



Routledge Studies in Human Resource Development

WORK, WORKING AND WORK RELATIONSHIPS IN A CHANGING WORLD

Edited by
Clare Kelliher and Julia Richardson



Work, Working and Work Relationships in a Changing World

This book is concerned with the rapid and varied changes in the nature of work and work relationships that have taken place in recent years. While technological innovation has been a key contributor to the nature and pace of change, other social and market trends have also played a part, such as increasing workforce diversity, enhanced competition and greater global integration. Responding to these trends alongside cost pressures and the need for continued responsiveness to the environment, organizations have changed the way in which work is organized. There have also been shifts in product markets with growing demand for authenticity and refinement of the customer experience, which has further implications for how work is organized and enacted. At the same time, employees have sought changes in their work arrangements in order to help them achieve a more satisfactory relationship between their work and non-work lives. Many have also taken increased responsibility for managing their own work opportunities, moving away from dependency on a single employer.

The implications of these significant and widespread changes are the central focus of this book and in particular the implications for workers, managers and organizations. It brings together contributions from an international team of renowned management scholars who explore the opportunities and challenges presented by technological and digital innovation, consumer, social and organizational change. Drawing on empirical evidence from Europe, North America and Australia, *Work, Working and Work Relationships in a Changing World* considers new forms of service work, technologically enabled work and independent professionals to provide in-depth insight into work experiences in the 21st century.

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Preface

Work, working and work relationships each play a dominant role in our lives, impacting on how, where, when and with whom we interact. They also impact directly on organizational structures and processes, and national and international relationships. Recent years have witnessed far-reaching changes being made to the nature and organization of work, and to work relationships, driven at least in part by increased competitive pressures, growing global integration and developments in information and communication technologies. These changes and the way in which they are experienced are the subject of this book. It is primarily aimed at scholars seeking to understand both the complexity and diversity of change and the implications for individuals, organizations and society more broadly. The findings reported in each of the chapters will also be of value to those concerned with the development of work-related policy and to managers and human resource professionals facing the challenge of designing and implementing new forms of work and work relationships in a changing world.

This volume, *Work, Working and Work Relationships in a Changing World*, is a follow-on text to our previous edited book, *New Ways of Organising Work: Developments, Perspectives and Experiences*, published by Routledge in 2012, which had stemmed from a sub-theme entitled 'New Ways to Work: Organizing Work and Working Practices' at the European Group on Organization Studies (EGOS) conference in Barcelona in 2009. Many of the changes to the meaning and organization of work covered in that book have become more pervasive, alongside moves away from traditional work arrangements and relationships. In the intervening years, we have continued conversations with many of the original contributors as well as starting conversations with the new contributors to this book.

While the dynamics of change in the contemporary workforce are the subject of increasing debate, there is still a paucity of literature in this area (partly due to the pace of change), with corresponding calls for more theoretical development. As the calls for theoretical development have increased, so too have calls for more diversity in the field, with growing

awareness of the complexity and diversity of current work forms and relationships. A key aim of this book is to answer those calls and to signal areas for further exploration.

The publication of this book would not have been possible without the co-operation and support of many people. First, we would like to extend our sincere thanks to all the scholars who contributed to the book, for providing well-written chapters, based on rigorous research, illuminating various aspects of changes to the nature and organization of work and work relationships. We are also grateful to them for making our lives easier by meeting deadlines and for prompt responses to our comments and queries. Second, we would like to pay tribute to Jayne Ashley for her assistance throughout the project and for her help in putting the final manuscript together. Third, we would like to thank David Varley at Routledge, who approached us with the idea of a follow-on volume, for his enthusiasm and support for our proposal and advice during the early stages. We would also like to thank Brianna Ascher who took over from David midway through the process and to Mary Del Plato for her help during the production process. Finally, we would like to thank our families and friends who supported us throughout and tolerated our own new ways of working, adopted in order to complete this project.

*Clare Kelliher
Julia Richardson
August 2018*

1 Work, Working and Work Relationships in a Changing World

Clare Kelliher and Julia Richardson

Introduction

Since the turn of the 21st century, there has been much discussion about the changing world of work among scholars, public policy makers, managers and employees. Much has been written about the subject in scholarly and practitioner publications alongside increasing interest in the broader media. A central concern has been changes in the nature and organization of work and the relationship between organizations and the individuals who carry out work for them, be it as employees or contractors. These changes have also been connected to implications for society in general, including the implications for public spending, education and economic performance. For example, Brynjolfsson and McAfee (2014) have warned that increasing job automation could disrupt labour markets, leading to greater inequality and, ultimately, social unrest. There has also been concern that a broader range of jobs have become more precarious and characterized by increased job insecurity and work intensification (Hassard & Morris, 2018; Huws, Spencer & Syrdal, 2018; Rubery et al., 2018). On the other hand, recent industry reports have suggested that such changes will also lead to the creation of new jobs and potentially to new, improved ways of working with greater opportunities for learning and development (e.g. Deloitte, 2018; Price Waterhouse Coopers, 2017; World Economic Forum, 2016). This view aligns with Schumpeter's (2012) notion of 'creative destruction', as was reported to have occurred following earlier industrial revolutions. For the short and medium term, therefore, the extant debate seemingly points towards both challenges and opportunities in the world of work.

Given the embeddedness of work in society, any change in the nature of work, working arrangements and relationships invariably has some impact, positive and/or negative, on a range of stakeholders and with respect to personal and professional relationships and interactions, individual identities and institutional dynamics. In this context, concerns also emerge about 'the future of work' and the implications of what has been referred to as the Fourth Industrial Revolution (Schwab, 2016) for organizational, industrial and societal sustainability. A recent World Economic

Forum (WEF, 2016) survey of chief human resource officers and senior talent and strategy executives of leading global employers proposes that current changes will “lay the foundation for a revolution more comprehensive and all-encompassing than anything we have ever seen” (2016, p. v). Whilst there is still much uncertainty about the implications of these changes, they are seen as stemming from widespread social, economic and political changes, including rapid developments and innovations in information and communication technology, digitization and artificial intelligence (AI), greater global integration, demographic changes and increasing market pressures. There is a growing awareness of the need to respond to, or at least map out, what the changing nature of work, working arrangements and relationships might involve and their potential implications at societal, institutional and individual levels.

Drawing on nine empirical studies located in five different countries, this book aims to respond to some of these issues. As a precursor to each of the chapters, in this introductory chapter, we present an overview of the driving forces behind some of the dominant changes in work, working and work relationships. We begin by examining technological developments and innovations and the refinement of product and service offerings. We then turn to the use of greater flexibility in when and where work is carried out along with an increasing concern for work-life balance and well-being, followed by an examination of the changes in the structure of employment and in expectations of professionals, specifically, human resources managers. The aim of this chapter, therefore, is to set the scene for the remaining chapters of the book.

Technological Development and Innovation

Technological development and innovation, such as the ubiquity of mobile Internet connection, growth in the use of AI, robotics, quantum computers, 3-D printing, nanotechnology, the Internet of Things (IoT) and autonomous vehicles are argued to incur fundamental changes in the way in which businesses and societies work and how individuals lead their lives. The 2016 WEF Report (2016), for example, argues that technological disruptions have been significant drivers of industrial change, particularly the expansion of low-cost computing power and the mobile Internet. It also draws attention to the significance of technological developments and innovations still in nascent stages, in particular 3-D printing and artificial intelligence, which it predicts to be “well underway in specific industries in the years leading up to 2020” (WEF, 2016, p. 9). A Price Waterhouse Coopers (PWC) report proposes that “we are living through a fundamental transformation in the way we work. Automation and ‘thinking machines’ are replacing human tasks and jobs, and changing the skills that organizations are looking for in their people” (2017, p. 3). Similarly, a survey of 11,000 business and HR leaders by

Deloitte (2018) found that almost half of respondents reported that their organizations are “deeply involved in automation projects, with 24 percent using AI and robotics to perform routine tasks, 16 percent to augment human skills and 7 percent to restructure work entirely” (2018, p. 75). A key theme in these debates is the extent to which technological development and innovation changes not only how work is done but also where and by whom it is done. Furthermore, the PWC report emphasizes that whereas many commentators have focused on the impact of technology and particularly automation on jobs and workplaces, the “real story is far more complicated” (2017, p. 7). As such, they call for more attention to be paid to “the manner in which humans decide to use that technology” (p. 7) and exploration of the human-technology interface.

Several of the chapters in this book respond to that call by examining circumstances where organizations provide opportunities for individuals to work in different ways through the use of technology, such as telework and in turn providing opportunities for them to divest expensive office space (Beauregard, Canonico & Basile, Chapter 2; Wessels & Schippers, Chapter 5; Peters & Van der Heijden, Chapter 6). As these chapters show, although this has created (welcome) opportunities for employees to work away from the workplace, it is also often characterized by high-intensity workloads. The digital workplace can also serve as an important strategic asset for dealing with organizational complexity, uncertainty and ambiguity as demonstrated in Chapter 9 by de Meulen, Dery and Sebastian and by Anderson and Kelliher in Chapter 10. In some contexts, organizations have used technological development and innovations to replace jobs, to the concern of public policy makers and to employees and their representatives. Several studies conducted in recent years, propose that up to a third of current jobs will be lost to automation in Western economies in the next two decades (e.g. Berriman & Hawksworth, 2017). This is expected to be particularly the case in manufacturing and production roles, as a result of what the WEF report (2016) refers to as ‘substituting technologies’ such as AI, 3-D printing and robotics. Nevertheless, it is notable that the report also provides considerable room for optimism where technological development and innovation gives rise to job creation through Big Data Analytics, mobile Internet, the Internet of Things and robotics. In a related vein, the Deloitte Report (2018) indicates that “leading companies increasingly recognize that these technologies are most effective when they complement humans, not replace them” (p. 76). It also notes that there is growing recognition that AI tools require human oversight with ‘tens of thousands’ of employees needed to monitor, train and augment the use of technology, and argues that “Many of today’s fastest growth areas for jobs are in fields such as health care, sales and professional services that are essentially human, but that can be aided and augmented by machines” (Deloitte, 2018, p. 41).

Elsewhere, the Foundation for Young Australians Report (2018), with the specific aim of exploring workplace opportunities for future generations in Australia, indicates that although technological advancement may limit growth in some job sectors, it will spur growth in others when coupled with the ‘human element’ of the future workplace. This reinforces the idea that while some jobs may be threatened by technological development and innovations, others are predicted to grow. Furthermore, it would seem not only to be a matter of job destruction or creation, since many existing jobs are likely to change with respect to how they are done and by whom. Organizations may utilize technology to enable employees to work collaboratively, accessing people and projects regardless of their location. This development is a dominant theme in the reports cited earlier and demonstrated by Anderson and Kelliher in Chapter 10.

Refinement of Product and Service Offerings

A further important trend impacting contemporary work and work relationships is that of increasing product differentiation, a strategy being adopted by many service companies in order to improve their competitive position. Whereas Ritzer’s ‘MacDonaldization of Society’ (2009) speaks to the increasing standardization of products and social processes, more recent trends reflect what may be understood as an ‘authentic turn’ towards a search for greater authenticity and individualism in both production and consumption. According to philosopher Andrew Potter, “The demand for the honest, the natural, the real—that is the authentic—has become one of the most powerful movements in contemporary life” (2010, p. 4). Although he acknowledges that the broader demands of the market economy are more directly met by mass production, he argues that the presentation of authenticity is fast becoming an industry in itself.

The search for increasing authenticity has also been identified by others. The WEF report (2016) cited earlier, notes increased consumer concerns about ethical and privacy issues, with a greater emphasis on food safety, labour standards, animal welfare, carbon footprint and product origins. Likewise, a recent Price Waterhouse Coopers Consumer Insights Survey (2018) reports an increase in physical store shopping, which they attribute to a desire for more sensory and social experiences. Thus, while shoppers are making increasing use of digital technologies, they also have increasing expectations that their products and services are characterized by high levels of customization, particularly with regard to service expectations. For individual workers and their careers, Mainiero and Sullivan (2006) have suggested that the need for authenticity is a powerful driving force with an increasing number of individuals seeking to ‘find their own voice’ in their careers, rather than simply meeting the demands of an employer. The Deloitte (2018) report takes a critical approach to the ‘up

or out' model of careers and calls for greater acknowledgement that an increasing number of workers are looking for opportunities to learn and express themselves in their work rather than fitting into a 'cookie-cutter' linear career structure. Svejenova (2005) also identified an increasing trend in individuals looking for ways in which to experience a sense of authenticity, both in how they work and in the nature of the products they are working with and providing for their customers.

Yet, the demand for more customized products and services increases alongside the continued expansion of the mass market. Thus, for example, where food and beverages are concerned, as with many other industries, such as clothing, travel and tourism, we see a trend towards a bifurcation of mass production and customization. The implications of this are also reflected in the experiences and opportunities of those working in these industries, which is the focus of Chapters 7 and 8 of the book. Knox, in Chapter 8, focuses on the Australian café sector and examines the experiences of workers in both speciality (quality-based) and standard (cost-based) outlets, showing differences in ways of working and required skills. Clarke, Weir and Patrick in Chapter 7, focus on the emergence of craft beer and examine the role of the Cicerone as a certified expert in the keeping, serving and food pairing of beer, comparing their role to those of wine sommeliers.

Use of Time-Spatial Flexibility and Increasing Concern for Work-Life Balance

An important influence on contemporary work practices and work relationships is the increasing use of time and spatial flexibility, where a growing number of employees having access to flexible work practices, which allow choice over where and when they work. This trend has been closely connected to increasing demands for a more satisfactory work-life balance and enabled by advances in technological development and innovation. Specifically, the ubiquity of the Internet allows many workers to fulfil their work responsibilities away from the traditional workplace, in remote locations and outside of traditional working times. In this regard, an individual worker may not be in the same physical space as their employer or their colleagues, or working at the same times, even though they may be in regular contact via the use of technology and specifically technology enhanced communication systems.

Technological advances and innovations have also enabled time flexibility, allowing individuals to perform their work outside of regular hours. This has created a situation where individuals can work according to their own time and spatial preferences, as examined by Wessels and Schippers in Chapter 5 and Peters and Van der Heijden in Chapter 6. For work-life balance, the advantage of this form of flexibility is that it can reduce negative (time-based and strain-based) work-life interference

and enhance positive work-life spillover. However, it is notable that the extent to which better work-life balance is achieved in reality is also influenced by factors such as whether the individual works part or full-time and whether they have elected to work part time or whether they are unable to secure full-time work. It may also be that working remotely results in work intensification (Kelliher & Anderson, 2010), in part because time saved on commuting is used to extend working hours and because there are no ‘healthy distractions’ by work colleagues (Richardson & McKenna, 2013). Furthermore, individuals working remotely may over-compensate with output to make up for lack of physical visibility (Richardson & Kelliher, 2015).

Changes in the Structure of Employment

A further trend impacting work, working and work relationships is the widespread change in the structure of employment. This has, in part, been facilitated by technological development and innovation which has, according to a recent Union NSW study in Australia, “unlocked new, innovative and efficient ways of working and doing business” (p. 1). There is evidence of greater distancing and/or detachment of the organization and the worker, resulting in a more transactional employer-employee relationship. The increasing use of zero-hours contracts, temporary agency contracting and more workers engaged in what has become known as the ‘gig’ economy (Unions NSW, 2018; Taylor et al., 2017; Rubery, Keizer & Grimshaw, 2016) are illustrations of this trend. A recent report commissioned by the UK government, *The Taylor Review of Modern Working Practices* (Taylor et al., 2017) and the *Recruitment and Employment Confederation* (REC) (2017) in the UK estimated that around 1.2 million individuals were engaged in agency work, and 905,000 individuals (2.8% of those in employment) were on zero-hours contracts, with the majority being young people aged between 16–24. This also reflects a more transactional relationship between the employer and the employee, where work opportunities may be unpredictable and are allocated and completed with no long-term allegiance between the employer and the employee.

These new types of working relationships are frequently seen as poorer quality employment (Moore & Newsome, 2018; Rubery et al., 2016) and of principal benefit to the employer, allowing them to avoid a longer-term commitment and the payment of work-related benefits such as health care and pension contributions. Focusing on the casualization of academic staff, some scholars (Williams & Beovich, 2017; Crimmins, 2016) have noted that this has caused widespread job insecurity and a reduction in employment related benefits, such as sick and holiday pay and entitlement to parental leave and pay. Furthermore, it has been suggested that, even where hourly rates of pay are higher for casual and

part-time employees, it may be difficult to secure a ‘living wage’ due to the limitations of work available (Ilsøe Larsen & Felbo-Kolding, 2017). Precarious work has also been found to have a detrimental impact on well-being (Moore & Newsome, 2018), particularly where those involved have limited autonomy and income. A recent Australian Study of the Internet-based ‘Airtasker’ (Union NSW, 2018) also notes that the increased prevalence of digitally enabled, gig-based work erodes labour standards and removes the legal safety net. It is argued that such companies, by classifying their workers as independent contractors, have “used a cloak of innovation and progress to reintroduce archaic and outdated labour practices” (p. 1).

Whereas the negative dimensions of these trends is a cause for concern, some have suggested that these emerging forms of work relationships also grant greater control to the individual worker who can take charge of their own work experiences, selecting who they wish to work for and how long, rather than becoming dependent on a single employer (Richardson, Wardale & Lord, 2018). There are also arguments to suggest that this working arrangement may give greater negotiating power to the individual worker in times when their skills are scarce, or when demand exceeds supply. Furthermore, Wood, Lehdonvirta and Graham (2018) suggest that in some cases gig workers may be able to support each other and share information in order to enhance their work opportunities and experiences. According to a McKinsey report (2016) there are ‘tens of millions who put together their own income streams and shape their own work lives’ (2016, p. 8) in this way. A key concern here, however, is the extent to which the individual worker has elected to engage in this way of working, or whether they are doing so because they are unable to find permanent work elsewhere. McKeown in Chapter 4 deals directly with individual volition by investigating the notions of ‘entrepreneurial pull’ and ‘unemployment push’ as dimensions of the rapid expansion of professionals moving into self-employment. Moreover, as McKeown points out, these forms of work, working and work relationships are directly influenced by changes to the broader institutional context of work.

Changing Role of (Human Resource Management) Professionals

In line with the continued reduction in the proportion of the workforce employed in manual jobs and the growth in knowledge work in many economies, there has been an increased focus on the role of professional workers. This has included discussion about what it means to be professional and as a result what is expected from professional workers (Muzio, Brock & Suddaby, 2013). Being professional has tended to mean behaving in a seemingly rational manner, not allowing emotions to colour judgement or behaviour, implying that professionals are required to engage in emotional labour managing their emotions as part of their work role

(Clarke, Hope-Hailey & Kelliher, 2007). However, more recently, there have been calls for leaders and professionals to be more authentic and bring their true selves into their professional roles (Kreiner, Hollensbe & Sheep, 2009; Ramarajan & Reid, 2013). This sets up a potential tension between the differing expectations placed upon them, on the one hand, to be detached and on the other to engage emotionally. This tension has perhaps always been relevant for human resource management professionals, and particularly so in the light of increasing objectification, driven by a pro-market focus (Dundon & Rafferty, 2018), at the same time as a need to create greater emotional bonds and engagement with employees to facilitate individual and organizational performance.

Furthermore, concern has been expressed about the extent to which management practices, and HRM practices in particular have become overly formulaic and less able to respond to changes in the nature of work and work relationships (Alvesson & Gabriel, 2013; Harley, 2015). Dundon and Rafferty (2018) warn of the risk of impoverishment of HRM and HR practitioners themselves are increasingly concerned about the longevity of their profession and its ability to navigate the future workplace, leading to calls for a “quantum shift in mindset and skills” (Vorhauser-Smith & Cariss, 2017, p. 210) to keep up with the changing nature of work. It is noteworthy that because of the very nature of its role, the HRM profession has a direct role to play in the introduction of changes to work and work relationships.

The trend towards an individualistic and market-led approach to managing people has led to the increasing use of ‘people analytics’, said to offer ‘new opportunities to better hire, manage, retain and optimize the workforce’ (Deloitte, 2018; Chartered Institute of Personnel and Development, 2018). Advances in technology have enabled organizations to collect an increasing amount of personal and business data about their employees. For example, the Deloitte Human Capital Trends survey reported that 84% of respondents viewed people analytics as the second-highest rank trend in terms of importance, just behind the need for more collaboration between senior ‘C-Suite’ management. Data collected through people analytics has been used to monitor individual performance and inform organizational reward systems. This increasing capacity to monitor individual performance has been a subject of interest to management and HRM scholars (Moore & Hayes, 2017) who have raised concerns that ‘minute-by-minute’ monitoring may be stressful for employees, with a detrimental effect on well-being. Concerns have also been expressed about how such data is managed, particularly with regard to confidentiality, transparency and privacy. In the Deloitte Human Capital Trends Survey (2018), 64% of respondents reported that they are “actively managing legal liability related to their organizations’ people data” (p. 90). A recent Economist Intelligence Unit (2018) report recommends that in order for the HR profession to make better use of the

potential of people analytics and thus avoid its respective pitfalls they need to work more closely with IT departments.

These developments have led to concern being raised that the ‘human’ element of human resources management may be giving way to the ‘management’ element resulting in ‘data-driven decisions’ that may fail to account for the more nuanced dimensions of effective human resources management. This failure is especially likely given the reported dearth of HR professionals with sufficiently honed skills to be able to accurately interpret and apply large bodies of data (SHRM, 2018). This adds weight to arguments about the need to ensure active human oversight in how technologies are being used as a tool in human resources management. The 2018 Deloitte Global Human Capital Trends report makes the recommendation that

Organizations need to understand the trade-offs involved in the accelerating collection and use of employee and workforce data. . . . While this is a relatively new challenge for HR, it is rapidly, and rightly, becoming a top priority.

(p. 93)

At the same time, there are increasing demands for emotion work, particularly in the context of managers being expected to establish strong emotional bonds with their profession and work, their employees and frequently their customers and clients (Pettinger, 2005). Bolton and Houlihan (2007), for example, have called for ‘thicker’ relationships between HR professionals and other organizational members, characterized by close personal connections and affective commitment. Thus, for HR professionals, we observe two seemingly opposing trends emerging—the increasing use of data and the quantification of human behaviour in the workplace and the increasing requirement for workers to be emotionally connected and engaged with both their work and their employing organization. Addressing this theme, in Chapter 3 Linehan and O’Brien examine the expectations placed upon HR professionals in contemporary workplaces and with particular reference to the management of emotions. They present data showing that being ‘professional’ involves navigating the traditional norms of rationality, as well as the expected norms of emotionality, albeit the latter in a constrained sense.

Having explored some of the key influence on the changing nature of work, work organization and work relationships, we turn now to the structure of the book and the contribution of the respective chapters.

The book is divided into four parts. The first part “Career Opportunities and Experiences in the Contemporary and Future Labour Market: A Double-Edged Sword?” addresses changing working arrangements and relationships, and their related opportunities and limitations. Each of the chapters in this section addresses the experiences of a particular group of

workers: teleworkers, human resource managers and independent professionals, examining their respective work experiences and in particular the tensions between their working arrangement or work relationship and their expectations and aspirations. In Chapter 2, “The Fur-Lined Rut: Telework and Career Ambition”, Beauregard, Canonico and Basile examine the relationship between telework and career ambition, exploring how teleworkers involved in high-intensity telework have lower levels of career ambition than their office-based counterparts and/or those who have a more even balance between working remotely and in the workplace. In reporting their findings, the authors make a strong case for the need for more careful succession planning and work oversight at a time when an increasing number of employees are demanding greater flexibility over where and when they work. In Chapter 3, “Performing the Ideal Professional: Insights From Worker’s Accounts of Emotional Labour in Contemporary Workplaces”, Linehan and O’Brien examine the challenges of meeting the expectations of being an ‘ideal professional’ as human resources managers. Adding to the extant literature on the professionalization of management occupations (Wright, 2008; Hodgson, Paton & Muzio, 2015), the authors question contemporary discourses about the desirability of displaying authentic selves and emotions in the workplace, arguing that the professionalization of human resource management places greater restrictions on the potential for authentic expression of the self. Echoing Wright’s (2008) earlier arguments, they suggest that increasing professionalization brings a more restricted and prescribed view of what it means to be a human resources professional. In Chapter 4, “Working as an Independent Professional: Career Choice or the Only Option?”, McKeown explores the growth in the number of professionals entering self-employment to become independent workers. A key concern in this chapter is the extent to which institutional and organizational forces impact on both the decision to enter self-employment and subsequent experiences of working independently. The chapter demonstrates that whereas the decision to enter self-employment may be seen as individually driven, it may in practice be impacted by changing contextual forces.

The second part of the book “*Making the Most of Flexible Work Practices: The Need for Spatial Job Crafting and Boundary Management*” offers insight into strategies for the effective management of flexible work practices. In doing so, it answers calls for more practical solutions or frameworks to meet the challenges of contemporary work practices. In Chapter 5, “Reflecting on and Proactively Making Use of Flexible Working Practices Makes All the Difference: The Role of Spatial Job Crafting”, Wessels and Schippers provide insight into how employees can make the most of flexible work arrangements and relationships. A key contention is the need for individual proactivity in how work space is managed to support increased work engagement and innovation, whilst at the same time retaining the freedom to work outside traditional

work space and time. In Chapter 6, “Bounded Flexibility: The Influence of Time-Spatial Flexibility and Boundary-Management Strategies on Women’s Work-Home Interface”, Peters and Van der Heijden argue that time-spatial flexibility can reduce negative work-home interference. They also suggest that effective boundary-management strategies can facilitate positive experiences in each domain, thus contributing positively to overall well-being and work performance.

The third part of the book “*Professionalization in the Service Industry: Cicerones and Baristas*” examines the consequences of broader consumer trends in service industries and their implications for job opportunities and experiences. In this regard, it builds on the extant literature on the professionalization of managerial occupations, which has been described as an attempt to improve the status and power of the respective occupational community (Wright, 2008). It considers themes relating to greater differentiation and demand for authenticity and individualism in service offerings as an alternative to mass production. In Chapter 7, “Craft Beer, Cicerones and Changing Identities in Beer Serving”, Clarke, Weir and Patrick examine the emergence of craft beer and the related work opportunities with a specific focus on the experiences of Cicerones engaged in ‘beer work’. The chapter makes a particular point of exploring the emergence of prosumption and professionalization within an emerging sphere and the implications for individual occupational identity. In Chapter 8, “Wake Up and Smell the Coffee: Job Quality in Australia’s Café Industry”, Knox examines the café sector as an example of differentiated service work. This chapter demonstrates how the nature of work differs between standard cafés, aimed at mass consumption and the new speciality cafés. Speciality cafés redefine the role of the server, giving rise to increased skill and the development of new occupational identities as baristas located within an emerging profession. A key concern in this chapter is the extent to which bifurcation and professionalization within an industry creates the need for specific policy development to support the expansion of these new work opportunities.

The fourth and final part of the book “*Harnessing Technological and Digital Information: The Need for Workforce Agility*” reconnects the reader to management practices by examining how changes to ways of working and work relationships are implemented at organizational level. Specifically, it draws on two case studies to demonstrate managerial thinking, processes and subsequent outcomes in achieving workforce agility. In Chapter 9, “Digital Workplace Design: Transforming for High Performance” van der Meulen, Dery and Sebastian develop a framework outlining a range of design and management elements of the digital workplace. The authors demonstrate how, taken together, these elements impact on organizational performance and how successful organizations gain competitive advantage from effective and efficient digital workplace design. A key message in the chapter is the need for more holistic rather

than piecemeal approaches to the implementation of digital workplace design. This message is also connected to the need for top and middle management buy-in together with consistent support from related key stakeholders, including IT, HRM, facilities and communications. In Chapter 10, “Agile Working: The Case of TechSci, Global Technology Company”, Anderson and Kelliher examine the implementation of workforce agility in a global technology company. They examine the organization’s understanding, interpretation and enactment of workforce agility, followed by an exposition of how it was implemented. A key theme in the chapter is the extent to which implementation of new working arrangements and relationships invites both tensions and opportunities. This is connected to the need for nuanced and sensitive employee consultation when embedding agile working into an organizational context.

Chapter 11, “Observations and Conclusions on Work, Working and Work Relationships in a Changing World”, the final chapter of the book, reflects on the findings presented in each of the chapters. Drawing the key themes together and identifying avenues for further enquiry.

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