



Introduction¹

Welcome to this first 2024 issue of Nordic Journal of Working Life Studies. The issue includes four research articles from Norway, Sweden, and Denmark.

In *Managing Diversity and Inclusion in Nursing Homes: Practices and Regulations*, Tone Lindheim explores cultural diversity and inclusion of management practices in a qualitative ethnographic case study performed in three nursing homes in the Oslo-region in Norway. Lindholm applies a practice-based institutional logics perspective to frame her study, and she focuses on how diversity management is enacted in a sector that has a high percentage of employees with an immigrant background. Key concerns of the managers are to ensure enough staff, ensuring that staff have the right qualifications, and enhancing communication and cooperation among employees and management to deliver a good service. In accomplishing these ambitions, the managers' practices are guided by different institutional logics and regulations. Bureaucratic, market, profession, and solidarity logics inform management activities and the managers must navigate between these competing logics in the highly regulated sector to overcome their everyday challenges. When the practices hindered the inclusion of immigrants, this could be attributed to policymakers' competing and conflicting interests.

In *The Nordic Model and Management in International Corporations: A Scoping Review*, Tone Elisabeth Berg and her colleagues review empirical studies regarding how the Nordic model has been investigated in relation to management in international companies. Based on a literature search of scientific articles published between 2020 and 2022, the authors discuss 15 articles to explore the Nordic model's robustness regarding internationalization, primarily in relation workplace democracy. Their discussion points out that foreign-owned companies operating in Nordic countries partly adopted the model, whereas the model was implemented to some extent in Nordic-owned companies abroad. The review indicates that there is pressure on the model, although it has extended beyond the Nordic border and appears to be adaptable to global working life.

Kenneth Hagsten and colleagues explore co-workership in *Self-propelled Employees – Co-workership in Swedish Community Pharmacies*. Co-workership has been studied in different Nordic settings, and relates to managers and employees taking responsibility for their performances, preventing errors from occurring, speaking their minds, and taking initiatives. The authors investigate co-workership in a case study conducted among employees and managers in five pharmacies in Sweden that were considered to be well-functioning. Twenty semi-structured interviews were conducted focusing on how employees perceive and manage their work and responsibilities, and how they view the relationship with colleagues, the store managers, and other parts of the organization. The finds from the study show that employees view and handle their work in a self-propelled way, that they take responsibility for their own work, as well as the shared tasks, with limited need for day-to-day guidance from the manager. The employees adhere more strongly to their profession than to the organization's overall business goals, which suggest that co-workership in the industry is profession-oriented.

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



Karen Albertsen and colleagues explore the challenges relating to implementing senior policies in *Workplace Social Capital in the Development and Implementation of a Senior Policy*. Their qualitative study aims to explore how social capital at the workplace may support or counteract the development and implementation of senior policies at the workplace level. Based on interview data with employees and employers from 18 case companies in Denmark, the authors conclude that the success of a senior policy implemented at the workplace level depends on whether employees experience procedural, distributional, and interpersonal justice in the policy, and whether they feel trust in the relationship with the management.

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