



**WORK - Continuities and Disruptions in Modern Life**  
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# **ABSTRACTS**





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## Continuities and Disruptions of Work

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### Computers Creating and Controlling Continuities and Disruptions of Work

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Computers are frequently accused for the threat of continuity of work. One of the laudest groups in crying over the disruptive power of information technology can be found in the health care personnel. They keep complaining that they do not have enough time for their primary work, supposed to be the care of the patients, because they must spend too much time to the work with computers. Such complains reveal the implicit distinction between the work proper and extra tasks that, in fact, do not belong to the core of the professional work, as if the extra tasks could be omitted if this would be permitted.

Of course, this is a misunderstanding. Already before the era of computers the health care personnel made benefit of earlier patient records (prepared manually on paper documents or card files) and recorded carefully all transactions performed during each visit. What has changed is the the medium from paper document to an electronic one. In both environments the patient records serve the continuity of the work anticipating the situation in which another health care professional should continue performing the hopefully seamless care path. Other features of the change that partly explain the resistance against the new media may be found in poor usability with poor dialogues of the systems. Another factor contributing to this mistrust may be found in the introduction of entirely new tasks of administrative character motivated by the excuse that it is so easy to do such extra tasks by means of this new technology.

The controversy between continuity and disruption in computer-supported work has been addressed in the emerging discipline of Work Informatics in the form of Inseparability Postulate, which postulates the tasks performed by means of IT to be an inherent and inseparable part of the work tasks and processes assigned to the employee. This postulate was crystallised in one of the first case studies performed by the Laboris group. The allocation was organised in a way that made the use of the electronic shelf management system obligatory. In other words, the inseparability was enforced to the work chains of the employees.

The continuity of work is most concretely experienced by individual actors. For them, the most important issues on continuity boil down to two questions: How do I know when the current task is completed and ready

to be delivered? And how do I know what I should start next?

For both questions IT can be used to support giving the answer. These are explored in more detail in the full paper, using rich material from multiple case studies. We will find out that IT has big capacity for creating either continuity or disruptions.

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### Transnational reorganisation of knowledge work and division of labour in the era of massification of higher education and global economy

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Globalisation has altered the landscape of economy with the following tendencies: transnational knowledge economy, world-wide competition, the growth of multinational corporations and developments of information and communication technology and global massification of higher education and related marketization. Tendencies related to global economy and massification of higher education shape transnationally organization of knowledge work and division of professional labour force. Provision of higher education has grown substantially across continents, which is related to national strategies promoting economy and to marketization of higher education. Developing countries, particularly China and India, have strongly increased their higher education provision and for transnational corporations, cheap and qualified ICT labour force is available. Transnational economic powers, corporations and agencies of R & D benefit the increasing global provision of university graduates and broadening options for research and development (R & D). With IC based technologies, knowledge work is and professional labour force are transnationally distributed and integrated. These trends are based on interdependence and competition.

In the developed countries, outsourcing of R & D into countries with lower costs means increasing unemployment and polarisation of highly educated labour force into well-paid professionals with the right to create and low-wage, short-term employees with job descriptions, which are easily industrialised. In general, research universities have guaranteed high quality education for their students, but they face the problems of decreasing public funding crisis and declining graduate employment because of the increasing competition for jobs.

However, transnational tendencies come out in various ways at the national and local levels; although these tendencies put strong education and labour-specific pressures on society, the domination is not overarch-

ing. The pressures of globalisation are reacted at the national and local levels in different ways and the tendencies are conflicting as they both promote and limit the transnational division of knowledge work.

The transnational tendencies have interplay and are interdependent with the national and local structures, patterns and trends; and human agents mediate and shape the interplay. The aim is to study how the transnational reorganisation of knowledge work and related labour division come out at the national level. It is based on a literature review.

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### Continuities and disruptions of learning in globalizing work

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#### Research problem

Paper argues that there is lack of knowledge of global workplace learning. The learning concepts based on the cultural-historical activity theory offer possibilities to gain understanding of emergent learning practices developing in a close connection to the work activity (Toiviainen, Lallimo & Hong, 2012). Research focuses on globalizing workplaces of Finnish companies starting or having recently started activity in China asking: what are the continuities and disruptions of work-related learning faced and solutions produced by companies in transformation from local to global workplaces?

#### Key theoretical literature

The literature is discussed in two parts. On the one hand, it is reviewed how work-related learning in globalization has been conceptualized. Two opposing approaches will be identified and the way of surpassing these by elaborating on the concept of expansive learning (Engeström, 1987) will be investigated. On the other hand, methodological literature of the cultural-historical activity theory will be discussed to build up the research program.

#### Methodology

The methodology is based on the cultural-historical activity theory that in Finland has been specifically developed to address the continuities and disruptions of learning and work activity. According to this approach, the learning and development of a member of a community is mediated by and through cultural tools and symbolic signs created in the community during its history (Vygotsky, 1978; Wertsch, 2007). In this vein, the practices and models of workplace learning are cultural artifacts that mediate knowing and expertise within and across networked organizations. To analyze this in the global-level transformation, concrete ethnographic data will be gathered from companies and analyzed by applying the methodological principle

of material mediation.

#### Key findings and conclusions

Disruptions of learning in globalizing work may occur when learning is based on the extension of local practices and directed at the technical conceptual levels of work (what and how). Conversely, expansive continuity may take place when the learning practices orient the participants to the motivating why and where-to conceptualizations of globalizing work. In order to turn emergent learning practices into sustainable activities supporting the workers of globalizing work, mediating material representations and new conceptualizations of work need to be created.

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### Work continuities and discontinuities - managing transitions across the lifespan

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How do modern work contexts and employment arrangements restructure individual careers and what is required of individuals to realise career transitions successfully over time? What role does formal and informal learning and skills development play in the context of individuals managing transitions and their continued positive engagement with work and employment?

Against globalised labour markets that rely upon enhanced flexibility and mobility of the workforce, shaping one's own career and skills development has become one of the key challenges in individuals' lives today. The restructuring of work in many contexts translates into experiences of new forms of discontinuities, uncertainties and risks as concerns work, employment, individuals' work biographies and own skills. People, who experience major redirections in their working life or prolonged transitions into the labour market, use various strategies to continue to make progress. Those may include up-skilling; re-skilling; changing jobs; seeking more challenging work; seeking less challenging work; reducing working hours; inducing a major career shift to find work in a completely new area or moving out of regular employment altogether. Balancing work and private life is one of the key concerns when people need or seek to adjust their individual careers - and having a 'more balanced' life is often the main driver for people making adjustments in their working lives.

Whether people are able to uphold a persistent engagement with work and learning depends on a variety of factors. The paper will present findings from a qualitative investigation with 25 mid-career individuals (aged 35 to 48 years) who have performed middle-range jobs for at least five years in the labour

market. Half of the participants have been interviewed in two phases to facilitate a longitudinal perspective (making it a database of 37 interviews altogether). The aim is to reflect and analyse the range of ways in which learning and development can support labour market transitions and to identify individuals' strategies when dealing with employment discontinuities and risks. The methodology is based on a biographical approach applying narratives and semi-structured interviews. While the investigation forms part of an international comparative study across five European countries, the paper concentrates on findings from the German sample but will, for interpretative purposes, also make reference to findings from other countries. The analysis combines a macro-micro perspective, reflecting, on the one hand, how labour market developments and societal influences structure work biographies over time and, on the other hand, how the individuals as actors direct and shape their own individuals careers and what role learning plays in this process. The subject-orientated perspective thereby reverts to the concepts of career adaptability (Savickas et al., 2009) and resilience (London and Stumpf, 1986) to navigate how individuals manage transitions over time.

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**Transforming designers' collaboration with 3D Information technology in building design**

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Building information modeling (BIM) is an emerging information technology that is currently implemented in the design of buildings. BIM is a digital technology that applies 3D and 4D models and related software programs. Detailed information of an entire building can be contained in BIM during a life cycle of a building. The adoption of BIM is expected to increase the performance and quality of a building process. The use of BIM tools is, therefore, expected to secure the continuity of workflows between different designers in construction design. But BIM can also limit the collaboration between designers and increase the complexity of building projects (Dossick & Neff 2010).

We suggest that many technical and auxiliary tools as well as social and organizational innovations are needed in the generalized use of BIM. We have studied the work of a design group in the design of five buildings. All members of the design group were using BIM in their work. In this study, we investigate the role of auxiliary tools (an excel sheet) in the design of the buildings. The project management and the members of the design group adopted the excel sheet from Lean Construction. It became an important tool for ensuring the collaboration between different design experts in the project. The case has been analyzed before

from the perspective of implementing the LC system (i.e., Kerosuo & al. 2012). However, how the process of transformation of collaboration with the key artifact (the excel sheet) took place has not been studied.

Our theoretical approach is based on the cultural-historical activity theory that focuses how the adaption of tools and signs can lead to qualitative transformations in human activity. Therefore, we ask, how does the adoption of new tools (the excel sheet) re-mediate collaboration between designers? The data of the paper is composed of the participant observation of the design group meetings. We will analyze the disruptions and the actions supporting continuity in the collaboration of the design group while they were using the excel sheet in a design process.

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**Boundaries, continuities and disruptions in contemporary knowledge work**

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Continuities and disruptions of daily work, as well as boundaries between work and the rest of life, are key issues in the contemporary working life, and the so-called 24/7 society; yet this specific type of "boundary work" remains neglected in studies of work and organizations relative to research on other forms of boundary work.

The paper arises from the Academy of Finland-funded project, Age, Generation and Changing Work-Life Balance Boundaries, which explores how different age and generational groups of professionals in multinational private sector enterprises encounter changing work-life balance in their everyday lives (Kelly et al. 2008). It examines how age-related and generation-related dynamics, processes and practices in organisations impact on women and men and their changing work-life balance and boundaries (Fineman 2011; D'Amanto and Hertzfeldt 2008; Crampton and Hodge 2007, 2009). In this, age and generation intersect with other social divisions in women's and men's working life and work-life balance, via changing work-life boundaries of time and space, roles and spheres.

The data comprises interview material with knowledge workers in the mobile work of business consultancy working with client organisations around the world, in different time zones and with high availability. Additionally, we examine self-reported data of disruptions of the knowledge workers' working days from the private spheres of their lives, as well as disruptions in the knowledge workers' leisure due to work issues. Along with individual experiences within these organisational contexts, we address organisational responses to work-life balance challenges and retention



of women and men in different ages/generations and career stages.

Overall, the paper highlights the importance of examining and developing better understanding of the blurring boundaries of knowledge work, as well as the clashes between, on one hand, the importance of individual leisure time, and, on the other, the ever intensifying work culture with expectations of 24/7 availability in global settings (Heiskanen 2004; Pyöriä and Blom 2005). Finding new ways of managing blurred boundaries is an important societal issue, not least as the lengthening of careers is seen as necessary at the macro European socio-economic policy level.

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### **Tales of Professional Work: Continuities, Disruptions and 'Desert Island Doctors'**

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According to Scott 'More so than any other social actors, the professions in modern society have assumed leading roles in the creation and tending of institutions. They are the preeminent institutional agents of our time' (2008; 220). Professions are seen as creating and applying 'cultural-cognitive, normative, and/or regulatory elements' (Scott 2008; 227) that provide frameworks for managing uncertainty, with professional expertise organising large areas of the material and social environment in the modern world (Giddens 1991).

For Giddens, trust in professional experts is as an essential component of modernity, but in the context of a 'risk society', various commentators outline how trust in professional expertise is declining. For example, Beck describes how in the context of risk and uncertainty, the increasing public awareness of such has been accompanied by a loss of faith in experts. However, although '[w]idespread lay knowledge of the modern risk environment leads to the awareness of the limits of expertise' (Giddens 1990; 130), according to Beck (1992), the medical profession has largely escaped the sort of critical public scrutiny experienced by other professions.

A number of commentators describe processes of conscious and self-interested processes aimed at maintaining the powerful position of the medical profession within society (e.g. Currie et al. 2012). However, the fact that work to maintain institutions involves iterative, routine-based and routine-reproducing activities as well as more conscious, intentional and creative ones has received rather less attention. This paper draws on interviews with medical elites appearing on a national radio programme 'Desert Island Discs' during which they talk about their life and work.

The programme promises a 'no holds barred' encoun-

ter between the interviewee and the show's host. At times, the former resist comfortable 'taken for granted' assumptions and certainties about medical work in a way which potentially disrupts public impressions of the profession. At the same time, interviewees downplay experiences of sexism and racism. Furthermore, accounts of medical errors which feature in sociological literatures on medical work (Bosk 1979) are absent from these doctors' tales.

The vast majority of interviewees are white, middle class males and the encounters are framed within institutional vocabularies, reflecting societal-level institutions such as the family and importantly, the British Class System. In particular, in a highly class conscious society like Britain (Cannadine 1998), where social hierarchy is maintained through non-coercive means, deference and trust towards medical professionals is likely to be buttressed by our understanding of these professionals as belonging to and coming from a particular stratum of society. We suggest that doctors' accounts, although not consciously intended to do so, can be seen as contributing to the reproduction and of the existing institutional order, rather than disrupting it.

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### **From exploitation to salvation. The revision of temporary agency employment in Finland.**

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Temporary agency employment has become a growing phenomenon all over the industrialized world. During 1990's many countries in Europe witnessed lifting of bans and restrictions concerning temporary agency work.

Finland was not an exception in the matter and since 1994 there has been a steady growth of temporary agency employment in Finland. It is estimated that today 100 000 Finns work as an agency employee every year. In Finland, temporary agency employment is most common in the service sector, such as restaurants and retail, and in the metal and construction industries.

Concerning temporary agency employment, many researchers have pointed to facts that agency employees with temporary contracts earn less, are not necessarily covered for sickness, do not have similar occupational health services as the permanent workers, and bear alone the insecurities and the risks associated with a temporary contract. Furthermore, temporary agency employees are vulnerable since the temporary contract allows of immediate dismissal, without prior notice or compensation. Temporary employment thus presents inferior terms of employment than normal, permanent contracts do.

Despite these facts the industry has over the years gained more revenues and more influence as an employer of especially the young, immigrants and those returning from family leaves. This research sets out to investigate how the temporary agency employment was “reversed” from a disreputable sweating system to a legitimate manner to employ. By researching legislative documents from the Finnish Parliament and media coverage pertaining to temporary agency employment in Finland during 1990-2005 this study shows how temporary agency employment was constructed and reconstructed by the members of the Parliament, journalists, union activists and employers as well, from exploitation to a legitimate mode of employment, and from despised speculation to the salvation of the unemployed and the whole nation. It is argued that the recession of the 1990’s and the massive unemployment paved the way for an acceptance of inferior terms of employment as the new “normal” of the working life. Also, the fact that temporary agency employment at first involved mainly women and the young promoted the acceptance of this “new normal”.

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**New continuities rather than interruptions and discontinuities at work?**

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Observations of daily work when consulting organizations showed the following: work is often interrupted, several tasks are undertaken simultaneously, tasks are suspended, co-workers for different tasks change, and the customer is always in need of something. This constantly changing daily work was structured using concept interruption. The consequences of interruptions and discontinuities are wasted time and problems of cognitive processing. However, there is little knowledge about the antecedents that create these interruptions and gaps in the flow of work. The research question was thus: What are the factors and chains of antecedents leading to interruptions and gaps in knowledge work? The study resulted in Kalliomäki-Levanto’s doctoral thesis (2009).

The main methods used for obtaining and analysing the data in order to develop the nascent theory were grounded theory and open-ended interviews. The data consisted of 660 pages of transcribed interviews of 21 participants involved in knowledge work.

The core category that connected different antecedent events before interruptions was ‘Poor availability of knowledge for the work at hand’. This means

1) Changing co-workers (old and new workgroups and projects and their changing members, temporary

employment), which caused poor availability of expert knowledge.

2) The changing needs of customers and difficulty in mediating customer information, and

3) Poor availability of exact knowledge for product solutions (outsourcing, continuous customization and development of products).

Results revealed that, rather than one single factor, the whole organizational system was an antecedent to interruption. Interruptions are small, unexpected and constantly changing when considered individually, but together they create a huge entity, which eats up time and human resources. A single interruption (too many emails or phone calls) cannot be presented to management as the basis for designing better working conditions. Moreover, in post-industrial working life, the ‘old continuities’ no longer always exist. The ‘Flow of daily work’ model, developed as a result of the study, enables us to simulate, for complex organizations, the new continuities that will serve as ‘substrate’ to achieve goals, create trust and innovation, manage time, learn at the workplace, and create well-being at work.

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**Teleworking in times of Crisis: Lessons from the Christchurch Experience**

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Natural disasters disrupt the nature of work. In post-disaster environments, flexible work arrangements are advocated as an organisational resource to ensure business and employment continuity. While widely promoted, little is known of the distinct challenges workers and organisations face in the implementation of flexible work arrangements in times of crisis. The Christchurch earthquakes that began in September 2010 are the most significant natural disasters in New Zealand’s recent history. The 6.3 earthquake that struck on the 22<sup>nd</sup> of February 2011 resulted in the loss of life, the displacement of workforces, widespread damage to buildings and infrastructure and sustained disruptions to critical services. A recent report into the economic impacts of the earthquakes noted that the February earthquake alone resulted in disruption to over 6,000 businesses and 52,000 employees for sustained periods of time. For some organisations, operating in a post-disaster environment has resulted in the adoption of new forms of work and work practices.

Teleworking, or the ability to work remotely from home or elsewhere, provide workers with the opportunity to engage in more flexible forms of work. From an organisational perspective, modifications to the ‘spatial and temporal configurations of work’ can, however, chal-



lenge traditional forms of organising and result in the re-regulation of the conduct and control of work (Taskin & Edwards, 2007). As Rapp and Jackson (2003: 151) note flexible work arrangements can produce dissimilar outcomes and experiences 'often with asymmetrical benefits for the stakeholders involved'. In short, while much is known of the physical risks and mitigations of working from home, such accounts have typically been at the expense of assessments of the human impact (Myer et al., 2007).

This paper explores the organisational and worker experiences of teleworking in the aftermath of an earthquake. It presents findings from a survey of over 200 workers and 33 team leaders from a government agency who worked from home following the 22 February 2011 earthquake. Survey data is supplemented with data from focus groups that were conducted with employee groups, team leaders and trade union delegates. Issues surrounding worker's readiness and capacity to return to work, the use of ICT in the management of telework and the pattern and nature of telework are discussed. Perceptions of team leaders and the factors that shape worker experiences of teleworking are also presented.

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### **Organizational commitment of part-time employees in retail industry**

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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 other fields. Today approximately a third of employees in retail trade are working part-time. Part-time employees are thus an increasingly important minority in working-life.

Our paper focuses on organizational commitment of part-time employees in Finnish retail companies. The purpose of the paper is to study the impact of demographics and work-related factors on employee commitment. We approach commitment of part-time employees by comparing them with full-time employees. According to prior studies, part-time employment is connected to several negative features of organizational behavior, such as, higher intention to leave, lower satisfaction and organizational commitment, inferior customer service (Shockey & Mueller 1994; Giannakis & Mihail 2011). Some researchers have raised the question if part-time work implies part-time commitment. Empirical results of prior studies have been inconsistent with some reporting positive connections between part-time employment and commitment or

other work and work-related attitudes, some reporting negative connections, and yet other findings with no significant differences (Wotruba 1990; Conway & Briner 2002; Thorsteinson 2003).

Data were collected in a larger research project by two survey rounds in 2011, the first directed at retail company managers, and the second one at employees of these same companies. Altogether 84 managers of retail companies filled the company level survey inquiry. Finally 38 out of these 84 companies decided to participate in the employee survey. The number of accepted responses was 393. Almost half (48%) of respondents of the employee survey hold a part-time position.

The results of this study indicate that part-time employees in retail companies differ from full-time employees in many respects. The part-timers are younger, mainly women, and they had less dependents to be taken care of. They were in lower position, more often also with a temporary employment status, and only occasionally in a supervisory position when compared with full-time employees. Organizational commitment of part-time employees was a little lower than among full-timers, and the intent to leave was much higher. The analysis revealed the impact of several work-related and attitudinal factors including organizational justice and supervisory support.

The results indicate that part-time employees of this study are not any secondary employees. As several prior studies show, part-time employees form an increasingly heterogeneous group of people with different reasons to select a part-time assignment instead of a full-time job - not forgetting those non-voluntary part-time employees. The company HRM and front-line supervisors should pay more attention to this increasingly important group of employees in order to better combine the individual targets of employees with company performance targets.

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### **Impact of job loss during economic recession on mental wellbeing: What is the mediating role of health related behavior and social relations?**

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Economic crisis can have a long term impact on a nation's health and wellbeing. The economic collapse in Iceland in 2008 led to a dramatic increase in unemployment. As previous studies have shown, following a job loss there is an increased risk of psychiatric morbidity. The aim of the research is to investigate the impact

of life adversities (unemployment and financial difficulties) on mental wellbeing before and after the economic collapse and the mediating effect of health related behavior and social relations. The survey data from 2007 and 2009 of "Health and wellbeing of Icelanders" was used. Participants in 2007 were 5.906 (60%), of which there were 5.439 (92%) that agreed to participate again. In 2009 participants were 4.160 (76%). The findings indicate an early negative impact of short-term unemployment on mental wellbeing. Better mental wellbeing in 2009 was associated with less financial worries, better sleep and physical stamina, trust towards spouse/family and institutions and satisfaction with relationship with friends. Older participants reported better mental wellbeing than the younger. There are indications that poor mental wellbeing accompanied with poor physical stamina and unhealthy lifestyle can contribute to job loss when there is more supply and competition in the labor market, which may in turn lead to future health problems. The findings underline the positive impact of sleeping well and exercising on mental wellbeing and the importance of good social relations and trust towards institutions during difficult times.

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**Political tensions in contemporary responsible work**

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In this paper we define responsible work, in which people seek to have an impact on societal challenges such as environmental sustainability or/and social justice (Tams & Marshall 2011). Such work stems from the increasing awareness of the problems industrial and post-industrial societies face, such as global injustice, increasing income differences in the OECD countries or the degradation of the natural environment.

Responsible work can be claimed contemporary for various reasons. First, it relates to the recent incremental awareness of sustainability issues described above. Second, it resembles what is often characterised as "new" or post-industrial work. This new work differs from "old" work by its settings (from industrial to service), organisation (from permanent and hierarchical to flexible and entrepreneurial) and by nature and forms of control (from partial tasks to individualised and personified performances) (Julkunen 2008). Third, responsible work also differs from "old" work by the interests it promotes and in the way interests are framed and acted upon. While "old" workplaces were arenas of power struggles between different class interests (labour and capital) and often also between different profession groups, responsible work is often presented as a result of individuals seeking to have meaningfulness in their work. Nevertheless, the un-

derstanding of social problems and the adequate solutions to them is not free of class experience or power situation. It is our aim in this paper to describe these (new) forms of political tension and the uses of power that responsible work entails.

In order to discuss work performed to solve societal and environmental challenges, the data consist of informants from organisations, including some identifying themselves as social enterprise, trying to address pressing societal problems. The selection of informants and organisations has followed snowball sampling. The data consist of 10 interviews from 4 Finnish organisations. Two out of ten informants are the owner-managers of their own enterprise and the rest work in two cooperatives. The analysis follows grounded theory approach.

According to preliminary data analysis, the informants relate their work with passion. Some have refused to work elsewhere and consider the current state as the only option. Accordingly, the work seems to stem from their individual urge to perform meaningful work, which does not contradict their values - an apolitical project. A closer analysis reveals that in most cases, responsible work can be linked to a clear attempt to promote certain socially or ecologically responsible behaviour, which is contradicting the standard practice in the society. Thus, responsible work could be an extension of lifestyle politics or responsible citizen-consumerism. This individualised way of turning one's productive power into a green political force can also be experienced as a very middle class strategy to promote lifestyles or practices not affordable to all.

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**Continuity in Work, Disruption in Work Practices**

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One of the aims of information systems (IS) implementation is to standardize work practices, i.e. all actors carry out similar tasks in the similar way. The general flow of the IS implementation procedure includes a number of steps, typically gathering users' needs, defining requirements and specifications, building the system, and deployment. A common belief is that the work practices during deployment correspond closely to the descriptions created and built into the system during the implementation process. There is, however, rather much empirical evidence which shows that this is not always the case. One interpretation of the creation process of the discrepancy between the planned and the realized work practices is the simple fact that users must get their work done even after the implementation of the IS.

Continuity in work is occasionally sustained by eliminating the IS originated disruptions in work practices with workarounds (Gasser, 1986). Workarounds are behavioral or technical changes that workers apply to compensate the system deficiencies to better fit their current task at hand. Thus, workarounds are important means to make the system usable in context, although in work domains and tasks with high expectations of uniform work, workarounds may induce also harmful effects. According to Ellingsen et al. (2012) current endeavors to integrate disparate information systems escalate local workarounds to large-scale problems. A common organizational problem is that statistics is based on the assumption that data is coherent in the system. Local differences in interpretations and entries of data cause data disunity in the system, which may lead to wrong managerial decisions and financial losses. Without adequate and continuous user training local workarounds deteriorate usage skills at individual level. For example, workarounds in health care may significantly lower overall efficiency and effectiveness of the EHR and risk medication safety (Vogelsmeier et al. 2008; Saleema et al., 2011; Yang et al., 2012).

Imperfect information systems and system implementations that cause disruptions in work and that are compensated with workarounds require close observation and descriptions of work practices and work flows. Despite of being a much-used resource in sociology of technology, workarounds are underinvestigated and theorized especially from the view point of their origin and outcomes (Pollock, 2005). In this paper we discuss this persistent phenomenon, its origins and outcomes, and suggest some means to avoid, detect, and correct the deviations of the existing work practices. The discussion is based on research literature and empirical observations made during different case studies on usability evaluation and work process development.

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### Creating continuity in academic work

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Academic work has undergone profound changes over the last decades. Amid academic capitalism, increasing managerialism and intensified competition, academics are faced with new institutional terms and conditions. Uncertainties of employment have increased and a growing number of academics are working on short-term basis, often creating disruptions in professional engagements. Moreover, increasing productivity demands have speeded up the tempo of work since academics are expected to achieve more and better quality output in a shorter period of time. This has changed academia into space that is more hectic

and instantaneous than before. For junior academics these terms and conditions are critical because they are engaging in their work and trying to create continuity in their professional life under these uncertain and fragmented settings.

In this paper, we will explore how junior academics construct continuities in their work and build coherence in the fragmented work context. We are especially interested in the commitments and engagements underpinning their professional endeavour while tackling the cracks and ruptures in their daily practices. Basically, the question is how it is possible to build commitment and continuity in work under current turbulent circumstances.

The data comprise three focus group sessions involving 12 (9 women, 3 men) junior academics working in two multi-faculty, research-intensive universities in Finland. All interviewees were recently doctored and worked on temporary contracts. Their disciplinary backgrounds were in sociology, social policy and social work. Themes discussed covered their daily practices and work experiences. The data was collected as a part of research project 'Conflicting temporalities of academic work and identities'.

Among the junior academics interviewed, continuity in work involves two dimensions. On the one hand it is a question of short-term employment contracts, which create uncertainty and vulnerability for the professional endeavor of young academics. This enforces them to be continuously alert for new job options and to be ready and willing to move from one project to the next. On the other hand, continuity in work involves the content of work, research work in particular. The interviewees strongly identify with their research field and strive for autonomy in carrying out their engagements. Simultaneously they are fully aware of the necessities of the entrepreneurial university life, characterized, among other things, by competition for funding and pressures for productivity. In addition to building academic reputation as a recognized researcher in international research networks, they also need to present themselves as flexible and reliable workforce at the local university context, taking care of administrative and teaching tasks. This tends to result in fragmentation of work .

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### Tracing Intersectionality in Working Relations: Transformation of Labour Market in Mardin

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This paper aims to contribute to the understanding the role of economic domains on identity formation by fo-



ocusing on the discourses and practices related to the transformation process of labour market in multi-cultural Mardin, Southeastern Turkey. It tries to reveal how transformation of the way of earning life affects identity formation and identity expressions in the case of Mardin city-centre. One of the questions we generally asked when we meet in the first time is that "What is it that you do?", related to people's way of earning life. In this study, changes in work life, shifts in types of occupation and employment patterns, other sources of income, inequalities in distribution, and the way of consumption will be evaluated as economic factors affecting the identity formation. However, sources of income and job opportunities differ to ethnic and gender differences due to unequal access to resources. Therefore, identity is classed, and identity formation could not be evaluated as independent from material conditions and its transformation. Moreover, in order to understand the role of class in identity formation, it is also needed to focus on how other domains of the identification are intersected with ethnicity and gender. Ethnic, religious and gender based differences affecting people's class positions and identifications will be analysed in this study.

In local economy of Mardin, border with foundations of nation-states in the region restricted international and national trade, new political and administrative structure produced a bureaucracy, technological developments and increasing industrial production transformed traditional way of artisanship in the traditional bazaar, agriculture in the Mesopotamia plain and viticulture in mountainous spaces, industry developed restricted with cement and food with 1970s, and tourism based on culture and religions developed with. This transformation of labour market could be evaluated as a process professionalization from self-employment. This way of working produced a new sense of working different from self-employment. Professionalization gained more significant role in identity formation and position in Mardin. These structural changes led to significant changes for settlers of Mardin, and bring forth immigrations of people of traditional occupations. In this transformation process, "upper class" covering "çelebi"s (big-scale traders and large landowners in the plain), "efendi"s (educated class, bureaucrat), "agha"s (tribe leaders) in reduced, a new educated middle class based on bureaucracy replaced artisans and small-scale traders, and lower class proliferated through migrations from villages.

In the analysis, it tries to integrate structural transformations in the economy and its effects on discourse and practice of inhabitants in Mardin through intersectionality theory. Data in this paper is based on ethnographic research conducted in Mardin between September 2010 and June 2012 for my master thesis.

**Keywords:** Mardin, traditional economy, professionalization, identity, intersectionality.

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## Continuities and Disruptions at the End of Working Life: A Comparative Perspective

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Ageing workers can experience both continuity and significant disruption. Some older workers experience continuity across their working life, with their employment continuing with minimal disruption despite the ageing process. For others, the ageing process is beset with disruption, as their working life is cut short or interrupted by redundancy, early or compulsory retirement. Governments are increasingly recognizing the benefits of extending working life, particularly given the potential fiscal gains from encouraging individuals to continue working and delaying pension entitlements. This has encouraged greater focus on reducing disruptions at the end of working life to enable older workers who wish to continue work to do so. However, it is still unclear as to whether the strategies adopted to achieve these outcomes are effective.

This paper adopts a comparative perspective to the question of extending working life, examining the legal and political changes implemented in the United Kingdom and Finland to support and encourage older workers to remain in employment. It assesses the extent to which these reforms have reduced disruptions for older workers in each of the jurisdictions by reference to quantitative data from the OECD Older Workers Scoreboard.

This paper argues that Finnish programmes to support older workers demonstrate a more holistic, collaborative, prevention-focused and proactive approach to the issue, particularly through the promotion of work ability and age management (see Ilmarinen and Tuomi, 1992, p.8; Maltby, 2011, p.302). In contrast, UK programmes, with their ongoing policy emphasis on employability, are failing to address issues of job quality and the prevention of illness and disability (see, for example, Maltby, 2011, p.305).

As a consequence, this paper argues that Finnish programmes have been more successful at helping to reduce disruption at the end of working life, with OECD data demonstrating that retention rates for older workers are increasing in Finland at a more marked rate than retention rates in the UK. Further, employment rates for older workers in Finland have increased far more dramatically than those in the UK. This is consistent with previous studies, which have shown that improved work ability is associated with enjoyment in staying in work, fewer thoughts of retirement (Tuomi et al., 2001, p.322) and lower levels of later disability (Ilmarinen and Tuomi, 1992, p.9; Tuomi et al., 1997, p.68; Ilmarinen and Rantanen, 1999, p.21).

Other countries seeking to extend working life, includ-

ing the UK, would benefit from careful analysis and consideration of the Finnish reforms. However, significant national and cultural differences between the UK and Finland are likely to make the adoption of the Finnish approach difficult, particularly considering the UK's lower public expenditure on labour market policies, lower proportion of union membership and current austerity measures.

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### Where is the next job? Research academics in Australian universities

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A major site of insecure employment of professional workers which has emerged and grown over the past two decades is research academics. Currently, research academics comprise one third of the Australian academic workforce and our recent survey revealed that 97% are employed on fixed term contracts (Strachan et al 2012). The paper discusses the implications for these highly qualified staff who lack security of employment or career prospects. The paper draws on data from the *Work and Careers in Australian Universities* survey, a 2011 national survey of university staff, and interviews with 19 research academics.

In the past two decades universities in Australia, in common with other English-speaking countries, have been transformed into systems of mass education, with changes including declining government funding, strengthened accountability regimes and importantly changes in modes of employment of staff. These changes have drastically reduced the proportion of staff in Australian universities who have on-going (permanent) employment. However, the perception exists that insecure work is confined to low paid industries. Previously immune from the 'flexibilising' of markets, the public sector in many countries has become a target, and temporary contracts and part-time employment with inferior wages and benefits is increasing. Standing (2011:51) goes as far as to argue that "globally, the public sector is being turned into a zone of the precariat", and this includes universities. There are few studies of insecure research academics but Kinman, Jones and Kinman (2006) and Ackers and Oliver (2007) indicate insecure work affects the health of employees and reduces productivity in the UK.

Our research has revealed the lack of secure employment and a career path for research academics, whose only form of on-going employment is successive contracts with no career progression. The survey revealed that 80 per cent of research academics in Science are employed at levels A and B (equivalent to tutor and lecturer) compared to only 34% of academics who focus on both teaching and research activity.

Indeed 62% of research academics had made no progress since their first appointment compared with only 27% of teaching/research staff (Strachan et al 2012). Interviews indicated that few research academics had future contract prospects, with some considering further qualifications to retrain while others were reliant on senior academics to gain funding in an increasingly competitive grant funding system. From an individual perspective there appears to be limited logic in employing research academics on an insecure basis but the growth of this mode of employment in universities is part of the trajectory of 'privatising' public services.

### Gendering Work, Gendered Work

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### Potentials for women in leadership in the social and health sector in Germany

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In the social and health sector in Germany the majority of the employees are women. However, like in other sectors, women in leading positions are in a minority. In our paper we examine factors influencing the promotion/ advancement of women in leading positions in these two fields of work. The project is based on the results of a previous project which showed by quantitative methods the factors which influence the motivation and the probability of women to get a leading position. In the current project we analyze these effects in depth with qualitative interviews.

The theoretical framework of the research is based on a heuristic model which implies that sexism is developed in three dimensions - an epistemic, an institutional and a personal one (Kerner 2009). In the epistemic dimension, the social roles theory (Eagly, Wood & Diekmann 2000) and role congruity theory (Eagly & Karau 2002) are relevant. The role congruity theory predicts the perceived incongruity between female gender roles and leadership roles. Social roles are expectations which people have about persons who are members of a social category, or who occupy a certain social position. People generally do not have any clear beliefs about women as leaders but they have very clear beliefs about men as leaders. The majority of the leaders are men, thus expectations about leaders are combined with expectations about men. For this reason the leadership role is associated with the male gender role rather than the female gender role, while social and care professions are associated with the female gender role. In the institutional dimension we

refer to the organizational and human resources development. Will it be recognized in the institutions, that helping is a female and leading a male connoted job? Is there any disposition to deconstruct these roles?

In our analysis we focus on organizational facilities for human resources development, further education, promotion of women and the existence of different models of flexible work time and job location. Key aspects of the personal dimension are preferences and attitudes of women concerning work preferences (direct work with clients/patients, management and status) and also attitudes of women concerning the role of women in the family and in the labor market.

The aim of the project is to recognize the patterns of explanation and the subjective reality of different kinds of groups. These groups are women without leading positions, female bosses and Human Resources Managers or their assistants. In total, 30 Interviews will be conducted. In our paper we present the concept of the interviews and the first results of our project. Since the project is based on the previous one, the key results of the previous project will be also presented.

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**Negotiating masculinity in informal paid care work**

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Theorization of the informal care markets from the perspective of global care chains focuses mostly on feminization and racialization of the field. Some recent research does, however, also discuss male migrant care workers, while national male care workers in informal care markets remain overlooked. The entrance of men into such an extremely feminized and racialized field, and also as extremely disrespected as care work in private homes is, represents a challenge to the “hegemonic masculinity”. If vulnerable and subordinated position of migrant men at the European labor market which often leaves them without prospects for formal employment, to some extent provides explanation for their gender-untraditional choice of work, this, however, does not explain what national male care workers drives into informal paid care work, neither the ways how they negotiate their masculinity when they act in this feminized and racialized field of work.

Drawing on ethnographic data the article explores how national informal paid male care workers in child and elder care in Slovenia respond to these potential threats to their masculine identity by employing the strategy of professionalization and a vision of care entrepreneurship in order to distance themselves from feminized and racialized definitions and practices of

care work. It is analyzed how inclusion of national men in informal care market might in some respect reinforce gendered and racialised differences and hierarchies in care work. On the other hand, the ethnographic data points also that informal care market represents an arena for doing alternative masculinity which resists to hegemonic masculinity and to stereotypical and racialised constructions of men.

The paper is based on 29 semi-structured interviews with informal paid care workers in Slovenia, 7 of them were men. Light structured individual interview allows for processing micro analysis, i.e. to gain insight into the views, feelings, experiences, identity negotiations and conflicts of the participants, while it still enables relational gender analysis, i.e. how “doing masculinity” relates to “doing femininity”, and intersectional analysis, i.e. how multiple belongings and different social locations (for instance ethnicity, migrant background, age, marital status etc.) affect men’s attitude towards care work.

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**Different work well-being profiles at work: does gender matter?**

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In the recent decades both researchers and practitioners all over the world have experienced a rise in concern about well-being at work. Unfortunately, most analyses on work related well-being have so far been variable-centred quantitative analysis. This paper follows the line of person-oriented approach, which make it possible to gain a more in-depth understanding of, for instance, the background issues of phenomena on focus. Our research problem is *what kinds of employee well-being clusters, or profiles, can be identified?* Additionally we examine how gender issues (employee’s gender, supervisor’s gender, gender match between employee and supervisor) and leadership style, in particular, coaching leadership are related to these profiles.

We identify employees’ well-being profiles through both positive and negative indicators of affective well-being in work context, namely work engagement (Bakker & Demerouti, 2007; Bakker, Schaufeli, Leiter & Taris, 2008) and one central element in burnout, cynicism (Maslach et al. 2001; Salmela-Aro et al., 2010). Moreover, we include also more general level well-being indicator, personal life-to-work conflict into the configuration. Furthermore, *leadership* has been shown to be essential contributor to employees’ well-being, and *gender* playing also the role in the leadership process. In the context of our study, in Finland, women’s working in supervisory positions is more common than most other EU countries, and of all the employees



in Finland approximately 40% had a female supervisor in 2009 (Lehto 2009). Therefore, after identifying well-being profiles we investigate, *what is the composition of the clusters like*. We focus especially on how gender issues (employee's gender, supervisor's gender, gender match between employee and supervisor), and leadership style, here adopting coaching leadership approach, explain employees' belonging to certain well-being profile. In this paper we also find some answers to the question, *is it gender of a supervisor, or leadership style, or both, or neither of those two, which explains employees well-being*.

Methodologically this approach often relies on statistical grouping techniques. The study was conducted among 1126 Finnish employees in various sectors. K-means Cluster analysis showed that four different kinds of well-being profiles can be identified, namely 'flourishers', 'give and take', 'nine-to-fivers' and 'sufferers'. Our findings indicate that women tend to belong more often to the group indicating overall well-being than men and that profile 'give and take', the share of men and women was equal. The gender of the supervisor or the gender match between employee and supervisor did not have a role on well-being profile. Moreover, coaching leadership was clearly related to well-being profiles.

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### Learning about gendered wage inequality: the Belgian case.

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In recent decades, women massively joined the Belgian labor market. In 1961 there were 27 women per 100 workers; in 2012 there were 45 (ADSEI, 2012). Nevertheless the gender bias in the labor market is still a fact. In literature three dimensions are distinguished in: the wage gap, labor segregation and a difference in job security. In the proposed paper we aim to move a step further by looking at the role of these three dimensions at once and by investigating how they are interwoven.

On average, a Belgian woman earns per working hour 9 percent less than a man. As many women work part-time, the annual wage gap rises to 22 percent (IGVM, 2012). This wage gap is persistent in Belgium - there was only a very slight decrease in recent years. Even though this wage gap can hardly be called positive, Belgium is occupying a favorable position in comparison with other European countries (Vermandere et al., 2009).

Segregation in the labour market is one of the most significant causes of the Belgian gender wage gap (Liagre et al., 2010). Almost 60 percent of the inter-

pretable part of the pay gap can be attributed to the different labour market positions of women and men - more specifically, in relation to their occupation, sector of employment, type of employment contract and working hours (Van Gyes, 2008).

The fact that 54% of the pay gap cannot be explained by structural factors raises questions about other existing forms of discrimination (Van Gyes, 2008). Belgian trade unions are, in any case, aware of this problem and have played an active role in campaigns and activities seeking to combat the gender pay gap (for example: loonwijzer.be & Equal Pay Day).

In the proposed paper we bundle some lessons learned out from the Belgian case of wage inequality. Based on HIVA-reports, supplemented with other research, we bring together the results of several (private) research projects, supplemented with cross-country comparisons.

Our key findings on meso level are: that simple job classifications, based on (experiential) knowledge and preview features, help to reduce wage inequality; a flattened labor organization also forms a buffer against vertical segregation may be useful; and that equivalence of periods of time credit, sickness and unemployment is an important weapon against gender discrimination in the form of a loss of seniority.

Further, on macro level, we analyzed to what extent the labour structure and functioning of the labour market (employment rate, unemployment rate, system of social dialogue etc.) and the broader economic context (economic growth, productivity etc.) play a role in wage formation processes and whether or not they widen the gender pay gap (Delmotte et al., 2010; Vandekerckhove & Delmotte; 2010).

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### Intersectionality and in/equality in work organizations – theoretical and practical challenges

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Equality work in Finland has for decades focused on promoting gender equality in working life. In public debates gender equality has become something that everyone espouses – although the way equality is defined varies. Other inequalities than gender inequality have been neglected in equality discourse until recently. However, in the 21<sup>st</sup> century other equalities, such as ethnic and sexual equality, have become more and more visible in equality debates.

In our presentation we focus on theoretical and practical challenges of equality in work organizations raised by the intersectionality debate. As a theoretical frame-

work we use Joan Acker's (2006a, 442–443; 2006b) concept of inequality regimes to study inequalities as complex, mutually reinforcing and contradicting processes. Acker defines inequality regimes as “loosely interrelated practices, processes, actions, and meanings that result in and maintain class, gender, and racial inequalities within particular organizations”. In line with Acker, we share the idea of the necessity to pay attention to the ways in which inequalities related to different social categories are simultaneously created in the fundamental construction of the working day and work obligations.

As our empirical example we use interview data collected in an international company during 2011-2012. The company represents itself as an equal and multicultural workplace where diversity is an important value and also a resource. The company claims also to have very low hierarchy. However, the interviews show that inequalities are produced in several ways in the workplace – inequalities that are based on gender, class and ethnic differences, for instance. In our presentation we aim to make visible some of the processes, mechanisms and power structures behind the inequality regimes. Along with giving a voice to marginalized groups, our aim is to problematize unmarked groups as well, following Acker's notion that privilege makes inequalities invisible to the privileged (Acker 2006a, 452).

As a methodological orientation, the process-centred (see e.g. Choo & Ferree 2010) view of applying intersectionality to organization- and workplace-level practices is employed. Our presentation tackles the challenge of making visible the processes, mechanisms and power structures behind the inequality regimes.

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### Young people, body work and employability

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It has been claimed that in the 'risk society' the responsibilities and rights of people, especially in connection to work, are different from that they used to be. While individuals have become freer from traditional social constraints, they have acquired more responsibilities relating their future prospects. This means that one is seen as responsible for one's employability. Another trend is the growing meaning of the body work, both on others and one's own body. Employability requires that you have skills and potential to deliver the bodily performance needed in the job markets.

In my presentation, I ask how the moral orders of young bodily conduct at work are gendered, classed and radicalized. I will present my research plan and preliminary analysis based on the interviews among

young adults, aged 20 to 29 with jobs in the service sector. Interviews will be semi-structured and thematic. Themes will be: 1) future visions and plans, 2) (bodily) demands of work and one's own responsibilities to meet them, 3) responsibilities of other people (employer, clients, and family) in relation to one self.

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### Working in private homes: Cross-national study on domestic workers' profile and working conditions

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Domestic workers form one of the most vulnerable groups of workers in today's labour markets. Being a female-dominated sector in most parts of the world and regarded as traditional 'women's work', domestic workers' situation is strongly related to gender roles. The position is not only related to gender but the overlapping of different hierarchies - the intersection of gender, class and ethnicity. Although domestic workers form a very heterogeneous group, a significant share of them is migrant women from poor socioeconomic background.

Recent policy attempts of both national and international level have focused on advancing decent work in the sector of paid domestic services. Previous studies suggest that domestic workers often work extensive hours and earn less than minimum wage. Legislations that regulate working hours, minimum wage, maternal leave or holidays, do often not cover domestic work. Even in countries where domestic workers are included in the legislation, in practice their rights are poorly controlled. However, although the status of domestic workers has been widely studied in social sciences, the quantitative empirical evidence of the subject is still scarce.

This paper examines the socioeconomic characteristics and working conditions of domestic workers in selected affluent and less affluent countries using micro data of the Luxembourg Income Study. The countries examined include Brazil, Mexico, Colombia, Guatemala, Peru, Uruguay, US, Germany, UK, France, Denmark, and the Netherlands. The study uses official national data, limiting the analysis to only formal employment. Nevertheless, this statistical analysis provides valuable insight on different profiles of domestic workers and contributes to the discussion on the status of paid domestic work in today's labour markets.

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### Gender, economic dependency and time in household work – the case of Finland

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During the past decades, women have increased their participation in paid employment. However, we have not witnessed a corresponding increase in men's time in unpaid labour. Women still do the lion's share of all housework. Previous studies show that the resource-bargaining theory alone cannot explain the gender gap in the household labour division but that gender is still an important factor.

In this paper we investigate the impact of money and gender on gender division of housework in Finland, a Nordic welfare state with high female labour force participation and strong egalitarian attitudes. We follow the tradition by Brines (1994), Greenstein (2000), Bittman et al. (2003), and Evertsson and Neramo (2004) in that we test the explanatory value of both the resource-bargaining and the doing-gender approach for the division of housework between partners. We assumed that the resource-bargaining approach would be more salient in Finland mainly due to the long history of family-friendly policies. We test this assumption utilizing recent data drawn from the Finnish Time Use Survey in 2009-2010, where we analyse routine housework tasks in couples.

The empirical analyses show that although women still do more housework than men, the resource-bargaining approach does not get support. More precisely, neither a linear nor a squared term of the husband's relative income is significant in the OLS-regression model applied in the study. Hence, we can conclude that money can't buy individuals out of housework but the "right" gender may make it easier to avoid doing them. Finnish couples are still "doing gender" in routine housework. Furthermore, we find that preferences for housework influence time use. Those who like housework spend more time doing housework and the preferences of partners interact. These results suggest that routine housework tasks are not necessarily something people want to avoid – which is assumed in the theoretical models.

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### Childcare and social inclusion services in the EU

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The present paper - part of research done in the EU FP7 NEUJOBS project - explores the structure and size of employment in the childcare and social inclusion services sector in Europe. It focuses on childcare and services for the inclusion of low income individuals/households and people with disabilities. The analysis relies on data from official EU statistics and EU-wide surveys and provides an overview of the current situation (2011) and trends (2001-2011). Accounting for socio-demographic characteristics such as gender, age and education, it investigates EU-wide and local employment levels, working hours, working conditions and hourly pay as well as contractual arrangements and atypical work in the childcare and social inclusion services sector. It also investigates the development and extent of the rather large gender gaps – also gender pay gaps - in the observed sector, and if the growing sector can offer employment chances, especially for older workers.

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### Inclusive Practices in Academic Work

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In this paper I address the question 'How scholars construct their professional identities at contemporary academia?' and present preliminary findings of my ongoing research on gender and diversity in academic work. I draw from studies of professional identity in academia in order to analyze narratives of doctoral students and post-doctoral researchers in order to examine academic work. I focus on how researchers make sense of their everyday work and how they experience these doings as exclusive or inclusive practices. Furthermore, I will explore how certain institutional settings and practices frame how professional identities are constructed. According to my preliminary results, the interviewees call for more sensitivity and support, and an 'ethos of publishing' seems to cause feelings of loneliness and even affects such as shame and fear. My paper suggests that we would benefit from making organizational practices more diverse and dismantling the social and political nature of organizational dynamics of silence in academia. This would advance knowledge production and prevent the loss of valuable talents.



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**Gender and organisation ten years later: much the same, and yet different. A gender analysis of long term effects of organisational change projects in industrial companies**

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This article presents a gender analysis of long-term impacts of some of the many organisational change projects in Swedish industrial work organisations during the 1990s. Based on the results of return visits to three industrial companies and their change projects (implementation of Lean Production or other modern organisational models) that I studied more than a decade earlier, I discuss how the work organisations had changed (or not) and in particular how gender patterns (gender-homogeneous, gender-segregated, and gender-mixed) had changed (or not). I also revisited my own conclusions and research about gender-based restoring responses to strategic changes in work organisations (cf. Abrahamsson 2002). The initial study showed many gender-based restoring responses to strategic changes in work organisations. The follow-up study showed some similar pessimistic results. The organisations had slowly changed according to the modern organisational models, but with the same old gender-segregation and stereotypic gender-markings of skills and work tasks – or with new variants of an unequal gender order. The follow-up study showed, though, also more positive results. The material tells a story of how the organisations had changed towards more gender equality at least in some aspects. There were tendencies of reduced gender segregation and stereotype ideas of gender. Although these positive changes were somewhat marginal, it seemed as if my previous conclusions were too pessimistic: the restoring mechanisms embedded in the unequal gender order seemed to be less influential in the long run than I had initially thought.

In the initial study as well in the follow-up, I examined how changes in both gender patterns and work organisation were interconnected. In the initial study, I focused on restoring processes and in the follow-up and in this article I highlight the movements toward some kind of gender equality that can be described as less gendered organisations or at least organisations with less gender segregation and hierarchy. Could it really be, as I sometimes optimistically hope, that gender equality and a modern work organisation are interdependent? Such a hope that companies would gain from changes that are positive from a human perspective is firmly based and also critically discussed within the traditions of human work science. Similar complex approaches can be found in gender research, especially in the last ten years of work with critical applied

gender research, and in related critical discussions on power, capitalist patriarchy, class, status etc. These long-established discussions about whether and how gender equal work organisations are possible is one departure point for this article. Drawing on the empirical experiences from both my initial and return visits, I will discuss how social constructions of gender affect companies' planned organisational changes and how these organisational changes affect social constructions of gender.

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**Men and women at work: some findings from the European Working Conditions Survey**

Greet Vermeylen

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One of the major changes in the last 20 years is the increase of the number of women in the labour market. The paper will look at men and women at work in the European Union based on an analysis of the European Working Conditions Survey (EWCS). This survey has been carried out since 1991 and the 5th EWCS covers 34 countries. Therefore the survey will be used to look at both differences over time and between the countries of the European countries. Firstly, it will look at differences in occupations and sectors between men and women, as well as an analysis of job quality. Secondly, it will look at time segregation between men and women, by analysing both duration and organisation of working time. Particular attention will be paid to working time preferences as well as time spent on paid and unpaid work. This will be looked at for different life stages. Lastly, an analysis of work-life balance will shed light on a number of positive and negative factors: the number of working hours, predictability and flexibility as well as work outside working hours and blurring frontiers between work and private life.

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**Continuities and Disruptions of Gender Inequality in International Management: Transnational Career Paths - New Ways for Female Managers?**

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In the process of organisational transnationalisation the conventional structure of work and career paths is profoundly changing and international assignment

as so called ,expatriate' is becoming a key part of the managerial career. As women are still the exception in international assignments the new career paths are interpreted as another brick in the 'glass wall' that defend women of getting into positions of responsibility and power (Fischlmayr/Hofbauer 2004; Forster 1999).

In this paper I discuss if the transnational career paths may also have positive impact on gender equality in management. The analysis is based on the assumption that the gendered organisational structures and individual behaviour are closely intertwined. Thus, my first thesis is that the changed career paths broaden the options for female employees and may offer them new ways into prestigious positions. In my paper I will confront this slightly 'optimistic' view through a critical analysis that focus on the strategic micro-practices of expatriates that aim to defend and improve their status in the organisational field. Theoretically, I build on the work of researchers who started to adapt concepts of Pierre Bourdieu's social theory on organisation and management (Vaughan 2008; Emirbayer/ Johnson 2008; Mayrhofer et al. 2004; Hermann 2004; Everett 2002; Corsun/Costen 2001; Hofbauer 1997). From this point of view new gendered barriers in management can be explained as "social distinction" (Fischlmayr/Hofbauer 2004) that could consequently be challenged by the accumulation of field relevant resources (social, cultural, economic, symbolic capital) (Bourdieu 1984; 1986).

The theoretical driven analysis is based on empirical data that I gathered within a profound qualitative in-depth study (consisting of a document analysis, expert interviews and biographical interviews) of a transnational automotive supplier in Germany that integrated the international assignment into its career system. Answers to the above raised question will be given through the reconstructive interpretation of biographical interviews with ten male and five female expatriates.

The research findings show that apart from the structural exclusion of women, there are highly qualified and ambitious female employees without family bounds that use the assignment abroad in order to avoid gendered discrimination and at the same time improve their position within the field through gathering career relevant capital. However, the moderate success of these female expatriates comes with the high price of a reduced private live and a postponed family planning. In the case of their male counterparts the organisational demands on flexibility and mobility lead to a re-traditionalisation of their family arrangement. Thus, expatriates essentially depend on external resources that are highly gendered (e.g. family support and freed from family obligations) to access higher positions. Therefore, I conclude that the organisational change is at the expense of gender equality.

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### Doing and undoing gender in working life: from margins to scope

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In working life and management studies, gender issues have frequently been left in a minor role, or even if gender has been taken in to the studies, it has been seen as an outside phenomenon of organizations (Eriksson & Kovalainen 2008, 247; Aaltio & Kovalainen 2003, 175-177). Still the working life is strongly gendered. As there are nowadays more women leaders than ever before in organizations, the aspect of gender is an increasingly important aspect to study.

Gender has been conceptualized traditionally through two theoretical lenses in leadership and management literature (Klenke 2011, 14). The earlier perspective was so-called *women-in-management* (Calas & Smirchic 2006), which concentrated on individual female leaders and their challenges in achieving the top positions. The latter perspective, *doing gender*, sees gender rather as a social dynamic than a role, and examines how gender is "done" and produced in organizations (West & Zimmerman 1987; Klenke 2011; Pesonen, Tienari & Vanhala 2009). Gender can be seen as a source of difference in working life. In *doing gender* perspective this difference is (re)created, negotiated and maintenance in multiple contexts and it intersects with other aspects and sources of differences (race, age, social class etc.) in a post-structuralist tradition (Broadbridge & Simpson 2011).

The starting point of this study is that gender is socially constructed, and the review will concentrate on *doing gender* aspect. The aim of the study is to introduce and draw together literature and studies of *doing gender* perspective. In some studies there are underlying views that if it is possible to "do" gender in organizations and working life, then it should also be possible to "undo" or reconstruct gender in organizations and working life (Butler 2004; Townsend 2012). Additionally the review will also aim to present and discuss the possibilities of the issue of *(un)doing gender*. So far the aspect of *(un)doing gender* has had little attention in management and organizational studies, and this review aims to address that gap in the literature for its part. The method for the study will be systematic analysis.

## Work and Family

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### Un/equal in/security and gendered rationalities of parenthood - negotiating care and career in the context of work precarity

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The paper addresses experiences of precarious work and the gender arrangements concerning care and paid work from the perspective of parents of small children in Finland. It draws on qualitative interviews from 29 mothers or fathers who had worked in fixed-term contracts.

The theoretical focus is on parents' individual 'choices' as embedded in and negotiated with specific structural and cultural contexts and in relation to other actors. The Finnish context features two contradictions. First, although the female labour force is characterized by a high educational level and employment rate, career instability in the form of fixed-term contracts is common among highly educated women, especially among those in an average child-bearing age. Second, while the welfare state with its relatively father-friendly family leaves and public child care promotes the ideal of a dual earner-dual carer family, the practices and values concerning parenthood and paid work still remain gendered and set different and even conflicting conditions to women's and men's opportunities to act in and to combine the two life spheres.

The paper approaches the following questions: What kinds of rationalities are found behind mothers' and fathers' choices and practices concerning care, paid work and the division of labour? And what is the role of the gendered career precarity? The analysis of the semi-structured biographical interviews concentrates on the notion of agency and how it is interpreted within the interviewees lived experiences, and the contextual possibilities/constraints.

It is argued that along with the often ambivalent preferences and conflicting cultural ideals about motherhood, fatherhood and a good employee, the relative (in)security of the parents' positions in the labour market play a role in the fathers' and mothers' gender arrangements. Choices about care and career and about the division of labour are negotiated between parents, with their employers but also more implicitly through internal reflection or conversation. Two rationalities are found: a joint investment to either the more secure career - in order to guarantee the collective stability of the family life - or to the more insecure career - in order to secure individual future work opportunities.

These rationalities, however, seem gendered in that they reflect the gendered rationalities of motherhood and fatherhood.

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### Telework and Informal Overtime at Home: Following Work or Family Needs?

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Most studies on homeworking have focused on telework, which, in principle, substitutes formal day-time working hours at the employer's premises. However, a new finding is that homeworking is mainly informal overtime work that supplements and continues work already done at the employer's premises. We examine how telework and informal overtime occur in the home, how they are connected to family characteristics and how they affect employee and family well-being outcomes. The analysis is based on 4,392 respondents to the 2008 Finnish Quality of Work Life Survey. The data, which represents the entire employed population of Finland, exceptionally enables the study of the separations between telework and informal overtime at home. Descriptive statistics and logistic regression analysis are applied. The study forms a part of the Finnish Academy -funded research project "Spatial Dispersion of Paid Work" (2010-2013).

Work itself determines the choices and outcomes of flexible work at home; the family only has a limited role. Telework as well as informal overtime take place more often in families with children and among couples. Gender differences are minor. Thus, informal overtime challenges the understanding of flexible working practices as organised practices aimed at improving the work-life balance. Work at home mainly occurs due to time pressure often affecting families. Hence, the strongest work-family outcomes related with informal overtime are negative as work at home increases the sense of neglecting one's family and because partners dislike homeworking. The findings concerning telework are more neutral, although also telework increases negotiation over the joint use of time and space.

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### Working part-time or marginal part-time after a long family related employment interruption: first steps towards full-time employment?

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Compared to other European countries the German labour market up to now has hardly been affected by the crisis ('Germany's job miracle'). For the future, in line with other European countries, a demographically induced skills shortage is expected. Furthermore the adult worker model gains in relevance, which means that every person should participate in the labour market. Step by step this model displaces the 'traditional' male-breadwinner model and questions the division of unpaid family work between women and men.

Against this background and because of equal opportunity policies, women reducing or giving up their employment in order to assume family work are activated and supported to return back into the labour market or to increase their working hours. But previous research showed: the re-entry into the labour market after a family-related absence is a difficult process which runs not always successfully.

Our mixed-methods study examines the process of women's re-entry after a longer family-related absence in order to take care of children or older family members. We conducted panel telephone interviews (CATI) with 795 participants of the model program 'Perspective Re-entry' that has been launched by the German Federal Ministry of Family, Senior Citizens, Women and Youth in 2009. Most of the respondents are married, have two children and have interrupted their employment for many years. More than 40 percent of the interviewed women have not been employed for ten years or longer. After the women's participation in the model program about 60 percent of them have been employed again. But their re-entry rarely results in full-time employment: only less than 10 percent work full-time compared to 35 percent working in part-time or about 15 percent working in marginal part-time jobs.

The following question should be analyzed in the presentation: What are the reasons for missing the model program's target helping the women into at least nearly full-time employment? The biographical narrative interviews with 30 selected participants of the model program show that women opt for (marginal) part-time employment as they try to keep a balance between work and life, but furthermore interpret it as a transition to almost full-time jobs. Finally we will present results from the quantitative panel study and will answer the question whether this hope can be fulfilled.

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### **Enrolment in Institutional Child Care in Germany: Is it a rational, employment-related decision?**

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In Germany, availability of public child care is still limited and lower than in several other European countries. Although in recent years there have been improvements, especially in the Western part of the country, institutional child care for children under three years of age is not available for the majority of children. Since child care is a prerequisite for maternal employment, it is also important for families' financial status.

In this paper, we analyse which pre-school children are visiting institutional care facilities in Germany and how this is related to the employment status of their mother. For our analysis we use the first four waves of the panel study "Labour Market and Social Security" which is covering the general population (about 16.000 persons in 10.000 households).

Cross-sectional analyses find higher probabilities for institutional child care among older children, children without siblings, with a highly educated mother and especially an employed mother. These findings are in line with economic theories of labour supply and time allocation (e.g. Blau et al., 2001).

In our main analysis we are interested how the association between maternal employment and the use of institutional child care comes about. We use the panel character of the data to identify child care and maternal employment patterns over time and relate them to each other. We view decisions for institutional child care and maternal employment as interdependent processes and try to identify their determinants. According to economic theory institutional child care and mothers' employment should be taken up simultaneously, since otherwise child care costs would not be justified.

We find that child care and employment are not always entered simultaneously. Especially when the child reaches 3 years of age child care is used to a greater extent, and is for the most part supply-driven. Since maternal employment is not always following the start of institutional child care we can cast some doubt on theory which would suggest that institutional child care is only rational when it is accompanied by employment entry.

Take up of institutional child care because of educational reasons, a mismatch between working hours and opening hours of care facilities or lacking labour demand for mothers can be among the reasons. Our findings underline the last factor: Maternal employment is socially more selective - it is influenced by financial and migration background - and depends on mothers' gender role attitudes.

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### Lone mothers working nonstandard hours – Childcare arrangements, and perceived satisfaction with care: a comparative perspective

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In many Western countries, changes in working life along with technological development have resulted in the emergence of a 24/7 society, where many work outside traditional working hours - that is during evenings, nights and weekends (Presser, Gornick & Parashar 2008). The effects of the 24/7 society are noteworthy, especially in families with lone mothers, since these mothers often tend to be less educated and economically weak (Bull 2009), and therefore more likely to take jobs with nonstandard hours than their married counterparts. For many lone mothers, successfully combining work and childcare can be extremely challenging. In Finland, the Netherlands and the United Kingdom people live in a 24/7 society, but these countries differ in their practices related to both working life, childcare and welfare benefits (Lewis 2008; Esping-Andersen 2002, 38, OECD 2007). In Finland, a country known for its advanced family policy, children often have access to state supported round-the-clock childcare, whereas mothers working outside traditional working hours in the Netherlands and UK need to rely more on informal childcare (Han 2004).

The aim of this study is twofold: first, to study how lone mothers working nonstandard hours in Finland, the Netherlands and UK arrange childcare, and second, to determine the importance of formal and informal childcare, and social support for lone mothers. The data consists of web questionnaires filled in by Finnish, Dutch and British lone mothers working nonstandard hours (N=150). The participants have been recruited via workplaces and day care centers. Measures include questions on maternal working hours, the formal and informal childcare alternatives used, and maternal satisfaction with childcare arrangements.

This paper presents findings from the comparative survey. We expect to find some differences in the use and perceived importance of formal and informal childcare between mothers in the three different countries. An issue of specific interest will be whether these differences are associated with lone mothers' satisfaction with their experiences of care.

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### Fixed-term employment and family formation in Finland 1984-2008

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Fixed-term employment has become an established part of the Finnish labour market. At the same time, concern has been expressed over the fertility rate that is below the population regeneration rate and the increasing age at which mothers give birth to their first child. It has been suggested that the labour market insecurities and fixed-term employment cause a delay in family formation. However, quantitative evidence of this potential association has been, so far, absent in Finland. The present study is a response to this need for information.

The presentation is based on my academic dissertation (February 2013) on fixed-term employment and family formation in Finland in 1984-2008. I study the relation of the type of employment contract (permanent/fixed-term) on fertility from a short-term perspective as well as from a long term perspective among female and male employees aged 20 to 44 years. I use quantitative methods (logistic regression, MCA). The data consists of Statistics Finland's Quality of Work Life Surveys 1984 - 2008, to which I have merged information from the population register on the children born to the respondents.

The results indicate that fixed-term employment strongly reduces the likelihood of having a child over the short term. This mainly involves a delay in family formation, as wage and salary earners in fixed-term employment had their first child approximately one year later than those in permanent employment. Over the long term however, the impacts of fixed-term employment are balanced out and fixed-term employment at the age for starting a family does not predict an increased risk of childlessness or a below average number of children at an age over 40. However, the stability of the own labour market position and the labour market status of the spouse moderate the association between fixed-term employment and family formation, and the consequences of public sector employment differ whether seen from a short term or long term perspective.

The study indicates that associations between fixed-term employment and family formation are strongly gendered. Among those married or co-habiting, the type of contract of the women is a more crucial factor in the fertility decision than that of the man. This finding indicates that the reasons for the negative association between fixed-term employment and fertility are at least as much connected to women's career planning as to economic insecurity. The study also revealed an inconsistency in the Finnish family policy in that it treats wage earners who are at the age for starting a

family very differently.

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### Work-family tensions and the financial crisis

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The interaction between work and family takes place in the intersection of three fields: working life and work policy, family life and social policy, and the construction of gender and equality policy. The processes within these fields set preconditions to each other in the context of globalising economy and finance policy.

The financial turbulence that started in 2008 has created insecurities in the economy and labour market also in Finland. Risk of unemployment and discussion about cuts in the public services and social benefits create additional burdens for citizens who try to cope with their everyday life. For families with children, the tensions between paid employment and care responsibilities may increase.

In this paper, we study the impact of the ongoing financial crisis on tensions between work and family life. We compare experiences of mothers and fathers in two different points of time: in 2006 before the crisis, and in 2012 when the crisis had been going on for several years.

We present findings of mothers' and fathers' experiences of work-family tensions in different family phases; with children under school age as well as with school-aged children. Four kinds of tensions are analysed: lack of time with family; neglecting family matters because of work; parents' worry of their coping as parents, and quarrelling about the sharing of household chores.

The analysis is based on two waves of a survey conducted in 2006 and in 2012 with mothers and fathers who have children less than 18 years of age living at home. The sample was randomly selected from a national family register of Statistics Finland. Both waves reached a response rate over 50 % and comprise about 1800 mothers and 1100 fathers.

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### Labor market policies for couples receiving means-tested benefits in Germany: Do program assignments replicate or challenge traditional gendered patterns for the division of labor in the household?

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A major unemployment and welfare benefit reform took place in Germany in 2005 (Eichhorst et al., 2010). Since the reform, all adult members of households receiving means-tested benefits for the long-term unemployed are considered to be available for labor market integration, not only the formerly employed (usually male) breadwinner of the household. Intensive use has since been made of active labor market programs, such as workfare programs, training programs, and job subsidies to encourage, support, and pressure benefit recipients to take up regular employment.

In this study, we aim to see whether the move in the direction of encouraging an adult worker model of the family (Lewis and Giullari, 2005) implied by the reform is reflected in assignments to labor market programs in practice. To do so, we examine participation in activation programs for women whose households, before entering benefit receipt, can either be classified as male breadwinner households, dual earner households, no-earner households, or female breadwinner households. If the objective of the policy reform is to activate the formerly inactive, then labor market program participation rates should be at least as high for women in former male breadwinner households as for women in other household types. However, processes of allocation into active labor market programs can be influenced by negotiations between caseworkers and benefit recipients. Thus, we would expect that, contrary to the policy objective, allocation patterns into labor market programs reflect the gender role arrangements that benefit recipients are accustomed to. It is also possible that assignments to labor market programs generally follow traditional gender role expectations held by caseworkers.

For our analyses, we draw on large-scale administrative data that gives information on household composition for households receiving means-tested unemployment benefits, and is rich in information on employment and benefit histories, education, and health status for all household members. We apply event-history analysis to analyze determinants of entries into different types of labor market programs. Our preliminary results show that overall, in western Germany, women with a partner are less likely to participate in labor market programs than single women or men with a partner. These effects are stronger for married than for cohabiting women. For eastern Germany, we find



no such differences. Our further analyses will focus on analyzing effects of couples' division of labor prior to benefit receipt on labor market program assignments.

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**Reconciliation of Studies, Work and Family Life. A Case Study.**

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Most research on work-life balance has focused on the interface between work and family life and is based on role theory. Some scholars have proposed the need to broaden the debate beyond the role theory and the domains of the family life and work. In this paper I study the balance between work, family and studies among university students. Some of them are occupied with three domains (work, family and studies), others with two (studies and work) or only with one domain, studies. I analyze how different students manage to reconcile life domains and what kind of consequences the balance (imbalance) between life domains has on stress levels.

According to role-conflict theory and the scarcity argument individuals have available only finite amount of resources, time and energy. Engaging in multiple roles means competition for these limited resources. Thereby it causes psychological distress and role strain (Greenhouse and Beutell 1985). The traditional role-conflict theory and scarcity arguments dominated the research until 1990s. Recently research on work-life balance has begun to utilize new version of the role theory, the enhancement theory (Frone 2003), and the decision making theory of work and family (Poelmans et. al. 2007) and the theory of work-family dynamics (Salmi and Lammi-Taskula 2011).

The empirical data of the paper is derived from a survey conducted in 2011 in two Finnish university consortia. All together 365 students filled the survey questionnaire. Half of the respondents experience imbalance between studies, work and family life. The relation of the imbalance to role conflicts was analyzed using cross-tabulation and logistic regression. The imbalance is most strongly associated with role-conflicts between studies and family life and less with conflicts between work and studies. In addition the parents of small children report more often imbalance between life domains than other parents and there are some differences between men and female respondents. Surprisingly, the imbalance is not all associated with work-family conflict.

The relation of stress level of students to imbalance between life domains was studied with univariate analysis of variance. The stress level is most strongly as-

sociated with the extent respondents neglect obligations of some life domain, usually studies. Students employed in full time job experience lower stress level than students on leave from full time job, full time students and students employed in part time job. In addition, married or cohabiting students (with children) report lower stress levels than singles.

The results are to some degree out of tune with the traditional role conflict theory and scarcity argument. As a whole the results accord more with the enhancement theory, the decision making theory and the theory of work-family dynamics.

**Leadership and Innovation**

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**Friend Leadership - Empowerment of Y-generation in Co-operatives and Followership style within Living Labs - User-Centred Open Innovation Ecosystems.**

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Over the two years 2012-2013 the project will study leadership and dialogue processes in specific Y-generation (born 1997-1997, Tapscott 2009) at seven co-operatives and one Living Lab in Jyväskylä and Tampere. The new Y-generation is changing the leadership practices. The commitment of digital generation is much lighter - they are interested in everything, open-minded and multispectral. Y-generation could be called trans-learners - they are present at many media at the same time. The main media for X-generation (born 1965-1977, Tapscott 2009) is television, for Y-generation and for Z-generation (born 1998-, Tapscott 2009) are Internet and mobile media. The ownership of cooperatives enables commitment, but it demands the new type of leadership. The straightforward commanding does not succeed among the equal owners of co-operative. The leaders need to be a friends of the owners and at the same time to have a clear leadership skills. The leadership dynamics change. This leadership model is called the friend leadership. The friend leadership means equal leadership, where the vision owner is leading with his/her own volition.

In addition we will draw an inspiration from so called flat leadership approach which in the case of Lutakko Living Lab is called the "Followership". We prefer the term followership to leadership, and we build on three models. These are Jim Collins's *Good to Great*, Robert Greenleaf's *Servant Leadership* and Stephen Covey's *Seven Habits of Highly Successful People*. The idea of

open innovation requires you to be quite humble and open to the end-users, towards the community and you need to be driven by actually trying to create the value based on user feedback as one of the ways to ensure Living Lab sustainability". The leadership environment is rather informal where authentic end-users/customers are encouraged to take the lead in ideation, co-design and co-creation process. Living Labs focus on "creating value" and thus "ensuring their own sustainability as open innovation ecosystem." The users become co-creators of solutions, products, and services.

As the main outcome target of this study is to develop an overall leadership solution for running co-operatives and living labs. We combine the Friend Leadership, which is formed from the elements of: model the way, inspire a shared vision, challenge the process, enable others to act and encourage the heart with the user/customer customer-centered style called the Followership. Beside graphic visualizations, positive psychological capital and dialogue we plan to create visual leadership handbook. With the help of the Friend Leadership and Followership principles, co-operatives and living labs will try to explore and understand how to reach shared visions: the focus of the research.

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### Entrepreneurial management and employee-driven innovative work practices

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**Research problem:** Innovation is a key for growth and competitiveness in small firms (Calantone et al. 2002, Freel & Robson 2004, Wolff & Pett 2006). Innovation has been extensively studied in the small firm context but mainly as an attribute of the organization or through the abilities the entrepreneur/entrepreneurial team. Currently, innovation studies focus on the role of employees in generating and contributing to the innovations. There seems to be a gap in the literature addressing employees' innovative work practices in the small firm context. Based on previous literature it is possible to assume two divergent realities in small, entrepreneur-led family businesses. On one hand these flat and informal organisations may leave a lot of room for employee initiative and activity. On the other hand, the strong entrepreneurial management may crowd out employee activity. In this study we will investigate the continuities and disruptions between entrepreneurial management and employee-driven innovative work practices in small family businesses.

**Theory:** The study relies on the concept of 'practice' in business research (e.g. Whittington 2006; Eriksson et

al. 2008a; 2008b; Laine 2009, Laine and Vaara 2010). A key argument in this debate is that 'what practitioners do in practice' cannot be understood with the mainstream management and organization theories, which do not acknowledge practitioners as experts of their own work (Salaman and Storey 2002), nor pay attention to organizational work as 'practice' (Dougherty 2006).

**Methodology:** The study is carried out as a case study in two innovative small family businesses in the Turku region. The first case is a food production company that is managed by the owner-manager. The second case is from a manufacturer of medical devices managed by a hired CEO. In this study we understand entrepreneurial management and employee work as practices. The research materials include interviews and observation materials. In the analysis our focus is on the practices and the kind of realities they produce.

**Results:** Based on the preliminary findings it seems that the strong entrepreneurial management practice may not leave much room for employee activity. The owner-manager's daily visits to the operations and close attention to every detail do not leave much room for or do not invite employee initiative. In the other company that has recently hired the first external CEO much focus has been placed on giving additional responsibility and delegating tasks to employees. As a downside the decision-making has become slower.

**Conclusions:** This paper contributes to generating new knowledge and understanding of the continuities and disruptions between two spheres: strong entrepreneurial management practice and employee-driven innovative work practices. While in previous literature both are presented as important elements in innovation, it is less clear how and under which conditions they can co-exist.

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### Young employees in retail work: Constructing positive work identity?

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Working in the retail sector is typically the first job for many young people but there is lack of study analyzing have managers any possibilities to support positive work identity construction of young employees in retail sales work. Retail sales work is usually low paid and not very highly appreciated and thus important themes of commitment and respect in relation to employee identity become compelling.

This paper illustrates how young employees construct their identities, what discourses they draw on this con-

struction process and what tensions are presented structuring positive work identity in retail sales work. This research on identity of young employees allows us to better understand the nature of work in an overlooked site in mainstream management studies. This study illuminates a better understanding of the complexity of identity construction for sales workers and management of identity in service sector. As a result, it is both theoretically and practically important to specify the sources of positivity in work related identities. As a broad definition of innovation includes management and organizational innovations, in this study innovation is understood as a renewal of management.

A research environment is a Finnish grocery store with 25 employees. Our data includes interviews with 9 young employees. The method of analysis is discourse analysis and the identification of interpretive repertoires. Preliminary results show that although manager's feedback is important for young workers, when the clients are crucial part of positive identity construction, managers has only partially possibilities to support young employee's positive identity construction.

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**Co-dynamics for an innovation within collaborative leadership**

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The paper discusses the relationship between leadership and innovation from the point of view of collaboration and the engendering dynamics behind. Consequently, the term *collaborative leadership* is used in pointing out to a group of people who work synergistically in organizational contexts in order to achieve a common novel goal, called innovation (Bandura, 1997; Bass, 2008; Goldstein et al., 2010; Hirschhorn & Barnett, 1993; Hutchins, 1995; Katz & Kahn, 1978; Lewin, 1947; Surowiecki, 2004).

Collaborative leadership is here understood as a process. In empirical studies from real-life contexts the process has proved to have several indicators, such as participation of all the people involved, productive interaction and dialogue, shared expertise, flexible actions, commitment to the common actions, responsibility for the collective endeavours, negotiation in combining different interests, versatile decision-making process, balance between confidence and control, and multifaceted evaluation.

Moreover, the paper presents nine evidence-based *co-dynamics* that are suggested to be some of those underlying powers and forces that bring about the innovation to happen through the collaborative leader-

ship process. The co-dynamics were, in due course, found by means of a Grounded Theory analysis from an extended corpus of data in a Finnish educational executive team (Borgatti, 2012; Glaser & Strauss 1967). Thereafter, the co-dynamics are studied in a leadership expertise group in a French management education organization that is creating, through a long-term process, an innovation in terms of curriculum reform, responding to the increasing complexity of the current business life.

In order to localize the co-dynamics within the collaborative leadership process, a qualitative content analysis is used (Creswell & Plano-Clark, 2007). The data presented in this paper consists, first, of ten in depth interviews of the representatives of the French expert group, executed during one year. Second, observations of the creation process are also used.

As the results, the paper introduces the nature of the co-dynamics found and how they influenced the innovation creation process. In addition, more understanding is gained about the collaborative leadership process as a mean to offer an arena for the creative innovation to emerge.

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**Distributed leadership in a liminal organization: Case of an international non-governmental development organization**

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In the context of changing work innovation potential and creativity are often connected with non-hierarchical models of leadership and new types of organizations. In this paper I discuss the concepts of distributed leadership and liminal organization in an effort to capture such new and emergent forms. Leadership is understood not as a characteristic of an individual leader but as a phenomenon which is distributed in interactions, situations and practices (Gronn 2000; Spillane & Diamont 2007). Moreover, as proposed by the tradition of distributed cognition, the role of artifacts and tools should be taken into consideration (Engeström 1999). The notion of liminal organization (Lindsay 2010) is employed for understanding the organizational constellations which lack structural clarity. Originally anthropological concept of liminality (Turner 1969; 1977) refers to being "in betwixt and between" of the traditional categorizations of organizations (Tempest 2007). Theoretically, the paper aims at combining the notions of distributed leadership with that of a liminal organization.

The empirical case analyzed is an international non-governmental organization (INGO) engaged in development co-operation activities in over 100 coun-



tries. The qualitative research material consists of transcribed interviews and workshop discussions collected in 2012 in three selected locations in Europe, Asia and Africa. The main research questions addressed are a) What elements of the liminal organization can be identified in an international NGO, and, b) What characteristics of distributed leadership emerge in the context of such a liminal organization?

The preliminary findings show that the elements of liminal organization are related to networked and scattered nature of activities, a variety of organizational logics present, and the ambiguous status of employees. All these aspects of organizational liminality contribute to leadership distributed in interactions, technical systems and situations scattered in different geographical locations in which the leadership is re-negotiated and emergent and thus - ambiguous.

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### **Sailing in the currents of ideas: Innovation practice of a small service company.**

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Prompted by the 'practice turn' in social sciences and the growing interest for the concept of 'practice' in management research, innovation research has also started to pay attention to '*how innovation is actually carried out rather than how it should be done*'. Accordingly, innovation is seen as something that is 'done' in interaction of people, activities, artifacts and contexts. Drawing from this theoretical perspective, our paper explores how innovation is carried out in the context of small-scale service business. While much of the innovation research has emphasized large companies and technological innovation, there is a lack of studies analyzing how non-technological innovation takes place in other business settings.

Our paper is based on an intensive case study of a small (micro) service company located in Kuopio, Eastern Finland. This provides an interesting economic context with a small number of large innovating manufacturing companies and export oriented SMEs, and a large number of SMEs providing local services. One of the challenges in the region is to gain and maintain the innovative capability of the local service-intensive SMEs. Our data includes interviews with the CEO and the employees, action oriented participant observation of everyday work in the company, and data from workshops facilitated by the researchers for the company. The method of analysis is narrative inquiry and qualitative content analysis. The results show how the innovation practice of a small innovative service company is a complex bundle of people, activities, and artifacts with specific bodily performance and emotions. The innovation practice of our case company is built on

the production of a continuous overflow of new ideas. Primarily, the manager is the source and the decision maker concerning the new ideas, and the employees act as their purposeful opponents.

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### **Project management evolving: on rituals and structure in projects**

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In modern organizations, much work is done in projects. This kind of work is steered by project management where planning, structure and control are key elements (Geraldi 2008). At the same time, modern organizations have a constant hunger for both flexibility and innovation that are usually associated with anything but structure and control (Keegan and Turner 2002). In this paper, we conjoin these two worlds by looking into the diverse nature of projects and the practices and meanings that make these projects. Is there room for innovation in projects?

In this study, we focus on two case companies in the fast-paced high-tech sector where innovative solutions are essential, not only for new product development but also for coping with the constant changes characteristic for the industry. In these companies, projects and project management are key tools for organizing work. In our interpretive study, data is collected through interviews with project managers as well as upper management.

Projects vary in nature; consequently, different projects should be managed in different ways. The emerging nuances of projects include differences in whether innovation is needed or not, the level of control applied, how planning of the activities is structured, and how uncertainty is handled. The three last-mentioned are manifested as different types of structures and practices that we, inspired by Victor Turner's work (e.g., 1969), look into as project rituals. These rituals can be used either to support or to break the existing, depending on the degree of innovation required. An understanding of the required level of innovation is the key element in forming a project: is the project static, unchanging or should the project take different forms over time?

Even though the aspects of innovation, uncertainty, control and planning are essential, they can be destructive for project success without good leadership. In our view, leadership is not only about the characteristics or actions of a specific leader but an all-encompassing atmosphere (see also Crevani et al. 2010); leadership is human-centered yet not dependent on one specific individual. In this context, we also return to the role of rituals in creating this kind of leadership.

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**Performance can be promoted by leadership: Connections between coaching leadership and performance moderated by leader-member exchange (LMX)**

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This study focuses on the different relationships between leadership and performance. The aim of this study is to examine how interactive leadership, often coined as coaching leadership, affects four identified performance dimensions and does the personal relationship between subordinate and supervisor moderate the connection.

The background of our study is the rising importance of leadership in the changing, complex business environment. Supervisors face the challenges to lead their units thus that goals set by the organization are reached. Moreover, employees in a knowledge era organizations require interactive and supportive leaders. One leadership style which has been recognized lately is called coaching leadership. Coaching leadership is defined as a way to lead: interaction between supervisor and subordinate forms its core. Paying attention to subordinates, listening, feedback, discussion about the goals, counseling and empowerment characterize it (Ellinger & Bostrom 1999). Further, in leadership studies the dyadic personal relationships between leaders and their followers are on the focus especially in Leader-Member Exchange theory (LMX) (Dansereau, Graen & Haga 1975; Graen & Cashman 1975; Graen, Novak & Sommerkamp 1982). LMX is based on the argument that leader creates always unique exchange relationship with each of his/her follower. We argue that coaching leadership has a more profound effect on performance for those who have a good personal relationship (LMX) with the leader.

Employee performance usually refers to employees' capability to perform in certain tasks organization imposes to them. For example Campbell et al. (1990) make a distinction between the performance and outcomes, which they label as effectiveness. The focus on a behavior is traditionally divided into two dimensions, task performance and contextual performance. Task performance is focused on actions which aim towards certain specific job goals whereas contextual performance is focused more on the actions which support the performance of the whole unit or organization (Motowidlo & Van scooter 1994; Podsakoff, Mackenzie, Paine & Bachrach 2000). Lately however different dimensions for understanding performance which are more suitable for dynamic environment have been presented, and for example proactivity (Crant 2000) and adaptivity (Hesketh & Neal 1999) have gained attention lately. This study concentrates

- on four different dimensions of performance: goal awareness, development, personal performance and performance of the unit.

- The sample of the study (N=1187) consist from three Finnish organizations of different sectors.
- Measurements were validated with confirmatory factor analysis and moderated mediation analysis was used to analyze the moderating effect of LMX on the connection between coaching leadership and performance. The study indicated that the performance of subordinate can be promoted by coaching leadership and the magnitude of the connection between coaching leadership and development is dependent on the level of the personal relationship between subordinate and supervisor (LMX).

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**Dialogic leadership: developing a multidisciplinary theoretical framework supporting creativity and innovativeness**

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Creativity is a predominant factor of innovativeness in organizations. Innovativeness is a lively part of any organisation and it might be small step improvements, social innovations or innovative products and services. Leadership and creativity theories have been discussed in various forums, but often separately. In this article, the leadership and creativity theories are reviewed and discussed from a dialogic leadership perspective. The objective of this article is to define the relationships with dialogical leadership, creativity and innovativeness based on the relevant scientific literature and empirical research. The study is a part of the Finnish multidisciplinary research programme called Dialogical leadership promoting innovativeness (Dinno).

This article is based on a literature review compiled in a research programme and related workshops. The review was produced by a multidisciplinary research group and it forms a basis for the theoretical framework and research scheme of the research programme. The relevant scientific literature of leadership, creativity, innovativeness, organizational learning and motivation theories was selected and exploited in the review.

Based on the current research and literature, creativity can be increased by wide employee participation, supporting their internal motivation and sharing of knowledge. Dialogical leadership provides means to support the participation, motivation and learning of all the em-

ployees. The theoretical framework of the dialogical leadership is defined based on the findings.

There is an immense innovativeness potential in many organisations when the knowledge and creativity of all the employees are fully exploited. Defined based on the literature and research, the theoretical framework of the research programme will be used to identify the preconditions, obstacles and catalysts of organisational learning and innovativeness. It will be utilised and tested in the forthcoming qualitative and quantitative research phases of the programme. The factors of the creativity are quite similar to those promoting the well-being of the employees. These both have an important role in efforts to move towards a more innovative and sustainable working life and so improved competitiveness of the organisations.

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### Human resources and innovative outcomes of firms in Magazine Publishing Industry in Russia

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#### Research problem

At the time of moving from resource-based economy to knowledge-based economy innovations became an important topic of discussion for various actors of economic environment.

Enterprises are the main source of innovation. But their innovation activity is impossible without firms' main resource - people. Individual employees and work teams possess different kinds of competences, that are essential in achieving competitive advantage and strategic success for the company.

This paper focuses on the analysis of human resources contribution (employees' competences) to innovative outcomes of organization, that has to adapt to changes in external environment (in our case transferring to the digital format of presenting the magazine content to customers). Special attention is paid to the role of editor-in-chief, who is the main person among the editorial staff and should perform both the function of a leader and HR manager of employees' competences.

Magazine Publishing Industry was chosen, as it is experiencing radical change nowadays and creates an interesting context for this research.

#### Key theoretical literature

The research is based on the concepts of *Resource-based view of the firm (RBV)*, which represents human resources as one of the basic types of resources, that provide the company with a competitive advantage; leadership and competences models.

#### Methodology

The nature of the research question defines the choice of qualitative research method of magazines from the chosen industry. 12 interviews were conducted with editors-in-chief of Russian magazines in a format of semi-structured interview, carefully prepared beforehand.

#### Key results/findings of research

The research provides practical examples of competences, that individuals possess to produce successful innovative outcomes in the process of firm's adaptation to changes in external environment.

All the magazines, that were interviewed represent a strong team of employees connected by achieving the same goal of satisfying customer needs in the best way by producing unique products different from competitors. Flexible organisational structure, work climate (support from colleagues, corporative level), ability for every employee to have and express his/her opinion create the good basis for generation of new ideas. The research proved that most employees possess different kinds of competences, necessary for accomplishing the work tasks and realization of ideas: general (strong educational background), professional, specialized (one employee can perform tasks of another when necessary), leadership skills (most editors-in-chief have grown inside the organization, they were promoted from general employees to editors-in-chief), that allows editor-in-chief be more qualified, as he/she knows well his/her colleagues, their competences and can manage it in a proper way by allocating the tasks between right people.

#### Main conclusions

The research showed how people are important to organization in terms of providing it with a competitive advantage. Individual competences, managed by an experienced leader, helped the organization survive and adapt to external environment changes.

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### Retaining the Spirit of Entrepreneurship in the Homeland

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The spirit of entrepreneurship has proven to help lead countries out of recessions and economic downturns. In order to spurn entrepreneurs countries need to have a strong incentive base, in both the ability to educate entrepreneurs, provide a support mechanism as well as financial incentives. In this global economic environment students are seeking alternate approaches to careers. Countries are looking for solutions for economic distress and yet the very students they seek to help invigorate ideas and create new ventures are leaving the homeland in search of what they believe to



be greener pastures. Companies meanwhile are looking to develop leaders and often loose them to other emerging economies. While the research is scarce among many countries to understand all the variables the limited data reflect trends that can begin the dialogue. This paper will discuss the migration of students and the inability of countries to retain the intellectual base to meet these challenges as the interconnected world has provided more opportunities.

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**Friend Leadership - Empowerment of Y-generation in Co-operatives**

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The project will study the leadership and dialogue processes in a specific Y-generation (born in 1977-1997) in seven co-operatives. The new Y-generation is changing leadership practices because the commitment of the digital generation is much lighter – they are interested in everything and they are open-minded and multispectral. The Y-generation could be called trans-learners – they are present in many media at the same time. The main form of media for the X-generation (born in 1965-1977) is the television, and the Y-generation and the Z-generation (born in 1998-) use the Internet and mobile media.

The ownership in co-operatives offers an interesting aspect for leadership practice. The ownership enables commitment, but it demands a new type of leadership. Straightforward commanding is not possible among the equal owners of a co-operative. The leaders need to be friends with the owners and to have a clear leadership. This leadership model means equal leadership where the vision owner is leading with her/his own volition.

The main research question is focused on examining the functional leadership practices and styles of the Y-generation. The dialogue quality of the teams is periodically measured and categorized according to the positive-negative, open-closed questions/statements and others/us axes. Moreover, the key features of successful co-operatives and leadership teams are examined. The main objective of this study is to develop an overall leadership solution for running co-operatives. It is called Friend Leadership which is composed based on the elements of modeling the way, inspiring a shared vision, challenging the process, enabling others to act, encouraging the heart and accepting the difference. The endorsing dimensions for this system are graphic visualizations, positive psychological capital and dialogue. In addition to these dimensions, tools, such as a visual leadership handbook, will be created to help use those dimensions. With the help of the

Friend Leadership principles, co-operatives will learn to understand how they should use Friend Leadership in order to reach their shared vision.

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**Promoting employee-driven innovation: putting broad-based innovation policy into practice**

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Finland is usually considered in international comparative studies as one of the leading countries in innovation activity and policy. A new national innovation strategy, under the framework of “broad-based innovation policy”, was passed in 2008 by Finnish government. The strategy is based on the idea that the focus of innovation policy should be shifted increasingly to demand and user-driven innovations, and the promotion of a better balance between technological and non-technological innovations. Recent international evaluators, however, argue that the content of broad-based innovation policy in Finland is still fuzzy and vague, and that Finland is lagging behind Denmark, in particular, in new innovation thinking.

This paper examines broad-based innovation policy in practice, focusing on activities of the “Liideri - Business, Productivity and Joy at Work” programme (2012-18) of Tekes to promote employee-driven innovation (EDI). This is used as an example on how workplace development can be integrated as part of the new innovation policy concept. We consider this case especially interested - not only because Finland is usually ranked as one of the leading countries in Europe owing to her systematic innovation policy approach (see above) - but also because Finland has gained a reputation as one of the leading countries in Europe in workplace development as well in the 2000s. Today, Tekes is a key player in workplace development, too.

The paper starts by clarifying the concept of EDI and its relationships with development and innovation concepts of related concepts, such as lean production, high-involvement innovation and practice-based innovation. Thereafter, we track down the relationships of EDI with two underlying policy discourses - namely, the tradition of industrial relations-based workplace development policy and that of “technology-oriented” innovation policy. This is followed by a presentation of the Liideri programme and its conceptual framework for the promotion of EDI. In conclusion, the paper discusses challenges related to EDI-promoting policies.

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### Constructing collaborative innovation - leadership practices at a municipal health centre ward

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The aim of the study is to find out how superiors can promote collaborative innovation by leadership practices. The public health care in Finland is facing the reality of increasing customer needs and decreasing public funding. The growing need for efficiently organised and good quality health care services has directed attention to the concept of innovation. The research literature on leadership and innovation in the public service production has emphasized integrating the innovation perspective to everyday leadership (instead of separate R&D -units) and involving personnel in developing and implementing innovations. (Lovio & Kivisaari 2010.)

This paper reports a case study that sheds light on leadership practices in fostering collaborative innovation within a work team. Collaborative innovation is defined here as a collective activity in which employees, customers and others involved develop practices and services together. The case study illustrates everyday life of a municipal health centre ward from the perspective of collaborative innovation practices and the superior's role in fostering collaborative innovation.

The analysis presented here is based on the interviews of the immediate superior and four employees at a health centre ward. The study is a part of a research project "Osuva" - Collaborative innovation and advancing its management 2012 - 2014 (Osuva-projekti).

The theoretical framework of the analysis is grounded in social constructionism (Shotter 1993) and sense-making (Weick 2009). The interviews are analysed focusing on the subtle ways in which the superior acts as a sense-giver fostering collaborative innovation. The questions are, in what ways do the superior and the employees together make sense of the changing customer needs and the need for changes in work practices and how they construct the development ideas and actions to carry out the changes.

A preliminary analysis of the data suggest that collaborative innovation would be fostered by i.e. continuous, sensitive and multi-level observation of the customer needs, work practices and the work atmosphere; reciprocal and immediate intervening; experimenting attitude towards changes; acceptance of incompleteness as well as mutual understanding and respect between superior and employees.

The results will have implications not only to the case

organisation but also for all the leaders and organisations which are interested in developing their collaborative innovation practices.

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### Employees' and superiors' views on innovation activities in social and health care organizations

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Social and health care as part of municipal service production in Finland is under a pressure of reform. This is arising from aging population, increasing needs of services, lack of staff, and from weak economical situation in society. The reformation solutions in public services have been looked more consciously than earlier from innovation activities viewpoint.

The aim of this study was to find out how the idea production and development work is carried out in social and health care organizations in Finland. The research questions were the following; 1) What kind of attitudes social and health care staff have to innovation?, 2) How the innovation is coming true according to employees and superiors?, 3) What kind of role innovation has in the work of superiors ? and 4) How the assessments of employees and superiors differ from each others?

The study was carried out by net survey during the year 2012 as part of large multi scientific research project "Osuva". 6494 staff members of 7 organizations were invited to the study and 2282 participated in it. The response rate varied between organizations but total response percent was 35. The data was analysed by using frequency and percent distributions, cross-tabulation and different statistical significance tests.

Both employees and superiors assessed that general atmosphere in workplaces was positive to innovation and all staff members did have similar opportunities to present and bring out development ideas. Most of the respondents considered often how to improve things in the workplace, but less time was used in consideration of own daily work. Half did actively look for new working methods, techniques or tools for their work. Nearly all employees thought that they only seldom manage to inspire others to carry out new ideas but one third of superiors did do this often. The assessments of superiors concerning innovation practice were more pos-

itive compared to the opinions of employees and in many cases the difference was statistically significant.

The employees brought out that their superiors were listening their ideas by interest but superiors were expected to encourage more creation of innovations. No special techniques was used in idea production. There were shortages in regularity of discussions focused on idea creation and innovation. The respondents wanted that the superiors would carry out the ideas more vigorously into the implementation. The constructive feedback of presented ideas or finished development work was lacking. The agreed ways to award a price of innovation was used only seldom.

According to the results of this study there is indeed a need for more purposeful attention to innovation process in management and leadership in social and health care in Finland.

## Health and Work, Well-Being at Work

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### Flexible Employment, Insecurity and Musculoskeletal Disorders among Home Care Workers in Ontario, Canada

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Background: The health care sector in Canada, including the home care sector, experienced restructuring in the mid-1990s. The restructuring produced changes in the organization of work and working conditions, not only for the already large percentage of part-time and casual workers in the sector, but also for full-time workers. Flexible employment and insecurity became common characteristics of the work experiences of many home care workers.

Purpose: This paper examines associations between flexible employment, insecurity and musculoskeletal disorders among home care workers.

Definitions: Flexible employment refers to non-permanent contracts, part-time or casual hours, involuntary hours, on-call work, split shifts, pay per visit, and hourly pay with variable hours. Insecurity refers to job and labour market insecurity.

Conceptual model: The conceptual models of musculoskeletal disorders (Kuorinka *et al.*, 1995; Sauter and Swanson, 1996) show a number of work-related physical, psychosocial and individual factors that may lead to musculoskeletal disorders (Putz-Anderson *et al.*, 1997; European Agency for Safety and Health at Work, 2003). This study adds to the established models by examining whether flexible employment, job in-

security and labour market insecurity factors should be included.

Methodology: Data come from our survey of 990 visiting home care workers in a mid-sized city in Ontario, Canada. Descriptive statistics, bivariate and multivariate regression analyses are conducted.

Results: The study provides evidence that, for home care workers, it is not necessarily the flexible employment but perceived job and labour market insecurity that are significant factors in reporting musculoskeletal disorders. The only flexible employment positively associated with musculoskeletal disorders is casual hours.

Conclusion: Perceptions of job and labour market insecurity and casual hours are important factors to consider in attempts to minimize deteriorating effects of musculoskeletal disorders among home care workers.

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### Employment, work load and depressive symptoms of an ageing work force - evidence from Germany

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In Germany, as in most industrialized societies, the prevalence of depressive symptoms is increasing. Work load and stressors at work are frequently found to account for the increase. Especially in higher working age, depressive symptoms can lead to decreasing labour market participation and early retirement. However, since the German working population is excessively ageing and shrinking, labour market participation until the retirement age is not only of political will. It is therefore necessary to identify work-related factors in close association to depressive symptoms, which account for individuals of older working age.

This study concentrates on two birth cohorts (born in 1965 and 1959), currently at the threshold to higher working age. Besides social support factors, we assume job stress to associate with individual depressive symptoms. Using psychological models, we examine different aspects of job stress on their influence on depressive symptoms [1]. Furthermore, we control for the type of current employment (full-time versus part-time arrangements) as well as for past employment experiences.

Our analyses are based on data of the lidA study ("German Cohort Study on Work, Age and Health"). The aim of the lidA study is to examine the relationship between work and health of an ageing work force. By



looking at particular birth cohorts, those born in 1959 and 1965, we prevent age effects and still have a sufficient number of respondents at relevant age. The sample of the lidA study was drawn from administrative data of the German Federal Employment Agency and is statistically representative for all employees subject to social insurance contributions on the reference date December 31st 2009 belonging to both birth cohorts. The interviews were conducted as computer-assisted personal interviews (CAPI) in 2011.

During the survey, participants are asked for their written consent to link their interview data to the administrative data. On basis of these data we can control for past employment episodes of 4,921 respondents. To measure depressive symptoms we used a simplified version of the Beck Depression Inventory [2, 3] as a anonymous paper-pencil-questionnaire during the CAPI.

Multiple linear regression analyses show that job stress as well as excessive work commitment increases depressive symptoms in a higher working age. Work arrangements influencing control aspects therefore are of special importance for employment in higher working age.

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### Work for your happiness

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There are vast changes in the work environment, and the traditional rules and management methods might not be suitable for today's employees anymore. The meaning of work is also changing due to the younger and higher educated generations entering the markets. This paper strongly emphasizes the importance of happiness research and happiness at work. The values towards the meaning of work are changing; people demand happiness and quality from all aspects of their lives.

The aim of this study is to define happiness at work and to explain how it can be measured and what kind of results achieved. I also want to find out how the contents of work and the working environment might enhance happiness.

The main aim of the empirical study is to find out if there are connections between happiness and work in data collected by World Value Survey in 2005, and if the profession has effects on happiness. Other factors such as the correlation of age, sex, education and income are examined too. I also want to find out what kind of values people have towards work and how these affect the happiness levels. The focus is on Finland (N=1014) and the global data, that is all 54 countries (N=66,566) included in the 5<sup>th</sup> wave (during

the years 2005 -2008) of the World Value Survey.

The results suggest that people working in neat "white collar" jobs are more likely happier than those working in factories or outdoors. Work is important to people and the importance of work adds happiness. Safety matters the most when looking for a job, and there are more happy people among those who have selected the importance of work as the first choice when looking for a job, than among those to whom an income is the most important aspect. People are more likely happy when the quality of work is high, that is when their job consists of creative and cognitive tasks and when they have a feeling of independence.

Keywords: happiness at work, subjective well-being, measuring happiness, happiness economics, World Value Survey, global study

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### Occupational Groups and Main Causes of Hospitalization: A Longitudinal Multi-cohort Study of the Finnish Working-age Population 1976-2010

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In this register-based study, the authors examined the changing proportional risks for five main disease categories among six occupational groups between 1976 and 2010, using data on hospital admission diagnoses obtained from the National Hospital Discharge Register. The purpose of the study was to assess the impact of changes in occupational structure on working population morbidity structure. Seven cohorts with five-year intervals were constructed by randomly selecting 25% of the Finnish working-age population (18-65 years) at the start of each time period. The final study population, consisting of 1 126.499 Finnish citizens, was formed by selecting the six largest (excluding agricultural workers) occupational groups of the sample, including nurses, teachers, metal workers, office clerks, shop clerks, and workers in road transportation. The population data were provided by Statistics Finland.

To examine the changing proportional risk for the main disease categories among individual occupational groups, we analysed the age- and gender-adjusted proportional risk for mental diseases, cardiovascular diseases, cancer, musculoskeletal diseases and respiratory diseases within the cohorts by using workers in road transportation as the reference group, and between the cohorts by using the first cohort as the reference group. Finally, we compared the proportional risks between the cohorts in a combined study popu-

lation with a similar analysis in which the occupational structure was controlled. The statistical analyses were based on the Cox proportional hazard regression model.

The results show that despite significant cross-sectional differences in the risks for the disease categories within individual occupational groups, the temporal changes in risk show notable similarity. Moreover, an occupation-adjusted analysis of the temporal changes in the total study population did not greatly differ from an analysis in which occupational structure was not controlled. For example, the risk of mental diseases in Cohort 7 with the occupational structure controlled (HR=0.88, 95% CI: 0.83, 0.94) was almost the same as without the adjustment (HR=0.89, 95% CI: 0.83, 0.94). The highest difference in the adjusted (HR=1.60, 95% CI: 1.55, 1.65) and un-adjusted (HR=1.67, 95% CI: 1.62, 1.72) results was found for musculoskeletal diseases. The results may reflect a social and cultural transition in the morbidity of working populations (Coggon 2005; Petersen & Wilkinson 2008) that is not reducible to the individual characteristics of different occupations.

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**Associations between Big Five personality traits and perceived job strain**

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It has been recognized that individual differences in perceptions of job stress exist. However, the research is not comprehensive. This is the first study to examine the association between Five-Factor Model personality traits and Karasek's demand-control model of job strain. The sample was derived from the ongoing Young Finns study and included 1372 participants who participated in the study in 2007. There were 758 women and 614 men aged 30-45 years. Personality was measured with the NEO-FFI questionnaire and job strain with two different measures for demands and control. Demands were measured with three items corresponding to Karasek's original items and control was measured with Karasek's Job Content Questionnaire.

Linear regression analyses were performed where the traits were entered either individually or simultaneous-

ly. When the traits were entered individually all personality traits showed a positive association with job strain with the exception of neuroticism that showed a reversed association with job strain. High neuroticism, high openness and low agreeableness were associated with high demands, whereas high neuroticism, low extraversion, low openness, low conscientiousness and low agreeableness were associated with low control. The results for the simultaneously entered traits showed associations of high neuroticism, low openness, and low conscientiousness with high job strain. In addition high neuroticism was related to high demands and low control whereas low extraversion was related to low demands and low control. Low openness and low conscientiousness were also related to low control.

The results of this study are in line with previous studies that suggest that personality can increase vulnerability to work stress. The results bring new information that can be utilized in selection, mental health intervention, stress prevention and stress management. Structural aspects of work are important indicators of work stress but perceptions of work stressors and decision latitude indicate that there are individual differences in how individuals experience their work environment.

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**Workaholics go cold turkey: Development in affect, work hours and rumination across long summer holidays**

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Vacationing is associated with improvements in health and well-being. However, far too little attention has been paid to individual differences between vacationers. For instance, research has shown that certain vacation activities and experiences like work-related activities and a lack of mental detachment negatively influence well-being during vacations. A group that may be especially vulnerable to this behavior and cognition are workaholics, that is compulsively working employees. Therefore, our main research question was: Do workaholics benefit more or less from a vacation period than non-workaholics?

In a longitudinal field study, positive affect, work-hours and rumination were assessed in 54 employees before, during and after a long summer vacation. Levels of workaholism were assessed before vacation. Repeated Measures ANOVA's showed that positive affect increased during vacation and returned to baseline upon returning home in all workers. Increases in positive affect during as well as decreases after vacation were larger in workaholics than in non-workaholics. There was no difference in working time

during vacation between workaholics and non-workaholics. Levels of rumination also decreased during vacation and remained lower than before vacation until two weeks after vacation in the whole sample. Initial differences in rumination between workaholics and non-workaholics disappeared during vacation. Whilst workaholics tend to be obsessed with work during normal working weeks, recovering during longer respites seems to work effectively. Seemingly, vacations can temporarily offset the characteristic differences in affect, working times and rumination between workaholics and non-workaholics.

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### Positive climate in the workplace: medicine for cynicism and stress?

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**The research problem** - The purpose of this paper is to examine the connections between organizational climate and well-being at work.

**Key theoretical literature** - The literature deals with organisational climate (closely connected to organisation culture) and work well-being (work engagement, cynicism, stress)

**The methodology used** - Connections between perceived organisational climate and perceived well-being at work are studied through quantitative data gathered from 24 public day-care centers in Finland

**Key results / findings** - The unit level analyses revealed that different types of organisational climates were connected to different types of job well-being in the unit. Organisational climate types were differentially connected to stress and cynicism but not connected to work engagement. Employees in units where work climate was collectively evaluated as particularly weak reported significantly lower well-being than those in units with better work climate. On an individual level, the most interesting finding was that all organisational climates are not necessarily connected to job well-being in the same way. The most positive climates - "relaxed and friendly" and "encouraging and supportive of new ideas" - seem to be more strongly connected to well-being than negative climates.

**Main conclusions** - The study confirmed and clarified the link between organisational climate and job well-being and emphasized how different climate types have varying kind of connection to well-being at work.

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### The association between stress, recovery and work engagement among business managers.

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The interrelation between physiological and self-assessed stress, recovery and work engagement were studied among Finnish business managers (n=9) for 3 working days. The recording of physiological data was made for 3 days and nights by Firstbeat PRO Wellness Analysis Software (WAS). We also clarified the amount of work fragmentation in the managers' work and their personality types (Type A-B; Bortner, 1964). Before these measurements and self-assessments, the test subjects replied to several questions regarding their regular working days. During the actual 3 day study the test subjects replied to several questions ("diary"). This answering took place just after waking up, at 10.00 and 14.00 and after work. The questions concerned the managers' recovery from the previous working day, their work strain today, what kind of activation feelings they had and did they experience negative or positive feelings. A pre-study was carried out about two weeks before the actual study days to eliminate possible deficiency from the diary and to get assurance to its reliability. A multi-method strategy was applied with self-assessments and physiological indicators.

Firstbeat PRO WAS detects stress and relaxation of autonomic nerve systems (ANS) by analyzing heart rate (HR) and heart rate variability (HRV). These metrics are based on indices from ambulatory recordings of R-to-R heartbeat intervals. The results were analyzed both qualitatively and quantitatively. From the answers we created an average managerial profile. The average personality of a manager was A-type and the average work engagement level of the respondents was 4.78 (4= once a week; 5= multiple times per week). By making a narrative analysis of the results we discuss the special features and challenges of a workday of a manager. The discussion of the results was made by discourse analysis by dividing the discourse to positive and negative managerial discourse; issues that affected both ways to the interrelation of stress, recovery and work engagement were categorized.

The key findings of this study are: the subjectively reported results were related to the physiological results. The emotions about work engagement did differ during a day and from day to day within a respondent. The working days and situations differed within person. The previous working day(s) did affect to the balance of the resources during the next working day. To keep the balance of the resources during a longer time period, the manager should have good skills in self-management.



This study combined the studies of health and well-being to work and managerial studies. The key theoretical literature consisted of work engagement, stress and recovery research.

Key words: work engagement, physiological stress, self-assessment, work recovery, work fragmentation, A-B -personality, heart rate variability, Firstbeat PRO Wellness Analysis Software.

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**The effect of the change of work environment on the reflection on work practices**

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The influence of the work environment on well-being and creativity at work has increasingly become an object of interest during the last years. The environment of the organization; the persons, the artifacts, and the atmosphere, affects the way the employee engages with his or her work and the organization. Traditionally the management and organization research has given little attention to how creativity is put to practice in situated work action. Sometimes the change of work environment is needed to broaden one's mind and initiate fresh perspectives on the work process.

The purpose of this study was to investigate the changes in daily work practices in an alternative work environment. The informants of the study were employees and entrepreneurs who spent a telework week in the countryside environment of Finnish South-Western and Estonian archipelago. The informants did the telework period mostly in small groups (2-5 persons) of colleagues. They applied for the work experiment and the study themselves on the basis of an advert. The data of this study consists of 14 group and 2 single semi-structured interviews (40 interviewees) carried out during the telework period. The data is analyzed with qualitative theme analysis method.

This study discovered that the new work environment inspired the reflection on the work practices and the rhythm of work. These reflections were fuelled by the natural environment, local culture and the absence of everyday interruptions. These features encouraged and enabled slowing down the pace of work. The work week also provided a protected space for collaborative work with colleagues. The reflection about work practices was therefore related to both individual and group work practices. The work week at the archipelago supported both recovery from work load and creative work practices.

This type of flexible work design may be especially appropriate after an intensive work period to regain the

balance between work pressure and recovery. It may also be suitable for a creative work phase when time and space are needed to immerse oneself in the work task without constant experience of time pressure and interruptions.

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**Excess mortality after disability retirement due to mental disorders: variations by socio-demographic factors and causes of death**

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Mental disorders are key causes of work disability and are associated with a high risk of mortality. Excess mortality among disability retirees due to mental disorders is likely to be associated either with the underlying disorder leading to retirement or with effects of retirement itself on well-being. Furthermore, both of these mechanisms may be influenced by one's social circumstances. Social variations in mortality after disability retirement are nevertheless poorly understood. We examined socio-demographic differences in all-cause and cause-specific mortality after retirement due to depression and other mental disorders.

The data comprised a nationally representative register-based sample of the Finnish population aged 25-64 in 1996 with no prior retirement due to mental disorders (N=392,985). We used Cox regression analysis with disability retirement due to mental disorders as a time-varying covariate and mortality from different causes between 1997 and 2007 as outcome variables. We examined modifying effects of age, social class, and living arrangements on the association between disability retirement due to mental disorders and mortality.

We found excess mortality after retirement due to mental disorders as compared to those with no such retirement in all specific causes of death, in particular alcohol-related causes, suicide, and other unnatural causes. Excess mortality was larger after retirement due to other disorders than depression except in suicide. In unnatural and alcohol-related causes of death younger age groups, non-manual classes, and those living with a partner and children, i.e. groups with lower overall levels of mortality, had largest excess mortality. In natural causes of death there was only little variation by socio-demographic factors apart from younger age groups having larger excess mortality. The absolute number of excess deaths after retirement due to mental disorders was not always largest in those socio-demographic groups that in relative terms had largest excess mortality.

Excess mortality after disability retirement due to mental disorders varies by socio-demographic factors and causes of death. In young adulthood retirement due to mental disorders signifies severe health and other social disadvantages that lead to particularly large excess mortality especially due to unnatural causes. This may reflect more detrimental health problems among young retirees. However, disability retirement may also be more stressful among young adults since early exit from the labour market deviates from the normal life course of individuals. It is unlikely that disability retirement itself would lead to worse mental health outcomes among those in higher social classes or those living with family members. The protective effects of a high socioeconomic position and family ties against unnatural and alcohol-related deaths are nevertheless limited among those who have already developed severe mental illness that has led to disability retirement.

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### Challenging management situations in the professional organisations

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Conflicts, problems of work ability, work-related illness, harassment, malpractices or other kinds of challenging situations in the work community may impede the wellbeing, productivity, creativity and innovativeness of an organisation. These situations are challenging to the managers since they are responsible to manage and solve them. Successful management of the challenging situations helps the managers in promoting the wellbeing of the employees and helping them achieve the business targets. Besides, the sooner the conflicts are solved, the less time and effort are employed in solving and discussing them.

The objective of this article is to discuss the specific characteristics of the professional organisation, the challenging situations that might occur in the work community, and the manager's role in preventing and solving them. This article is a part of the Finnish multidisciplinary research program called Dialogical leadership promoting innovativeness (Dinno).

The theoretical part of the article is based on the theories of the professional organisation, productivity, quality of working life and management of occupational health and safety, conflicts, and creativity. Based on the literature and participatory action research, the specific characteristics of a professional organisation are defined and discussed. Furthermore, the common factors of occupational health and safety, productivity, quality of working life, and creativity in the professional organisation are discussed. The managers' experiences of challenging management situations are

presented based on the case studies, action research interventions, process evaluation data and the thematic interviews of the managers in several sectors. The ways they get support as well as their need for support are also represented. Preventing and solving challenging situations is also discussed based on the case studies and action researches.

The most challenging management situations in professional organisations are related to the psychosocial risks like mental overload, malpractices and taking the individual characteristic and needs of an employee into account. Also the personal problems of the employees are difficult to manage. In the challenging management situations, the managers need support, tools and problem solving methods. They are typically supported by their immediate superior, colleagues, occupational safety and health care professionals, friends and relatives. Also the uniform organizational procedures like early on support model help the managers in the challenging situations.

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### Good practices in physically strenuous nursing

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#### Background

Institutions and service homes are living environment for fair 40 000 Finnish people, aged 75 or above. Nursing facilities, assistive devices and nurses' skills do not meet needs of patients. The work in the elderly care is physically most demanding compared with other social and health sectors. More than one-third of sick leaves are due to the musculoskeletal disorders.

There are several risks physical factors in nursing. 82 % of back injuries happen during manual patient handling tasks. Physical load in nursing can be reduced by assistive patient transfer devices and ergonomic work methods.

First-line management has central role to embed organization's strategies, to support nurses' knowledge and skills to produce high-quality care. First-line management, ergo-coaches and committed nurses can work together to solve work-related physical problems. Concept of organizational citizenship (OCB) relates to taking responsibility for good work performance and goal achievement.

Current study will provide information on work-related physical demands and risks among nurses working in elderly 24-hour care units and on what kind of measures and management means can reduce physical strain in nursing.

#### Measures used in baseline (2010) and follow-up

**survey (2012)**

Patients' mobility was measured with RAVA-Index. Nurses' physical load and risks associated with nursing care were estimated with the Care Thermometer method and nursing staff survey was conducted for perceived job work load, job satisfaction, work ability and musculo-skeletal disorders. The Patient Handling Organizational Question set (PHOQS) method was used by first-line management to detect state of safety culture of work unit. Furthermore Finnish 10-Town Study was used to survey changes in working community, management, staff well-being and sick leaves.

In 2011 was conducted a survey to first-line managers and ergo-coaches to find out executed actions, role of ergo-coaches in promoting ergonomic measures and units follow-up plans. Risk management model for physical risk in care work was used.

**Key Findings**

2010 baseline key findings were: guidelines were followed in many patient handling situations, but too heavy patients were still lifted manually. No lifting devices were used with customers needing full assistance and assisting devices were not adequately utilized with partly assisted patients. Hygiene care in sitting position was strenuous. Effects of Physical strain-reduction and first-line managing skill improvement measures will be assessed after follow-up survey in spring 2013. Results will be reported in August 2013. The good first-line management procedures will also be reported.

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**Health and work, wellbeing at work:  
Prevention strategy. Subjects, methods and responsibility.**

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The protection of health and security of the worker establishes a kind of experimental workshop of a certain standard of development of the European social rights, based on the harmonization and standardization of rules (Wedderburn 2007). The safeguard of the working environment and the wellbeing of the workers at work "measures" the level of possible harmonization through the traditional regulatory techniques, the plausibility itself of a social dimension for Europe (Tiraboschi 2004). A principle of great relevance can be found in art. 2 of the Directive n.89/391 CEE: "the principle of the mandatory generalization of the strategies of prevention", in other words, an extension of the security measures to all sectors of activity, a meaning of health including physical and mental wellbeing, a connection between the safeguarding of the working environment both external and internal, a high standard of training for the workers and harmonization tech-

niques regarding promotion (Persiani Lepore 2012).

Safeguarding health is a fundamental right which must be balanced with the other rights constitutionally protected, like the right to work and the freedom of private economic initiative (Fabozzi 2002).

The key word that stands out in the Italian regulations, in particular in art. 2087 of the civil Code and in D.Lgs. n. 81/2008 is prevention: "provisions or measures provided in all the working phases, to avoid or diminish the professional risks in respect of the health of the workers and of the integrity of the environment" (Galantino 2009). Prevention must be acknowledged as a continuous process that aims at acting on the sources of risk, such as the activity of which the employer is responsible, because health and security protection is on the entrepreneur organization (Pascucci 2011). The new notion is "effective organized prevention" which implies a clearer identification of responsible parties, more training for workers, increasing role of the social parties through collective bargaining.

The Eternit and Thyssenkrupp sentences and the recent Ilva case show how compensation, which certainly must not be underestimated, is an inadequate remedy, because it consists in the transformation of a fundamental right into a right to credit. Preventive protection instead, is an effective protection that guarantees the keeping of an healthy state. It is an inhibitory protection, which means it has to resolve in the conviction of not doing or to refrain from harmful acts (Marra 2012). Protection achieves its maximum level through prevention, with the ultimate goal of also removing the new sources of risk, such as mobbing, work - related stress (Peruzzi 2011). The prevention strategy includes a further goal according to which "an ambitious social policy is the factor of competitiveness of a nation" (Rusciano Natullo 2009).

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**Change of care work through use of mStick,  
a frugal technological innovation**

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Technology may crumble the social in elderly care (Ikäheimo, 2008), but it may also strengthen that. Technology may supersede human interaction, but it may also intensify that. Technology may be used to control elderly people, but it may also bring joy to their lives. (Karisto, forthcoming) The focus of our study, the memory and reminiscence stick (mStick), is a



simple technological tool developed to enrich human interaction, which is likely to motivate care workers and change the caring culture towards a more holistic approach. The purpose of this study is to analyse impacts of this 'frugal innovation' (Tiwari & Herstatt, 2012), the mStick, on care workers and care work. In particular, impacts on perceived health and wellbeing at work are investigated, with the help of the Human Impact Assessment approach (Melkas et al., 2007).

The mStick is a biographical memory store where personal documents, like family photographs, texts, audio and video clips, are stored. The contents are displayed on a computer, television screen or digital photo frame, or can be developed further to written and illustrated biographies. When developed, the mStick was expected to have effects on, e.g., an elderly person's empowerment, identity work, intergenerational communication and care work. This study focuses on the perspective of work.

Qualitative data were collected for this study in 2010-2012 during the piloting phase of the mStick. Participatory observation, open interviews, and focus groups were used. Qualitative content analysis was conducted.

The results showed that the mStick helps care personnel in getting a broader picture of customers' background and preferences, and it will help to meet the customer as a whole human being, not just a patient. It facilitates communication and adaptation to new environments (institutional living). Its use may alleviate 'the conflict of doing and facing' that easily arises in increasingly efficiency-oriented elderly-care. Prompt accomplishment of work tasks, especially those of actual care are prioritized as compared to giving time and truly facing people – that are seen as obscure (Palomäki & Toikko, 2007).

Despite and/or due to its simplicity, the mStick has great potential as a useful tool in elderly-care. It may renew the caring culture towards recognizing the 'face' (Levinas, 1996) and uniqueness of another human being, motivating the workers and raising social appreciation of this vital field of work. When we truly look at the face of another person, we also bear responsibility (Levinas). Potential for a cultural change in care practices lies in highlighting this biographical approach, where getting to know the customer more deeply is not felt as extra work but as an internal part of basic care. The mStick is a concrete tool for applying this.

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### **Entrepreneurial identity and work-wellbeing: comparison between conventional farmers, diversified farmers and non-agricultural small-scale businesses**

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The aim of the study is to compare the experienced work-wellbeing (work stress, work satisfaction) of conventional farmers, diversified farmers and non-agricultural small-scale business owners, and to explore the connections of work-wellbeing to entrepreneur-identity, experienced personal control and self-efficacy in entrepreneurship.

The ongoing process of the restructuring of the agriculture and rural areas sets new kinds of challenges to farmers. The EU's Common Agricultural Policy (CAP) highlights the development of the competitiveness of agriculture as well as the role of farmers as maintainers of the vitality of the countryside. Entrepreneurship is seen as means of responding to these challenges.

But how do farmers see themselves? Do they identify themselves as entrepreneurs and do they feel that they are capable to meet these challenges? According to previous studies the traditional identities of producer and peasant are still prominent among farmers. It has also been found that farmers view entrepreneurship as something opposite or contradictory to traditional producer-identity and peasant values, and that this prevents farmers of adopting entrepreneur-identity (or other non-traditional identities). However, there are also studies, according to which the traditional farming culture is changing and new kinds of identities, like entrepreneur-identity, are emerging, especially among younger farmers.

Saarni et al (2007) found that farmers had "poor work ability, health-related and subjective quality of life when compared to other working populations", including non-agricultural businesses. They interpreted the results as reflecting the "low control, low support, and high demand" nature of current Finnish farming.

The data utilized was collected in 2012 by a nation-wide postal questionnaire, containing samples from three subgroups: conventional farmers focusing solely on primary agricultural production, diversified farmers who also had other business besides agricultural production, and rural non-agricultural small-scale business owners (n=560).

The results show that conventional farmers were less satisfied to their work and experienced higher level of stress than diversified farmers and non-agricultural

small-scale business owners. Both work satisfaction and stress were related to the economic viability of business activities, but also to the entrepreneur identity, experienced personal control and self-efficacy: those whose business was more viable, entrepreneur identity stronger, and who experienced higher personal control and higher self-efficacy, were more satisfied and less stressed. Hence, the results suggest that the low work-wellbeing among farmers is in part a price paid for not meeting the challenge of experiencing oneself as an entrepreneur and acting more entrepreneurially.

## Education and Work

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### The Liberal Arts, Labor Studies, and the Value of a College Education

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The goal of Harry Van Arsdale Jr. Center for Labor Studies is to supplement the technical training apprentices receive from their unions with a liberal arts based college education that gives them the tools to both critically interpret world in which they live and lead the labor movement forward through what, in the US, is a very unforgiving political landscape. Many students are mandated by their unions to get at least an Associate Degree at the Center, one built around courses in writing and rhetoric, economics, sociology, literature, and global civilizations. Because of this mandate, students tend to resist the notion that an education beyond technical skills training is important to their careers as union workers.

How can we understand this resistance? How does faculty address it in an effort to move the educational project of the Center forward? A political economy framework, grounded in an ethnographic understanding of current patterns of class inequality in the US, which have been exacerbated by the declining power of organized labor, guides discussion of the first question. This allows for a broad contextualization and a close look at how ordinary men and women struggle with and adapt to these inequalities at work, in their communities, or in this case, in the classroom (Gramsci 1971, Crehan 2002, Ramdeholl and Wells 2012).

Using the methods of institutional ethnography, discussion of the second question begins with an analysis of the place of liberal arts in the history of labor education in the US. Next it draws off the author's first-hand experience and extensive conversations

and interviews with fellow faculty at the Center, all of whom share a basic commitment to Center's students, its mission, and the participatory pedagogy that have been a hallmark of labor and adult education for some time (Freire 1970, Tarlau 2011).

Three basic conclusions follow from the research: 1) The educational goals of the Center are more likely achieved if student resistance understood and creatively engaged, rather than simply overcome. 2) Reframing the discussion of the relationship between education and work is crucial. A liberal arts education can teach us that having a job and living a full life is not the same thing, especially when the job barely puts food on the table. Once we know the difference we can begin to better articulate why a strong and broad minded labor movement is good for working men and women and for society as a whole. 3) At a time when the value of a college education centers on its instrumentality, labor studies has the potential to re-center that value on citizenship, empowerment, and on an ongoing conversation about what it means to collectively create and live a good life.

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### Occupational Well-being from Early to Mid-career: The Role of Achievement and Social Strategies in Transitions from Education

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### Changing Times - Changing Goals: Emerging Adults' Career-Related Goals at the Transition to Employment

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Emerging adulthood is characterized by instability as several transitions take place simultaneously and imperative decision-making concerning income and career plans is required. The school-to-work transition has become increasingly difficult in recent years due to changes in labor market opportunities and increasing unemployment which, in turn, may affect the timing of other developmental tasks, such as independent living, romantic relationships and financial independence. However, emerging adults develop goals through agency which direct action and decision-making rather than passively coping with environmental influences. Personal goals can be studied through a wider life-span model which posits that the challenges, demands and opportunities people experience at a particular stage channel the kinds of personal goals they construct. According to developmental regulation theories, emerging adults' goals strongly direct life

paths by guiding and regulating behavior. Individuals also adjust their personal goals according to current developmental transitions. This does not, however, occur without the influence of the social context.

We examined changes in emerging adults' personal goal and concern contents and related profiles in the career domain during the transition to adulthood as key developmental tasks during times of societal economic uncertainty. The transition to adulthood is depicted by the social and demographic passages from an upper secondary school education to the labor market and/or vocational or higher degree studies, thus entering roles considered typical for adults.

The study is part of the ongoing longitudinal Finnish Educational Transitions Studies (FinEdu) research project, in which two cohorts of 1052 students participated at the ages of 20 and age 23 in 2006, 2008 and 2011., i.e., before and after the economic downturn. Participants were asked to fill in a self-report questionnaire and to produce four current personal goals and two concerns according to a revised version of Little's Personal Project Analysis Inventory.

The highest frequency categories of personal goals were education and work, with education being prioritized at age 20 and work at age 23. Romantic relationship goals were next most prominent. The highest frequency categories of personal concerns were in financial and career issues. Latent Class Analysis (LCA) was used to identify profiles of young adults' goals in the career domains. Three goal profiles were found: (1) education, (2) work, and (3) at age 20, financial and education; and age 23, work, education and relationships. Three concern profiles were found: (1) average, (2) financial, and at age 20, education and financial, and age 23, work. Career goals and concerns were associated with life status in these domains cross-sectionally and longitudinally. Goals were also strongly associated with concerns within and across specific life domains.

Given the many transitions of emerging adulthood, it is crucial to take a holistic approach and investigate the interdependence of education- and work-related transitions simultaneously.

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### The educational system - causing both skills shortages and low youth labour participation?

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Could various kinds of deficiencies in the educational system account for the large and persistent unemployment and high age of entry as well as the skills short-



age in Sweden?

Two facts are constantly discussed in Sweden concerning the labour market. *Firstly*; The absence of pertinent skills supply is high and even increasing in many sectors according to statistics and surveys from The Confederation of Swedish Enterprise. *Secondly*, youth unemployment is high and increasing and young people are now entering the labor market at a higher age than ever before. From the beginning of the 1990's and onwards, the age when a year cohort is defined as established on the labor market (when 75 percent of a cohort is working) has increased from just over 20 to nearly 30 years.

Could it be that those both features has one and the same explanation namely deficiencies in the educational system? The hypothesis in this paper is that a lack of relevance, lack of efficiency and lack of quality in the schools system at different levels may to a large degree contribute to both skills shortages and youth unemployment.

The literature on school-to-work transition, see Ryan (2001), Shavit & Müller (1998) and Stern & Wagner (1999) have put focus on some long standing questions concerning employment, schooling and training. How young people are affected and what institutions are beneficial has been intensively studied lately. But the school-to-work transition also has another dimension, the issues are highly relevant for firms and businesses that need to attract competent employees.

We have identified a couple of trade marks for the Swedish educational system that may help to explain both features. It seems that there is a lack of, first and foremost, workplace relevance of much of the content in formal educational programs. A week system of apprenticeships has often been mentioned, but there is also a lack of training in all levels of the Swedish educational system from the primary education up until the graduate level at the university.

Secondly there seems to be an incentive structure in the educational system, affecting both educators and those educated, that makes it less efficient. It turns out that, for example, Swedish students graduate at a higher age than in most comparable countries. Moreover there seems to be clear inadequacies in the quality of the education at, foremost, the primary and secondary schooling.

The preliminary results indicate that the various forms of inadequacies in the educational system contribute both to the high unemployment, the high age of entry into the labour market and the lack of skills that is identified among firms and businesses.

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**Transition from education to work: the case of Finnish early school leavers**

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The purpose of the presentation is to analyse the consequences of early school leaving on the later life of young people. The aim is to examine how exclusion from both education and work at the age of 16 – 18 is connected to an individual's later education, labour market career, socio-economic status and earnings.

The article is based on a longitudinal study concerning Finnish youths who were unemployed and had not continued their schooling after completing lower secondary school in 1995 (n=7508). The life courses of these youths were followed up to and including the year 2007. According to the results, dropping out of education and working life immediately after completing lower secondary school strongly predicts a weak labour market position also in later life. While demand for unqualified, minimum-aged school leavers is continually declining, early school leaving increases the risk of social exclusion and implies a failure to make a key transition effectively.

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**'Work-life' situation and integration of highly educated EU citizens - South-Western area of Finland**

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An extensive amount of research has been carried out on migration in the European Union. The aim of this paper is to add to this body of literature by examining a migratory flow that receives considerably lesser attention.

The volume of the migratory flow of highly educated EU migrants is smaller than other types of migration, but its implications are no less significant. Yet it is not intended to downplay the importance of global inequalities; many argue that they are actually highlighted by the phenomena of privileged mobility. The focus group of this study are highly educated EU immigrants (tertiary education obtained from the EU, with exception to Finland) sampling the South-Western area of Finland. The research proposes to address and to deconstruct racial privileges in the context of European mobility and the notions in connection with expatriates.

Via applying the *insider-outsider theory* (Lindbeck and Snower, 2001) and examining the position the research subjects occupy on the primary or secondary labour

market, their experiences about (un)employment in the Finnish context is investigated. Semi-structured, in-depth interviews carried out with the members of the focus group and structured interviews with local authorities and employers aim at mapping how belongingness is created, how 'Europeanness' can be used as a capital, in which ways and with what outcomes education plays a role in the creation of international careers. Also the study seeks to examine the chances and challenges of integration of highly educated EU migrants in a big city (Turku) and smaller towns in the region (Salo, Paimio, etc.), in other words how the place of residence influences identity formation and integration.

Furthermore, inquiry is made into gendered differences among the research subjects, the diverse experiences of migrants from the Central and Eastern European accession states compared to those from Western European countries and discrimination in the labour market is examined in order to portray the subjective comprehension of integration and re-think the traditional concept of integration in a globalized world. Through narrative analysis of the interviews and life-course research of the highly educated EU migrants is an avenue for studying the process of transnational capital formation in this given case.

Apart from creating more scholarship on international migration, by sampling the South-Western area of Finland, the study aims at having a positive effect on the local latent labour supply, and contributing to a better comprehension of foreign degrees and workforce. Further study about migration and mobility inside the EU, and investigating a wider group of research subjects would generate more insight on free movement in Europe and its implications for the destination countries, countries of origin and for the migrants.

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### **Building spaces for organizational improvisation and learning in Finnish Universities of Applied Sciences**

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The presentation proposes that within the Triple Helix model, the work of Finnish universities of applied sciences (UAS) meets the criteria of organizational improvisation and can be interpreted in the context of activity research and expansive learning. There are many cooccurring missions for UAS institution to fulfill and these are often described according to the Living Lab model. In everyday life, UAS organizations send their students to do fieldwork in authentic working life learning environments to carry out various R&D projects.

To become a mediator between different fields of expertise, institutions and customers is a priority for UAS institutions. They have to focus on training their students in interaction-based new mode of working called co-creation or co-configuration to promote collaboration and interaction. The presentation suggests that these practices in UAS organizations should take place in a much more systematic double structure, where the most important prerequisite of improvisation is always present: constant and responsive interaction between parties. The first level in interaction is the space where the students are facing the genuine working life situations. At the same time, another space for interaction is needed, the space for students' and teachers' for designing, directing, working on and evaluating the first interaction.

The central participants here are the teachers assisting the students to build their tools and methods for first level interaction and to interpret it. The presentation introduces two implementation solutions for teaching and training, carried out at Helsinki Metropolia UAS in order to equip its staff and students with the skills needed for an interaction-based mode of activity in this double structure. Students at Metropolia UAS have a possibility to realize the so-called interdisciplinary innovation projects in which full-fledged, existing material is used and to build completely new products, services and activity models. The new outputs help in reflecting on activities' future and constructing broader horizons for potential activities. When participating in the development of citizens' services and products in practical work situations, students produce material enabling the citizens to mirror their own activity. The teachers have been trained to become facilitators for the students. As a whole the double-space improvisation structure of an organization aims at expansive learning among the whole UAS and among the working life partners as well.

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### **Learning Operational Vocabulary and Concepts in Practice: From "I've heard it somewhere" to "I can explain it in my own words"**

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In this paper we report on the preliminary findings of a study exploring how participants' understanding of organization's key vocabulary and concepts develops through a learning intervention that combines an experiential simulation game and focused group exercises. The aim of the training was to enhance the participants' understanding of the organization's supply chain and its operational concepts and vocabulary. Understanding how these key concepts relate to the

working practices and operations of the company was critical as the company was in the process of rolling out a new global Enterprise Resource Planning (ERP) information system.

The training sessions were carried out by the first author and the company representatives. During the training the first author led a simulation game, which simulated the business processes of the case company in an authentic manner. The decision-making areas in the game were similar to those in the case company.

The improvement in participants' perception of their proficiency in managing selected key concepts was examined by survey questionnaires. The empirical data employed in this paper stems from two training sessions. We asked the participants to report how well they were acquainted with some key concepts ranging from company specific concepts to general supply chain concepts. Analysis of the pre-training and post-training self-reports shows that on average the participants' proficiency in managing the concepts improved substantially. This improvement took place on all 17 concepts that were assessed by the questionnaire, and the improvement was the most obvious in concepts that were present both in the simulation game decision-making and the focused group exercises.

Our findings have multiple implications. First, experiential training methodologies, such as tailored and business process-oriented simulation games allow for learning concepts that are embedded in the practice of their actual use. By managing the supply chain process in the simulation game the participants gain first-hand experience on how the vocabulary and concepts relate to the supply chain process and the ERP system in practice. This type of training is a particularly well-suited method for globally operating organizations that need to convey the same knowledge and skills throughout the organization.

Second, our study introduces one way of studying how participants' perception of their proficiency in managing key concepts develops.

Third, our study suggests that combining experiential simulation gaming provided by an external consultant and the small group exercises led by company representatives leads to more relevant learning content and better learning outcomes.

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**Get a Life! Simulating the futures of work**

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**The scope (problem)**

The need for understanding complexity, large systemic entities and causes of change calls for the ability of

future-orientation and long-term thinking. The purpose of Get a Life! project is to promote proactive attitudes and futures thinking among higher education students. The presenters aim to report and discuss the methodological starting points using futures simulation tool for fostering futures consciousness and awareness of decision making process. We shall present and discuss future work scenarios as basis of futures thinking abilities as well as socio-dynamic approaches in students' career guidance and life management.

Futures thinking abilities are especially needed in the context of life management and study guidance. Get a Life! project has produced a web based tool with which students can reflect upon the future of work life and career development. The objective of the tool is to yield safe yet exciting experience on the future of work. The methods used to produce the content for the tool have been mainly scenarios and future workshops. The content production process has involved partner companies, students, science fiction writers and the general public.

**Theoretical background and methods**

Theoretical framework underpinning this case study is multidisciplinary and combines critical reflective learning, futures thinking, cognition and extends beyond rational decision making. It incorporates those issues with simulation as a method of stimulating proactivity and self-efficacy in long term career management. The main design and methodological focus is on simulating very complex phenomena e.g. the career and social life of an individual. Different issues of personal life have been included in various scenario paths. One of the focal points is how to use futures studies and simulations as tools for reflective learning and self-assessment.

**Conclusion and results**

The study highlights the need for long time perspective, need based approach and context specific practices in student guidance. It explores possibilities of simulation learning in the context of future career planning and management. Simulating future events in the work life of an individual offers a rich and fruitful basis for independent reflections on one's own decision-making patterns and development of active and responsible attitudes towards the future.

**Keywords:** career guidance in higher education, future work life, proactive attitudes, simulation tool

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**The Haves and Have-Nots: the unequal distribution of employer-provided training in Finland**

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Learning and training opportunities are seen as crucial features of meaningful and motivating work. Especially young generations expect that they can develop themselves and their skills in the work. Learning and training opportunities are indicate the quality of work.

The aim of this paper is to analyse the differences in learning and training opportunities in work, and in actual participation in workplace training. Who are the employees that are trained most? And who are those who do not participate in workplace training at all and who lack the learning opportunities? How does the quality of work of the two groups differ from each other?

The empirical data used in the study are The Working Life Barometers from years 2008, 2009 and 2010. Put together these data will consist of the answers of 3326 employees in Finland. The data has been collected yearly in computer-assisted telephone interviews by Statistics Finland. The response rate is very high, about 80 % every year. The data from the random sample can be generalised to cover the entire population of wage earners in Finland. The Working Life Barometer has been conducted from the year 1992. The aim of the Barometer is to monitor changes in the quality of Finnish working life of ordinary employees. The survey provides an image of past trends, the present situation and expected changes in near future. There are several questions in the data concerning the learning opportunities in the work place and the participation in employer-provided training.

In international comparison the participation rate in employer-provided training (in-company training, in-service training, personnel training) is very high in Finland. Finnish employers train about half of their staff every year. What is typical for Finnish workplace training is its uneven distribution among employees. In the long run the participation in employer-provided training has grown. However, the differences in participation between levels of hierarchy (social classes) have been remarkably persistent. The differences have not diminished at all in 30 years.

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### **Enabling virtual communities of practice. A study of Swedish-Indian collaboration**

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**This paper uses the 'communities of practice' and 'situated learning' (Lave & Wenger 1991, Wenger, 1998) approach to understand knowledge building in transnational collaborations in ICT development. It is based on around 70 interviews in two companies where offshoring of qualified IT work from Sweden to India is done in virtual teams. The**

**aim was to see whether the communities of practice approach can be applicable to work which transcends the limitations of distance and engages employees with vastly different cultural and educational backgrounds, such as in Sweden and India.**

A basic prerequisite is an aim to create a community consisting of both Swedish and Indian employees, for example expressed by the transnational team having one team leader, responsible for both offshore and onsite employees. However, a community of practice cannot be created, but needs to evolve, and learning only happens when the old-timers accept the newcomers as members of the community, peripheral in the beginning but on a trajectory to become full members. In offshoring relations this is often disturbed by the resistance of the onshore employees to offshoring as a phenomenon. Prejudices about foreign cultures may play a part as well as detecting that the cultural and educational differences actually are large.

The life of the community of practice evolves through two processes: participation and reification. Participation refers to interaction with one's colleagues, and in ordinary teams it is affected by who is included in and excluded from different interactions. In virtual teams, access to and use of communication technology is crucial for enabling the participation of all members of the team. Language problems can obstruct participation in Swedish-Indian virtual teams. The concept participation also covers the everyday talk that establishes the members as not only carriers of professional knowledge but also human beings for each other. Giving space to this kind of talk is essential for situated learning in virtual teams.

Reification refers to codifying the life of the community in artifacts, often in documents - in IT work the products and all the documentation around them, as well as other documents which concern the life of the community. Documentation plays different roles in Swedish and Indian IT organizations, and this complicates the creation of a community of practice and situated learning.

However, with evidence from different teams, the results of the study show that these obstacles can be, if not removed, at least moved to different degrees. When this happens, the Indian newcomers not only learn about the technology, but different kinds of organizational learning also takes place. The paper discusses the possibilities and limitations of the situated learning approach to study learning in transnational virtual teams.

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### Graduate employment returns on different university study fields in Finland

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Education is the most significant single determinant of occupational and employment success. Human capital theory views education as the most important investment on that type of capital, and it assumes that investment in education is individually and socially worthwhile since it increases individual's likelihood to occupational attainment and economic success.

Human capital theory is widely criticized and questioned. After educational expansion the investment in higher education is seen also as human *risk* capital. On the basis of several studies, a common outcome is that the younger graduate cohorts seem to be less rewarded for their investment to education compared to their older counterparts, both in terms of monetary and non-monetary returns (e.g. income, socioeconomic status in working life). Noteworthy is, especially, the declining trend in monetary returns (wage premium) of Master level degree in the beginning of 2000's in Finland. Despite of that, the occupational attainments and monetary benefits of university graduates are higher than those of lower educational levels. Both of them 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).

The aim of this paper is to investigate 1) how the employment outcomes of graduates differ between study fields in Finland, and 2) how different background factors such as age, previous education, gender, family type and study career type (drop-out, delayed, lower degree, Master's degree) influence on monetary and non-monetary employment outcomes measured as average income and occupational status. In sum, the paper asks whether the investment in higher education degree is worth making in the course of universal access to universities.

Nationally representative quantitative data is collected by Statistics Finland (e.g. register of educational qualifications, student register, employment statistics, register of population). The sample (n=6364) covers 33% of entrants in Finnish science universities in year 2001, and all study fields are represented in the sample. The students are followed through the university studies up to graduation and transition to the labour market (year 2009). Linear and logistic regression analysis is used as analysis method.

According to preliminary findings the employment outcomes differ substantially between study fields and between genders. The returns graduates have achieved are also in relation to study career type. The

• difference is most evident between those who did not  
• complete Master's degree and those who did com-  
• plete it. Regardless of higher education expansion  
• university degree provides remarkably higher income  
• level and occupational status than lower degrees or  
• studies without graduation even though those are not  
• on as high level than in past decades. The educational  
• expansion may have contributed the outcome diversi-  
• fication between study fields.

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### Educational and occupational post-compulsory choices in historical perspective

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• The European labor market is undergoing consider-  
• able changes due to globalization, intensifying com-  
• petition and high unemployment. The transition from  
• school to work has become particularly problematic in  
• the lives of many young people. An important question  
• in terms of school-to-work transition is how to grow to  
• be the worker citizen – how vocational citizenship and  
• differences are constructed in different kind of schools.  
• (Brunila ym. 2011; Brunila ym. 2013).

• In this paper we will examine educational and occupa-  
• tional choices and school-to-work transition in histori-  
• cal perspective. The dichotomy between general and  
• vocational education has been strong for a long time  
• in the Finnish educational system (Jauhiainen 2002).  
• Still today the main division occurs between general,  
• academically-oriented education and vocational edu-  
• cation.(Brunila 2012.)

• In this paper we concentrate on the 1970's. That was  
• the time of the transition to co-educational comprehen-  
• sive school. The reform of secondary education was  
• also begun in the 1970's. We will analyze how women  
• born in the early 1960s locate themselves and under-  
• stand their histories in the light of educational transi-  
• tions, and how they memorize and reflect on the pro-  
• cess of "learning to become a female citizen." We are  
• especially interested about those women, who made  
• vocational choice, that is, chose the work and vocation  
• instead of upper secondary school.

• The data we analyze in this paper are part of Tarja  
• Palmu's post doctoral study "Learning to become  
• female citizens: memories and reflection on girls'  
• school". Methods of life historical interviews are used  
• for analysing how women outline their life and experi-  
• ences from school. The interest is in how cultural, ma-  
• terial and social resources have enabled them to enact  
• agency and take subject positions.

• The data were gathered by individual interviews and

focus group interviews. At the time of the interviews, the participants were middle-aged women in their 40s. The focus in the interviews was on how these women reflected their own experiences and their occupational choice. Through interviews we analyse individual and collective resources in relation to the educational choices.

The stories of the interviewed women show that occupational choice was often connected to the theory-practice and head-hand dichotomies. Our respondent had different kind of resources, which constructed their choices and their life. Gender, a game of chance and the impact of their family or their circle of acquaintances were all connected with the choices they made. It is important to study society and school today, but it is also significant to look back to see how school has to be influenced to us, how it lives in our memories and how it influences who we are and what we aspire for.

## Organizing Work, Working Organizations

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### Mastering the Great Recession in Germany - Distribution of Working Time Accounts and Determinants of Working Time Accounts Use to Safeguard Employment during the Global Economic Crisis

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The German economy was severely hit by the Great Recession in 2008/2009. Many establishments which were affected by the crisis used measures of internal flexibility and followed strategies of labour hoarding. In Germany, working time reductions were widespread. Calculations of the Institute for Employment Research (IAB) show that the annual working time per employee decreased by 3.3 per cent in 2009 in comparison to 2008. Working time accounts played an important role in the temporarily reduction of working hours and therefore to overcome the negative effects of the Great Recession.

However, there are many open questions related to the use of working time accounts during the Great Recession. So far existing studies focused mainly on the magnitude of the time credits that were used up or the time deficits that were accumulated to safeguard employment. The authors are especially interested in the following questions: How many German

establishments had working time accounts during the Great Recession? Had the Great Recession an impact towards the distribution of working time accounts in German establishments? And especially, what are the determinants of working time accounts use to safeguard employment during the Great Recession?

First, the author's analysis of data from the Establishment Panel of the IAB show the distribution of working time accounts in German establishments during the time period 1999-2011. The results show, that working time accounts are more widespread in larger establishments. But the data also show that during the Great Recession many smaller establishments introduced (temporarily) such working time accounts. Second, another analysis of data from the Works Council Survey of the Institute of Social and Economic Research shows the determinants of working time accounts use during the Great Recession in German establishments with at least 20 employees and works council. Binary logistic regressions are used to analyse the use of working time accounts to safeguard employment in general and in consequence of the Great Recession.

The results show, that the influence and presence of trade unions and the direct impact of the economic crisis are factors that increase the probability to use working time accounts to safeguard employment. Staff characteristics like the share of female workers or the share of highly qualified employees have a negative impact. A negative working relationship between management and works council is not significantly correlated with the use of working time accounts to safeguard employment. Altogether, no significant differences are found between the use of working time accounts to safeguard employment in general and in consequence of the Great Recession. This could be an indication that working time accounts have to be established well in advance before it is possible to use them to safeguard jobs during an economic crisis.

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### Obscure interdependences and performance in knowledge work

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### Obscure interdependences and performance in knowledge work

New information and communication technologies provide plenty of possibilities to organize collaborative work in a more distributed and flexible way. The level and nature of *task interdependency* is one of the classical features observed when analyzing and designing collaborative work. The goal of the research reported in this paper was to explore in detail how the tasks of knowledge workers are organized and how in par-



ticular task interdependencies unfold, are experienced and are managed in every day work. With knowledge workers we refer to professionals whose work is executed in offices, incorporates intensive use of information technologies and who process and produce informational, not physical assets in their work.

**Research problems**

The research problems of the paper are the following:  
 1) What kind of qualities of task interdependencies can be identified in knowledge work?  
 2) What kind of experiences do knowledge workers have related to the management of task interdependencies?  
 3) What kind of consequences do the identified qualities and management experiences of task interdependencies have for the performance of knowledge workers?

**Key theoretical literature**

Task interdependence as a feature of collaborative work is discussed in the literatures of coordination theory, work design and work wellbeing. Categories of interdependencies are e.g. flow, fit and sharing (Malone, 2004), and pooled, sequential and reciprocal (Thompson, 1967).

**Methodology**

A multiple case study was executed in three Finnish enterprises. Two of them were manufacturing sites of global machine building companies and the third one was a headquarters of a national retail trade chain. Empirical data was collected via semi-structured interviews with clerical workers and managers of the companies. The data was analyzed by applying theory driven thematic coding, comparison and synthesis.

**Key findings**

Everyday work of knowledge workers in clerical and managerial positions is highly interdependent collaborative work for producing informational objects like plans, decisions, advices and commentaries. Email is central and flexible articulation and coordination tool for organizing interdependent work. The nature of interdependencies is often experienced as obscure. Lack of mutual articulation and awareness of interdependencies and repeated changes in the organization structures create disturbances affecting the performance of knowledge workers.

**Conclusions**

Knowledge workers experience difficulties in prioritizing and organizing their individual work queues, produce unintentional errors because of the obscure task interdependencies, and finally they question their performance effectiveness. The ease of distributing and delivering inputs and output of work by email has proved to be one of the controversies in the coordination of collaborative knowledge work. If the nature, patterns and criticality of task interdependencies among collaborating workers are obscure (for one reason or another), the abundant email traffic can even more weaken the knowledge workers experiences of the

control of work performance.

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**Offshoring software development from Sweden to India**

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Offshoring of software development from Sweden is a comparatively new phenomenon. Though it is hard to get an overview of the scale of offshoring of IT jobs, it is definitely more than a marginal phenomenon. An estimate of more than 1000 IT jobs moving out from Sweden only last year has been made. Though there is no reason to believe that all IT jobs will disappear, most probably many of them are yet to go. India is the by far largest recipient of offshored software development from Sweden as from other Western countries.

More than 100 semi structured interviews were conducted in the Offswing project, in India and Sweden, with software developers at different hierarchical levels. Almost all interviews were recorded and transcribed.

The cross cultural cooperation introduces new working conditions for onshore employees. In this paper we analyse Swedish employees' reactions on offshoring at their workplace and implications of offshoring on the relationship between organization and employees as regards trust, commitment and power (Mir and Mir, 2007)

For Indian employees offshoring in itself does not change the working conditions. The cooperation with a Swedish organization, may however entail new challenges, language wise and culturally. Work organizations in India are mostly much more hierarchical than Swedish organizations. In Sweden decisions are built on consensus, in India managers decide. In India a career means you are moving up the hierarchical ladder, in Sweden a career as a specialist is often just as attractive.

Knowledge transfer is essential for the possibilities to offshore. In order to send tasks to India, the work done first has to be formalized and documented. Where the employees previously were the sole owners of the knowledge of the work process it is now put on paper (screen) and disseminated across the globe. This kind of knowledge transfer was also a focal theme in scientific management applied within the manufacturing industries in the early 20<sup>th</sup> century. However, some researchers question whether all knowledge is migratory, and claim that certain kind of knowledge is embedded in context and therefore cannot be codified and split into smaller modules in order to be transferred to a new context (Nicholson and Sahay, 2004). Unless this tacit knowledge is managed and made explicit offshoring is a risky project.

Other aspects of Taylorism, like routinization, division of labor, detailed monitoring and evaluation of work, characterize the Indian context more than the Swedish (Braverman, 1976; Ramioul and Huws, 2009; Upadhy, 2009).

The paper looks into usages of neo-Taylorism in Swedish and Indian software corporations and analyses the encounter between different organizational cultures from an Indian as well as a Swedish perspective.

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### **Fairness and the use of individual pay systems in Swedish firms**

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This paper is part of a relatively large project on wage formation in Swedish industry: "Wage formation and business dynamics". The focus of the project is on the local wage formation and its impact on the economy and the negotiation system as a whole. How does wage formation function today - local and centralised - in different industries and companies, and what impact does it have on profitability, employment and business development? Incentives play an important role in economic theory and higher pay can sometimes motivate employees to increase their work performance.

In this paper however, the focus is on institutional issues in the process of pay setting; drawing special attention to the importance of norms and traditions, such as notions of fairness (1). This issue is discussed in its historical context of new technical and organisational systems (post-fordism), which have changed labour markets and wage setting towards becoming more flexible (2), and has challenged traditional collective bargaining (3).

The empirical material in the paper consists of case studies of a number of different types of firms. One of the issues raised is related to perceptions of fair pay systems, namely: to what extent does the perception of justice and fairness affect local wage formation and the possibility of introducing more individual pay? Earlier research has identified different notions of justice and fairness in relation to the discussion of individual pay, for example: distributive, procedural, interactional/informational and interpersonal justice (4). Nilsson (2000) discusses fairness in pay systems and identifies subjective pay setting based on employees' attitudes and behaviour as problematic. Individualised pay might be counter-productive if employees do not accept the institutional arrangements behind it (5).

How do firms deal with these issues? What kind of perceptions of fair pay systems are prominent in different types of firms and industries?(6). Moreover, how do these perceptions influence the possibility to introduce

individual pay? These questions will furthermore relate to other empirical research, for instance variable pay systems in Norwegian banks and machinery firms (7).

The aim of this paper is therefore to discuss the different institutional arrangements pertaining to individual pay setting in a variety of contemporary Swedish firms; in other words, its objective is to highlight the hindrances to, and possibilities of, individual pay systems.

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### **The development of the work community based on the employees' self evaluation and the democratic dialogue.**

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This paper presents a dialogic development method based on the academic multi-disciplinary dissertation of the author in year 2004. It is a systematic method, which involves the exact documentation. Both the employees and managers are involved in a common dialogue about the things that they themselves choose together to discuss and develop. After dissertation the model has been used in many organizations as the methodological tool of development. In year 2012 there has been an evaluation (research) about the benefits of the use of this method. Case studies are based on the materials gathered in Finnish municipal organizations from years 2005 - 2008 on various service sectors such as social and health services, sports and recreation and youth services. The method was communicative action research and evaluation research. The background of the researcher is adult education, educational psychology, work and organizational psychology and health sciences.

The model (systematic method) bases on democratic dialogue and open discussion on different working conditions. The dialogue involves reflective thinking, in other words, alternative approaches to work and action are addressed, sometimes critically, from the employees', the company's and the client's perspectives. This will result the realistic development aims and ensure a connection to the company's operational principles and quality management. The dialogue is not possible, unless time is allocated for this purpose, and staff meetings arranged. It is also essential that besides top management, also middle management and immediate supervisors are seriously committed to the process, and that strategic human resources management is appreciated.

In the findings of this evaluation it seemed that the open discuss, the possibility to influence one's work and workplace, to assume responsibility and to learn together were the central elements in the develop-

ment of the work community and in the maintenance of work capacity and wellbeing at work. These factors were also considered to increase motivation and work satisfaction. The other central findings were the importance of development of meeting practices and cooperation structures, multi professional groups, not too large groups, enough time for shared development activities, reflective thinking and learning, listening, suspending and trust and commitment between everyone who are involved.

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**Alternative organising of leadership among managers**

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Leadership has been increasingly described during the last decade as being collective. The interest in leadership as being shared and distributed is part of this trend, and is recurrently discussed in recent leadership literature. Within this trend, attention is here drawn to the sharing of leadership among managers, particularly at the low and middle-management level. Position sharing in pairs or trios among managers demonstrates an alternative way of organising leadership. This leadership occurrence is essentially non-existent in research literature. The major exceptions seem business specific and include studies and theory development concerning co-principalship and distributed leadership within the education sector, and studies of shared leadership and partnerships within the health care sector. The aim of this article is to fill a knowledge gap: to contribute with knowledge that clarifies the phenomenon of shared leadership among managers in order to understand how such leaderships comes about and is enacted.

This article is based within a tradition of organisational pedagogics. This implies an interest in the preconditions for learning, and for forming and intervening in the activities of a workplace. Alternative ways of comprehending and organising leadership are understood as cooperation processes. To study leadership through this learning theory lens means to consider the continuous organising of conditions for learning and competence development in everyday life within organisations.

The empirical basis concerns: how sharing is experienced by eleven shared leadership pairs, how they share tasks on an overall level and in daily practice, and how the sharing is related to organisational structure. Three empirically-based perspectives are introduced that taken together, clarify the phenomenon. In essence, shared leadership entails joint responsibility for a common whole, non-prestige, trust and common

values, and also the sharing (not the division) of work tasks. Sharing was found to emerge and exist both within an organisational unit and across an inner organisational boundary, both formally and informally.

The article argues for a greater degree of pluralism, in which questions of leadership naturally incorporate more interactive variations than does the traditional idea of singular leadership. The time has gone by when the standard model automatically equals a managerial position to one leader. The issue of how leadership is organised needs to be considered when drawing general conclusions about leadership, its success, sustainability and value to the organisation. Pluralism calls for qualified deliberation concerning when and how shared leadership - or solo leadership - is appropriate. Future research has several questions left to answer and issues to shed light upon in order to further elaborate the relatively widespread but under-researched issue of leadership pairs.

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**Cure or contradiction? Head nurse roles in managing well-being at work**

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In the research paper I wish to present at the Work 2013 conference, I address the topic of disorder of head nurse roles in a Finnish hospital setting. I intertwine research paths from discursive role and identity theory and previous studies of management of well-being at work. Additionally, I stress the influence of the organizational context in this construction process.

Well-being at work has emerged as a strong discourse in Finnish working life since the end of the 1990s. It has been adopted as a key concept for improving the quality of work life by policy makers and labor market organizations alike. This popularity of well-being at work as a societal area of interest as well as a field of management practices in organizations has been explained by its connection with efforts to increase productivity and performance of individuals and organizations. Also, well-being at work as a discourse appears to reflect and reinforce prevalent social values of meaningfulness and individualism

This study is based on ten interviews with ten head nurses in one specialized health care organization in 2011. I interpret these interview texts as both constructing and reflecting the roles of head nurses. Consequently, I analyse how the head nurses talk about their own role and position regarding well-being at work in a Finnish hospital context.



As a result, I suggest that the roles in connection to well-being at work are a combination of both predominant demands in hospital settings and prevalent social values of well-being. According to the initial analysis, disorder is connected to head nurse roles on at least two levels. Firstly, a strong role of dealing with and solving inter-personal conflicts (manifested as organizational disorder) is evident in the findings. Disorder in this case is portrayed as something controllable and manageable, and a responsibility of the head nurse. Secondly, a disorder or contradiction in the construction of the head nurse role is discernible. The roles and positions the head nurses construct for themselves in managing well-being at work clash with the responsibilities and roles they simultaneously assign for other agents in the hospital.

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### Hearing our voice? Employees' and employers' sense making of strikes

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The paper contributes to the discussion on the changing work environment and working culture of organization which are influenced simultaneously by the historical emergence of local practices and the economic pressures in global market. We approach strikes as local practices (Schatzki 2006) and focus on the workers sense making of their position, of their value for the employer/company and of how the voice of the employees is heard. This brings the discussion to organizational culture, trust and dialogue - or the lack of dialogue - between management and employees. A conflict affects strongly the organizational culture and trust/distrust between management and labour, in the same time as it is a product of that culture.

This paper reports an on-going study which investigates strikes in organizational level. We have chosen a large (7000 employees), globally operating company as our case organization since the susceptibility for strikes in that company is seemingly high. Drawing on the practice based orientation we study a strike situation in its context and involve the participants of the strike to ponder the reasoning of strikes. We explore how do they talk of strikes and of the other side of the conflict. Do they show interest in listening out to the other part that has been proposed to be a basic requirement for a dialogue (Bohm 2004)? The methodology is supported by the narratives told by the actors involved in the strikes. We are interested in understanding how do the parties legitimate (in their talk and actions) their counteracting positions of the conflict. Why do they fail in intra-organizational arbitration and in collective bargaining and end up in strikes?

The research of labour conflicts has traditionally been dominated by macro-economic and quantitative IR research. As several comparative studies show, the labour-market studies made in other political and economic circumstances do not explain the local realities in another country or cultural context (Black 1999; Roscigno and Hodson 2004; Bryson and Frege 2010). The study of conflict has been fragmented and the absence of comprehensive treatments of the subject is striking (Kolb 2008). Therefore, we add to the qualitative case studies of conflict research and draw closer to 'the localized genre of interaction' (Gillespie 2012) which accommodates various organizational voices and meaning structures in order to uncover the discrepancies and barriers between and within the local strike discourses.

After a thorough analysis of our data we aim to uncover the discrepancies and barriers between and within the local discourses of work conflict. Our research relates several theoretical notions connected to work conflict research aiming to find a new framework for understanding strikes in today's organizational working conditions.

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### How to understand "steering" in boundary crossing?

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Karl Weick (1979) was one of the first to argue for an observer-dependent definition of organization and organization as outcome of an interactive sense-making process. We regard that the growing interest in boundaries should be understood against the background of this idea. The rhythm of change in working life has accelerated organizational sense making in which more demands to collaborate between a wider array of practitioners and experts are manifested. Arising complexity is not only a feature of the systems we study, it is also a matter of the way in which we organize our thinking about those systems. Tsoukas and Hatch (2001) call this, "second-order complexity". Complexity requires novel ways of problem conceptualization, using knowledge from different scientific disciplines and societal perspectives, and doing justice to the inherently uncertain structures of complex problems. Horizontal and socio-spatial coordination and fluid collaboration between people and across institutional boundaries are seen to challenge the stable centers of coordination, a hierarchical aspect of group regulation and fixed combinations of people.

Boundary crossing takes place inside organization (cross-functional collaboration) or between organizations (cross-sectional or inter-organizational collaboration). Nardi (2007) has also found the need for the no-

tion of “placeless organizations” which denotes those forms of work that do not take place in the classic, social science definition of a site of work, that is, a physical building where people congregate on a regular basis, and draws to our attention the existence of sites of work that are less rooted spatially and temporally. Concerning diversity as a new resource of organizing work, Akkerman et al. (2006) have showed that simply by bringing people with diverse background together is not a sufficient condition for efficient negotiation processes to come to the fore. They found that participants do not come to explore each others’ thought worlds. Therefore, the meaning-generating effect of diversity cannot be presupposed. The participants of these processes should also be aware of the diversity and the boundaries to be crossed. Based on our studies in several organizational settings, we argue for the importance to understand more deeply the communication-based “social systems”. Through putting in dialogue different theoretical insights (originating from Activity Theory and Luhmann’s Theory) we examine two working organizations in the field of education, namely university and comprehensive school from the point of view of governance or steering. In the former, organization is confronting the emergence between academic and non-academic work, whereas in the latter case new emergence between schoolwork and non-schoolwork has been suggested. We focus on the issue how multiple sense making logics in organizing work construct working organizations.

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**A novel story of an organizational change: Meanings and experiences revealed through a drama performance**

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The paper presents an experiment of applying a method based on theatre techniques in organizational behavior research. The research issue addressed is organizational change. The aim of the study is to find out whether a method based on applied theatre may elicit, express and create new and different kinds of knowledge about sense making and lived experiences of participants involved in organizational change process. In terms of methodology the study relates to the recent turn towards performative and art-based approaches.

Theoretically the study relates, in particular, to the postmodern and critical views on organizational change, which challenge traditional understanding of a change process as rational and linear phenomenon. In order to catch up the profound nature of change process from the perspective of change participants and bring to the fore the marginalized voices, more powerful methods are requested. Theatre and drama

practices have been commonly used for purposes of education and development. Theatre and drama practices have been adopted for social science under the topics research-based theatre, organizational theatre, ethnodrama and ethnotheatre. The origin of these approaches is both in ethnography and in applied theatre. Organizational studies based on these kinds of approaches are nevertheless rare.

The study will be conducted in the context of health and social care during the winter 2013. The participants of the study (4-5 persons) will be members of a work community where the organizational change is a topical issue at the very moment. The participants will plan and perform a small-scale play based on their experiences of the change process. The construction of the performance will take place under the supervision of the first author, who is a educated drama director. The session will be videotaped and the visual material and the reflections will be used in the subsequent interactive interpretation process.

We believe that this kind of method serves in capturing subjectivities, meanings and embodied experiences of research participants. It extends other qualitative methods through creating new knowledge and meanings beyond the discursive dimension. Thus also generally accepted understanding about the phenomenon of organizational change may be challenged and extended. The preliminary results of the study and reflections of the use of the method will be presented in the conference.

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**Visualizing work-integrated competence flows between people**

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The research literature gives evidence for the importance of relations and work-integrated competence networks surrounding work tasks, here referred to as relational networks. However, when it comes to visualizing an organisation the standard image is the organisation chart, an image that depicts the formal structure and lines of decision of an organisation, but leaves aside informal structures and cooperative processes. This turns problematic since this standard image tends to affect how people understand their organisation, and also, influence action regarding organisational change and development issues. This becomes especially problematic when complicated problems need to be dealt with and where adequate problem solving requires multiple competences cooperating across organisational boundaries. The argument of this paper is that there is a need to shift thought and action

paradigms in order to establish favourable conditions for the competence networks required in complicated tasks.

The paper deals with a lack of visibility of work-integrated cooperative processes that exist in organisations and the aim is to explore and visualize otherwise hidden work-integrated competence flows. Such visualizations are e.g. intended to be used as a management instrument that supports managers' understanding of how to organise for competence condition in a proper manner.

Theoretically the paper is positioned in the intersection of three domains of meaning. *Organisational pedagogics*, here interpreted as a relational and contextual branch of constructivist learning theory is used to deal with the work-integrated learning processes that generate competence. Cooperative processes are here conceptualised as competence bearing relations. A *complexity theoretical* approach of social emergence is applied to understand how structure comes into existence, and a *social network* approach helps to make flows and patterns discernible. Thus, the usual focus on designed organisational structures is complemented by a focus on emergent structures.

Two types of organisation images are exhibited as alternatives to the standard image. The first image presents a network illustration which aids the identification of competence bearing relations as it uncovers clusters of interaction between nodes. This image invites management to raise questions concerning how such informal relations may be supported and guided. The second image represents a novel visualization of relations between people, functions and organised meeting activities at a workplace. The representation is in the future intended to be partly interactive and is given a circular shape which forms an understanding of the activity as a whole. The basis is empirical material from two small case studies: a home for elderly people with approx. 50 employees within different functions, and a small Swedish town dealing with problems of youth unemployment. To conclude, novel images that uncover the hidden competence flows are discussed as useful. Emergent structures must be uncovered and described to be possible for management to deal with.

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### Change of Leadership in Boundary Breaking Work

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In today's work life, many different intra- and inter-organizational (both structural and operational) boundaries need to be crossed or broken in order to get work done. Organizations' official structures do not necessarily portray the actual actions needed. "Boundary breaking work" includes work that crosses lines between departments, teams or cells; or is carried out by projects or networks. Outsourcing, subcontracting and temporary work are also modes of work that break the ordinary barriers of organizations.

The fragmentation of conventional organizational structures and the rise of network-organizing place new demands on leadership, because responsibilities, rights and roles are becoming blurred. Leadership counters these new demands especially when leaders in different organizations or departments make decisions concerning an employee's work. Employees' can face tension concerning loyalty and trust, and conflicts of interest can appear (Rubery et al. 2002, 651-653). In this situation, self-leadership can also become more important.

Boundary breaking work is also affecting research on leadership, which is usually based on the idea that an employee has one employer in the same organization with a clear boundary (see Grimshaw ym 2009). When leadership is dispersed and superior-subordinate relations are complex, the current concepts become inapplicable. An analysis of different kinds of power relationships may perhaps be more suitable for this kind of work.

Our research builds an understanding of how superior-subordinate relationships and leadership are changing in boundary breaking work. We aim to show the difficulties caused by using traditional concepts of leadership in these circumstances. We use two cases, one a construction and real estate firm in the private sector, and the other a health care workplace in the public sector. This paper is based on ten research interviews carried out in the winter of 2012-2013. The interviews were analyzed using the Atlas-Ti program.

The study questions are: First; what different kinds of leadership and power relationships exist in boundary breaking work? Second; in what ways is the leadership in boundary breaking work different to that in traditional organizing?? Third; can traditional concepts be used to describe current leadership?

The study shows that leadership exists in many different kinds of (power) relationships; it is carried out through various channels and has different boundaries. Leadership can be, for example, administrative, operative, socio-emotional, cognitive-rational (scientific), moral-ethical and boundary-spanning. It is possible to figure out many more 'Leaderships' and power-relations like customer-relationships and temporary work relationships. These can be either reciprocal, contradictory, or the both at the same time. Currently traditional subordinate-superior relationships and



modern leadership simultaneously exist in the same workplace. This indicates that the paradigm of leadership is at a turning point and that new concepts must be created.

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**Changing “me” and “us” -Organization merger as a site of work identities reconstruction and identity conflicts**

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Researchers’ interest to identity has increased substantially in recent years. Through identity theories it possible to study work and the ways people see themselves and others in their working environment. The previous research recognizes at least organizational, professional and group identities which can be viewed on social and/or individual level. This paper uses the concept of work identities in describing the organization’s and its members’ multiple identities.

In this study identities are studied in merger situation which is seen as a fertile research context because in merger members’ thoughts and conceptions about work are transformed. However the previous research of this field concentrates mostly on organizational level identities ignoring the professional and social group identities and the ways they behave, adjust and change in mergers. More research is therefore needed on how these multiple identities change in mergers and how employees cope with identity threats and identity conflicts which often occur in merger situations.

The empirical part shows how employees’ work identities transform in the merger of Finnish public sector social and healthcare units. In recent years the public sector employees have confronted with new professional challenges arising from pressures to cost savings, efficiency and operation rationalizing. Consequently there have been major mergers in public sector. Mergers of social and healthcare organizations are considered challenging because of their different working cultures and values.

The field study and the empirical analysis have been implemented by means of qualitative methods to achieve a deep understanding of identity reconstruction. The empirical data is based on 28 employee interviews and document data. The research setting is longitudinal. The empirical part of the paper uses discursive analysis to study how people construct and describe their identities in speech and to follow how these identities change.

This study aims to answer how work identities transform in organization merger and how changes in work descriptions affect on employees’ identities and their

adjustment to a new post-merged organization. It suggests that changes in identities affect radically to employees commitment, work motivation and may lead to resistance to change and maladjustment to the new working environment. It investigates how employees make sense of the changes of work and how they adjust their identities to public sectors demands of integrated multi-skilled nursing work.

This study supports the conception that employees cope through changes with their membership in groups. Employees hold up of the old pre-merged group structures and identities and these structures encourage them to resistance. Identity conflicts arise when the old work identities are contradicted with the expectations and values of the new organization. Changes and conflicts in identity cause long-term adjustment challenges because identity changes foreground the fundamental questions of work-related self and the meaning of work.

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**Surveillance and Subjectivities in the Canadian Tenure Review Process**

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Much writing on academe in recent years focuses on the spread of neo-liberalism and the ways in which universities in many nations have moved into forms of managerialism and corporatism intended to increase efficiency and cut costs. At the same time, institutions have intensified forms of accountability, encroaching upon the legendary autonomy of the traditional academic. The North American tenure review--a make or break event after 5 or so years as a junior academic--is an instance of assessment that predates many of these trends, yet curiously seems part of them. Our research concerns the ways in which academics respond to processes of evaluation and performativity such as the tenure review.

Søndergaard (2005) writes that success within academic hierarchies requires not only proving capability in traditional ways but managing ‘a range of cultural and social capabilities that would imply knowledge about how to “do academic” (p. 190). We argue that learning to ‘do academic’ is an emotional process that involves profound challenges to the subjectivity of the novice. The tenure review is experienced bodily and the candidate struggles with what Olesen (1992) calls a ‘vulnerable self’. The work of Foucault (1977) also gives us a language for understanding organizational regulatory systems as surveillance mechanisms that normalize conformity and self-regulation and profoundly affect academic subjectivities.

Data for this paper are drawn from two linked studies. From 2008 to 2011, we conducted 60-90 minute in-depth qualitative interviews with 38 junior academics before, during or shortly after being reviewed for tenure. A second study in process on responses to accountability governance (2011-onwards) includes 7 junior academics and we add them to our data base here. Interviewees were drawn from ten universities in the Canadian province of Ontario and from five social science fields: economics, education, geography, political science and sociology.

Participants were deeply immersed in a kind of strategic game-playing to deal with the uncertainties of the process. While some were philosophical, others displayed a variety of emotions such as distress, anger and bitterness. Some were troubled by a perceived need to avoid radical research or innovative pedagogies until after the safety of tenure. Our data demonstrate that newer academics feel thoroughly disciplined by the norms and standards of academia. To produce oneself as a successful academic requires constant vigilance and self-surveillance.

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### Confronting efficiency wage models with survey evidence

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In the mid-1980s, and in the midst of the slow recovery from the second oil crisis, moderate growth rates were accompanied by increases in nominal wages despite stubbornly high unemployment rates. The facts prompted an investigation on the role of wages in inducing workers' effort and led to a family of so-called efficiency wage models (Akerlof and Yellen, 1986). According to these models employers pay wages higher than those required to clear the labour market either because it is costly to determine the amount of effort exerted by workers (Shapiro and Stiglitz, 1984) or because they want to attract high productivity workers (Weiss, 1980) and to contain labour turnover (Stiglitz, 1986). Other versions claim that workers respond to higher wages by exerting more effort as a gift to the employer (Akerlof, 1982).

Efficiency models have been criticized on theoretical grounds (e.g. Carmichael, 1985) despite the fact that applied empirical and experimental work have confirmed their predictions either implicitly (through a positive correlation of relative wages with productivity, see for example Wadhvani and Wall, 1991) or explicitly (through experimental double auctions, see Fehr and Falk, 1999) or through survey data (see Blinder and Choi, 1990).

In this paper we use the European Social Survey

(ESS) data to test for some of the assumptions and implications of the efficiency wage model. The ESS database contains social survey data on institutions, attitudes, beliefs and behavior of individuals from around 30 countries. In the second and fifth round (in years 2002 and 2010/11) the survey contained a special module on "Family, work and wellbeing".

More specifically, the survey contains information on:

- (a) Whether pay is related to effort
- (b) How easy it is for the boss to monitor effort
- (c) How easy it is for the boss to replace the worker
- (d) Intensity of work
- (e) Job security

Efficiency wage models are predicated on the assumption that the boss cannot monitor effort and the main prediction of the model is that pay is related to effort. Preliminary investigation of the above variables suggest that there is significant cross-industry variation in the extent to which pay is related to effort and in the ease with which the boss can monitor or replace a worker.

The paper uses multi-level modeling to investigate the above mentioned relationships across countries, industries, firm size, skill content. Furthermore, we try to find if there is any association between the existence or otherwise of elements consistent with the efficiency wage models and statutory minimum wages.

## Work and Careers

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### Downshifting as an individual response to the problems of contemporary working life in Finland

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Our institutions of work aren't functioning well. Activities are restructured and employees are made redundant. Creating new profitable jobs is difficult and unemployment is on the rise. In future the economic growth is slowing down because of ageing and heavy public sector debts. Enterprises are moving their operations to emerging markets, technology replaces human labour, and the earth's natural boundaries are exceeded. The whole modern civilization is on an unsustainable path.

Individual citizens build still their careers mostly on a

traditional manner. Young people are expected to pass through education and to learn an occupation. Then they are expected to go to work, acquire an economically safe position and move into pension from the top of their career.

In recent times it has become increasingly difficult to reach these objectives. The young people don't always find a way to active working life, and in order to keep their jobs many employees must stretch their resources to the outmost. Some economically active citizens would like to devote more time and energy to other kinds of activities. Career-oriented persons ask whether the sacrifices made in order to reach one's present status have really been worthwhile. Some want to downshift, that is to move voluntarily lower in the existing occupational and status hierarchies.

Others do not necessarily want to downshift permanently but would like to readjust on a somewhat smaller scale their work tasks and working hours so that they can balance better different activities and responsibilities with each other. This trend has led to the need for mass customization of careers in organizations.

In some countries downshifting has become a rather fashionable issue. Downshifting is seen as part of a more general trend towards new lifestyles of health and sustainability (LOHAS). But downshifters have also been criticized about wanting to reduce their work and consumption at a time when everybody ought to work as much as possible in order to save the welfare state.

Actual information about the downshifters' motives and experiences is still scarce. We have tried to cover this gap by interviewing about twenty downshifters in two large Finnish organizations. We have also interviewed management and organized group discussions in order to find out 1) why people have wanted to change their tasks, 2) how the organizations have responded to their wishes, 3) has their work become more satisfactory or meaningful, 4) how the changes have influenced the work of colleagues, and 5) to what extent downshifting can be seen as a signal of more general pressures towards change in modern working life.

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### Ageing and gender in from the standpoint of HRM

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**Purpose:** This study identifies different research strands concerning studies related to human resource management (HRM) and ageing employees. More specifically, we analyse how age and gender are understood, conceptualised and examined in these

studies.

**Design/methodology/approach:** A critical literature review concerning ageing employees and HRM with special reference to gender is the approach taken in this paper.

**Findings:** Empirical studies relating to HRM and ageing employees were categorised and analysed according to Legge's (1995) HRM models and gender-sensitivity. We conclude that the intersection of age and gender are under-researched, without conceptual multiplicity concerning age.

**Practical implications:** Based on our literature review we outlined directions for how gender-neutral age management studies may be extended. A pluralist understanding of age and gender would help to understand the different needs and expectations that ageing employees may have in terms of HR practices and policies. Institutional practices and legislation can promote equality, and organizational contexts, both internal and external, should be scanned in order to recognize possible ageist or age-blind practices. Ageing women in particular have the burden of being recognized in terms of chronological stereotyped changes.

**Originality/value:** Research on ageing employees and HRM with special reference to gender is limited and mostly empirically driven and therefore a more conceptual approach with a critical understanding is needed.

**Keywords:** age, ageing employee, gender, Human Resource Management

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### The Career Capital of HR Professionals

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Since HR function has undergone broad and fundamental changes in the past decade, it is important to understand what drives the careers of the HR professionals in this new way of being organized. This paper aims at examining the circle of how the career capital gained by different types of HR professionals influences their career mobility and also how career mobility in turn helps them amplify their career capital over time. The career capital concept was chosen because it provides a framework that addresses the topic from an individual perspective, diving into the specific career competences that may need to be different or enhanced in this new context.

The study uses a qualitative research design with interviews of three distinct groups of HR professionals whose career drivers, career mobility and career paths will unfold in a different way. The groups are HR



specialists with a career in a functional field (e.g. rewarding, organization development, resourcing), HR generalists and top HR leaders. Top HR leaders are addressed as a separate category from other HR generalists, since previous research indicates that their career paths include more moves in and out of HR function and some of them have no HR background at all.

The paper suggests first that career mobility does increase career capital in all of its traditional forms (knowing how, why and whom) and beyond, but differently for the three groups HR professionals. For example, a C&B specialist will deepen the work related competences, gain a wider network inside and outside the specialism and in many cases become more self-aware of this being the career choice for her/his, all of which in turn will increase the next career opportunities in this area of specialization in the current and especially other organizations. The study also suggests that career capital required in the "post-Ulrich" three dimensional HR organization is partially different from the past. Requirements for knowing whom competences have clearly increased and the meaning and self-awareness parts of knowing why are perceived as more critical, especially if a person aims to pursue a career across the three different blocks of HR. Additionally, the study reveals that majority of the participants identify themselves strongly with their profession, the HR function, and that seems to be reinforced by the further knowing how competences gained along each career move. So, it can be said that the growing knowing how competences are likely to strengthen the identity part of the knowing why competence.

**Keywords:** careers, career capital, career mobility, human resource professionals

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### Biographical Shaping of Professional Careers in Business Organizations in Poland

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The general research problem is the study of managerial work in late capitalism in today's Poland. It takes, on the one hand, a specific form at the level of organizational discourses, and at the level of biographical narrations of the Polish managers/expert managers on the other. The focus is on the processes of normalisation and naturalisation of professional identity of people involved in the economic system, and, in the broader sense, in the processes of bifurcation of symbolic power, its deregulatory and overregulatory manifestations in organizational discourse.

Research methodology is a combination of the top-

down systemic perspective with the bottom-up biographical approach, including an interdisciplinary as-set of Gestalt therapy orientation.

The results of the research based on the three-level frame of systemic, interactional and intrapsychic analysis helps to enrich the study in capitalism in today's Poland, widen and deepen the scope of a sociological insight. The narrators' values and beliefs seem to some extent introjected - as opposed to assimilated, internalized uncritically and not harmoniously integrated with their needs and desires. My contention is that fear, shame and guilt, differentially distributed according to individual personality, play here a key role. The actual experience of managers is fear of punishment for violating imposed or introjected shoulds and expectations; they also feel shame to the degree that they identify with an ideal and experience a discrepancy from it. Authentic feelings require a mature sense of integrated personal values; in their case shame and sense of guilt have not apparently been faced and hold the fixed gestalts in place. Restoring flexibility can only happen in an atmosphere of concern and support.

Developing a reflexive biographical process where the work performed possesses the qualities of sensitive work should not be left to individual choice only. It calls for social protection of social foundations of economic activity, which does not follow uniquely its goal-rational logic, but belongs to the sphere of social action, such as more and more often established within the companies organisms where the basis of integrated, liaison work are catered for, and numerous individual and social dilemmas, threats and tensions can be discussed in an overt context of consciousness.

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### The University of Applied Sciences Master's degree (UAS Master's degree) graduates career development and the significance of the degree in working life

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Master's degrees from Universities of Applied Sciences became a part of the Finnish higher education system on 1.8.2005. The degrees have already regularized their target audience and position as an educational channel for adults in working life. Partly due to the degree still being relatively new, there are still no extensive studies on the graduates' career development and on the significance of the degree in working life.

The aim of my thesis is to discover the career development of the graduates and the importance of a Master's degree in the world of work and from the employers' point of view. The research questions are: 1) What kind of significance of UAS Master's degree is

for the Master's degrees graduates career and career development? 2) How employers see the significance of UAS Master's degree and it's produced knowledge in the working life?

The theoretical framework is based on the human capital theory. The human capital perspective focuses primarily on the capital, knowledge, and skills the master's graduates bring with them to the world of work. According to the human capital theory people invest in human capital in order to increase their productivity, promote careers, and to maximize their salaries to match for their level of education. However, some of the patterns of thought challenging the human capital theory question the relevance of education in increasing an individual's performance and providing skills for the workplace. Thus, education is not seen relevant in having a direct impact on the individual's productivity and therefore also on hiring. The function of education is more to classify individuals based on their skills needed in work markets and work life. Education is thus a means for an individual to communicate their capabilities to employers. From the point of view of the signal theory, education provides the graduates free tickets to various work descriptions.

Surveys (e-questionnaires) are used to analyze the research group, which consists of Master's degree graduates from UAS and their employers at the moment of the research. Surveys to both target groups have been made during the autumn of 2012. E-questionnaires was answered by 1277 (from 3552, response rate was 36) graduates and by 80 (from 168, response rate was 48) employers. Interviews are used to complement the surveys carried out for the both research group. Interviews will be conducted this spring 2013.

The results of the research will shed new light on the career development of those who have completed University of Applied Sciences Master's Degree and also on the competitiveness of the degree in the labour market. Hence, it will bring forth strategies to develop UAS Master's Degree and the way it meets the requirements of working life.

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**Trajectories of employment after restructuring of work organisation and job displacement**

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Plant closings and major restructuring of economic organizations lead often to reorganizations of jobs and job displacements. Based on existing research, we know that the reemployment of displaced workers

and their future earnings strongly depend on the economic cycle and labor demand. The reemployment of displaced workers is also affected by professional skills, work history, education, age and gender, preferences and resources, health and work ability, and the competitive positions of different groups searching for jobs (Houle and von Audenrode 1995; Jolkkonen and Koistinen 2002; Kletzer 1998; Korkeamäki and Kyyrä 2008; Jolkkonen, Koistinen & Kurvinen 2012; Schuring et al 2007).

Despite the wide-ranging research literature on this area a cross the economic cycles, branches and groups of labour affected by employment risks, there are some important question which are still open and in need of a more precise research. One of the questions is if the experienced employment risks were long standing and crucial for the later development of careers and how the effects differentiate among those who didn't experience a jobloss but who's jobs and work-organisations were reorganized when comparing with those who lost their jobs. Previous studies on longitudinal effects of employment risks indicate also long-term effects on career, income and employment development (Korkeamäki and Kyyrä 2008; Bookmann & Steffes 2008; Virtanen, Lipiäinen, Hammarström, Janlert, Saloniemi & Nummi 2011; Dutsch & Struck 2011).

In this paper we will use an integrated employee-employer data (FLEED) of the FinStat in order to analyse the employment trajectories of labour, who experienced an employment risks at their workplace. The employment risks are divided into major, moderate and minor reductions of labour in the enterprise. The differentiation of employment risks will be analysed by means of trajectory analysis. We suppose that trajectory analysis will help in identifying the variation and differentiation of careers among the research population which represent the whole working age population.

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**Job autonomy, work intensity and later work career**

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Job autonomy and work intensity are key indicators how work is organised. Furthermore, their combination (Job Demand and Job Control model) is a widely used theory to explain the effects of work organisation in terms of health and well-being. The model hypothesises that, on one hand, work strain is highest when workers have high demands and low autonomy. On the other hand, high demand in combination with high control leads to increased learning, motivation and development of skills. There is a considerable amount of

evidence showing that high demands and low autonomy are associated with increased morbidity. However, most often these consequences have been self-reported and based on cross-sectional study designs. The present study contributes to the existing literature by relying on longitudinal register-based data in examining the consequences of job demands and job control. More specifically, we examine first, how job autonomy and work intensity have changed over time (1984-2008) among men and women and among manual and non-manual workers, and second, the associations of job demands and job control with employees' later work career (years in employment 1985-2008).

Empirical analyses are based on five waves of representative Finnish Quality of Work Life survey (1984, 1990, 1997, 2003 & 2008) carried out by the Statistics Finland. Furthermore, the Quality of Work Life Survey (1984) was merged with register-based follow-up data held and maintained by Statistics Finland. The register data includes information on later work career (years in employment) between 1985 and 2008. Job autonomy was measured by asking participants how much they could influence on contents of work tasks, the order of tasks, the pace of work, working methods, the division of tasks between employees, and choice of working partners. Work intensity was measured by asking participants to what extent time pressure and tight time schedules was perceived as an adverse factor in a work environment.

According to the results, job autonomy and work intensity vary by gender and occupational group. On the one hand, men and non-manual workers reported higher autonomy compared to women and manual workers. Between 1984 and 2008, job autonomy has increased in all groups, and especially among manual workers. On the other hand, women and non-manual workers reported higher work intensity compared to men and manual workers. Over time, time intensity has increased in all groups. Furthermore, job autonomy and work intensity are associated with the later work career. Those in active work (high autonomy and high work intensity) have the longest work career in 1985-2008, and those in passive jobs (low autonomy, low intensity) or in high-strain jobs (low autonomy, high intensity) have the shortest work career after controlling various background, health and work-related factors.

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### Young Registered Nurses' turnover and intent to leave nursing profession in Finland - A Qualitative Exploration

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**Research problem:** Young registered nurses (RN) have high turnover rates and higher intention of leaving nursing than older nurses, yet their reasons for leaving have remained unclear despite several quantitative studies. High nurse turnover have a negative effect on the quality of nursing care and it is costly to the organizations. Drawing on qualitative interviews of sixteen young RNs, aged 23-29 years, this study aimed to describe why young nurses had left their earlier workplace and why they had intention to leave the profession in Finland.

**Key theoretical literature:** Nursing turnover has been studied over several decades. However reasons for leaving have remained unclear despite a large number of quantitative survey studies. The turnover of nurses seems to be driven by a number of variables (Flinkman et al. 2010). Job satisfaction and expressed intent to leave are the most consistently reported factors mediating nurse turnover (Hayes et al. 2012).

**Methodology:** A qualitative, descriptive approach was adopted. Data were collected through semi-structured, open-ended, in-depth interviews in year 2012. The interviews were recorded, transcribed and analyzed by using conventional content analysis. The main questions to be addressed were: 'Why nurses had left earlier workplace?' and 'Why nurses had intention to leave the profession?'

**Key findings of research:** Two main themes were identified as having a possible influence on young RNs turnover and intent to leave the profession; (1) 'nursing as a career choice' and (2) 'poor professional nursing practice environment'. Second theme was formed from three subthemes; 'ethical problems in nursing', 'lack of a supportive work environment' and 'tough reality of nursing practice'. There was possible to distinguish two different kinds of turnover; avoidable and unavoidable. Some RNs had left their work and had intention to leave the profession because they sought for their primary education choice - to study in the university. For this kind of turnover healthcare organization has only little or no control. Some RNs left their workplace and had intention to leave nursing because of poor professional nursing practice environment. This kind of turnover might be prevented by improving staffing and the work environment. In a time of cost containment, resources must be used optimally. Human resource management as well as retention activities should be targeted on avoidable turnover.

**Main conclusions:** Study findings suggest that those young RNs having nursing as a 'default' career choice may more likely to leave nursing career. This present study contributes a current understanding of that poor professional nurse practice environment generates adverse nurse outcomes; turnover and higher intent to leave the profession.



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**Dual Career Couple Coming home: Literature review on DCC repatriation**

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In today's world it is generally accepted idea that business is international. Companies investing abroad need to manage, coordinate, control and integrate the operations of their foreign partners with that of the parent company. This leads to an increasing need for international or global managers. It has been estimated that 70% of expatriate managers are members of dual-career couples [DCC]; couples in which 'both partners are employed and psychologically committed to their work' [Reynolds et al, 1991; Karambaya et al, 1992]. Relocations of dual-career couples create a great deal of stress and conflict [Reynolds and Bennett, 1991; Bielby, 1992, Harvey, 1997, Andreason and Kinneer, 2005; Caligiuri and Lazarova, 2000] and it is argued that the issue associated with dual-career couples are expected to be one of the most challenging issues for international human resources managers in the 21st century [Pascoe, 1992; Lublin, 1993; McDonald, 1993, Swaak, 1995; Harvey, 1995, 1996, 1997].

All reviewed research confirms that one of the challenging problems among expatriates coming from dual-career couples is their dissatisfaction with repatriation processes. Repatriation is often an overlooked aspect of global work assignments, both in research and in career development practice. Studies of international human resource management focus predominantly on expatriate adjustment in the country of assignment and less attention has been paid to preparing employees for returning home [Harvey, 1989; Lazarova and Cerdin, 2007; Cerdin and Taniguchi, 2009; Tharenou and Caulfield, 2010; Kraimer et al, 2009, 2012, Szkudlarek, 2010; Haslberger, 2012]. This is despite evidence about the difficulty of repatriation adjustment and reports that the majority of repatriated employees are dissatisfied with the repatriation process [Black and Gregersen, 1999a; Stahl and Cerdin, 2004]. According to Handler and Lane [1997] 'the repatriation process can often be problematic for returning expatriates, their families and the company'. The main reason for this is because repatriation is not expected to be problematic [it is just 'coming home'].

Experience, however shows that repatriation is anything but simple and it seems that between a quarter and a third of expatriates leave their company within one year of repatriation [Adler, 1996; Black, 1992; Suutari and Brewster, 2003] what finally connote that the investment in expatriate international knowledge brings little return. In this context crossing of these two phenomena - dual-career couples and re-entry after international assignment - will be increasingly common

and important to understand and manage. At the same time not much has been explored in this area. This paper attempts to thoroughly review and systematize the existing limited literature on dual-career couples in context of repatriation, to identify the key weaknesses in extant research and to provide a tentative agenda for future work.

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**Youth labour market entry: Will flexibility keep them employed?**

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Youth labour market behaviour is an indicator of future working life trends, in regards to work orientation and participation in paid labour, for example. Young workers are more vulnerable to economic trends than older workers, especially during the school-to-job transition. The transition's timing is significant for labour market access and the future career of the young employee. Young people may react to the employment situation by seeking alternatives to paid labour, such as studying or experimenting with living abroad. Our presentation asks: does the labour market entry of younger age cohorts in Finland differ from that of older ones, and is the internationalization of the European labour market visible in this process?

Our research is based on two kinds of data: Statistics Finland longitudinal register data on a 10% sample of age cohorts born in 1963, 1973 and 1983, and the 2008 Working in Europe web-survey (n=364) on young, highly skilled Finns working abroad. We build on our previous cohort studies, which predicted that the 1990's recession and structural unemployment coupled with an increase in the numbers of short-term contracts would change young workers' position in the labour market. Those with only primary school education and limited vocational training had difficulties in the labour market after the 1990's recession. Repeated job-to-job and job-to-school transitions were more common in the young age cohorts, than with older cohorts. Such transitions will become more common in the future and will result in changes in the labour force.

We argue that the labour market agency of young workers has also changed: they have to stay employable in a situation, where the processes of finding work and staying employed have been diversified. Important changes towards increased perceived individualization have taken place from one generation to the next as international studies (e.g. Predelli, Cebulla 2011; McDonald et al. 2011) show, too. According to our data employment in paid labour at the age of 16-18 (summer jobs) in the age cohorts of 1973 and 1983 was

linked with having employment at the age of 24. Half of the 1983 cohort was employed already at the age of 21, while the same was true for the 1973 cohort only at age 24, despite cohort's lower education. Also the internationalization trend is visible in our data: looking for employment and study opportunities abroad does offer a new route to those willing to move abroad. Young adults, who have to compete for their place in the labour market, do so using strategies linked both to flexibility and increasing their skills and know how.

811

### **Self-Initiated Expatriates and Employability: Keeping up with the careers**

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#### **Research problem**

Increasingly skilled individuals are looking for opportunities to employ themselves internationally. These individuals are called self-initiated expatriates (SIEs) and they are already representing 65% of the whole population of the expatriates and the number is increasing. SIEs are traditionally defined as non-organization sent expatriate individuals who take care of their own living and financial arrangements.

The career literature has introduced a concept of 'new careers' that consists of a new psychological contract according to which organizations should be committed to offer development opportunities that provide the accumulation of human and career capital of employees as an exchange to reduced security of employment. These activities are thus supposed to enhance the employability of individuals. The organisations are not, according to the recent literature, interested or willing in providing non-company specific training that would enhance the employability of employees in practise. In this context individual SIEs must take active initiatives in keeping up with the requirements of careers by acting in self-managing manner and developing their career capital thus remaining employable in the future. It is therefore argued that one of the key goals of an individual in this changing career environment is to increase one's attractiveness in the labour market.

#### **Purpose**

The concept of employability in the context of SIEs, from the individual's point of view is not well documented in the literature. Employability is defined as continuous fulfilling, acquiring or creating

of work through the optimum use of competencies, or as the capability to move self-sufficiently within the labour market to realize potential through sustainable employment, as found in the literature. Employability has become a key benchmark and critical condition for further career success and it has its direct impacts on individuals' perceived career success, career satisfaction and marketability. Employability of SIEs is not important only for these individuals, but also for their home and host countries because eventually, many of them do return home. This article provides thus deeper understanding of the topic.

#### **Methodology**

This article is based on the empirical research of SIEs with multinational backgrounds in China in Chinese owned companies. In the in-depth interviews the participants are reflecting their experience and describing their perceived employability and how it has evolved during their assignment and by what means. Employability of SIEs is evaluated from the career self-management behaviour and career capital development point of views. The research is based on the conceptual framework of career capital theory and does contribute to the international career theory of SIEs.

#### **Findings**

This research deepens our understanding of the concept of employability in the context of individual SIEs and how and by which means, methods or tools it could be enhanced.

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### **The Cultural Construction of Meaningful Work: An Analysis of Career Change Narratives in the Finnish Media**

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The question of agency in contemporary careers has attracted a renewed interest among career scholars. Early contributions in theorizing careers as boundaryless and protean highlighted the opportunities for individual expression due to the changing career structures. As a result, research has focused on understanding the kaleidoscopic forms of careers and the possibilities for career customization. However, such approaches have been increasingly criticized as portraying overly individualistic views of career agency. Hence, there is a need for research that offers more situated understandings of career agency.

The purpose of this paper is to contribute to this literature by focusing on the narrative construction of careers and agency in the context of career change. Narratives have particular relevance for understanding how career realities are constructed. In contrast to the constructivist and individualistic approaches to narrative, our interest is in the cultural narratives of career and their role in constituting careers. Studying such narratives therefore reveals what is considered legitimate and common sense in a given culture and allows us to examine the consequences of such assumptions.

Based on a detailed narrative analysis of 23 career change stories in popular and professional magazine and newspaper articles in Finland we ask, firstly, what are the assumptions in such stories and how do they construct understandings of desired and legitimate career change. Such assumptions show the shared and taken-for-granted cultural assumptions and scripts within which individuals make sense of their careers. Secondly, we examine how career changers in these stories are represented and how the stories construct the career changers' agency.

As a result of our analysis, we have identified three narratives of career change that account for and make sense of the career change. We show how these narratives construct meanings of careers by juxtaposing the past and present work in terms of their setting, status, meaning, pace and workload. Moreover, we show how the narratives construct the agency and ideal characteristics of contemporary workers as self-directed and self-expressive rather than as "self-sacrificing dupes" in the current working world. We argue that closer attention to the cultural construction of what constitutes meaningful work and careers is needed to understand the limits and possibilities of career agency.

## Migration and Work

901

### From cherry-picking to control: migrant labour and its exploitation in Finnish governmental policies

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The presentation addresses how the exploitation of migrant labour was portrayed in Finnish governmental policy documents. The empirical data was derived from a content analysis of key governmental documents (N=25) during the years 1995-2012. The analysis shows that the promotion of, migrant labour on the one hand, and the prevention of economic crime on the other, were central themes of government pol-

icies during the period under scrutiny. Migrant labour, especially skilled work force, was portrayed in government policies as a solution to the aging population and labour demand. Increased migration was also seen to involve certain risks and unwanted elements, which could be managed through control measures targeting unwanted immigration. The regulation of economic crime and the misuse of migrant labour were mainly addressed in the framework of problems related to tax revenue, fair competition and the functioning of the markets.

The analysis of the documents shows that migrant labour is the subject of several levels of control, but this control primarily serves to protect and secure the conditions of the Finnish labour market and ultimately the state. The harms and wrongdoings inflicted on individual workers were hardly addressed and the migrant workers were not raised as the object of protection, as victims, in tackling economic crime. We argue that there is a need to move away from understanding labour violations solely in the framework of financial and fiscal harms, and see labour exploitation as a crime violating also individuals.

902

### Labour and Social Rights of Migrant Workers: The Italian Perspective

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Immigration has in the last 20 years taken unpredictable proportions and forms and has affected the majority of developed countries. In Italy, by contrast to other European countries, this has been a completely new phenomenon. Italy was a country of significant emigration, but has, from the 1960s and onwards, turned into a country of mass-influx from still developing parts of the world.

In the last years, the Italian legislator acted several times with the aim to regulate labour and social rights of migrant workers. Whilst the national immigration policy had moved towards more elaborate solutions, the principle that immigration for reasons of work were to co-relate to the need of the Italian labour market remained intact. The intention of the legislator was to minimize the influx of third country nationals and combat illegal immigration. The main idea was to link the entrance and subsequent stay to the existence of temporary or longer periods of employment (for example, the notion of contract of employment is strictly linked to the residence permit). It is clear that the bureaucratic burden became heavier for migrant workers wishing to work in Italy. Furthermore, the Law did not facilitate access to employment and made labour rights dependent on the economic necessities of the Italian labour



market. The *ad hoc* regulation of migrant labour seems to draw inspiration from an utilitarian logic, that aspires to create disincentives to the hiring of migrant workers. This more restrictive approach towards access of migrant workers to Italian territory was easily combinable with the reinforced control of illegal immigration.

The current Italian situation leaves open numerous questions. Thus, the labour lawyer has to seek answers to new interrogatives concerning the relationship between migration policy and labour law. In particular, the paper will focus on three aspects illustrating the various problems relating to the Italian legal framework. These are access to work for migrant workers, equal treatment with EU citizens in terms of access to non contributory social security benefits and the proactive regional legislation relating to social integration.

The recent economic crisis, which has had a negative impact on the labour market, affecting in particular migrant workers, has reinforced the inequality of treatment that already existed. A migration policy of this kind might result in an increase in irregular immigrants, and it could protract the economic crisis by reducing the available work force in key sectors. The economic crisis therefore may constitute another reason for rethinking the Italian migration policy, that have repeatedly proven to be inadequate. It is important to assess migrant policy in relation to its capacity to integrate immigrants in society and to appreciate their contribution as a resource.

903

### Flexibility in Working Hours and Immigrant Labour in Finland

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The aim of my research is to analyse what influence flexibility in working hours (contracted and real) have upon labour activity for immigrants in Finland. The study is based on the European Social Survey for the period 2002-2010. The overall number of respondents is 189. My hypothesis is that flexibility in working time becomes a factor of higher activity at the labour market. I suppose that immigrants with higher occupations and education usually prefer to have longer working day and overtime to be realized better professionally.

As my theoretical background, I use approaches to the working time flexibility offered by the ILO and the OECD (OECD Employment Outlook, 1999; Boosting Jobs, 2006; Gender Equality, 2012; Flexibility in Workplaces, 2005, ILO; OECD Economic Studies, 2003; Trends in Working Hours in OECD Countries, 2001). Overall, the working time flexibility covers such aspects as the fixing of normal or maximum weekly

(monthly, yearly) hours of work, various forms of staggered work, the organisation of overtime and compensatory leave, alternate periods of work and training, weekend work, personalised work schedules.

I shall use factor analysis as the multidimensional method for studying interdependencies between values of variables. This method allows revealing latent variables-factors which have linear statistical correlations with observed variables. To reveal more significant factors and the factor structure, I use Principal Components Analysis that is based on determination of minimal number of factors which significantly contribute to dispersion of the data. I construct further analysis on the study and comparison of the regression factor scores on the main seven variables.

The analysis shows that working time and health are the latent factors that explain immigrants' behaviour at the labour market. Thus, higher a regression factor scores is the bigger the number of working hours and worse the immigrants' health are. Finally, in comparison to immigrants who have unlimited work agreement, migrants who have limited labour contract prefer to work overtime. Thus, time factor becomes a motive power of the labour process, predetermining its special features. The research confirms that working time is the most significant factor for immigrants who have higher occupational positions at the Finnish labour market. These immigrants prefer to have overtime more often than immigrants with lower labour positions. While possibilities to overtime working continue to be an important source of flexibility, there has been a stronger emphasis on time arrangements at enterprises, which allow a more flexible labour for immigrants.

904

### Migrants and their labour market success in Finnish working life - the indicators of permanent job

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**Background and research problems:** A growing number of migrants are entering the Finnish labour market. Previous studies indicate that migrants often face difficulties in occupational attainment and in finding a permanent job. Theoretically, difficulties in labour market success among migrants have been explained, for example, by deficiency of social capital and a lack of social networks (e.g., Portes, 1995). However, we do not yet know what the current situation in Finland is. The aim of the present study was to examine whether individual background factors (e.g., age, education, language skills, and health), social relations and work-related factors are related to migrants' success

in Finnish labour market. In addition, the aim was to examine whether there are differences in labour market success between different migrant groups.

**Data and methodology:** The data was collected with structured interviews among three migrant groups in Finland, namely migrants of Russian-speaking, Somali or Kurdish origin, who had lived in Finland for at least a year. The participants were randomly selected from the Finnish Population Register. The sample of this study was comprised of employed migrants (n=540; 257 men, 283 women; mean age=38.8 years, range = 18-63). The indicator of labour market success was the nature of employment (permanent; non-permanent). Individual background characteristics (working years in Finland, Finnish / Swedish language skills, education), social relations (number of Finnish friends) and proactive behaviour at work were used as explanatory variables. Age, gender, employer sector, self-rated health and migration group were adjusted in each model. First, the models were estimated with one explanatory variable (crude associations) separately. Finally, all explanatory variables were entered in the same model (fully adjusted model). Logistic regression with weighted cases was used as statistical analysis.

**Key results:** Russian-speaking migrants had a permanent job significantly more often (64%) than migrants with Somalian (36%) or Kurdish background (53%). The logistic regression models showed that of the individual explanatory variables, more than two working years in Finland, language skills, more than 5 Finnish friends, and proactive behavior at work were positively associated with permanent employment. In the fully adjusted model, working years in Finland and number of Finnish friends were positively related to a permanent job contract.

**Conclusions:** The results indicate that prior working experience in the Finnish labour market is associated with labour market success indicated as permanent employment. In addition, social relations with native Finns seem to foster occupational attainment. In line with some suggestions of social network theories, the findings emphasize that long-time integration into Finnish working life and close social contacts with native citizens can enhance labour market success.

905

**Maybe it's not assimilation? – rethinking inequality in practice**

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John Berry's well-established four-fold model categorises the chances of an immigrant as either integration (with host community), assimilation, separation-segregation or marginalization. The most beneficial of these

to the immigrant is understood to be integration allowing both maintenance of minority culture and contact participation with host society, while the most tragic is marginalization where both are lost. Acculturation is the way to be accepted among hosts by imitating them – along the lines of melting pot ideology.

In Finland, as immigrants gradually have made their way into workplaces, news have started to cumulate of their ill-being, non-welcome and discrimination (Jasinskaja-Lahti et al. 2002, Forsander 2004, Joronen 2005, Sutela 2005, Louvrier 2011). The theme is difficult to study, and there is as yet no agreement as to how best understand these reports. A view has been repeatedly presented of immigrants' assimilation in Finnish workplaces, especially so that Finns expect non-Finns to assimilate linguistically and culturally to the majority (Meriläinen et al. 2012, Sippola 2007, Juuti 2005). In student usage, this turns into "Finns assimilate foreigners".

I wish to examine this view critically. It maybe inverting Berry's perspective which is the immigrant's personal outlook on the host society. Are we talking about the immigrant's or the hosts' activity? Or its outcome? Are Finns trying to exclude immigrants or to show them a lower position? Are Finns engaging in contact with immigrants? At least to this last assumption my research experience is clearly contrary. I suggest we sharpen own usage of concepts and provide more concrete examples.

It's problematic to examine workplace sociality in a macro perspective thematising cultural differences without a locally grounded study of those differences. What do we understand with culture? Shall we follow majority actors' (and diversity managers') boundary work in assuming chunks of labels such as sauna bathing and sausage eating? More dynamic view of ethnic border making is needed. A wider perspective of work as practical activity, including a more thorough analysis of power positions at the workplace and its current tensions would help to conceptualise the inequalities in Finnish workplaces in the era of immigration, which is also the era of globalisation, as several authors in Wrede and Nordberg (2010) remind us.

Practice theoretical perspectives are new in organisational studies of diversity (Zanoni et al. 2010), the subject is very complicated and theoretical resources over-rich. Yet something useful can be snatched from them. I have one such model in use currently (see Räsänen 2009).

I illustrate my point with fieldwork examples from high-tech industry (white collar) and recycle workshops where precariously employed and unemployed (blue collar) Finns work with their immigrant colleagues.

906

### Challenging heteronormativity: employees' experiences of working on a gay cruise

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Wood (2000:352) states cruise ships "represent the ultimate in globalisation: physically mobile; massive chunks of multinational capital; capable of being 'repositioned' anywhere in the world at any time; crewed with labour migrants from up to 50 countries on a single ship, essentially unfettered by national or international regulations." Ships are also heteronormative, hierarchical masculine spaces, whose transmigrant workforces, especially those in service positions, traditionally come from developing nations. What new identities and gender relations emerge when these employees meet other workers as well as customers in these deterritorialised spaces? It is important to explore these exchanges because employees are highly influential in the passenger experience.

This paper explores the experiences of cruise ship employees' interactions with lesbian, gay, bisexual and transgendered (LGBT) passengers. Guaracino (2007) questions whether employees share values and concerns of the gay traveller and if they are aware of current issues important to their community. He further asks whether companies train employees with regard to working with LGBT customers. Visser (2009:353) contends "good business should not be about political or social statements or correctness: it should be honest and welcoming of all consumers as a matter of course." While cruise ships are considered 'gay-friendly', data are needed to confirm this. Not only is there a lack of published data on employee experiences with LGBT customers in the cruise sector, but also in wider business contexts and ethnoscaapes. Whilst such interactions might invoke the negative elements of Hochschild's (1983) emotional labour, this study examines whether cruise employees gain pleasure from social dealings with customers in this 'imposed' workplace. Central to the study is an exploration of the tensions often associated with emotional labour for front-line cruise staff (Korczynski, 2002). For example, are cruise employees socially embedded (Granovetter, 1985) within the parent company's values? Are employees agents for social and cultural change? Do they initiate positive discourse about LGBT people when discussing work-based experiences with friends/family or do they reinforce negative stereotypes? How do employee attitudes toward LGBT lifestyles change? What new identities arise in these spaces as a result of the interactions involving gender, sexuality, religion and ethnicity.

Such questions were investigated via an 8-day LGBT cruise in the Caribbean in January 2012 chartered by a gay tour operator on the world's largest passenger

ship. Data was collected from around 70 front-line cruise ship staff representing a diverse sample of male and female employees, from developed and developing nations, and different religious backgrounds.

907

### Demand for Skilled Labour: Vocational Training of Young Tolerated Refugees in Germany

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The migration of persons with a refugee background has long been understood mainly as a social and political issue related to human rights and less as an economic issue related to work. However, the impending shortage of the skilled workforce in Germany enforced a new political and economic discourse. As a consequence young "tolerated" refugees have been defined as educational subjects and labour market resource. Legal changes at the federal level from 2009 onwards are to reduce vocational training boundaries for tolerated refugees and opening up new legal avenues to obtain a residence permit in the aftermath. They aim at releasing their potential for the German labour market.

However, their specific legal status ("toleration") positions this group of persons in the host society nearly at the end of a vertical model of civic stratification, implying marginalisation and a constantly high risk of being returned to the country of origin. Thus, education and skilled work are allocated with a particularly significant meaning for tolerated refugees: They may enable them to secure their stay in Germany. The successful participation in the educational system and/or in the labour market is converting into an existential prerequisite to attach to the host society and culture in a broader sense. If young tolerated refugees fail to do so, this may enhance the risk of being repatriated to a country they had left due to a "bad" labour market.

Taking account of the high relevance of the legal modifications for the life opportunities of the target group, the question emerges in how far the outlined policy change can be transformed into practice at an institutional level. So far, tolerated refugees have been object to institutional exclusion.

In our presentation we would like to touch upon the following questions: How (differently) is the policy change being implemented on the local level? What does this mean for the vocational and life opportunities of the target group? To answer these questions, we outline the current legal framework and present central findings of our ongoing qualitative-explorative implementation study. It consists of five regionally comparative case studies that are based on semi-structured



individual interviews and group discussions with experts as well as on document analyses. Theoretically, the study is founded on sociological concepts of exclusion and inclusion. These concepts refer to acts or (legal) institutions that permit or deny opportunities of societal participation. Empirical evidence from our research project reveals the inconsistencies and organisational difficulties in the implementation of the new regulations. Especially aliens' authorities may act as institutional gatekeepers either supporting or constraining the vocational and legal inclusion of young tolerated refugees. Furthermore it outlines regionally diverse perspectives of inclusion or exclusion due to the heterogeneous application of the new regulations.

## Legal Aspects of Work

1001

### Right to Industrial Action in Finland - in a Turbulence of National and International Requirements

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*Right to Industrial Action* is nowadays accepted in judicial doctrine and case law as being part of Freedom of Association guaranteed in Sec. 13(2) of the Constitution. Finland is also bound to several international Conventions which recognize the *Right to Strike*. The *relative peace obligation* regulated in Sec. 8 of the Collective Agreement Act forms the basis when approaching the right to industrial action. During the validity period of the collective agreement industrial action is illegal if it is directed against the collective agreement as whole or against a provision in it. Basically right to industrial action is what is not prohibited, and when there is no collective agreement in force there is no peace obligation. If trade union breaches the peace obligation it has to pay a *compensatory fine*. At the moment the maximum fine is 29.500 euros.

When comparing the number of working days lost to other European countries Finland seems to be somewhere in the middle. However, the amount of working days lost is much less for example in countries like Sweden and Germany. The exact reasons behind this fact are vague. In Finland, nowadays a typical type of industrial action while the collective agreement is in force is a *short spontaneous protest strike* of workers lasting about one day. These are usually *defensive*, directed against employers acts or procedures. These protest strikes are almost always declared illegal by the Labour Court and the trade union is sanctioned to pay a moderate compensatory fine.

In a project of University of Turku and Turku Centre for Labour Studies (so called Prometheus-project) we found out that in some employees associations there seems to be in practice a somewhat "*opportunistic*" attitude in labour conflict situations. Industrial action is seen as acceptable, even if it breaches the peace obligation, if there is an enough important and valid reason for it. In such associations it is also a common feeling on the employee-side that industrial action, while collective agreement is in force, is in some situations, useful.

The *Laval* and *Viking* cases in European Court of Justice and some cases in European Court of Human Rights (*Demir and Baykara v. Turkey* and *Enerji Yapi-Yol Sen v. Turkey*) have raised many complicated international questions about the protection of right to industrial action. At the same time nationally, there seems to be problems relating to peace obligation and its factual effect, which also demand for a review of the national regulations. Utilizing for example juridical, sociological and comparative methods, my research objective is to clarify, how should these international and national requirements regarding the right to industrial action and peace obligation, which are in many ways intertwined with each other, be fulfilled and combined.

1002

### Corporative cartels and challenges to European labour market models

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European labour market models are at a crossroads. In many European countries, job creation, productivity and growth indicators have been lagging for decades. Labour market institutions, including systems of wage formation, play a key role in determining Europe's ability to meet these challenges. A modern, competitive, and knowledge-based economy also needs modern laws and regulations for its labour markets.

In this paper, we propose that one of the main causes to current shortcomings in European labour markets is the existence of what we shall call *corporative cartels*. We define this term to mean corporative arrangements where the state has directly or indirectly delegated various forms of regulatory power to certain organizations of employers and employees, which act as cartels with the goal of affecting labour demand and supply.

The legitimacy of these corporative cartels is often based on the notion that labour is not a commodity, meaning that its value should not be determined solely by market exchange. However, legal cartels also often benefit existing industries, restricting entry, entrepreneurship and competition, which restrict industrial restructuring and job creation. In fact, in certain cases, employers rather than unions were the main advo-

cates for these kinds of labour market arrangements (Swenson, 2002). Moreover, they benefited *insiders* in the labour market, at the expense of *outsiders*, such as young people and immigrants.

Despite differences in their form and specific details, the *Continental*, *Latin*, and *Scandinavian* labour market models share the characteristics of corporative cartels, while the *Anglo-Saxon* model differs dramatically from the other three models; most importantly the labour market is not viewed differently from any other market.

In the paper we will test the hypothesis that corporative cartels hamper job creation, productivity and growth. The empirical analysis will be estimated on panel data for about 20 OECD countries over the period 1960-2010.

A wide range of variables are used to capture the various dimensions of the corporative cartels, which as far as we are concerned has not been defined empirically before, including , data on union density, membership in employers' organization, level of minimum wages etc. Moreover, data on legislative features and different ways of protecting insiders will serve to seize to which extent the state and the labour market institutions contribute to sustaining the centralized system. The dependent variables used are job creation, productivity and growth. Except these main indicators, variables such as rate of gazelle growth and employment creation will also be considered.

Our analysis so far indicates that these cartel arrangements are indeed hard to combine with the demands of a modern and knowledge-based economy. In conclusion, we believe this modernization of European labour market models may be a prerequisite to job creation, productivity and growth.

1003

### Work or welfare: can labour market regulation generate greater income equality in spite of unemployment?

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The aim of this paper is to explore the effects of labour market regulation and coordination on income equality. On the one hand, labour market institutions have the potential of enhancing equality in society by mitigating the risk of loss of employment and income. On the other hand, labour market rigidities are expected to increase the incidence of unemployment, thereby enhancing inequality. This paper proposes a simple model, taking into account both effects. The model shows that the effects of labour market regulation can at most

be labelled as ambiguous and dependent on various elasticities and the size of insider and outsider groups in the labour market. Empirical analysis on data for 26 European countries over the period of 2002-2007 shows that on an aggregate level, correlations of income equality with regulation and coordination are mainly positive, with the exception of employment protection legislation. The strongest relations can be found with different wage coordination mechanism indicators and with education and active labour market policies.

1004

### Group Norms at the Company Level in Labour Law

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The hierarchy of labour law norms was mainly constructed in an era when the employment relationship could be described as a status relationship and collective agreement was the main material source. Previously there were lesser modes of regulation and they were simpler as they are nowadays. Today a significant number of norm types regulate different types of employees' participation or co-operation within undertakings and local bargaining. Also management systems have transformed and for instance the significance of HRM and HR-policies has increased recently. Due to this development, the role of self-regulation and soft law has strengthened in labour law.

There is also another notable change. The scope of these company level labour law norms has widened from individual terms and condition to cover different types of employee groups. Company, establishment and workplace specific legal arrangements, applications and agreements like local agreements, bonus systems, plan regarding personnel and training objectives, supplementary pension scheme can be mentioned as typical examples. These kinds of norms can be considered also as a fairly new phenomenon in labour law.

The scopes of application of these agreements, arrangements or legal acts are normally general covering more than one employee, e.g. a group of employees. However the relation and influence mechanism these group norms and individual terms and conditions of the employment relationship is more difficult and open question. Therefore an essential question is what kind of influence mechanisms could describe relationship between group norms and terms of an individual employee.

There is no unambiguous normative mechanism like in case of collective agreements. Some group norms seem to have similar normative mechanism like col-

lective agreements but differences can be found in question like which employees are bound and can an individual employee opt out the group norm. Certain group norms do not have normative effect. These norms affect the employer's decisions otherwise like restricting the employer's one-sided power of decision or as possible justifying grounds in the obligation of equal and fair treatment of employees.

Legal dogmatic is often divided in the practical and theoretical approach. Theoretical legal dogmatic is used as the main method, because the purpose of research is to analyse the legal status these group norms in relation to basic relationship theory and other doctrines in the finish labour law system.

### 1005

#### Why the amount of those whose working hours are "on a grey area" is increasing?

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My grandfathers went on strike in 1917 to get an 8-hour working day and a 47-hour working week. My father struck in 1964 to get a 40-hour working week. Why did I work for 34 years, from 1970 to 2004 doing 50 hours per week?

Statistics show that yearly working hours are diminishing from year to year. One reason is that the amount of hourly paid employees has shrunk under 20 % of all in Finland. Is the variance in yearly working hours enlarging? Finland and France have the lowest working hours in EU. We still have employees, who work much more than was the target, when the Working Time Law was last passed 1996. According to the Labor Force Survey of Statistics Finland there are more than 150 000 employees who work weekly more than 48 hours. The factor allowing this is included in the Finnish Working Time Law, paragraph 39 and it can be applied to any person who is in foreman position. In the law it is said that the pay from the overtime hours can be included in the monthly fixed salary. So in practice these employees are not regarded to do illegal overtime hours when their total working hours are not measured at all. About 40 % of the work force in Finland is from universities of applied sciences or are higher graduates. According to statistics more than 40 % of the salaried persons are doing foreman work, part of them without subordinates. About one third of salaried workers' working hours are not followed by any method (manual or electrical) according to the Quality of Work Life Survey of Statistics Finland. We have two official statistics of working hours. They collect working hour data from 0 up to 100 hours per week. In this study yearly working hours in Finland are studied from different angles such as employee's class, employer sector and gender. One part of this study is the verifi-

cation of those two different statistics and their reliability to measure the working hours produced in reality.

Conclusions: During the last 25 years the variance in yearly working hours seems to be enlarging. Part time work is increasing. The amount of high skilled professionals and chiefs is increasing. Currently men seem to be more tied to their salaried work than women. The male professional employees and blue collar workers are doing so many yearly working hours that it declares mostly the difference which can be seen between full time working men's (about 1900) and women's yearly working hours (about 1600).

### 1006

#### How the Parliament Overruled Labour Market Organisations? - The Making of Finnish Employment Agreement Act of 1970

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In Finland labour market organisations have had strong involvement in labour, social and economic policy and legislation after The Second World War. Especially the Finnish Employers' Confederation (Suomen Työntantajain Keskusliitto, STK) and the Central Organisation of Finnish Trade Unions (Suomen Ammattiliittojen Keskusjärjestö, SAK) have influenced crucially social and legal development in the Finnish working life.

One important reason for this co-determination right and corporative power in Finland has been the strength and the threat of Communism. Finnish Communism had in European terms strong support in elections until late 1970s. Communist had sound base in many member trade unions of SAK. The basic idea of compromises between STK and SAK and the swift application of these compromises to Finnish legislation was to curb and minimise efficacy of Communists in Finnish society and diminish support for them in trade unions and elections.

Therefore it is interesting and important to analyse, how minority report of one Communist trade union leader, Erkki Salomaa, give directions to the prospective Employment Agreement Act of 1970. Thorough analysis of these events it is possible to give new light to the dynamism of the making of the labour law in Finland and the vulnerability of Finnish corporatism.



1007

### Occupational safety and health regulations: a management perspective

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The European Occupational Safety and Health (OSH) Framework Directive (89/391/ETY), as well as further OSH directives, are the fundamentals of European safety and health legislation. In Finland, the Directive has been transposed into the Finnish Occupational Safety and Health Act, the Occupational Health Care Act and the supplementary lower degree legislation. These Acts define the responsibilities of both the employers and employees. In this article, the focus is on the employers' responsibilities and on the managers' role representing the employer. According to the Directive, it is the employer's obligation to ensure the safety and health of workers in every aspect related to work. To be able to fulfill the OSH regulations, managers at all levels should be aware of these requirements.

The objective of this article is to define and discuss the OSH requirements from a management perspective and at different levels of management. The article is based on the Finnish OSH legislation and appropriate literature.

The general OSH responsibilities of the employer are related to taking care of the safety and health of their employees and monitoring the state of work community, work environment and safety of the work practices. There are also specific responsibilities like the assessment of the risks, designing the work and work environment, guidance of the employees, providing personal protective equipment, taking care of ergonomics and avoiding hazardous work load (physical or mental), violence, harassment, inappropriate treatment, lone working and night work. The management responsibilities at different levels of management are also presented and discussed.

Managers represent their organisation and employer as defined in their work description and they are responsible for conforming to the OSH regulations in their area of responsibility. They shall obey their OSH duties in order to look after the occupational safety and health of the employees. In addition to OSH regulations, there are a lot of other regulations to be followed. For example, the Contracts of employment Act, Working Hours Act, Equality Act and Co-operation Act are essential. Thus, managers need knowledge, training, tools and support to be aware of the regulations and to manage their responsibilities.

## Open Stream

1101

### The Future Trends of Human Resource Management in Finland

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The society and business environments are facing rapid changes. For example, the globalization and adoption of new technologies have impact on ways of communicating and doing work, but trends in demography, society and environment may shape work-life even more significantly in future (Gratton 2011). Recently the interest towards future human resource management (HRM) aspects has increased (see a special issue by Cascio & Boudreau 2011) in order to respond to these new challenges early enough. Hence, there is a need to find alternative ways of managing people in organizations (Ehnert & Harry 2012). As a one solution, it is presented that the HR function (and its representatives) needs to define its role, competences and deliverables in a totally new way (Ulrich, Brockbank & Johnson 2009; Boudreau & Ziskin 2011). According to Ulrich et al. (2009, p. 25), "in addition to being attentive to the people aspect of business, marketplace dynamics also require that HR professionals be cognizant of external customers, investors and communities by making sure that correct business strategies are designed and delivered".

The present paper explores the views about 'future' HRM challenges among the HR practitioners in Finland. Our research question is: What are the most remarkable challenges for HRM in next five years? Hence, the 'future' means here five years forward. HRM relates here to all those activities associated with the management of people in firms (Boxall & Purcell 2008: 1). Because the HR Barometer collected in 2010 raised up work well-being issue (Viitala, Suutari & Järnlström 2011), and belong to the changes mentioned above, we might expect a need for a new type of HRM practices such as work-life-balance support, employee health and well-being related activities (Ehnert & Harry 2012), and flexible HRM (Kozica & Kaiser 2012). Hence, the HR practices relevant in the past may not be appropriate in the 'future'. For example, Mallon and Duberley (2000) have criticized that HR functions are too slow in developing HR practices to meet the new needs of flexible workforce. It is also known that it takes time to change HR practices.

The qualitative HR barometer data were collected by a web-based survey from a large number of HR practitioners (HR managers and -professionals), business managers and employee representatives operating

both in private and public organizations. Altogether 2500 participants filled in a questionnaire in January 2013. In this paper we will focus on the responses of HR practitioners (n=834). A content analysis will be used in data analysis. We reflect the results against the theoretical literature on HRM practices and changing role of HRM and HR professionals. The key findings of research and main conclusions will be presented and discussed in the paper.

1102

**The ‘Experience’ of Work in the New Zealand Public Services**

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Over the last quarter century radical transformations in the ‘world of work’ have been noted. Changes to external competitive environments, the casualisation of labour forces, the individualisation of worker rights, the decline in traditional forms of representation, to note but a few, have led to calls to reassess the ‘changing practice of employment’. The prominence of institutional perspectives, along with an overstating of organisational perspectives, has, however, each been at the expense of the ‘worker’ perspective. However, as Green et al. (2009) note, there is now significant evidence that points to the contradictory and complex patterns of worker outcomes and the need to preference worker experiences - as the contexts in which workers operate undergo major changes. Empirical research from large-scale international survey demonstrate that worker outcomes, such as well-being, job security, job control and employee voice have become more prominent as organisations seek greater productivity, workforce flexibility, organisational agility and cost efficiencies. In recognition of these competing tensions and the shifting realities of workers lives, greater emphasis has begun to shift towards a ‘worker experience’ perspective.

This paper explores the experience of work and the outcomes they provide for women in the New Zealand public services. It reports on the experience of flexible work arrangements and identifies the workplace dynamics that shape them. The paper presents findings from a survey of over 7,000 women workers, providing insights into the role of worker experiences in shaping work outcomes for women in the New Zealand public services. Using a self-administered online questionnaire, data was collected from 7,292 women members of the Public Service Association (PSA) - the largest trade union representing workers in the New Zealand public services. Data was collected on a range of issues or areas of influence including provision of flexible work arrangements, voice and the accessing of flexible work.

The findings point to complex patterns of work outcomes for women, particular with respect to flexible working. The findings suggest that women in the New Zealand public services face significant barriers to the uptake of flexible work practices in their workplaces. The research highlights that institutional and organisational policy provision does not necessarily lead to flexible work outcomes for women. Furthermore, the findings reveal that the burden of organising flexible work arrangements, and of managing competing workload issues, is pushed down to the individual through direct voice mechanisms. Against a background of rising workloads and time pressures, the uptake of flexible work arrangements is frequently difficult to access.

1103

**Casualisation as a Predictor of Job Satisfaction and Job Commitment among Casual and Permanent Workers in a Tertiary Institution, South-western Nigeria.**

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This paper examines the effect(s) of ‘work casualisation’ on the level of workers’ job satisfaction and workers’ commitment to their organisation, using a tertiary institution in south-western Nigeria as an example. A structured questionnaire containing job satisfaction scale (20 items) and organisational commitment scale (23 items), with reliability coefficient of 0.89 and 0.92, respectively, was administered to thirteen (13) male casual workers selected through the exit sampling technique. The instrument was repeated on eleven (11) of the same respondents three years after their appointments had been regularized from casual to permanent status. Additionally, one focus group discussion (FGD), each, was held with the respondents when they were casual workers and when they became permanent workers. The t-test was used to compare the respondents’ mean score while findings from the FGDs were reported verbatim.

The respondents reported more dissatisfaction with their jobs; and, lower commitment to the organisation when they were casual workers than when they are permanent workers. The t-test showed that casualisation significantly relates to job satisfaction and job commitment. The FGDs revealed that the precarious nature of casual work (e.g., job insecurity, exposure to occupational hazards such as workplace violence, etc) accounted for the job dissatisfaction reported by casual workers. Also, the regularisation of the workers’ appointments from casual labourers to permanent staff informed the permanent workers’ higher level of commitment to the organisation. The study concludes that the precarious nature of casual work impedes

casual workers' job satisfaction and commitment to their organisation.

**1104**

**Subject to new values? 'The personal' and 'the ordinary' in contemporary work and working lives**

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This paper discusses two related values which have been noted by researchers investigating a variety of contemporary occupations and professions. The first, the personalization of work, has been discussed in relation to newer industries such as the international sector of the cultural and creative industries (Taylor and Littleton, 2012), including media and new technology (Gregg, 2011). Personalization has been attributed to an erosion of conventional boundaries between working and non-working life. People are said to look increasingly to their employment and careers as a source of fulfilment and personal development. Moreover, the assumption that there is a close match between what they do and who they are justifies an almost unlimited commitment of their time and energy to their work, to the ultimate advantage of their employers. The personalization of work has been noted as an attraction for career entrants, but also as a potential rationale for overwork to the point of self-exploitation.

The second value is that of ordinariness. This has been particularly noted in the 'public realm' (Clarke, 2004) and also in some cultural industry contexts. One manifestation is the weight which is increasingly attached to ordinary experience and 'common sense perspectives' (Thumin, 2010), which in turn undermines more conventional sources of authority such as workplace experience and professional expertise.

Writers such as Rose (1996) and Walkerdine and Bansel (2010) suggest that contemporary workers are motivated to govern themselves in a process of subjectification which ultimately serves the interests of advanced capitalism and the neo-liberalist democracies associated with it. Both personalization and the valorisation of ordinariness have been linked to this constitution of workers as 'responsibilised subjects' (Clarke, 2004). The paper presents data analyses which explore personalization and ordinariness as resources to be taken up in the performance of contemporary work identities. The analyses illustrate how the resources function can function both positively and negatively, according with Clarke's argument that 'governmental enrolment' is not inevitably successful. The paper discusses the complex implications of these values for contemporary choices around occupation and career, and their potential advantage and disadvantage for different categories of workers.

**1105**

**Develop the profession of social work in Post-Communist Estonia**

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The term "profession" typically refers to paid employment or any occupation; its sociological usage to refer to a special kind of occupation with status and privileges appears increasingly divorced from social reality (Lester 2009; Pieczka & L'etang 2001; Freidson 1986); some scholars have argued that professions are in a state of decline; becoming subordinate and indistinguishable from other forms of expert labour (Adams 2010). Studies of the professions clearly illustrate the intricate interplay between general conceptions of society and history, sociological theory, definitions of social categories, empirical research and political values – or more briefly: between theory, "facts" and politics (Bryant & Peck 2007; Brante 2010, 1988). Sociological delineations of the realm of professions, in terms of higher education, formal certification, full-time activity, earning a living, organization, professional society, code of ethics and related, abound (Kasher 2005).

I have looked for answers to the question of whether social worker in Estonia has become an independent profession during the past 20 years in local government? The methodology has based configurative-ideographic studies, where the material is largely descriptive and reflects the particular concatenation of circumstances surrounding the events in a way, which, while they may provide insights into the relationships among the component elements in the case, do not easily lead to direct general theoretical interpretations. Description is balanced by analyses and leads into interpretation.

The occupation of social work isn't clearly defined and there isn't the order of public. In addition, then in conclusion, at the national level there is no legal act or standard that sets requirements for local governments to require an official working in the social field. Specifically, one might say that, it is not even specified whether this position should exist. The profession of the social worker is not specified at the local government level, if the position should exist in the municipal government, and most importantly, whether it is a job or representing a profession.

The social worker is multi-professional in the local authority, local governments must clearly define the social worker position as a position, which only a qualified social worker, with the appropriate educational preparation can hold, and best, if the degree held was at the master's level. In the introductory section of this work, it was mentioned that the social worker professional standards are not in compliance with the European professional standards, it is necessary to have the pro-



professional standards be reworked to be in accordance with the European standards, in order to maintain and develop the profession, placing the professional social worker into the European context (Sultana 2009).

1106

### The Dimensions of Sustainable Human Resource Management in Finland

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Sustainability is increasingly important for management research and practice (Ehnert, 2009). However, until recently research on sustainability and human resource management (HRM) has remained scarce (Pheffer, 2010; Cohen et al., 2012; Ehnert & Harry, 2012). Several perspectives have supported this emerging research of sustainable HRM such as environmental management (EM), corporate sustainability (CS), and corporate social responsibility (CSR) (see Ehnert & Harry 2012). So far, there is no uniform literature or concepts related to sustainable HRM.

Prior HRM literature covers novel and competing topics related to sustainability in HRM, e.g. green, ethical, sustainable, and responsible or socially responsible human resource management. All of them intend 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, the role of HRM is seen important in 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 (Mariappanedar, 2003; Lindström & Vanhala, 2011), and in responding to the call for more ethical conduct by developing codes of ethics and CSR policies and practices (Bučiūnienė & Kazlauskaitė, 2012).

In this paper we focus on sustainable HRM and apply the definition of Freitas et al. (2011, p. 226) according to whom, *“sustainable human resource management is regarding to achieving organizational sustainability through the development of human resources policies, strategies and practices that support the economic, social and environmental dimensions, at the same time”*. Because of scarce number of empirical studies in sustainable HRM, the purpose of our empirical paper is to outline dimensions of sustainable HRM among top and middle managers in Finland. The research question is: *What are the dimensions and what kind of interpretations of sustainable HRM emerge in Finland?* The approach is inductive, and we aim to analyze data by applying content analysis.

Empirical data were collected as part of HR Barometer

2013 in Finland by asking the respondents to answer the following two questions:

- 1) What do you consider the most important sub-areas of sustainable HRM?
- 2) How is sustainable HRM carried out in your organization?

In our analysis we will focus on the answers to the first question. The HR barometer 2013 data were collected from a large number of private and public organizations by a web-based survey. The respondents were reached via several Finnish unions and associations. We received altogether 2500 accepted questionnaires. In this paper we will focus on the responses of top and middle managers (n=471).

The main results, the dimension of sustainable HRM and their interpretations will be presented and discussed in the paper.

1107

### Connecting precariousness, the entrepreneurial way of working and the sense of place

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Present working life is characterized by unpredictable and non-linear careers and the provisional nature of the work contracts. Thereby, the whole life becomes precarious. When the old institutions lose their ability to offer stability, reliability and predictability, the individuals are left on their own. In this situation, the individual should take good care of one's employability or even create a job for oneself - become one's own employer. We are also pushed towards entrepreneurship or the entrepreneurial way of working when for example the companies outsource their functions and the rent work increases. However, self-employed have not until recently been seen as a part of the precarious workforce, so their experiences have not been on the agenda when the uncertainty and temporality of working life are studied.

In the paper, the precarious working life is examined from the point of view of the individual experience. The attention is paid to the ways in which the uncertainty of work situation and living is tolerated and managed. It is considered how the ideas on, first, the entrepreneurial way of working and, second, the sense of place, help in understanding how people make their agency meaningful. The sense of place discerns decisions made; the place restricts but it also acts as a resource for individuals. The entrepreneurial way of working leans on debates which see the individuality, potentiality, agility and flexibility dictating employment rather than diligence, loyalty and formal qualifications.

The theories and discussions on the changing working life are illustrated by interview with a woman living between self-employment and wage work in a rural area in Finland. The interview is a part of a larger data which consists of follow-up interviews with female rural entrepreneurs. The case interview raises phenomena generally visible in current working life and economy. The phenomenon is, thus, more widely shared though its expressions and experiences vary. The example shows how the entrepreneurial way of working is required both from a self-employed and an employee, but neither of these ways of earning living guarantees anything permanent. The analysis is structured around three paradoxes: the paradox of managing the situation, the paradox of an easy job and the paradox of loyalty. The analysis also displays how the place conditions work opportunities and wishes. The possibility to stay in an emotionally significant place may be an important means to feel belongingness and happiness in a situation in which everything else around, working life for instance, change in ways to which one hardly can affect.

1108

**Meadow (Measuring the Dynamics of Organisation and Work) - research of economic and social impacts of organisational and management practices with new kind of data**

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Meadow (Measuring the Dynamics of Organisation and Work) is a survey tool to gather information on organisational change and its economic and social impacts, developed with EU funding and aiming at internationally harmonised data for comparative studies. The leading idea is to gather linked data both from employers and employees of same firms and organisations. The sample should represent private sector firms in various industries and also public sector organisations. (See [www.meadow-project.eu](http://www.meadow-project.eu)) Thus far, MEADOW-projects have been started in Denmark, Finland, Norway and Sweden.

In Finland, extensive employer and employee data has been gathered with telephone interviews carried out by Statiscs Finland, and the analysis of data is going on. The project is Funded by TEKES (Finnish Funding Agency for Technology and Innovation) for 2012-2013.

In this paper, the goals and contents of the MEADOW concept will be presented, as well as some preliminary results based on Finnish data.

## Decency at Work, Well-being at Work

1201

**Timing is Everything — The Sequence for Communicating Dignity, Wellbeing, and Efficiency at Work**

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Understanding when and how we integrate dignity and wellbeing into our workplace is essential. The timing of communicating our core values, culture, and knowledge will determine our commitment and passion for our work. Traditionally, the workplace has been viewed as an environment for efficiency and success where we later add key features such as safety and health, and more recently, wellbeing. This sequence is understandable as companies strive for solvency and profit. The sequence may initially succeed during the short-term. However, it is not sustainable. The goal of short-term efficiency and productivity can create an attitude of efficiency-at-all-costs, resulting in potential stagnation or decline.

Previous and current research guides us toward a new and more human work environment. The Whitehall II Study highlights the negative effects of rigid hierarchy and structure. Coping distance describes how workers' effectiveness decreases as people adapt to work practices that are not natural or supportive. Contrary to the view that people who are successful become happy, we now know that the opposite is true — people who are happy become successful. The use of functioning magnetic resonance imaging allows us to understand how the human brain works — how we are wired primarily as emotional machines that happen to think. Through these and other studies, we see the importance of responding first to our core human values — shared values of respect, dignity, and relationship.

As a result of these insights, the timing for communicating and implementing dignity and wellbeing at work becomes crucial. This communication is integrated through a variety of media including video, print, Internet, and social media. This communication is also part of every work relationship and conversation. Establishing dignity, respect, and wellbeing for the entire individual creates an environment where workers can thrive, allowing for personal commitment and passion. This environment eventually leads to good work, which includes safe work, greater efficiency, and greater productivity. Here, efficiency and productivity arise organically from worker values, ownership, and commitment, and not from an environment of just-do-what-I-tell-you.

Communicating core human values must come first. Multiple forms of media and management style effectively convey the importance and timing of dignity and wellbeing at work. For example, a new American Industrial Hygiene Association (AIHA) video first establishes industrial hygiene as the right thing to do, addressing the human values of family and friends; only within this context does it later address productivity and cost savings. During the presentation, this and other videos and media will demonstrate the timing of core values as a means to honor the human condition in the workplace and our potential to flourish.

Key words: Dignity, Wellbeing, Communication, Values, Sequence

1202

**Psychosocial working conditions, wellbeing at work, work effort and performance capacity**

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**Objective**

There is a vast body of research on psychosocial working conditions that contribute to employees' health, work ability, work engagement, or wellbeing at work.

Here, the objective is to study the association between psychosocial working conditions and individual work effort and performance capacity of work units, and the balance between individual effort and group performance. Performance capacity is one of the main targets in the current programme for effectiveness and productivity in the Finnish state administration.

**Data and methods**

The data consists of two All Well at Work? -surveys representing Finnish state personnel from 2010 and 2012. The number of respondents was 1870 and 1720 respectively, and the respondent rates 50 percent and 47 percent respectively. The data were collected by postal questionnaire.

Validated measures were used for characteristics of work, work engagement, and mental strain (ghq-12). The respondents assessed their wellbeing at work, work effort, and performance of their work unit on a scale 0-10. Health and physical fitness were assessed on Likert scale. The results mainly base on descriptive and correlation analysis.

**Results**

The results confirm that psycho-social and organizational working conditions correlate strongly to wellbeing at work and work engagement ( $r=0,62-0,50$ , when socio-demographic factors were controlled for). Healthy life style and physical exercise correlated strongly to fitness and health ( $r=0,60-0,42$ ) but not to wellbeing

factors. Problems in physical working conditions correlated to all variables above relatively weakly ( $r\sim 0,20$ ).

Both wellbeing at work and work engagement correlated strongly to employee's work effort ( $r=0,56-0,52$ ). The correlation of health or fitness to work effort was remarkably weaker. The strong correlation also suggests that good effort at work may increase an employee's wellbeing.

The working conditions affect work effort through strengthening wellbeing at work. The performance of a work unit depends greatly on the same conditions. However, the most essential factors seemed to be those describing good functioning and co-operation within a work unit. E.g. individual chances to influence, or work load were less significant. In addition, in a well functioning work community, an employee's work effort could fully contribute to collective performance of the unit, and there was little friction or dysfunction to prevent it.

When individual effort and the performance of a work unit were at the same level, both of them were above average. Working conditions were above average as well, and mental strain (ghq-12) was much below average.

**Conclusions**

The psychosocial working conditions play a significant role in relation to good work effort and performance. Working conditions are part of an organization, and they are daily present at work. Aiming at effectiveness and productivity should include aiming at good psychosocial working conditions.

1203

**Human resource managers' role in organizations from the HRM-performance perspective**

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The link between human resource management (HRM) and organizational performance has been researched tremendously over the past 20 years. This previous research has been able to show association in between these two but no causation (Guest 2011). Guest (2011) argues that we do not know which HR practices or combinations of practices have the most impact or when, why or for whom they matter. This urges to continue finding explanations for the equation. One way to look at this is through the HR-managers role and work in organizations. The aim of this research is to see how the HR-managers can build sustainability to an organization's people management and what combinations of HR-practices they see as important.

The data for this research consists of articles published



in the Finnish daily economic newspaper Kauppalehti. The articles are from a series titled "WORK: inside the human resource manager's office". The articles consist of interviews with the human resource managers of big Finnish companies. This series appears in the newspaper once a week or once per two weeks and presents a new human resource manager every time. Each of the articles brings front different elements of the manager's work and also the organizations' values concerning its people management. There are 73 one page articles all together. The articles have been published from spring 2011 to present and the series is still ongoing.

The aim is to use this textual data to do document analysis (Eriksson & Kovalainen 2008; Berg 2004). In the first phase content analysis is used to get an overall picture of the data and the issues that these interviewed managers bring front as important elements of their people management. This means that the occurrence of different themes is counted to form an overall picture of the field of HRM in these companies. The second phase of analysis will deepen the analysis and concentrate on the most important themes that are brought up during the first phase of analysis. This means a more interpretative approach and searching answers to questions like what does the text tell about the state of the human resource management in organizations, what issues are highlighted as important, what is valued in these organizations and what kind of role does HR-managers play in the organization. The third phase of analysis is to interpret how these findings reflect the elements in the HRM literature and how the HR-managers role could explain the link between HRM and organizational performance.

As an outcome of this study I suspect to find out what is the combination of HR-practices that big Finish organizations value and what is the HR-managers role in the organizations in relation to the current theory of HRM.

1204

### **Interactive leadership in advancing the staying at work of employees of various ages**

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Recently, staying at work has raised ever growing interest and it has been argued that more diverse measures to continue work careers are needed. Earlier studies have shown that the leadership practices in an organization affect the employees' staying at work as well as their experience of the well-being at work. In the present study, leadership is approached from an

interactive point of view: it is suggested that the superior and the employee both affect the creation of a functional leadership. In this, organizational citizenship behavior is considered extremely important. In this study, leadership is approached from leader-member exchange (LMX) and shared leadership points of view.

The aim of this study is to find out what kind of leadership practices support the staying and well-being at work of employees of various ages. The study is an action research which applies both the qualitative and quantitative approaches. The empirical data consists of a background survey on well-being and staying at work (n=343), as well as individual interviews (n=55) and group discussions (n=7) using appreciative inquiry (AI). Appreciative inquiry means focusing on the interviewees' positive experiences of leadership. The research organizations are two public health care organizations and an industrial enterprise. The individual interviews were analyzed both cross-sectionally and longitudinally. Content analysis was applied in the group interviews.

The study results show that good leadership experiences are connected to various interactive encounters between a superior and an employee. Functional leadership means appreciative interaction and knowing the employees. Employees under 30 years of age emphasize supportive leadership. Consequently, it is important that they are given more resources because they have less expertise. Middle-aged employees emphasize the importance of discussions with the superior and the possibilities to influence their own work. Over 50-year-olds emphasize appreciative leadership, where their work is acknowledged and the employees are appreciated. It is important to focus on the creation of leadership practices in advancing the well-being of employees of various ages in order for them to have enough resources to overcome the challenges and the demands of work. This requires the presence of the superior and the knowledge of the everyday routines at the work place.

### **Public Sector Work and Welfare Society**

1301

### **Emerging Professional Work Practices and Particular Forms of Knowledge in Health Care for Paediatric Diabetes**

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**Research Problem** Professional work practices in health care for paediatric diabetes are shifting in response to the development of complex new treatment

regimes and reconfigurations of health services that position patients as experts and delegate roles and responsibilities formerly restricted to health professionals. A rapidly growing industry provides training for patients as they engage with these changes (see for example [www.expertpatient.co.uk](http://www.expertpatient.co.uk)), but the corresponding shifts for professionals as they learn to work with and within these new configurations have received less attention and are not well understood.

**Key Theoretical Literature** A key departure point for this ESRC funded doctoral study is that professional learning and knowledge is relationally produced through sociomaterial entanglements. Following Barad (2007), the aim is to think social and material together and to examine the nature of their participation in the shaping of professional work practices. This entails recognising the impact of materials and the influence they exert (Sorenson, 2009), but more importantly it entails a fundamental shift towards grasping the *'mutual constitution of entangled agencies'* (Barad, 2007:33). Problems of learning and knowing in work practices are explicated in light of Gherardi's (2009) conceptualisation of knowledge as thoughtful activity or *knowing-in-practice* as opposed to knowledge as substance or property. This formulation of knowing as bound up with doing directs attention to the details of how knowing is achieved.

**Methodology** This qualitative study was informed by ethnographic approaches and undertaken in a busy Paediatric Diabetes Outpatient Clinic. Data collection comprised observations of work practices including outpatient consultations with children and their families, professional meetings and informal interactions; interviews with professionals; documentary analysis; and examination of artefacts. Audio recordings were transcribed for subsequent analysis.

**Key Research Findings** Data analysis is not complete, but early focal points include foregrounding new technologies such as Continuous Subcutaneous Insulin Infusion (also known as insulin pumps) as one way to enter into considerations of reconfigured health care and the implications for professionals. These new technologies actively engage with existing health care services in particular ways that produce new work practices. Particular forms of knowledge participate in the disruption of things already in place and in the emergence of these new work practices.

**Main Conclusions** This paper concentrates on methodological implications and dilemmas of sociomaterial research, using data from the study to explore strengths and limitations of different methods.

1302

**Is there a 'Panama' of Gender Equality Work? A Comparison of German and Swedish Universities**

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The public sector in most OECD-countries is under a transition that is described as an 'economisation' process. Also Universities are restructured due to the introduction of New Public Management-mechanisms and -tools (Riegraf et al. 2010). This process is characterized through reduced public administrative control in favour of operational and market-based principles. Universities are now in a quasi-competition for resources, like excellent academics and financial support. They become steered through stakeholder guidance: the state formulates reachable goals and the university leadership have to figure out how they will achieve them. As a result, the internal power relationships of universities shifts from the committees of academic self-government in favour of stronger university leadership (de Boer et al. 2007).

It is questionable what does it means for gender equality work? On one side, in times of economic restrictions gender equality work is on the top of the list of cuttings. On the other side universities establish more and more gender equality policies like Gender Mainstreaming and Diversity Management (Meuser 2010). These policies and instruments do not only aim for promoting gender equality, but also have the potential to combine with the 'economic' re-organisation of universities. Even more they could provide an advantage in the competition for excellent academics or financial support (Müller 2010).

I will argue that, if and how 'economic shift' of universities and gender equality work will be combined, is differently interpreted in the national context, depending on the gender culture of the welfare state (Pfau-Effinger 2000). My paper will present results from my PhD-thesis about data in Germany and Sweden. Both countries started relatively late with the 'economic' reorganisation of universities, but they are associated with different welfare regimes (Esping- Andersen 1990) and gendered cultures: Germany to conservative, Sweden to the socialdemocratic regime and gendered culture (Lewis/ Ostner 1994; Daly/ Raake 2003). In both countries I examined four universities, their university documents and conducted qualitative expert interviews (Meuser/Nagel 1991) with university leadership as well as gender equality officers. My results show that there is in both countries a different focus on gender equality work: in Germany is the emphasis more on gender oriented personnel and organisation management, in Sweden is more the emphasis on the support of gender research. I will shed light on the question what does the alteration of univer-

sities governance will imply for gender equality work in academia in both countries.

1303

### Vocational Rehabilitation of Persons with Disabilities in Germany: Do Selection Processes Determine the Participation in Labour Market Measures?

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Societal participation of persons with disabilities is of central concern for modern welfare states with labour market integration as one important aspect. Studies show that persons with restricted health run a higher risk of losing their job than people without health complaints and their chances of reintegration are lower (Hradil & Schiener 2001). Employment ensures social recognition, social status or professional prestige (Jahoda 1995). All these functions are difficult to be provided by other (social) supports.

In Germany, the care of and support for persons with disabilities is laid down in different legislations. In order to achieve participation in working life as one key feature, a system of special active labour market schemes targets persons with disabilities in particular. Eligible people with disabilities can participate in general programmes designed for all unemployed people but also in those special programmes. However, there is a lack of empirical knowledge regarding the allocation process into those schemes. Which influencing factors determine the allocation to measures in general and moreover the allocation to specific measures?

Our research aims to identify the selection process into (further) training measures and to highlight possible social determinants. Analyses are based on a new administrative data panel set of the Federal Employment Agency. The data includes inter alia information on the type of disability, detailed information on different biographical status, e.g. apprenticeship, (un-)employment before and after the participation in measures.

Analyses show that persons with disabilities more often participate in special than general labour market measures. But recent trends show increasing use of general measures. One determinant for the participation in measures is the type of disability. Multivariate regression analyses show that mentally handicapped persons are less likely to participate in training measures than persons with musculo-skeletal disorders. One might assume that placement officers consider a higher probability of labour market reintegration for persons with musculo-skeletal disorders and therefore

might more likely provide participation in measures.

Furthermore, participation is determined by gender, school education and age. Persons with higher levels of education, younger persons and men are more likely to participate in measures in general. The results indicate some exclusion mechanisms. The allocation of participation in measures seems to be based on structural and social selection processes which must be discussed in greater detail.

1304

### When professionals become entrepreneurs - Changes in the work identity

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The recent changes in the Nordic welfare state context and particularly the changes that combine business logic and care logic provide an interesting setting for exploring changes in the work identities among professionals who become entrepreneurs. The welfare state restructuring through marketization changes work contexts and contents, and, through the organisation of work, it has an effect on the professions and identities that are constructed through work and its organisation. The social and health care sector is a fruitful arena for exploring these changes, and the context of the strong welfare state with highly developed public service structure offers an interesting arena for looking in to the question of identities at work.

From a theoretical view on identity (Berger and Luckman 1955/1966; Giddens 1997/1991; Goffman 1994/1959, 1963, 1974; Hall 1999; Lindgren and Packendorff 2009; Williams 2000) through examples of earlier research on entrepreneurial identity construction (Cohen and Musson 2000; Cranford et al. 2005; Gustavsson and Rönqvist 2006; Hoang and Gimeno, 2010; Nadin 2007; Shepherd and Haynie, 2009; Sundin 1997, 2004, 2006; Tillmar 2004, 2009; Vesala et al. 2007; Warren 2004) we aim to focus on how professional and entrepreneurial identities have been constructed as different or 'alternative' to each other. The starting point of the paper is that entrepreneurial identity, among professionals becoming entrepreneurs within the social and health care sector, is based on their professional identity constructed through and with the help of educational and occupational experience and the entrepreneurial identity comes forward as layered "extra" on top of this and gathers a momentum in the everyday work of running a business.

The process of identity change takes place in the negotiations between the role as a professional and the role of the entrepreneur. Constructing an entrepreneurial identity within this field, where the culture was



such that it did not encourage to maximizing profits or enlarging the business, as normally is connected to businesses (Sundin, 1997) and where soft values and care identity are highlighted (Tillmar, 2004) is complicated. The role novelty (Hoang and Gimeno, 2010) within entrepreneurship in the social and health care sector is the role of the entrepreneur and the entrepreneurial and founder skills needed. Work itself, the professional skills needed for the care, remains the same. The role conflict lies both in the complexity of the entrepreneurial identity and the mix of various roles as in between the role of the female care taker, the soft side of things and the more hard side of being a successful business owner. Running a business is a learned skill that manifests in the everyday life through the abilities to conform to the elastic boundaries of changing welfare service structure.

**1305**

**The metropolitan care work regime and subaltern occupational scripts**

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The welfare system in Finland is encountering a major institutional change, as public policy has been harnessed to the pursuit of improving the global competitiveness of the 'Greater Helsinki Region' by developing that region as a metropolis. The associated neoliberal welfare service reforms are transforming the Finnish care work regime as policy power is rescaled from the national level to the nascent metropolis. The neoliberal programmes constitute the 'metropolitan' elderly care system as a dispersed, market-oriented constellation of care offerings in need of a steady supply of flexible workers. This paper aims at identifying the central new models of service design for elderly care, analysing the occupational scripts these designs outline for frontline elderly care. The paper is informed by previous scholarship on how neoliberal reforms changes professionalism and contributes to that literature by demonstrating how neoliberal metropolitanism gives rise to new forms of expert professionalism that at least in part overtake earlier forms of expertise in welfare services.

The paper builds on analysis of policy documents concerning labour supply management for elderly care provision within the City of Helsinki. The explorative mapping covered the years 2005-2012 with focus on the issue of migrant labour as a resource for elderly care. The initial analysis showed that the key topics – elderly care and migrant care work labour force – were constantly discussed in the frame of metropolis policies. Accordingly, in the second review, documents of local, regional, national and transnational metropolis policy processes were collected.

The paper finds that new experts are producing ser-

vice design for elderly care within which care work at the level of front-line care work is becoming defined as subaltern expertise and care workers as subaltern professionals. Care work management, in turn, appears as technical and bureaucratic activity. Indeed, the new metropolitan experts– innovation professionals who reinvent care services and management experts who streamline care work processes – are creating a fragmented, market-oriented care work regime, where there is little potential for shared professionalism. When traditional work-worlds of care work are reorganized care work becomes treated as service work similar to that in private services and the new occupational scripts for care workers and for care managers follow models from private service production, aiming at routinization of elderly care delivery so that efficiency and productivity can be secured. The standardisation of care work builds on a gendered imagery of care work as requiring non-formalised qualifications related to personality and culture. Migrant care workers offer an asset of authentic human feeling, but one that needs to be carefully managed. Paradoxically, rhetoric of individualized service and client-centeredness are used to legitimate the standardisation of care.

**1306**

**Managing care work and migrant care labour in the intersection of contradicting principles**

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Transformations in public care management have been a topic of debate ever-since the doctrine of New Public management (NPM) was first introduced in the West-European welfare policy in the late 1980s. Since then, a lot of studies have demonstrated how care organisations are encouraged to adopt increasingly market-oriented and entrepreneurial principles, such as an increased interest in cost-efficacy and a decreased interest in quality of care. In studies on care management, the big question has been whether leading care professionals, such as senior and ward nurses, are accepting or resisting these new principles of conduct. While some studies have demonstrated how care professionals are merely adapting to the reforms that are being forced upon them, others have examined how care professionals are, in fact, discursively made up as entrepreneurs or managers with entirely new dispositions and internalised values.

With a discourse-analytic approach on interviews with Finnish care managers (N=14), this paper revisits this old debate. The paper illustrates how in public care organisations care managers need not to be considered as either subjugated-by or resistant-to the doctrine of NPM. Instead, they can be seen as actively interpreting and translating the new principles of care delivery in order to solve emerging moral dilemmas.

As competent discourse users and members of society, care managers are well-able to recognize the potentially negative managerial identities offered for them in the context of the NPM-related reforms. At the same time, they are able to negotiate their way out of the negative identities, and finally, to combine both professional and managerial ideals in creative and morally acceptable ways.

Among these creative translation-strategies is the alignment of goals between care managers, their subordinate care workers, and the elderly clients. Care managers are often able to present their subordinate care workers as in charge of executing care. In this scenario, managers themselves get a position of a mere coach or facilitator. A coach or a facilitator is not in charge of reducing budgets, but neither is he, necessarily, against them. Instead, scarce resources are a problem that their subordinate care workers need to solve. A manager merely facilitates the relationship between care workers and their clients.

Finally, migrant care workers seem as a promising resource sense, due to commonsensical stereotypes, they can be depicted as inherently devoted and willing to accept responsibility. Thus, the paper contributes to the previous studies that have demonstrated how migrant care workers are often depicted as a flexible labour resource in the contemporary public management. However, the paper argues, the expected flexibility is not just any flexibility, but a particular kind of flexibility that also helps care managers to solve moral dilemmas related to their own work.

## Changing Employment Relations

1401

### Flexicurity tested by the crisis

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Flexicurity is a European labour market policy adopted in 2007 within the European Employment Strategy. The policy aims at enhancing flexibility of employment relations (easing firing and hiring, adjustable working hours, variable pay, etc.), compensating it with improvements in employment security and employment activation.

This paper presents a macroeconomic analysis of flexicurity with regard to the current economic crisis. The analysis is performed with four composite indicators based on statistical figures for 25 countries. These composite indicators are flexibility, security, gravity of

macroeconomic situation by 2010 and aggravation of macroeconomic situation in 2008-2010. The latter indicator is used to separate the pure effect of the crisis from previous developments. The indicator of flexibility covers both institutional and factual aspects, the security indicator includes social expenditure and benefit pay-offs, while the gravity of the macroeconomic situation is expressed in terms of output gap, public debt, size of bailout package and unemployment rate. It is shown with statistical certainty that a high degree of flexibility is not advantageous. Both the gravity of the situation by 2010 and the aggravation of the situation during the crisis in 2008-2010 depend significantly on flexibility.

A possible explanation is that flexibility encourages firms to indulge in more risky market behaviour, given that potential losses can be recovered through restructurings with trouble-free labour adjustments. Restructurings require credit, making firms more sensitive to failures in the financial sector. When a crisis occurs, both economic losses for firms and labour adjustments take place on a massive scale, aggravating both the economic and the social situation (increase in the output gap and in unemployment). Flexibility-security combinations are not advantageous either, although the pure effect of the crisis is softened if social security is generous. The conclusion is that a better alternative to flexicurity would be a normalization of employment relations; in other words, low flexibility, which also would result in less social security expenditure.

The closing discussion argues that the flexibilization of employment relations and the crisis both stem from the same root: financial liberalization is the background cause of both phenomena, rendering them dependent on one another.

1402

### Becoming Self-Employed - The Formalization of Labour Policy in Argentina (1998-2012)

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In 1998, as part of the Tax Reform, the "Simplified Regime for Small Taxpayers" was created, known as "Single Tax Regime". This regime seeks mainly to formalize the activities of independent workers engaged in low productivity activities (e.g. temporary workers, domestic workers, peddlers, rural labourers). Most of them work in unregistered activities. The incidence of informality in this group of workers was always very important (more than 50%). In order to increase their formalization and to guarantee their access to the social security system, a single unified tax called *monotributo* was established. And, for the first time, the self-employed workers' security system includes

health insurance in their benefits.

In the years following the implementation of this regime, many informal independent workers registered their activities but not all of them had access to the social security system because not all were able to pay social security contributions. This means that the formalization of their labour status did not reduce their vulnerability against some social risks. Also, the application of this regime has a completely unexpected consequence. This legal status was used as a tool to increase labour flexibility, even in highly regulated labour markets such as public employment.

The aim of this paper is to analyse the impact of the "Single Tax Regime" in the cases of domestic workers and rural labourers. I will particularly focus on these cases in order to analyse the impact of the formalization of low-income independent workers.

Domestic workers and rural labourers, when they register their activities in the "Single Tax Regime", they became self-employed workers. However, by the type of work they do, they can not assume the responsibilities of self-employment. They appear as a particular case of "dependent self-employed workers" (ILO, 2003). The aim of this paper is to analyse the consequences of this position for domestic workers and rural labourers.

This work is based on analysis of regulation, public statistics, and interviews with workers.

**1403**

### Temporary Agency Workers in Taiwan

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Flexible labour market has been widely discussed in relation to the globalization since the 1980s. Factors such as labour market deregulation, out-sourcing and flexible manpower supply is considered influential. Nevertheless, temporary agency work (TAW) has been the most controversial type of flexibility due to it creates a triangular employment relationship among workers, user companies and private employment agency. Nevertheless, critics stressed that TAWers are often exposed to high risk of wage discrimination and becoming at-work poor. In the hope of resolving the problems, *flexicurity* policies are introduced to reconcile flexibility and security in the European context.

In Taiwan, the proportion of TAWer is relatively low by accounting for approximately 1.2 percent of total employment; however, TAW is extensively introduced in the public sector as an alternative labour force, particularly in public administration. The government proposed an initiative attempting to formulate *the Dispatched Law* to regulate the usage of TAW, but the

idea has been strongly opposed by trade unions due to most unions are in favor of prohibiting TAW.

In this research, case studies and critical theoretical framework will be embraced in order to gain deep insights into the case of Taiwan. This article aims to investigate the current situation of temporary agency workers in Taiwan by approaching it from three aspects. Firstly, relevant statistics regarding to TAW will be demonstrated to represent the changing tendency of TAW in Taiwan; those statistics will also be compared with other countries, particularly Japan and South Korea. Secondly, structural factors affecting the position of TAWers will be discussed, for instances, labour law, trade union law, unemployment benefit, work-related pension scheme and income redistribution mechanism in order to explore if TAWers are equally treated under the present system. The third part will address on the discussion on to what extent the flexible labour strategies may pose profound challenges to the labour market, and under what conditions the conception of flexicurity can possibly be applied to the case of Taiwan.

Key words: flexibility, labour market, flexicurity, Taiwan, temporary agency work

**1404**

### Rise of involuntary self-employment? The case of Finland

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Job and employment insecurity have become common topics in work life research. The prevalence of atypical employment relationships has often been considered as an indicator of employment insecurity. However, in the research on atypical work, the main focus has been on temporary and part-time employment as well as on temporary agency work. Different kinds of employment forms in between waged work and entrepreneurship as well as so called 'forced' or involuntary entrepreneurship have gained less attention.

Our aim is to investigate the changes in the Finnish labour market in the past 10 years covering both the changes in the number of employees as well as those in the number of self-employed. In particular, we concentrate on the most atypical forms of employment such as free lance employment and self employment without employees. We investigate in which groups these most atypical forms of employment have increased. We also ask, to what extent entrepreneurship can be considered as an involuntary or 'forced' option for a self-employed person. For these purposes, we use two different datas. Firstly, we use the data of Finnish Labour Survey for the years 2000, 2010 and 2011. Methods used are mainly crosstabulating and



correlation. Second, we analyse qualitative interviews made with ten self-employed without employees during the year 2013.

The number of free lancers and self-employed without employees aged 15 to 64 years (excluding self-employed in the agriculture, forestry or fishery sector) has increased from around 120,000 persons in 2000 to around 150,000 persons in 2011, which equals an increase from 5.5 % to 6,2 % of all employed persons. The majority of free lancers and self-employed without employees are men, but proportionally, the increase has been as big among women as among men. Free lancers and self-employed without employees distinguish in many ways, one of which is the younger age structure and higher educational level among free lance workers. The findings give no clear evidence for the increase in so called forced self-employment. All in all, the research gives important information concerning the most atypical employment.

1405

### Reform proposals to balance labour and social policies

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Six policy measures to improve labour market performance and to enhance social dialogue are discussed: (1) *flexinsurance* which assumes that the employer's contribution to social security should be proportional to the flexibility of the contract, (2) *workplace tax* which considers bad working conditions as "social pollution" and operates by analogy with the environment-protection tax, (3) *basic income* independent of employment status to stimulate unemployment-to-work transitions by excluding losses of out-of-work benefits, (4) *politicization of trade-unions* to enhance their presence in political debates after the loss of influence of left parties, (5) structural *reallocation of trade-unions*, corresponding to multi-nationals (e.g. "Coca-Cola union"), as opposed to national unions which can hardly negotiate with multinationals, and (6) *constraining financial markets*, since export of jobs in form of foreign investments gives employers a legal instrument of pressure on national governments: "deregulate labour markets, otherwise we move jobs abroad".

1406

### Identity of Russian foreign languages specialists - freelancers.

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The world around is changing every moment. With popular social networks and platforms for communication, we perceive on-going changes differently due to their speed. Family, leisure time, hobbies, and definitely work can stay the same as years ago. Not only globalization contributed to this tendency, a new way of life, based on micro-electronic devices, gadgets, and new communication formats, is much more influential. One of possible outcomes is changing work formats. It's ordinary to search a new job via the internet, it's normal not to follow traditional work patterns but to choose freelance instead. Popular and attractive, it also became ordinary.

The key research problem was formulated as follows: to find how Russian people working on freelance principals in the sphere of foreign languages identify themselves, whether their identity is a freelancer or someone else.

The theoretical literature concentrates on several key concepts: networks, mobility, structures, capital, freelancers. Papers, articles and books are divided into several sets. The first set is to understand the notion of network, as well as network society and mobile network society. The key authors are M. Castells and B. Latour. The second set concentrates on mobility represented by the views of J. Urry. As well, he is one of the important authors for the third set, studying social capital. In this set the ideas of P. Bourdieu are also analyzed. The forth set includes literature which aim is to answer the question: who is a freelancer.

To reach the set goal, qualitative methods were used. A series of semi-structured in-depth interviews with representatives of foreign languages sphere were taken.

The literature analysis helped to formulate certain criteria to differentiate freelancers. Interviews with respondents helped to outline major positive and negative sides that they find in their work.

The main conclusion is concerned the fact that the interviewed foreign languages specialists position themselves differently from the popular opinion. On the contrary to the traditional view, they do not call themselves freelancers. Thus, it's possible to conclude that the work format as such is less important than profession with which they mostly associate themselves. It appears that people every day using freelance patterns in their work avoid the term. As a result, this tendency is explained due to the following reasons: not fully-formed freelancer identity and kind of biased opinion about these practices.

1407

### Employment strain among fixed-term employed teachers

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Fixed-term employment has become increasingly common in the Finnish labour market since the 80's. The aim of our research is to explore the relationship between fixed-term employment and work health of young Finnish teachers through an online survey (N = 233). Research on fixed-term employment and work health has often been based on the assumption that fixed-term contracts are harmful to work related health in one way or another. The results from these studies have, however, been ambiguous and no unequivocal relationship between fixed-term work and work related health has been demonstrated.

#### Theory and concepts

Wayne Lewchuk's (2008) concept of *employment strain* is an attempt to explain and clarify the mechanisms through which fixed-term employment affects work health. Employment strain refers to stress that arises from precarious employment. Employment strain occurs when workers deal with uncertain work continuity while at the same time trying to stay employed. Employees with high levels of employment strain are those who (1) more than others make efforts to stay employed (employment relationship effort), while (2) simultaneously experiencing above average levels of uncertainty about future employment (employment relationship uncertainty). According to the employment strain model, it is these workers who are subjected to the greatest health risks from fixed-term employment. However, the support an employee receives from work as well as friends and family reduces the negative effects of employment strain.

#### Methods and findings

We have replicated a study by Lewchuk et al (2008) that provides a basis for the employment strain model. In the original study the model was created using exploratory principal component analysis (PCA).

Our first hypothesis is that the factors which form the basis of the employment strain model can also be found in our Finnish sample. This hypothesis was partly supported by our PCA findings.

Our second hypothesis is that work health is poorest among respondents experiencing high levels of employment strain. This hypothesis was tested through linear regression analysis and was supported by the results. Lower levels of work health were only linked to respondents with simultaneous high levels of employment relationship uncertainty and employment relationship effort. There was no significant difference in work health between fixed-term and permanently

employed workers.

Our third hypothesis is that employment relationship support works as a buffer against the negative health effects of employment strain. This hypothesis was supported by the results of a linear regression analysis.

In conclusion, the employees who make the greatest efforts for continued employment are the ones who experience the worst health outcomes from precarious employment.

## History of Working Life

1501

### Defining working life research in Sweden: analysis of discourses in the political and academic worlds

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Working life research is an area of research on the political border between labour and science. Throughout recent history, what has been considered "working life research" or "work science" has changed due to changes in employment and working conditions, changes in political goals as well as academic norms and fashions. This presentation relates to the definition of work science in Sweden since the 1960s. A discourse analysis was made on science policy documents emanating from the Swedish government and interviews made in 2011-2012 with fifteen Swedish scientists active in different fields of science related to working life. The outcome of the analysis was subsequently placed in relation to research and policy developments at different points in time.

1502

### What should You be when You grow up? Young people's work related plans and expectations in Finland ca 1950-1970

Sinikka Selin

University of Helsinki, Helsinki, Finland

This presentation discusses young people's plans and expectations about their future occupation and employment in a time of great societal changes, namely in Finland in the 1950s and 1960s. The goal is to present the different background factors and analyze their impact on young girls' and boys' attitudes and concep-

tions about working-life. The main context consists of fast changing economic structure, rapid technological progress and gradually strengthening belief in education as a means of upward social mobility.

The main research material is the records of the first careers counseling office in Finland that was set up in Helsinki in the late 1930s. All elementary school pupils and most of the grammar school youngsters took part in careers counseling lessons at school when they were about 14-17 years old and finishing the compulsory education. They filled in forms regarding their plans for the future and furthermore, their psychological abilities were tested and a statement of the pupil's school performance and health was given by his or her teacher and school doctor respectively. I have collected samples of these forms from three separate occasions and of four groups organized according to sex and the school that the young girl or boy attended to in the selective school system. These altogether twelve groups are first studied individually with statistical methods and the analysis is further deepened by comparing the groups and indicating similarities and differences between the groups.

The most important factors that had an influence on the horizon of expectations of young people were - as my sampling method and grouping already implicates - young people's sex and the amount and level of schooling they had received. These two things circumscribed even the range of occupations and trades that one took into account when planning the future. This means that the expressed hopes and dreams were relatively realistic. Parents' social class, education and occupation also play a great role as can be expected, but also older siblings and nexuses of other relatives and acquaintances could open up (or close, for that matter) opportunities for the young. The importance of unofficial nexuses was, however, somewhat diminished by practical trainings organized by the school in the late 1960s. Other factors that are considered include peers, hobbies and leisure activities, mother tongue and language skills.

As a conclusion it can be found that young people's horizon of expectations significantly widened during the decades of rapid societal change. Technological progress and economic boom on the one hand created new possibilities for the ambitious ones, but on the other hand made it more difficult for unskilled young to find a training job with proper opportunities for advancement.

1503

### **Gender, education and wage equality - the unionising of the Finnish clerks 1960-2010**

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From the mid-1960s, Finland started to develop rapidly. Industrialisation and urbanisation accelerated, the atmosphere became more liberal and open, and the women's rights movement promoted equal rights for all. Furthermore after the structure of basic and higher education renovation the novel model made possible for many to climb the social ladder. Finland high-level educated and middle-class emerged, and the rise of white-collar jobs was obvious. Unionising became more general among the clerical workers, and, for example, public servants got their right to strike. Nowadays there are approximately two million clerks in Finland and the majority re members of trade unions

During the decades, the effect of feminizing can also be seen: the clerical profession has become increasingly consisting of women. The Finnish clerk professions are segregated by gender and education level. This has influenced in three ways. Firstly, to the division of the field of clerical works: the professions of care are for women are and the professions of technology for men. Secondly, to the unionising: generally the field of white-collar unions has been parted to the female-dominated and male-dominated unions. And thirdly, because of the gendered affect of the previous, to the hierarchies of how to value white-collar professions and the level of wages. Typically the average female profession (like nurses) was counted as a lower clerical level whereas the male professions (like engineers) to the higher level. The Finnish unions have been organised by the level of education under two general trade union organisations.

The gender-based valuing has been obvious. Not even the same education does guarantee the same wage. For example, in 2010, a Finnish female doctor earned 84,4 percent of male doctor's wage, and during the last 30 years the improvement has been very slow: in 1975 the percent was 83,6. However, the concept of wage equality requires that the people doing the same job should be paid the same wage.

The archive materials of white-collar unions, especially female-dominated Health and Social Care unions of nurses and doctors and male-dominated unions of engineers and their locals, are utilised as research materials (The Archives of Salaried Employees). In our presentation, we will open more deeply the questions below. How have the Finnish clerks unions taken account these affects of gender? What have been their means to support wage equality and their targets? Theoretically thinking, the speciality of the unionising of the Finnish clerks can be understood and explained with the concepts of gender segregation and stratification.



1504

**Napping at work: Power naps, downshifting and the future of working life**

Pälvi Rantala

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Our use of time has changed enormously during the last centuries. The division of time into work and free time, the structure of the hours of the day, the amount and order of sleep and waking hours - all of these basic building blocks of our day have gone through a transformation. The management of time has become increasingly important. Is sleeping seen as part of the working day, though?

For a long time, sleeping was bypassed in the social sciences, and it has not been seen as a social practice. The research of sleeping has mostly been dominated by natural sciences. Yet, recently a new way of talking about sleep has arisen: new sleep practices and technologies are introduced. There is a totally new market that provides sleep products and services, such as sleep trackers or power naps.

Sleeping is a crucial part of life and wellbeing of human beings. The significance of a good night's sleep for the creativity and ability for work has been studied recently. Napping as a way to achieve better wellbeing and also increased productivity has also been discussed and promoted. In this research project the main focus is on sleeping during the working day, i.e. napping. Napping at work enjoys a somewhat problematic status in the current working culture. In 2000s the "slow life" or downshifting are seen as ways to happiness. At the same time, creativeness as a source of success has become a new discipline. Still, in Finnish culture sleeping during the working hours is still much of a taboo.

This research is part of the "New Sleep Order" -project that takes place at the University of Lapland, in Finland. The sources consist of a questionnaire and the narratives of the knowledge workers from different age groups in Finland. Also different kind of public texts are analyzed. The aim of the research is, on one hand, to consider the practices (such as the places and habits) of napping at work from the beginning of the 20th century to nowadays. Secondly, the continuities and change of the norms concerning napping at work are under consideration.

This study thereby contributes to the discussion about the working practices, working life and its future; work ethics, moral questions and the mentality of working are also discussed. Thus, it highlights a crucial question in our time and culture: what is the future of work in our society? How is the use of time seen among the people in our society?

1505

**Work science in Sweden. The history of a research field at the intersection of science and labour policy**

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The objective of the study is to find out the roles of different actors in the development of working life research in Sweden with particular focus on government, research funding organisations and the social partners. The empirical material consists of interviews with researchers and employees in research funding and research performing organisations as well as monographs, biographies and government policy documents related to science policy in general and work science in particular. The analytical framework consists of institutional and principal-agent theory, taking the particular Swedish institutions into account as well as the power play between government, the social partners and the academic elites.

One key finding is that the history of work science in Sweden has been affected by the so-called Swedish Model, an institution that allowed considerable power to the social partners in science policy making during several decades. Another Swedish institution is the tendency of science policy makers in Sweden to follow international trends, leading to rather radical shifts from one policy model to another. As for research funding, the period from the 1940s to the end of the 1960 was characterised by hesitancy from the government and strong interest from the social partners in financing work science. During the 1970s until 2000, this role was taken over by the Government through generous funding schemes to universities and research institutes. During the 1970s and 1980s, the social partners enjoyed considerable influence in the policy making of research institutes and funding organisations. Research policies in the new millenium have been less generous to work science. As a reaction to the decreasing importance of work science in the government's science policy, an insurance company which is owned and financed by the social partners has become one of the most important sources of funding to research into work in Sweden.

To conclude, trends in research policy as well as labour market policy making have played significant roles in the development of work science in Sweden, as well as the actions and reactions of the social partners and the influential academic elites. A factor that may set Sweden apart from other countries is the strong tradition of collaboration between the social partners and delegation of power from the government. The analytical framework presented in the study could be useful for international comparisons of the development of

work science in Sweden and other countries.

## The Place of Theory in Working Life Research

1601

### Incorporation of qualitative research in the methodology of systematic reviews and overviews: Recommendations in occupational safety and health

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#### Background

Nowadays, we don't only face with increasing number of studies but also with increasing number of systematic reviews (SRev) answering the same or similar research questions. These reviews, however, differ from each other. They might partially base on the same studies, but differ for instance in quality, ways of measuring exposure, methodology used to select studies, drawn conclusions or their interpretation. In such situation, the best way to use evidence is to systematically search for, summarize and analyze the data available from existing SRev and publish results in an overview of systematic reviews (OSRev).

There is a growing interest in using qualitative methods in SRev but research in this area is still lacking and the amount of benefit it brings is still being discussed. A proper summary of accurate literature allows policy makers to draw inferences from science to practice.

#### Methods

The proposed study procedure for SRev or OSRev, which is an extension of the Occupational Safety and Health (OSH) Methods for SRev, includes these steps: a) Define a clear, specific and structured research question using PICOS (Population, Intervention, Control, Outcome, Study design), b) Determine a systematic search strategy (define search terms and data source), c) Literature screening applying predefined inclusion and exclusion criteria (step 1: titles and abstracts, step 2: full text), d) Evaluate quality of enrolled studies, e) Data extraction (c, d, e: involves two independent reviewers), f) Summary, discussion and interpretation of results, g) Use qualitative methods to validate the findings and h) Identify the need for further research.

#### Results

If the systematic search finds no relevant SRev, then a SRev is needed; in case an extensive body of literature is available and the research question is broad enough to allow sub-questions, then a scoping review could be

the solution. If more than one SRev is found, then an OSRev would best answer the question. In case not enough studies exist, then primary studies are necessary. The OSH Evidence Database of SRev on OSH topics is a place to find gaps of evidence. Researchers can find there unanswered questions, detect the need for studies, SRev or OSRev on an OSH topic or use database resources to improve existing methodology.

#### Conclusions, Future Research

Both SRev and ORev performed in a systematic way according to strict predefined protocols will increasingly be seen as key source of information for policy makers and further considered as top of hierarchy of levels of evidence. Giving a place to qualitative research in SRev or OSRev could improve the quality of drawn conclusions. More studies are needed to make the role of qualitative research in reviews more visible and investigate further the impact of mixed methods on the quality of SRev and OSRev.

1602

### Power, control and resistance: patterns in current Swedish work science

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A research field is formed by actors outside and inside of academia. One important factor is availability of funding for the intended research. Another is popularity and status of research questions in the political discourse, in media and within the science community. The study presented here focuses on the role of scientists in forming a research area: work science. The most obvious way in which scientists shape the field is their choice in research questions.

The presented study is data driven and based project applications submitted in the yearly open project call organised by the Swedish Council for Working Life and Social Research. From the total sample of all work related project applications submitted during the years 2009-2012, a selection was made based on key words related to the two questions in focus for the study: 1.) Is current Swedish work science "Nordic", i.e. does it reflect questions related to Scandinavian welfare and labour models?; 2) To what extent is it possible to trace current Swedish work science to the Labour Process School?

The analysis of the project descriptions was made using the NVivo software programme, allowing searches and categorisations of the text. The concluding discussion centres around the outcomes of the analyses. What kind of research questions can be found in the scientific community in Sweden in relation to work?

How do they relate to the notion of a “Nordic model” and how patterns in current research reflect changes in working life?

1603

**Theorizing Work: The Importance of Conceptualizations of Work for Research and Practice**

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Though not frequently recognized, any examination of work-related practices and institutions are ultimately rooted in how one defines and conceptualizes work. Particular conceptualizations of work not only focus attention on certain aspects of work and away from other dimensions, but also define who is and is not a worker. For example, using the term ‘employee well-being’ instead of ‘worker well-being’ implicitly equates work to paid employment and thus limits the analysis of worker well-being to paid employees. This would then exclude the well-being of other types of workers such as independent contractors, the self-employed, volunteers, or care-givers, and might also exclude temporary workers, day laborers and other workers who do not fit within accepted norms of stable paid employment worthy of social approval.

The goals of this presentation are to reveal the importance of how we conceptualize work for shaping research and practice in the domain of work and working life, and to provide a foundation for a rich, multidisciplinary approach to theorizing work. Specifically, this presentation will start by presenting ten conceptualizations of work that result from a broad integration and synthesis of the work on work as a key concept across the humanities and the social and behavioral sciences: work as a curse, freedom, a commodity, occupational citizenship disutility, personal fulfillment, a social relation, caring for others, identity, and service.

Each conceptualization represents an important way of thinking about work within one or more academic disciplines, and each forms a foundation for a certain paradigmatic approach to analyzing and designing work, work-related institutions and practices, and related issues. As such, these conceptualizations do not simply describe alternative perspectives on work; rather, they actively structure our understandings of and our experiences with work. Researchers study particular aspects of work, workers expect certain things out of their work, business leaders implement particular employment practices, labor leaders advocate for desired contractual provisions, policy-makers enact employment regulations of a certain kind, judges interpret employment and labor laws in particular ways, and social approval and economic resources accrue to some individuals but not others all because of how people

think about work. In this way, fundamental conceptualizations of work are powerful ideas about work that have real consequences.

Lastly, the complexity of work means that an accurate understanding of work requires a multidisciplinary approach. With a sharp academic division of labor, the conceptualizations or theories of work are typically used individually or in small subsets. The presentation provides a rich framework for constructing a multidisciplinary theory of work that rejects the question of which conceptualization is correct, and instead supports theorizing and empirical research that asks what can we learn about work and working life from incorporating all of them.

1604

**Theorizing and an extended concept of practice**

Keijo Räsänen  
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Workers, including professionals cannot easily find studies that speak directly to their experiences, worries and hopes. It is much easier to find studies that serve the policy-maker or the manager by providing information on the groups and lines of work that she or he aims to govern and control. This presentation aims to evoke discussion on what kind of knowledge and research is usable to those whose work is being studied. This question is especially relevant to those researchers who intentionally and explicitly do so called engaged research and do not position themselves outside or above the sphere of life studied. However, the question is difficult to answer for various reasons. One of the reasons is that researchers’ and practitioners’ logics of action and frames of interpretation are too different to enable meaningful communication beyond mere normative precepts or support for lines of action chosen on other grounds.

This presentation outlines a way of approaching this problem. The suggestion is that an extended concept of *practical activity* can provide a conceptual bridge between practitioners’ and researchers’ knowledge. While in a limited sense “the practical” is understood as something technical or taken (without consideration) as something that fits into a taken-for-granted ideology (like managerialism), the extended concept of practice invites a broader and more open view. According to this approach, practice is about resolving four basic issues: how to do work, what to accomplish and achieve in and through work, why these means and goals, and who to be in and at work. This concept does not focus only on the tactical question of how, but allows for the treatment of the political question of what, the moral question of why and the personal question of who. From this perspective, useful knowl-



edge and research provides (cultural) resources for the resolution of any of these issues, and for dealing with their interdependencies.

A test for the usability of the approach concept is whether it is usable to academic researcher in understanding and doing better their own work and theorizing as one of its tasks. This test is based on the symmetric view that we should be able to approach academic work in the same way as we approach other forms of work in our studies. Theorizing is practical activity, too, like Bourdieu and other practice-theorists have claimed. The presentation will elaborate on the nature of this activity in terms of the frame outlined.

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