

Call for papers

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Special Issue

Theory and Practice of Flexible Work: Organizational and Individual Perspectives

Over the last decades, scholars have paid consistent attention to the concepts of flexible work. This reflects the growing relevance of flexible work patterns in practice. The general assumption is that flexible work arrangements enable an organization to adapt its workforce to changes in the working environment. The debate about flexible work is still mainly based on Atkinson's (1984) groundbreaking "flexible firm" model. In practice, we increasingly observe flexible time arrangements and non-standard working conditions (e.g. "temps" or contract workers). We still have to ask the question, however, whether flexibility is 'good' or 'bad' (e.g. Prieto 1993: 615). Statements that follow the assumption that "rigidity is dysfunctional; flexibility, functional" (Pollert 1991: 9) fall short. This is true on the individual employee level as well as on the organizational level.

To understand the effects of flexibility on employees and organizations we have to go beyond a narrow definition of the term flexibility, which describes a variety of very different structural, organizational and employment-related arrangements that organizations use to allow the organization itself and/or its employees to adapt their actions to changing environments. From a systemic perspective (Sennet, 1998), flexibility for one side (e.g. the organization) may often lead to constraints for the other side (e.g. the employee). Flexibility for an organization does not automatically imply flexibility in terms of decision latitude for employees. To cope with this paradox, scholars (e.g. Reilly, 1998) have differentiated between capacity-oriented flexibility and employee-oriented flexibility to better capture the potential positive or negative effects of flexibility on employees and organizations. Other works (e.g. Höge, 2011) describe flexible work arrangements in terms of flexibility demands and flexibility opportunities. Though theoretically straightforward, in practice these differentiation approaches are often difficult to apply. Much more work has to be done in this area.

The objective of this special issue is to enhance our knowledge about flexible work from the individual and organizational perspectives. We thus want to draw together scholars who are working at the forefront of this research domain. We invite empirical, conceptual, and theoretical submissions that make a clear contribution to the area of research outlined. Our aim is to incorporate different levels of analysis, ranging from individual to organizational issues, as well as different perspectives, including the areas of management, psychology, sociology, etc. Prospective papers may address, but are not restricted to, the following questions:

- What do we mean by flexibility and flexible workforce today? Do we still follow Atkinson's work on flexibility dimensions? Can we still differentiate between standard and non-standard work?
- Is the organizational need for flexibility real or rhetoric? How do organizations and individuals deal with paradoxes of flexible work?

management revue

- What are the economic effects of flexibility on an organizational and an individual level? How is the potential need for flexibility linked to customer requirements?
- What are the consequences of flexible work arrangements on an individual level? How do flexible work arrangements impact employees' health, work-life balance, motivation, commitment or organizational attitudes?
- How are flexibility and flexible work related to work-life balance and integration? What role do new information and communication technologies play in flexible work arrangements?
- What are the consequences of flexible work for organizational knowledge and learning? Can we still observe organizational boundaries in flexible work arrangements?

Potential authors

Authors are encouraged to submit research manuscripts that make significant contributions to the literature on flexible work. We welcome both theoretical and empirical submissions and we encourage both conventional and critical perspectives as well as interdisciplinary work.

Deadline

Full papers for this special edition of "management revue" must be with the editors by **31 December 2011**. All submissions will be subject to a double-blind review process. Papers invited for a "revise and resubmit" are due on **31 May 2012**. It is anticipated that the special edition will appear in 2012. Please submit your papers via email to the editors, using "management revue" as a subject.

Submission guidelines

Please follow the guidelines on the website http://www.management-revue.org/authors_guidelines.php and submit the papers electronically to the guest editors by sending a "blind" copy of your manuscript (delete all author identification from this primary document), and in a second document information that would typically appear on the document's title page (title, author names, complete postal addresses, titles, affiliations, contact information including email, phone and fax). This document may also include author biographies if you wish.

We look forward to receiving your contribution!

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