



## Introduction<sup>1</sup>

The third issue of volume 12 of Nordic Journal of Working Life Studies brings four new research articles and a book review.

The first article of this issue is authored by Helena Håkansson: *Contradictions of Ordered Trust: Trust-based Work and Conflicting Logics in Municipal Care*. In this article, Håkansson explores the implementation of a trust-based development project in the social care service in a municipal district in Sweden. The research took place in 2017–2019 and comprised semi-structured interviews and observations among managers and staff involved in the project. Using an institutional logics framework to interpret and discuss the findings, Håkansson illuminates how a managerial logic and a logic of care manifests themselves, and how the logics relate to power structures in the organization. She shows how the managerial logic tends to relativize trust into a question of financial accountability, and highlights the inherent paradox of ordering trust as a one-way communication by the upper management.

In the article *Social Innovation for Work Inclusion – Contributions of Swedish Third Sector Organizations*, Marlin Lindberg and co-authors investigate how Swedish third-sector organizations contribute to tackle work-related societal challenges through innovative efforts for work inclusion. Based on a multiple case study approach of 75 Swedish third-sector organizations, the authors have mapped the organizations through document studies and additional interviews to explore what efforts are made to promote work inclusion for disadvantaged groups, what characterize the efforts, and to what extent the efforts are innovative in regard to tackle work-related societal challenges. The study shows how the third-sector institutions provide alternative and complementary solutions to traditional public and private employment services for work-inclusion among youth, immigrants, people with disabilities, and other disadvantaged groups. But their compensating abilities also seem to be restricted by their own failures to provide long-term employment and volunteering opportunities in their own organizations.

In the third article *The Translation of Nordic Workplace Democracy to the United States*, Hege Eggen Børve and Elin Kvande report from a case study of how Nordic workplace democracy was translated from a Norwegian company setting to the companies' US office. The study explores how employees from the source context acted as skilled translators in the new workplace setting. The data of the study build on 19 interviews with managers situated in the company's offices in Oslo and New York. The company's translation strategy was to transfer employees and managers from the office in Oslo to a newly established New York office in order to use these employees as skilled translators for unfolding and bridging democratic workplace standards and practices in the receiving context. The micro-level case study findings contrast previous translation studies of workplace democracy, which show that organizations seldom transfer national work practices to a new context. However, as the organization subsequently

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<sup>1</sup> You can find this text and its DOI at <https://tidsskrift.dk/njwls/index>.



increased the workforce by hiring additional local employees, elements in the Nordic workplace democracy model were altered and the mode of translation became modifying and no longer purely reproductive.

In the article *Employee's Relational Work on Social Media*, Eva Lindell and Lucia Crevani use a discursive psychology approach to investigate employee's constructs of relational work on social media through the use of two interpretative repertoires: a repertoire of loss of control and a repertoire of ever-presence. The discourse analysis is based on empirical material from both the private and public Swedish labor market and comprise interviews with 12 managers and HR-professionals. The authors argue that both repertoires mask power relations between employers and young employees in precarious labor market positions. The social media tends to conflate the work sphere with a private sphere of life and thus invades the private time and persona of both employees and managers. The authors recommend that the companies provide official social media accounts to avoid this invasion.

This issue is concluded by Jan Ch. Karlsson's review of a new book by Stephen Ackroyd and Paul Thomson: *Organisational Misbehavior*.

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