

APPENDICES

Swedish Research on

WORK ORGANIZATION

AN EVALUATION COVERING THE PERIOD 2007-2013

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A. FROM PRODUCTIVITY TO COMPLEXITY - HISTORY OF SWEDISH WORK ORGANIZATION RESEARCH

PAPER WRITTEN BY JAN FORSLIN ET AL.

The aim of this paper is to provide a background of the research in Sweden in the field of work organization after the Second World War. It does not aspire to give a full account, only a tentative description of its major features. One should regard this contribution as a description of the emergence on a new research field with new methodological approaches and a cross-disciplinary character and its development into a mature research area. Details and annotation on persons, publications etc. are more frequent from the early years of development and much sparser from later years with its dramatically increased research volumes. This is thus not a bibliographic compilation, specific references are not many and either concerned with works that stand out as seminal or work that are, still arbitrary, examples of a specific phenomenon. A more complete picture is provided in the evaluation bibliography. Also, a recent overview of Abrahamsson & Johansson (2013) of the development of working life research and policy in Sweden is helpful.

The research is seen here as to fall within two major traditions. One is concerned with the *design of work and its organization* (and management). Work is defined here as a *value adding process*, where humans interact with technology. This is the classic engineering perspective, productivity having been the prime concern. The other is the social perspective, e.g. *social and human consequences* of a given type of organization of work. Design and evaluation of work respectively emerged from the two originally widely separated R&D traditions, but have gradually merged into often multidisciplinary approaches. In the individual case there are elements of both, but one could maybe talk of a figure-ground relationship between the two perspectives. The assumption here is, that in both traditions it is worthwhile to understand the background of interplay between historical, economic, social, and political context, which in at least in the Swedish case

have been highly influential for the volume, objectives, forms and methods of the research in this area.

The organization of work has been a central intellectual and practical theme ever since dawn of the industrial era. Benjamin Franklin formed his slogan "Time is Money" in 1748 and thereby set the script for the industrial age. Three decades later, Adam Smith dedicated chapter one in his *Wealth of Nations* to *division* of labor as an economic principle. A division, in a different sense than the traditional trades, was seen as a necessary means for increased productivity of an often unskilled, even illiterate labor. He also meant that breaking down the value-adding chain in small pieces would enhance a gainful use of technical improvements and their development. Thus technology and work organization went hand in hand already in the early visions and Smith turned out to be dramatically correct. Splitting the work process and specialization have been the predominating and economically successful logic in industry ever since, with repercussions also on the view of work efficiency in general. The idea has improved productivity dramatically and likewise promoted a dramatic technical development. Division of labor is so far still one of the main principles in not only liberal economies – but of course a division can be made in many different ways.

However, another discourse is the later critique of the industrial system initiated by Engels and Marx in the mid 1880's. Alienating work and proletarianization of the work force became central elements in the socialist view on the division of labor in a capitalistic world. The sometimes fateful debate since then has roughly formulated oscillated between two basic positions: division of labor creates *either* wealth and health *or* exploitation and alienation of labor. Various expressions of these two positions have ever since been an important element in the research and debate on work organization, also in Sweden.

A MIDDLE WAY?

Already after the First World War had a rationalization movement, emerging from Frederick Taylor's *scientific management of work* (SM), spread rapidly from the US also in the relatively young and innovative Swedish industry. The ideas of rationalization seemed to have appealed to the Swedish mentality; however, the "modernization" also met resentment and conflicts. Still, it was moderation, that made Sweden the example for the American Marquis Childs in his work from 1936 *Sweden the Middle Way*. Along this line a national union-employer agreement from 1938 to co-operate on productivity enhancing measures as a basis for modernization of the economy, the so called *Saltsjöbads-avtalet* (named after the resort where it was negotiated). This was to become a profound asset for the future that developed after WWII.

The political leadership was profound in this development. The social-democratic party was quite aware of the importance of increased productivity for realization of the "well-fare state", also at the price of an alienating work. An article by Tage Erlander, one of the architects to be of the Swedish "Folkhem", in *Svensk Uppslagsbok* (a Swedish encyclopedia) from 1934 under "division of work" is thus prophetic¹³:

"Especially within science and industry division of work and ... specialization are unavoidably necessary. Within industry this development means, that each worker executes only a small part of the product ... Of course the division of labor has some drawbacks. Specialization can imply machine like and soul-destroying work. Through division of work, however, productivity is so much improved, that the worker can have enough freedom from work to have opportunity to experience enough variety outside work". (Translated here from Swedish)

T. E-r.

ALIENATION AND COMPENSATION

As reflected in the quotation above, modern work organization in production meant a highly divided work process on the shop floor, with simple, repetitive tasks in short work cycles at the expense of craftsmanship. More qualified tasks were separated from the manual work and centralized to powerful staff functions, which grew into a self-confident techno-bureaucracy. This concept was systematically adopted on a broad scale in Sweden. Two dissertations give a well-documented account of this development (De Geer, 1978)

and of the large scale training of work study staff (Giertz, 1981) respectively.

Work study technique became an important subject in technical universities, but it was mainly taught at various institutes, often in evening classes. Hence it became a valuable opportunity for ambitious workers to take the symbolically loaded step from blue to white collar positions. Often this teaching took place after full time working hours, six days week, with week-ends for reading and exercise. Support from the employers was normally small, and this career step was taken at considerable hardship in many cases. When ideas of a different work organization were proposed later by academic researchers, resentment and resistance raised among the practically oriented work study staff. Support from this group of technicians for the experiments, that would develop later, was not self-evident. However, once the new ideas were accepted, this group would prove highly valuable with its thorough knowledge of work processes and machinery and an innovative mind (e.g. Forslin, Thulestedt & Andersson, 1985).

Also trade unions and the employers' organizations developed a competence in the field, as negotiations were connected to this body of knowledge and its development. The shared view on modern work organization meant production lines and highly restricted, repetitive and simplified tasks. The social partners were carriers of mainly the same basic philosophy and collaborated to institutionalize the new ideas. The elements in a work organization for mass production can be summarized as a system of four elements: standardization, mechanization, fragmentation, and bureaucratization resting on the idea of mass-production.

Productivity did increase dramatically, putting Sweden among the leading nations during the 1950's and 60's – as did real wages. Negotiations, dealt not only with wages though, but also opened for enlarged union influence, offered a more "generous" personnel policy, and improved working conditions as a counterbalance to the higher productivity and accompanying work strain. National union-employer agreements were reached – and in return no strikes.

A SOCIAL SET BACK

Soon after the Second World War the Swedish economy entered, contrary to expectations, a period of unprecedented strength and longevity. In particular products from the mechanical industry, shipyards

13 Incidentally, Erlander was to become the prime minister of Sweden some ten years later (1946- 1969).

included, were in high demand internationally. An anticipated unemployment soon turned into its opposite: full employment and shortage of labor. The wages increased and thus also the domestic demand – and a need for rationalization. A labor saving mechanization in agriculture created an influx of farm labor to industry. Never the less, and despite the increased productivity, recruitment problems remained, resulting in import of labor starting already in the 1950's. Irrespective of cultural background immigrants, who often had a qualified experience from machine industry, could be gainfully employed. Large quantities of economic immigrants spread also to small industrial communities.

Shortage of labor still remained a severe problem. Not least a dramatic level of labor turnover – a concrete disapproval of working and employment conditions – became a scourge for both companies and unions. A dissertation by Hedberg (1967) demonstrated on large statistical materials a clear-cut pattern of for social science unusual generality. Labor turnover among workers was systematically and strongly related to age and tenure. Mobility was not a personality characteristic – "the rolling stone" – or a moral issue, but a reaction to frustration with tedious dead-end jobs among the youths of the 1960's (e.g. Forslin, 1978 & 1980). The level of separations was indeed dramatic, in some cases 70% of the young left during the first six months. Something had to be done. Compensatory measures like improved physical working conditions, company health care, fringe benefits, social services, a modernized personnel administration etc. were appreciated, but to no avail – to the surprise of both management and unions. Such conditions would later be named "hygiene factors" in a motivational perspective.

ACADEMIC CRITIQUE - AND INSPIRATION

The industrial development was driven by internal technical staff and engineering schools. Social concern dealt so far mainly with ergonomics and health hazards in work. Research and consultancy on ergonomics and occupational hygiene were important in the modernization process. In the 1960's, however, also a more critical view was voiced from social science. In particular a group of sociologists at Gothenburg University became an important formulator. A critical report (Dahlström, 1966) to the congress of the workers' national union (LO) in 1966: *Tekniska förändringar och arbetsanpassning* (Technical change and work adjustment) triggered a discussion about human working conditions, alienation, and not only physical but also mental health (e.g. Gardell, 1971), in line with results from the contemporary psychological studies on labor mobility (Forslin, 1978). Essentially,

alienation as a price for improved economic living standard was challenged. Ever since, work organization and psychological aspects became a lasting issue for the unions.

Still, the sometimes vigorous critique after the war of capitalistic industry from the European left had, however, not made a strong impression in Sweden – yet. Instead reform impulses came from American academia and industry, social psychology rather than sociology. Already in 1952, inspired by the *Human Relations*-movement, the *Swedish Employer's Confederation* (SAF) founded the tripartite *Swedish Council for Personnel Administration* (PARådet). The objective was that by research, information and consultancy "increase the understanding of human problems in work". With its closeness to the industry, multidisciplinary manning and size this institution became an important actor in the industrial relations field e.g. as mediator of modern psychology.

PARådet contributed with imports of psychological theories, interesting also in a managerial perspective. Abraham Maslow (e.g. 1957) offered a more complete and dynamic understanding of human needs and motivation in general, that also made sense to the practitioner. Essentially *The End of Economic Man*, as Peter Drucker had suggested already in 1939. In line with Maslow's theory, the psychologist Frederick Herzberg (1959 & 1966) had with an innovative research methodology demonstrated, that man was more and differently motivated by challenges, personal development and achievements in work, than just secure and safe working conditions and material compensation – i.e. the traditional union position. Labor turnover was a practical problem also for the union, but also implied a disapproval of the present union achievements. Along these lines, voices were raised, advocating a broader definition of "working conditions", which would later (1974) result in a new legislation on working environment and health care, incorporating also social and psychological factors that later should make up the concept of psychosocial working environment.

Parts of the unions now saw an opportunity, backed by the staffing problems, to claim for enriching work and empowerment of its members. The question of work organization would from now on be seen also as an issue of industrial democracy by the unions, while the employers preferred a more technical standpoint. An internal division could, however, be found between the wage negotiating, confrontative tradition and a more co-operative improvement of working conditions attitude. A similar split existed also between traditional industrialists and the more "progressive" open minded to social aspects. The technical department

(Avdelning T) of the employers' confederation (SAF) with a solid ground in traditional work studies would later develop into an important and competent actor in the field of new work organization and combined a technical understanding with openness to experiments in the production organization, see for example Agurén & Edgren (1979) for an industrial vision.

THE ORGANIZATIONAL CHOICE

Much of the research concerning social aspects of industrialization was characterized by technological determinism. In the 1970's the Tayloristic work organization was still unquestioned common sense in most of the industrial world, although there had been critical studies in the US of the shop floor after the Second World War¹⁴ and Taylor himself had been questioned in committee hearings by the House of Representatives already in 1912. Not least is Taylor's own summary statement of SM in these hearings interesting. Technological perspective was expressed in an international case study research with thirteen West- and East-European countries plus the US and USSR (!) in the early 1970's on *social effects of automation*, a uniform and unproblematic view on work organization – strictly Tayloristic¹⁵ (Forslin, Sarapata & Whitehill (1979 & 1980).

The research logic was, that automation (transfer lines) might have different social effects depending on its social/political context, but organization of work was not even mentioned. The study focused on automotive industry and Sweden could contribute with an exception due to a group work case from Volvo (Forslin, Söderlund & Zackrisson, 1979). A few later years later group work in car assembly in the new Volvo Kalmar plant would create an upheaval in research and industrial practice. The novelty of group work and the psychosocial perspective was illustrated by a request from *Scientific American* for an article (Björk, 1975).

If much of the new psychological ideas behind this development had come from the US, inspiration in

terms of developing a different work organization came from England via neighboring Norway. In the mid 1960's industrial democracy was in focus of some Norwegian organizational development projects¹⁶. Experiments that went in the opposite direction of Taylorism and traditional work-study methodology were carried out in a couple of cases. Thus, influences reached Sweden in the late 1960's, which pointed at realistic alternatives. Empowerment stood in the foreground in the Norwegian experiments, while definitely important also in the Swedish case, the issue of work restructuring received a wider interest.

The ideas and experiments with the signature of democratization were mainly advocated by Einar Thorsrud and colleagues at *The Work Research Institutes* in Oslo in collaboration with the technical university in Trondheim. Norway had since the war close ties with England, and *Tavistock Institute* in London was an important counterpart and inspirator. Personalities at Tavistock such as Fred Emery (Australian), Eric Trist, Albert Chernes, and Eric Miller among several others made important theoretical contributions and were directly or indirectly involved in the Scandinavian development in the period 1965-1995¹⁷. Also Peter Clark and Edith Mumford were important contributors from English academia, though not connected to Tavistock Institute.

This systems theory made important intellectual contributions at that time also in social sciences. Thus socio-technical systems – STS – regarded an organization as interplay between a social and a technical system. The Tavistock researchers gave theoretically innovative contributions to organization theory. They were also empirically oriented with an action research approach (e.g. Foster, 1972) in close co-operation between researchers and practitioners in real life experiments. This inspired the Scandinavian counterparts to take on a role, that for at least social scientist was entirely new, to intervene in, often technically complex, real life processes.

14 *Man on the Assembly Line* by Walker & Guest from 1952 and *The Automobile Worker and the American Dream* by Chinoy from 1955.

15 Lenin himself is said to have been a strong proponent of *Scientific Management*.

16 The socio-technical interest would develop a little later also in the US. L Davis, Hackman & Oldham, W Pasmore, J Sherwood, J, S Sriwastwa, R Wild, R Walton were some of the early contributors.

17 The periodical *Human Relations* was important for publishing socio-technical systems research. A republishing anthological series in three volumes under the editorship of Eric Trist, Fred Emery and Hugh Murray from the 1990s gives a picture of the research and ideas at Tavistock that proved so influential in Scandinavia.

As the industrial problems at this stage were directly connected with the labor force rather than technology, the personnel function now increased in importance. It became more professional, with broadened competence and perspective, and a promoter of a new, more psychologically oriented management. Its staff, now better educated and respected, would often be an active part in the sometimes conflictual development process for a new work organization, even in opposition to its own line management. In terms of management, Americans such as Douglas McGregor and Peter Drucker were important. Apart from a series of dissertations from the PA council in the 1960's (Jerkedal, 1967; Lennerlöf, 1968; Rubenowitz, 1963; Wirdenius, 1958) leadership studies had, however, not been a strong field in Sweden and were during this period rare – an expression of emerging egalitarian ideals?

However, in line with the group organization and emphasis on democratic work forms, there was a surge in group dynamic training such as T-groups, sensitivity training, and team building for managerial staff – again with the PA council as promoter (with the heritage of Kurt Lewin in the background) – and regarded as manipulative by the left and disruptive by the right.

Still, leadership as a research issue did not really take off again until the 1980s, see below. One important element in a development process was thus so far missing.

AN EXPLORATIVE PHASE

In the late 1960's PARådet provided an informal meeting ground for a handful researchers from various disciplines and the social partners in exploring the new ideas and discussing alternative forms of work organization. Researchers came mostly from technical universities and schools of economics plus some branch institutes. This was a period of exploration and a few minor real-life experiments with new forms of work organization were initiated and monitored.

A union-management agreement on works committees from 1966 created a formal platform for co-operative experiments in an area, which so far had been the employer's sole prerogative, (as stated already in the original statutes of SAF). The projects were monitored by union/management committees – *Utvecklingsråd* (Development councils) – centrally and locally. It was also requested, that the experiments should be monitored, supported and documented by independent research staff. In addition the researchers contributed with experiences from other studies and new perspectives. Gradually, interventions from researchers became an element in the change process. The influence from the social-psychologist Kurt Lewin should be recognized. His related concept *experi-*

ential learning would later receive much interest – see below. Also, Lewin's experiments on leadership were in line with a more *democratic leadership* that now became an element in the discussion.

The early Swedish studies were linked to a handful of organizations, initially two industrial enterprises. This period was indeed characterized by a search process. What was to be abandoned was reasonably well articulated, but the objectives for the new were fuzzy and manifold. Even if the goals were still unclear, one strived for viable practical solution to an industrial problem: to improve the lot of the workers, but also to develop new forms of union-management intercourse. Also, there was a growing insight at least at SAFs Avdelning T, that the productivity potential of traditional rationalization was becoming exhausted. And of course the researchers also had their personal and institutional interest of knowledge to promote.

In this search process, STS-model provided helpful guidelines for work organization design as exemplified below:

- the organization is an open system in a turbulent and complex environment – technical and social systems in interplay
- congruence between subsystems
- equifinality and organizational choice
- psychological work demand and values
- the autonomous work unit
- internal self-regulation and a learning organization
- problems to be solved where they appears
- variation to be handled nearest possible its source
- doubling of functions rather than parts and multi-competence – design process in congruence with the solution – decentralization of information
- minimum critical specification of demands
- commitment to the prime task
- the quasi-stable stadium and the uncompleted organization

Such general guiding principles were operationalized and tried out in actual practice in the work organization projects.

In *Form and Content in Industrial Democracy* from 1969 Emery and Thorsrud pointed at the connection between democratization of work and the structural socio-technical standpoint. They also formulated six *psychological work demands*, that were helpful in design discussions in real change projects by giving a hint of what was important for a "social system":

The need for a *work content* that is reasonably *challenging*, demanding more than just perseverance and offers a minimum of *variety*

The need to be able to *learn in work* and continue to *develop* one's competence

The need for a personal area of *decision making*, which the individual can call his/her own

The need for *social support* and *recognition* in the work place

The need to be able to *relate one's work* and product to the life outside the work place

The need to experience that the work leads to some form of *desirable future*, not necessarily promotion

Like the STS-principles, these demands gave guidance rather than prescriptions in the complex and sometimes abstract change projects. Process oriented action researchers had an important mediating function and the notion of a *change agent* was developed – see an early dissertation by Philips (1988) and a later work by Palm (2008).

Despite their limited scope, these early cases inspired other industries and parts of the economy. During the early 1970s an important step was thus taken, when also the public sector with mainly white-collar work started its own development. To some extent the driving force was the same for most sectors of the Swedish economy: personnel problems, but also underutilized competence, promises of increased commitment – and a pressure for work place democracy.

The action-oriented research of course contained elements of implicit and explicit critique of the industrial practice, but was rather aiming at achieving improvements, not necessary prescribed by the researchers. Thus from the beginning research had been an important part in this development, but apart from some technical and economic institutions, academia was so far little involved, while multidisciplinary research institutes played a more important role.

Much of the Swedish development at this stage was, partly intentionally, atheoretical¹⁸, with practical objectives in the forefront. As the field expanded, informal networks of researchers developed, which met on a regular basis became important for discussing the-

oretical issues. Still one could claim, that the theoretical framework as it developed at Tavistock was not utilized to its full potential in the mostly pragmatically driven research during this early period. Also, complex social processes, lasting in many cases several years, were difficult to depict in written form. Publications from early action research projects are thus few, comprehensive case narratives – mimeographed (!) – and the usual out-put being in Swedish. See a dissertation by Sandberg (1982) for a review of some of the pioneering work and a follow-up dissertation by Bäckström 1999. Also, Philips and Stjernberg (1981 & 1983) at Stockholm School of Economics produced a couple of broad scale evaluations.

Still, as the academic malice later would have it: "much action, little research".

SHOW CASES

Theoretical discussions were inspiring, but for industry to take the risky step of actual application, the ideas had to work. There was a dilemma for the practitioner: a pressure to do something and the risky, little tested solutions that were suggested. The few cases of real try-outs therefore attracted wide interest. Beyond the pioneering work under the auspices of the social partners, also a few companies had taken initiatives with or without support from researchers, more or less long lasting.

The rigid assembly line stood out as the essence of a destructive Tayloristic tradition. Group work appeared as the alternative to the tedious work on the line, or at least as a moderator. The problems were seen as most serious in automotive industry and symbolical value with its Fordist tradition and actually with its high volume production was strong. As mentioned, limited early experiments had been done with parts of the process by both Scania and Volvo.

However, when Volvo took a full step in the early 1970's and based a new body assembly plant in Kalmar on group work, where instead of rigid flexible carriers without work stations were developed, it was even internationally recognized. The built in flexibility also permitted delegation of some decisions to the team and more varied work, in line with democratic ideas but also to forestall interruptions in the work process. Volvo was open about its innovations and the external

18 The early 1970's was a period of intense academic discussion in the wake of C P Snow's *The two cultures*. A sometimes heated debate between positivistic and hermeneutic ideals in social/behavioral sciences also afflicted the organizational research and the role of the researcher. Democratic ideals could be seen as contradicted by expert interventions, even if the intentions were humanistic. This would later sometimes develop into a distrust in academic project staff – one did not want to be "researched on".

interest was widely spread – also in Japan. See Berggren (1990) for a comprehensive study of assembly work in the Swedish automotive industry.

Also manufacturing had since the 1950's undergone the same Fordist development and qualified machine work had been split into short work cycles, thus downgrading what had been regarded as skilled workers. As mentioned, in parallel with the Kalmar plant, the Volvo engine plant in Skövde designed a highly automated, although still rigid, transfer line for manufacturing engine blocks for group work with ambitions of reskilling the work of operators (Forslin, 1992; Forslin, Söderlund & Zackrisson, 1979).

Both Volvo-cases proved successful, confirming the STS-ideas and the company's new production philosophy. Volvo is mentioned here, as it was early non-experimental application of STS-ideas that became a convincing model in Sweden and recognized internationally. Volvo has since then worked with consequence and persistently in developing its work organization, see Forslin (1990) for a longitudinal case study in manufacturing. A number of studies in various parts of the company have followed. See the works of Engström and colleagues for a participatory design study during several years in the Uddevalla plant in the 1980's, where groups of "car builders" assemble the complete car (e.g. Ellegård, Engström & Nilsson, 1991; Engström, et al., 1995). One important precondition for Volvo's success was the consequence and persistency in top management commitment.¹⁹

END OF PEACEFUL CO-OPERATION

In parallel to the early experiments and innovations of late 1960s and early 1970s the political climate was changing. In the wake of the student revolts of the late 1960's a political radicalization and turn to the left among intellectuals had taken place also in Sweden. An early research supported development project on mental health in work at the co-operative insurance company Folksam provided a showcase. The heavy external critic forced the company to give up the project even before it started. A highly critical provocative paperback *Mentalhälsokampanjen* (The Mental Health Campaign) from 1969 received wide sales in particular among intellectuals, but reached also the general public via media. It triggered a heated debate on "psychologizing political issues", which finally made researchers and unionists hesitant to get involved in co-operative projects with management.

The union establishment was questioned and wildcat strikes, unheard of in Sweden since the 1930's, in state owned mines in the North received vast media coverage. The labor market turmoil was substantial, as were the political pressures.

American sociological tradition on what broadly could be called alienation in the tradition of Walker & Guest and Chinoy was sharpened by more recent American Marxist authors. In particular Harry Braverman (1977) had been well received by the European left and contributed to a radicalization of the social-democratic party and unions in Sweden. In this perspective a social-psychological understanding was replaced by the "class struggle", which was adopted by some leftist academicians waiting in the curtains. The political climate of the late 1970's opened for a more radical and less co-operative research – to put it mildly.

The new prime social-democratic minister Olof Palme encountered a world very different from that of his predecessor Erlander. On the political scene demands for a more radical labor legislation were raised, which in the mid-1970's led to a drastic change in management prerogatives, meaning that unions could request negotiations on vital managerial issues the *Law on Co-determination* from 1975 and an "economic democracy" with union controlled *Wage Earners' Funds* from 1977) sharing in company profits. In this tense climate few union-management projects started and researchers had increasing difficulty to have access to the enterprises as research sites. Empirical research on work organization decreased in the early 1980's, but joint development projects continued with support from the Working Environment Fund sponsored programs and a new potent actor in the field of work life research.

A NEW RESEARCH PRINCIPAL

Co-operation with the employers was already disputed and union representation in the multi-partite PARädet now became inappropriate and the foundation was dismantled in 1980. A new resource for research in connection with the new labor legislation a public research institute *Arbetslivscentrum* – ALC – (Swedish Work Life Center) was founded in 1977. ALC was an institute under The Ministry of Labor lead by a board of union and management representatives. ALC became an important and resourceful center with three full professors, one of which was dedicated to the field of work organization, which was one of the major re-

19 It can be mentioned that the innovating and persistent chairman and president of AB Volvo Gyllenhammar was awarded the *Carl Bertelsman Prize* in 1989 for Volvo's ability to combine economic success with consideration for its employees – essentially Volvo's work with new work organization.

search themes, e.g. Göransson et al. (1982). The center had an information department with a series of reports and a specialized library. The center had active international exchange with visiting researcher from for example the US, Canada, Australia, BRD – and Slovenia (!), as the Yugoslav concept of *workers' self-management* with its relationship to industrial democracy stirred a lot of interest in the late 1970's.

In 1995 ALC was merged with the *The Institute of Occupational Safety and Health* and some other units of the Ministry of Labor to form the *Working Life Institute* (ALI) The new institute was the national research center for research into work and working life and had a national library for this sector. The institute published an international quarterly: *Economic and Industrial Democracy*.

During the 1980s and 1990s Sweden had a substantial volume of research in working life. An overview from 2003 published by FAS (now Forte) found close to 2000 articles between 1986 and 2002, by far exceeding the number of publications from comparable countries (such as Finland, Holland, Belgium). ALI employed at its peak some 400 persons, not all researchers though, but the impact was substantial. Among senior researchers within the field of work organization Casten von Otter, Björn Gustavsen, Åke Sandberg, Göran Brulin, Bo Göransson, Tommy Nilsson, Lena Gonäs and Peter Docherty could be mentioned along with several others.

In 2007 the institute was discontinued by the new non-socialist government and its research staff spread to universities or went into early retirement. This means that almost all research in the area of work organization since then is done within the university sphere.

INCREASED RESOURCES AND PROGRAMMATIC APPROACHES

In parallel to these institutional changes other processes had impact on work organization related research.

By the early 1980's the leftist storm had calmed considerably. As a sign of changing times, with the winding up of PARådet, its research department was transformed into a new research foundation with an addition of "management" to its purpose: *Swedish Council for Management and Work Life Issues* (FARådet). Also this was a creation by the employers' confederation. This time only the union of academic employees was represented at the governing board in addition to well-reputed Swedish and foreign academicians. As chairmen top leaders of some of the major Swedish corporations were selected. The research was

organized in two programs, both with focus on innovation either on macro and micro level respectively. Leadership being in focus on the micro program, but also work organization. With a staff of some 20 academicians, FARådet would become an important actor in the field of work organization research in the decade to come, working in parallel with ALC, although much smaller in size and like its predecessor dependent on external project financing.

Already in the early 1970's the then newly created *Arbetarskyddsfonden* (Industrial Safety Fund) had emerged as an important new source for financing research on (physical) working conditions and health. The fund would later be given a broadened field of responsibility to encompass work organization and psycho-social aspects. At the same time its economic resources increased dramatically, as the now renamed *Work Environment Fund* (RALF), was based on taxing a percentage on the wage sum – in private as well as public sectors. Thus, research on work organization now received a powerful and benevolent supporter.

Also the political conditions for research changed, as the law on co-determination was finally supplemented in 1982 by a national *Development Agreement* (UVA) on resumed union-management co-operation and later followed up on industry and company level. UVA defined four areas for co-operation and joint problem solving: technical change, work organization, economy and gender. The agreement emphasized the importance of research and the social partners involved themselves actively. Union-employer councils or committees were formed with influence on the formulation of national research programs and even on prioritization among projects. However, the political influence was mainly in terms of providing supplementary perspectives and knowledge, to give support and to learn from research. Also economic support was available for projects and activities the social partners in special cases.

The human, economic, and institutional resources for research in the field of work organization was thus now much increased. This situation opened for comprehensive multidisciplinary research programs at RALF and also more goal directed issues. With this set-up the fund had representation from the social partners on the board, formulating the programs, which normally ran in five years periods. Some were joint efforts with other funds to encourage interdisciplinary efforts.

The UVA-agreement should be seen against recognition of a rapid and new type of technical development in the wake of computerization. The assumption being, which a competitive application of new technical

resources would benefit from a co-operative approach and that development was not only a matter of extrapolating from past wisdom, but to explore and learn from the new. The reasoning was also, that as technology is available to most actors, it does not by itself give a competitive edge, but the work organization and development of new competence ought to be of vital importance. Co-determination was not seen only as a value in itself, but also a vehicle for a more innovative Swedish economy. Once again research became a tool for innovation in the labor market²⁰. One important gain from the previous explorative phase in the early 1970's was an undramatic collaboration between social scientists and researchers with a technical background, and between practitioners and researchers. These experiences proved valuable in the new situation.

The *Work Environment Fund* addressed both social and economic aspects and the programs were in that respect intentionally cross-disciplinary. Most major programs addressed directly the issue of work organization, although with varying foci.

The *Development program* (UP-program) with focus on new technology in co-operation with *The Board of Technical Development* (NUTEK). This time – the early 1980's – work organization was not only an issue for improvement of human working conditions and solving personnel problems, but had to answer to a more complex situation with new and contradicting demands. Focus was to a large extent still manufacturing, but competition did, however, no longer require only reduced "man-hours" through increased automation. Other requirements were for example:

- High degree of utilization of costly equipment
- Reduced through-put times and inventories of now more cost loaded products – Small batches and increased number of variants
- More difficult raw materials and higher quality requirements
- Zero Defects
- Increased flexibility and fast change-overs
- Shorter product life-cycles

An early dissertation on the new control techniques was written by Björkman & Lundquist (1981). A rapidly changing, highly complex situation of conflicting demands, an issue of optimization thus and new competence, see for example a dissertation by Friedrich

(1992). Also desktop computerization was a powerful technological leap. Computer support, flexible machine systems and industrial robots were helpful, but required new competence, and appropriate work organization – not only on the shop floor. And leadership?

A COME-BACK OF LEADERSHIP

As mentioned, there had, apart from a couple of dissertations, not discourse on leadership in Sweden – in contrast to the Anglo-Saxon world. In particular had the notion of a leader personality been absent – normally certainly a popular perspective. It was thus a brave step when an original deep-psychology study of top level leaders in Sweden was carried out under the supervision of the American consultant/researcher M Maccoby in the 1980's by *FÄrådet* (Edström, et al. 1985). Maccoby had been a co-worker of Erich Fromm, whose concept of a "social character" was central in this research. Interestingly, the book did not become a bestseller or a journalistic scope, despite its disclosure of the personalities of some 25 Swedish top-leaders from all sectors in Swedish society.

Here should also the *Center for Advanced Studies in Leadership* (CASL) formed in the 1990's and connected to *Stockholm School of Economics* be mentioned and now there certainly are other individual actors at different Swedish universities. Sweden has finally become part of the vast international leadership research. Still, leadership as a research issue is seldom connected to the field of work organization. However, the concept of *creative climate* as developed by Ekvall (e.g. 1996) was a contribution enhancing innovative processes in the work place (e.g. Rasulzada, 2007) emphasizing a relationship to leadership and work organization.

With the *Leadership, organization and co-operation program* (LOM-program) in the 1985-1990, led by the Norwegian researcher Björn Gustavsen with a background from the Work Research institute in Oslo, for the first time a research focus was now on leadership. The program had, however, a specific theoretical/ideological base and research approach *Democratic Dialogue*, inspired by the concept of a *search conference* as developed by the Australian socio-technically oriented scholars Fred and Merrelyn Emery. This point of departure puts the emphasis on the communication process and democratization rather than managerial leadership. This is of course a legitimate and interesting perspective, but made the program less relevant for researchers with a different angle and work organ-

20 This shift between what seemed to be the culminating collectivistic and restricting 1970's and the budding of a more individualistic innovative 1980's could be experienced as a Spenglerian transition from phases of civilization to the phases of culture, from administration to innovation.

ization as such was not in focus. The program generated a large number of articles and some dissertations, although again not necessarily well received in traditional university institutes. In contrast to many other work life research programs, an external evaluation of the LOM-program was made by the German Friedrich Naschold (Naschold, 1992).

Any technical innovation carries the hope for improvements. That does not always come through, at least not immediately. *MDA-program* (Human-Computer-Work) in the early 1990's recognized the impact of computerization and can be regarded as a follow-up of the UP-program. An earlier example from computer-aided type setting (Björk, Forslin & Hedberg, 1973) had indicated, that the potential for a different work organization was not self-evidently realized. Rather, the old organization was reproduced in the now dramatically different technology under the pressure to make certain that the new equipment works. So introduction of a new technology was an important area for co-operative research to learn how to handle technical innovation process and for a broader view on the potential benefits of technical innovations. The program created off-shoots in terms of research centers with a focus on computerization and work organization in several regional university colleges, see below.

Mainframe computers had mainly an impact on research and administrative work. Bradley is an example of early Swedish work life researcher in the field of computerization (e.g. Bradley, 1993). With the introduction of PCs the situation changed dramatically. ICT would from the 1980's have a strong impact on industrial practice and opportunities – despite initial hesitation even in high-tech industries (e.g. Forslin, Thulestedt & Andersson, 1989). The development moved swiftly from IT-support in individual functions towards functional integration, e.g. sharing the same data base. A technical integration raised issues of organizational choice and changing work roles.

Computerization, such as computer based production planning (MPS), had already from the out-set a strong impact on the various specialist functions, in engineering and production management. Computer Aided Manufacturing (CAM) changed the borders between technical and operative work not only on the shop floor. Its counterpart Computer support in design (CAD) had far reaching effects on engineering work

itself and its human qualities. Also co-ordination and later integration between functions became central aspects of computer support. This was recognized by the technical universities, but less so the social and managerial consequences. Design of work organization and the meaning of psychosocial working conditions are now issues to be partly reformulated and new competence and perspectives might be needed from the representatives of the "social system", i.e. us humans.

Furthermore and maybe related to this, the economic exploitation of the technological potential has not been that successful. To quote Robert Solow: "You can see the computer age everywhere, but in the productivity statistics". At least not then (1987) and judging from the slow growth in the computerized part of the world, Solow's worry seems to be still valid (Avent, 2014).

ACADEMIC RESEARCH CENTERS

In the 1990's, the academic field in Sweden was undergoing major changes. The large universities were supplemented by regional university collages designated to promote education and research in line with local and regional priorities. Still, both formal and personal ties were maintained with the "old" mother university. Along with regional initiatives, a number of cross-disciplinary centers for work life issues were formed also in most Swedish universities. Some centers worked for a predetermined number of years, others had no limit set and many are still in operation. Another competent actor is some industry specific research institutes such as Swerea/IVF with research also in the field of work organization.

Branch + region became one guiding power for prioritizing research. The national research programs gave in general room for a wide spectrum of issues, which suited the "out-sourcing" of research well. One important precondition had been, that a project should be "owned" jointly by management and unions. Now also regional representation became interesting. This set-up promoted research within the working life area, for which it was easy to mobilize local interest in contrast to more traditional academic fields, where the international view was dominating. Also the economic resources were comparatively good and funding was easier in this field for an "out-sider"²¹. Psychosocial working conditions became a favorite topic with high local relevance and good prospects for recruitment to HRM-programs. Resources for supervision of research can sometimes be more problematic.

21 The financial situation for R&D in the work life sector now had become unusually favorable, as the Wage-earner's funds were wound up and the aggregated capital was partly set aside for financing research and institutional support in the case of ALI.

As the working life field was split into a plethora of minor and larger projects, it is difficult to have a structured overview of the field. Although as the regional colleges, centers etc., cannot examine doctoral students, some of the research is being documented as dissertations. See Abrahamsson & Johansson (2013) for a recent exposé on psychosocial research, which also point at the difficulty to go from facts to change. Again underlining the need of an action oriented research.

Still, even if institutions and individuals may have different opinions and priorities, action oriented research is nowadays less controversial, as illustrated by its having matured into the "handbook-age" (Reason & Bradbury, 2001) – as long as it follows its own quality criteria. Its coming of age in Sweden (and Scandinavia) is illustrated by the establishment and maintenance of the highly active network of researchers – SIRA – in what is now named "interactive research" made up of a large number of researchers and holding annual conferences. Meeting with like-minded is of course helpful in an area that cuts across traditional demarcations and academic habits.

END OF SHOP FLOOR PERSPECTIVE

The early research in work organization was typically long-term micro-studies of, or rather in, organizations; in a way in line with a man-machine tradition. As can be seen from later R&D-programs within work life research, it was recognized that more complex demands and turbulence increasingly comprise the environment for most organizations. Emphasis on flexibility, innovativeness and ability to learn from experience became gradually an important research fields in the wake of work organization.

The notion of *experiential learning* had drawn contributions from a wide spectrum of researchers, from philosophers to mathematicians – with social scientists in between. The formation of *Lärande-programmet* (Organizational Learning Program) in the early 1990's was recognition that in a quasi-stable world flexibility and ability to learn from experience are essential. Basically the issue was: what characterizes a *learning organization* and with what effects? The concept of a learning organization was in line with a socio-technical thinking, to be able to learn in work was one of the psychological job demands, with a number of authors in the 1980's. In the wake of the Tavistock tradition, inspiration was this time again strong from England, e.g. with Revans (1982) as an early contributor. Also Americans with more of a management and organizational development tradition, from Don Schön and Chris Argyris to David Kolb and Peter

Senge, but also and the Norwegian Paul Moxnes, were highly influential.

From the point of view of research the notion of a learning organization was related to action research. The reasoning was, however, that learning and the development process could benefit from less of researcher intervention in problem solving and instead promotion of a learning situation, which would give long term effects and contribute to a change in company culture – for an early project in the 1980's with the social partners based on the development agreement with a focus on learning rather than action see Forslin & Thulestedt (1993). A study by Kock (2002) later demonstrated that long term management commitment and a deeper understanding of the learning process were necessary prerequisites, although mostly missing. The learning concept would under more than a decade have a strong impact on Swedish organizational research with numerous qualified contributions – and management consultancy. The latter illustrates, that what once was front line research in an undiscovered field now quickly turns into tool-boxes, actually replicating the classic innovation process: research-consultancy-practice.

By the year 2000, also the field of organizational learning had reached a handbook stage (Dierkes et.al., 2001). A later Swedish contribution by Shani & Docherty (2003) puts organizational learning in a new context and illustrates, that the work research by then had been triggered into a new issue – at least in Sweden: sustainability.

LEAN AND/OR SUSTAINABLE WORK SYSTEMS?

Starting in the 1980's management consultancy and research was flooded by a number of more or less long-lived "fads": *TQM*, *Six Sigma*, *Learning Organization*, *Business Process Reengineering*, *Boundaryless Flexible Flow Organization*, *Time Based Management*, and *Lean Production* – flavors of the month. The focus varied: time, quality, learning, business processes, etc. – and resources and waste.

The latter represented by the Japanese concept of *Lean Production* (LP) or the *Toyota Model*. Japanese management philosophy had since the 1970's attracted interest from Swedish industry and research. Several of Toyota's concepts: can-ban, kaizen, etc. were seen as innovative and copied with a Swedish prefix. The book that introduced, what later became Lean Production, to a larger audience: *The Machine that Changed the World* by Womack & Jones from 1991 still made a strong impact and triggered a lively debate. A superficial interpreta-

tion of Lean Production no doubt led the thinking to hard rationalization and short sighted labor saving – a return of Taylor. The depreciating dismissal of Volvo's "neo-craftsmanship" (a bit ironical as Japanese car industry took impression from Volvo and *vice versa*) by the authors of course provoked resentment.

A profound difference from the quick fix-praxis of Western management is the time perspective. Development in a Japanese tradition is a slow learning process and LP is a philosophy securing local interpretation and adjustment. Brutal top down installation is contrary to that kind of thinking. To quote the old master:

"Scientific management does not exist and can not exist until there has been a complete mental revolution ... Do you think you can make a great mental revolution ... in a year?"

Fredrick W Taylor, 1916 in his last public appearance

LP has since the turn of the millennium achieved a wide application in Sweden, not only industry, but service, public administration, health care, IT-consultancy etc. How long-lived remains to be seen.

The responses from researchers in working life and management have varied much, from indignant rejection to enthusiasm to cautious optimism. Since then, the debate has become more nuanced, for example Sandberg (1995) and many others. Johansson & Abrahamsson (2009) at Luleå Technical University discuss LP in relation to the trade union concept of a "good work" or "sustainable work" as the congress of the metal workers' union adopted in 2008.

Of course, "lean" easily leads the thoughts to time-squeezed labor, reinforcing an already serious problem in the Swedish labor market.

Based from experiences during WWII the Canadian Selye defined a new area of increasing urgency. In the 1950's he introduced the stress concept, pointing at the perils of psychological strain and mental overload. His research was followed up early in Sweden by medical and psychological institutes and would define a meeting ground for researchers with varying background. Lewi and Frankenheuser were the pioneers in Sweden starting laboratory and clinical studies and established the concept. The notion of a psychological stress has of course an immediate relevance for the working human. Since the 1970's stress has achieved a central position in work life research and became a major perspective in psycho-social working conditions with a strong standing in terms of research.

One aspect of the clinical tradition in medicine and psychology is a focus on human suffering, while the motivation psychology points at the dynamic and powerful human. There is thus a paradox: one would not expect that a tedious and understimulating work would be stressful. However, work intensity on for example an assembly line in combination with little control over the work situation did create a stressing situation, as predicted by the demand/control model formulated by Karasek in the early 1980s, which became much influential in Swedish work research as it offered a meeting ground between organization and psychology.

It should be underlined though, that not only shop floor work is potentially stressful – rather other occupations, not least in the public sector, have been/are hit. There is a national dilemma here. The ambition to create more stimulating, developing and thus demanding work meets with escalating numbers on long-term sick leave related to stress, reaching pandemic numbers in the 1990's in Sweden. *Burnout* as formulated by Maslach & Leiter (1997) in the 1980's appeared highly relevant and the burnout concept and "boundaryless" work have generated a large amount of research.

The stress oriented research has over the decades generated an impressive amount of knowledge on the negative side of work and the protection of the individual. Still the level of stress has not decreased, which raises the issue, whether one needs to protect the individual from his/her own ambitions, when less well defined and low-structured jobs have become part of the work organization in a post-industrial system?

In the socio-technical view, human vulnerability must of course be respected, but the emphasis is rather on opportunity for the vigorous, self-fulfilling side of the human. Can one with an appropriate organization of work and operations, technical aids and leadership promote self-actualizing work, while still avoiding over-exploiting human motivation and commitment? Is there a work organization of this kind? Or several?

A tentative concept of a *sustainable work system* (SWS), that is both competitive and regenerates human energy, was formulated by an international group of researchers in the late 1990's, see Docherty, Forslin & Shani (2002) for an original anthology. The SWS-idea rested on the precondition, that man is potentially energetic, powerful and competent, and should be part of the solution not necessary prescribed by external specialists. This optimistic view rests on three assumptions: 1) There are psychobiological processes that if met regenerate human energy 2) Work systems can be designed and managed so to meet such requirements

3) Such work systems can be competitive.

The notion of SWS represented an inspiring view and the issue of work organization is again emphasized – but certainly not alone. A thesis from an early action research study along these lines was produced by Kira (2003) and van Eijnatten, Shani & Leary (2005) relate socio-technical thinking to the SWS-concept. The SWS-concept has since it was suggested received much attention from research and practitioners during the last decade, both from the original group, but also from organizational researchers of varying inclinations. Again, there is a network in Sweden holding annual conferences within this field of research,

FIGURE - GROUND

The insight has grown, that understanding the conditions for developing the organization of work, factors such as leadership, work climate, organizational culture as well as strategic and economic issues is necessary. Or rather, work organization became one of several interlinked conditions for a successful work place. Diversity rather than standard solutions, ongoing processes of renewal need to be built in to the organization – the stable state became a questioned ideal. The emphasis in the 1990's on a learning organization, always in a flux should be seen against this background. This would in a way support the idea that the solution might not be so important, but rather how it is being brought about. As Einar Thorsrud once called the socio-technical criterion: a change process must be in line with what one wants to achieve.

As once Frederick Taylor hinted at, there is a difficulty in achieving the necessary consequence and patience in developing the organization. And this is of course true for any substantial innovative change – not only, but definitely in work organization development.

As depicted above, financing of work life research and impulses for its direction has varied considerably over that past some fifty years. With its problem orientation and multidisciplinary nature, it is not self-evident to expect a linear process of accumulation of knowledge within this field. In a way research in the organization of work can be seen as a sidecar to the development within technology, economy, society etc. The interplay between these factors as it is expressed in the work organization chosen can never be disregarded – but the angle of observation will vary.

So, let us finish where we started. Work organization is a matter of organization of work (!) – both as process and structure. Work being regarded as a value adding process of interaction between man and his/her tools.

The evaluation of that process has by tradition been expressed as a quota between input and output, the higher quota the better, sometimes with regard for the wear and tear of the denominator – yet a factor not seldom externalized. However, in a postindustrial world more attention should be given the numerator. Value adding becomes value creating – the innovative value of the output.

The organization of work has been a central part of the industrialization process ever since Adam Smith set the example with the manufacturing of pins. In a possible post-industrial era, one must maybe again reformulate the concept of work organization and explore its relation to today's preconditions for production and innovation – and to the benefit of human well-being. Of course work organization does exist as a phenomenon, irrespective of how the research is being managed. It seems plausible, however, that in an era, when profound conditions for innovation as well as for operative work are going through fundamental change, also the organization of work faces new issues and challenges – to be researched.

With the creation of Vignola through the merger of the *Working Life Fund* and *The Board for Technical Development*, the financial conditions for research in the work organization area and its expectations were changed. Less of the economic heritage now available and from having had its own promoter, to becoming a side-car. On an overarching level the appointed research area for Vinnova is innovation, an issue that can be and is addressed on a macro-economic scale or as technical issues in individual organizations. Vinnova has had programs explicitly addressing working life issues, but where work organization did not emerge as an issue in its own right, but as a sub-aspect within a larger frame – if at all. The predecessor to Forte – FAS – had a broad responsibility for working environment and health, where work organization might appear as an issue, but with the risk of losing the technical and economic perspectives.

The mission of Forte needs to recognize that the social aspects, e.g. stress in work, and the economic aspects of work organization should be researched hand in hand. Closing this gap stands out to be a precondition for research contributions to a competitive and health promoting economy – and a new economic man?

"Technology alone is not enough. It's technology married with liberal arts, married with humanities, that yields the results that make our hearts sing".

Steve Jobs, March 2011

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B. SURVEY OF WORK ORGANIZATION RESEARCH

1. The instrument and procedure

The evaluation survey was directed towards individual researchers and to research group leaders active in the field of work organisation in Sweden.

Forte staff designed a web survey instrument and distributed this to the researchers by email in APSIS Pro. The survey contained questions on issues such as current research areas, funding, collaboration and key achievements. Research group leaders were asked to give information about their group members and number of PhD degrees between 2007 and 2013. The content of the survey was similar to earlier surveys used in the context of research evaluations in other fields of science. When receiving the survey all participants were informed about the upcoming evaluation and the importance of the survey as a key source of information.

Participants were asked to describe what areas should have the highest priority in Swedish work organization research, what they see as the most important constraints or problems facing work organization research, and how to improve or strengthen work organization research in Sweden. In addition, the participants were asked to enclose a list of their publications during the period 2007 to 2013, and the group leaders to enclose another publication list for their group. The participants were also instructed to send in ten selected publications as PDF files by email to Forte. The survey questions were in English (although the invitation letter was written in Swedish) and the researchers were supposed to give their answers in English. It was possible to save answers temporarily and come back to complete the questionnaire later on.

The invitation letter and the survey form are included in Section 5 of this Appendix. The survey was sent out May 5, 2014 and the deadline for answering was set to June, 15, 2014. Later on the last day for finalising the survey was changed to June 22, 2014, so that additional responders would have the possibility to complete the questionnaire.

2. Participation in surveys (sample, response rate, representativeness)

The researchers were identified through four different sources: a search in the Swedish library database Libris for authors of PhD theses published in the work organisation area 2007–2013, a search in databases at the research councils Forte and Vinnova for researchers who had received grants 2007–2013, and with the help of the reference group who completed the picture by adding names from their WO network and lists of professors in the area. The 245 researchers identified in this way was assumed to represent the population of Swedish work organization researchers in a broad sense.

The database searches for PhD theses 2007–2013 were made according to the main research areas in work organization that had been defined by the Swedish reference group, 1) Organization, working conditions and work design, 2) organization, management, leadership and teamwork, 3) changes in work, organization and environment, and 4) employment relations, influence and partnership. Later in the process the evaluation group defined a fifth area: 5) behaviour, health and wellbeing in work and organization.

Only individuals who considered themselves as active in research in the field of work organisation were asked to fill out the web survey, and also had to indicate whether they were either a) a leader of a research group active in the area of work organisation research, b) active in research in the area of work organisation, however not member of a group, or c) active in research in the area of work organisation and member of a group, but not a leader.

In the survey a 'research group' was defined as a group which either 1) has a leader with budgetary responsibility, or 2) which works together on the same research project(s) or 3) which works with similar research questions (work organization) in the same administrative unit. The purpose was not to include

loosely knit groups, e.g. networks with members from different environments which share the same research interests, but who do not do research together.

A total of 245 questionnaires were sent out by email. The first batch was sent to 228 individuals, and another 17 individuals received the survey later on as they were reported by research group members to be research group leaders, or were reported by a colleague (for instance to be a group member). A couple of reminders were sent out, both to fill out the survey and to send in PDF files by email.

Of the 174 web survey responses that were registered, 38 had to be regarded as non-responses, e.g. the individuals had only logged into the web survey but did not provide any information. The number of respondents who sent in complete web surveys was 77. There were 58 respondents with non-complete questionnaires that were retained in the analysis. So, in total, the number of participants amounted to 135 participants, which corresponds to a response rate of 55%.

Reasons for not responding were obtained for eighteen individuals. About half of them stated that they were active in research but not in the area of work organization. Others reported that they were retired and not active in research any longer, and some individuals stated that they had other work tasks than research. One person declined due to that the research group leader made an overall answer representing all researchers in the group and another person declined due to work overload. There were no indications that non-response included important research groups and/or active researchers in the field of work organization. Therefore, the non-response was not considered to be a likely source of bias in the reported results. (At the feedback session held with researchers and other stakeholders on April 13, 2015, this was questioned by some researchers, but no evidence of bias was presented. It appeared that one leader of a research group had not received the survey. Given that there are valid

responses from 77 group leaders, one would not expect significant impacts of this unfortunate omission).

3. Submission of publications and interviews

In addition to answering the web survey, the participants were asked to send in their up to ten best or most representative publications from 2007-2013, by email to Forte. This was done by in total 46 participants. The authors and papers are listed in Appendix D.

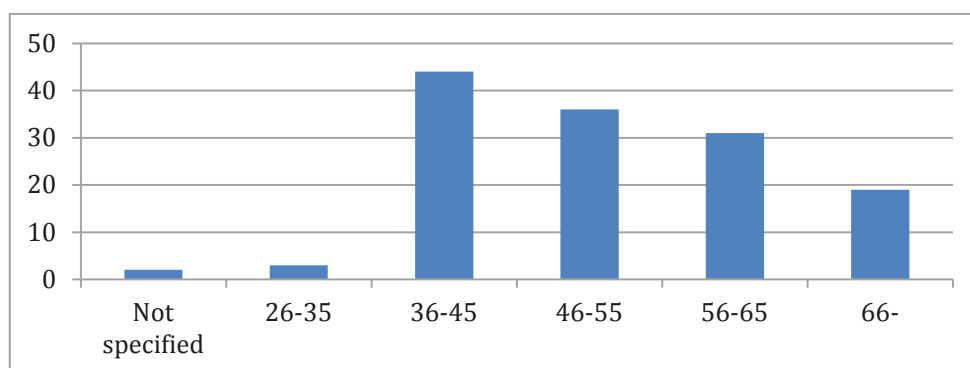
Interviews with some of the researchers participating in the survey, and also other stakeholders, were made by the evaluation group (Appendix G). At the group's second meeting in Stockholm in August, 2014 two interviews with stakeholders were made. Hearings with researchers and social partners were also arranged at Forte during 27-29 of October, 2014. The selection of researchers was made from the survey participants with the purpose to include representatives from all the five areas of work organization research of interest, different universities and colleges in Sweden, different types of departments, men and women, and different positions in a researcher's career, if possible. In total, 30 researchers and social partners were interviewed by the whole evaluation group.

In addition, members of the evaluation and reference group volunteered to make some site visits to Swedish work organizations and give some qualitative impressions from current work settings, even though this was not requested by Forte. The site visits were performed 28-29 of August and 1-2 of September, 2014. There is a list of work places and the persons interviewed in Appendix G.

4. Overview of replies to survey

In total, 135 researchers participated in the web survey, of which 45% (61/135) were women and 55% (74/135) men. Of the responders 19 were above 66 years of age, and some of them reported that they were retired (or partly retired) (see Figure B1).

Figure B1. Age distribution of the participants in the web survey



The Swedish work organization researchers represented in the survey reported a broad range of educational backgrounds (see Table B1). Many had their doctoral degree in Business Administration, Psychology or Sociology.

The participating researchers were employed at Swedish universities and colleges, some with double affiliations, see Table 4.2 in the main report and Figure B2. Most of the respondents were professors, 42% (56/135) or associate professors, 36% (48/135) at Swedish universities. Also professor emeriti, assistant professors, researchers, lecturers and postdocs were represented in the survey. Six participants worked outside the university, as management consultants, industrial researcher or as a regional development leader.

Of the 123 participants that answered the question if they had a permanent or time-limited position, 74% (91/135) did have a permanent position (see Figure B3). Of these, 88 % were professors or associate professors. Some participants were retired although still worked part-time on hour-basis or on a time-limited employment.

One of the questions concerned the time that the participants could allocate to research. 96 individuals gave information on this question. On average the es-

timated time allocated to research for the group as a whole was about half time, 51%. The estimated time allocated to research refers to both the reported time as part of the position and external funding.

Of the 135 participants in the web survey, 57% (77/135) stated that they were leader of a research group active in the area of work organization, 23% (31/135) that they were member of a research group, and 20% (27/135) that they were active in the area of work organization, however not member of a group.

In one of the survey question the research group leader were supposed to list persons who had received a PhD degree in the group between 2007 and 2013, regardless if this person was a current member of the research group (see Table B2). The total number of reported degrees was 112 for the 30 research group leaders who answered this question. Most groups had between one and four dissertations during the period. Four of the groups in the survey had had more than eight dissertations. Of the 77 individuals who had stated that they were research group leaders, 47 did not give information on this question.

The total number of PhD degrees reported by the group leaders was between 11 and 22 for the period, with the highest number reported for 2013 (see Figure B4).

Table B1. Main subject of participants' doctoral degree

Doctoral degree	No.
Business Administration, Business and Economics, Management	32
Computer and System Sciences	1
Education	5
Engineering, Quality Technology/Management, Technology Organization/Economics	11
Ethnology	2
Forestry	1
Gender, Gender and Technology	2
Health/Medical Science, Public Health, Psychosocial/Occupational Medicine, Ergonomics	11
History	2
Human Geography	1
Industrial Organization/Ergonomics/Economics and Management	4
Informatics, Social Informatics	3
Mathematical Statistics	1
Political Science	2
Psychology	23
Public Administration	1
Social Work	3
Sociology	15
Work Science	8
No information	7
TOTAL	135

Figure B2. Titles/positions represented in the survey (No.)

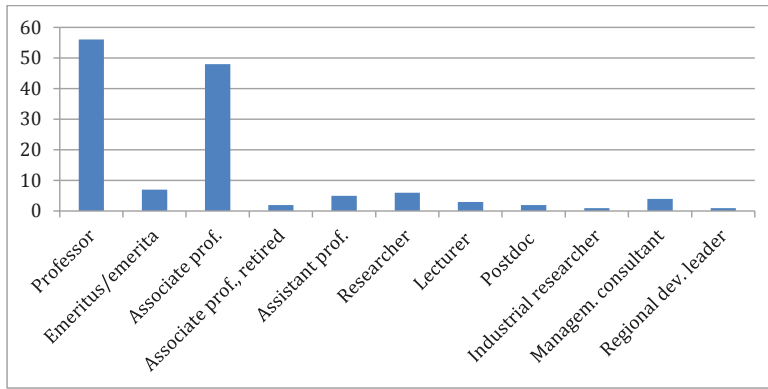


Figure B3. Participants' types of employment (No.)

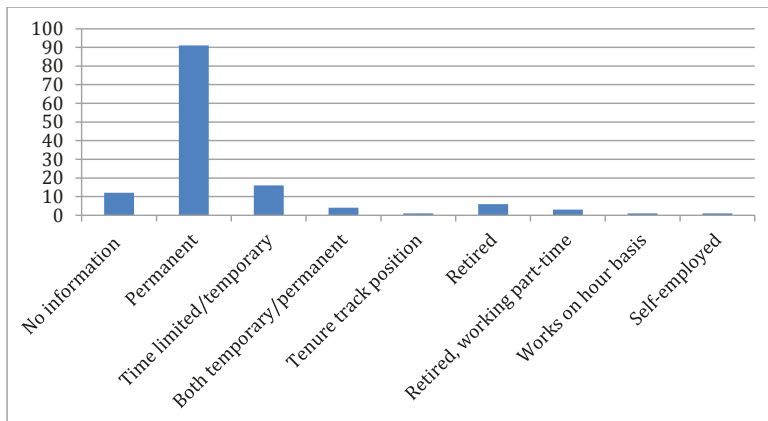
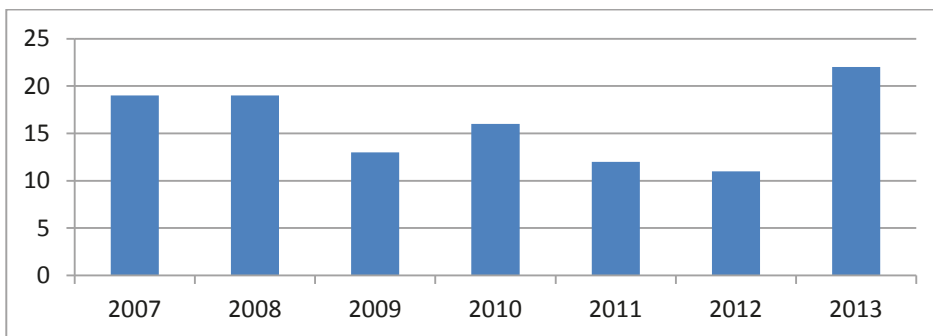


Table B2. Number of PhD degrees per group 2007-2013

No. of PhD degrees	No. of group leaders
0	4
1-2	10
3-4	8
5-6	3
7-8	1
>8	4
Not specified	47
TOTAL	77

Figure B4. Total number of PhD degrees per year according to the survey



SOURCE FIGURE B1-B4 AND TABLE B1-B2: FORTE'S SURVEY 2014 TO SWEDISH WORK ORGANIZATION RESEARCHERS 2007-2013

5. Survey instrument

Utvärdering av svensk forskning om arbetsorganisation 2007-2013 – enkät till forskare och forskargrupsledare

Du har beviljats forskningsbidrag från Vinnova inom området arbetsorganisation under perioden 2007 till 2013. (Alternativa inledningar: Du har beviljats forskningsbidrag från Forte (tidigare FAS) inom området arbetsorganisation under perioden 2007 till 2013. Du har via en referensgrupp identifierats som verksam inom forskningsområdet arbetsorganisation under perioden 2007 till 2013. Du har disputerat inom forskningsområdet arbetsorganisation under perioden 2007 till 2013.)

Styrelsen för Forskningsrådet för hälsa, arbetsliv och välfärd (Forte) har beslutat att Forte under detta år ska genomföra en utvärdering av forskning om arbetsorganisation. Syftet med utvärderingen är att göra en inventering av forskningsfältet men också en utvärdering, dvs, att identifiera styrkor, luckor och svagheter i svensk arbetsorganisationsforskning ur ett internationellt perspektiv. Med detta som grund kan en diskussion föras om eventuell förstärkning av stödet till forskningsområdet.

Fem huvudforskningsområden har definierats och omfattar 1) Organisation, arbetsvillkor och job design, 2) Ledarskap, management och teamwork, 3) Föränderlighet i arbete, organisation och miljö, 4) Inflytande och delaktighet och 5) Beteende, hälsa och välbefinnande i arbete och organisation.

En beskrivning av den strukturella utvecklingen av svensk arbetsorganisationsforskning kommer att ingå. Bibliometriska analyser och hearings med intressenter (i huvudsak representanter för arbetsmarknadens parter) och utvalda forskargrupsrepresentanter kommer också att utgöra bas för utvärderingen. Utvärderingen ska vara färdigställd i slutet av 2014.

En svensk referensgrupp har utsetts och består av följande sju medlemmar: Lena Abrahamsson, Luleå tekniska universitet; Klara Adolphson, Vinnova; Jan Forslin, KTH; Olle Hammarström, konsult; Gunn Johansson, Stockholms universitet; Jan Löwstedt, Stockholms universitet, och Magnus Sverke, Stockholms universitet. Referensgruppens roll är i första hand att bistå med råd under planeringen av utvärderingen men kommer också att bidra med bakgrundsinformation.

Den internationella utvärderingsgruppen består av följande sex medlemmar: Robert A. Roe, Maastricht University, The Netherlands (ordf); Arnold Bakker, Erasmus University Rotterdam, The Netherlands; Silvia Gherardi, University of Trento, Italy; Gudela Grote, ETH Zürich, Switzerland; Russell Lansbury, University of Sydney, Australia and Peter Pawlowsky, Chemnitz University of Technology, Germany.

Denna enkät riktar sig både till enskilda forskare inom området och till forskargrupsledare. Först kommer ett antal frågor till dig som enskild forskare och sedan följer frågor till forskargrupsledare för dem som är det. **Om du inte arbetar med forskning om arbetsorganisation ska du inte besvara enkäten.**

Forskargrupper kan definieras på olika sätt. I denna enkät så menar vi med "forskargrupp" en grupp som antingen 1) har en chef med budgetansvar, eller 2) som arbetar tillsammans inom samma forskningsprojekt eller 3) som arbetar med liknande forskningsfrågor (arbetsorganisation) inom samma administrativa enhet. Vi syftar inte på löst sammanknutna nätverk med medlemmar från olika miljöer som delar samma forskningsintressen, men som inte forskar tillsammans.

Vi skulle vara tacksamma för ditt deltagande i denna undersökning. Enkäten är på engelska. Enkäten är personlig, vilket betyder att du kan gå till webbformuläret, titta på frågorna och besvara dem, men du kan spara dina svar och gå tillbaka och fortsätta vid ett senare tillfälle. **Observera att vi också önskar att du skickar in PDF-filer via e-post av tio utvalda publikationer inom forskningsfältet (instruktioner finns i webbenkäten).**

Vi skulle vilja att du besvarar enkäten senast den 15 juni 2014.

Om du har frågor om undersökningen så kan du ställa dem till Fortes huvudsekreterare Peter Allebeck, e-post peter.allebeck@Forte.se, eller till projektledare Anna-Karin Eriksson, e-post anna-karin.eriksson@Forte.se

Tack på förhand för din medverkan!

Peter Allebeck, huvudsekreterare, Forte

Anna-Karin Eriksson, projektledare, Forte

Survey of Swedish work organization research 2007-2013

Please fill out the survey **before June 15, 2014**. If you have any questions about the survey, please contact Anna-Karin Eriksson, e-mail anna-karin.eriksson@Forte.se

Survey progress is saved continuously in our system. That means that you can close the survey and pick up where you left off by clicking the link in the e-mail invitation. Please note that information is saved when you leave a field using the tab key on your keyboard or when you click a field using your mouse.

PAGE 1 OF 4: PERSONAL INFORMATION

Please specify the following personal information about yourself.

1. **First name**
2. **Last name**
3. **Position/title**
4. **University/college/organization**
5. **Name of department**
6. **Section/division**
7. **Unit**
8. **E-mail address**
9. **Address of department/unit**

10. Age

- 25
- 26-35
- 36-45
- 46-55
- 56-65
- 66-

11. Sex

- Woman
- Man

12. Education

Indicate highest degree (examen) obtained, and discipline, e.g., PhD in sociology. Use Swedish terms if preferable (e.g. licenciat).

13. Profession/occupation

Please indicate your profession or occupation, e.g., physician, occupational therapist, social worker, psychologist etc.

14. Employment

Please describe your current employment situation by indicating 1) What position you hold, 2) whether it is permanent or time limited and 3) % time allocated to research. Use Swedish terms if preferable (e.g. univ.lektor, univ.adjunkt).

15. Research group affiliation

Please indicate whether you are

- A leader of a research group active in the area of work organization research
- Active in research in the area of work organization, however not member of a group
- Active in research in the area of work organization and member of a group, but not a leader

(Questions 16 and 17 were posed to those who marked the last option on question 15)

16. Since we need help in the identification of group leaders, please specify the name of your group leader

17. Please specify the email address to your group leader

PAGE 2 OF 4: YOUR RESEARCH

Below follows questions that are directed to you as an individual researcher. (If you also are a research group leader you will later on be asked to specify the corresponding information for your group).

18. Please describe briefly which are your main current research areas of interest in work organization research, e.g., objectives, problems and questions. Maximum 1500 characters including blank spaces

19. Please specify below which grants (public and private) you have received during 2007-2013 for research in the work organization area.

Please specify following details for each grant: 1) project title 2) total amount granted 3) funding source. Include ALF grants. Also, if you have received funds from commercial sources, include these.

Please put a comma between each item and end each grant with semicolon as specified below.

(Example: Work and organization, 500 000 SEK, FAS;)

20. List of publications

We now want to ask you to list your publications in the area of work organization during 2007-2013. Please make sure that you restrict the publications to those dealing with work organization research.

Please list the publications as specified below:

- 1) List **all your publications in the area of work organization research during 2007-2013**. The publications should be listed as follows; a) Peer-reviewed journal articles, b) Articles in other journals, c) Books or chapters in books.

If possible without too much trouble, please list the publications in reverse chronological order (i.e., starting with the most recent).

- 2) Mark with an asterisk in the above list your **ten best or most representative publications in the area of work organization research** during 2007-2013.

IMPORTANT! When you have finished the questionnaire you will be requested to send PDF versions of or links to your ten best or most representative publications listed under category 2 to Forte in an e-mail addressed to arbetsorganisation@Forte.se. You will also have to provide your name, the name of the research group and a list of the publications submitted together with the attached publications themselves.

21. Please describe one or more of your key achievements during 2007-2013 (major contributions to international frontline work organization research – include

both methodological research, theoretical contributions and empirical research).

Maximum 1500 characters including blank spaces

22. **Please list the main institutions in Sweden and internationally with whom you have been collaborating 2007-2013 in the work organization area (resulting in e.g., joint publications and grants). Please list under the categories Sweden, Nordic countries, EU and other countries.** Maximum 1500 characters including blank spaces
23. **Please describe your major contributions to work organization development in Sweden and internationally e.g., societal impact of your research during 2007-2013 (participation in policy development, guidelines, regulations or recommendations).** Maximum 1500 characters including blank spaces
24. **If relevant to your research interests, please describe if you have had any collaboration with institutions or organizations directly involved in labor market policy 2007-2013 (e.g., unions, employers or public labor market authorities).** Maximum 1500 characters including blank spaces
25. **Please describe what areas of work organization research you plan to give priority in your research during the next few years.** Maximum 1500 characters including blank spaces
26. **General issues in Swedish work organization research**
 - a) **Please describe which areas you consider should have the highest priority in Swedish work organization research in the years to come.** Maximum 1500 characters including blank spaces
 - b) **Please describe what you see as the most important constraints/problems facing work organization research in a) Sweden and b) your group.** Maximum 1500 characters including blank spaces
 - c) **Please describe what you see as the most important measures which need to be taken in order to improve/strengthen work organization research in Sweden.** Maximum 1500 characters including blank spaces

PAGE 3 OF 4: YOUR RESEARCH GROUP

Below follows questions that are directed to you as a group leader.

27. Please specify the name of your research group.

28. Please specify details about the members of your research group.

Please specify following details on the members in the group including yourself

1. Name
2. Position/title
3. Discipline (e.g., psychology, sociology, etc)
4. Year of PhD
5. Average % time in work organization research during 2007-2013.

Include doctoral students and expected year of PhD.

Please put a comma between each item and end with semicolon as specified below.

(Example: Anders Andersson, Professor, Sociology, 1985, 50%.)

29. Please list persons who have received a PhD degree in the area of work organization in your research group during 2007-2013, even if they are not current members of the research group.

Please specify following details about the person's in your group:

1. Name
2. Title of his/her thesis
3. Year of PhD
4. Major discipline (of basic education, e.g., psychology, economics etc).

Please put a comma between each item and end with semicolon as specified below.

(Example: Lisa Larsson, Characteristics of healthy organizations, 2002, Sociology, Göteborg University.)

Since we are aiming at identifying research groups, we will repeat some of the questions that were posed

earlier, however now asking you to answer them with your research group in mind.

30. Please describe briefly the current research orientation of your group. Please describe which are the main research areas of interest; e.g., objectives, problems and questions.

Maximum 1500 characters including blank spaces

31. List of publications

We now want to ask you to list publications in the area of work organization during 2007-2013 from **your research group**. Please make sure that you restrict the publications to those dealing with work organization research.

Please list the publications as specified below:

- 1) List **all publications from your group in the area of work organization research during 2007-2013**. The publications should be listed as follows; a) Peer-reviewed journal articles, b) Articles in other journals, c) Books or chapters in books.

If possible without too much trouble, please list the publications in reverse chronological order (i.e., starting with the most recent).

- 2) Mark with an asterisk in the above list your research group's **ten best or most representative publications in the area of work organization research** during 2007-2013.

32. Please describe one or more key achievements from your research group during 2007-2013 (major contributions to international frontline work organization research – include both methodological research, theoretical contributions and empirical research).

Maximum 1500 characters including blank spaces

33. Please list the main institutions in Sweden and internationally with whom your group has been collaborating 2007-2013 in the work organization area (resulting in e.g., joint publications and grants). Please list under the categories Sweden, Nordic countries, EU and other countries. Maximum 1500 characters including blank spaces

-
34. Please describe major contributions from your research group to work organization development in Sweden and internationally e.g., societal impact of your research during 2007-2013 (participation in policy development, guidelines, regulations or recommendations). Maximum 1500 characters including blank spaces
35. If relevant to your research interests, please describe if your group have had any collaboration with institutions or organizations directly involved in labor market policy 2007-2013 (e.g., unions, employers or public labor market authorities). Maximum 1500 characters including blank spaces
36. Please describe what areas of work organization research you plan to give priority in your research group during the next few years. Maximum 1500 characters including blank spaces

PAGE 4 OF 4: SUBMIT THE SURVEY

Please do not forget to submit ten publications to us!

SUBMISSION OF PUBLICATIONS:

PDF versions of or links to your own ten best or most representative publications from your list (question 20, page 2) should be sent to Forte in an e-mail addressed to arbetsorganisation@Forte.se. **You will also have to provide your name, the name of the research group and a list of the publications submitted together with the attached publications themselves.** If you do not have an electronic version of the publication please scan it into a PDF document.

If this is not possible send the publication by regular mail in two copies to: Forte, att: Anna-Karin Eriksson, Box 894, 101 37 Stockholm.

Thank you for your cooperation!

C. DESCRIPTION OF RESEARCH GROUPS AND RESEARCHERS PARTICIPATING IN THE SURVEY

Capacent

Organizational Research

Tomas Bjarnason Head of employee research
A leader of a research group active in the area of work organisation research

Current research orientation

Mainly applied research, employee commitment and loyalty, OCB behavior, employee engagement, management, trust, action research.

Chalmers University of Technology

Dept of Technology Management and Economics

Andreas Hellström Associate Professor/Director
A leader of a research group active in the area of work organisation research

Research group members

Andreas Hellström, senior lecturer, Technology Management and Economics, 2007, 100%
Svante Lifvergren, MD, researcher, Technology Management and Economics, 2013, 50%
Bo Bergman, professor, Statistics, 1978, 30%
Tony Huzzard, professor, Business Administration, 2000, 25%
Kajsa-Mia Holgers Olsson, professor, Medicine, 1994, 25%
Henrik Eriksson, associate professor, quality management, 2004, 40%
David Coghlan, professor, organizational development, 1994, 20%
Mats Johansson, professor, Logistics and Supply Chain Management, 1989, 10%
Lars Medbo, senior lecturer, Logistics and Supply Chain Management, 1999, 10%
Ida Gremyr, Associate Professor, Quality Sciences, 2005, 20%
Hendry Raharjo, researcher, systems engineering, 2010, 25%
Agneta Larsson, PhD Student, estimated PhD defense 2015
Susanne Gustavsson, PhD Student, midwife, estimated PhD defense 2016
Anders Plantin, PhD Student, surgeon, estimated PhD defense 2017
Erik Olsson, PhD Student, estimated PhD defense 2016
Paul Holmström, PhD Student, estimated PhD defense 2016
Christian Öhrn, PhD Student, psychiatrist, estimated PhD defense 2019

PhDs 2007-2013

Andreas Hellström, On the diffusion and adoption of management ideas, 2007, Technology Management and Economics; Chalmers University of Technology
Marco Santos, Variation in healthcare processes: implications for quality of care, 2013, Technology Management and Economics; Chalmers University of Technology;
Svante Lifvergren, Quality Improvement in Healthcare – Experiences from two longitudinal case studies using an action research approach, 2013, Technology Management and Economics; Chalmers University of Technology

Current research orientation

For the last five years I have mainly studied healthcare organizations. My main interest is organizational development and improvement work. In my research I often see organizational learning as an umbrella term for development, improvement, implementation etc. At the moment I'm especially interested in the challenge for healthcare organizations to be able to pursue exploration (innovations) and exploitation (incremental small scale improvements) simultaneously. Literatures on organizational learning and change have argued that organizations with the capabilities of pursuing exploration and exploitation simultaneously obtain superior performance and enhance their long term survival. Correspondingly, sustainable organizations need to be ambidextrous – aligned and efficient in managing today's demands, while also being adaptable to changes in the environment. I am also interested in organizational design, especially how value can be created in different organizational value configurations. Translated to a healthcare context, value configuration can be seen as the way in which different care activities are carried out, but also how competences, services, responsibilities and level of standardization are organized to fulfil the needs of the patients. Often I use action research inspired methods in my research – a research approach with an explicit aim to generate knowledge both for the studied organization and for me as a researcher and the research society.

Current research orientation of group

The Centre for Healthcare Improvement (CHI) is a research and education centre at Chalmers University of Technology carrying out research and education within the improvement, innovation and transformation of health care. CHI is based at the Department of Technology Management and Organization at Chalmers with its expertise within disciplines such as quality sciences, logistics, production planning, innovation and organizational learning. The aim is to work together with Swedish healthcare organizations, and together create, transform and diffuse research-based and action-oriented knowledge. This way, CHI also wants to contribute to professional development within the healthcare sector's management and development. Our ambition is to function as a regional, national and international idea cluster for research and education in improvement, innovation and transformation of the healthcare sector. To reach this goal, CHI focuses on two parts – research and education. The main issue CHI addresses is how to develop sustainable healthcare systems. CHI proposes that the best way to understand an organisation is to change it, i.e. we often apply an action research approach.

Research themes include:

- Principles for organising healthcare
- Patient focus
- Patient pathways
- Integration
- Capacity planning
- Data driven development
- Continuous improvement
- Organisational learning

Henrik Eriksson

Associate Professor

A leader of a research group active in the area of work organisation research

Current research orientation

Improvements and innovations of healthcare systems

Bo Bergman

Professor

Active in research in the area of work organisation and member of a group, but not a leader

Current research orientation

Area 1: Improvement Science in Healthcare Quality and Safety in healthcare is a burning issue. Experiences from industrial organisations working with similar questions have not been taken care of in a systematic way – there exists a great potential to support healthcare to become even better than today. However, an appropriate translation is necessary. Sometimes practices in industry has been taken over without a necessary adaptation to the special conditions of healthcare. How healthcare can learn from industrial experiences belongs to the important

questions on an abstract level. On a more operative level questions on how to get a successful utilisation of data from quality register data into healthcare improvement work on all levels of the organization are of importance. Area 2: All products (hardware as well as software and services) and processes will experience a lot of variation during their lifetime (including re-cycling). How do we use systematic methods in the design and realisation of these products and processes such that they become insensitive to these different sources of variation? Here both methodological and organizational aspects have to be solved.

Sofia Börjesson

Professor, Center Director

A leader of a research group active in the area of work organisation research

Research group members

Henrik Berglund, Associate Professor, Technology Management, 2005

Joakim Björkdahl, Associate Professor, Technology Management, 2007

Sofia Börjesson, Professor, Technology Management, 1997

Maria Elmquist, Associate Professor, Technology Management, 2007

Sören Sjölander, Professor, Innovation Technology and Engineering, 1985

Martin Wallin, Professor, Technology Management, 2008

PhD students:

Anne Elerud-Tryde

Sara Fallahi

Yashar Mansoori

Ingo Rauth

Associated researcher:

Lisa Carlgren, PhD, 2013

Mats Williander, PhD, 2005

Viktoria ICT

PhDs 2007-2013

Jennie Björk, 2012, MSc.

Christian Sandström, 2011, MSc.

Marcus Linder, 2013, MSc

Lisa Carlgren, MSc.

Current research orientation

Main interest is within the broad area of 'innovation management' and in particular the challenges experienced by large industrial firms. The overall research objective is to understand how large firms may develop their capabilities for innovation and how these efforts may be organized.

Current research orientation of group

Innovation research in Sweden and a limited number of other European countries is unique in building on case studies and collaboration with firms. Our aim is to contribute to knowledge development in the field of innovation management and by means of our company-close research, develop unique knowledge.

Our ambitions can be summarized as follows:

- We want to contribute to innovation research, in particular, by clarifying and pursuing new knowledge in leadership, governance and renewal of the business innovation area, both in large and small firms.
- We aim to be an arena for developing and establishing new forms for cooperation between companies and academia, in particular by means of the design of our research projects and our choice of relevant research topics.
- We want to provide a research environment that is attractive for both young researchers and for researchers with industry experience, who are interested in conducting interactive, action-oriented research. Our point of departure is the real problems encountered by firms: the relevance of our research is central. CBI's research is within the broad subject area of 'innovation management', i.e. research on innovation and business model activities and how they are managed and organized. We work with both large and small firms with their respective innovation challenges.

Product and Production Development

Johan Stahre

Professor (chair)

A leader of a research group active in the area of work organisation research

Halmstad University

Dept of Health and Society

Mats Holmquist

Associate Professor

A leader of a research group active in the area of work organisation research

Research group members

Margaretha Borgström, tekn.dr. byggteknik, 2010, 5%

Jonas Carlsson, universitetsadjunkt i sociologi, doktorand i sociologi

Helena Eriksson, Fil. dr. i sociologi, 2010, 5%

Eivor Hoffert Pålsson, universitetsadjunkt i sociologi, doktorand i sociologi

Mats Holmquist, Fil. dr i arbetsvetenskap (inriktning sociologi), 2010, 10%

Anna Isaksson, Fil. dr. i sociologi, 2010, 5%

Jörgen Johansson, docent i statsvetenskap, 2002, 5%

Jan Karlsson, Fil. dr i pedagogik, 2009

Ingrid Svetoft, arkitekt MSA, Tekn. dr, lektor i byggnadsekonomi med inriktning

fastighetsförvaltning, 2009, 5%

Mikael Jonasson, docent i kulturgeografi, 2002, 5%

Current research orientation

Network, project work, project management, ongoing evaluation, absorptive capacity, organizational learning and change. Why does knowledge results from network and project work seldom lead to organizational change and effects?

Current research orientation of group

The RISP group does research in two main pillars. The first concerns issues on innovations in social and political contexts. This implies that the group will draw attention to research problems concerning the prerequisites of innovations in its social, political and organizational contexts. This applies to conditions that are linked to work life conditions, regional growth policies, urban planning, gender issues, learning issues, social trust and cultural conditions. The second pillar is to draw attention to social innovation and entrepreneurial relationships in and between public and private institutions. The group has the ambition to bridge the gap between theoretical understanding/conceptualizations and the interests of practioners in real life of society. RISP is a multi- and interdisciplinary research group with a composition of researchers primarily within the social sciences. The group, which in the current position consists of 11 researchers, has its origin in political science, sociology, social and economic geography, education, architecture and construction. The researchers have in common that they have a long experience in research in the borderline between public and private sectors. Several researchers also have an explicit profile towards a practitioner-oriented, interactive and action-oriented research approach.

Jönköping International Business School

Dept of Entrepreneurship, Strategy, Organization and Leadership

Anders Melander

Associate Professor

A leader of a research group active in the area of work organisation research

Current research orientation

Leadership, organization and strategy in small and mediumsized companies. Specific focus on strategy work.

Leif Melin

Professor

A leader of a research group active in the area of work organisation research

Jönköping University

Dept of Industrial Engineering and Management

Johan Karlton

Assistant Professor

Active in research in the area of work organisation, however not member of a group

Current research orientation

Work organisation related to physical work related disorders

Shop floor control, planning and scheduling

Impact of research funding body more general

The impact of the interactions between technology, organisation and the human at work in different contexts.

School of Education and Communication

Helene Ahl

Professor

A leader of a research group active in the area of work organisation research

Current research orientation

I try to reconcile feminist theory with entrepreneurship theory, focusing on women's entrepreneurship. The first theoretical field is interested in women's position, the second largely in economic growth. Does policy for women further the one or the other?

Karlstad University

CTF - Service Research Center

Lars Witell

Professor

Active in research in the area of work organisation and member of a group, but not a leader

Dept of Social and Psychological studies

Clary Krekula

Associate Professor (Docent)

A leader of a research group active in the area of work organisation research

Research group members

Clary Krekula, associated professor (docent), sociology, 2006, 25 % since 2010

Annika Jonsson, lecturer, sociology, 2010, 30 % since 2013

Gerd Lindgren, professor, sociology, 1985, 30 %

Therese Karlsson, PhD student, sociology, 80 % – since 2013

Current research orientation

My current research focuses on those processes by which age is actualized, directly or indirectly, in such a way that it has consequences for how workplaces are organized. The aim of my ongoing project is threefold: First, to reveal practices in which age is relevant in everyday interactions in workplaces; second, to distinguish how these practices are institutionalized in the organization; and third, to analyze the importance of social context, i.e. how age is actualized in the company's interpretation of contextual demands and how these are translated into the company's self-image as an actor in the marketplace. As there is a gap in research on how age acts as an organizing principle in working life, this study has an exploratory design aimed at generating theory.

Current research orientation of group

The group work together in a project which focuses on those processes by which age is actualized, directly or indirectly, in such a way that it has consequences for how workplaces are organized. We will contribute to advancing knowledge on how age as a category is an element in negotiations that organize workplaces through systematically investigating how this is accomplished in a large and diverse workplace. The aim is threefold: First, we seek to reveal practices in which age is relevant in everyday interactions in workplaces; second, to distinguish how these practices are institutionalized in the organization; and third, to analyze the importance

of social context, i.e. how age is actualized in the company's interpretation of contextual demands and how these are translated into the company's self-image as an actor in the marketplace. The project contributes to new theoretical knowledge on the organization of workplaces, and offers new interpretations and theoretical developments within gender studies, where organizational studies have not addressed the influence of age categories in the analyses they offer. Results also include further knowledge on how, why and when people experience discrimination on the basis of age in working life, which in turn expands our knowledge of how long-term measures directed towards discrimination should be developed.

Sophie Linghag

Associate Professor

Active in research in the area of work organisation and member of a group, but not a leader

Current research orientation

För närvarande är jag involverad i tre forskningsprojekt. I projektet Metoder Mot Motstånd 3M, är syftet att arbeta tillsammans med jämställdhetsstrateger och chefer i olika organisatoriska sammanhang och deras erfarenheter av motstånd mot jämställdhetsarbete för att utveckla metoder mot motstånd. Ett bakomliggande problem är svårigheter med att uppnå de jämställdhetspolitiska målen för att jämställdhetsarbete möter motstånd. Frågor handlar om hur motstånd mot jämställdhetsarbete kommer till uttryck, hur dessa motståndsuttryck kan förstås och hur metoder mot motstånd kan se ut. I ett annat projekt är syftet att analysera hur unga chefer ser på arbetsvillkor, karriär, chefskap och jämställdhet. Problemet handlar om mansdominans på ledande positioner och pågående förändring. Frågor som ställs handlar om unga kvinnor och män som chefer och deras erfarenheter av arbetslivet i relation till karriär och jämställdhet. I ett projekt är syftet att analysera inom vilka områden som betydelse av genus har uppmärksammats inom ledning och samverkan vid olyckor och kriser. Problemet handlar om att det saknas en översikt och därmed kunskap om betydelse av genus inom ovanstående område. Frågor handlar om vilken internationell och nationell forskning som finns om genus i ledning och samverkan vid olyckor och kriser.

Karlstad Business School

Sven Siverbo

Professor

A leader of a research group active in the area of work organisation research

Current research orientation

Stress i arbetslivet är ett uppmärksammat samhällsproblem. Många av de sysselsatta i Sverige indikerar att de stressas av sitt arbete och ännu fler befarar att problemen kommer att öka. En betydelsefull orsak till den uppkomna situationen kan vara det ökande och många gånger okoordinerade ansvarsutkrävandet via prestationsmätningar som många chefer och medarbetare exponeras för. I forskningsprojektet ställs tre forskningsfrågor: 1. Hur uppstår och varför tillåts omfattande och okoordinerad prestationsmätning? 2. Hur hanterar verksamhetschefer och medarbetare omfattande och okoordinerad prestationsmätning? 3. Vilka effekter ger omfattande och okoordinerad användning av prestationsmätt? Genom att djupare förstå de mekanismer och processer som eventuellt skapar ökande och okoordinerad prestationsmätning och i vilka situationer de skapar stress kan vi bidra till att förebygga medarbetares ohälsa och organisatoriskt resursslöseri. Vår tes är att prestationsmätningar kan bli kontraproduktiva, det vill säga skapa beteenden som står i motsatsförhållande till organisationens mål. När organisationer ökar användningen av prestationsmätt ökar också risken för att prestationsmätningen i sin helhet blir så omfattande att den inte längre vägleder och sporrar till goda insatser utan istället blir förvirrande och stressande.

Jan Karlsson

Professor

A leader of a research group active in the area of work organisation research

Research group members

Jonas Axelsson, lecturer, working life science, 2009, 10%

Ann Bergman, associate professor, working life science, 2004, 35%

Tuula Bergqvist, PhD, working life science, 2004, 40%

Birgitta Eriksson, professor, sociology, 1998, 30%

Lena Gonäs, professor emerita, cultural geography

Henrietta Huzell, senior lecturer, working life science, 2005, 30%

Lars Ivarsson, lecturer, working life science, 2005, 50%
 Patrik Larsson, professor, sociology, 1996, 25%
 Tora Dahl, doctoral student, working life science, 2016, 80%
 Jo Ese, doctoral student, working life science, 2016, 80%
 Erik Fjell, doctoral student, working life science, 2015, 80%
 Jennifer Hobbins, doctoral student, working life science, 2015, 80 %
 Line Holth, doctoral student, working life science, 2014, 80%
 Lars Ivarsson, lecturer, working life science, 2005, 50%
 Jan Ch Karlsson, professor, sociology, 1986, 40%
 Patrik Larsson, professor, working life science, 1996, 25%
 Helena Lundberg, doctoral student, working life science, 2016, 80%
 Mats Persson, doctoral student, working life science, 2015, 80%
 Alexis Rydell, doctoral student, working life science, 2014, 80%
 Pia Rhenman, doctoral student, working life science, 2016, 80%

PhDs 2007-2013

Annika Åberg, The service encounter. The commercial, bureaucratic and social logic of interaction, 2007, Working life science
 Jonas Axelsson, Dominances. Development of the realist life mode theory, 2009, Working life science
 Ulrika Jansson, The paradoxically necessary woman. Gender discourses of Confederation of Swedish Enterprise, 2010, Working life science
 Mona Jerndahl Fineide, Controlled by knowledge. A study of two clinical pathways in mental health care, 2012, Working life science
 Jörg Kirchhoff, Hidden services – on organisational misbehaviour, 2010, Working life science
 Kjersti Lien Holte, Hush-hush. Curriculum Silentium – the hidden olicity of silence on work-related criticism among employees, 2009, Working life science
 Jan Moren, On reforms. A study of the Quality reform, the Police reform, and the Education reform, 2011, Working life science
 Päivi Riestola, Manager in a high performance culture, 2013, Working life science
 Louise Weibull, Emotion matters. Emotion management in Swedish peace support operations, 2012, Working life science
 Gunnar Vold Hansen, Cooperation without solidarity. On individual plans in municipal mental health care, 2007, Working life science

Current research orientation

There is a classic Scandinavian theory (published in 1961) about the "worker collectivity". We have returned to the paper mill in which the study behind the theory was made in order to find out if the collectivity is still there and in that case if it has changed in any way. Development of theories on resistance at workplaces, based on empirical studies.

Current research orientation of group

Changes in work organisation and consequences for employees.

Lena Gonäs

Guest Professor, Senior Researcher

Active in research in the area of work organisation and member of a group, but not a leader

Current research orientation

My main research area is on gender segregation in working life and the gendered division of work in organizations and on the labour market. I am currently taking part in a research project on the consequences of the introduction of time limits in the social insurance system. Women constitute a majority of the individuals who are registered as sickness absent, and they also are in a majority among those who have reached the time limits in the social insurance system, introduced 2008 in Sweden. The project is financed by Forte for a time period of two years and it is placed at the Karolinska Institutet, section for Insurance Medicine. I have during many years studied the gendered divisions in organisations, the slow process of change. Internationally I have taken part in reserach networks studying this issue. We can see that the patterns of segregation changes, internationally as well as in Sweden. Higher education is one driver that facilitates an increasing participation of women in occupation what demand hinger education. At the same time the gender composition by economic sectors is stable. Women and men still are on very different parts of the labour market and my research interest lies in analysing the economic and labour market outcomes of the segregation patterns by occupation and sector for women and men. I am project leader in a research application to Forte in this issues.

Karolinska Institutet

Dept of Learning, Informatics, Management and Ethics

Kristina Palm

PhD

A leader of a research group active in the area of work organisation research

Current research orientation

I am doing research within the broad area of industrial work science, with a focus on sustainable work, i.e. work that are both economically competitive and human regenerative. My focus has been, and is on organizational processes such as leadership and employeeship and what in work that creates stress and what makes work regenerative. I have also studied organisational change, from both a management and individual perspective, and innovation and the importance of employee's impact in the innovation processes in the service industry. I have studied a broad range of organisations, mostly manufacturing industry, service industry and Swedish authorities, but lately also health care.

Ulrica von Thiele
Schwarz

Research Group leader/Associate Professor

A leader of a research group active in the area of work organisation research

Research group members

Ulrica von Thiele Schwarz, Associate professor (research group leader) Psychology, 2008, 100%

Henna Hasson, Associate professor & Research group leader, Social medicine/business and administration/Health care science, 2007, 100%

Susanne Tafvelin, PhD, Psychology, 2013, 60%

Mandus Frykman, PhD Student, Psychology/Medical Management, planned dissertation 2016, 50% since 2012

Helena Strehlenert, PhD student, Psychology/Medical Management, planned dissertation 2016, 100% since 2012

Rebecca Mosson, PhD Student, Public Health/Medical Management, planned dissertation 2017, 100% since 2012

Hanna Augustsson, PhD Student, Public Health/Medical Management, planned dissertation 2016, 100% since 2012

Robert Lundmark, PhD Student, Psychology/Medical Management, planned dissertation 2018, 100% since 2014

In addition, we have two associate members in the Group:

Karina Nielsen, Professor of Organizational Behavior, University of East Anglia, Psychology, 100%

Anne Richter, Psychology, 100%

Current research orientation

My research area is within implementation- intervention and improvement research with an occupational health and behavioral change perspective. I have two main streams of research. One focuses on occupational health interventions, and mainly, the processes involved with creating and co-creating, managing, evaluating and sustaining improvements in organizations. In this, I investigate the importance of concepts such as leadership (transformational leadership and implementation specific leadership), motivational theories (self-determination theory) and multiple organizational change theories. I am particularly interested in linking the processes to outcomes (in terms of implementation/change and output). I study multiple outcomes, depending on the interventions' theory of change. In this, I research alignment within organizations and across the process of change initiatives, as well as across outcomes (productivity, health, quality etc). The other stream of research focuses on bridging the gap between research and practice in healthcare. It involves studying the balance between fidelity and adaptation, outcome based health care and particularly, the use of participatory continuous improvement methods. Again, based on work and organizational theories. In addition, I work research in the cross roads between health economics, management, behavioral economics and work and organizational psychology to understand the impact and performance of reimbursement systems.

Current research orientation of group

The research group for Intervention processes and outcomes (PROCOME) focuses on research on effects and implementation of innovative improvement programs in different type of organizations, with specific focus on health and social care. The research aims to increase

knowledge regarding the effects and implementation of different types of improvement programs. Although the projects are seemingly diverse they share certain common outlines. A main outline of the research is to combine knowledge concerning the process to change with the content of change in order to understand effects. Consequently, there is a significant emphasis on implementation aspects, i.e., how to introduce and conduct interventions in practice. Furthermore, an additional main outline of our research is to examine how different organizational improvement projects affect employees' work situation and work-related health as well as the organization's competitiveness. We relate changes in the staff's perception of a work situation to the social impact, that is, what effects these changes will have on the clients, patients, users etc.

Monica Nyström

Senior Lecturer

A leader of a research group active in the area of work organisation research

Current research orientation

Organizational behavior and management in health and social service organizations, with a special interest in leadership, organizational development, quality improvement, implementation and organizational innovation and learning processes.

Dept of Clinical Neuroscience

John Axelsson

Associate Professor/Research Group leader

A leader of a research group active in the area of work organisation research

Research group members

John Axelsson, Associate Prof, Psychology, 2005, 30%

Tina Sundelin, PhD-student, psychology, 100%

Bianka Karshikoff, PhD-student, Biomedicine, 100%

Julie Lasselin, Postdoc, Neuroscience, 2012, 50%

Current research orientation

The main aims are to investigate and better characterize how working hours, such as shift work, affect fatigue, performance, health and safety. Our main focus is to develop a better understanding of the human biological and mental processes and how they interact with different aspects of working arrangements. This knowledge will improve our understanding of which aspects of working arrangements that are detrimental for health and safety and also why some individuals are more vulnerable than others and develop health problems and leave their job. This knowledge will also be the base for future recommendations and legislations of working hours.

Current research orientation of group

Our research group aims to increase the knowledge and awareness of how sleep in the modern life affects our biology, cognition and health. A main focus is to investigate how disturbed sleep affects us both acutely and chronically with respect to immune function, metabolism, subjective health, the risk for developing metabolic disorders and safety. Another research area includes how disturbed sleep affects cognitive processes and how we interact with our peers.

KTH Royal Institute of Technology

Dept of Industrial Economics and Management

Mats Engwall

Professor

Active in research in the area of work organisation and member of a group, but not a leader

Current research orientation

Researching different aspects of the contemporary (and future) organizational contexts which constitutes the conditions for engineering work, i.e. temporary organizing, servitization, mass-product development, lean product development, engineering consultants, etc...

Johann Packendorff

Associate Professor

A leader of a research group active in the area of work organisation research

Current research orientation

My research is currently focussed on the following main areas: 1. Project-based work, inquiry employing critical perspectives on the consequences of project-based organizational forms, interest in aspects of power, gender, well-being, organizational sustainability 2. Collective forms of leadership, alternative non-individualist perspectives on leadership work in organizations, practices and consequences for contemporary organizations 3. Beyond New Public Management, studies in the emergence of new professional norms in the introduction of lean healthcare reforms in Swedish hospitals. 4. The enterprising academic, studies of the emergence of new professional norms in Swedish universities in the wake of current autonomisation reforms.

Anna Wahl

Professor

A leader of a research group active in the area of work organisation research

Research group members

Pia Höök, docent, business administration, 2001, 50 %

Charlotte Holgersson, docent, business administration, 2003, 100 %

Sophie Linghag, Ek D, business administration and gender theory, 2009, 100 %

Klara Regnö, Ek D, business administration, 2013, 100 %

PhDs 2007-2013

Sophie Linghag, Från medarbetare till chef, 2009, business administration

Klara Regnö, Det osynliggjorda ledarskapet, 2013, business administration

Current research orientation

Gendered structures and culture in organizations. Methods for gender equality work, resistance to change. Different sectors and organizations in work-life; cultural organizations, academic organizations and industrial organizations. Topics; Homosocial and heterosocial cultures, discrimination, methods in work for change

Current research orientation of group

Management in top position

Gender equality methods

Homosocial cultures and discrimination

School of Computer Science and Communication

Ann Lantz

Professor

A leader of a research group active in the area of work organisation research

Current research orientation

Accessibility issues of electronic communication for people with cognitive disabilities. Based on the tradition of user centred design, usability, procurement, and lately service design. Can be in work settings but also outside this context.

Jörgen Eklund

Professor

A leader of a research group active in the area of work organisation research

Current research orientation

Sustainability and work. Environment consequences following the implementation of new management concepts.

School of Technology and Health

Lotta Dellve

Professor

A leader of a research group active in the area of work organisation research

Research group members

Lotta Dellve, prof, occupational medicine-public health, 2003, 40%

Andrea Eriksson, PhD, public health, 2012, 70%
Katrin Skagert, PhD, occupational medicine, 2008, 40%
Gunnar Ahlborg, MD PhD Assoc prof, medicine, ca 1980, 10%
Anna Williamsson, PhD-student, ergonomics, 2016
Richard Holden, assoc prof, ergonomics, 2008, 10%
Maria Wramsten Wilmar, PhD-student, psychology, 2016
Christian Jacobsson, assoc prof, ca 2002, 30%
Jörgen Andreasson, PhD-student, nursing, 2016
Marcus Strömberg, PhD-student, health promotion, 2017, 80%
Ewa Wikström, prof, organisational studies, 2002, 80%

PhDs 2007-2013

Lotta Dellve, Explaining work ability, 2003, occup med
Andrea Eriksson, Health-Promoting Leadership: A study of the Concept and Critical Conditions for Implementation and Evaluation, 2011, social science
Katrin Skagert, Leadership in health care organisations, 2008, social scientist
Ewa Wikström, Communication and dialogue, 2002, Organisation studies
Rebecka Arman, 2012, Organisation studies

Current research orientation/Current research orientation of group

Psychosocial work environment – during reorganisations – the creation of and preconditions for good psychosocial conditions. Development of models for care processes in health care organisation: – implementation of management models (e.g. lean) – adaptation of management models – innovation of models for care processes – effects and consequences from implemented models (work environment, quality of care, effectiveness). Leadership in health care – preconditions (span of control, support, position etc) – The work of leaders at different levels/ doing leadership – Leaders/leadership approaches during organisational development – Leadership during hard pressures – Health-related sustainability among leaders and the importance of leadership for health-related sustainability among employees, Health promoting leadership.

Linköping University

Dept for Studies of Social Change and Culture

Robert Jonsson

Postdoc

A leader of a research group active in the area of work organisation research

Current research orientation

Organizing and management of social investments in a municipally context.

Dept of Behavioural Sciences and Learning

Anna Fogelberg
Eriksson

PhD., Associate Professor

Active in research in the area of work organisation and member of a group, but not a leader

Current research orientation

Organisational conditions for innovation (practise based and employee driven) in the public sector: – what innovations are supported in the public sector; – what characterizes the organizational conditions for innovation in the public sector; – how can innovations support systems and the organizational conditions be developed? Gender equality in organizations.

Henrik Kock

Senior Lecturer

A leader of a research group active in the area of work organisation research

Current research orientation

Work organization, leadership, workplace learning and competence development, organizational development, organizational change and renewal.

Dept of Management and Engineering

Lars Lindkvist Professor Emeritus
Active in research in the area of work organisation, however not member of a group

Mattias Elg Professor
A leader of a research group active in the area of work organisation research

Jostein Langstrand Associate Professor
Active in research in the area of work organisation and member of a group, but not a leader

Dept of Medicine and Health

Kerstin Ekberg Professor
A leader of a research group active in the area of work organisation research

Current research orientation

One aim of my research is to develop knowledge concerning prevention of ill health and promotion of health in working life and how organizational principles, leadership and work conditions affect health. To promote health and well-being in working life will reduce the demands on health care and welfare, and also improve work conditions within these organizations. A second aim is to improve knowledge about dilemmas in the sick leave and rehabilitation process and how the welfare-system (Health Care, Social Insurance and Labor Market Office) function in collaboration with the work place in disability management and return to work. To summarize, my area of research aims to develop knowledge on how modern working life affects health and work ability and to find strategies for promotion of health and facilitation of return to work and sustainable work ability.

Dept of Thematic Studies

Boel Berner Professor Emerita
Active in research in the area of work organisation, however not member of a group

Current research orientation

I am involved in two projects of relevance for work organisation issues: 1. A study of the impact of rationalisation, technical change, and new tasks on the work of blood centre technicians in the mid 1980s; 2. A contemporary study of how the use of video-conferencing between medical doctors has impacted on the relations between hospitals in a region, on decision-making and competences as to the diagnosis and treatment of cancer patients.

Dept of Thematic Studies - Technology and Social Change

Helen Peterson Associate Professor (Docent)
Active in research in the area of work organisation and member of a group, but not a leader

Current research orientation

Problems: gender segregation and women and men's different career opportunities, the management norm and ideal that excludes women from management positions, how to create work-life balance.

IEI, Institute for Economic and Industrial Development

Elisabeth Sundin Professor Emerita
A leader of a research group active in the area of work organisation research

Current research orientation

The reorganisation of the public sector mainly from the perspective of private providers but also for the employees. Gender dimensions are an integrated part of the research. Elderly as entrepreneurs. Examples for research questions are selfemployment as a labour market strategy. Gender dimensions are an integrated part also of this project.

Jonas Söderlund

Professor

A leader of a research group active in the area of work organisation research

Current research orientation

Human resource management, competence development, the organization of technical consultancies. We do research on various aspects of the change of the organization and management of human resources/professionals in engineering. We investigate new kinds of line organization and the role of the technical consultancy in organizing human resources. We have also explored the nature of project-based organizations – their specific management and knowledge- related challenges. The overall objective is to develop a better understanding of the organization and management of human resources in project-based contexts.

Linnaeus University

Dept of Pedagogy

Lena Fritzen

Pro-Vice-Chancellor and Professor

Active in research in the area of work organisation and member of a group, but not a leader

Social Science Dept

Bengt-Åke Gustafsson

Retired (ex senior lecturer)

A leader of a research group active in the area of work organisation research

Current research

Leadership power and organizational symbolism. The main focus is on HOW organizational realities (as perceived and interpreted by organizational members) is constructed. Within this process the role of leadership and how different symbolic “devices” are applied. Such “devices” are manifested in “wordings”, “actions” and “objectifications”.

Luleå University of Technology

Dept of Business Administration, Technology and Social Science

Jacob Hallencreutz

Dr

Active in research in the area of work organisation, however not member of a group

Karolina Parding

Associate Professor

Current research orientation

My main research interests lies within sociology of professions, with a specific focus on teachers, but also other public sector professions such as nurses and social workers. I am interested in working conditions in general, as they relate to organisation of work. As an example, I examine teachers' working conditions in times of privatization, choice and marketization of the education arena. I also look at conditions for professional development/learning, as it relates to organisation of work.

Lena Abrahamsson

Professor

A leader of a research group active in the area of work organisation research

Research group members

Lena Abrahamsson, Professor, Human Work Science, 2000
Ewa Gunnarsson, Professor emerita, Human Work Science, 1995
Maria Udén, Associated Professor, Human Work Science, 2000
Malin Lindberg, Associated Professor, Gender and Technology, 2010
Eira Andersson, Assistant Professor, Human Work Science, 2012
Fredrik Sjögren, PhD student, Gender & Technology (prel. 2014)
Kristina Johansson, PhD student, Human Work Science, (prel. 2015)
Knut-Erland Berglund, PhD student, Human Work Science, (prel. 2015)
Hans Lundkvist, PhD student, Human Work Science, (prel. 2015)
Maria Johansson, PhD student, Human Work Science (prel. 2016)
Lisa Andersson, PhD student, Human Work Science (prel. 2016)
Barbro Fransson, PhD student, Gender & Technology, (prel. ?)
See also <http://www.ltu.se/research/subjects/Genus-och-teknik>

PhDs 2007-2013

<https://pure.ltu.se/portal/sv/publications-doctoral/search.html?search=genus+teknik&curi=> See also Professor Jan Johansson's list. Some in my group have taken (and still take) their PhD exam within human work science.

Current research orientation

My research areas cover production and organisational changes (e.g. lean production), workplace learning and gender issues in industrial companies and public organisations. I have for example been doing research on workplace cultures and safety in mining companies in Sweden and Australia and is today active in the projects "SEARCH", "Breaking ore and gender patterns", "The intelligent deep mine" and "Attract" and other projects on mining, sustainable development and gender equality. Some other current projects are "Workbased learning and changeover in working life", "From macho to modern – gender in forestry" and "The industrial worker of the future". I have focused on critical applied gender research in projects like "The future factory – a concept factory formed by women" and "Daring gender in academic entrepreneurship". See also <http://www.ltu.se/staff/1/leab-1.11402>

Current research orientation of group

GENDER AND TECHNOLOGY conducts gender theoretical and human work science research and teaching in the engineering faculty. We combine critical, theoretical and applied theory and method development in harmony with change processes that contribute to good work environment and work organisation, learning and innovative companies as well as sustainable technologies and community development regionally, nationally and internationally. Our research and education provides industrial, individual, academic and societal skills that enable sustainable and democratic development in a changing world. We work through collaboration and participation. Our research and education is theoretical, innovative, motivating, applied and linked to a variety of stakeholders.

Our research and teaching is about

- gender patterns in employment, organisations and society
- gender perspective on technological development and innovation
- change and development methodologies for the development of technology, work environment, organizations, businesses and community

<http://www.ltu.se/research/subjects/Genus-och-teknik>

Jan Johansson

Professor, Head of Department

A leader of a research group active in the area of work organisation research

Research group members

Jan Johansson, chair professor, Industrial production environment, 1985, 25%
Elisabeth Berg, professor, Sociology, 1994, 50%
Ylva Fältholm, professor, Human work science, 1998, 50%
Kenneth Abrahamsson, adjunct professor, ?, 5%
Sten Gellerstedt, adjunct professor, Human work science, ?, 20%
Björn Samuelsson, adjunct professor, Human work science, ?, 20%

Mohammed-Aminu Sanda, adjunct professor, Human work science, 2006, 20%

Bo Johansson, associate professor, Human work science, 1998, 75%

Karolina Parding, associate professor, Sociology, 2007, 50%

Antony Lindgren, docent, Sociology, 1994, 50%

Mats Jakobsson, senior lecturer, Sociology, ?, 25%

Carl-Gösta Hansson, senior lecturer, Sociology, ?, 25%

Saila Piippola, senior lecturer, Sociology, 2003, 10%

Leif Berglund, acting senior lecturer, Sociology, 2010, 50%

Anna Jansson, acting senior lecturer, Sociology, 2009, 50%

Therese Öhrling, acting senior lecturer, Human work science, 2014, 100%

Kjell Rask, researcher, Human work science, (licentiate), 10%

Benita Eliasson, senior research engineer, Sociology, (MSc, postgraduate student), 100%

Magnus Stenberg, lecturer, Human work science, (MSc, postgraduate student), 75%

Lars Sundström, lecturer, Human work science, MSc, 0%

Stina Johansson, postgraduate student, Human work science, 100%

Magnus Nygren, postgraduate student, Human work science, 100%

Eugenis Segerstedt, postgraduate student, Human work science, 100%

Therese Sehlstedt, postgraduate student, Human work science, 100%

PhDs 2007-2013

Peter Lindelöf, Is the Machine directive not enough? – A study of integrating work environment design an an international production development project, 2007

Karolina Parding, Upper secondary teachers' creation of discretionary power – the tension between profession and organisation, 2007

Johan Hörnemalm, Samverkan är ett magiskt ord – Motstridiga ambitioner och ideal i nätverksorganisering, 2008

Faramarz Helali, Developing an ergonomics intervention technique model to support the participatory ergonomics process for improving work systems in organizations in an industrially developing country and its 'Meta-Reflection', 2008

Anna Berg Jansson, I mötet mellan modern management och professionell praktik : ny organisering möter sjuksköterskeprofessionen, 2009

Eva Amundsdotter, Att framkalla och förändra ordningen : aktionsorienterad genusforskning för jämställda organisationer, 2009

Leif Berglund, På spaning efter arbetsplatsvalidering : en studie av fyra organisationers synliggörande av kompetens, 2010

Mats Holmqvist, Lärande nätverk: en social oasis i utvecklingsprocessen, 2010

Kent Nilsson, Från Balanced Scorecard till Balanserad styrning: En longitudinell studie av införandet av ett modernt managementkoncept inom en svensk kommun, 2011

Agneta Lundgren, Värdet av kvinnlighet : Om validering som omvandlande praktik i arbete, 2011

Åsa Wikberg-Nilsson, Rethinking designing: collaborative probing of work and workplace change, 2012

Eira Andersson, Malmens manliga mysterium : En interaktiv studie om kön och tradition i modernt gruvarbete, 2012

Therese Öhrling, Städarens arbete och hälsa : Utmaningar och möjligheter i städbranschen, 2014

Bengt Ager, Skogsarbetets humanisering och rationalisering från 1900 och framåt, 2014

Current research orientation

My research is mainly about work organisation and what characterises attractive working environments and working conditions. The research objects have often been mines. I have a special interest for critical analyses of modern organizational concepts and especially Lean production.

Current research orientation of group

The research group focuses the following topics:

- Attractive workplaces
- Mines
- New Public Management
- Professions
- Academic leadership
- Gender
- Equality
- Teachers working conditions
- Work place learning

Malin Lindberg

Associate Professor (Docent)

Active in research in the area of work organisation and member of a group, but not a leader

Current research orientation

Social innovation, organizational innovation and gendered innovation are my main research interests in order to detect how the future society is formed by innovatively addressing social challenges.

Dept of Economy, Technology and Society

Birgitta Bergvall-Kåreborn

Pro Vice-Chancellor and Professor

Active in research in the area of work organisation, however not member of a group

Current research orientation

Study crowdsourcing as an emerging form of employment and investigate working conditions related to this area and other forms of digital work. While some figures suggest a significant uptake of crowd employment, its very nature (virtual, global, and unregulated) means that there is limited data on growth rates. However, indicators point to (a) the emergence of large firms (e.g. Amazon) investing considerable resources in expanding the area, and (b) established firms looking towards crowdsourcing as an alternative to traditional outsourcing (e.g. Ericsson has started to use crowdsourced labour for programming work instead of traditional employees. Ericsson's Innovation Center in Brazil reduced its cost of software production by 30% and in 2011 only 20% of the Center's workforce was comprised of formal employees). In many EU countries facing austerity, although crowd employment is a relatively new phenomenon, its relevance is set to increase as workers consider alternative means of finding employment and remuneration.

Examples of research questions:

- What are the broader socioeconomic changes affecting work and employment which are compelling workers to engage with crowd employment platforms?
- What are the working conditions of crowd employment platforms (in terms of skill levels, tasks, remuneration levels, social protection, employment rights, and collective bargaining)?
- Does the emergence of crowd employment platforms impact particular sectors or types of work?

Ylva Fältholm

Professor

Active in research in the area of work organisation and member of a group, but not a leader

Current research orientation

Sedan jag skrev min avhandling om arbetare i processindustrin och om barnmorskeprofessionen har intresset för professioner funnits som en röd tråd i min forskning. Trots att kontexterna, forskningsfrågorna och de teoretiska utgångspunkterna varierat genom åren, återkommer frågan om vad som händer med professionen vid en organisationsförändring eller vid införandet av ny teknik; Vad händer t.ex. med läkarprofessionen när vården processorienteras, med sjuksköterskeprofessionen när arbetsuppgiften är rådgivning med hjälp av datoriserade beslutsstöd, och med läraren när hon ska vara entreprenöriell och innovativ? Sammantaget är nya principer för styrning och organisering av offentlig sektor samt effekter av nya organisationsmodeller och teknik som ofta varit och är fokus i min forskning. Ett annat område som jag intresserat mig för är genus och jämställdhet inom akademien, men också inom andra typer av organisationer och branscher. Vid Avdelningen för arbetsvetenskap genomför vi flera projekt med gruvsektorn som empirisk kontext. Flera av dessa – och andra projekt – bygger på interaktiva metoder som verktyg för att genomföra förändringar i riktning mot mer jämställda, säkra och attraktiva arbeten i gruvindustrin.

Dept of Industrial Economy

Jeaneth Johansson

Professor

Active in research in the area of work organisation, however not member of a group

Current research orientation

Gender in entrepreneurship and access to finance. Financial decision-making and cognitive aspects – groups of financiers in the capital market. Leadership and gender.

Lund University

Centre for Work Technology and Social Change

Mikael Ottosson

Researcher

A leader of a research group active in the area of work organisation research

Research group members

Mikael Ottosson, researcher, History, 1999 30%

Calle Rosengren, researcher, Work Science, 2009

PhDs 2007-2013

Calle Rosengren On the symbolic side of working time (Arbetstidens symbolvärde: om historisk kontinuitet och förändring i synen på arbetstid samt normers inverkan på arbetstidens gestaltning). 1999 Work Science

Current research orientation/Current research orientation of group

Our research interests revolve around norms around work hours. In particular we are interested in this problem in the digital work environments or work environments with elements of trust working hours.

Dept of Arts and Cultural Sciences

Kristofer Hansson

Researcher

Active in research in the area of work organisation and member of a group, but not a leader

Current research orientation

- Develop a cultural understanding of barriers and facilitators during the systematic implementation of hospital based home care (HBHC) in different organizational and socioeconomic contexts.
- Develop an understanding for how HBHC can be a part of a knowledge translation for development, evaluation, and implementation in care practice.
- Develop a theoretical model for handling, modulate and comprehend the contextual complexity when HBHC is implemented in care practice through exploring and evaluating nursing, psychosocial, economic, gender and cultural perspectives.

Dept of Business Administration

Tony Huzzard

Professor

Active in research in the area of work organisation and member of a group, but not a leader

Current research orientation

1) Action research in health care: how to develop system-wide change in cancer care 2) Corporate governance, employee voice and work organisation: exploring the role of employee voice in corporate governance and the impact of this on work systems 3) Employer branding in higher education: exploring how employer branding impacts on the academic labour process.

Jens Rennstam

Associate Professor (Docent)

Active in research in the area of work organisation, however not member of a group

Current research orientation

How is work controlled? How may branding destroy value? How is inclusion in and exclusion from occupations constructed? How do we understand knowledge and knowing in work.

Dept of Design Sciences

Per Odenrick

Professor

A leader of a research group active in the area of work organisation research

Research group members

List of faculty/researcher within the field of work organisation

Per Odenrick, Professor

Gerd Johansson, Professor

Åsa Ek, Associated Professor

Gudbjörg Erlingsdottir, PhD, Senior lecturer

Mikael Blomé, PhD, Senior lecturer

Jonas Borell, PhD

Christofer Rydenfält, PhD

Roland Akselsson, Senior Professor

Current research orientation of group

Summary of answers from Division of Ergonomics and Aerosol Technology at Lund University

The division of Ergonomics and Aerosol Technology (EAT) at department of Design Sciences is multidisciplinary encompassing researchers of different backgrounds such as engineering, psychology, ergonomics, business administration, architecture and social sciences. The researchers are organized in flexible groups around current research projects and not in fixed research groups. They cooperate in different research platforms with researchers from other divisions in our department and other departments, both within and outside Lund University. For more information see www.eat.lth.se/english and www.design.lth.se/english. EAT is to A high degree involved in courses at the Faculty of Engineering at Lund University, both at undergraduate and graduate level. This means that our results from research in the field of work organization can very easy be incorporated in our courses, influencing the design of future work places.

EAT has a strong and well-established research on people's work and working environment (with about thirty researchers/research students). It runs the FAS/Forte Excellence Centre, Metalund (www.metalund.lu.se/eng) together with Occupational and Environmental Medicine at Lund University. The research includes the study of how work should be organised and of how products, services, systems and settings should be designed so that future users can and will use them (interaction design). It also includes the study of the physical environment and its effects on humans (air quality, the thermal environment, lighting and visual ergonomics, design to reduce the risk for musculoskeletal injuries and other more acute injuries such as falls).

Current research orientation of group

We have ongoing projects within the area of health care that encompass organizational change, professionals' reaction to change, management, risk management, patient safety, eHealth, assisted living and multi-professional teamwork.

We have a long tradition of research in the area of change processes at work places, change management, visualization of processes, virtual ergonomics for automotive industry, work place learning and strategic business development in small- and medium sized companies (SME). One focus in our research is studies on organization for learning and innovation in SMEs as well as on collaboration between SMEs and universities (and similar organizations).

Within the field of safety management we have ongoing and have performed studies on integration of control systems for quality, safety, environment and work environment in large industries, including risks and ergonomics in the maritime sector. We have research on safety culture and safety management in safety critical organizations such as nuclear plants. Some researchers at our division are engaged in research concerning factors affecting the implementation of occupational health and safety work in construction. One line of research is concerned by development of tools for identifying organizational safety weaknesses in healthcare, specifically the process of handling cytotoxic drugs.

Jonas Borell

Researcher

Active in research in the area of work organisation and member of a group, but not a leader

Dept of Gender Studies

Rebecca Selberg

PhD, teacher

Active in research in the area of work organisation, however not member of a group

Current research orientation

Intersectional perspectives on working life. Problems: the construction of classed and radicalized

femininities in relation to different labor processes; interpellation of femininity in various work organizations; gender, race and sexuality at work; emotional labor and exploitation in feminized work, especially care work and body work within the service sector.

Dept of Health Sciences

Inger Hallström

Professor

A leader of a research group active in the area of work organisation research

Research group members

We are 25 persons in the group. For names and positions please see http://www.med.lu.se/hv/forskargrupper/barns_och_familjers_haelsa_reproduktiv_haelsa

Current research orientation

Work organisation and the impact on implementation in Health Care.

Dept of Psychology

Eva Torkelson

Associate Professor

A leader of a research group active in the area of work organisation research

Research group members

Eva Torkelson, Associate Professor, Psychology, 1997, 50% (in another research group in work and organization 2003-2006), 30% in the present research group (2013-2015)

Martin Bäckström, Professor, Psychology, 1995, 10% in the present research group (2014-2015).

Elinor Schad PhD student (95% during 2013)

Björn Karlson, Professor, Psychology, 1997, 10% (2013)

The research group is on its way to recruit an additional member for the remaining period of the project (2014-2015).

Current research orientation/Current research orientation of group

My interests focus on different aspects of stress, coping, health and gender. In a recently completed project the aim was to investigate the link between health and the collective and individualistic coping strategies among women and men. My main current (ongoing) research area of interest is about workplace incivility that can be regarded as a daily hassle. It includes behaviors that violate the workplace norms for mutual respect (Andersson & Pearson, 1999). Several authors argue that there has been an increase in incivility and that the changing working life, downsizing and stress may be factors explaining the increase. The deleterious effects of incivility have been discussed, such as lower productivity and mental health problems. The aim of the project is to contribute further knowledge about job incivility as a social process including the instigators, the targets as well as the bystanders. From the perspective of the instigators the aim is to study aspects that can be seen as antecedents of the process. From a target perspective the focus is on the consequences, in terms of health problems, low job satisfaction and intention to leave. The aim of the bystander perspective is to see whether those who witness job incivility may be affected and whether they themselves will become prone to participate in the process. A further aim is to study the prevalence of the phenomenon and to see if job incivility is reported more frequently by specific groups.

Dept of Sociology

Vesa Leppänen

Associate Professor (Docent)

Active in research in the area of work organisation, however not member of a group

Current research orientation

1. Arbetsvillkor bland formellt anställda hushållsarbetare. 2. Relationer mellan formellt anställda hushållsarbetare och kunder: Kommande artikel om normer om direkthet. Kommande artikel om sociabilitet. 3. Dolda kompetenser hos handeldns anställda. Kommande artikel om "ambience" vid olika butiksavdelningar. Kommande artikel om maktrelationer mellan butiksanställda och kunder. Kommande artikel om hantering av besvärliga kundrelationer inom handeldn. 4. Innovationsgrupper inom handeldn: medarbetardriven innovation. Kommande rapport om ett försök med en innovationsgrupp vid en större livsmedelsbutik. 5. Rörlighet bland handeldns anställda (rörlighet) 6. Möteskultur. 7. Telefonrådgivning inom primärvården, särskilt maktrelationer och emotioner.

Malin Åkerström

Professor

A leader of a research group active in the area of work organisation research

Research group members

Docent Patrik Hall, Malmö högskola, 25 %

Docent Vesa Leppänen, Lund, 25 %

Goran Basic, 100%

Sophia Yakhlef, 20 %

Anna Rypi, 20 %

Veronika Burcar, 20 %

Lisa Flower, 10 %

Susanne Boëthius, 20 %

PhDs 2007-2013

Goran Basic, Samverkan blir kamp, Sociologiska institutionen, 2012.

Current research orientation

Profession in the human service field

Current research orientation of group

Livsstilsföretagande I hästbranschen (Erika Andersson Cederholm)

Emotionssociologi och advokatyret. I projektet undersöks hur advokater manövrerar inom den emotionella regim som råder inom domstolen (Lisa Flower)

Behandling av män som är utsatt kvinnor för våld i nära relationer. Studien utgörs av ett kvalitativt material som inhämtats framförallt via mansjourer. Susanne Boëthius

Medlingsverksamheter på olika orter; processen och de olika involverade parternas beskrivning av medlingsprocessen. (Veronika Burcar och Anna Rypi)

På vetenskaplig grund' – manualbaserat socialt arbete i utbildning och praktik är ett projekt där standardiserade bedömningsinstrument i socialt arbete undersöks (Elisabeth Martinell Barfoed och Katarina Jacobsson)

Lektioner i motvind. Trots att det är känt att ungdomsvårdsinstitutioner som lägger vikt vid utbildning finns belägg för att skolgången nedprioriteras. Studiens relevans rör lärandets organisering. (David Wästerfors)

I projektet "Jag sitter i möte" undersöks samtida möteskulturer

Etnicitet och polisiär kontroll ett forskningsprogram som finansierat av Forte. "Gränspolisens samarbete i norra delen av Östersjön" analysera organisationskulturer. (Göran Basic, Sophia Yakhlef)

Malmö University

Dept of Culture and Society

Jonas Lundsten

PhD

Active in research in the area of work organisation, however not member of a group

Current research orientation

Motivation in work organizations – Motivation from organizational and individual perspectives.

Paula Mulinari

Associate Professor (Lektor)

A leader of a research group active in the area of work organisation research

Centre for Work Life and Evaluation Studies

Tuija Muhonen

Professor

A leader of a research group active in the area of work organisation research

Research group members

Members of the research group (2008-2013):

Roland Ahlstrand, PhD Sociology, 2000, Senior lecturer, 40% 2010-2013

Hanne Berthelsen, Dr Odontology, 2010, MPH Researcher, 80% 2013

Anders Edvik, PhD Work science, 2008, Senior lecturer Leadership and organization, 10% 2010

Kerstin Hultén, PhD Sociology, 2000, Senior lecturer Work science, 40% 2008

Peter Håkansson, PhD Economic history, 2011, Post doc researcher, 50% 2013

Björn Johnson, PhD Political Science, 2003, Senior lecturer Social work, 25% 2008-2009

Sandra Jönsson, PhD Psychology, 2005, Senior lecturer Leadership and organisation, 60% 2009-2012

Tuija Muhonen, PhD Psychology, 1999, Professor Work Science, Director of CTA 2012 -, 60% 2008-2013

Mikael Ottosson, PhD History, 1999, Senior lecturer Work Science, 60% 2008-2010

Margareta Ränggård, PhD Human geography, 2006, Senior lecture in caring sciences, 20%, 2012-2013

Christina Scholten, PhD in Human Geography, 2003, Senior lecturer Human Geography, 95% 2009-2013

Per Sederblad, PhD Sociology, 1993, Senior lecturer Work Science, 50% 2008-2013

Tobias Schölin, PhD Caring Science, 2007, Senior lecturer Business administration (Lund University), 40% 2010-2012

Anders Wigerfelt, PhD History, 1992, Associate professor IMER, Director of CTA 2007-2011, 70% 2008-2012

rida Wikstrand, PhD Work science, 2011, Senior lecturer, 35% 2011-2012

Hope Witmer, PhD Applied management 2006, Researcher, 25% 2013

Calle Rosengren, PhD Work Science, 2009, Lecturer work science, 30% 2010 Doctoral students

Rebecka Forssell, MA Social work, Doctoral student, expected year for PhD 2017, 100% 2013

Lisbeth Rydén, MA Business administration, Doctoral student in Business administration, Lund University, 85% 2010-2013

PhDs 2007-2013

Anders Edvik, Projektformen och det industriella arvet: med exempel från sjukvården, 2008, PhD Work science, University of Gothenburg

Tobias Schölin, Etnisk mångfald som organisationsidé. Chefs- och personalpraktiker i äldreomsorgen, 2007, PhD Caring Science, Malmö högskola

Frida Wikstrand, The technical game. Negotiation of work, technology and gender in relation to the introduction of new information systems, 2011, PhD Work science, University of Gothenburg

Calle Rosengren, Arbetstidens symbolvärde: om historisk kontinuitet och förändring i synen på arbetstid samt normers inverkan på arbetstidens gestaltning, 2009, PhD Work Science, KTH, Stockholm

Current research orientation

Cyber bullying in work life: it's prevalence, causes and consequences. Both individual and organisational factors are being studied. Gender equality in organisations: women's career development, leadership; How to establish gender equality in work organisations? How to decrease gender segregation in organisations? Consequences of being "locked-in" to so called high touch jobs: stress, coping, health and wellbeing. How to increase mobility between work organisations?

Current research orientation of group

The work organisation research at CTA has focused following themes:

- Leadership and management (psycho-social working environment)
- Change processes in organisations (e.g. new ways of organising, conversion strategies, competence development, learning)
- Gender equality and equal opportunities in working life The aim is, on the one hand, to study and analyse working environments and working conditions within companies, authorities and other organisations, on the other hand, to contribute to healthier working places, successful and effective enterprises and organisations.

Anders Wigerfelt

Associate Professor (Docent)

A leader of a research group active in the area of work organisation research

Mälardalen University

Health and Welfare

Kerstin Isaksson

Professor

A leader of a research group active in the area of work organisation research

Research group members

Kerstin Isaksson, Professor Psychology, 1990, 50%

Jonas Stier, professor, Sociology, 1998, 30%

Wanja Astvik, senior lecturer psychology, 2004, elderly care and the organization of work, 75%

Helena Blomberg, senior lecturer sociology, 2010, Sociology, 30%

Ildiko Aztalos Morell, associate professor sociology, 10%

Peter Dobers, professor Business economy, 30%

Staffan Stranne, associate professor Economic history, 10%

Doctoral students:

The history of Occupational health services in Sweden Niklas Ulvebrand Robert Larsson Health promotion in the work place Carina Loeb Health promoting leadership Thomas Wahlman

Working with Innovations in the public sector Marie Moström Åberg Learning in work groups

Eva Lindell Becoming an economist Kin Andersson Re-employment and search behaviour after layoff

PhDs 2007-2013

Agneta Brav, Industrial Work Groups, 2008, Psychology, Örebro University

Helena Blomberg; Work place bullying, 2010, Örebro Sociology

Current research orientation of group

Health promoting leadership, organizational identification and pride, managing diversity, workplace bullying, interventions in the work place, resources promoting both health and well-being and productivity, new research programme VÄLKOM (Providing staff for welfare service work) e.g turnover and retention of nurses and social worker, coping with stress and emotional demands at work, diversity in the work place.

School of Innovation, Design and Engineering

Tomas Backström

Professor

A leader of a research group active in the area of work organisation research

Current research orientation

It is about workplace innovation. Focus on the co-workers and the dynamics of stability and change at a workplace. Some key-words: human interaction dynamics (HID), leadership, organizing structures, competences, relations (autonomy vs integration), interaction (convergent vs divergent), action (exploiting vs exploring), and incremental and radical change.

Peter E Johansson

Associate Professor

Active in research in the area of work organisation and member of a group, but not a leader

Regionförbundet i Kalmar län

Marianne Westring

N/A

Nordh

Regional Development Manager

Active in research in the area of work organisation, however not member of a group

The Stockholm School of Economics

Center for Advanced Studies in Leadership

Mats Tyrstrup

PhD Assistant Professor

A leader of a research group active in the area of work organisation research

Dept of Management

Anders Richtnér

Associate Professor (Docent)

A leader of a research group active in the area of work organisation research

Stockholm School of Economics Institute for Research

Lena Falkman

PhD

Active in research in the area of work organisation, however not member of a group

Dept of Management and Organization

Staffan Furusten

Associate Professor (Docent)

A leader of a research group active in the area of work organisation research

Research group members

We are about 35 researchers in the group, and I am the director. The group currently consists of: 3 full professors in management, sociology and social anthropology; 8 associate professors in management, sociology, political science, social anthropology and economic history; 2 doctoral students in management; 22 post docs and research fellows in political science, management, sociology, social anthropology, economic history and education. All work in the wide area of work organization.

PhDs 2007-2013

2007, Susanna Alexius, management, Stockholm School of Economics

2007, Magnus Erlandsson, political science, Stockholm University

2008, Anette Nyqvist, social anthropology, Stockholm University

2010, Lotta Björklund.Larsen, Socialantropologi, Stockholm university

2012, Liv Fries, management, Stockholm School of Economics

2014, Cajsa Niemann, political science, Stockholm University

2014, Sven-Olof Junker, I, Stockholm School of Economics

2014, Martin Rosenström, Management, Stockholm School of Economics

Current research orientation

1 The practice of sustainability – How do organizations of various kind (large, small, private, public, in different fields) act when they claim that they are implementing strategies for sustainability. The purpose is to develop theory for how organizations deal with pressures from society. 2 Management and governance of state owned firms – A state owned firm has double objectives and is a hybrid of the state and the market. It should both act as a public agency and as a firm on the market. This is confusing and makes these kind of organizations complex to manage and govern. The purpose is to develop theory for how managers of these firms go about to handle such confusion.

Current research orientation of group

Score is set up in order to conduct basic research on management, governance and organization of mainly public organizations.

Stockholm University

Dept of Education

Marianne Döös

Professor

A leader of a research group active in the area of work organisation research

Research group members

Marianne Döös, professor, pedagogik/education, 1997

Lena Wilhelmson, docent/lektor, pedagogik/education, 1998

Peter Johansson, PhD, pedagogik/education, 2011

Tomas Backström, professor, innovationsteknik, 1995

Ida Bertell, PhD, pedagogik/education, 2013

Jenny Madestam, PhD, statsvetenskap, 2009

Åsa Örnberg, Jur.Dr., juridik, 2014

Anna Kaldal, docent, juridik, 2010

Jon Ohlsson, docent, pedagogik/education, 1996

Otto Granberg, PhD, pedagogik/education, 1995/96

Anton Holm, stud., Informationsdesign/informativ illustration

PhDs 2007-2013

Judit Simon, Kreativitetens kännetecken, 2009, pedagogik/education, Stockholm University

Peter Johansson, Arbetsplatsens lärmiljöer, 2011, pedagogik/education, Stockholm University

Erica Falkenström, Verksamhetschefens etiska kompetens, 2012, pedagogik/education, Stockholm University

Ida Bertell, Lärande i en traditionstung kontext, 2013, pedagogik/education, Stockholm University

Current research orientation

Research within Organisational Pedagogy that deals with the processes of experiential learning in contemporary settings, on individual, collective, intra- and inter-organisational levels.

Topical issues concern interaction as carrier of competence in relations, relationality, shared and joint leadership, learning orientated leadership, conditions for competence in working life and organisational change and development.

Dept of Psychology

Claudia Bernhard-Oettel

Associate Professor

A leader of a research group active in the area of work organisation research

Research group members

I am part of a working group on Work and Organizational Psychology, Prof Magnus Sverke is the "group leader" However, I have a) one project (started in fall 2013) in which a doctoral student is employed (Johanna Stengård, PhD student, 100%) and in which I also have some money for short term employment of some colleagues (Prof Gunnar Aronsson, a few % over 2,5 years; Constanze Leineweber (SU) and Catarina Canivet (Lund) for data-related work, 1 month/year; Prof Hugo Westerlund (SU), and Prof P-O Östergren (Lund) as part of his professorship) b) a visiting PhD student from Poland (Aleksandra Bujacz, sep 2013-aug 2014). I am, together with a colleague (Prof Petra Lindfors) supervising Aleksandras work that is financed by the Swedish Institute

PhDs 2007-2013

None. But there are many as part of the Work and Organizational group (Magnus Sverke) that I am part of. See his list.

Current research orientation

- job transitions: competence transfer and well-being Studies factors that facilitate vs hinder job transitions across organizational and occupational boundaries after involuntary job loss. How can individuals make use of their experiences in new jobs? Which role do well-being, health, perceived employability and re-employment counselling play for job search and re-employment quality?

- health perspectives on work environment and job positions changes: Correlation studies have demonstrated that being trapped in non-permanent employment positions, continuing to work

in non-preferred but permanent positions relates to detrimental well-being. To date there are no longitudinal studies about this health – job mobility association and our research questions are: How is health over time associated with repeated sequences of (involuntary) temporary employment or the long-term remaining in a non-preferred but permanent job? Which factors predict job transitions from temporary to permanent employment, and from non-preferred to preferred jobs?

- justice perceptions and well-being in uncertain times: Objective: Study the longitudinal relationship between perceived justice at work and health consequences under conditions of uncertainty (eg., organizational changes, temporary employment)
- self-employment, creative work and well-being: Under which circumstances does creative work trigger good well-being even though employment is highly insecure?

Current research orientation of group

Johanna, Gunnar, Katharina and I are about to finish the Vinnovaprojekt that researched job transitions and competence transfer (see earlier) Johanna, Gunnar, Constanze, Catarina, Hugo and P-O and I are working on the Forte-financed project “Inside or outside”, which I also have described above Petra and I supervising Aleksandra Bjuacz in her project about creative work conditions that lead to positive well-being.

Magnus Sverke

Professor

A leader of a research group active in the area of work organisation research

Research group members

Magnus Sverke, Professor, Psychology, 1995, 40%
 Gunnar Aronsson, Professor, Psychology, 1985, 80%
 Annika Lantz Friedrich, Professor, Psychology, 1988, 30%
 Petra Lindfors, Professor, Psychology, 2002, 40%
 Claudia Bernhard-Oettel, Associate Prof and Senior Lecturer, Psychology, 2008, 50%
 Erik Berntson, Associate Prof and Senior Lecturer, Psychology, 2008, 50%
 Ann Fridner, Associate Prof and Senior Lecturer, Psychology, 2004, 25%
 Johnny Hellgren, Associate Prof and Senior Lecturer, Psychology, 2003, 50%
 Anders Sjöberg, Associate Prof and Senior Lecturer, Psychology, 1997, 30%
 Wanja Astvik, Researcher, Psychology, 2003, 50%
 Eva Bejerot, Researcher, Odontology, 1998, 50%
 Helena Falkenberg, Post-doc, Psychology, 2010, 80%
 Sara Göransson, Researcher, Psychology, 2009, 40%
 Lars Ishäll, Researcher, Psychology, 2010, 40%
 Marika Melin, Researcher, Education, 2004, 20%
 Christin Mellner, Researcher, Psychology, 2004, 50%
 Anne Richter, Post-doc, Psychology, 2011, 50%
 Sofia Sjöberg, Researcher, Psychology, 2014, 40%
 Marta Sousa Ribiero Larsson, Researcher, Psychology, 2014, 50%
 Johanna Schwarz, Post-doc, Psychology, 2012, 100%
 Stefan Annell, doctoral student, Psychology, 2015, 65%
 David Bergman, doctoral student, Psychology, 2021, 40%
 Aleksandra Bujacz Eib, guest doctoral student, Psychology, 2016, 70%
 Constanze Eib, doctoral student, Psychology, 2015, 80%
 Lisa Folkesson, doctoral student, Psychology, 2014, 50%
 Hanna Kusterer, doctoral student, Psychology, 2016, 50%
 Lena Låstad, doctoral student, Psychology, 2015, 80%
 Malin Mattson, doctoral student, Psychology, 2015, 80%
 Eva Charlotta Nylén, doctoral student, Psychology, 2017, 80%
 Aram Seddigh, doctoral student, Psychology, 2015, 80%
 Johanna Stengård, doctoral student, Psychology, 2017, 80%
 Maria Öhrstedt, doctoral student, Psychology, 2016, 80%
 Martin Idoeta-Fogelquist, Research assistant, -, -, 25%
 Saskia Linton, Research assistant, N/A, N/A, 80%
 Ulla Gautam, Research adm, -, -, 0%

PhDs 2007-2013

Kristina Langhammer, Employee selection: Mechanisms behind practitioners' preference for hiring practices, 2013, Psychology, Stockholm University
 Cecilia Stenfors, Subjective cognitive complaints in the working population: The influence of

objective cognitive functioning and working conditions, 2013, Psychology, Stockholm University

Marianne Jakobsson, Decisions with medium to long-term consequences: Decision processes and structures, 2013, Psychology, Stockholm University

Karin Schraml, Chronic stress among adolescents: Contributing factors and associations with academic achievement, 2013, Psychology, Stockholm University

Roberto Riva, Psychobiological responses in women with regional or widespread musculoskeletal pain conditions, 2012, Psychology, Stockholm University

Anne Richter, Job insecurity and its consequences: Investigating moderators, mediators and gender, 2011, Psychology, Stockholm University

Victoria Blom, Striving for self-esteem: Conceptualizations and role in burnout, 2011, Psychology, Stockholm University

Cornelia Wulff, General mental ability as related to school, work and health: The importance of childhood mental ability for work-related factors among middle-aged women and men, 2011, Psychology, Stockholm University

Lars Häsänen, Organizational death and employee motivation: Investigating a plant closure in a multi-plant organization, 2010, Psychology, Stockholm University

Teresia Stråberg, Employee perspectives on individualized pay: Attitudes and fairness perceptions, 2010, Psychology, Stockholm University

Helena Falkenberg, How privatization and corporatization affect healthcare employees' work climate, work attitudes and ill-health: Implications of change and mobility, 2010, Psychology, Stockholm University

Sara Göransson, Seeking individual health and organizational sustainability: The implications of change and mobility, 2009, Psychology, Stockholm University

Ulrica von Thiele Schwarz, Health and ill-health in working women: Balancing work and recovery, 2008, Psychology, Stockholm University

Claudia Bernhard-Oettel, Alternative employment and well-being: Contract heterogeneity and differences among individuals, 2008, Psychology, Stockholm University

Stephan Baraldi, Union mergers in times of restructuring: A psychological approach, 2008, Psychology, Stockholm University

Erik Berntson, Employability perceptions: Nature, determinants, and implications for health and well-being, 2008, Psychology, Stockholm University

Klas Gustafsson, Working conditions, compensatory strategies, and recovery, 2008, Psychology, Stockholm University

Camilla Kylin, Coping with boundaries: A study on the interaction between work and non-work life in home-based telework, 2007, Psychology, Stockholm University

Hillevi Busch, When pain remains: Appraisal and adaptation, 2007, Psychology, Stockholm University

Current research orientation

My research areas concern organizational change and its effects on employees, downsizing and job insecurity, labor market flexibility and employment contracts, employee attitudes and well-being, work climate and employee motivation, union member attitudes and behavior, as well as career development. Several of the studies I am involved in investigate the effects of organizational characteristics (e.g., structure, climate, leadership, and pay) and change (e.g., downsizing, mergers, and privatization) on the individual. My research has the ambition to focus on both stressors and motivating factors/resources at work. I also have a strong interest in methodological issues, such as questionnaire construction and validation.

Current research orientation of group

Research in the Division of Work and Organizational Psychology focuses on the individual in the working life. The aim is to achieve a sustainable working life, promoting employee motivation and well-being as well as organizational effectiveness and vitality. The research combines data at different levels, including physiological measures, self-reports, organizational records and register data, to delineate the mechanisms underlying stress-related problems from those promoting sustainability. Researchers in the division collaborate in various research groups. The different groups are involved in one or several research projects and many researchers belong to more than one group.

The current groups within the division are:

- The new working life: Employment relations and flexibility demands
- Threat and violence at work and in schools
- Life-long learning and educational psychology
- Organization and work within the welfare sector
- Psychobiological correlates of work and organizational settings
- Recruitment and selection

- Safety, risk taking, and accidents
- Operations development and work contentment

The division is one of the cornerstones in Stockholm University's leading research area "Stress, work, health and restitution". The division is also one of the main partners in the Forte center "Stockholm Stress Center", with prof Torbjörn Åkerstedt as PI and collaborators from the Stress Research Institute, our division, and various units at Karolinska Institutet.

Petra Lindfors	<p>Professor</p> <p>Active in research in the area of work organisation and member of a group, but not a leader</p> <p>Current research orientation</p> <p>My research has emphasised psychobiological processes including biomarkers and how they relate to the organisation of work and health in working adults. This perspective includes individual and organisational factors and whenever possible underscores gender patterns, social position, age and ethnicity. However, my research into work and organizational psychology has also focused on worksite based organizational intervention research, work/life balance, recovery from work at individual and organizational levels, positive psychological functioning in healthy workers, sickness absence, psychosocial and physical stressors at work and their relation to subjective health complaints, career patterns, the transition from higher education to employment, general mental ability, job insecurity.</p>
Helena Falkenberg	<p>PhD; Postdoc</p> <p>Current research orientation</p> <p>I'm currently investigating how social status and gender matter when employees are challenged with high work-related demands, more specific: 1) organizational changes; 2) work-family conflict and 3) illegitimate tasks.</p>
Erik Berntson	<p>Associate Professor</p> <p>Active in research in the area of work organisation and member of a group, but not a leader</p> <p>Current research orientation</p> <p>My research concern work and organizational psychology in general – how individuals act, react and perceive their working life. Also, how the labour market changes and how these changes affect working life in general and the individual in particular is of interest. More specifically, I have focused on the concept of employability, where I have investigated both what determines employability and what the consequences of being employable are. My research also concern working conditions in general but specifically working conditions for managers in the public sector. In this respect I have focussed on investigating working conditions using the Job Demands-Resources model with a special interest in effects on health but also on motivation, performance and mobility on the labour market. I am also interested in methods and apply different statistical methods, such as cluster analysis for example, in my research projects.</p>
Gunn Johansson	<p>Professor Emerita</p> <p>Active in research in the area of work organisation, however not member of a group</p> <p>Current research orientation</p> <p>No longer actively involved in research, just finalizing manuscripts etc.</p>
Johnny Hellgren	<p>Associate professor</p> <p>A leader of a research group active in the area of work organisation research.</p>
Gunnar Aronsson	<p>Professor</p> <p>Active in research in the area of work organisation and member of a group, but not a leader</p>

Current research orientation

Arbetsorganisation, stress och hälsa. Rörlighet på arbetsmarknaden ur stress och hälsoperspektiv
Intentionsstudie kring implementering av forskningsbaserad arbetsmiljökunskap
Sjukfrånvaro i Sverige och Norge en komparativ studie med tonvikt på arbetsvillkor
Arbetsrelaterade orsaker till förtidspension bland unga
Gränslöst arbete

Dept of Social Work

Marta Szebehely

Professor

A leader of a research group active in the area of work organisation research

Research group members

Marta Szebehely, professor, social work, 1995, 30%
Håkan Jönson, professor, social work, 2001, 10%
Evy Gunnarsson, professor, social work, 1993, 20%
Lis-Bodil Karlsson, Associate professor, social work, 20%
Helene Brodin, PhD/researcher, Economic history, 2005, 20 %
Renita Sörensdotter, PhD/researcher, Social Anthropology, 20 %
Gun-Britt Trydegård, PhD/researcher, social work, 2000, 10%
Anna Gavanoas, Associate professor, Social Anthropology, 2001, 30%
Anneli Stranz, researcher, social work, 2013, 100%;
Palle Storm, PhD student, social work, 2018, 100%

PhDs 2007-2013

Anneli Stranz, researcher, social work, 2013, Stockholm University

Current research orientation

Research on work organisation is only a part of my wider research focus which deals with eldercare services in Sweden and other countries from various perspectives, including the users', their families' and the workers' experiences. I have been the PI of a larger research programme (Transformation of care – living the consequences of changing public policies). The programme has focused Swedish eldercare in a comparative perspective and has investigated the intended and unintended outcomes of policy changes as they, taken together, manifest themselves in the gendered everyday lives of frail older persons, their family members and paid care workers. Since 2013 I am leading another programme with a similar focus: Individualised care and universal welfare – dilemmas in an era of marketisation.

Current research orientation of group

As mentioned in Q18 our research deals with how changes in eldercare services affect users, their families and paid care workers. In 2005 we constructed a survey on working conditions (NORDCARE) that was sent to 5000 Nordic care workers (72% response rate) and later to care workers in Canada, Germany, Japan, Australia and Taiwan. Szebehely, Jönson, Trydegård and Stranz have been analysing the survey which will be conducted again in 2015. In two inter-related comparative projects on residential care focusing on promising practices for workers as well as for residents (HARP and Re-imagining Long-term residential care; see Q33), Szebehely, Stranz, Storm and Sörensdotter are presently doing participants observations and interviews in nursing homes in four countries. A couple of projects deals with home care services; in one, based on focus group interviews with needs assessors, managers and care workers, Gunnarsson and Karlsson are analysing the daily work of homecare for older people with addiction problem in municipalities with and without choice models, and in a pilot study Brodin is investigating the new home care market in Stockholm where 100s of companies are competing for users home care focusing on users as well as workers. Finally, Gavanoas is studying Swedish retirement migrants in Spain and their migrant workers in a project focusing the interlinked migration chains and their consequences to work, welfare and care in Ageing Europe.

Tommy Lundström

Professor

Active in research in the area of work organisation, however not member of a group

Current research orientation

My area of research is social work and I am doing research on leadership in management in social work, but has also done research on the organisation of social work.

Stockholm Business School

Jan Löwstedt

Professor

A leader of a research group active in the area of work organisation research

Research group members

Love Börjesson, post doc på Stanford Robert Demir, post doc

Elia Giovacchini, doktorand

Olivia Kang post doc

Jan Löwstedt professor programansvarig

Hanna von Schantz, doktorand

Svante Schriber, post doc

Steffi Siegert, doktorand

Emma Stendahl, doktorand

Ali Yakhlef, professor

Sara Öhlin, doktorand

Janne Tienari, gästprofessor, professor på Aalto university

PhDs 2007-2013

Robert Demir, Strategy as sociomaterial practices, 2010, Företagsekonomi Stockholms universitet

Anna Essén, Technology as an extension of the human body: exploring the potential role of technology in an elderly care setting

Då jag är relativt ny på SU har mina doktorander disputerat på andra lärosäten:

Annika Schilling, Kan konsulter fusionera?, 2008, Företagsekonomi, Handelshögskolan

Markus Ejenäs, Företagsekonomi, 2010, Handelshögskolan i Stockholm

Love Börjesson, Förtroendets organiseringsmetod – samarbete, svek och dilemman.

Företagsekonomi 2011, Mälardalens högskola

Peter Vaigur, Närhet och distans. Om reklamarbete. Företagsekonomi, 2014, Mälardalens högskola

Current research orientation

New forms of work workplace innovation, the role of technology in the organizing of work, organization of work in schools, management of schools.

Stress Research Institute

Constanze Leineweber

Researcher

Active in research in the area of work organisation and member of a group, but not a leader

Current research orientation

Project on work-family conflict with the aim to investigate the role of work-family/family-work interference in the aetiology of health problems. Project on the influence of work-time control on health and work related outcomes. The aim of the study is to investigate the effect of (a) overall WTC as well as (b) its specific sub-dimensions (flexitime, leave control, break control, control over overtime) on health, well-being and job-related outcomes. The longitudinal design of the study will allow the effects of changes in WTC to be studied. Project on organisational justice with the aim to analyse the impact of justice at work on health over time under conditions of uncertainty (e.g. job insecurity and organizational change) and employability. Strengths of the presented project are its longitudinal design, availability of objective measures of health and the use of well-established indices of justice at work. Analyses are based on a large representative sample of the Swedish working population.

Anna Nyberg

Researcher

Active in research in the area of work organisation and member of a group, but not a leader

Töres Theorell

Professor Emeritus

Active in research in the area of work organisation and member of a group, but not a leader

Current research orientation

Development of psychosocial work predictors of poor health. Leadership and leadership interventions. Health impact of cultural activities organized at/through work.

Dept of Management and Organization

Emma Stenström

Associate Professor

A leader of a research group active in the area of work organisation research

Swedish National Defence College

Department of Security, Strategy and Leadership

Gerry Larsson

Professor

A leader of a research group active in the area of work organisation research

Swedish University of Agricultural Sciences

Department of Work Science, Business Economics and Environmental Psychology

Peter Lundqvist

Professor

A leader of a research group active in the area of work organisation research

Forest Resource Management

Gun Lidestav

Researcher

A leader of a research group active in the area of work organisation research

Swerea IVF

Production and work organisation

Richard Berglund

Resercher/project manager

A leader of a research group active in the area of work organisation research

Current research

Organization of work and change management in practice, especially with regard to involvement, motivation and engagement.

Södertörn University

School of Social Sciences

Paavo Bergman

Professor

Active in research in the area of work organisation, however not member of a group

Ander Ivarsson
Westerberg

Associate Professor (Lektor)

A leader of a research group active in the area of work organisation research

The Swedish Management Group

N/A

John Ylander

Program Director/PhD BA

Active in research in the area of work organisation, however not member of a group

Umeå University

Dept of Sociology

Britt-Inger Keisu

Associate Professor

Active in research in the area of work organisation and member of a group, but not a leader

Current research orientation

My main research interest is within the field of gender, leadership and organisational working conditions. Currently my main concern is in a research project on what characterises a good workplace and how elderly care can become an attractive career choice for health professionals, such as nurses, physiotherapists and occupational therapists, in order to provide high-quality care and rehabilitation for the ageing population. I am also involved in two research projects on academia: the first is exploring gender and entrepreneurship and the other investigates how gender equality and diversity work is organised and filled with meaning in Swedish higher education.

Umeå Centre for Gender Studies

Ann Öhman

Professor

A leader of a research group active in the area of work organisation research

Research group members

Britt-Inger Keisu, Senior lecturer, Sociology, 2009, 50% during 2012-2014 Birgit Enberg, Senior lecturer, Medical Sc., 2009, 50% during 2012-2014

PhDs 2007-2013

Birgit Enberg, Work experiences among healthcare professionals in the beginning of their professional careers – A gender perspective Medical Sc., 2009

Current research orientation

To study positive factors in Swedish elderly care organisation for staff recruitment, decreasing turn-over and positive career development for staff with academic training. Questions about leadership style, Effort-Reward-Imbalance (ERI), Transformational Leadership Style, work satisfaction, and career development.

Current research orientation of group

Work satisfaction in health care organisations Leadership style in work organisations
Career development among well-educated women Gendered notions of work
Hierarchy and power dimensions in work organisations

Umeå School of Business and Economics

Maria Bengtsson

Associate Professor

A leader of a research group active in the area of work organisation research

University of Borås

Christina Mauleon

Professor

Active in research in the area of work organisation, however not member of a group

School of Business and IT

Nicklas Salomonson

Associate Professor

Active in research in the area of work organisation, however not member of a group

Current research orientation

Ett pågående forskningsprojekt som jag leder handlar om kunder som på olika sätt betar sig kränkande mot personal och andra kunder. Av särskilt intresse är hur situationerna kan förstås mot bakgrund av själva idén om kunder. Kundtänkandet har i allt högre grad kommit att forma och definiera målsättningar, attityder och handlingsrepertoarer, både i organisationer och i samhället. Såväl den enskilde medarbetaren som organisationen i sin helhet förväntas orientera sig mot kundens behov och önskemål. Samtidigt verkar föreställningen om kunden som överordnad i allt högre grad ha kommit att anammas av kunderna själva. Detta, menar vi, påverkar i sin tur hur kunderna agerar gentemot företaget och dess anställda. Syftet med projektet är att undersöka hur kundföreställningarna ser ut och hur de kan komma att kollidera med andra villkor och förutsättningar för serviceverksamheter. Med sådan kunskap kan nya, effektiva förebyggande åtgärder och praktiska handlingsstrategier tas fram. Vi menar att det är i situationerna där kunder agerar oacceptabelt som spänningen mellan föreställningar om kunder och den praktiska verksamheten blir allra tydligast. Samtidigt belyser dessa incidenter också hur idén om kunder kan ge upphov till och legitimera kunders negativa beteenden. Empirin består av djupintervjuer och enkätundersökningar med frontpersonal i detaljhandeln, en kontext som uppvisar en hög grad av arbetsmiljömässiga problem för personal i form av kränkningar, hot och våld från kunder.

Mikael Löfström

Assistant Professor, Head of School

Active in research in the area of work organisation and member of a group, but not a leader

Carina Hallqvist

Assistant Professor

Active in research in the area of work organisation, however not member of a group

School of Education and Behavioural Sciences

Päivi Riestola

PhD Work Science

Current research orientation

Swedish/scandinavian Management

Margareta Oudhuis

Professor

Active in research in the area of work organisation and member of a group, but not a leader

Current research orientation

My current research areas dealing with work organisation issues include organisational resilience. I am together with Stefan Tengblad editor of the book *Organizational resilience. What makes companies and organisations sustainably viable?* We have developed a model describing how economical, technical and social resources need to be combined in order to manage internal and external challenges in times of continual change. One such important factor is work organization issues, which two of my chapters are focusing. It stands clear that work organization issues were the main cause for the stagnation of a former very successful fashion company. Radical work organizational changes contributed to turning the stagnation into growth as regards both employees and company. Another study is focusing the BP oil disaster, to which major work organizational deficiencies contributed. Another ongoing study deals with what working life can

learn from over time very successful elite sport clubs. Work organization issues contribute greatly to the success of sports clubs, when building on co-workshop, delegated responsibilities, team-organisation, collective responsibility. Other recent research studies on work organization issues include production system design such as lean production. I take a strong critical perspective on lean showing the danger for a loss of employee creativity, skills and engagement for companies and organisations that push the lean concept too far.

The Swedish School of Textiles

Lisbeth Svengren Holm Professor

Active in research in the area of work organisation and member of a group, but not a leader

University of Gothenburg

Dept of Applied IT

Jan Ljungberg

Professor

A leader of a research group active in the area of work organisation research

Research group members

Magnus Bergquist, docent, ethnology and informatics, 1996, 20 %

Bertil Rolandsson, docent, sociology, 2003, 80 %

Björn Remneland, docent, business administration, 2007, 40 %

Marie Eneman, PhD, informatics, 2010, 5 %

Dick Stenmark, PhD, informatics, 2002, 5 %

Anna Maria Szczepanska, PhD-student, sociology, -, 20 %

Fahd Omair Zaffar, PhD-student, informatics, -, 5 %

Maria Bolin, PhD-student, informatics, -, 50 %

Current research orientation

Digitalization of society in terms of information infrastructures like Internet, mobile technology, and social networking software has enabled emerging forms of radically decentralized ways of working and open knowledge sharing. In many areas this has led to lowered barriers for amateurs as well as experts to voluntarily engage in innovation and knowledge production activities.

When this distributed and networked mode of knowledge work is spread, it creates new forms of engagement in work where people are not employed, and it also affects employed persons by conditions beyond their and their managers control. My research focus is to investigate which impact this development has on work, organization and management in different areas of knowledge intensive production. The most well researched phenomena in this direction is open source software which has transformed large parts of the software industry during the last ten years, a development that I have studied extensively. I am now interested in if and how a similar development can be seen in other areas. Focus is mainly on areas of technology and culture production, like for example R&D in pharmaceuticals and news production. I am interested in policy-making and public organizations. One issue is how digital infrastructures and e.g. social media are enabling and challenging the work practices of civil servants in public authorities such as the police, and social security authorities.

Current research orientation of group

We focus on four research themes: Open and distributed work in innovation and knowledge intensive areas: Studies of areas where open and distributed work practices have spread or are spreading and its consequences, e.g. in software industry, automotive, pharmaceutical R&D, and patient driven health innovations. Social media and public institutions: how does the spread of social media in society enable public authorities to develop both citizen dialogue and control, and what challenges may this generate for the work of civil servants. Authorities are faced with new concerns for surveillance and integrity problems, at the same time as individual civil servants can face discomfort due to increased exposure to citizens that are able to directly express discontent. Civic innovation: we found in our previous research that the digitalization together with more open practices of work, innovation and knowledge sharing enables new forms for civil society actors to take part in knowledge creation, and innovation. How can it be explained and how can it be used to solve problems solving related to societal challenges such as environmental issues

and health. The dark side of digitalization: Empirical work on for example abusive IT-use, like grooming, as well as critical investigations of regulative efforts to handle dark side phenomena. The goal is to contribute to better and more precise regulative efforts, without stifling the potentially high innovation capacity of digitalization.

Johan Lundin

PhD

A leader of a research group active in the area of work organisation research

Research group members

Wolmet Barendregt, docent

Barry Brown, professor, computer science

Ylva Hård af Segerstad, docent, applied IT, 2002

Johan Lundin, docent, applied IT, 2005, 40%

Alexandra Weilenmann, docent, applied IT, 2003

Lars Svensson, professor, Informatics, 2002, 40%

Ulrika Lundh Snis, PhD, Informatics, 2002

Mathias Klang, Docent, Informatics, 2006

Marisa Ponti, PhD, Applied IT, 2010

Current research orientation

Johan is interested in how information technology changes the conditions and possibilities for learning and knowing. He explores the technology in action, conducting empirical and design oriented studies concerned with the analysis of how IT feature in social action and interaction. He research the use of IT in educational practices, IT support for competence management at workplaces, and conduct design oriented research developing IT for learning and education. In particular he is interested in the use of mobile IT. His research have been conducted in close cooperations with several private and public organizations.

Current research orientation of group

Digital technologies continue to play an important role in the transformation of learning and knowing, affecting both educational, work and leisure practices. The divisions focus will continue to be on descriptive and design oriented research on this theme.

Dept of Business Administration

Ola Bergström

Professor, Head of Section Management and organization

A leader of a research group active in the area of work organisation research

Research group members

Bergström Ola,, Professor, Business Administration,, 1998,, 50%

Ohlsson Östen, Professor, Business Administration, 1990, 50%

Styhre Alexander, Professor, Business Administration, 1998, 70%

Dolles Harald, Professor, Business Administration, 50%

Adolfsson Petra, Docent, Business Administration, 2003, 50%

Egels Zandén Niklas, Docent, Business Administration, 2010, 50%

Jensen Christian, Docent, Business Administration, 2002, 50%

Jonsson Anna, Docent, Business Administration, 2007, 50%

Lagerström Hamberg Katarina, Docent, Business Administration, 2001, 50%

Lindberg Kajsa, Docent, Business Administration, 2002, 50%

Norén Lars, Docent, Business Administration, 1990, 50%

Remneland-Wikhamn Björn, Docent, Business Administration, 2007, 50%

Schweizer Roger, Docent, Business Administration, 2005, 50%

Ström Patrik, Docent, Business Administration, 2003, 50%

Trägårdh Björn, Docent, Business Administration, 1997, 50%

Walter Lars, Docent, Business Administration, 2005, 50%

Wikhamn Wajda, Docent, Business Administration, 2008, 50%

Wikström Ewa, Docent, Business Administration, 2000, 50%

Hällsten Freddy, Phd, Business Administration, 2003, 0%

Lavén Fredrik, Phd, Business Administration, 2008, 30%

Nakamura Richard, Phd, Business Administration, 2005, 20%

Norbäck Maria, Phd, Business Administration, 2012, 50%

Omanovic Vedran, Phd, Business Administration, 2006, 30%

Selander Martin, Phd, Business Administration, 2001, 0%

Soila-Wadman Marja, Phd, Business Administration, 2003, 30%
 Thilander Per, PhD, Business Administration, 2013, 40%
 Yakob Ramsin, PhD, Business Administration, 2009, 30%
 Arman Rebecka, PHd, Business Administration, 2010, 50%
 Ekdahl Marissa, Phd Student, Business Administration, 2015, 100%
 Grzelec Anna, Phd Student, Business Administration, 2017, 100%
 Jakobsson Johan, Phd Student, Business Administration, 2014, 100%
 Smochin Oxana, Phd Student, Business Administration, 2015, 100%
 Wulff Gabriella, Phd Student, Business Administration, 2016, 100%

PhDs 2007-2013

Jonsson Anna, Docent, Business Administration, 2007
 Remneland-Wikhamn Björn, Docent, Business Administration 2007
 Wikhamn Wajda, Docent, Business Administration 2008
 Lavén Fredrik, Phd, Business Administration, 2008
 Yakob Ramsin, PhD, Business Administration, 2009
 Egels Zandén Niklas, Docent, Business Administration, 2010
 Arman Rebecka, PHd, Business Administration, 2010
 Norbäck Maria, Phd, Business Administration, 2012
 Thilander Per, PhD, Business Administration, 2013

Current research orientation

Organizational change, workforce reduction, restructuring and internationalization.
 Current research orientation of group
 Our research covers a wide range of topics within the field of Management and Organization for example, Human Resource Management, Business Ethics and Sustainability, Health Care Management, Strategy, Innovation, International Business, and Change Management.

Alexander Styhre

Professor

A leader of a research group active in the area of work organisation research

Research group members

Se department homepage of HGU. Not a research group but a section at the department.

Current research orientation

Innovation management and the adjustment to novel institutional demands in industry and working life. Venture capital investment.

Dept of Political Sciences

Birgitta Niklasson

Associate Professor

A leader of a research group active in the area of work organisation research

Dept of Psychology

Ingela Thylefors

Associate Professor (Docent)

Active in research in the area of work organisation and member of a group, but not a leader

Current research orientation

Interprofessional teams and leadership in human service organizations

C. Philip Hwang

Professor

A leader of a research group active in the area of work organisation research

Research group members

C. Philip Hwang, Professor, Psychology, 1981, 50%
 Linda Haas, Professor, Sociology, 1979, 50%
 Therese Sällberg, PhD-student, psychology, 100%

PhDs 2007-2013

Karin Allard, Toward a Working Life: Solving the Work-Life Dilemma, 2007, Psychology

Current research orientation

Swedish family policy provides fathers the right to take parental leave, but fathers on average take only one-fourth of days parents take. Most fathers work in private companies and fathers working in private companies are less likely than others to take substantial leave and more likely to express concern that leave negatively affects their employment. Our current research focuses on systematically investigating: (1) How exactly do companies adapt to fathers' leave? Specific support strategies and work practice changes are investigated, before, during, and after leave, involving different stakeholders (fathers, co-workers, managers). (2) What specific adaptation strategies appear to be associated with higher rates of fathers' leave use? (3) What features of company culture and work practice facilitate or hinder fathers' leavetaking? We are particularly concerned with whether companies are becoming learning organizations (gaining knowledge and skills to creatively transform themselves to benefit fathers as well as productivity) or remaining gendered organizations (structured around a male model of work, discounting men's caregiving). Our goal is to contribute important new knowledge about how companies can transform themselves into workplaces where caregiving fathers are supported at the same time as economic productivity is enhanced. We are interested in the specific adaptations most likely to increase fathers' leave use and the most formidable barriers to this process.

Current research orientation of group

See above

Dept of Social Work

Ulla-Carin Hedin

Senior Professor

A leader of a research group active in the area of work organisation research

Current research orientation

Our research area is the Emergence and Development of Work Integration Social Enterprises in Sweden. How many social enterprises are started? In which part of Sweden and different areas of commerce? Which different types of associations and leadership/governance are represented? What about co-workers participation in decision making and development of the enterprise? Which different trajectories of workers can be identified within these enterprises? Which kinds of support are needed from public or governmental organizations for the development and success of the social enterprise?

Dept of Sociology and Work Science

Bengt Furåker

Senior Professor

Active in research in the area of work organisation and member of a group, but not a leader

Current research orientation

The project I am involved in aims at studying transnational trade union cooperation and networking at industry/sector level in Europe, in order to explain which factors help to promote or limit this cooperation. We intend to study cooperation at industry/sector level in European Trade Union Federations (ETUFs). Empirically we focus on comparisons across countries and across industries/sectors with respect to the conditions for and the obstacles to transnational union cooperation in Europe. Theoretically, we will scrutinize the explanatory power of two theories: that of country regimes and that of transnational industry/sector regimes. In addition to this, a network analytical approach will be applied. The empirical basis will consist of a survey of trade unions in six sectors in Europe, which is supplemented by interviews with union representatives, observations at meetings and collection of documents.

Karin Allard

Associate professor (Lektor)

A leader of a research group active in the area of work organisation research

Annika Härenstam

Professor

A leader of a research group active in the area of work organisation research

Research group members

(*means that they are employed at my dpt). The others are employed elsewhere but belong to the Chefios research groups as well as to other groups at their main affiliations). This means that I cannot tell % of time if they are not financed in my projects. Percentage differ a lot between semester.

*Annika Härenstam, professor, Work Science, 50%

Gunnar Ahlberg jr, ass professor

Erik Berntson, ass professor, 25%

*Lisa Björk, PhD, 50%

*Linda Corin (f.d. Wallin), doctoral student, 100%

Lotta Dellve, professor

Tina Forsberg Kankkunen, PhD, 50% (35% from 1st July)

*Hans Lindgren, researcher, 30%

Anders Pousette, PhD, 30%

Stefan Szücs, Ass professor, 30% (in a spinoff Project)

Karin Allard, PhD, 35% (in a spinoff Project)

Anna Cregård, PhD, 35%

PhDs 2007-2013

I was supervisor for these doctoral students at the time for National Institute of Working Life but they were affiliated to other universities:

Per Wiklund, Kampen om människovärdet. Om identitet och självbild i ett föränderligt arbetsliv, 2007, psychologist, Department for Public Health, Karolinska Institutet

Chatrine Höckertin, Organisational characteristics and psychosocial working conditions in different forms of ownership, 2007, sociologist, Department of Sociology, Umeå university

Gun Johansson, The illness flexibility model and sickness absence, 2007, sociologist, Department for Public Health, Karolinska Institutet

Kerstin Waldenström, Externally assessed psychosocial work characteristics – A methodological approach to explore how work characteristics are created, related to self-reports and to mental illness, 2007, behavioral scientist, Department for Public Health, Karolinska Institutet

John Ylander, Constructive Management. Synchronizing relations in change, 2009, School of Business, Economy and Law, University of Gothenburg

Malin Bolin, The importance of organizational characteristics for psychosocial working conditions and health, 2009, Department of Sociology, Umeå university

Jennie Haraldson, "Det ska ju var lite äventyr". Styrning av svensk forskarutbildning utifrån reformen 1998, 2010, Department of Work Science, University of Gothenburg

Lisa Björk, Contextualizing managerial work in local government organizations, 2013, The Department of Work Science, University of Gothenburg.

Current research orientation

Organizing, management, governance, working conditions, performance and work-related health for managers in the public sector, specifically municipalities

Comparative research of male and female gendered organizations organizational interventions, evaluations of interventions

Cross-cultural comparative studies of organizational values and attractive work for managers (four branches and two countries; India and Sweden)

Job mobility and Health

Methodology for linking organization level data and individual data as well as studying gender issues in work organization research

Current research orientation of group

See above

Christel Backman

Assistant Professor

Active in research in the area of work organisation, however not member of a group

Gothenburg Research Institute

Magdalena Petersson

Researcher, Associate Professor

McIntyre

Active in research in the area of work organisation, however not member of a group

Current research orientation

Service work, aesthetic labour, emotional and affective aspects of work.

Sven Hemlin

Professor

A leader of a research group active in the area of work organisation research

Research group members

Sven Hemlin, professor, psychology, 1991, 80%

Lisa Olsson, PhD, psychology, 2012, 100%

Leif Denti, PhD, psychology, 2013, 100%

Carl-Christian Trönberg, PhD, psychology, 2014, 100%

Magnus Jansson, PhD, psychology, 2010, 50%

Gudrun Baldvinsdottir, business administration, 20%

PhDs 2007-2013

Lisa Olsson, PhD, Leadership and Creativity in Research, psychology, 2012, GU

Leif Denti, PhD, Leadership and Innovation, psychology, 2013, GU

Carl-Christian Trönberg, PhD, How Do Bank Officers Make Lending Decisions?, psychology, 2014, GU

Current research orientation

Creativity in work life, leadership and creativity. Organizational creativity. Innovative working behavior Creative knowledge environments R&D Management

Institute of Medicine

Marianne Törner

Professor

A leader of a research group active in the area of work organisation research

Research group members

Marianne Törner, researcher, research team leader, professor, natural science/behavioral science, 1991, 60%

Anders Pousette, researcher, assistant professor, psychology, 2001, 70%

Martin Grill, doctoral student, 2013-, psychology

Mats Eklöf, associate prof, psychology, 2004, 40%

Pernilla Larsman, assistant prof, 2006, 10% (finished employment)

Christina Stave, doctoral student and researcher, 2005, 100% (finished employment 2009)

Susanna Larsson, doctoral student, 2008, 100% (finished employment 2008)

Christina Grill, doctoral student, 2013, 50% (finished employment)

Fredrik Bååthe, doctoral student 2012-

Ongoing research collaboration also with several researchers employed elsewhere, in projects where I am the project manager

PhDs 2007-2013

Christina Stave, Safety as a process. From risk perception to safety activity, 2005, behavioral science Petra Willquist, Industrial safety: principles for safety management based on empirical studies, 2005. Technology

Susanna Larsson, Constructing safety. Workplace safety in construction industry with emphasis on safety climate and empirical base in a large construction project, 2008, behavioral science

Christina Grill, Dialogue or no dialogue – conditions promoting and inhibiting workplace dialogue in healthcare, 2013, psychology

Current research orientation

– Safety culture and climate in health care; its antecedents; interaction between staff safety climate and patient safety climate. – Interaction between different aspects of organizational climate: climate for innovation, safety, health, and productivity – Factors that may explain the vast difference in occupational accidents in Swedish and Danish construction industry: national cultural traits, legislation, insurance systems, education, work organisation, leadership, leader-worker relations – The formation of information security culture in health care: process, influencing factors, and effect on information security and quality of care – Definition of content of airport security climate and flight safety climate, respectively, and development of two questionnaires to measure these phenomena – Organizing healthcare teams for better support to adolescent patients with diabetes type 1 based on improved person centred care.

School of Business, Economics and Law

Peter Zackariasson Associate Professor (Docent)
Active in research in the area of work organisation, however not member of a group

Current research orientation

My current area is the production and consumption of arts and culture.

Ulla Eriksson-Zetterquist Professor
A leader of a research group active in the area of work organisation research

Research group members

Barbara Czarniawska, professor, management studies, 1976, 70%
Henrikke Bauman, professor, environment studies/chemistry, xx, 25%
Andreas Diedrich, associate professor, management studies, 2004, 80%
Tobias Engberg, PhD, architecture, 2009, 50%
Ulla Eriksson-Zetterquist, professor, management studies, 2000, 100%
Lena Ewertsson, associate professor, sociology, xx, 25%
Nanna Gillberg, PhD, management studies, 2008, 5%
Johan Hagberg, PhD, management studies, 2008, 50%
Fredrik Lavén, PhD, management studies, 2008, 50%
Kajsa Lindberg, associate professor, 2002, 80%
Maria Norbäck, PhD, management studies, 2012, 10%
Elena Raviola, PhD, management studies, 2010, 50%
Egle Rindzeviciute, associate professor, culture studies, xx, 50%
Lars Walter, associate professor, management studies, 2006, 70%
Peter Zackariasson, associate professor, management studies, 2008, 20%

PhDs 2007-2013

David Renemark, Varför arbetar så få kvinnor med finanser? En studie av vardagen i finanssektorn, 2007, management studies
Johan Hagberg, Flytande identitet. NetOnNEt och e-handelns återkomst. 2008, management studies; Tobias Engberg, Skissandets mening: undersökningar på arbetsplatsen. 2010, architecture
Fredrik Lavén, Organizing innovation – how policies are translated into practice. 2008, management studies
Elena Raviola, Paper meets web. How the institutions of news production works on paper and online. 2010, management studies

Current research orientation

My research interests focus on organization and change, primarily on gender and technical aspects of it. I have dealt with those both theoretically and doing field studies in the private and public sectors. My conceptual work was inspired by different theoretical areas, for example culture studies, socialization, institutional theory, materiality and studies of technology and society. In all those I introduced gender perspective joining, for example, the discussion of intersectionality and technology within the discussion of risk. In addition to this, I have worked with methodological issues. My current research work stretches over three major areas, which partly overlap. The first concern managing large organizations, and investigations of the interplay between various governance practices managing professional organizations, is one such field. The second area in which I continue doing studies concerns the socio-materiality and institutions, for instance by exploring how implementation of new technologies affects organizing practices. Information technology has become increasingly prevalent in organizational life. These technologies are inscribed with norms and ideas which become black-boxed, and partly disguised. Studies of how these affect organizing in different ways have the potential to shed light on various management issues. The third area includes researching materiality and gender, as visible in various forms of managing professional organizations.

Current research orientation of group

In this project, we explore how institutions innovate. While most researchers in the field of innovation focus technical inventions, or innovative changes in procedures, routines and systems, our interest concern how the self-reproducing social order based on taken-for-granted repetitive

social behavior becomes renewed. As a consequence, our focus of interest is not organizations in the first place, but institutions in which organizational innovations can contribute or reverse, not contribute to renewal. Our key question is how does institutional innovation arise, appear, and come about? By following institutional innovation in a number of cases we expect to be able to follow successful as well as less successful innovations. A central presumption is that learning's from each type of process, is pivotal in order to understand the process in which institutions innovate. The research is founded upon a methodological approach developed from the insights provided by Actor-network-theory combined with insights and assumptions provided by institutional theory.

Torbjörn Stjernberg

Professor Emeritus

A leader of a research group active in the area of work organisation research

Current research orientation

Doctorate at Stockholm School of Economics in 1977 based on an action research project where I focused on the relation between organizational changes and the changes of the individual organizational members' quality of life. Change management and the roles and effects for individuals were always a key interest in my research. I have also a continuous research interest concerning the viability and spreading of organizational innovations, processes in organizational networks, knowledge development and knowledge transfer in and between complex projects, methods and tools in organizational changes. Before retiring I was coordinating research in the field of the development and transfer of knowledge between projects, as well as the complexity and stress in project organizations. After my retirement I have been involved in a study of innovation processes and open innovations. As consultant I have had assignments in organizational change processes, evaluation of changes, facilitating and/or evaluating downsizing (especially strategies to help the unions and the individuals concerned to deal with the downsizing and to find alternative careers).

University of Gävle

Occupational and Public Health Sciences

Svend Erik Mathiassen

Professor, Research Director

A leader of a research group active in the area of work organisation research

Current research orientation

My main focus is on health and performance in physically demanding work. This means that organisational issues of interest include distribution of jobs and tasks between individuals, with the ultimate purpose of constructing jobs that are sustainable, both wrt health and performance of the individual, and wrt production. I have a long-standing research interest even in developing methods for measuring effects of re-organisations on physical exposures, with an emphasis on methods quantifying variation at work.

University of Nordland

Faculty of Social Sciences

Anders Örtenblad

Professor

A leader of a research group active in the area of work organisation research

Current research orientation

Organizational learning and the learning organization; resistance; the spread of fashionable management ideas in time and space; management education etc.

University of Skövde

Dept of Health and Education

Ali Kazemi

Associate Professor

Active in research in the area of work organisation and member of a group, but not a leader

Current research orientation

Social well-being

Social justice

School of Business

Thomas Andersson

Associate Professor

A leader of a research group active in the area of work organisation research

Research group members

Thomas Andersson, Associate professor in business administration, 2005, 50 %

Stefan Tengblad, Professor in business administration, 1997, 50 %

Tomas Müllern, visiting professor, 1995, 20 %

Ali Kazemi, Associate professor in social psychology, 2007, 40 %

Sandor Ujvari, Associate professor in logistics, 2003, 20 %

Nomie Eriksson, PhD in business administration, 2005, 20%

Mikael Wickelgren, PhD in business administration, 2005, 30%

Helen Stockhult, PhD in business administration, 2013, 20%

Christian Gadolin, PhD student in business administration, 80 % since 2011

PhDs 2007-2013

Ali Kazemi, Distributive preferences in social dilemmas, 2007, Psychology, Göteborg University

Helen Stockhult, Medarbetare i dialog – en studie om viljan att göra mer än det formellt förväntade, 2013, Business administration, Örebro University

Current research orientation

Currently, I have four main research areas connected to work organization: reward systems, coworkership (medarbetarskap) and organizational development. Reward system: we are investigating what happens when reward system, mainly representing an American work-life logic, is implemented in a Swedish work-life with totally different values. Co-workership: we are investigating prerequisites for effective co-workership. Organizational development: we are investigating organizational development initiatives in healthcare from an employee perspective.

Current research orientation of group

The group's members are linked by their common interest in the various organizational processes, relationships and approaches that aim at making improvements under conditions of complexity and uncertainty. The group focuses on the activities of enterprises and "enterprise-like" organizations (e.g., public organizations and other associations). Today, we recognize that the challenges facing some public sector organizations are even greater than the challenges facing some private sector organizations. Many of our current research projects address this problem. The on-going organizational transformation in the public sector creates pressure for change and reform. This complexity, which is evident in public sector organizations' process development and leadership, is an important issue. Organizations typically involve several different and often competing logics, all of which must be balanced in trying to achieve successful outcomes. Many approaches to process development today (e.g., Lean in healthcare) lack both an understanding of this complexity and the means to address it. The focus areas of the group's research are leadership and co-workership, organizational development (e.g., organizational change, quality and management concepts) and the structural conditions for leadership (e.g., reward systems and employment laws that affect leaders).

Jim Andersen

Associate Professor

A leader of a research group active in the area of work organisation research

Current research orientation

Strategic human resource management issues, mainly how co-worker wellbeing affect firm performance and various HRM-practices can increase retention of employees. My main interest concern how to develop and manage tacit knowledge by learning-by doing, path-dependency and the strengthening of inter- and intrafirm social relationships.

Börje Boers

Associate Professor

Active in research in the area of work organisation and member of a group, but not a leader

Current research orientation

Governance in family owned businesses. Looking at board work in family owned businesses, e.g. the relation between owning family members and employee representatives.

Stefan Tengblad

Professor

A leader of a research group active in the area of work organisation research

Research group members

Lena Aggestam, Senior lecturer, Logistics
Thomas Andersson, Associate professor, Business Administration, 2009
Mia Carlsson, Associate professor, Law, 2008
Nomie Eriksson, Senior lecturer, Business Administration, 2005
Mikael Hernant, Senior lecturer, Business Administration, 2009
Ali Kazemi, Associate professor, Social psychology, 2006
Roy, Liff, Senior lecturer, Business Administration, 2011
Helen Stockhult, Senior lecturer, Business Administration, 2013
Stefan Tengblad, Associate professor, Business Administration, 1997
Christer Thörnkvist, Associate professor, Work-Life Science, 1994
Sandor Ujvari, Associate professor, Logistics, 2003

Associated members:

Tomas Müllern, Professor, Business Administration
Margareta Oudhuis, Professor Work-Life Science

Doctoral students:

Christian Gadolin, Business Administration, 2016
Maria Wedin, Business Administration, 2016

PhDs 2007-2013

Mia Carlsson, Arbetskada: samspelet mellan skadestånd och andra ersättningsordningar, 2008, Law, Stockholm University
Mikael Hernant, Profitability Performance of Supermarkets, 2009, Business Administration, Stockholm School of Economics
Roy, Liff, Professionals and the New Public Management-Multi professional teamwork in psychiatric care, 2011, Business Administration, University of Gothenburg
Helen Stockhult, Medarbetare i dialog: en studie om viljan att göra mer än det formellt förväntade, 2013, Business Administration, Örebro University

Current research orientation

My main focus have been to understand the role of the employees in the modern work-life and how leadership is constructed in interaction between formal leaders and their sub-ordinates. I have also studied managerial work/chefsarbete in the past. Since some years back I'm interested in issues of high-performance organizational practices, organizations that are able to satisfy several goals and needs and do not succeed through disrespecting the needs of for instance workers, subcontractors, the environment, or the society by not paying a fair share of tax. An ongoing study about leadership and organizing of top sport clubs is related to this broader task for identifying and understanding high-performance practices.

Current research orientation of group

The research group Leadership and Process Development is a multidisciplinary research group that was established in the autumn of 2011 (under the name Leadership and Organizational

Resilience). The group consists of researchers in Business Administration, Logistics, Social Psychology, Law and Technology. A fundamental premise in our research on leadership and process development is that the importance of the leader's role is overestimated in leadership research. Most definitions of leadership assume the leader (usually, a formal leader as a manager) acts, and followers respond. In other words, an influence process exists in which an active part (the leader) systematically influences a passive part. We take a more relational and processual view of leadership that envisions two active parts (leader and follower) and that develops gradually into the leader-follower relationship. The research group have several ongoing research projects in the health care area.

University West

Dept of social and behavioural studies

Margareta Ljung

Associate Professor

A leader of a research group active in the area of work organisation research

Research group members

Margareta Ljung, associate professor, Sociology, 1995, 35-40%

Anders Persson, senior lecturer PhD, Sociology, 2002, 35%

Margareta Lützhöft, associate professor, Cognitive science, 10%

Current research orientation

Main research area: Service and safety – risk and unity from the service staff's perspective.

The majority of employees on passenger ferries consist of the service staff, which operates in restaurants, shops, and in the hotel on board. The service staff is not as other personnel on board, deck and engine employees, characterized by "traditional seamanship", and it can be found at the bottom of the vessel hierarchy. It also consists mainly of women, often of different ethnic backgrounds. The service staff is assumed to have an active role in the safety organization of the vessel, but the dividing line between the service staff and the two operational divisions (deck and engine) is clear. The aim is to investigate the service staff's experiences and perceptions of safety practice aboard passenger ferries, and if their backgrounds, conditions and work in service-oriented professions lead to specific safety thinking and acting for safety purposes. Questions: How does service staff experience their influence over safety issues within the organization? How does service staff think about the relationship between service and safety? Is there any contradiction between these? Are there hierarchies within the service staff? How are these experienced by the service staff? The analysis is based on a socio-technical perspective, that is, the interaction between people, technology and organization. Gender and ethnicity are important aspects of the project. The methods are qualitative.

Uppsala University

Centre for Gender Research

Minna Salminen-Karlsson

Associate Professor

A leader of a research group active in the area of work organisation research

Research group members

Minna Salminen-Karlsson, Docent, Sociology, 1999, 75%

Helen Peterson, Docent, Sociology, 2005, 30%

Anna Fogelberg Eriksson, Senior lecturer, Education, 1985, 40%

Elizabeth Neu Morén, Business Studies, 2006, 30%

PhDs 2007-2013

Sunrita Dhar-Bhattacharjee, Gender segregation in IT: Comparative study with India and the UK, 2013, Business studies, Sheffield Hallam University

Current research orientation

Gender and organization. Gender in transnational organizations. Gender and professional codes and classifications. Right now I'm leading three projects: As a researcher I'm leading a project on gender and culture in the outsourcing of software development from Sweden to India. We are

particularly concentrating on the Indian material, as it is collected in companies which are not typical to those studied in previous research (i.e. not US multinationals, but smaller European companies), and studying masculinities. We are also looking at how offshoring influences Swedish professional workplaces. I also lead a project on gender aspects in the occupational classification system used by public authorities. There is a classification system in which all positions in public authorities are coded, and this classification system is used for example when comparing women's and men's salaries, both locally and nationally. There are no previous studies of this system and, on basis of a pilot project, we know that there is room for gender biases both in the system itself and in how it is used at different institutions. This is a research-action project involving three public authorities. These two are included in my position as a researcher (75%). In the remaining 25% I coordinate a FP7 implementation project about gender equality in academic institutions, with 7 European partners. This is not, strictly taken, research, but connects to my research interests.

Current research orientation of group

a) Gender and culture in transnational companies. Gendered segregation of work in different societal contexts, meeting of local and global masculinities (and femininities) b) Work classification and evaluation, salaries and gender. Reproduction of gender segregation and salary differences at workplaces

Dept of Business Studies

Lena Zander

Professor

Active in research in the area of work organisation, however not member of a group

Dept of Sociology

Michael Allvin

Associate Professor

Active in research in the area of work organisation and member of a group, but not a leader

Current research orientation

Problem: On the one hand organizations are de-regulated and de-bureaucratized, as rules, decision levels, administration, and overhead costs are slashed in order to focus on the customer, increase the flexibility and become more competitive. On the other hand, the actual production is becoming more standardized, normed and monitored as a result of the increasing requirements for documentation, measurability, comparability, accountability, and a general coordination necessary to achieve such competitiveness. This means that even though the conditions for self-determination and personal responsibility at work increases when the traditional framework for and division of labor is replaced by a consistent focus on results, the actual possibilities for action are severely restrained through the different managerial control systems that in detail determines what, when, how much, by what criteria and with what quality and service the result is to be delivered. Objectives: The purpose of this project is to investigate what these changing and conflicting, but also expanded requirement means for work. More specifically, the project aims to study how economic efficiency requirements interact and/or compete with other traditional requirements for work, such as technical and professional requirements, legal and policy requirements, as well as the practical and social requirements.

Patrik Aspers

Professor

A leader of a research group active in the area of work organisation research

Research group members

It consists largely by me and 8 PhD students. Then I have a large international network

PhDs 2007-2013

Roland Paulsen finished his PhD for me in 2013

Carl Sandberg will defend his thesis in the fall of 2014

Previously I have been the second supervisor of Stina Bergman Blos

Current research orientation

Theory development in the area of coordination; intersection of organisation, market and network (inside and outside and between organisations)

Current research orientation of group

Economy and organization

Örebro University

School of Law, Psychology and Social work

Metin Özdemir

Associate Professor

Active in research in the area of work organisation and member of a group, but not a leader

Österberg ledarskap & utveckling

Peter Österberg

Consultant

Active in research in the area of work organisation, however not member of a group

Current research orientation

Basically, I look at various factors which possibly influence performance, learning, and creativity within organizations. In my doctoral thesis I suggested a dual-role model for leadership style to influence social creativity within an organization. I also constructed a scale which confirmed the model and its relation to the criteria. The roles are autocracy with reference to goal assignment, and democracy with reference to decentralization on goal attainment. Continuing that praxis I look at the influence from aesthetics, dance and music, on creative problem solving. Some minor pilot studies have been performed so far.

D. LISTING OF KEY PAPERS

2007-2013

submitted to Forte as PDF-files by
Swedish researchers participating
in the survey

Chalmers University of Technology, Dept of Technology Management and Economics, Centre for healthcare Improvement

Researcher: Andreas Hellström

Quist J & Hellström A (2012). Process Management as a Contagious Idea: a Contribution to Røvik's Virus-Inspired Theory. *International Journal of Public Administration*, 35(13), 901-913

Lifvergren S, Andin U, Huzzard T & Hellström A (2012). The Path to Sustainability in Health Care: exploring the Role of Learning Microsystems. In S Mohrman & R Shani (eds), *Organizing for Sustainable Health Care*. UK: Emerald Group Publishing Limited

Hellström A & Eriksson E (2013). Among Fumblers, Talkers, Mappers and Organisers: four applications of process orientation. *Total Quality Management & Business Excellence*, 24(5-6), 733-751

Elg M, Gremyr I, Hellström A & Witell L (2011). The role of quality managers in contemporary organisations. *Total Quality Management & Business Excellence Journal*, 22(8), 795-806

Hellström A, Lifvergren S & Gustavsson S (2011). Transforming a healthcare organization so that it is capable of continual improvement – the integration of improvement knowledge. 18th International Annual EurOMA Conference, June, Cambridge

Hellström A, Lifvergren S & Quist J (2010). Process management in healthcare: investigating why it's easier said than done. *Journal of Manufacturing Technology Management*, 21(4), 499-511

Lifvergren S, Gremyr I, Chakhunashvili A, Hellström A & Bergman B (2010). Lessons from Sweden's first large-scale implementation of Six Sigma in healthcare. *Operations Management Research*

3(3), 117-128

Witell L, Elg M, Gremyr I & Hellström A (2009). Quality Management and Business Results: The Role of the Quality Department. 16th International Annual EurOMA Conference, Göteborg, Sweden

Hellström A, Huzzard T, Lifvergren S, Conradi N & Isaksson A-S (2013). En läkarledd och lärandefokuserad strategi för utveckling av 28 regionala vårdprocesser. In N Eriksson, K-M Holgers & T Müllern (eds), *Att utveckla vården: erfarenheter av kvalitet, verksamhetsutveckling och förbättringsarbete*. Lund: Studentlitteratur

Lifvergren S, Docherty P & Hellström A (2010). Management by dialogue – developing integrated sustainable healthcare. In *A time for change: restructuring America's healthcare delivery system*, May 11-12, 2010. Conference paper

Chalmers University of Technology, Dept of Technology Management and Economics, Center for Business Innovation, Innovation Management

Researcher: Sofia Börjesson

Börjesson S, Elmquist M & Hooges S (2014). The challenges of innovation capability building: learning from longitudinal studies of innovation efforts at Renault and Volvo Cars. *Journal of Engineering Technology and Management*, 31(1), 120-140

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E. PHD THESES

Figure E1. Language used in dissertations in Work Organization, per Area (1963-2013)

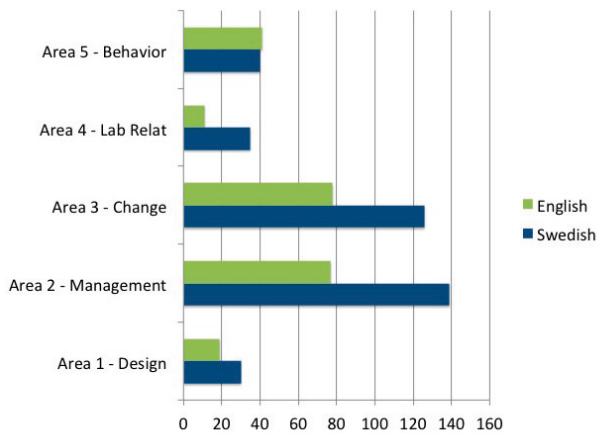


Figure E2. Language used in dissertations in Work Organization, per Area (2007-2013)

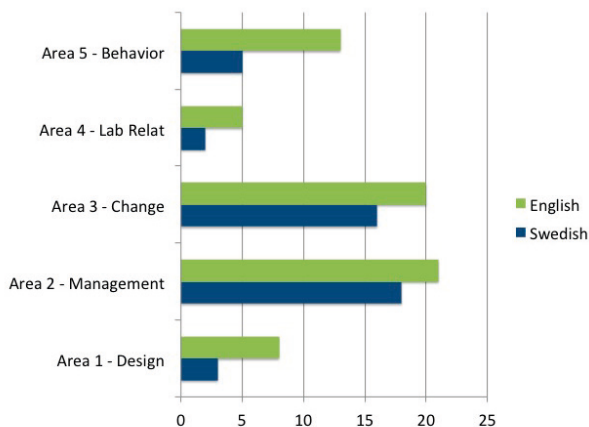
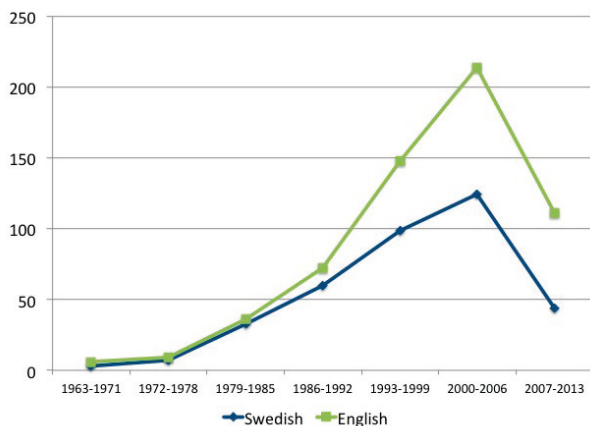
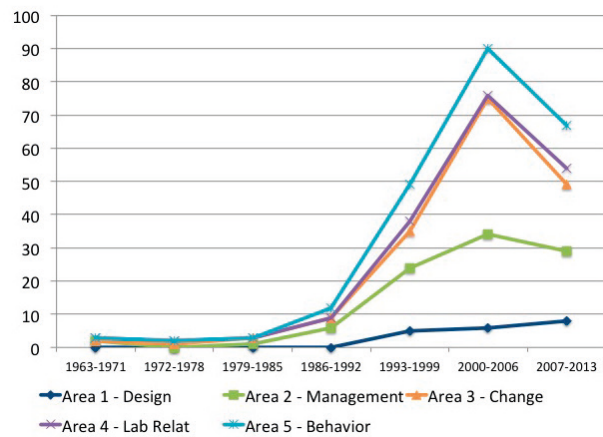


Figure E3. Language used in dissertations in Work Organization



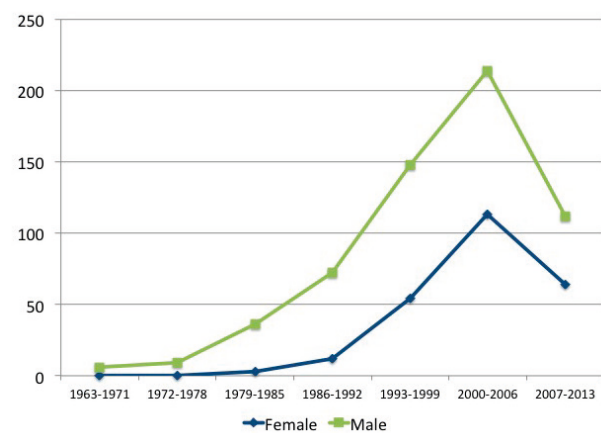
Note. Among the Swedish dissertations are 1 Danish and 2 Norwegian dissertations.

Figure E4. Number of English dissertations per Area over Time



Note. Among the Swedish dissertations are 1 Danish and 2 Norwegian dissertations.

Figure E5. Gender of all PhD students in Work Organization



- The number of English dissertations has steadily increased
- Since 2007, there is a substantial decline in number of dissertations
- Most dissertations in the evaluation period have been produced in the Areas of "Change" and "Management"

SOURCE FIGURE E1-E5: LIBRIS

F. BIBLIOMETRIC ANALYSIS

The bibliometric analysis was conducted by an expert engaged by Forte, Professor Olle Persson, in collaboration with the chair of the evaluation committee. It was based on the databases SCI Expanded, SSCI and A&HCI of Web of Science for the period 2007–2013.

In a *preliminary phase* exploratory searches conducted based on two sets of keywords, one to delineate the WO field as a whole and distinguish it from research in other fields, and one to segment the WO field into the five areas mentioned above. The first set (A) used content terms such as: organization, firm, enterprise, employee, worker team and workforce, and terms referring to disciplines such as psychology, sociology and economics. The second set (B) used, for example, terms such as ownership, strategy, control, legitimacy, quality, business ethics, corporate social responsibility, sustainability, power, authority, management, human resources, and leadership to refer to Area 2 (*Organisation, Management, Leadership and Teamwork*) and labor relations, industrial democracy, participation, psychological contract, trade union, co-determination, joint consultation, collective bargaining, flexibility, equality, wages, benefits, and worker protection to refer to area 4 (*Employment Relations, Influence and Partnership*). It appeared that these sets of keywords – although they made sense intuitively – were too general and not able to delineate and segment the field in the intended way, producing far too many hits and too much overlap between the areas, and too many studies not relevant for Swedish Work Organization research. Therefore, some alternative search strategies were explored with revised search terms and the results were examined for authors, type of content, journals etc. On the basis of these analyses and in order to come as close as possible to the publications aimed for it was decided to use a list of journals, trimmed to remove irrelevant output, to cover Swedish research and com-

parable research from other countries.

The search used in the *final phase* was carried out on 6 June 2014 in the databases SCI Expanded, SSCI and A&HCI of Web of Science for years 2007–2013. It uses a list of 236 journals in which Work Organization researchers are publishing. This was due to that these journals, which are listed in the next section, also publish on other topics and therefore had to be filtered to produce the proper selection. Filtering was done with three general keywords (rather than the original keywords of set A): work organization, management, and work environment (technically: work organi*, management, work envi*). The total number of publications found for the period 2007–2013 was 22473 for all countries and 870 (3,87 %) for Sweden.

The world output was analyzed using the Web of Science online options "Analyze results" which results in breakdowns by e.g. authors, countries, years, source titles (correct phrase?) etc. and "Citation reports" which presents numbers of publications and citations over time.

Swedish papers were downloaded and with the help of BibExel a raw data table with several descriptive variables (e.g. authorship, number of citations, university, city etc.) were constructed. In counting authorship a fractional score was obtained, being 1 divided by the number of authors per publication. Fractions can be added for authors, organizations and cities to avoid the impact of double counting.

The areas to which publications belong were determined by means of a list of keywords for each area, derived from Set B (see above). It should be noted that an article can belong to more than one category, and that categories therefore overlap. The areas and the keywords are the following:

Areas and keywords

1. Organization, Working Conditions and Work Design

TS=((Governance OR Strateg* AND (Productivity OR Investment OR Sustainab*)) OR ((Organization* OR Network* OR ((Production OR Information OR Logistic* OR "Supply chain") AND (System* OR Technol*)) OR (Sociotechn* OR Workplace OR Job OR Work OR Task)) AND (Design OR Structur*)) OR "Working conditions" OR "Human factors" OR Ergonom* OR "Work* time" OR Workload OR Safety OR Risk)

2. Organization, Management, Leadership and Teamwork

TS=(("Decision making" OR Power* OR "Organiz* politics" OR Ethic* OR "Corporate social responsibility" OR "Human resource*" OR Employee* OR Personnel OR Leader* OR Team* OR Culture OR (((Team OR Organization*) AND Climate) NOT ((Natural OR Ambient OR Change) AND Climate)) OR Project OR Service) AND Manage*)

3. Changes in Environment, Organization and Work

TS=(((Change OR Development OR Transformation OR Transition) AND (Environment* OR Organiz* OR Technol* OR Econom* OR Labor market OR Demograph*

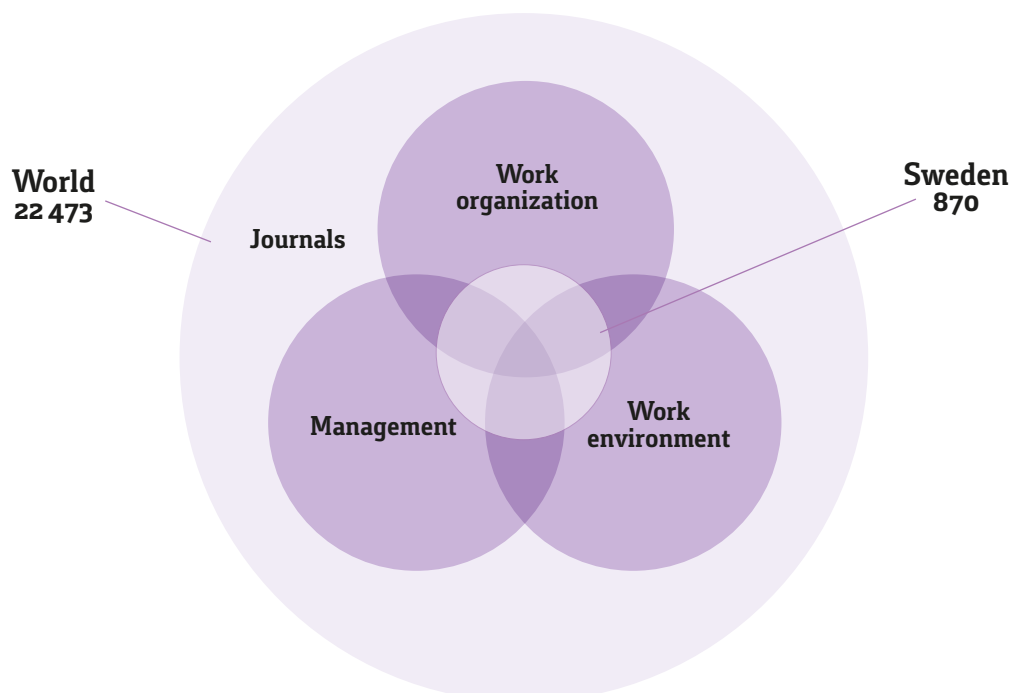
OR Polit*)) OR Globaliz* OR Innovat* OR Merger* OR Acquisition* OR Outsourc* OR Privatiz* OR Marketiz* OR Flexibiliz* OR Entrepreneur* OR (Organizational AND (Learning OR Adaptation)))

4. Employment Relations, Influence and Partnership

TS=(((Industrial OR Labor) AND Relations) OR "Industrial democracy" OR ((Worker OR Employee) AND (Participation OR Partnership)) OR "Psychological contract" OR ((Trade OR Labor) and (Union or Syndica*)) OR Shareholder* OR Stakeholder* OR Co-determination* OR "Joint consultation" OR "Collective bargaining" OR "Work* council" OR "Industrial action" OR "Employ* condition*" OR *equality OR Wage* OR Salar* OR Benefits* OR Retirement* OR "Worker protection" OR Arbitration)

5. Behaviour, Health and Well-being in Work and Organization

TS=(Attitude* OR "Organizational commitment" OR "Job involvement" OR (Engagement AND Work*) OR *teeism OR (Organiz* AND (Justice* OR Fairness*)) OR Trust OR Identity OR (Behavior AND (Citizenship OR "Extra-role" OR "Counter-productive"))) OR Emotion* OR Fatigue* OR "Job security" OR Stress* OR Well-being OR Health)



Journals used

The journals identified as relevant and used in the search for Work Organization publications were the following.

ACCOUNTING ORGANIZATIONS "AND"
SOCIETY ACTA SOCIOLOGICA
ACTION RESEARCH
AMERICAN ECONOMIC REVIEW
AMERICAN JOURNAL OF INDUSTRIAL
MEDICINE
AMERICAN SOCIOLOGICAL REVIEW
ANNALS OF OCCUPATIONAL HYGIENE
ANXIETY STRESS "AND" COPING
APPLIED ECONOMICS
APPLIED ECONOMICS LETTERS
APPLIED ERGONOMICS
APPLIED PSYCHOLOGY-AN
INTERNATIONAL REVIEW-PSYCHOLOGIE
APPLIQUEE-REVUE INTERNATIONALE
ASIA PACIFIC JOURNAL OF HUMAN
RESOURCES
ASIAN BUSINESS & MANAGEMENT
BALTIC JOURNAL OF MANAGEMENT
BASIC "AND" APPLIED SOCIAL PSYCHOLOGY
BEHAVIOUR & INFORMATION
TECHNOLOGY
BEHAVIOUR RESEARCH "AND" THERAPY
BIOLOGICAL PSYCHOLOGY
BRITISH JOURNAL OF EDUCATIONAL
PSYCHOLOGY
BRITISH JOURNAL OF INDUSTRIAL
RELATIONS
BRITISH JOURNAL OF MANAGEMENT
BROOKINGS PAPERS ON ECONOMIC
ACTIVITY
BUSINESS ETHICS A EUROPEAN REVIEW
BUSINESS HORIZONS
BUSINESS STRATEGY "AND" THE
ENVIRONMENT
CALIFORNIA MANAGEMENT REVIEW
CANADIAN JOURNAL OF ECONOMICS
REVUE CANADIENNE D ECONOMIQUE
CAREER DEVELOPMENT INTERNATIONAL
CAREER DEVELOPMENT QUARTERLY
COGNITION TECHNOLOGY & WORK
COMPUTERS IN HUMAN BEHAVIOR
CORPORATE GOVERNANCE AN
INTERNATIONAL REVIEW
CORPORATE SOCIAL RESPONSIBILITY "AND"
ENVIRONMENTAL MANAGEMENT
CREATIVITY "AND" INNOVATION
MANAGEMENT
CREATIVITY RESEARCH JOURNAL
CULTURE "AND" ORGANIZATION
CURRENT DIRECTIONS IN
PSYCHOLOGICAL SCIENCE
DEMOGRAPHY
DISABILITY & SOCIETY
DISASTER PREVENTION "AND"
MANAGEMENT
ECONOMIC "AND" INDUSTRIAL
DEMOCRACY
ECONOMIC "AND" LABOUR RELATIONS
REVIEW
ECONOMIC JOURNAL
ECONOMICA
EMOTION
EMPLOYEE RELATIONS
ENTREPRENEURSHIP "AND" REGIONAL
DEVELOPMENT
ENTREPRENEURSHIP THEORY "AND"
PRACTICE
ENVIRONMENT "AND" BEHAVIOR
ERGONOMICS
EUROPEAN ECONOMIC REVIEW
EUROPEAN JOURNAL OF HEALTH
ECONOMICS
EUROPEAN JOURNAL OF INDUSTRIAL
RELATIONS
EUROPEAN JOURNAL OF INTERNATIONAL
MANAGEMENT
EUROPEAN JOURNAL OF MARKETING
EUROPEAN JOURNAL OF PERSONALITY

EUROPEAN JOURNAL OF WORK "AND"
 ORGANIZATIONAL PSYCHOLOGY
 EUROPEAN MANAGEMENT REVIEW
 EUROPEAN REVIEW OF APPLIED
 PSYCHOLOGY REVUE EUROPEENNE DE
 PSYCHOLOGIE APPLIQUEE EUROPEAN
 SOCIETIES
 EUROPEAN SOCIOLOGICAL REVIEW
 FEMINIST ECONOMICS
 GEDRAG & ORGANISATIE
 GENDER "AND" EDUCATION
 GENDER WORK "AND" ORGANIZATION
 GROUP & ORGANIZATION MANAGEMENT
 HARVARD BUSINESS REVIEW
 HEALTH ECONOMICS
 HUMAN FACTORS
 HUMAN FACTORS "AND" ERGONOMICS IN
 MANUFACTURING
 HUMAN FACTORS "AND" ERGONOMICS IN
 MANUFACTURING & SERVICE INDUSTRIES
 HUMAN RELATIONS
 HUMAN RESOURCE MANAGEMENT
 HUMAN RESOURCES FOR HEALTH
 INDUSTRIAL & LABOR RELATIONS REVIEW
 INDUSTRIAL LABOR RELATIONS REVIEW
 INDUSTRIAL MARKETING MANAGEMENT
 INDUSTRIAL RELATIONS
 INDUSTRY "AND" INNOVATION
 INFORMATION "AND" ORGANIZATION
 INFORMATION SYSTEMS "AND"
 E-BUSINESS MANAGEMENT INNOVATION-
 MANAGEMENT POLICY & PRACTICE
 INTERACTING WITH COMPUTERS
 INTERNATIONAL ARCHIVES OF
 OCCUPATIONAL "AND" ENVIRONMENTAL
 HEALTH INTERNATIONAL ECONOMIC
 REVIEW
 INTERNATIONAL FEMINIST JOURNAL OF
 POLITICS
 INTERNATIONAL JOURNAL OF
 BEHAVIORAL MEDICINE
 INTERNATIONAL JOURNAL OF COMPUTER
 INTEGRATED MANUFACTURING
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 INTERNATIONAL JOURNAL OF
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 INTERNATIONAL JOURNAL OF HUMAN
 RESOURCE MANAGEMENT
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 COMPUTER STUDIES
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 ORGANIZATION
 INTERNATIONAL JOURNAL OF
 MANAGEMENT REVIEWS
 INTERNATIONAL JOURNAL OF MANPOWER
 INTERNATIONAL JOURNAL OF NURSING
 STUDIES
 INTERNATIONAL JOURNAL OF
 OCCUPATIONAL SAFETY "AND"
 ERGONOMICS
 INTERNATIONAL JOURNAL OF OPERATIONS
 & PRODUCTION MANAGEMENT
 INTERNATIONAL JOURNAL OF
 PRODUCTION ECONOMICS
 INTERNATIONAL JOURNAL OF PROJECT
 MANAGEMENT
 INTERNATIONAL JOURNAL OF
 PSYCHOLOGY
 INTERNATIONAL JOURNAL OF
 PSYCHOPHYSIOLOGY
 INTERNATIONAL JOURNAL OF SELECTION
 "AND" ASSESSMENT
 INTERNATIONAL JOURNAL OF SERVICE
 INDUSTRY MANAGEMENT
 INTERNATIONAL JOURNAL OF
 TECHNOLOGY MANAGEMENT

INTERNATIONAL LABOUR REVIEW
INTERNATIONAL MARKETING REVIEW
INTERNATIONAL MIGRATION
INTERNATIONAL MIGRATION REVIEW
INTERNATIONAL PSYCHOGERIATRICS
INTERNATIONAL SMALL BUSINESS JOURNAL
INTERNATIONAL TRANSACTIONS IN OPERATIONAL RESEARCH
JOURNAL OF ABNORMAL CHILD PSYCHOLOGY
JOURNAL OF APPLIED DEVELOPMENTAL PSYCHOLOGY
JOURNAL OF APPLIED PSYCHOLOGY
JOURNAL OF APPLIED SOCIAL PSYCHOLOGY
JOURNAL OF BEHAVIORAL FINANCE
JOURNAL OF BUSINESS & ECONOMIC STATISTICS
JOURNAL OF BUSINESS ETHICS
JOURNAL OF BUSINESS RESEARCH
JOURNAL OF BUSINESS VENTURING
JOURNAL OF BUSINESS-TO-BUSINESS MARKETING
JOURNAL OF CROSS-CULTURAL PSYCHOLOGY
JOURNAL OF ECONOMIC BEHAVIOR & ORGANIZATION
JOURNAL OF ECONOMIC ISSUES
JOURNAL OF ECONOMIC PSYCHOLOGY
JOURNAL OF ENVIRONMENTAL PSYCHOLOGY
JOURNAL OF EVOLUTIONARY ECONOMICS
JOURNAL OF HEALTH PSYCHOLOGY
JOURNAL OF HUMAN RESOURCES
JOURNAL OF INDUSTRIAL RELATIONS
JOURNAL OF INTERNATIONAL BUSINESS STUDIES
JOURNAL OF INTERNATIONAL ECONOMICS
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JOURNAL OF KNOWLEDGE MANAGEMENT
JOURNAL OF LABOR ECONOMICS
JOURNAL OF LABOR RESEARCH
JOURNAL OF MANAGEMENT & ORGANIZATION
JOURNAL OF MANAGEMENT STUDIES
JOURNAL OF MARKETING
JOURNAL OF NURSING MANAGEMENT
JOURNAL OF OCCUPATIONAL "AND" ORGANIZATIONAL PSYCHOLOGY
JOURNAL OF OCCUPATIONAL "AND" ENVIRONMENTAL MEDICINE
JOURNAL OF OCCUPATIONAL HEALTH
JOURNAL OF OCCUPATIONAL HEALTH PSYCHOLOGY
JOURNAL OF ORGANIZATIONAL BEHAVIOR
JOURNAL OF ORGANIZATIONAL CHANGE MANAGEMENT
JOURNAL OF POSITIVE PSYCHOLOGY
JOURNAL OF PRODUCT INNOVATION MANAGEMENT
JOURNAL OF PRODUCTIVITY ANALYSIS
JOURNAL OF PSYCHOLOGY
JOURNAL OF RESEARCH IN PERSONALITY
JOURNAL OF RISK RESEARCH
JOURNAL OF SAFETY RESEARCH
JOURNAL OF SERVICE MANAGEMENT
JOURNAL OF TECHNOLOGY TRANSFER
JOURNAL OF VOCATIONAL BEHAVIOR
JOURNAL OF WORLD BUSINESS
JOURNALS OF GERONTOLOGY SERIES B-PSYCHOLOGICAL SCIENCES "AND" SOCIAL SCIENCES KNOWLEDGE MANAGEMENT RESEARCH & PRACTICE
LABOUR ECONOMICS
LABOUR HISTORY
LEADERSHIP & ORGANIZATION DEVELOPMENT JOURNAL
LEADERSHIP QUARTERLY

MANAGEMENT ACCOUNTING RESEARCH	REVIEW OF INDUSTRIAL ORGANIZATION
MANAGEMENT DECISION	RISK ANALYSIS
MANAGEMENT INTERNATIONAL REVIEW	SAFETY SCIENCE
MANAGEMENT SCIENCE	SCANDINAVIAN JOURNAL OF HOSPITALITY "AND" TOURISM SCANDINAVIAN JOURNAL OF MANAGEMENT
MANAGING SERVICE QUALITY	SCANDINAVIAN JOURNAL OF PSYCHOLOGY
MILITARY PSYCHOLOGY	SCANDINAVIAN JOURNAL OF WORK ENVIRONMENT & HEALTH
MIS QUARTERLY	SERVICE BUSINESS
MOTIVATION "AND" EMOTION	SERVICE INDUSTRIES JOURNAL
MULTIVARIATE BEHAVIORAL RESEARCH	SMALL BUSINESS ECONOMICS
NEW TECHNOLOGY WORK "AND" EMPLOYMENT	SOCIAL INDICATORS RESEARCH
NORDIC PSYCHOLOGY	SOCIAL SCIENCE & MEDICINE
OCCUPATIONAL "AND" ENVIRONMENTAL MEDICINE	SOCIAL SCIENCE JOURNAL
ORGANIZATION SCIENCE	SOCIAL SCIENCE MEDICINE
ORGANIZATION STUDIES	SOCIOLOGICAL METHODS RESEARCH
ORGANIZATIONAL BEHAVIOR "AND" HUMAN DECISION PROCESSES	SOCIOLOGISK FORSKNING
ORGANIZATIONAL DYNAMICS	SOCIOLOGY OF HEALTH & ILLNESS
PERCEPTUAL "AND" MOTOR SKILLS	SOCIOLOGY-THE JOURNAL OF THE BRITISH SOCIOLOGICAL ASSOCIATION
PERSONALITY "AND" INDIVIDUAL DIFFERENCES	SPORT PSYCHOLOGIST
PERSONNEL REVIEW	STRATEGIC ENTREPRENEURSHIP JOURNAL
PRODUCTION PLANNING & CONTROL	STRESS "AND" HEALTH
PROJECT MANAGEMENT JOURNAL	SUPPLY CHAIN MANAGEMENT-AN INTERNATIONAL JOURNAL
PSYCHOLOGICAL REPORTS	SYSTEMS RESEARCH "AND" BEHAVIORAL SCIENCE
PSYCHOLOGY OF SPORT "AND" EXERCISE	TIME & SOCIETY
PSYCHOSOMATIC MEDICINE	TOTAL QUALITY MANAGEMENT & BUSINESS EXCELLENCE
PUBLIC ADMINISTRATION	TOURISM MANAGEMENT
PUBLIC HEALTH	WORK "AND" OCCUPATIONS
PUBLIC MANAGEMENT REVIEW	WORK "AND" STRESS
R & D MANAGEMENT	WORK EMPLOYMENT "AND" SOCIETY
RATIONALITY "AND" SOCIETY	WORLD ECONOMY
RELATIONS INDUSTRIELLES INDUSTRIAL RELATIONS	ZEITSCHRIFT FUR ARBEITS UND ORGANISATIONSPSYCHOLOGIE
RESEARCH IN SOCIAL STRATIFICATION "AND" MOBILITY	ZEITSCHRIFT FUR PERSONALFORSCHUNG
RESEARCH POLICY	
RESEARCH-TECHNOLOGY MANAGEMENT	

G. LISTING OF INTERVIEWS

1. SOCIAL PARTNERS AND RESEARCHERS

Date: Tuesday, August 26, 2014

Places: Clarion Hotel Sign, Östra Järnvägsgatan 35 and LO, Barnhusgatan 18

Interviews with social partners – Participants

14.00

Cecilia Warrol Ersson, Association of Swedish Engineering Industries

Björn Hammar, Association of Swedish Engineering Industries

16.00

Sten Gellerstedt, The Swedish Trade Union Confederation

Date: Monday, October 27, 2014

Place: Forte, Östra Järnvägsgatan 27

Interviews with social partners – Participants

10.30-12.00

Cecilia Beskow, Unionen

Tuija Kivistö, Swedish IT & Telecom Industries

Gabriella Sebardt, Swedish Staffing Agencies

Excused: Representative from the Swedish Association of Graduate Engineers

Interviews with researchers – Participants

13.00-14.30 **Organization, working conditions and work design**

Michael Allwin, Associate Professor, Dept of Sociology, Uppsala University

Andreas Hellström, Associate Professor, Dept of Technology Management and Economics, Chalmers University of Technology

Jan Ljungberg, Professor, Dept of Applied IT, University of Gothenburg

Minna Salminen-Karlsson, Associate Professor, Centre for Gender Research, Uppsala University

Marianne Törner, Professor, Institute of Medicine, University of Gothenburg

15.00-16.30 **Organization, management, leadership and teamwork**

Ola Bergström, Professor, Dept of Business Administration, University of Gothenburg

Kerstin Isaksson, Professor, Health and Welfare, Mälardalen University

Jan Löwstedt, Professor, Stockholm Business School, Stockholm University
Tuija Muhonen, Professor, Dept of Urban Studies, Malmö University

Ulrica von Thiele Schwarz, Associate Professor, Dept of Learning, Informatics, Management and Ethics, Karolinska Institutet

Date: Tuesday, October 28, 2014

Place: Forte, Östra Järnvägsgatan 27

Interviews with social partners and researchers – Participants

10.30-12.00

Torsten Björkman, Guest Professor/Emeritus, Dept of Military Studies, The Swedish National Defence College

Susanna Stymne Airey, AFA Insurance

Interviews with researchers – Participants

13.00-14.30 **Changes in work, organization and environment**

Erik Berntson, Associate Professor, Dept of Psychology, Stockholm University

Ulla Eriksson-Zetterquist, Professor, School of Business, Economics and Law, University of Gothenburg

Staffan Furusten, Associate Professor, Dept of Management and Organization, the Stockholm School of Economics

Margareta Oudhuis, Professor, Dept of Pedagogy, University of Borås

Patrik Vulkan, PhD student, Dept of Sociology and Work Science, University of Gothenburg

15.00-16.30 Employment relations, influence and partnership

Lena Gonäs, Guest Professor/Emerita, Karlstad Business School, Karlstad University

Kristina Håkansson, Professor, Dept of Sociology and Work Science, University of Gothenburg

Margareta Ljung, Associate Professor, Dept of Social and Behavioural studies, University West

Excused: *Johanna Palm*, PhD student, Dept of Sociology, Stockholm University

Magnus Sverke, Professor, Dept of Psychology, Stockholm University

Date: Wednesday, October 29, 2014

Place: Forte, Östra Järnvägsgatan 27

Interviews with researchers – Participants

13.00-14.30 Behaviour, health and wellbeing in work and organization

Excused: *Gunnar Aronsson*, Professor, Dept of Psychology, Stockholm University

Ylva Fältholm, Professor, Dept of Economy, Technology and Society, Luleå University of Technology

Excused: *Clary Krekula*, Associate Professor, Dept of Social and Psychosocial studies, Karlstad University

Sophie Lingbag, Assistant Professor, Dept of Social and Psychosocial studies, Karlstad University

Måns Svensson, Assistant Professor, Centre for Work, Technology and Social Change, Lund University

2. WORKPLACES VISITED

Date: Thursday, August 28, 2014

Toyota BT, Mjölby – plant visit

Tracy Rylance, Customer Relations Manager

Pär Forsell, Production Manager

Date: Friday, August 29, 2014

Scania, Södertälje – plant visit

Christer Osterman, Scania Production System (SPS) and Industrial Development

Simon Algsten, Head SPS (Lean Production)

Date: Monday, September 1, 2014

Gustavsberg Primary Health Care Clinic, Gustavsberg

Ned Carter, The Swedish Association of Local Authorities and Regions

Date: Tuesday, September 2, 2014

LKAB, Kiruna – plant visit

Andreas Fredriksson, Plant Manager Processing

Jan Thelin, IF Metall Trade Union

Helena Sturk, Swedish Association of Graduate Engineers