The sample represents companies and public organisations that employed at least 10 persons. In addition to this, a register based indicator depicting the trend of turnover has been attached to the interview data. The turnover data cover only the private employer units (n= 1139). In our analyses, we concentrate on this sub set.

The paper describes a work in progress. We discuss analysis strategies and designs enabled by MEADOW data and report some preliminary results.

26.12

Revisiting Erving Goffman: Elements of Total Institutions in German Service Sector Companies

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This paper is interested in shedding light on “exceptional cases” (Geppert 2015) in organization studies which are difficult to capture with the established neo-institutionalist framework (cf. DiMaggio/Powell 1983, Meyer/Rowan 1977, Hall/Soskice 2001). We selected two different types of firms, Hard-Discount-Food-Retailers (HDFRs) and Multi-Level-Marketing-Direct-Selling-Organizations (MLMs) in Germany for our study. We found that the specific work and employment patterns in both cases cannot sufficiently be explained with the established neo-institutionalist terminology, and what is more both firms do not fit easily into the so-called “German model of capitalism”.

Both organizations have in common that they intend to efficiently control their member’s behavior, as central part of their business models. Related to the problem of behavioral control, research in both organizations found evidence of abusive employment practices (e.g. Artus 2008, Pratt 2000).

We argue that Erving Goffman’s (1961) concept of “total institutions” (TIs) enables us to better understand

- a) how work and employment patterns within both organizations are connected with organizational power and elements of totalitarian control and
- b) how these patterns affect individuality and subjectivity of organization members.

Goffman’s concept originally focused on common characteristics of non-business institutions, such as boarding schools, military organizations or religious orders, and pointed to the high importance of intertwined forms of surveillance, supervision, privileges and punishments in those organizations. He also stressed that membership is, at least gradually, involuntary and that individuals spend almost their entire time within those organizations. The power those organizations exercise on individuals, combined with the high degree of inclusion leads him to the diagnosis that TIs are organizations that “encompass” individuals to a “degree discontinuously greater than [other types of organizations MG/DP] next in line” (Goffman 1961a, p. 313). He describes in great detail how membership in TIs therefore affects “inmates” by transforming their identities and subjectivity.

Our paper is based on data collected in former research projects of the two authors and also includes secondary data analysis based on existing studies and media reports of organizations which apply HDFR and MLM business models (cf. e.g. Biggart 1989, Geppert 2015, Geppert et al. 2014a, 2014b, Groß 2008, Pastuh 2010). In our data analysis we reflect on how and why totalitarian elements of control come into play in contemporary business organizations. Both cases show elements of total institutions, based on asymmetric power relations and a certain degree of ‘involuntariness’ of membership. Initial data interpretation, based on a systematic comparison of the two cases, however, does also indicate that the ways of how the different elements of totalitarian control are exercised differ significantly between the cases. In reference to the proverb related to “carrots and sticks” we found that some HDFRs, on the one hand, mainly utilize suppressive techniques (sticks) to create a “climate of fear” in order to impose submissive behavior. Many MLM organizations, on the other hand, utilize a mixture of incentives and ideological indoctrination (carrots) in their aim to enforce a high degree of obedience. We are going to argue that these quite different strategies are not inherently different in their aim to totally control employee behavior as much as possible and therefore represent two sides of the same medal. The elements of totalitarian control employed in both organizations are in many ways similar to findings of Goffman.

In the full paper version, we will take a closer look at how the different elements of totalitarian control, observed in each case, are intertwined with identity constructions and subjectivity of organizational members and focus especially on the differences between the two firms. A key question is how the different modes of control are linked with the transformative mechanisms of “socialization”, “programming”

and “trimming” which Goffman studied in his original work. Our paper aims to provide critical insights in how membership in both organizations triggers what Goffman has called “secondary adjustments” and “moral careers” – processes which have significant effects on emotions, self-esteem and identities of organizational members in ways that are seen as highly problematic because they degrade and deprive the individuals in their daily work (Goffman 1961).

A key argument of our paper is that Goffman’s original ideas about TIs are still valuable as useful analytic tool for the study of the interplay between totalitarian control elements and changes in personalities and subjectivity of organizational members. This tool can be fruitfully applied, however, not only in specific non-business contexts like prisons and mental hospitals but also in certain types of business organizations. This is particularly important as Goffman’s concept of TIs has not been applied yet in the business context in a systematic manner. Furthermore, his rather descriptive collection of scattered but detailed observations on TIs has focused on the – sometimes rather problematic – relationship between interactions, identity and social structures. Drawing on these ideas our study will refer to several debates about how and why subjectivity and identity construction turns ‘precarious’ and ‘problematic’ in certain types of service sector organizations (e.g. Artus 2008, Brinkmann et al. 2006, Wilmott/O’Doherty 2001, Willmott et al. 2002) In short, we share the finding of other scholars (cf. Clegg 2006) that revisiting Goffman’s work about TIs appears to be quite valuable for overcoming some of the shortcomings of mainstream institutionalist analysis (for recent discussion see e.g. Willmott 2015) because it allows a more critical and actor-centered approach of work and employment patterns and their problematic organizational and individual outcomes which have been described as the dark side of power elsewhere (e.g. Griffin/Kelly 2004,).

26.13

Limitless demands and/or resources with limits

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Work intensification (i.e. increasing effort at work) has now probably become the single most important contradiction in the quality of work research across developed regions. “Advanced” economies place innovation and knowledge work at the center of their strategies (e.g. Europe 2020 and its intelligent growth strategy) and popular discourses highlight that a *high-road* model of work, built around human resource development and good working conditions represents a renovated *win-win* approach between employers/employees. However, accumulated research of trends in job quality in the last two decades are ambiguous (European Working Conditions Surveys and other international data point in similar directions). While some working conditions trends seem positive (e.g. increased skills, participation, safety...), these have been accompanied by a work intensification process that threatens the sustainability of work.

A reflection of the former trend could also be noticed in the contradictions of the knowledge/ professional work, traditionally linked with job quality. However, professionals’ job demands (essentially cognitive and emotional) are a risk factor that challenges the traditional social gradient for health (particularly for mental health) in what has been called the *stress of the higher status* (higher level occupations suffering worse stress conditions). Moreover, while the dynamic affects all type of workers, professional women are specifically vulnerable due to horizontal/vertical segregation and the so-called double burden.

Popular psychosocial risk models, either traditional (i.e. Demand/Control/Support or Effort/Reward imbalance) or renovated (i.e. Job Demands/Resources -JD-R) posit that job demands are no problem or even desirable when they are accompanied by the right level of control/support, rewards or more recently resources (under JD-R). However, recent research is increasingly pointing at limitations particularly for increasingly prevalent *flexible/boundaryless* work environments. Some relevant limitations about these

popular psychosocial risk models are: 1) It is difficult to assess the degree of control/resources employees have, since one could have a *high* level of control with low-scope activities and simultaneously have a *low* level of control over the strategic framework of those tasks (e.g. goals), ending up with a delusive degree of control; 2) Literature about the relevance of matching (DISC) suggests that only when control/resources that match demands should be accounted for; 3) In the increasingly relevant context of *self-management*, it is not always clear if organizational control transforms into internalized self-control (again making assessments complex) and then 4) control/resources might in turn be “self-generated” new demands in what paradoxically might seem a voluntary process.

In these context, we want to contribute with a qualitative case study of the Spanish subsidiary of a leading American multinational in the ICT Industry, publicly recognized as a *great place to work*. We conduct semi-structured interviews to institutional actors (i.e. HR director) and men and women occupying positions with a direct contribution to business (age range 34-46 years). Our objective is a better understanding of the psychosocial risk factors in this professional/knowledge work advanced context. More specifically, we aim for a nuanced understanding of the demands and resources involved and whether professionals feel that their available organizational resources are able to compensate job demands. Our results confirm a work intensification process accompanied by a decreasing social support dynamic (among others) and we find that job demands seem limitless at the same time that available resources seem to have implicit and explicit limits. Results also suggest that individualized solutions to limit demands are not being effective enough and that more/better organizational level limits/boundaries seem to be needed.

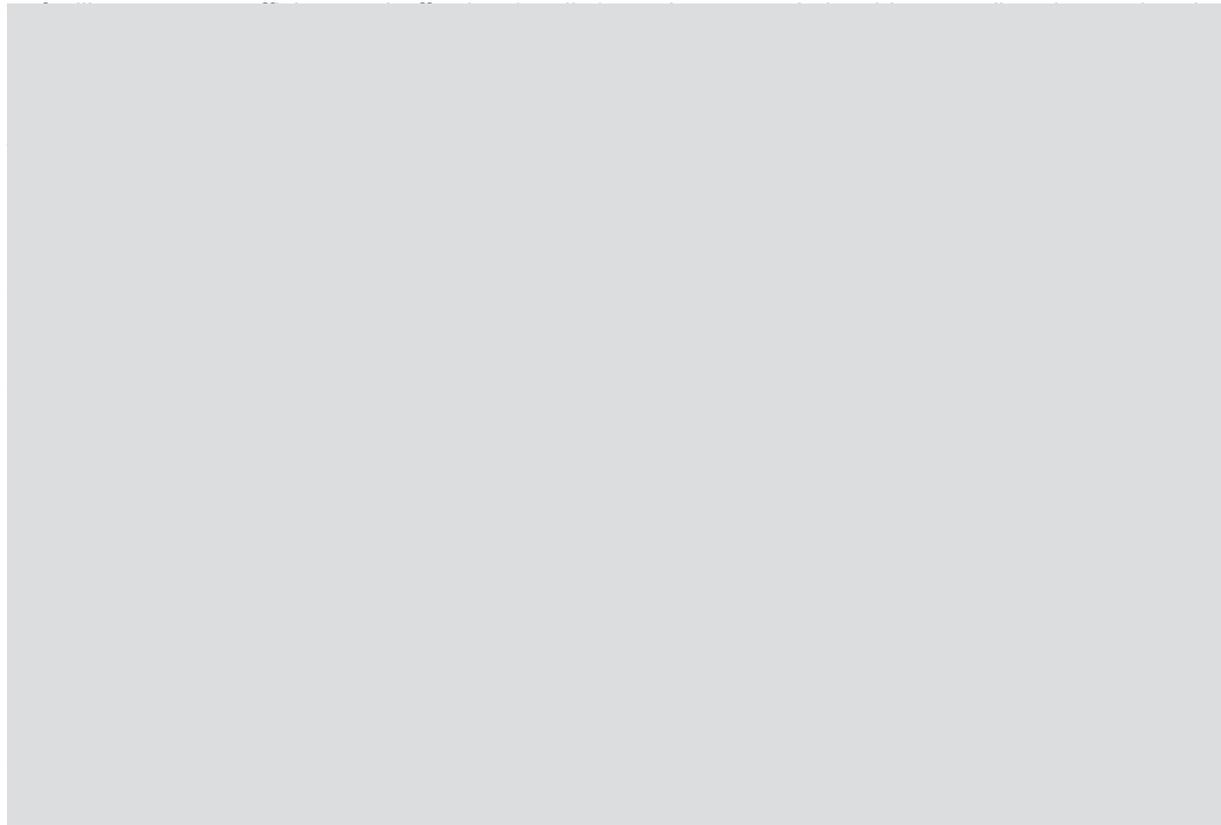
26.14

Work, Voice and Engagement and the Role of Trust

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Web publication not permitted



26.15

Tacit knowledge as a quality improving method of work

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Knowledge is the most important competitive factor of organizations. Knowledge is owned by employees and it is walking away when the working day is over. Therefore, this intangible human capital is the most precious asset to consider, understand and take care when the productivity and the quality of work are developed.

General understanding of knowledge divides it into two different types, explicit and tacit (Nonaka at al. 1995, 1998). In addition also implicit knowledge (Nickols, 2000) is known but not so commonly used and researched. Explicit knowledge is easily seen, articulated and transferred from one to another. Instead, tacit knowledge is personal, context-specific and therefore hard to formalize and communicate. These properties make it difficult to document and transfer inside the organization. Tacit knowledge is like bicycling – once you learn to do it, you can do it the rest of your life but you cannot explain how to do it. Both types of knowledge are important in organizations. However, more attention should be paid to tacit knowledge because each retiring or dismissing employee will take this asset with him unless it has not been documented or transferred to other employees. The question is how to document and transfer the tacit knowledge of single human beings in order to retain this asset in the organization. There are many different ideas to do that but how they really work in a real world.

A few organizations participated a project in which we transferred knowledge from experienced specialists to young and unexperienced starters. The research was a case study based on conceptual analysis. We built a program which included different methods of communication and interaction. The program happened in several organized sessions in which a group of starters gathered together with a specialist.

The methods like storytelling, mentoring, lecturing, team working and demonstrating were combined together as a wholeness of the program and used on the sessions. The combination enabled each specialist to use the method best suitable for the situation and for him. The combination also ensured that the most possible amount of knowledge was available. In addition the program contained special lectures on the subjects common for the whole organization and done by a specialist from outside the organization. During the sessions specialists used different methods and made notes of their feelings and observations. The starters wrote notes as well focusing on new knowledge that came out during sessions. There was an observer present on the sessions making general findings on all that could be seen and heard. She also helped the specialists if needed reminding the methods available and making questions. The whole program took nine months.

The project revealed that it is difficult to recognize tacit knowledge which was especially focused on. We cannot easily tell what the special knowledge that we have is, but younger ones do not have, especially when it should be important in performing certain tasks in the organization. It is also challenging to articulate skills that are based on action experience and mostly automated and instinctive. An example that is familiar for all of us is swimming. The same difficulties were met e.g. in designing and planning tasks during the project.

Nonaka et al. (1998) presents that new organizational knowledge is created by human interactions among individuals who have different types of knowledge. This process brings about four modes of knowledge conversion; externalization, combination, socialization and internalization during which knowledge is created and transferred from tacit form into explicit form (Nonaka et al., 1995, 1998). Therefore it is easy to understand that in practice the process cannot be done quickly and simply. It seems even natural that several communication and interaction methods are needed in addition to building a field of interaction and favorable atmosphere. These are points that were seen in the project. Altogether, the project proved the difficulties known usually when documenting and transferring knowledge, especially tacit knowledge. In addition it showed how practice differs from theory or perhaps we should say, how much more complicated the real world is in comparison to written theories.

POSTERS

EDUCATION, WORK AND EMPLOYMENT

P.01

Not just more, but even better jobs? Retraining for the unemployed and the quality of the match

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In this paper we analyse the effect of a training programme for low-skilled unemployed individuals in Germany on the likelihood to find a job with a good matching quality. Due to skill-biased technological change the demand for skilled labour has increased in industrialized countries. At the same time it gets increasingly difficult for low-skilled unemployed to find an adequate job (see Oesch, 2010). Compared to skilled workers they are more likely to stay unemployed and given they find a new job, it is also more likely that the required skills do not match their actual qualification. There is empirical evidence that working in jobs not matching their qualification can affect wages, job satisfaction, and health, and can also have consequences for a firm's productivity (Kampelmann and Rycx, 2012).

We consider a public-sponsored training program for unemployed individuals called retraining. Passing this program of active labour market policies leads to a vocational degree equivalent to initial vocational training. Consequently, it is a very intensive measure often taking two to three years. Most studies analysing the labour market effects of retraining in Germany come to the conclusion that – after a period with strong lock-in effects – it has positive effects on the labour market success of participants (see, e.g., Kruppe and Lang, 2014, Lechner et al., 2007, 2011, Fitzenberger et al, 2008). However, given a person found a new job, retraining may also have an impact on the matching quality of this new job.

Retraining strongly increases general and especially occupation-specific human capital of participants. This could increase their employability and probability to find an adequate match if their new occupation is indeed demanded by employers. As employment agencies and caseworkers are supposed to choose occupations with an increased demand for skilled labour, it is very likely that people who successfully completed retraining have good chances to find an adequate job. This is what we refer to the *targeted-assignment hypothesis*.

Another advantage of those unemployed receiving retraining over those non-attendants is that they obtain up-to-date skills whereas the others not only lack such a skill-updating but can even experience both a depreciation and obsolescence of their skills (Rosen, 1975, Neuman and Weiss, 1995), increasing with their time in unemployment. This *recency hypothesis* therefore implies the same effect direction of retraining as the targeted-assignment hypothesis.

On the contrary, signalling theory predicts that people invest in formal education corresponding to their abilities and productivity. However, in the case of retraining the education decision is not made completely voluntarily but is influenced by the situation of unemployment and by the caseworker, hence employers may interpret that, in this case, higher education does not correspond to higher productivity. Thus, retraining might even increase the likelihood of overeducation, which is the likelihood to have a higher educational level as required for the job. We refer to this as the *stigma hypothesis*.

From a theoretical point of view, it is not clear which of these hypothesised effects dominates. Therefore, in this paper, we want to answer this question empirically. We use rich German register data – the Integrated employment biographies (IEB) – which contain information on socio-demographic characteristics of people, unemployment and employment episodes, as well as on participation in ALMP programs like retraining (Dorner et al., 2010). We identify all retraining participants in 2004 and compare them to non-participants by applying propensity score matching. We can follow the labour market history of individuals up to seven years after the start of retraining.

We consider three dimensions of matching quality: Vertical mismatch (here: overeducation) means that the amount of attained formal education exceeds the amount required by the current job. Horizontal mismatch depicts a mismatch between the occupational field formal education has been attained in and the occupational field one is actually employed in. Following the job-matching theory, the third dimension interprets the length of a job as proxy for the quality of the match, implying that individuals “experience” jobs to evaluate the matching quality (Nelson, 1970, Jovanovic, 1979).

Our results show that conditional upon finding a job afterwards, retraining increases the likelihood of a better educational match, both concerning the vertical and the horizontal dimension. Three to seven years after entering retraining, male participants show a higher probability of 30 to 40 percentage points (vertical) or more than 20 percentage points (horizontal) to work in a job that matches their qualification compared to similar non-participants. For women, the treatment effects with 25 to 30 percentage points are lower in the vertical dimension, but with about 30 percentage points higher in the horizontal dimension. Furthermore, those formerly unemployed who passed retraining tend to keep a job longer than the untreated. To summarize, the positive effects of retraining on the matching quality predicted by the targeted assignment and recency hypotheses seem to outweigh the potential negative impact from the sigma hypothesis.

MIGRATION, WORK AND LABOUR MARKETS

P.02

Migrant workers and health; pilot study among construction workers in Slovenia

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Slovenia has undergone three fundamental restructurings in the last 25 years: the first was the transition to an independent country in 1991; the second was the transition from a socialist to a market economy; and the third was joining the EU and Euro zone in 2004. Furthermore, Slovenia has been deeply affected by the financial and economic crisis as many countries in Europe, since 2008. Economic indicators show that transition processes are still not complete, with the recent recession slowing them down further.

After Slovenia's independence (1991) most of the immigrants from the former common state of Yugoslavia acquired the citizenship of the Republic of Slovenia. Slovenia is the country among the European countries with the highest proportion of citizens born abroad. Even after joining the EU, Slovenia has remained a very close relationship with countries that emerged from the former Yugoslavia. The biggest part of immigrants is still coming from there. In the period 2008-2012 almost 78.000 of foreign citizens has immigrated to Slovenia. Data shows that in this period Slovenia gained more than 4.000 well educated inhabitants (1.200 with a high-school degree, 2.400 a university degree and 400 a master's/doctorate). However, migrants are directed to apply for so-called 3D jobs (dirty, dangerous and demanding).

The aim of a pilot study performed by Clinical Institute of Occupational, Traffic and Sports (CIOTSM) in 2010 was to evaluate how health and safety at work among migrants and their living conditions affects their ability to work. The survey was performed among migrant construction workers who lived in one of the major Slovenian hostels. The methodology was based on a questionnaire, which had in addition to workers demographic data included questions about their living and working conditions, habits, their health status or their self-assessments of health, current and past employments as well as health and safety at work. The total of 92 employees answered the 67 questions.

According to our pilot study the current profile of migrant worker in Slovenia is unemployable older worker with health problems due to exhaustion at the workplace and unhealthy dietary habits, socially and

economically excluded due to constant violation of labour legislation and thereby forced into elementary survival patterns.

The results of the pilot study also showed that the majority of migrant workers live and work in harmful conditions, and that their lifestyle is anything but healthy. It is by their opinion believed that they are living in relatively good conditions, although they share a room with more than one co-worker in hostel. The nutrition is very poor; many of them consume only two meals per day, usually cold and/or dry. Only half of them replied that are familiar with risk at work, but only third of them were informed about that. More than 30 % of respondents do not wear any protective equipment at work site. Furthermore, 39 of the 92 workers experienced injuries at workplace in recent past. Only a third of them believe that they are healthy, all others listed health problems such as: low back pain, injury, fatigue, high blood pressure, cardiovascular disease etc.

Information about diseases and problems, are of course, entirely consistent with the data on unhealthy eating habits and the number of injuries at work, the lack of knowledge about the risk in the workplace, use of protective equipment and unhealthy way of working. Assessing the responses, not all workers have health insurance, not everyone has been undertaken medical examination prior to employment or engages in periodic medical examinations, even if it is dangerous and harmful to health work. Nevertheless, it is surprising, though quite in agreement with other studies that these workers rarely use sick leave, which means that they are working even when they are sick or injured. Their biggest concern is the fear of losing a job.

Although the sample of migrant workers was small and therefore not entirely representative the results are of great importance since in Slovenia there is no systematically acquired and processed data or information on the health status of migrant workers regarding occupational health and safety. Therefore our pilot study is very important as a starting point for further work at national level.

P.03

Young adults views about management in the near future

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Aim: To describe young adults views about management in the near future.

Background: An amount of immigrant workers has grown at Finnish workplaces as in many other western countries. The multicultural work communities meet the changes of the many kind, among others to leadership, co-operation, to orientation, and work life as a whole. These rapid changes in work communities mean that the competence of managers has to be developed to meet the new management expectations and especially competence of immigrant workers. What managers will be expected in the work life in the future?

Methodology: In the autumn of 2009, 18-19 year-old students and nurses under 35 wrote essays about management in the year 2015. 76 people participated in the study, 68 were students and 8 nurses. 41 students and 6 nurses were immigrants. The essays were analysed by content analysis.

Findings: Management in the future consisted of systematic management, equality, appreciation of know-how and promotion of wellbeing at work according to the essays by content analysis. All the main categories contained information about multi-cultural management. In systematic management, there emerged ideas of big power distances between leaders and workers, which are alien to the Finnish working life. Equality was manifested in cultural equality; paying attention to culture, religion, clothing and managerial work experience. In expertise, multi-cultural management referred to a job matching the immigrant vocational education. The promotion of wellbeing at work, it was shown that a leader needs to know the worker's values because they vary according to the worker's age, education, cultural

background and gender. It was also shown that young people's values concerning paid work were gearing towards private life. Work-related factors are still important but do not determine the whole life. The immigrant students were alike in this sense. They appreciate a job that matches their education and is meaningful and the opportunity to fulfil themselves and a good work community.

Conclusions: The basic prerequisite for success in multicultural management is versatile cultural knowledge. Identification of and research into the effects of multiculturalism in management promote managerial competence in the work life. The essays written by young adults were utilized also to pick up statements which are included in the instrument of appreciative management. By using the instrument to measure can be find out how management expectations by young adults will be realized in work life.

OVERWORK AND ITS EFFECTS

P.04

Curvilinear relationship between working time and well-being

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The aim of the paper is to examine curvilinear relations between working time and well-being. Earlier studies show that long working week, unsocial working hours and high working time tempo have usually negative effects and working time autonomy positive effects on employees' well-being. Usually these effects have been studied separately. In this study working time is separated to four dimensions: the number of hours worked (duration), when (timing) the hours are worked, work-time intensity (tempo), and the degree of time autonomy individuals have over their working hours (time autonomy). Well-being is defined trough psychosomatic symptoms and work-life interaction.

In this study a representative Finnish working conditions surveys from years 2003, 2008 and 2013 (total sample N=13372) were applied to estimate connections between working time and well-being. Curvilinear relationships between working time dimensions and well-being were explored by constructing generalized additive models (GAMs), where connections between study variables are estimated as nonparametric smooth functions.

Duration, tempo and time autonomy were found to be statistically significant predictors of psychosomatic symptoms and work-life interaction, when unsocial working hours did not have a significant effect on well-being. Duration had a U-shaped relationship with well-being and there were fewest symptoms at about 40 hours per week and work had minimum conflict with other aspects of life at about 25 hours per week. Working tempo had a curvilinear exponential relationship with psychosomatic symptoms. Only after a threshold value (3 in a scale 1-5) tempo was connected to symptoms. Tempo had a positive linear connection with work-life interaction. Autonomy had an expected negative effect on psychosomatic symptoms but the relation was positive with work-life interaction.

Exploring relationship between well-being and dimensions of working time using nonparametric smoothing splines revealed curvilinear connections and threshold values which would have been unnoticed in classic linear regression analysis. Duration, tempo and autonomy of work time predict well-being, although in different extent. The working tempo was the most influential predictor of both psychosomatic and work-life interaction.

WORK PRACTICES AND QUALITY OF WORK

P.05

Hospital Inpatient Waste

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Background

A significant amount of waste factors have been detected to exist in health care systems. Side effects and complications, inappropriate use of services, and delays in treatment or lack of coordination are the three key areas of waist in the care given in hospital.

The purpose of this project was firstly to test the Waste Identification tool (Institute for Healthcare Improvement) in nine pilot units in the Southwest Finland, and secondly, according to the results of the test support the implementation of the tool and the development process. The aim was: 1) to identify the waste factors in the care of inpatients, 2) to recognize the economic and other impacts of identified waste factors, 3) to support the daily decision-making and action planning of the personnel. The main idea was to eliminate any activity or resource that does not add value to patients/customers and increase time spent on patient care to achieve better quality of care and better care results.

Methods

The data were collected in four different ways, which were 1) waste assessments done with Waste Identification Forms (ward, treatment and patient modules), 2) the analysis forms of evaluation (effect of waste), 3) operational decisions on removal of waste based on the analysis and 4) the questionnaires sent to working group members. The data were analyzed by statistical methods, and content analysis. The pilot units took care of internal medicine patients in specialized health care, in regional specialized care and primary health care.

Results and Conclusions

The results showed that the Waste Identification Tool can be used to identify the clinical waste factors in inpatient and emergency patient care. The waste factors identified with the tool focused on the adverse effects and complications, inappropriate use of services, as well as process delays and deficiencies in care coordination. Waste factors had both economic and computational effects. Immediate corrections of operational models and/or development initiatives were launched to streamline functions and eliminate the waste in six units. Managers' and leaders' commitment to the project, multiprofessional co-operation and the awareness of the principals of continuous improvement and the aims of waste identification contributed to the successful use of the Waste Identification Tool.

Waste identification tool is useful in the recognition of clinical waste factors in the care of somatic inpatients and emergency patients. The effects of identified waste can be estimated and the information obtained can be used in activities related to decision-making and planning, when the aim is to eliminate any activity or resource that does not add value and increase the time spent on patient care to achieve better quality of care and better care results. Standardized development process supports the implementation of continuous improvement.

HEALTH AND WELLBEING AT WORK

P.06

Wrist hypothermia due to computer work

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Classical computer work is characterized by sedentary, mostly static workload with low-intensity energy metabolism. For comfortable working conditions higher ambient temperature (22-24°C, till 25-26°C) usually is required. Our practical observations of office workers on site indicated "cold hands" in many computer users despite of high room temperature.

The aim of the study was to evaluate the dynamics of skin temperature changes in wrist during prolonged work with computer mouse under different ergonomic solutions.

Materials and methods. The measurements of skin temperature have been performed by infrared camera ICI ETI 7320 Pro in laboratory with constant room temperature. Infrared imaging of right wrist was performed during three hours of continuous computer work (measured at start and every 15 minutes). The trial was repeated in the same person for three days under different ergonomic design on each day (1st trial – common standard mouse without mouse pad; 2nd trial – common mouse and mouse pad with padded wrist rest; 3rd trial – vertical ergonomic mouse without mouse pad). In parallel table surface (23.04±0.45°C) temperature was followed by infrared imaging and air temperature (23.62±0.25°C), as well as air humidity (38.2±1.8%) was monitored (by air quality monitor Aeroqual IQM60) at the level of hands in close proximity to the measured object. All measurements were done in one 26 years old right-handed non-smoking normosthenic healthy male without any signs of disturbances in peripheral blood circulation. Any medication, alcohol and major physical activity were excluded for at least one day before examination, as well as food consumption or stimulating beverages for at least 2 hours before. Dorsal surface of the wrist at the level of metacarpals was set as the zone of interest, where measurements were conducted. Additionally temperature of the left wrist and more distal parts of the both wrists were checked. The study was conducted within the project "The development of up-to-date diagnostic and research methods for the risks caused by nanoparticles and ergonomic factors at workplaces", agreement No. 2013/0050/1DP/1.1.1.2.0/13/APIA/VIAA/025.

Results. Starting temperature of the right wrist dorsal surface was similar in all trials (32.41±0.28°C) and it did not differ significantly between trials ($p>0.1$). In all trials at first 15-30 min of work wrist temperature slightly increased by 3.2% in the 1st trial, 1.3% in the 2nd and 2.3% in the 3rd, but afterwards it gradually decreased reaching minimum after 3 hours. Statistically significant strong negative correlation of wrist temperature with working time ($p<0.01$) was found in all trials. The most significant drop of temperature was observed in the 1st and 2nd trials. Moreover in the 2nd trial the decrease started earlier (after 15 min) and reached lower temperature (27.46°C after three hours of work; in addition distal parts of fingers reached temperature of 19.51°C, i.e. significantly lower than ambient temperature). In the 1st trial the lowest temperature (28.71°C) was achieved after 2 h 45 min of work. In the 3rd trial with vertical mouse wrist temperature remained close to starting temperature for longer time, and sharp decrease started only after 1 h 45 min, reaching 29.75°C after 3 hours of work. In all trials the temperature of the fingers was much lower than in the wrist dorsal surface and it was extremely close to ambient temperature after 3 hours of continuous work. Similar hypothermia was observed on the surface of the left wrist too during simultaneous work with standard keyboard.

Conclusions. Wrist temperature has statistically significant strong negative correlation with time spent working at computer. Nevertheless of the ergonomic solutions tested in our study wrist temperature sharply decreased after two hours of continuous computer work that indicates critical time when breaks with active rest need to be taken due to probable decompensation of peripheral blood circulation. Our trials revealed that optimal wrist temperature was kept for longer time using vertical mouse, and optimal rest breaks should be organized approximately after one hour of continuous sedentary computer work. Poor hand position in work with common mouse, static body posture, as well as low energy production in sedentary work probably worsen blood supply to the distal parts of the wrist that causes noticeable

wrist hypothermia. We suppose that padded wrist rest of mouse pad additionally compresses blood vessels on the volar side of the wrist that causes sharper decline in wrist temperature, comparing with other types of ergonomic solutions.

P.07

Non-native language use and employee stress in global work

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English lingua franca policies are assigned to facilitate global collaboration across national and linguistic boundaries in multinational companies (MNCs) (Feely & Harzing, 2003; Marschan-Piekkari, Welch & Welch, 1999). Recent qualitative research suggests that the requirement to work in a non-native language may create distress and anxiety for employees resulting in productivity and performance loss (Welch, Welch & Marschan-Piekkari, 2001; Neeley, Hinds & Cramton, 2012; Hinds, Neeley & Cramton, 2014).

In this study we investigated how non-native English speakers experienced stress when working in English lingua franca in a Finland-based MNC. We evaluated the stress levels of the employees during meetings held either in English or in Finnish by observations, interviews, and continuous heart rate variability (HRV) measurements. HRV is a quantitative marker of the autonomic nervous system that is influenced by stress and can thus be used as an index of stress (Chandola, Heraclides, & Kumari, 2010). A wealth of research evidence supports the connection between decreased HRV and increased stress (e.g. Brosschot, 2007, Hjortskov, 2004, van Amelsvoort, 2000).

We collected data from 30 participants (11 females, mean age 39.1, SD 8.3, range 25.6 – 49.3, all non-native English speakers) during a total of 144 meetings. English was used as a primary language in 94 meetings and Finnish in 50 meetings. From the heart rate data we analyzed the following time-domain parameters: mean heart rate (HR), the root mean square of successive RR differences (RMSSD) and the portion of the successive, consecutive RR intervals, which differ more than 50 ms (pNN50); and from the frequency-domain the ratio of low frequency (LF) and high frequency (HF), (LF/HF). We tested the effect of used language (English/Finnish) on each of the four parameters with a general linear mixed model controlling for other possible factors that could affect the HRV, i.e., the participant's role in the meeting, time of day, occurrence of technological problems, type of meeting space, and occurrence of different type of conflicts. The effect of employee's language proficiency on stress levels was also evaluated by assigning their self-rated English proficiency in speaking, listening and writing (mean 8.19; SD 0.87; on a scale ranging from 0=no proficiency to 10=native speakers' proficiency) as a moderator. The statistical significance were tested by comparing the likelihood of the full model with fixed effect (i.e., language) to the reduced model without the fixed effect using one-way analyses of variance (ANOVA). Furthermore, we analysed the qualitative data, i.e., observations and interviews to provide possible explanations.

Based on the prior literature on lingua franca, we expected that non-native English speakers would experience increased stress, i.e. that their HRV would decrease, during meetings in English. In contrast to our expectations, HRV parameter pNN50 was actually higher during meetings in English compared to meetings in Finnish ($\chi^2(1)=4.26$, $p<.05$), indicating lower mental load. In line with this finding, each participant explained in the interviews that using English was "not a problem" for them and that they did not experience working in English as stressful. Moreover, 13 out of the 30 participants experienced that using English was even easier than using their native language at work.

Taken together the physiological measurement indicated that with high levels of language proficiency, the participants' level of stress in meetings held in English may be at similar level or even lower as compared with meetings held in their native language. The qualitative analysis suggests that in addition to language proficiency, the result can be explained by the language-sensitive communication climate of the MNC, that may help non-native English speakers to communicate in English lingua franca and make interactions in English stress-free.

P.08**Cognitive performance and load in global work and leisure time**

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Globalization and advances in information and communication technologies (ICT) have led global teamwork across geographical and cultural to become a common practice in industry. Global work put new cognitive and well-being demands on workers and management which are not yet well understood. In this study we investigated the cognitive performance and workload of 30 knowledge workers belonging to globally-distributed teams (11 females, mean age 39.1, SD 8.3, range 25.6 – 49.3) in their normal working environment by means of physiological recordings as well as cognitive task and psychological questionnaires. The continuous high workload is known to cause work-related stress which can further elicit profound and lasting effects on sleep and thereby impairments in cognitive performance.

The study period consisted of two successive work days (either Mon & Tue in half of the participants and Thu & Fri in half of the participants) and two successive free days (Sat & Sun in all participants) of the same workweek. During these four days, continuous heart rate variability data was measured with a FirstBeat Bodyguard 2 device. In addition, the participants were administered a dynamic ~7-minute (Leinikka et al., 2013) online task-switching task that measures cognitive flexibility, three times per day (in the morning, in the afternoon and in the evening right before bedtime). The mental load and effort during the task was evaluated by NASA-TLX subjective workload assessment battery including subscales for Mental Demands, Physical Demands, Temporal Demands, Own Performance, Effort and Frustration and the subjective vigilance and sleepiness with the Karolinska Sleepiness Scale (KSS) that were also both administered online before and after the task-switching task. Participants also wore an activity sensor, actigraph, and filled in a sleep diary during the measurement period in order to study both the quantity and quality of the sleep.

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