

16.04

PERCEPTION OF DECENT WORK AND EMPLOYEE WELL-BEING: COMPARING DIFFERENT WORK REGIMES

Maria Eduarda Soares¹, Leonor Loureiro²

¹Advance, ISEG, Universidade de Lisboa, Lisboa, Portugal. ²ISEG, Universidade de Lisboa, Lisboa, Portugal

Abstract

The aim of this study is to investigate the relationship between perceptions of decent work and employee well-being across different work regimes. Five decent work variables (safe working conditions, access to healthcare, adequate compensation, flexible working hours and organisational values) and three employee well-being variables (subjective well-being, psychological well-being and work well-being) were analysed.

The results indicate significant differences in perceptions of decent work and well-being among different demographic and professional groups. Men have a significantly higher mean than women when it comes to access to healthcare and flexible working hours. In terms of marital status, single people have a higher mean than married people in terms of adequate compensation, but it is non-single people who have the higher means of well-being at work. Employees without children have the highest mean in terms of flexible working hours and employees in managerial positions have a higher mean in terms of subjective well-being, psychological well-being and well-being at work. As for the sector, the public sector has the highest mean in terms of access to healthcare and the private sector has the highest mean in terms of adequate compensation. With regard to on-site and hybrid regimes, hybrid workers have a higher mean in terms of access to healthcare, adequate compensation and flexible working hours.

Analysis of the structural model revealed that six of the direct relationships under study were significant, confirming the importance of safe working conditions and organisational values in subjective well-being, psychological well-being, and well-being at work. The model explained 17.5% of subjective well-being, 28.3% of psychological well-being, and 33.5% of well-being at work. The multi-group analysis showed that there were only five direct relationships in both the on-site and hybrid regimes. Compared to the total sample, the non-significant relationship in the on-site regime was between organisational values and psychological well-being. In hybrid regime, it was between organisational values and subjective well-being.

16.05

THE UNBEARABLE LIGHTNESS OF HYBRID WORK? EMBODIED WORKING WORLDS IN FLUID ENVIRONMENTS

Hanne Vesala

Tampere University, Tampere, Finland

Abstract

Bauman (2000) has questioned whether the progress in information technology will eventually make physical space redundant. I will examine this question in the context of hybrid work, understood here as work conducted in multiple physical and virtual spaces. Organization researchers have increasingly called for processual and situational research approaches (Cooper, 2005; De Vaujany & Introna, 2024). Answering this call, I apply Roy Wagner's (2001) reflexive anthropology and Marilyn Strathern's (2004) theory of partial connections to examine how hybrid workers navigate and compound different life-worlds to generate mental energy necessary for their work. I draw empirically from an on-going spatial study on hybrid work within three industries in Finland: program development, graphic design and public sector psychology services. I interviewed 45 employees and nine employers and collected photographs of workspaces important to the employees.

Wagner's (2001) concept of holographic worldview illuminates the character of hybrid work. According to this theory, one sees things only in their relations to other things that acquire their character in the process of this reciprocal reflection. Strathern (2004), on the other hand, has argued that absent persons remain partially present in the awareness as these relations are carried along, sometimes with the help of concrete objects. Any momentary space and its items can thus be conceived as reflecting different worlds, and the meaning of the space emerges through the contrast of these worlds.

The hybrid workers of my study appeared not to be in a specific place while they worked at home, but rather in between spaces, with the contrasts of different relations creating another level of awareness (Strathern, 2004). The lightness of their space can be captured with the concept of set-up, used in multiple senses by the participants. The set-up could be assembled practically anywhere. It could refer concretely to one's technical equipment, being sometimes rather complex, but a set-up could equally be created simply by withdrawing to a favored place with a laptop. This was also likened to a mental space or everyday escapism. Hybrid work often does not have its own space but leans on other spaces that gleam through the set-up. In my presentation I will demonstrate, using the photo material, how set-ups were created not just with technology but also with e.g., nature, pets and items reflecting personal history.

The space is not just here and now but carries the past along (Wagner, 2001). Hybrid workers could go to office to collect stimulus and information and later work upon these as they withdrew to home or third spaces. In this movement between different worlds, the social interaction originally experienced in the workplace acquired different layers and meanings, finally leading to creative work outputs. Wagner (2001) has stated that communication tends to be too fast paced, with its meanings being formed only afterwards. This has become emphasized as the internet combines immediate interaction of vast and complex networks with rapid reaction expectations. The incongruity between communication and meaning was recognized, for example, by a program developer who found himself as if floating in information networks, or the graphic designers who looked for inspiration in sleep and dreaming. They all had to take their time to express something meaningful.

The asynchrony between communication and mental deliberation was re-synchronized through embodied action at home. Hybrid workers regulated their mental states through bodily positionings: moving, changing spaces and postures, doing little chores, or oppositely, pausing and silencing. This movement at home when working was experienced to both recuperate and "re-channel" minds. Thus, finding the right set-up was perhaps not so much a physical but a mental question. Still, it was worked upon with bodies. By bodily moving, leaving and returning (Strathern, 2004), one's situation, perspective and vision were clarified. The employees could move in more diverse and natural ways for this purpose in their private spaces. I suggest, therefore, that hybrid work is bodily more mindful than mere office work, and it can support creativity and divergent thinking. In the office, work was set up by office structures, workplace norms and rhythms. Arguably, for some workers this suited well. They were not as keen to explore the embodied side of knowledge work as others, finding working at home "foggy". Further research is needed to increase our understanding of how hybrid workers produce their subject positions, mental security and abilities to perceive potentially important things in their complex physical-virtual environments.

References

- Bauman, Z. (2000). *Liquid modernity*. Polity Press.
- Cooper, R. (2005). Peripheral vision: Relationality. *Organization Studies*, 26(11), 1689-1710.
- de Vaujany, F.-X., & Introna, L. (2024). Becoming processual: Time to de-place managerial education. *Management Learning*, 55(5), 811-827.
- Strathern, M. (2004). *Partial connections: Updated edition*. Altamira Press.
- Wagner, R. (2001). *An anthropology of the subject: Holographic worldview in New Guinea and its meaning and significance for the world of anthropology*. University of California Press.

16.06

WORKPLACE MEETINGS IN HYBRID WORKING

Sanna Markkula^{1,2}, Laura Hirva¹, Saija Mauno^{1,2}, Pekka Isotalus¹, Anne Mäkikangas¹

¹Tampere Universities, Tampere, Finland. ²University of Jyväskylä, Jyväskylä, Finland

Abstract

Aims: Hybrid working as a technology-enabled working has increased substantially following the COVID-19 pandemic, and effective ways to do hybrid working are sought in many organizations. Workplace meetings as goal-oriented work-related gatherings between employees have been significantly affected by the increase in hybrid working. It is essential to understand how employees experience different meeting modalities to combine them to enable efficient and productive work in the organizations.