

RESEARCH IN THE SOCIOLOGY OF WORK

VOLUME 10

**THE TRANSFORMATION
OF WORK**

STEVEN VALLAS

Editor

JAI



NURMA SMURFIT LIBRARY
NATIONAL COLLEGE
OF IRELAND

REFERENCE

This book is due for return on or before the last date shown below.

--	--	--

Barcode No: 3900601024983
Dewey No: 306.36
Date Input: 15/1/18
Price: €88.91

RESEARCH IN THE SOCIOLOGY OF WORK VOLUME 10

THE **REFERENCE** TRANSFORMATION OF WORK

EDITED BY

STEVEN P. VALLAS

Georgia Institute of Technology, Atlanta, Georgia

 NORMA SAURETT LIBRARY
NATIONAL COLLEGE
OF IRELAND

2001



JAI

An Imprint of Elsevier Science

Amsterdam – London – New York – Oxford – Paris – Shannon – Tokyo

CONTENTS

LIST OF CONTRIBUTORS	vii
EDITOR'S PREFACE <i>Steven Peter Vallas</i>	ix
MANAGERIAL RESISTANCE TO HIGH PERFORMANCE WORKPLACE PRACTICES <i>Ian M. Taplin</i>	1
ORGANIZATIONS, OCCUPATIONS AND THE STRUCTURATION OF WORK <i>Michael Lounsbury and William N. Kaghan</i>	25
IT'S NOT JUST WHAT YOU KNOW, IT'S WHO YOU KNOW: TECHNICAL KNOWLEDGE, RAINMAKING AND GENDER AMONG FINANCE EXECUTIVES <i>Mary Blair-Loy</i>	51
DO HIGH PERFORMANCE WORK SYSTEMS PAY OFF? <i>Eileen Appelbaum, Thomas Bailey, Peter Berg and Arne L. Kalleberg</i>	85
CAREERS AND CONTRADICTIONS: FACULTY RESPONSES TO THE TRANSFORMATION OF KNOWLEDGE AND ITS USES IN THE LIFE SCIENCES <i>Jason Owen-Smith and Walter W. Powell</i>	109
CAN SELF-MANAGING TEAMS BE TRULY CROSS-FUNCTIONAL?: GENDER BARRIERS TO A "NEW" DIVISION OF LABOR <i>Marjukka Ollilainen and Joyce Rothschild</i>	141
THE SOCIAL CONSTRUCTION OF "OVERTIME" <i>Paul V. Martorana and Paul M. Hirsch</i>	165

WHAT'S LEFT OF WORKERS' SOLIDARITY? WORKPLACE
INNOVATION AND WORKERS' ATTITUDES TOWARD THE
FIRM

Martin Kuhlmann and Michael Schumann

189

WORKERS RULE: RELATIONS IN PRODUCTION AT A
COOPERATIVE WORKPLACE IN MEXICO

Sarah Hernandez

215

TECHNOCRATIC TEAMWORK: MITIGATING POLARIZATION
AND CULTURAL MARGINALIZATION IN AN ENGINEERING
FIRM

Gerhard Daday and Beverly Burris

241

DECIDING TO WORK LESS IN A HIGH-LEVEL PROFESSION:
NEGOTIATING STRATEGIES AND CONSEQUENCES OF
REDUCED-HOURS CAREERS IN MEDICINE

Lena Lundgren, Faith Ferguson, and Jennifer Fleischer-Cooperman

263

'LEAN OR JUST MEAN'? THE FLEXIBILISATION OF LABOUR
IN THE AUSTRALIAN HOTEL INDUSTRY

Nils Timo

287

REFERENCES

- Atkinson, J. (1987). Flexibility or fragmentation: The UK labour market in the 1980's. *Labour and Society*, 12(1), 87-105.
- Australia. Department of Employment, Workplace Relations and Small Business (DEWRSB) (1999). *Award and Agreement Coverage Survey*. DEWRSB, Canberra.
- Australia. Industry Commission (AIC) (1996). *Tourism Accommodation and Training. IAC Report*, No. 50. Melbourne: Australian Government Printer.
- Australian Bureau of Statistics (ABS) (1994). *Hospitality Industries Australia, 1991-1992*. Catalogue No. 8674.0. Canberra: Australian Government Printer.
- Australian Bureau of Statistics (ABS). (1998). *Tourist Accommodation, Australia, December*, Catalogue No. 8635.0. Canberra: Australian Government Printer.
- Buuljens, J. (1997). *Casual Employment in the Hospitality Industry: A Situational Analysis. Conference Proceedings on Precarious Employment*. Center for Research on Employment and Work, Brisbane: Griffith University.
- Burgess, J., & Campell, I. (1998). The Nature and Dimensions of Precarious Employment in Australia. *Labour and Industry*, 8(3), 5-22.
- Carre', F., & Tilly, C. (1998). Part-time and Temporary Work: Flexibility for Whom? *Dollars and Sense*. January-February, No. 215, 22-26.
- Crompton, R., & Sanderson, K. (1990). *Gendered Jobs and Social Change*. Unwin and Hyman, London.
- Debrah, Y. (1994). Management of Operative Staff in a Labour-scarce Economy: The Views of Human Resource Managers in the Hotel Industry in Singapore. *Asia Pacific Journal of Human Resource Management*, 32(1), 41-60.
- Doeringer, P., & Piore, M. (1971). *International Labour Markets and Manpower Analysis*. Massachusetts: D.C. Heath.
- Gabriel, Y. (1988). *Working Lives in Catering*. London: Routledge.
- Gordon, D., Edwards, R., & Reich, M. (1982). *Segmented Work, Divided Workers*. Cambridge: Cambridge University Press.
- Guerrier, Y., & Lockwood, A. (1986a). Core and Peripheral Employees in Hotel Operations. *Personnel Review*, 18(1), 9-15.
- Guerrier, Y., & Lockwood, A. (1986b). Managing Flexible Working. *The Service Industries Journal*, 7(3), 406-419.
- Harrison, B. (1994). *Lean and Mean: The Changing Landscape of Corporate Power in the Age of Flexibility*, Basic Books, New York.
- Hakim, C. (1996). Working Students: Students in Full-time Education with Full-time and Part-time Jobs. *Working Paper No. WP 8*, Department of Sociology, the London School of Economics and Political Science, London.
- Hunter, L., McGregor, A., MacInnes, J., & Sproull, A. (1993). The "Flexible Firm": Strategy and Segmentation. *British Journal of Industrial Relations*, 31(3), 383-407.
- KPMG Peat Marwick Management Consultants (1991). *The Tourism Labour Market- Constraints and Attitudes*, Report Prepared for Tourism Training Australia, Sydney
- Lucas, R. (1993). Ageism and the UK Hospitality Industry. *Employee Relations*, 15(2), 33-41.
- Lucas, R. (1995). *Managing Employee Relations in the Hotel and Catering Industry*, London: Cassell.
- Lucas, R. (1997). Youth, Gender and Part-time Work - Students in the Labour Process. *Work, Employment and Society*, 11(4), 595-614.

- Morgans (1999). Five Years of the Queensland Economy, *Economic Strategy Briefing*, June Report, Brisbane, Australia.
- Norris, K., Stromback, T., & Dockery, A. (1995). How Tourism Labour Markets Work, Commonwealth Department of Tourism. *Research Report No. 1*. Canberra: Australian Government Printer.
- Osterman, P. (1987). Choice of Employment Systems in Internal Labor Markets. *Industrial Relations*, 26(1), 46-67.
- Perelman, M. (1993). *The Pathology of the U.S. Economy: The Costs of a Low-Wage System*. Macmillan Press: Houndmills, Basingstoke, Hampshire, UK.
- Pollert, A. (1988). The Flexible Firm: Fixation or Fact. *Work, Employment and Society*, 2(3), 281-316.
- Sennett, R. (1998). *The Corrosion of Character: The Personal Consequences of Work in the New Capitalism*, New York: W.W. Norton.
- Reiter, E. (1996). *Making Fast Food* (2nd ed.). Montreal and Kingston: McGill-Queen's University Press.
- Rubery, J. (1989). Precarious Forms of Work in the United Kingdom. In: G. Rodgers & J. Rodgers (Eds), *Precarious Jobs in Labour Market Regulation: The Growth of Atypical Employment in Western Europe* (pp. 49-74). International Institute for Labour Studies, Brussels: Free University of Brussels.
- Tilly, C. (1992). Dualism in Part-Time Employment. *Industrial Relations*, 31(2), 330-347.
- Timo, N. (1996). Staff Turnover in Hotels. *Labour Economics and Productivity*, 8(1), 43-81.
- Timo, N. (1999). Contingent and Retentive Employment in the Australian Hotel Industry: Reformulating the Core-Periphery Model. *Australian Journal of Labour Economics*, 3(1), 47-64.
- Tourism Training Australia (TTA) (1997). *Workforce 2020*, Report to the Australian National Training Authority. Canberra.
- Uzzi, B., & Barsness, Z. (1998). Contingent Employment in British Establishments: Organizational Determinants of the Use of Fixed-Term Hires and Part-Time Workers. *Social Forces*, 76(3), 967-1008.

REFERENCES

- Atkinson, J. (1987). Flexibility or fragmentation: The UK labour market in the 1980's. *Labour and Society*, 12(1), 87-105.
- Australia. Department of Employment, Workplace Relations and Small Business (DEWRSB) (1999). *Award and Agreement Coverage Survey*. DEWRSB, Canberra.
- Australia. Industry Commission (AIC) (1996). *Tourism Accommodation and Training. IAC Report*, No. 50. Melbourne: Australian Government Printer.
- Australian Bureau of Statistics (ABS) (1994). *Hospitality Industries Australia, 1991-1992*. Catalogue No. 8674.0. Canberra: Australian Government Printer.
- Australian Bureau of Statistics (ABS). (1998). *Tourist Accommodation, Australia, December*. Catalogue No. 8635.0. Canberra: Australian Government Printer.
- Buuljens, J. (1997). *Casual Employment in the Hospitality Industry: A Situational Analysis. Conference Proceedings on Precarious Employment*. Center for Research on Employment and Work, Brisbane: Griffith University.
- Burgess, J., & Campell, I. (1998). The Nature and Dimensions of Precarious Employment in Australia. *Labour and Industry*, 8(3), 5-22.
- Carre', F., & Tilly, C. (1998). Part-time and Temporary Work: Flexibility for Whom? *Dollars and Sense*. January-February, No. 215, 22-26.
- Crompton, R., & Sanderson, K. (1990). *Gendered Jobs and Social Change*. Unwin and Hyman, London.
- Debrah, Y. (1994). Management of Operative Staff in a Labour-scarce Economy: The Views of Human Resource Managers in the Hotel Industry in Singapore. *Asia Pacific Journal of Human Resource Management*, 32(1), 41-60.
- Doeringer, P., & Piore, M. (1971). *International Labour Markets and Manpower Analysis*. Massachusetts: D.C. Heath.
- Gabriel, Y. (1988). *Working Lives in Catering*. London: Routledge.
- Gordon, D., Edwards, R., & Reich, M. (1982). *Segmented Work, Divided Workers*. Cambridge: Cambridge University Press.
- Guerrier, Y., & Lockwood, A. (1986a). Core and Peripheral Employees in Hotel Operations. *Personnel Review*, 18(1), 9-15.
- Guerrier, Y., & Lockwood, A. (1986b). Managing Flexible Working. *The Service Industries Journal*, 7(3), 406-419.
- Harrison, B. (1994). *Lean and Mean: The Changing Landscape of Corporate Power in the Age of Flexibility*. Basic Books, New York.
- Hakim, C. (1996). Working Students: Students in Full-time Education with Full-time and Part-time Jobs. *Working Paper No. WP 8*, Department of Sociology, the London School of Economics and Political Science, London.
- Hunter, L., McGregor, A., MacInnes, J., & Sproull, A. (1993). The "Flexible Firm": Strategy and Segmentation. *British Journal of Industrial Relations*, 31(3), 383-407.
- KPMG Peat Marwick Management Consultants (1991). *The Tourism Labour Market- Constraints and Attitudes*, Report Prepared for Tourism Training Australia, Sydney
- Lucas, R. (1993). Ageism and the UK Hospitality Industry. *Employee Relations*, 15(2), 33-41.
- Lucas, R. (1995). *Managing Employee Relations in the Hotel and Catering Industry*. London: Cassell.
- Lucas, R. (1997). Youth, Gender and Part-time Work - Students in the Labour Process. *Work, Employment and Society*, 11(4), 595-614.

- Morgans (1999). Five Years of the Queensland Economy, *Economic Strategy Briefing*. June Report, Brisbane, Australia.
- Norris, K., Stromback, T., & Dockery, A. (1995). *How Tourism Labour Markets Work*, Commonwealth Department of Tourism. *Research Report No. 1*. Canberra: Australian Government Printer.
- Osterman, P. (1987). Choice of Employment Systems in Internal Labor Markets. *Industrial Relations*, 26(1), 46-67.
- Perelman, M. (1993). *The Pathology of the U.S. Economy: The Costs of a Low-Wage System*. Macmillan Press: Houndmills, Basingstoke, Hampshire, UK.
- Pollert, A. (1988). The Flexible Firm: Fixation or Fact. *Work, Employment and Society*, 2(3), 281-316.
- Sennett, R. (1998). *The Corrosion of Character: The Personal Consequences of Work in the New Capitalism*. New York: W.W. Norton.
- Reiter, E. (1996). *Making Fast Food* (2nd ed.). Montreal and Kingston: McGill-Queen's University Press.
- Rubery, J. (1989). Precarious Forms of Work in the United Kingdom. In: G. Rodgers & J. Rodgers (Eds), *Precarious Jobs in Labour Market Regulation: The Growth of Atypical Employment in Western Europe* (pp. 49-74). International Institute for Labour Studies, Brussels: Free University of Brussels.
- Tilly, C. (1992). Dualism in Part-Time Employment. *Industrial Relations*, 31(2), 330-347.
- Timo, N. (1996). Staff Turnover in Hotels. *Labour Economics and Productivity*, 8(1), 43-81.
- Timo, N. (1999). Contingent and Retentive Employment in the Australian Hotel Industry: Reformulating the Core-Periphery Model. *Australian Journal of Labour Economics*, 3(1), 47-64.
- Tourism Training Australia (TTA) (1997). *Workforce 2020*, Report to the Australian National Training Authority. Canberra.
- Uzzi, B., & Barsness, Z. (1998). Contingent Employment in British Establishments: Organizational Determinants of the Use of Fixed-Term Hires and Part-Time Workers. *Social Forces*, 76(3), 967-1008.

The Transformation of Work

Analysts are generally agreed: dramatic changes are unfolding in the character of work, managerial authority, and the employment relationship. However, there is little agreement as to precisely how such changes are reshaping people's working lives, the nature of their careers, and the distribution of opportunity among members of different classes, genders, and ethnic groups. Confronting these issues head on, *The Transformation of Work* focuses on a series of critical questions concerned with the restructuring of work under contemporary capitalism. Written by leading social scientists in the field, the papers collected here address a wide array of workplace settings, from traditional manufacturing settings to "knowledge work" in high tech and university contexts. The volume devotes attention to the impact of new production concepts in various national contexts beyond the United States, including Germany, Mexico and Australia. Among other themes, the volume also examines the linkage between gender inequality and efforts to establish innovative, "flexible" forms of work organization. Written by theoretically sophisticated scholars in sociology, management, organizational behavior, and education, *The Transformation of Work* provides state-of-the art analyses of changing economic institutions and their impact on paid employment today.

