

How do business students who graduate in 2020-2022 relate to the ideas of New Work?

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ABSTRACT

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This thesis has not been executed under an assignment. The purpose of this thesis was to find out how business students who graduate in 2020-2022 relate to the ideas of New Work. Through this study the aim is to find out what are the aspects in an organisation culture that shortly graduating business students are looking for.

The first part of this thesis consists of a common information about New Work and from where the idea originates from. The second part consists of the information, what is New Work currently and how it can be detected in an organisation. This part also includes a core part of this thesis, the operating system of an organisation which has been divided into twelve parts. These 12 parts are studied individually, and the empirical study is based on this information. The third part of this thesis is a description about the empirical study. It includes all the basic information about the study method and information about the other aspects that must be considered in a bachelor's thesis. The final part of this thesis includes the study results gained through a web survey. The results have been analysed and the conclusion has been made about the study and the topic.

As a result of this thesis it turned out that the shortly graduating business students relates to the ideas of New Work quite well. There were few propositions that the respondents disagreed with, but the situation might be different if the respondents would have studied the New Work before answering the survey. The results of this thesis can be used by the employers and the companies to observe what are the issues that shortly graduating business students value in a company.

Key words: new work, operating system, organisation, employee. employer

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1 INTRODUCTION

The organisation cultures have been going through a change and it appears that young people try to find more than just money from a job. They seek matters such as importance and meaningfulness from the work. They want to have a job that makes a difference. This is one of the reasons why the organisation cultures must adapt a more humane way to run the company.

What do business students who graduate soon are searching from a company and workplace? The purpose of this thesis is to find out the answer to this question and more precisely; How do business students who graduate in 2020-2022 relate to the ideas of New Work? New Work describes the organisation culture of a company and how the operating system should really work in order to gain most out of the business and maintain the importance of the work. When people feel that the work is meaningful and important, they usually tend to perform a lot better.

This thesis aims to investigate what is New Work in general and where it originates from. The theory part of this thesis will provide basic understanding to the reader about New Work and how it can be detected in present organisations. The literature found will also be used as an analysing tool later in the empirical study section.

As a part of this thesis there will be a questionnaire conducted, which will be sent to the business students. The questionnaire will be conducted as a web survey using Google Forms and the results will be analysed with an analysing program; SPSS Statistics. Finally, there will be a conclusion executed about the study and the topic.

2 ORIGIN OF THE NEW WORK

In the first chapter this thesis investigates and uncover the aspects of the origin of the New Work. Frithjof Bergmann was the first one who came up with the idea of New Work. The first part of this thesis is based on his research on freedom and on the assumption that the work system was outdated, in other words this part investigates the origin and the history of New Work to give a better understanding of the subject for a reader.

The idea of New Work originates from Austro-American Professor Emeritus of philosophy named Frithjof Bergmann. Bergmann introduces his idea about New Work somewhere in between 1976-1979. Bergmann claims that the current working system is about 200 years old and it does require an alternative. Bergmann strongly argues that the current system is flawed, and that it is a result of capitalism. Capitalism has put thought into people's head that everyone must work in the job that society wants them to work in, not in the job that they want to work on. (Bergmann, 2019). The New Work theory focuses on how to find a work that the one would really, really want to do. This thesis will study the origin of the New Work from a perspective of the current working system, new work economy and discovering the life and work people want.

2.1 Current Working System

According to Bergmann the current working system is about 200 years old and it does require an alternative. The current system is going towards an automation of most simplified tasks and that reduces the work conducted by people in this area. Bergmann claims that the current working system has been flawed from the beginning. According to his research, many people describe their job as a "minor illness". (Bergmann, 2019, pp. 62-65).

One of Bergmann's ideas was an implementation of a new technology. For example, considering about people who work in McDonald's. Could this work to be

completed by machines only and not by people. In other words, Bergmann indicated that the technology could replace the boring work and allow people to work on the job that they would love. (Bergmann, 2019, pp. 68-71).

The current working system does not really allow people to show or use their talents. They are usually hired for a specific task which does not give much room to show talent. For example, someone hires an individual to prepare the food, but the employer does not really care if the individual is talented in dancing or mathematics. (Bergmann, 2019, pp. 75-77). Current work system causes the rise of the gap between the rich and poor, and even allows the unemployment rate to rise. (Bergmann, 2019, pp. 79-81).

Continuing the last chapter Bergmann claims that jobs are scarce. This implies that even if there are a lot of opportunities for creating new jobs, the jobs are expensive to establish. Transforming a work to a job requires to be conducted in a way that an individual must work for someone else. Companies are not hiring anyone if the employees do not add value to the employer. (Bergmann, 2019, pp. 87-89).

One of the solutions to unemployment Bergmann and his colleagues presented in their New Work project in Flint, Michigan at automobile industry. The automobile factory replaced some work performed by humans to be operated by computers and machines. Instead of firing half of the factory's employees, Bergmann came up with an idea of "6-month plan". This basically implied that half of the employees would work 6 months and meanwhile the other half would try to find something that they really wanted to work on. (Bergmann, 2019, pp. 94-96). These individuals who were not working inside the plants would try to find a work they really, really wanted to do. In this project they studied the alternatives for the current working system and even the alternatives for the current system about paying salaries. (Bergmann, 2019, pp. 96-97). One of the goals of New Work is finding an alternative for the current working system, which would allow individuals to have a job they would really enjoy performing. Bergmann believed in his book that performing the work that people really wanted to, allows them to strengthen and enchant themselves. (Bergmann, 2019, pp. 98).

2.2 Work That People Really Want

“The work that we really, really want” has been mentioned by the author himself many times in his book; *New Work, New Culture*. This sentence implies that people must have a power of desire to be willing to even find the work that they really want. It is not a whim or a momentary passion towards work, but something much stronger, that is there after an examination. (Bergmann, 2019, pp. 99-103). Such as an intrinsic motivation that pushes the individual to work and enjoy it.

The work that an individual is performing can affect their mental and physical health. For example, the author notifies that in Scandinavia, penal systems often lead the prisoners to find out what their interests are. Then they can work on those areas. (Bergmann, 2019, pp. 106-109). “As they complete modules, they earn more and more privileges as well as more responsibility. Interestingly and perhaps consequently, they also have the lowest recidivism rate in the world” (Bergmann, 2019, pp. 109). Another example that the author mentions is the urban gardening project in Detroit. At least during that time (1980’s or a bit later) Detroit had many drug addicts. City ministers started a resurrection program and allowed people to practice gardening on the rooftops and in other areas. More recently, some people found out that this was very therapeutic and found out that gardening was something they enjoyed conducting. This led to some people to look better and feel better just because they conducted something that they really enjoyed. (Bergmann, 2019, pp. 110-112).

2.3 New Work Economy

In his book; *New Work, New Culture* Bergmann notifies that an alternative is required for the current working system and for what is driving it. In a western world capitalism is driving the current system and the industrial age. Author claims that socialism could be an alternative for capitalism. (Bergmann, 2019, pp. 166-167). The idea of the process is that; what if the new technology is designed in a way that it benefits the individual and not the huge organisations and companies, what if the factory in the future could be a small shop? (Bergmann, 2019, pp. 137-139).

Bergmann with his colleagues established the project called High-Tech-Self-Providing (later as HTSP) in the 1980's. The idea of the HTSP was to allow individuals to perform the work that they really wanted, and the society would provide everything they required by themselves, even electricity. (Bergmann, 2019, pp. 137-166). According to the author himself, he claims that the project HTSP had gotten a very warm welcome everywhere they introduced it, especially in South Africa. Some people even had informed that; "why didn't you come earlier?" (Bergmann, 2019, pp. 167-173). The implementation of HTSP was not that easy though. There were quite few factors that stood in their way, such as political matters and financial matters. (Bergmann, 2019, pp. 172-173). Looking at the facts, it does appear that the HTSP did not quite get in a place that it was supposed to go. Who knows, maybe it will be redesigned in the future.

In the New Work economy, it has been informed by Bergmann himself that everyone would have work to perform. There are millions of unemployed people in the world and he claims that the work could be divided in between everyone. Instead of working many hours in a day, most people could work 3 to 5 days in a week and of course, conduct the work that they really would enjoy. (Bergmann, 2019, pp. 225-230).

2.4 Discovering the Life and Work People Want

Discovering the work that people really want to perform is not that simple all the time. Bergmann claims that the usual employers try to make people enjoy their job. Finding the work that really pleases the individual requires some sort of freedom to choose. For example, the author has mentioned that the freedom to choose, employers give to people, is something such as offering a vegetarian a choice to choose between pork and beef. There is a freedom to choose but is it really a freedom when the people do not want either one of the choices. (Bergmann, 2019, pp. 233-236).

In order to people to find what work they would enjoy performing; they require to have the freedom to choose. This also requires presented possibilities. Possibilities about different instruments and work they could conduct. (Bergmann, 2019, pp. 238-244). This would allow the individuals to try out the presented possibilities

and then they would know what they enjoy conducting and what they do not enjoy conducting. One other issue that requires to be considered is the will of people. Many of the projects people set up on themselves tend to fail because of a lack of interest and motivation. Projects require people to be patient, and to find and try out new possibilities. Not everything is found immediately. In order to find a work that an individual wants to conduct, the individual must know himself or herself to set a foot in the right direction. (Bergmann, 2019, pp. 249-264). One of the issues that Bergmann has noticed is that people usually want to work on a job that has a purpose. Something that helps people and adds value to their own lives and for others' lives as well. (Van Gelder, 1994)

Bergmann claims that finding a work that an individual really enjoys makes the whole life better. (Bergmann, 2019, pp. 293-295). It has been notified many times that; "If you do what you love, you'll never work a day in your life" (Marc Anthony Quotes, n.d.). This being informed, it is quite believable that conducting the work that an individual enjoys, can improve the individual's life in general.

This first chapter was a glimpse to the origin of the New Work, where it comes from and what was the idea of New Work originally. Next, this thesis will investigate what New Work is currently and how it shows in the organisations.

3 NEW WORK IN AN ORGANISATION CULTURE

In this chapter this thesis investigates New Work practices and what are they currently. The idea of New Work is rather “new”, but there are some companies already which are adopting the ideas of new ways of working. More closely this thesis will investigate the operating system of the organisation, what is wrong with it and in which way it can be changed to ensure that the people perform their best work.

New Work is becoming very trending among some employees but also in employers. Leadership in New Work is based on trust and empathy rather than control. To achieve the self-managed organisation the hierarchical structure does not work. For example, currently quite many individuals are working out of the office. It is much harder to lead these people in traditional ways who work from home. Trust between the employee and the employer is crucial in order to achieve a new kind of organisation culture. (Krill, 2019)

3.1 Current Organisation Culture

When investigating how most of the organisations work nowadays, it can be detected that every organisation is controlled by rules and bureaucracy. Authority and decision-making power are among the few people in management, everything must be conducted in “one best proven” way and so on. (Dignan, 2019, pp. 4-7). There is not much room for the individuals to choose how to conduct their work in their own way and this leads to a lack of innovation and dissatisfaction towards one’s work.

The author of *Brave New Work*, Aaron Dignan describes the operating system of an organisation in an interesting way. Considering about the traffic lights and the roundabouts. The traffic lights are old and used almost everywhere, the roundabout as an innovation that is not that new of an idea but the usage of them has been on the rise recently. The traffic lights control the traffic and tell the story that people cannot be trusted, and they must be told what to do. Where the roundabouts provide a freedom to the people to consider and read the situation, and

based on this, they make their move. Considering about the facts how these two different matters work, the roundabouts have reduced a total car accident, are cheaper to maintain and fasten the traffic by a huge amount. Now moving this ideation to the organisations that are performing currently, almost everything is controlled and the decision-making power is among the leaders. The idea is that people cannot be trusted. It is all about control. What if the people could ponder by themselves and solve issues by themselves? Would not that make the organisation culture to work on its own? (Dignan, 2019, pp. 9-12)

As mentioned before the working system is nearly 200 years old. In the early 1900's Frederick Winslow Taylor came up with the idea that work should be broken down into the smallest components and every part of it could be executed better. The idea was roughly that the employees had to give up their own way of working and start working by exact rules that the management gave them. (Dignan, 2019, pp. 21-24). There have been more innovations in this area such as the organisational charts, new accounting and budgeting methods and guidelines for better management of people and processes. Considering about these innovations, everything is kind of giving out the better ways to control and predict what is going to happen, but what is forgotten is the people themselves. It has been mentioned that these innovations are not bad, they have had their usages in the past, but currently they might just make matters more complicated. (Dignan, 2019, pp. 24-26)

The author of the *Brave New Work* Aaron Dignan mentions in his book about "Organisational Debt". What is indicated with the term is that everything that is useless or does not add value to the organisation is a debt. Every task an employee performs in a company must be usually executed by certain rules. If one mistake happens once, there will be a new method invented on that part to prevent it from happening again. Subsequently there might be 20 more steps to prevent that one mistake. Even new roles such as managers are appointed to control the situation and ensure that everything goes alright. That is called a bureaucracy. And that is part of the organisational debt. The bureaucracy is not necessarily wrong itself, there are just parts in it that are unnecessary. Everything that makes the matters harder and more frustrating in the organisation is the organisational debt. (Dignan, 2019, pp. 27-29)

There are some organisations that are called evolutionary organisations because they have adapted a new way to work. Buurtzorg is a company founded in the Netherlands that has been routinely named as the best place to work in the Netherlands. The company is in a nursing and healthcare industry, treating patients at their homes. Their working method is quite different from the usual nursing company. People that work there can build their own teams, manage their own patients and work as they see fit. The nurses who work there appear to enjoy their work a lot more and the patients are pleased with their service. Working this way allows the employees to work more freely and focus on issues that matter. Cutting off the expenses in management and planning, the company is performing quite well. The way that the company Buurtzorg works even saves money from the government in healthcare expenses. (Dignan, 2019, pp. 34-36). Sometimes less is more.

People have an innate desire to fulfil their potential and self-actualize. To build an evolutionary organisation, employees must be trusted. Employees must have an enough space to work on their own way, then they usually do the right thing. Best part is that they do it for their own desire, not because they were told to do it. This leads to more satisfaction in a working life and in higher performance. Leaders must be people positive for this to happen. (Dignan, 2019, pp. 37-39)

Douglas McGregor came up with a "theory X" and a "theory Y". The theory X represents the employees that does not enjoy and avoids their work, where the theory Y represents the employees that find the work fulfilling and natural. These theories lead to a different kind of management. The theory X is comparable to the example about the traffic lights; people does not enjoy working and they try avoiding it. They must be controlled, directed and punished. The theory Y on the other hand is comparable to the roundabout; people find work natural and fulfilling. They are self-managed and committed towards the work they perform. (Dignan, 2019, pp. 39-41). They have more space for innovation and learning. If the employees are treated by the latter example, they will possibly awaken their intrinsic motivation through an autonomy. When this happens, nothing cannot stop them from performing the best work they can.

Complicated or complex? In this thesis these words are explained in this part because they have a major difference later in the topic. Complicated is something that can be controlled and predicted, such as a computer. Manufacturers know what is inside of their computers and software developers know how to make their software work. Complex is something that can always surprise you. It can't be controlled or predicted in a way that complicated matters can be. It is usually connected to people. Many of the activities in organisation are complicated but the organisation itself is complex. Considering about how to run an organisation, if it is complex it can always surprise you and you cannot really run it by controlling it and trying to predict everything. (Dignan, 2019, pp. 43-45). Complexity conscious leader does not control and change the issues on his/her own, he/she creates a space where the organisation culture can change itself. (Dignan, 2019)

In the next part this thesis investigates the operating system of an organisation, what it includes and how it can be changed. For help this thesis will use the operating system canvas that Aaron Dignan has published in his book *Brave New Work*.

3.2 Operating System of an Organisation

In this chapter this thesis will investigate the operating system of an organisation. The operating system is the system that includes purpose, authority, structure, strategy, resources, innovation, workflow, meetings, information, membership, mastery and compensation. These twelve parts are investigated individually, what are they all about and how they could be changed.

3.2.1 Purpose

It is usually notified and taught in business schools that the purpose of a company is to generate a profit. However, purpose should be something more that makes working in the company fulfilling. If one company claims that their purpose is to be a market leader in the area they are performing, and another company claims that their purpose is to offer people a best pair of socks. If the purpose is socially positive it may have a lot of impact on the performance. (Dignan, 2019, pp. 59-

60). A common purpose helps to unite the employees and give them an understanding of what direction the company is going. (The Purpose of Organization | Principles of Management, n.d.)

Sometimes the purpose can be indistinct. The employees and customers are having a hard time to relate to the purpose. If the purpose is socially positive and has a clear understanding, it is much more relatable. Facebook is putting the matters quite simply and in a more adaptable way. They have a purpose or a goal that is set in five years ahead in a future. What they also have is a goal that is set in six months ahead in the future. They narrow it down, so it is more relatable and much easier to follow. The purpose is also quite adaptable, if something changes drastically in a half-year period, the purpose in far ahead can be changed. (Dignan, 2019, pp. 60-63)

There is some advice how the purpose of an organisation should be built. Purpose should be a contribution to the society and not only for the service and product. It should inform why work is important, and it must be inspirational. The purpose should be powerful and short so it is easily relatable, but most importantly it must have an opportunity to change when required. (Margolis, n.d.)

People are usually motivated when they have a collective purpose. The collective purpose provides people an understanding and a feeling of belonging, conducting something fulfilling. The purpose does not have to be thought in a way that it must be followed now and always. When the organisation evolves, the purpose can evolve too. (Dignan, 2019, pp. 64)

Leadership must point out the purpose for employees. There is a method that is called a purpose-oriented leadership. The goal of this is to make the purpose of the work meaningful and worthwhile. This form allows the people to find a value they create when they work. (Bruch, n.d.)

3.2.2 Authority

An authority in an operating system explains how the authority is divided in organisation. Who has the decision-making power and right to act? Many organisations currently have a hierarchical system. Some companies have it stricter and some do not. What there is not that much are the organisations that are self-managed, and the authority is shared, there is almost always someone who has the final word. (Dignan, 2019, pp. 66-68)

Distributing the authority is based on trust. Usually just a few of the executives have the authority to really decide what is going to happen next. The teams are ordered around such as factory machines, to work with the matters they were told to. However, people are not machines, they are complex. Usually if you trust people, they will do the right thing. (Dignan, 2019, pp. 68)

There are several ways to distribute the authority and make the decision together as a team. One is called "Waterline". It basically indicates that if an individual is about to make a hard decision, the individual must consult with your colleagues. If the decision that must be made is above the waterline, it is something that does not really add harm to anything. But if it is below the waterline so that some serious damage could be caused to the company and others, then it is time to consult the colleagues. There is one good way that could help in making an important decision together; propose, clarify, react, adjust, consent and integrate. In order to be able to make the decision there must be an equality. The working team can promote someone to be a chairman of the meeting to keep order and after some time they will let someone else take the role. (Dignan, 2019, pp. 69-73)

There are some leading methods that encourage the employees to be more self-managed. Basically, the purpose of the leader is to take part in the work and encourage autonomy, and let the people sort the issues out for themselves. This often leads to people performing much better and handing out better results. Some companies even claim that the business runs better without the managers. (Bruch, n.d.)

One way to share the authority amongst the employees is to build up self-managed teams. Usually members who work in a cooperative team can achieve more than an individual on his own. The self-managed teams are autonomy driven and they share the leadership amongst members. The members in a team have a common goal and are mutually responsible for their actions. In a self-managed team, roles can also change depending on the situation and therefore members usually are multi-skilled. (Lussier and Achua, 2012, chapter 8)

Freedom and autonomy build up a motivation in people. Working with a distributed authority makes decision-making processes much faster and the working atmosphere is less stressful, when somebody is not all the time asking for reports and results and ordering around what to work on. There should be a safe space for a failure in order to learn. When people must ponder and solve problems by themselves, it allows them to learn and grow in an extraordinary way. World is complex and if every decision takes 15 people to sign an approval it takes a lot of time to adapt to the situation. When the authority is distributed changes can be executed faster and the reaction time of an organisation is better. (Dignan, 2019, pp. 74)

3.2.3 Structure

The structure part of this thesis mostly investigates the roles in a company. When the company is small, everyone is usually working together, and everyone is involved with everything that happens. When the company grows, it is not that easy to keep track of everything that is happening, so what usually happens, the company starts to define roles. Everyone is obligated to report for someone, all the time. This builds up a bureaucratic system in the organisation, which creates a bottleneck. (Dignan, 2019, pp. 76-78)

Defining roles can limit the area one can work on. This keeps the talents hidden and there is much less room for an innovation. Considering about self-managed teams. These types of teams are becoming more and more popular. It is because self-managed teams have a distributed authority, and everyone can work as they best feel fit. Even the performance turns out to be greater in these kinds of teams,

sometimes because there is more room for an innovation and people can find better ways to work. (Dignan, 2019, pp. 80)

The structure is usually connected in a power. The problem in breaking down the most common structure in a company is the management. They might wonder that if the structure is changed, what is the point of having the managers and what they can work on after that. The answer is quite simple, they can participate in performing the actual work, join in the teams and find the joy of working again. Rather than working on the one issue their role tells them to, they can work under many different roles. (Dignan, 2019, pp. 81)

Some of the companies currently are beginning to remove the structures and layers of the management completely. This will allow the employees to be more autonomous and they can react more swiftly in the changing markets. Instead of assigning roles and teams, the employees can build up their own teams which will lead to a higher performance. Another aspect is a physical layout of the workplaces. For example, in Facebook Mark Zuckerberg works in an open-plan office to enhance the communication and team interaction. (Downes, 2019)

One issue about a structure is the working hours. Usually the employees are not allowed to take more breaks than they are given or make personal calls during the working hours. This kind of behaviour leads usually to a horrible working experience. People should have the power to decide to wear what they want at the office, have an extra break if it is required, or even work from home. Usually this kind of structure leads to better outcomes. (The future of work is called New Work | Job Wizards, n.d.)

People can organise the matters by themselves when they are provided with the right conditions. Of course, it requires a structure in the companies, such as a simple rules and agreements about how the teams are formed, to avoid dissension between the employees. Allowing the teams to be self-managed the outcome is usually much better. (Dignan, 2019, pp. 82)

3.2.4 Strategy

The strategy part of this thesis is about how the planning can be executed in the companies by identifying the most important factors. Usually when talking about the strategy, it implies; how to win in the markets, how to please everyone. There are a lot of different kinds of strategies, but what is important is to identify the most critical factors. The strategy is not that far away from the purpose, and many companies still use the strategy that does not quite clearly follow the vision of the company. For example, some companies have a unique purpose and goal, they build their strategy to aim for their goal. Even if the strategy does not always please everyone, they are performing in a way that is important to them. (Dignan, 2019, pp. 84-86)

Important in a strategy is that it is leading the organisation towards its purpose. Priorities. Usually many companies have many tasks going on at the same time and that reduces productivity and causes exhaustion in employees. It is far better to prioritize and work on one task at the time. If a more important task comes by, people can pause the current work and work on that. After that they will continue the work which is prioritized higher. (Dignan, 2019, pp. 88-89)

A strategy is always important because without any clue, how could anyone know to which direction they are heading. Studies show that the companies who have clearly defined strategies perform much better than those companies that do not have clear strategies. A well-articulated strategy usually is essential for long-term success. (Horwath, n.d.) However, the strategy does not have to be fully planned annually. It takes a lot of resources to plan everything, and in a complex world you cannot predict everything. The strategy must be modifiable and flexible. It is good to share the strategy inside of the company. This allows everyone to participate in planning and it may turn out to be the best one yet. (Dignan, 2019, p 91-92). Even the former CEO of Google claims that all MBA-style business plans are wrong, because in some way they are flawed. That is why strategies must be adjustable. (Schmidt, Rosenberg and Eagle, 2017, pp. 67-69)

3.2.5 Resources

The resources part of this thesis investigates how to allocate the resources and what is the value of budgeting. Modern day budgeting is very popular, but it appears to be quite useless. With budgeting, the managers try to improve the performance every year. Best performing bank in Europe is Svenska Handelsbanken and they gave up on budgeting more than fifty years ago. Ford Motor Company estimated once that their planning and budgeting process cost around \$1.2 billion annually. Those resources could have easily been used in developing the company in several other ways, such as investing in funds, in employees or even in philanthropy. There are others, such as Svenska Handelsbanken, who have given up on budgeting, but most companies are still using it. (Dignan, 2019, pp. 94-97)

Again, the world is complex. Where budgeting relies on the numbers that have happened last year, it does not always work out. What if the whole market goes down by a certain amount. What does the company detect? They have failed in their target to grow financially. If a company does not implement budgeting, they can adopt a more adaptive and human way. What if the companies consider that they want to perform better this year than the competitors in the industry, instead of blindly following a number from the budget? This allows the companies to be more adaptive to the complex environment and save a huge amount of resources and the labour hours. (Dignan, 2019, pp 97-98)

In some cases, budgeting creates a huge pressure for employees to perform. One extreme case in budgeting led WorldCom company bankrupt and put the company under a criminal investigation. Just because nothing else was not acceptable but to get in the results that budgeting showed them. Leaving useless budgeting behind allows the company to focus on different issues such as; how the market is behaving. If budgeting controls the business planning, a self-managed and agile labour is fantasy. (Hope and Fraser, 2003)

Another theory about allocating the resources and how to use them; the *tragedy of the commons*. This theory tells about how the people are sharing the public resources. Theory implies that people believes that the people cannot share. If

the resources in a company belong to everyone working there, who knows how well the resources could be allocated in service of their collective target. (Dignan, 2019, pp. 98)

People are not resources and they can deliver performance without a fixed target. Future cannot be predicted and one year is quite a long time in a complex world. It is better to allocate the resources dynamically based on the information that is in hand. (Dignan, 2019, pp. 101)

3.2.6 Innovation

Innovation usually indicates that something new is invented or a current product or a way of working is changed to a better one. Nowadays, the companies usually tell employees how to do something, people are being controlled. Of course, there are departments that focus on research and development where the employees are trying to find new innovations. The fact is that there is not much room for self-management when the individuals are performing their jobs. Usually best innovations happen through mistakes and randomness. When something is used in a way they are not supposed to be used, or when something is executed in a way that it was not supposed to be executed. For example, a microwave was invented when a magnetron melted a chocolate bar in Percy Spencer's pocket. (Dignan, 2019, pp. 103-104)

Innovation can happen anywhere if people are let to self-manage themselves and not controlled and supervised all the time. Looking a bit back at the resources part in this thesis; considering how much money is spent annually in the research & development departments of the companies. That money could be used on other activities that might improve the organisation in a different way. Some of the resources are wise to spend into research & development, but as mentioned before usually the best innovations occur in unexpected conditions. Many companies are defining standards. Standards help people in their everyday life, but what is the difference between standard and default? Usually standard is something that is already perfected, and it is the only best way to conduct something. But a default on the other hand is something that can be used as a guide how something is supposed to be conducted, but it does not imply that the issue must

be executed in the way that the default notifies. If a better way comes up it can be set as a new default. One more issue to mention in order to boost up innovation possibly is the method that Google has been using. It is called *Twenty Percent Time*. Google offered its early employees to spend 20 percent of their working time on their own projects and interests. This allows employees to work something they are interested in and through that the innovations can happen. (Dignan, 2019, pp. 104-107)

There are few methods that can boost the innovations and innovative pondering in an organisation. First there must be a culture of innovation. Employees must be taught and encouraged to have an open mindset. Also “celebrating a failure” is a good method to encourage employees to try out new ways to work. Still one of the best ways is to break up the usual working pattern is to execute the matters differently, for example, having a meeting in a park instead of an office. This indicates that the managers must encourage the employees and create a safe space for them to be innovative and try out new methods. (Council Post: What Can Your Organization Do To Become More Innovative?, 2017)

Innovations usually allow the company to perform better, simply because a better product or a better way of working have been found. People are creative in the right conditions, but innovation is uncertain, and it can happen anytime. (Dignan, 2019, pp. 108-109)

3.2.7 Workflow

A workflow is how the work inside of an organisation has been divided. In an organisation, the workflow should work in a way that it creates value to the organisation. Usually, the workflow and the way that the matters must be executed is created by the managers. There are different ways to execute the same work, but which way is the best and most efficient? Considering about the coffee shops, probably in every coffee shop the basic workflow is the same, but there are differences. For example, in some places there might be a lot of customers and a lot of employees, but in some other place there might not be that many. There is a difference in the individual’s workflow in these cases. Usually when the working process gets larger, a project management will step in and control the people

who are working on the projects. If the people can design the workflow by themselves, eventually they will come around and money is saved in management and bureaucracy costs. (Dignan, 2019, pp. 111-114)

Considering of every task as a project can motivate people. Even when the work is repetitive, but when the people feel it as the project, they are more intentional to start and finish it on time. The project has a purpose that people are willing to fulfil. (Dignan, 2019, pp. 114)

Another good way to improve a workflow is to work in sprints. It basically indicates that a team has been given a week's time to make progress in their project and on Friday they present it, in whatever condition the project is at that time. This motivates the team members because they know that something must be completed by Friday. Besides of sprinting technique the teams can learn to prioritize the most important projects to be finished first and work on the one project at a time. (Dignan, 2019, pp. 115-116)

Another way to improve the workflow is to examine if there are any tasks that are executed by the employees but do not really add any value to anything. If yes, these tasks can be eliminated and instead of working on these useless tasks the employees can focus on something more important. (Satadip, 2018)

A healthy workflow is achieved by organising around the work. If the teams and projects are in the same place, the relationship between them gives a boost to the workflow itself. The workflow works best if the team has a capacity to conduct the work they have in hand. If the workload is too much and prioritizing does not work, the team cannot perform as well as they could perform. (Dignan, 2019, pp. 117). Google is often encouraging their employees to work as they see fit and combine their working life with their personal life. They believe that ordering the working hours does not quite work, so they give the responsibility and freedom to choose to employees. It often works out better. (Schmidt, Rosenberg and Eagle, 2017, pp. 51-53)

Some companies can even go in an acceleration trap. This is described as a phenomenon that overloads people by work. There is too much work to be conducted, people work on multiple projects simultaneously and operate constantly on a stress limit. This causes an emotional exhaustion and people are unwilling to work and everything slows down. (Bruch, n.d.)

3.2.8 Meetings

How do people coordinate inside of an organisation? The average employee attends for 62 meetings in a month and considers half of those meetings as a waste of time. The cost of these unnecessary meetings are around \$37 billion dollars in salaries annually in the U.S. alone. (Dignan, 2019, pp. 119-120). Meetings are very expensive. Any meeting that does not directly generate revenue or save a cost in a company is a waste of money. Therefore, the meetings must have an agenda, and everyone must come in the place prepared. (Haden, 2017). The companies that have adopted messaging apps such as Slack have reduced their meetings by 24 percent. Nevertheless, not all the meetings are a waste of time. The face-to-face meetings provide more information to the attendee through the atmosphere and the body language. What is indicated is that the companies do not have to meet in every circumstance, there are alternative ways to share information and have a discussion. (Dignan, 2019, pp. 119-120)

According to the interviews made by Leslie A. Perlow, Constance Noonan Hadley and Eunice Eun many inform that they are overwhelmed by their meetings. An organisation's executives spend averagely 23 hours in a week on the meetings, up from less than 10 hours a week back in the 1960's. Those who participated in their survey 71% informed that the meetings are unproductive and inefficient, also 65% informed that the meetings keep them from conducting their work. (Perlow, Hadley and Eun, 2017)

One example about useless meetings are the status updates, where the teams must represent their current work status to their management. If a project has been worked on a while and the supervisor tells the team that something is wrong, what then? Time has been lost and something must be executed again and differently. Also, one aspect of the status update meetings is the preparation time

of the team. The teams averagely use four hours in a week to prepare for these meetings. Rather than having these kinds of meetings, the managers could join the team and work itself or be a part of an advice process, so they can help with the project when the help is required. (Dignan, 2019, pp. 121) All the meetings should be structured so the time efficiency and the importance of the meetings stays. For example, how much time do the meeting require and what are the topics. One way to identify a useless meeting is to cancel all the meetings for a certain time period. In that time the participants should know if some of the meetings really are useless. (Dignan, 2019, pp. 122-123)

There are also meetings in an organisation that are required. When something big is finished it is a good idea to have a meeting about it and take a moment to investigate the past. This is the perfect opportunity to learn and perform better next time. When the meeting is taking place, everyone attending should have a turn to speak. Usually every individual that is working in the company or in a certain project has knowledge about it. This way the meeting can reach its full potential and is not a waste of time. (Dignan, 2019, pp. 123-125)

Finally, people crave connection between each other. Sharing the place and having a meeting with everyone occasionally matters. In order to not waste time, the meetings still must have an agenda. The meetings should happen naturally, if the team must prepare for the meeting a long time before it happens, they develop a structure. If this is the case something present and critical might be left unnoticed. (Dignan, 2019, pp. 126)

3.2.9 Information

Information part of this thesis is about how the data and knowledge are shared inside of an organisation. Many organisations believe that information is a source of power and that is why they keep it in secret. Although, information should be available for everyone who requires it. Keeping information can lead to mistrust in some cases. Some companies out there are already sharing everything inside of a company including financial data and salaries. But there is a difference in how to share information, push and pull. Push in this context implies that information is “pushed” to people and they must watch it through and find out what

they require. Pull indicates that every bit of information is available to people, they just must search the right information from the database. This pull-method boosts up the self-management. (Dignan, 2019, pp. 128-132)

For a better workflow, information should be public in the companies. For example, if a project is going into the wrong direction, someone can remark the team about possible problems. This way the time and money can be saved. Of course, not every bit of information can be shared with everyone, such as if the information is illegal to share, then it cannot be shared. (Dignan, 2019, pp. 132). Most of the successful leaders do not keep the information, they share it with everyone. Information should be “default to open” and one important task of the management is to ensure the flow of the information every day. (Schmidt, Rosenberg and Eagle, 2017, pp. 173-176)

Transparency comes in also when there is something negative to be shared. From time to time it is almost inevitable that at least a management will have to share negative information with their employees. When the time comes, it is best to be shared in a face-to-face meeting. One important aspect of sharing negative information is that the information must be truthful. If the information is not shared wholly or truthfully, the employees will start to fear the worst and start rumours about it, which just makes the issue harder. (McLeod, Tetzlaff and Cohen, 2016, pp. 127-128)

A good way to change the transparency of an information in a company is to reduce the flow of email. The email is pushing and the information it defaults, is private. The average worker checks their email 36 times in an hour and receives around 300 emails in a day. (Dignan, 2019, pp. 133-136). Study completed by University of Glasgow and Modeuro Consulting informed that around 80% of sent emails are waste, some of these emails are useless and some of them really require a phone call or a face-to-face meeting. When Modeuro asked the management in International Power to reconsider sending an email, the number of emails sent dropped by 54% and the other employees who were not told about the study, sent 64% less emails. (Baer, 2013). The emails also create a surprisingly high carbon footprint. Study commissioned by OVO Energy found that if one less “thank you” email is sent in a day in the United Kingdom alone, it would cut

16 433 ton of carbon caused by the servers in a year. ('Think Before You Thank' | OVO Energy, 2019). Companies could share all the information through messaging apps or an intranet, where all the information is available for anyone who requires it. Checking and reading the emails takes time. Only the emails that could stay are the ones that come from outside of the company. Another good way towards transparency is to have a "Ask Me Anything" session. The idea is to gather everyone together and allow them to ask anything from the person who has the information. (Dignan, 2019, pp. 133-136)

In order to build a self-managed organisation information must be shared. Imagine people making the important decisions on their own without having enough information. Nobody really knows what information is critical and, in whose hand, it can change everything. Keeping everyone in dark leads to mistrust and suspicion. (Dignan, 2019, pp. 136-137)

3.2.10 Membership

Membership part of this thesis is about how to build up relationships and feeling of belonging in an organisation. The feeling of belonging is an important aspect in the organisation. It generates a feeling of being in a safe environment. When a new member is brought aboard properly, they feel a sense of belonging and have a good knowledge of what they are supposed to work on. If they are just pushed in a new team, they feel unsafe and do not really know what is going on. (Dignan, 2019, pp. 139-141). Feeling social belonging is a fundamental human requirement. Still nearly 40% of the humans claim that they feel isolated at their work. If people have the feeling of belonging, they have a 56% increase in the performing and 75% reduction in a sick day leave, informs the study completed by BetterUp. (Carr, Reece, Kellerman and Robichaux, 2019)

Having a membership in an organisation usually goes together with the status and the role. Instead of having an appointed role, one good way is to have many different roles in a team. Even if the one role is not required anymore in a project, that member could take another role and keep working on the project. Instead of pointing out teams, the members of the existing team could recruit each other. When the team building is executed in this way, they form small enterprises in an

enterprise. Usually a motivation to perform in this way is higher. (Dignan, 2019, pp. 141-142)

Some companies tend to hire persons that fit in their culture. This keeps the organisation from evolving. What if the organisations hire those people that they miss? The culture evolves and comes richer. It is shown in a McKinsey study that the companies that are richer culturally perform better than those who are not. (Dignan, 2019, pp. 142-143)

There are many ways to build a team that works well. Some use the team charters, and some use rituals. But the important part of building up self-managed teams is that teams can build themselves and then get to know each other. This way the members are not forced to work for the company, rather they want to work for the company. (Dignan, 2019, pp. 144-150)

3.2.11 Mastery

A mastery part of this thesis investigates how the employees can grow and mature in an organisation. Usually a work is a place to perform and not a place that an individual can learn. People tend to hide their weaknesses and limitations. Usually the employees grow when they meet challenges that put them at their limits. But these challenges are usually avoided, because the employees want to hide their weaknesses. If the company encourages transparency in skills and talents, it is easier for an employee to step up and ask for help. Through that they can learn and hone their skills. (Dignan, 2019, pp. 152-155)

One good way for an employee to learn is allowing the mistakes. Through mistakes people learn more than through success. Another one is mixing up the roles. Instead of having everyone stuck in their one role, the team could mix those roles up so that everyone can learn from other roles in a team. This is also good in the longer term. If someone cannot come to work someday and someone in the team already knows how to perform in the missing worker's role, they can take up the role and the team does not have to find someone else to work on the one's job. (Dignan, 2019, pp. 156-158). One good way to reach this kind of learning is to enhance a cross-departmental collaboration. This gives the employees

a chance to get to know what others are working on and how the matters are conducted in the different departments in a company. (Hassell, n.d.)

If the company can create an environment where continuous learning is possible, they will never run out of the good employees. Companies should focus on hiring the kinds of people who want to learn. They are the people who will usually find the new working methods and teach them to the others. (Schmidt, Rosenberg and Eagle, 2017, pp. 102-105). Quick feedback also helps to learn more quickly rather than the annual reviews. In order to let the employees develop themselves, companies should let the people try and learn the different roles. This does not necessarily have to be the case with everyone but giving them a permission to choose, is a start towards a self-managed organisation. (Dignan, 2019, pp. 161-162)

3.2.12 Compensation

A compensation part of this thesis investigates how the organisations compensate for the employees for their participation in the organisation. Paying the salaries is thought of as an act to motivate people to work for the company. Several studies have proven that paying more is not really rising the performance of the company. What really motivates people are a feeling of an achievement, performing a work that feels important, taking part in a decision making and a personal growth. Of course, if the salaries are low, increasing them awakens a spark of a motivation in an individual, but increasing the salaries that are already high does not really make any difference on the individual's performance. (Dignan, 2019, pp. 164-166)

There are several salary payment strategies out there. One is a formula-based pay, which basically implies that a company pays everyone the same amount depending on the role you are having. Another one is market pay. This indicates that the salaries are equal to the salaries that are being paid in the other companies in the same industry (some people may know this as; paying what collective bargaining notifies). Some companies even let their employees define their own salaries. If the person is asking too less, they are usually encouraged to recalculate the salary and ask more. If the person is asking too much, they are asked to

soften their suggestion by explaining why. In every payment method there is usually a parity problem. There still is inequality between man's and woman's payslip. (Dignan, 2019, pp. 166-168)

In a western world people do not usually talk about how much they get paid. There still lies the fact that there are people who feel as they are not paid enough or equally with others. Solution for this, some companies have adapted a transparent system about paying wages. These companies publish everyone's wages in a way that everyone in the company can observe them. This system reduces a bias and unfairness in the payments, but also attracts new job applications. (Dignan, 2019, pp. 169-171). Study completed by Emiliano Huet-Vaughn shows that companies who use the transparent pay increase trust of employees and make them perform better. (Wong, 2019)

Another issue some companies have executed is that they have eliminated all bonuses. The idea behind it is equality. Rather than awarding an individual some companies give the bonuses to the whole team or even to the whole community. This method brings everyone together and avoids the negative behaviour. (Dignan, 2019, pp. 171-172)

Money is not the real motivator, but it is a necessity to have in order to live. Meta-analysis completed by Tim Judge and his colleagues shows that association between a salary and a job satisfaction is very weak. The authors reviewed 120 years of research which included 92 quantitative studies. There are no significant differences on this matter globally. (Chamorro-Premuzic, 2013). The companies should focus on paying wages that are fair and generous enough to not matter. What motivates people more are autonomy, mastery and purpose. These are the factors that the company should focus on. (Dignan, 2019, pp. 173)

4 EMPIRICAL STUDY

4.1 Research Design and Study Method

The purpose of this empirical study is to find out how business students who graduate soon relate to the ideas of New Work. The study tries to find out if the concept of New Work is familiar to business students, how they feel about a shared authority and what are their thoughts about the self-managed organisations. One of the main goals is to make this information accessible for the companies and employers, so they know what do their future employees' values in the company is.

The research is both mapping and explanatory. Mapping because of a little studied subject and it includes literature from the area of New Work in an organisation culture. Explanatory because the research should understand the research questions and find the answers to them.

The empirical study in this thesis will be quantitative and it will be executed by a web survey. In this way it is easier to reach a larger number of participants, which leads to easier analysis of the results and gives out more reliable understanding of the study. The answers of the survey are quantitative because the answers come mainly in numbers and they can be measured by different characteristics. The nature of the questions is qualitative, and the answers may vary between the different people. The study is comprehensive to answer thesis requirements and initial questions of the subject, but not too broadly.

4.2 Study Observation Unit and Sampling

An observation unit on this study will be business students who graduate in 2020-2022. Mainly the participants will be chosen from Germany and from Finland. There might be a few other nationalities mixed in the sampling. To be more specific of describing the sampling, the students are mainly graduating from Munich University of Applied Sciences in Germany and Tampere University of Applied Sciences in Finland.

The empirical study will be quantitative, and it will be executed as a web survey because of the larger number of sampling. Goal is to get at least 100 different responses in the study. The purpose is to get a relatively comprehensive number of participants so the study will be reliable and fulfil the requirements.

4.3 Design of Questionnaire

Designing the questionnaire took some time so it would achieve the state to be effective and find out the answer to the main question; How do business students who graduate in 2020-2022 relate to ideas of New Work. To help achieve this state the survey has been sent to few participants before the release, in order to ensure the functionality of the survey and the time consumed by a respondent.

This empirical study will be executed by a survey in Google Forms which includes mostly multiple-choice questions. The questions are designed to be simple and easily understandable and the time consumed by the respondent is around five minutes, so it is easy to take part in. Time given to the participants to take part in the survey was 10 days, so the work would not delay, and the survey would not be forgotten. The questionnaire will be sent to the respondents again after seven days. Most of the answers are usually given in the first two days and after that the answering percent drops drastically.

The collected information has been saved and analysed, and all will be reported into this thesis. The questions are designed to refer into the background material found in the theory part of this thesis. Also, the whole questionnaire will be attached into this thesis's appendices part. The survey is anonymous, and no individual data will be analysed.

4.4 Data Collection and Analysis

The data collection was completed by an anonymous web survey through Google Forms. The idea was to contact the business students in Tampere University of Applied Sciences and Munich University of Applied Sciences by an email. However, the students from Munich University of Applied Sciences could not be contacted due to data protection laws in Germany.

The data collected by a survey will be analysed using the background material of this thesis. The background material is collected from multiple different sources, so it can be considered reliable. The aim of this study is to find out how do the shortly graduating business students relate to the ideas of New Work. Finding out the answer to this main question, employers can use the data provided by this study to get the information on what their future employees want from the organisation nowadays.

The web survey has been chosen to be the study instrument in this empirical study because it is simple, and many respondents even from further away can be reached by email. Also, one other reason was a lack of time and by conducting the web survey this problem was taken care of.

The hardest part of this thesis is to analysis the collected data. The analyse will be conducted by the author of this thesis. The web survey will be analysed with neutrality and the views and opinions of the author will be on the conclusion part of this thesis.

A link to the survey is attached in the email with a cover letter. The text in the email has been made short and understandable and it has been sent during mid-day. New invitation to the survey has been sent after seven days from the first invitation. In the cover letter it is mentioned that the survey is reliable and anonymous. It is not possible to identify an individual from the answers given in the survey.

Unfortunately, this survey did not include any possible prizes to the respondents, but due to the length of the survey, the motivation to answer is still higher.

4.5 Validity and Reliability of the Study

The questions of the web survey have been designed to be reliable and to avoid reliability problems. To enhance the reliability of the study, the results, analyses and charts will be saved and explained. The answers to this study will be ana-

lysed by using the literature research in this thesis, this way there will be no conflict in the interpretation. Saturation is probably not achieved due to niche sampling and survey.

Efforts have been made to improve validity, by designing the questions in a way that they can be used in similar kinds of studies. Of course, depending on the nature of the study, the questions can be modified.

5 RESULTS OF THE EMPIRICAL STUDY

The questionnaire has been sent to 575 people. These people are students in Tampere University of Applied Sciences, and they are all studying business as their major. From 575 people, 117 have responded to the questionnaire that was sent to them by an email. Answering percent was around 20% which is not considered to be that good. The 117 responses are still a valuable amount because it is possible to conduct analyses and graphs from this amount. Also, it is still summer vacation from school and the assumption is that not many students follow their "school email" in summer.

In the analysing part every question will be analysed in order and the diagrams are used. Some questions will be analysed with the help of crosstabs that have been executed with the SPSS-program. Almost every respondent answered every question except a few but that will not have a major difference in the answers. Highest non-response percentage in a question was only 3,5%.

5.1 Questionnaire Responses and Analysis

On this part of this thesis all questions from the empirical study will be shown and analysed with the graphs. Let us start with the first question that was about the gender of the respondents.

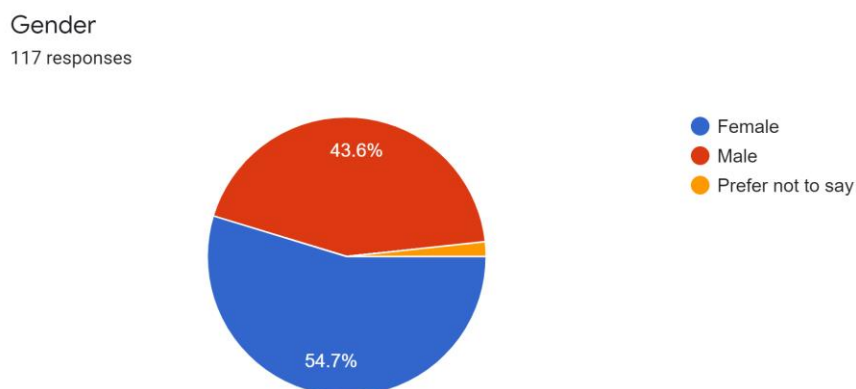


Figure 1. Respondents' gender.

As it can be detected in figure 1 most of the respondents were women but the distribution between men and women is not significant.

To question number 2:

Nationality
117 responses

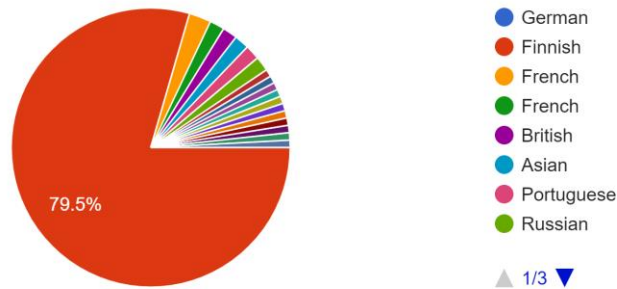


Figure 2. Respondents' nationality.

Most of the respondents were Finnish. There is some variation on this because there are some students that come from different countries to Finland to study International Business. One other issue that can influence the variety of the answers is immigration.

Because of the low volume of other nationalities, this question will not be used as an analysing tool on this thesis. That is because of the protection of the anonymity of the respondent and reliability of the aspect. The basic assumption will be that there is no major difference between the nationalities. The final assumption will be based on how Finnish business students relate to the ideas of New Work.

To question number 3:

Age
117 responses

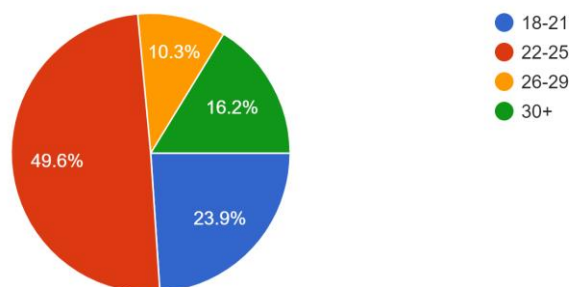


Figure 3. Respondents' age.

As detected in figure 3 it was highly expected that most of the respondents would be aged around 22-25. The age is a good analysing tool since the working culture has been evolving all the time. Using age as an analysing tool will help to discover is there a major difference between how older and younger people relate to the New Work ideas.

To question number 4:

Field of study
117 responses

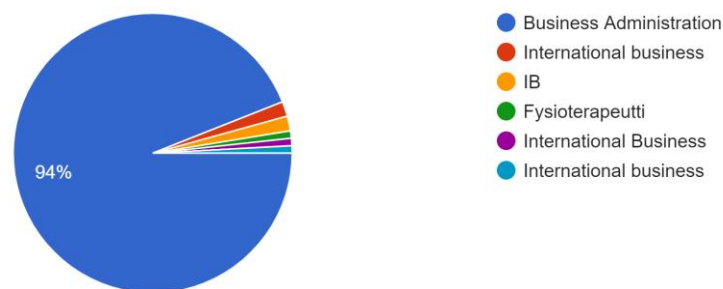


Figure 4. Field of study of the respondent.

In this chart it can be detected that everyone studies business as their major except one participant who studies to become a physiotherapist. There is not really a variation in this context, so all the answers can be notified.

To question number 5:

Graduation year/Expected graduation year
117 responses

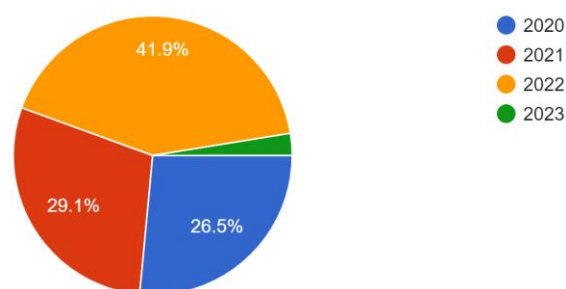


Figure 5. Expected graduation year.

Here the diversity of this question is as expected. The survey was sent to students who should graduate in between 2020-2022. There are only two answers that

implies a later graduation time 2023. These two will not affect the result because the number is so small.

To question number 6:

Have you heard about New Work before?
117 responses

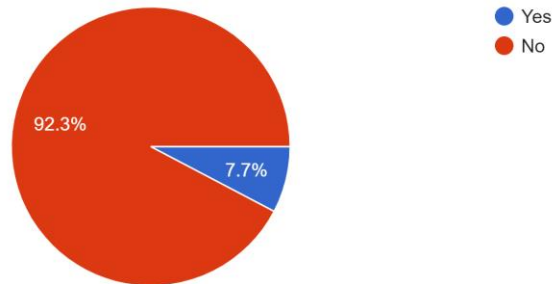


Figure 6. Have respondents heard about New Work before.

Figure 6 shows that the New Work is a rather unknown subject for most of the respondents. This is interesting because New Work is not that new of a topic, but it appears that Finnish people are not so familiar with it.

To question number 7:

Purpose of an organisation should be clear and easily relatable.
117 responses

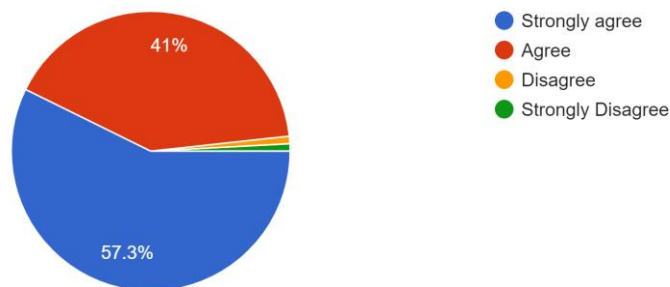


Figure 7. Purpose of an organisation.

It can be detected in the graph that almost every respondent agrees that the purpose of an organisation should be clear and easily relatable. According to the theory part of this thesis, it has been mentioned that the purpose of a company is important to clarify to everyone that works there. It provides a better understanding why the company exists for the people who work there and for the customers.

There is not anything in this question that would require further analysis, because the answers are not that different from each other. On this question we can claim that the respondents agree that the purpose of an organisation should be easily relatable.

To question number 8:

Authority should be shared and everyone should have a word in a decision-making process.
116 responses

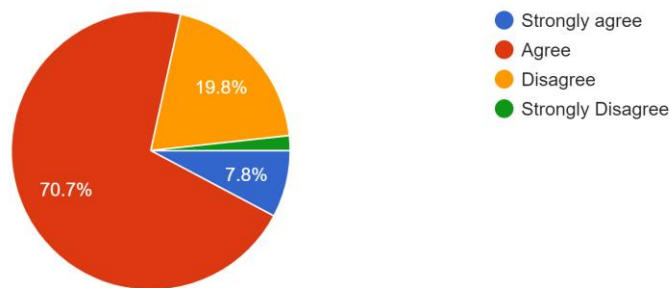


Figure 8. Authority and decision-making process in an organisation.

In figure number 8 we can detect that there is some variation in the answers about authority. Most of the respondents have answered that they agree on that the authority should be shared with everyone, but few respondents have disagreed with this proposition.

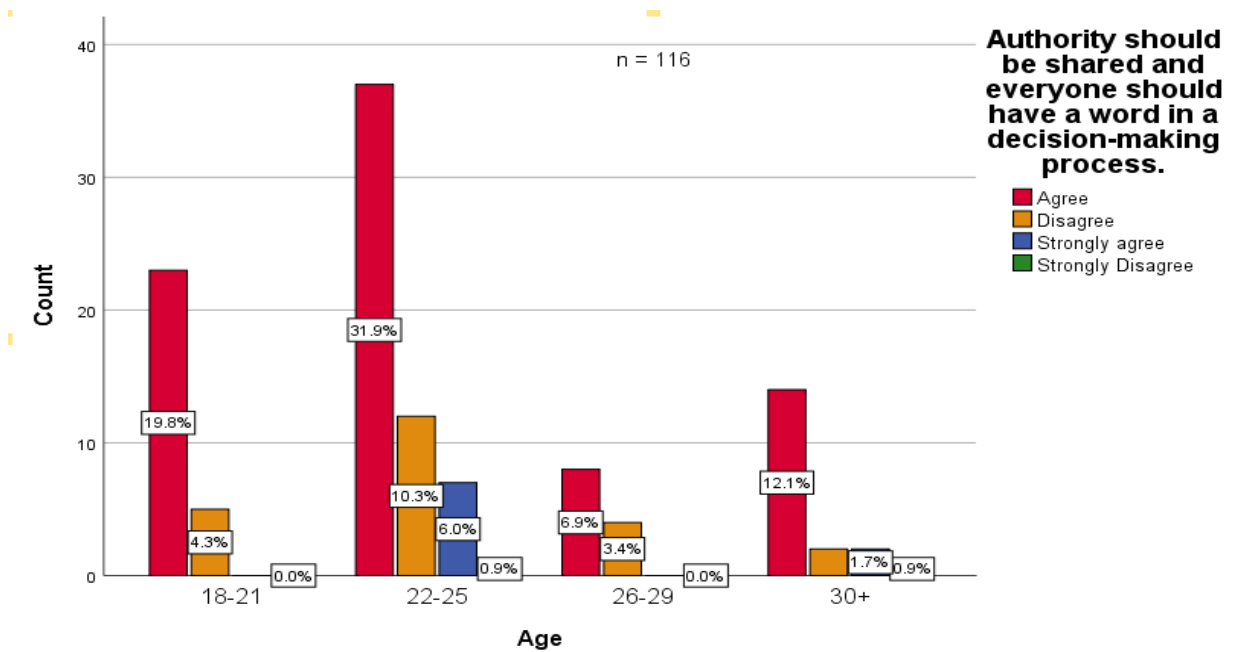


Figure 9. A crosstab analysis including respondents age and question 8.

As we can detect from the figure 9 above, there is not really anything that implies that some ages disagree more than some. Most of the respondents are aged 22-

25 years old and it is only natural if in this group there is some variation in the answers. A supposition was that the older students would have disagreed more than the younger students. The reason is that the authority has been much more respected and present in the past. Although all the respondents are quite young, the answers might have been different if the question would have been asked from people aged over 50 years old.

In conclusion about authority we can claim that most of the students agree on the New Work ideation behind it. According to the theory part of this thesis authority should be shared in order to make the workflow better in a company.

To question number 9:

Everyone in an organisation should be working together and there should be no specific roles defining "what to do".

117 responses

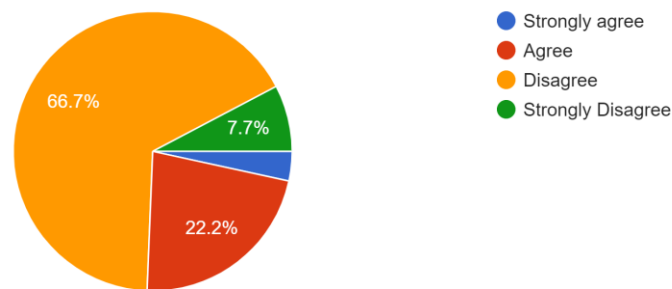


Figure 10. Specific roles in an organisation.

In figure 10 we can detect that most of the respondents disagree with this proposition. In the theory part of this thesis it is mentioned that the specific roles are not that important, and it is much better if everyone works together. However, the answers might imply that if the respondent is not familiar with the subject about New Work, they might assume that if no one has any role in a work, it would be just a huge mess in there.

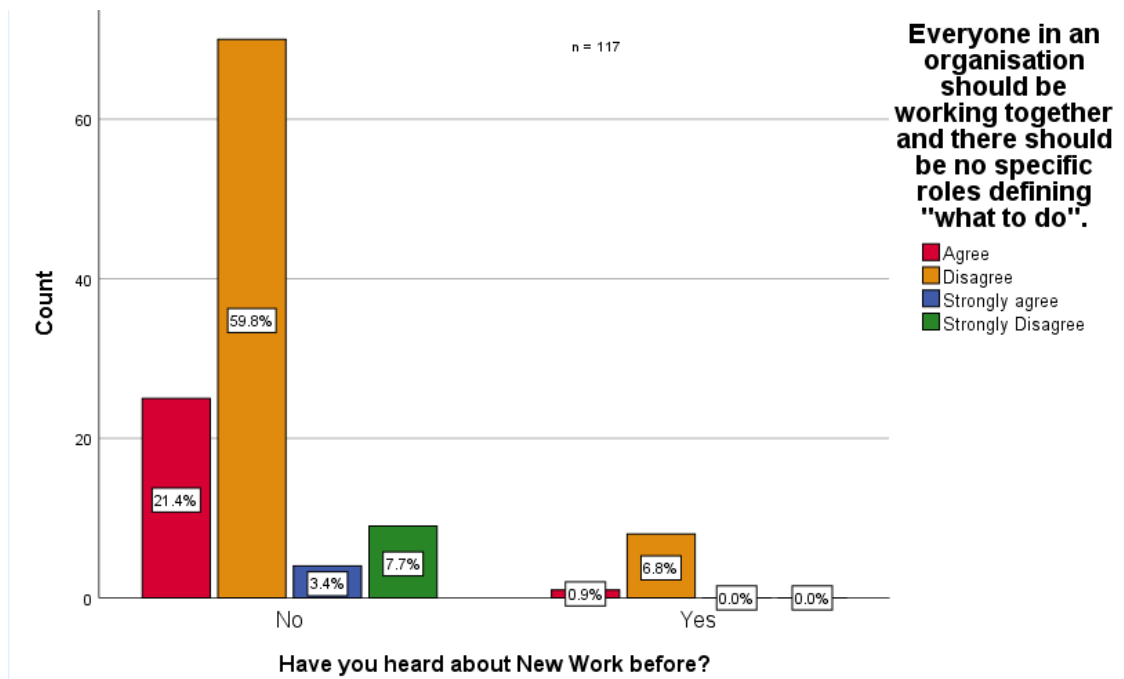


Figure 11. A crosstab analysis including question 6 and question 9.

As detected in figure 11, clearly those who have heard about New Work have disagreed with question 9. This is rather interesting, because the idea of New Work is that everyone works together and there should really be no specified roles in a company. Explanations for this can be that these people have only just heard about New Work and not studied the subject, another explanation is just that people disagree with the idea.

In conclusion for question number 9, it appears that business students who graduate shortly want to be assigned for a specific job and role. This might be because it gives out a better understanding of what everyone should be working on in a company.

To question number 10:

The working hours should be flexible for everyone. I believe that if people are given the freedom to choose when to work, they work more productively.

117 responses

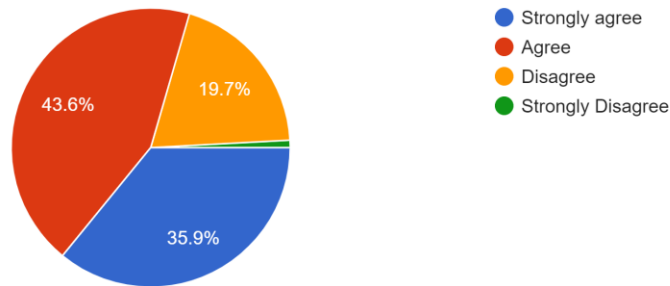


Figure 12. The working hours.

Over 70% of the respondents have agreed that the working hours should be flexible. It has been mentioned in the theory part of this thesis that if people have the freedom to choose their own working hours, they usually work more productively. The idea of New Work is to build a more humane working environment, and the ability to choose when to work is one step towards that. There is some disagreement on this question. It might be just an opinion about the idea or there is a habit to just work then when you are told to work.

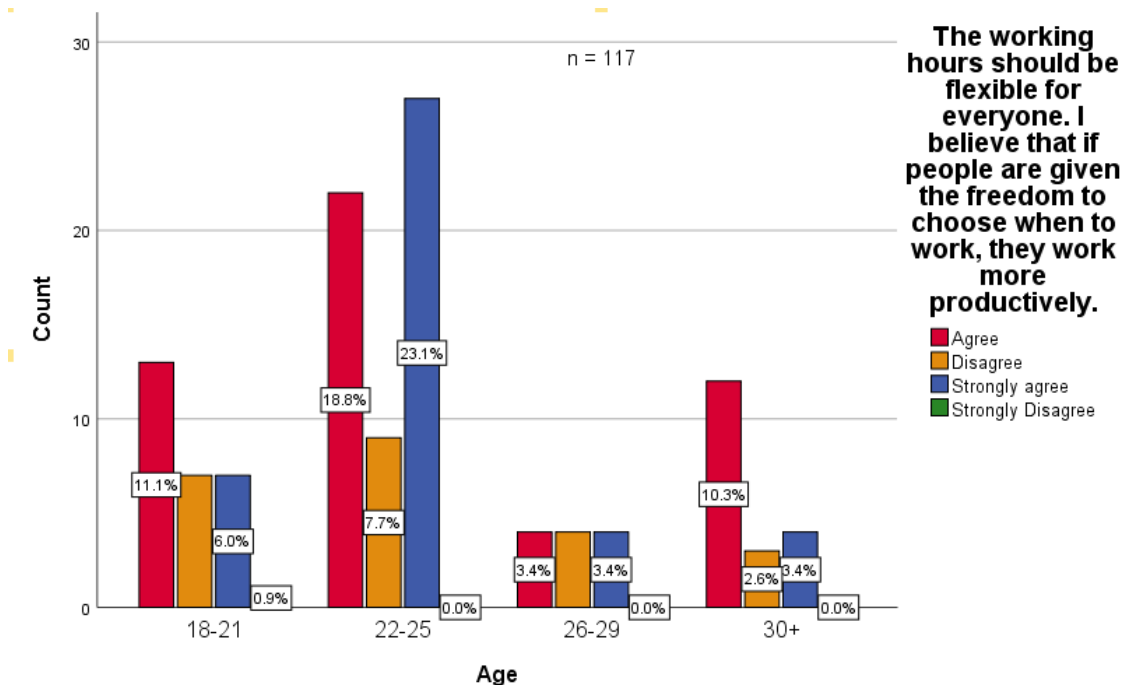


Figure 13. A crosstab analysis including respondents age and question 10.

Shown in figure 13 we can detect that younger aged people are presumed to strongly agree with the proposition about working hours. This might be explained

with the fact that older people are used to working at a time they are told to. Nowadays it is more common to have flexible working hours.

In conclusion over 70% of the respondents agree that working hours should be flexible.

To question number 11:

A strategy of an organisation does not have to be fully planned ahead and it should be easily changeable according to the situation.

117 responses

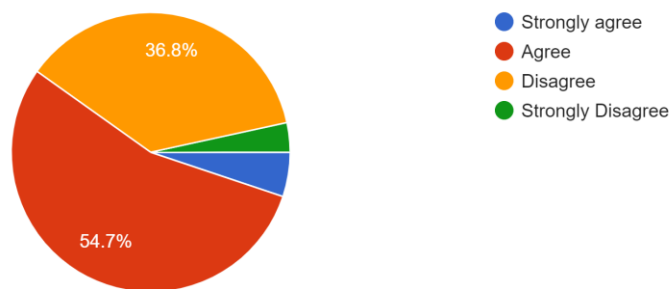


Figure 14. A strategy in an organisation.

Usually in a business school the students will be told that the strategy is everything and it must be carefully planned and followed. But the fact is that the real world does not work in that way, not all cannot be predicted, only assumed. That is why the strategy should be existing, but it must be flexible. In figure 14 most of the respondents have agreed that the strategy does not have to be fully planned and it must have the possibility to change according to the situation. Still interestingly quite many, around 40% of the people have disagreed on this proposition. This might be explained with the fact that in business schools' strategies are presented to be something "sacred" for the company. Let us analyse this question from aspect of a gender of the respondent;

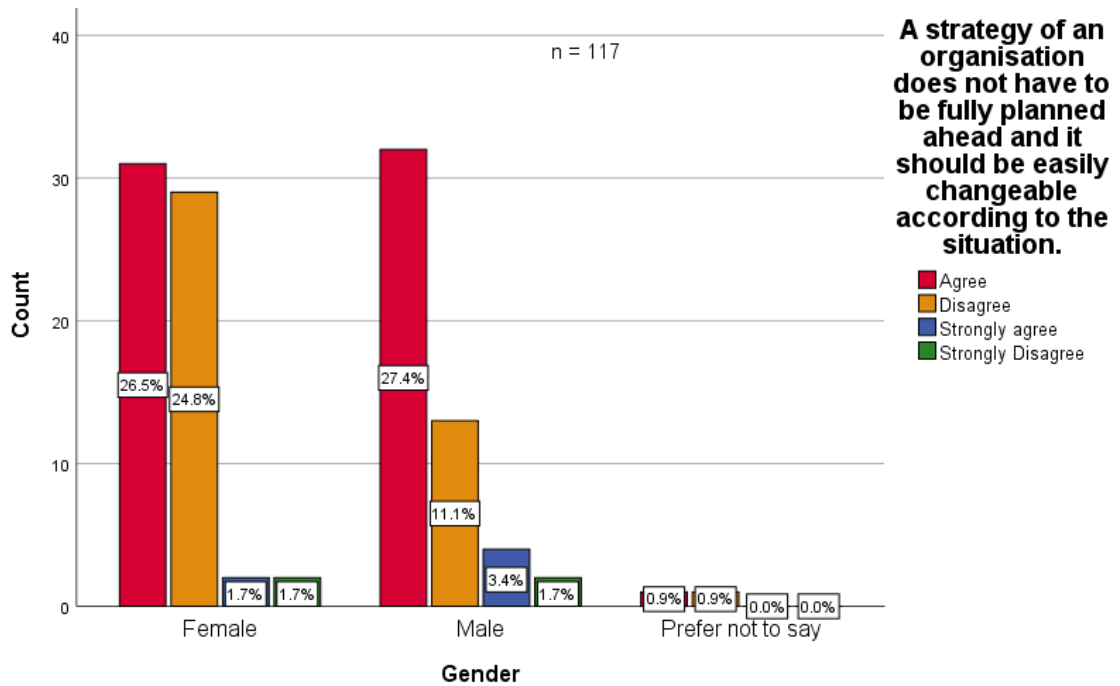


Figure 15. A crosstab analysis including respondents' gender and question 11.

As shown in figure 15 it appears that women are presumed to disagree with the proposition about the company strategy. There are differences between the men and the women, but it is hard to prove the fact with this number of the respondents if it is really the case that women are presumed to carefully plan the strategy and follow it than men.

For a conclusion to question number 11 we can claim that most of the respondents believes that the strategy of an organisation does not have to be fully planned and it must have the ability to change when required.

To question number 12:

The resources of an organisation should be available for everyone to use. I feel that if people are trusted, they know how to share.

115 responses

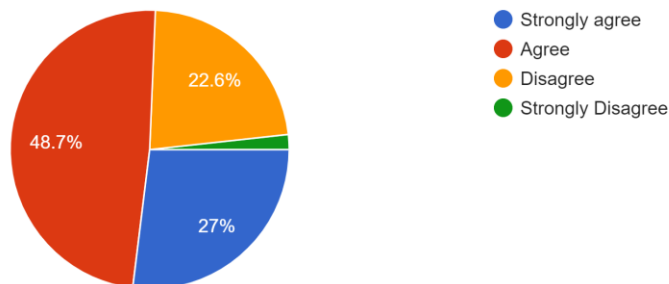


Figure 16. Sharing resources in an organisation.

Over 75% of the respondents have agreed on question that if the resources of an organisation should be shared if everyone (figure 16). It has been mentioned before in this thesis that if all the resources are available for everyone to use, it enhances the workflow in a company. There are some respondents that have disagreed with the proposition about the company resources. Usually in every company if they must use the resources or buy something with a company's money, permission is required.

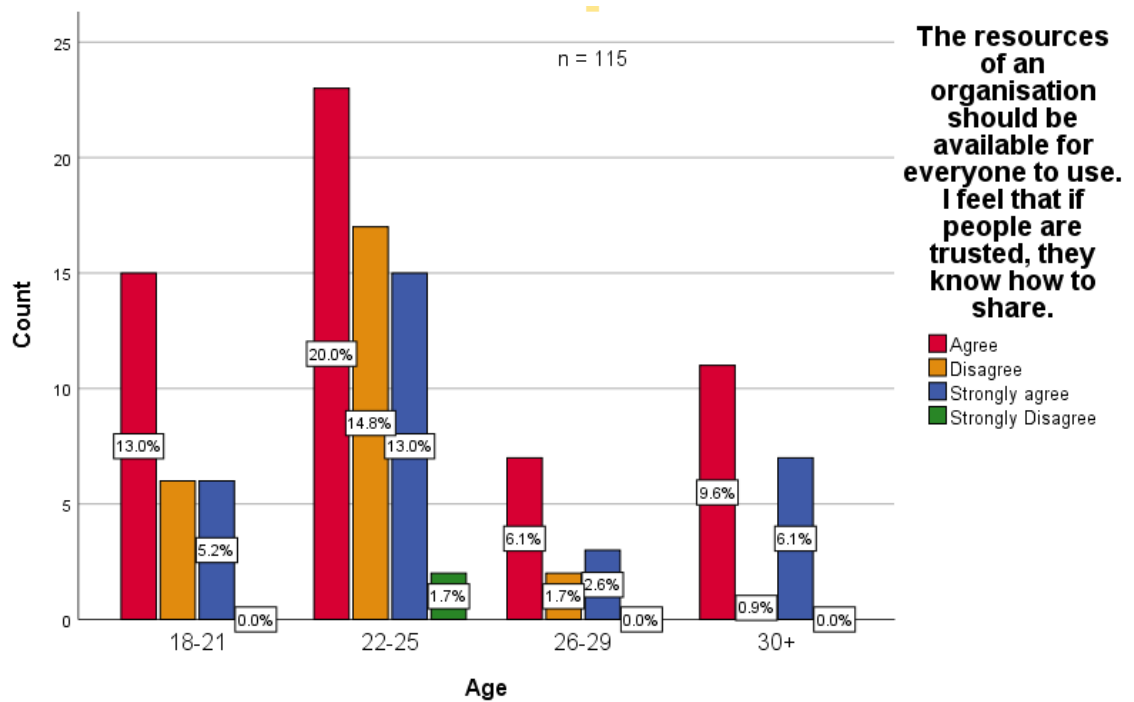


Figure 17. A crosstab analysis including respondents age and question 12.

There is not much variance between the answers on this question when we investigate it with the age of the respondent. What is surprising is that the respondents who disagreed with question 12 are younger. One assumption here can be that some of the respondents believes that people cannot be trusted, and they do not know how to share the resources with others.

In conclusion for question 12 we can claim that most of the respondents agree that resources of a company should be available for everyone.

To question number 13:

I feel that budgeting everything annually does not really give any benefits for the company, it only drains the resources.

113 responses

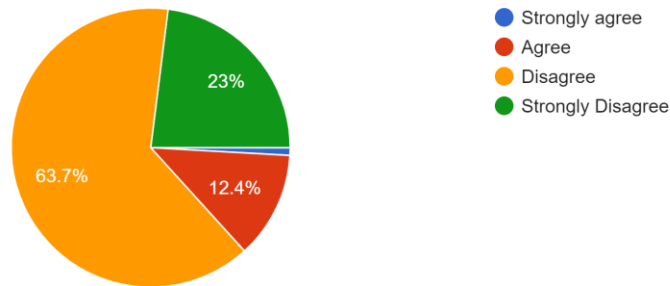


Figure 18. Importance of budgeting in a company.

Almost all the respondents have disagreed on this proposition. The answer to this phenomenon might be in business schools themselves. Usually all BBA and MBA students are taught that budgeting is very important and that is why most of the respondents might have disagreed on this question.

In the theory part of this thesis it has been mentioned that budgeting is very high in the list in a cost department, not to mention the time and the other resources it consumes. Of course, not all the budgeting is bad or useless, the claim on this one is quite such as in the strategy part. Budgeting does not have to be fully executed annually and it should be changeable.

In conclusion on this question it appears that most of the respondents have disagreed on whether the budgeting is mostly just a waste of time and resources.

To question number 14:

I feel that the employees should be encouraged to be innovative and find out a new working methods.

116 responses

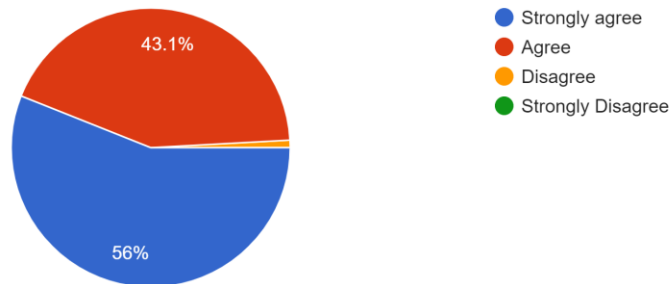


Figure 19. Innovation in the companies.

As detected in figure 19 it appears that almost everyone (0,9% excluded) have agreed on the part that companies should encourage innovation in the work. Innovation brings out something new and usually something better into the world. Usually the employees are encouraged to be innovative but on the other hand no room is given to be innovative. The reason behind this might be that failures are not permitted, there is no time to find the new methods or the ideas of an individual are not heard. This is not always the case but in the companies that are not humane enough, it usually might be.

In conclusion on question 14 it appears that everyone agrees that the employers should encourage employees to be innovative.

To question number 15:

I want to be able to find my own working methods and use the alternatives, in order to come out with a better ways of working.

116 responses

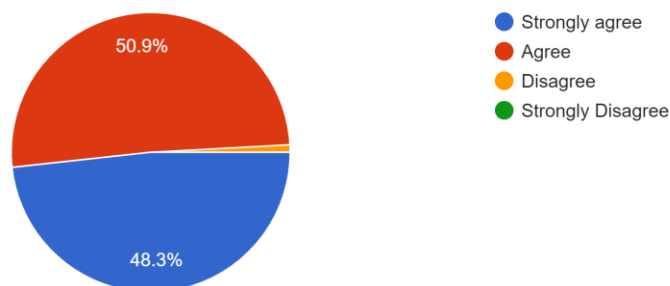


Figure 20. A power to choose own working methods.

Again, on this question everyone appears to agree on the proposition. Based on the answers in this question, it appears that almost all would want to have a job with the freedom to choose how to conduct the work. Freedom to choose how to work can lead to more innovations and finding better ways to work.

In conclusion, almost everyone agreed on question 15 about being able to work as they see fit.

To question number 16:

I feel that most of the meetings are useless and waste of time. Only important meetings are required.

115 responses

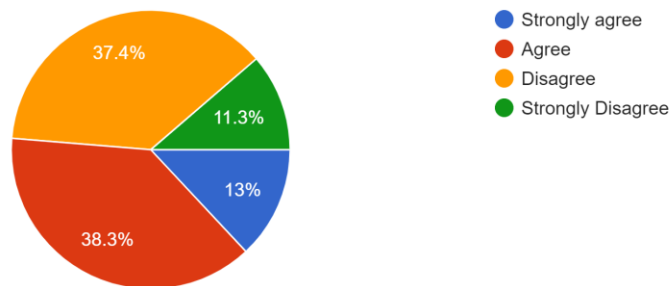


Figure 21. Meetings in a company.

On this question it appears that the respondents have split themselves in a half. It is quite interesting that half of the respondents feels that most of the meetings are useless and half of them feel that they are not. This might be explained by their background in a working life. Some of the respondents might have been working in the companies that have had useless meetings all the time, where others only had a meeting once in a week. This question will be analysed with an age of the respondent, because that implies something about how long the respondent have been in the working life.

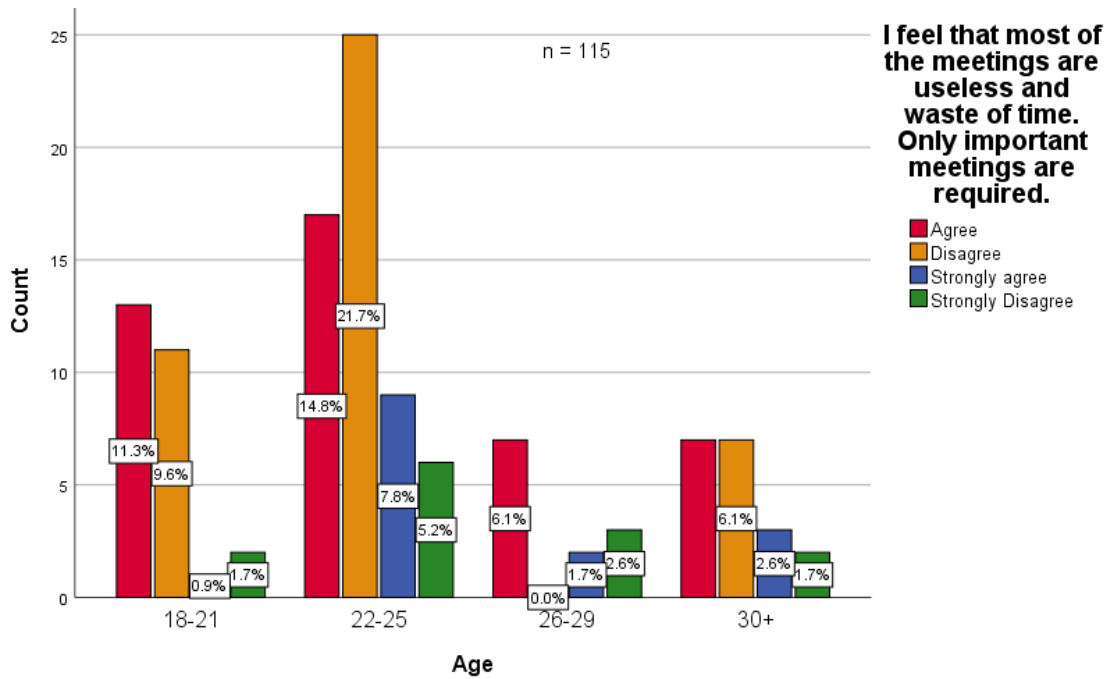


Figure 22. A crosstab analysis including respondent age and question 16.

There are some variables in the answers when looking at the age of the respondent. What is most surprising is that the majority group (people aged 22-25) mostly disagreed with the proposition. In the other groups there is not really anything deviant.

In conclusion most of the students aged 22-25 disagree that most of the meetings are useless, where in other age groups answers are homogeneous to each other's. There are many factors that can possibly influence the respondent's opinion and with this study it is impossible to point out what exactly that is.

To question number 17:

I feel that all the information in a company should be available. So when needed, it is easily available for me.

116 responses

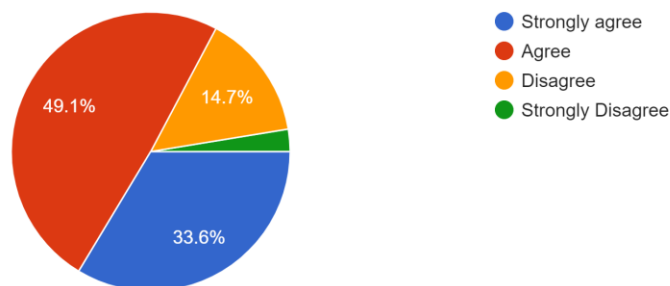


Figure 23. Availability of the information in a company.

Looking at the figure 23 it appears that most of the respondents have agreed that the information should be available at the company. There are few that have disagreed with this question and it might be explained by the assumption that information is power. Usually people tend to believe that information is power, and it should not be available to anyone who does not really require it. However, keeping the information available for those who might require it saves a lot of time and resources.

In conclusion most of the respondents believe that the information should be available in a company and it should be easily obtainable.

To question number 18:

The messaging apps are good and fast way to share the information. The face-to-face meetings are not necessary every time when something needs to be told.

116 responses

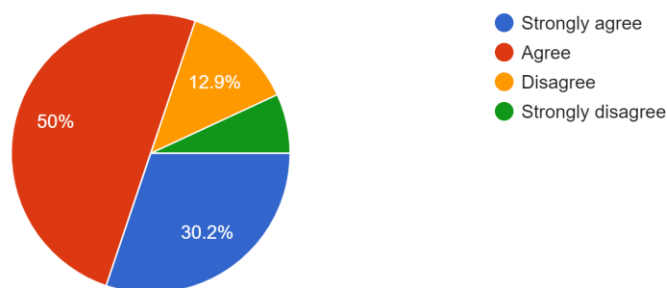


Figure 24. Usefulness of messaging apps.

Most of the respondents appear to be agreeing on the fact that messaging apps are useful in order to share information. They are a fast and effective way to announce something to everyone instead of using emails or face-to-face meetings.

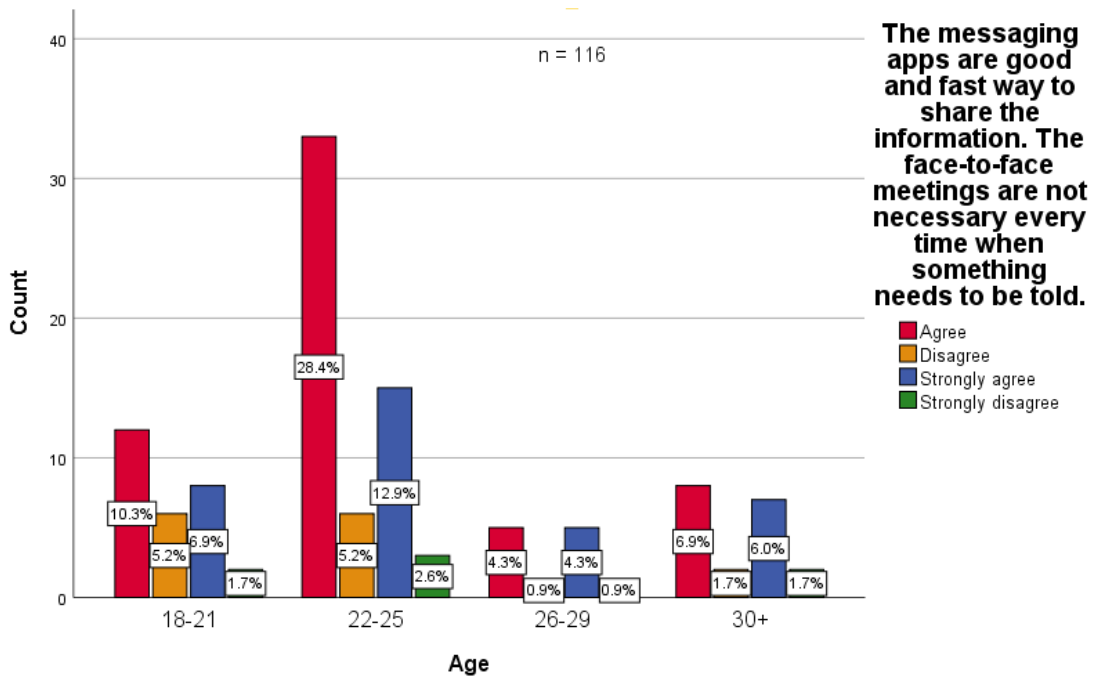


Figure 25. A crosstab analysis including respondent age and question 18.

There is not much variation on the answers when looking the age of the respondent. Surprisingly still, the younger respondents have disagreed on question where the basic assumption would have been that the older respondents would have been the ones to disagree with the proposition.

In conclusion most of the respondents have agreed that messaging apps are a good and effective way to share information in a company.

To question number 19:

I feel that everyone in an organisation should be brought aboard properly so they will have a feeling of belonging.

113 responses

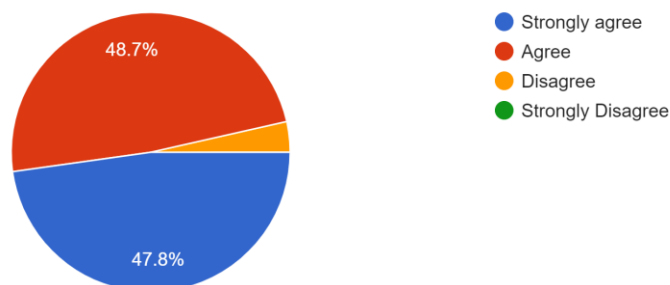


Figure 26. Feeling of belonging in an organisation.

According to figure 26 it appears that almost everyone has agreed on the proposition that people should be brought properly aboard in a company. If the new

employee feels that he or she belongs to the community in a company, they are presumed to stay in there for a longer time. This reduces the resources used in recruiting and employee turnover.

In conclusion for question 19, almost everyone agrees that the new employees should be brought aboard properly in a company so they would have a feeling of belonging.

To question number 20:

I feel that the companies should hire a different kind of people to bring more perspectives in to the work. Hiring for a cultural diversity instead of a cultural fit.

113 responses

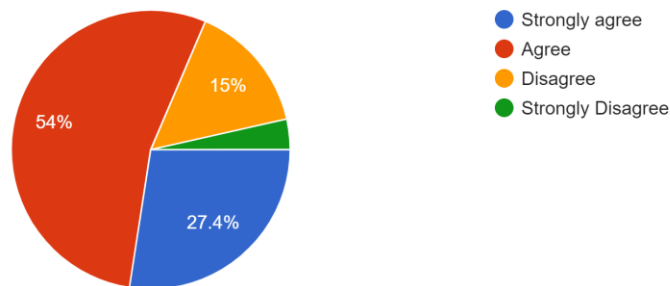


Figure 27. Hiring policy of a company.

Looking at the figure 27 it appears that there is some variation on the answers of question 20. Most of the respondents appear to agree that the companies should hire for cultural diversity but there are few that disagree with this proposition. Let us investigate these answers studying them with a respondent's age.

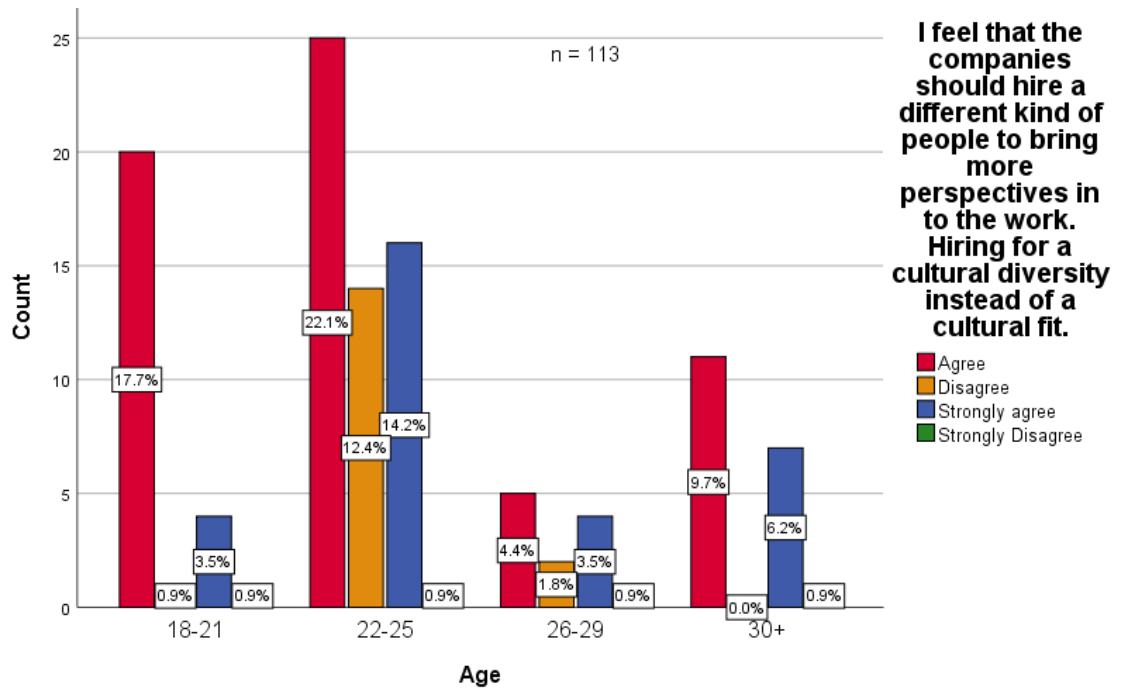


Figure 28. A crosstab analysis including respondent age and question 20.

Surprisingly almost every respondent who has disagreed on this question is aged 22-25. The fact is that most of the respondents are aged 22-25 but still almost no other age group have disagreed on the question as much as the group aged 22-25. It is hard to prove the fact based on this study why some of the respondents feel that hiring for the cultural fit is a better option than hiring for the cultural diversity.

For a conclusion on question 20, most of the respondents agree that the companies should hire a different kind of persons to bring more perspectives into the work.

To question number 21:

I feel that a workplace should also be a place to learn. Mistakes should be allowed, even encouraged!
 114 responses

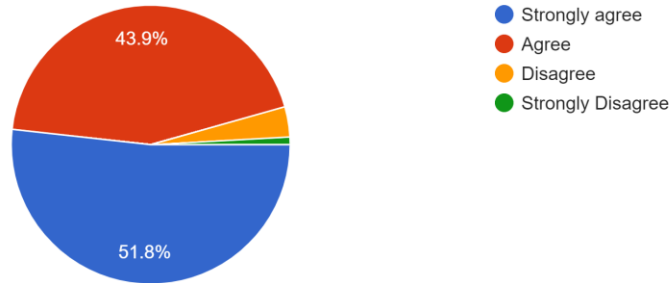


Figure 29. Should mistakes in a company be allowed?

Majority of the respondents strongly agree that companies should also be places to learn and making mistakes is not that big of a deal. Only 4,4% appear to disagree with this proposition.

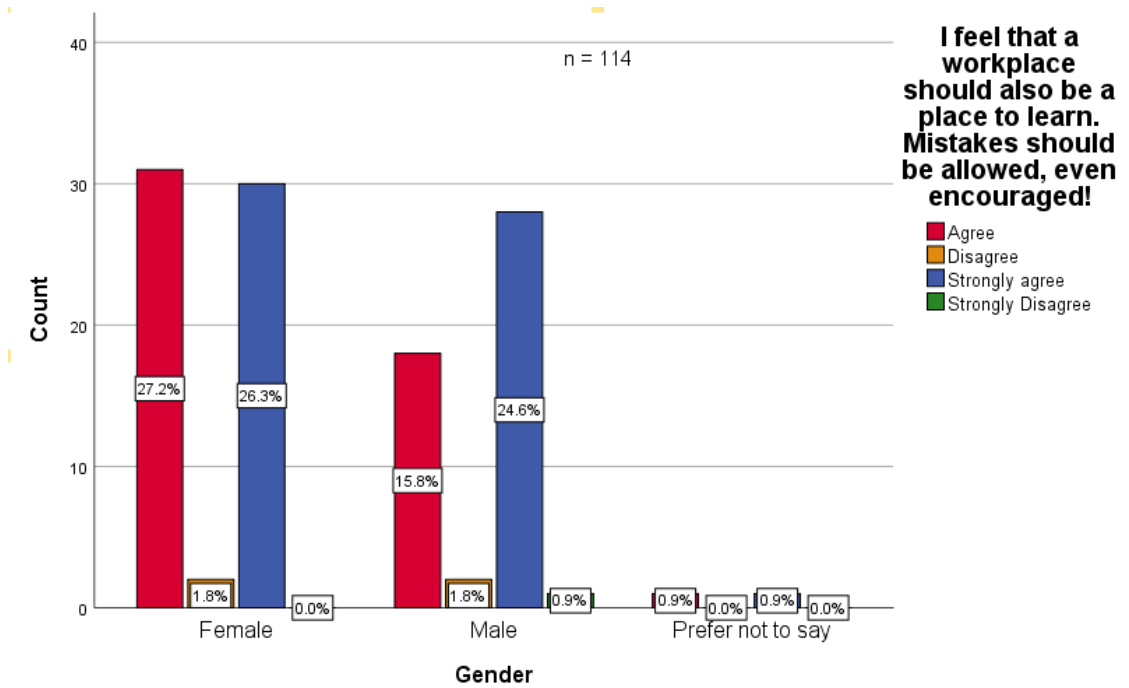


Figure 30. A crosstab analysis including respondent gender and question 21.

There is not much variation on these answers when investigated with the respondent's gender. What can be detected on the figure 30 that men are presumed to strongly agree that the companies should also be places to learn.

In conclusion almost all respondents have agreed that companies should also be places to learn and mistakes should be allowed.

To question number 22:

I want to work in a job that gives me a feeling of importance. My motivators are autonomy, learning and purpose of the work. Money is not as important.
 113 responses

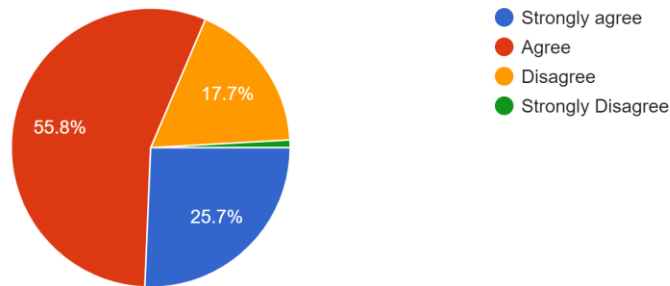


Figure 31. What motivates the respondent to work?

Majority of the respondents have agreed that the greater motivators are autonomy, learning and the purpose of the work. However, there are some respondents who disagree with this and value money over the motivators mentioned before. Usually the younger generation tends to look for something else from the work than just money, so let us investigate is there a difference between answers when the age of the respondent is considered.

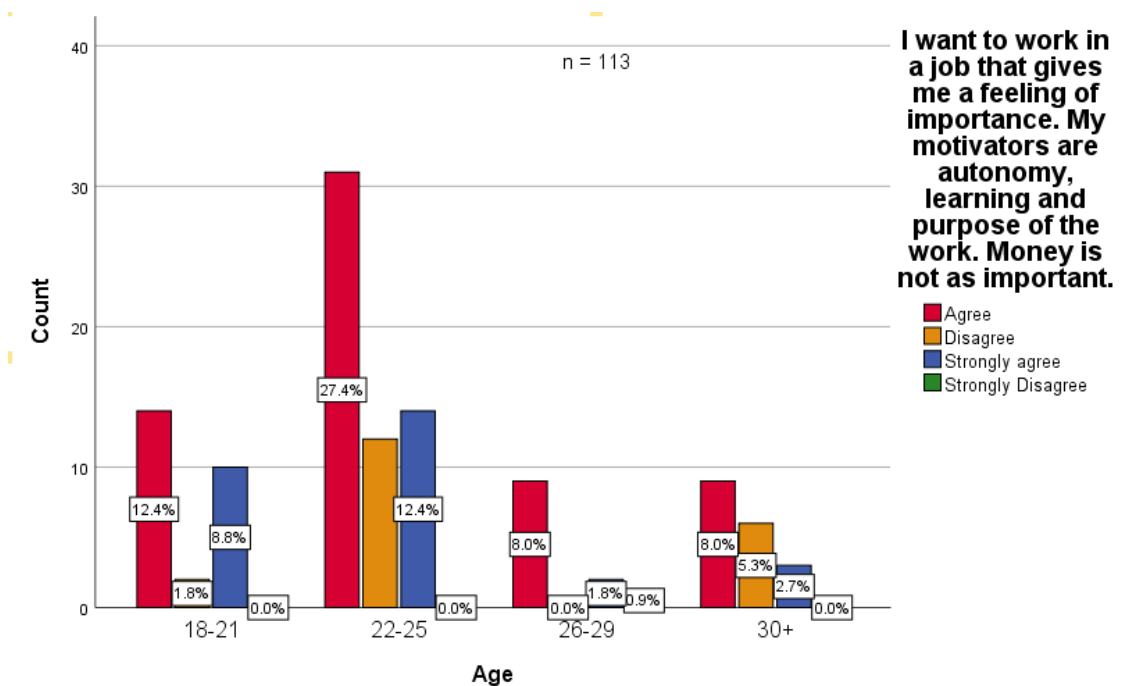


Figure 32. A crosstab analysis including respondent age and question 22.

It appears that the respondents who are older tend to keep money as a stronger motivator. There are some respondents aged 22-25 that are also more motivated by money than autonomy, learning and the purpose of their work, but there is usually some variation in a group that has the most respondents.

In conclusion most of the respondents agree that the job must give a feeling of importance. Money is not as important as autonomy, learning and the purpose of the work.

5.2 Summary and Comparison of the Results

The empirical study has shown that most of the business students who will graduate shortly in the upcoming years relates to the ideas of New Work. There are some aspects that are not that relatable, such as budgeting. Interesting would be to execute the same questionnaire to the same sampling of the respondents after the ideas of New Work have been explained to them. This could have a small impact on some of the answers. Based on the answers on the study it is safe to assume that business students who graduate in 2020-2022 approves and relates to the ideas of New Work, at least those who are Finnish.

The largest difference on the answers were on the questions about budgeting, defining a role, a strategy and the meetings. The empirical study completed here does not point out the fact why there are differences between these answers. It might have something that is related with the background of the respondents, that this study does not point out, or it is just purely an opinion based on an assumption about the subject or an instinct. To be clear about the variation on some answers, there is always a possibility that some people do not answer all the questions truthfully. The rate is much higher when the nature of the study is similar for this, a quantitative web survey.

Unfortunately, no more students did not answer to the survey and students from Munich University of Applied Sciences could not be included due to country laws. However, the given number of respondents the survey had, it was possible to conduct analyses, graphs and comparisons in order to come up with a conclusion. An organisation's cultures are changing, and this thesis can help some organisations to change towards the correct direction. At least the companies who hire people from the business schools can get some perspective about what kind of workplace the soon to be graduates are trying to find.

6 OUTLOOK AND FURTHER AREAS OF RESEARCH

The purpose of this thesis was to find out how the shortly graduating business students relate to the ideas of New Work. The purpose was to find out what kind of an organisation culture should be in order to attract the new employees. The working system is changing, and companies should adapt more humane values in order to be great places to work. One goal was to help companies to understand what kind of working place the shortly graduating business students are looking for.

In the theory part of this thesis there was an investigation towards the origin of the New Work. The idea of New Work originated from Frithjof Bergmann an Austro-American professor of philosophy. After a quick look into the history and origin of the New Work, the thesis investigated what is New Work currently and what are the main principles of it. New Work is strongly included in the organisation culture and brings out the more humane ways of working. The core of the theory part and the text is the twelve topics in an operating system of an organisation provided by Aaron Dignan. Purpose, authority, structure, strategy, resources, innovation, workflow, meetings, information, membership, mastery and compensation. This thesis investigated all these 12 parts individually from the perspective of New Work.

The second part of this thesis was the empirical study section. The study method was quantitative and the answers from the students were collected through a web survey. The survey was sent to 575 students in Tampere University of Applied Sciences and 117 answered to the web survey. The survey had 22 questions in total and they all were analysed in the empirical study part of this thesis. In conclusion it turns out that shortly graduating business students relate well to the ideas of New Work.

I personally believe that the goals of this thesis have been fulfilled. It was not easy to start with this subject because the literature found about New Work is quite niche. After struggling a moment, I was able to collect enough sources and information about the topic in order to fulfil the requirements of a bachelor thesis. New

Work is mostly a topic that is strongly based on the opinions about how the working system should work. I believe that New Work has some great potential to be adopted into many organisations, maybe not every part of it, but one matter for one, and one matter at a time. But as mentioned in the literature, it is not always that easy to get all the employees and the management aboard. On the empirical study part, I was hoping for a greater number of the respondents and including the students from Munich University of Applied Sciences but that was not possible due to laws in Germany. I am still grateful for all the people who participated in the study and without you there would be no thesis completed about this topic. 117 respondents were still enough to conduct some analyses, graphs and comparing in order to attain results to the main question; How do business students who graduate in 2020-2022 relate to the ideas of New Work. It turned out that they relate to them quite well, excluding just a few aspects. But who knows how the participants would have answered in the survey if all the participants would have been able to read the theory part of this thesis first?

For further research, it would be interesting to observe what the same sampling of respondents would have answered if they would have first studied the topic of New Work. There is also the possibility to rerun the survey for the new students after a few years and investigate if anything has changed in the organisation cultures.

With the same questions there is a possibility to execute a much larger study, even with more nationalities. It would be interesting to investigate if people from different cultures and countries tend to think differently. Adding the cultural aspect brings more value to the companies that work internationally and have offices abroad.

Last research idea is that instead of studying students, the study could be focused on the companies. How do current employees and management relate to these ideas of a New Work?

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8 APPENDICES

1(8)

Appendix 1. The questionnaire made for the empirical study.

31.8.2020

New Work

New Work

The meaning of this survey is to find out how do you relate to ideas of New Work.

***Required**

1. Gender *

Mark only one oval.

- Female
- Male
- Prefer not to say

2. Nationality *

Mark only one oval.

- German
- Finnish
- Other: _____

3. Age *

Mark only one oval.

- 18-21
- 22-25
- 26-29
- 30+

31.8.2020

New Work

4. Field of study *

Mark only one oval. Business Administration Other: _____

5. Graduation year/Expected graduation year *

Mark only one oval. 2020 2021 2022 Other: _____

6. Have you heard about New Work before? *

Mark only one oval. Yes No

7. Purpose of an organisation should be clear and easily relatable.

Mark only one oval. Strongly agree Agree Disagree Strongly Disagree

31.8.2020

New Work

8. Authority should be shared and everyone should have a word in a decision-making process.

Mark only one oval.

- Strongly agree
 Agree
 Disagree
 Strongly Disagree

9. Everyone in an organisation should be working together and there should be no specific roles defining "what to do".

Mark only one oval.

- Strongly agree
 Agree
 Disagree
 Strongly Disagree

10. The working hours should be flexible for everyone. I believe that if people are given the freedom to choose when to work, they work more productively.

Mark only one oval.

- Strongly agree
 Agree
 Disagree
 Strongly Disagree

31.8.2020

New Work

11. A strategy of an organisation does not have to be fully planned ahead and it should be easily changeable according to the situation.

Mark only one oval.

- Strongly agree
 Agree
 Disagree
 Strongly Disagree

12. The resources of an organisation should be available for everyone to use. I feel that if people are trusted, they know how to share.

Mark only one oval.

- Strongly agree
 Agree
 Disagree
 Strongly Disagree

13. I feel that budgeting everything annually does not really give any benefits for the company, it only drains the resources.

Mark only one oval.

- Strongly agree
 Agree
 Disagree
 Strongly Disagree

31.8.2020

New Work

14. I feel that the employees should be encouraged to be innovative and find out a new working methods.

Mark only one oval.

- Strongly agree
 Agree
 Disagree
 Strongly Disagree

15. I want to be able to find my own working methods and use the alternatives, in order to come out with a better ways of working.

Mark only one oval.

- Strongly agree
 Agree
 Disagree
 Strongly Disagree

16. I feel that most of the meetings are useless and waste of time. Only important meetings are required.

Mark only one oval.

- Strongly agree
 Agree
 Disagree
 Strongly Disagree

31.8.2020

New Work

17. I feel that all the information in a company should be available. So when needed, it is easily available for me.

Mark only one oval.

- Strongly agree
 Agree
 Disagree
 Strongly Disagree

18. The messaging apps are good and fast way to share the information. The face-to-face meetings are not necessary every time when something needs to be told.

Mark only one oval.

- Strongly agree
 Agree
 Disagree
 Strongly disagree

19. I feel that everyone in an organisation should be brought aboard properly so they will have a feeling of belonging.

Mark only one oval.

- Strongly agree
 Agree
 Disagree
 Strongly Disagree

31.8.2020

New Work

20. I feel that the companies should hire a different kind of people to bring more perspectives in to the work. Hiring for a cultural diversity instead of a cultural fit.

Mark only one oval.

- Strongly agree
 Agree
 Disagree
 Strongly Disagree

21. I feel that a workplace should also be a place to learn. Mistakes should be allowed, even encouraged!

Mark only one oval.

- Strongly agree
 Agree
 Disagree
 Strongly Disagree

22. I want to work in a job that gives me a feeling of importance. My motivators are autonomy, learning and purpose of the work. Money is not as important.

Mark only one oval.

- Strongly agree
 Agree
 Disagree
 Strongly Disagree

Thank you for answering the survey!

I wish you all the very best!

This content is neither created nor endorsed by Google.

31.8.2020

New Work

Google Forms

1(1)

Appendix 2. The invitation email sent for the students about the questionnaire.

Dear receiver!

I'm currently working on my Bachelor Thesis and the topic is: "How do business students who graduate in 2020-2022 relate to ideas of New Work?". I will be very grateful if you can help me out! I have prepared a small survey (approx. 5 min.) for you to answer in order to complete the empirical study part on this.

By participating, you will help me and future research to understand what do future employees want from the organisation.

The survey is anonymous and strictly confidential and the responses do not reveal any individual respondent information.

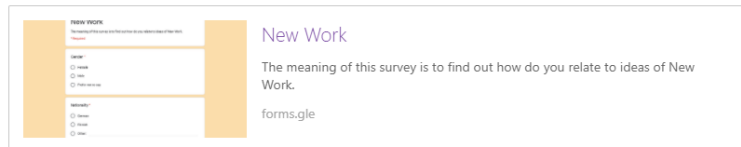
If you have any questions about the subject or anything else, feel free to contact me.

Thank you in advance!

Kind regards,
Jan-Henrik Hirvonen

Link to the survey:

<https://forms.gle/d71cksR3GLnXCO2V6>



The screenshot shows a Google Forms interface. On the left, there is a sidebar with the title 'NEW WORK' and a description: 'The meaning of this survey is to find out how do you relate to ideas of New Work.' Below this, there are two sections: 'QUESTION 1' and 'QUESTION 2', each with three radio button options. The main content area on the right has the title 'New Work' in a large font, followed by the same description: 'The meaning of this survey is to find out how do you relate to ideas of New Work.' At the bottom of the main content area, the text 'forms.gle' is visible.

https://docs.google.com/forms/d/e/1FAIpQLSclHrjdT4sVsSrBv2_beBjJxxclEh8KaAEvOfQENX5Mez1yrw/viewform?usp=sf_link