

Preface

The motivation for writing this book comes from the need of understanding organizational values and its effect on making the workplace attractive for employees across different types of work settings. In this book, we take a multilevel approach to present the underlying connections between organizational values, attractive work and organizational performance. This book contributes with knowledge about how to retain employees who are already working in the organization in contrast to the main body of the employer branding literature of attractive work which often takes the perspective of attracting potential employees. This book focuses on managers' perceptions because managers are important for understanding the relationship between organizational values and attractiveness and they have a critical role in creating and preserving the organizational culture. Further, they are in a position to take actions intended to increase the attractiveness of an organization as an employer.

The book presents how corporate social responsibility (CSR) and equal opportunities for men and women in the organization (EO) as organizational values are conceptualized, presented and perceived in manufacturing, IT, education and healthcare sectors in India and Sweden. In addition, the book discusses the importance of CSR and EO for making workplaces attractive to both existing and potential employees and argues that employer branding can be an efficient tool, when both internal and external perspectives are taken together.

In the existing body of research related to workplaces and how it attracts and retains employees, attractive work and workplaces certainly have been mentioned in the passing. However, there have been very few systematic efforts to understand and give a contour to attractive workplaces as a concept. This book is an effort to understand what makes workplaces attractive in terms of organizational values and in the context of different types of cultures.

This book is written by researchers who are all part of a bigger research project which focuses on Organizational Values and Attractive Leadership in Sweden and in India (OVAL). The OVAL project was funded by the Swedish research council for health, working life and welfare (FORTE). The OVAL project focuses on four organizational values (CSR; EO; organizational support for combining work and

family; and organizational justice). The OVAL project explores the dynamics and complex relationships among the four values and attractiveness of the workplaces across sectors and countries. As part of the project, this book reports on two of the four studied values (CSR and EO).

Several studies have been performed within the OVAL project in order for intercultural comparisons to be possible. In an early phase of the OVAL project in 2012, we collected questionnaire data and found, in accordance with other cross-cultural researchers, that we needed to put effort in the development of measures that mean the same thing for respondents in both countries. That was kind of an eye-opener to us. We realized that the concepts, to some extent, are differently construed and are attached with different meanings and connotations in the two countries. We realized that it is futile to carry out cross-cultural comparisons without making invariance testing of the concepts in the two cultures. We also thought of cognitive interviews as an effective strategy to understand cultural differences. This motivated us to write and share our experiences of doing cross-cultural research with the academic fraternity engaged in cross-cultural research and management.

The point of departure for the OVAL project was that there are multiple layers of cultures and that these cultures can work independently or interdependently depending on the context. There can be national culture, sectoral culture, culture of the organization based on the way it is gendered (male dominated or female dominated), organizational culture and above all there can be a transnational culture which may influence and determine the way employees/managers behave in and respond to various situations. We wanted to explore and discuss this multicultural perspective for understanding attractive workplaces.

The findings of this book are of interest for

- Employers and HR specialists who work with retaining managers, or who are in a position of taking actions for increasing the attractiveness of their organizations.
- Potential managers who are searching for an attractive workplace.
- Policy makers who are interested in the impact of legalization on work organizations.
- Organizational researchers or students who in general are interested in multicultural perspectives in cross-cultural research or who are specifically interested in organizational values and attractive work.

The book consists of 13 chapters. Chapters 1–3 address the theoretical and conceptual framework of the book. Chapter 1, though not an introduction in a traditional way, introduces the concept of attractive work and workplace on the basis of existing literature and provides a framework for understanding the concept of the book. Chapter 2 deliberates on different approaches to understand employer branding and builds a rationale for the research presented in the book. Chapter 3 introduces corporate social responsibility and equal opportunity for men and women in the organization as perceived organizational values. Chapters 4 and 5

provide and justify the methodology chosen for the research presented in the book with reference to cross-cultural research methods. Chapters 6–9 and 11 describe and analyse the results gathered through the multiple methods of data collection in the four sectors in both countries. Chapters 6–9 present the results from manufacturing, information technology, education and health sectors, respectively. Chapter 10, which presents a case study of Swedish academic institutions, provides support to understand the results from education sector better. Chapter 11 analyses organizational values across sectors. Chapters 12 and 13 highlight the major findings, insights from the research, its implications for different groups of stakeholders, limitations in the research and lessons learnt by the researchers. These chapters have several insights, recommendations and take-home messages for the different groups of stakeholders associated with the four sectors studied.

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