



RESEARCH IN THE SOCIOLOGY OF WORK
VOLUME 16

**WORKER PARTICIPATION: CURRENT
RESEARCH AND FUTURE TRENDS**

VICKI SMITH
Editor



NORMA SMURFIT LIBRARY
NATIONAL COLLEGE
OF IRELAND



NORMA SMURFIT LIBRARY
NATIONAL COLLEGE
OF IRELAND

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

REFERENCE

LIBRARY
SOCIETY OF IRELAND
1984

RESEARCH IN THE SOCIOLOGY OF WORK

Series Editor: Randy Hodson
<http://www.sociology.ohio-state.edu/work>

- Volume 1: Class Consciousness
- Volume 2: Peripheral Workers
- Volume 3: Unemployment
- Volume 4: High Tech Work
- Volume 5: The Meaning of Work
- Volume 6: The Globalization of Work
- Volume 7: Work and Family
- Volume 8: Deviance in the Workplace
- Volume 9: Marginal Employment
- Volume 10: Transformation of Work
- Volume 11: Labor Revitalization: Global Perspectives and New Initiatives
- Volume 12: The Sociology of Job Training
- Volume 13: Globalism/Localism at Work
- Volume 14: Diversity in the Workforce
- Volume 15: Entrepreneurship

390060195099
306.36
2010/06
€ 129.00

NORMA SMURFIT LIBRARY
NATIONAL COLLEGE
OF IRELAND

RESEARCH IN THE SOCIOLOGY OF WORK VOLUME 16

WORKER PARTICIPATION: CURRENT RESEARCH AND FUTURE TRENDS

EDITED BY

VICKI SMITH

Department of Sociology, University of California, USA



Amsterdam – Boston – Heidelberg – London – New York – Oxford
Paris – San Diego – San Francisco – Singapore – Sydney – Tokyo
JAI Press is an imprint of Elsevier

JAI Press is an imprint of Elsevier
The Boulevard, Langford Lane, Kidlington, Oxford OX5 1GB, UK
Radarweg 29, PO Box 211, 1000 AE Amsterdam, The Netherlands
525 B Street, Suite 1900, San Diego, CA 92101-4495, USA

First edition 2006

Copyright © 2006 Elsevier Ltd. All rights reserved.

No part of this publication may be reproduced, stored in a retrieval system or transmitted in any form or by any means electronic, mechanical, photocopying, recording or otherwise without the prior written permission of the publisher

Permissions may be sought directly from Elsevier's Science & Technology Rights Department in Oxford, UK: phone (+44) (0) 1865 843830; fax (+44) (0) 1865 853333; email: permissions@elsevier.com. Alternatively you can submit your request online by visiting the Elsevier web site at <http://elsevier.com/locate/permissions>, and selecting *Obtaining permission to use Elsevier material*

Notice

No responsibility is assumed by the publisher for any injury and/or damage to persons or property as a matter of products liability, negligence or otherwise, or from any use or operation of any methods, products, instructions or ideas contained in the material herein. Because of rapid advances in the medical sciences, in particular, independent verification of diagnoses and drug dosages should be made

British Library Cataloguing in Publication Data

A catalogue record for this book is available from the British Library

ISBN-13: 978-0-7623-1202-3

ISBN-10: 0-7623-1202-5

ISSN: 0277-2833 (Series)

For information on all JAI Press publications
visit our website at books.elsevier.com

Printed and bound in The Netherlands

06 07 08 09 10 10 9 8 7 6 5 4 3 2 1

Working together to grow
libraries in developing countries

www.elsevier.com | www.bookaid.org | www.sabre.org

ELSEVIER BOOK AID International Sabre Foundation

CONTENTS

LIST OF CONTRIBUTORS	ix
INTRODUCTION : WORKER PARTICIPATION : CURRENT RESEARCH AND FUTURE TRENDS <i>Vicki Smith</i>	xi
PART I: WORKER PARTICIPATION IN CONTEMPORARY CORPORATE WORKPLACES	
THEORIZING TEAMWORK UNDER CONTEMPORARY CAPITALISM <i>Steven Peter Vallas</i>	3
ORGANIZATIONAL NARRATIVES AND THE CONSTRUCTION OF RESISTANCE: UNION ORGANIZING AT A "PROGRESSIVE" COMPANY <i>Joshua L. Carreiro</i>	25
THE EFFECT OF PARTICIPATIVE WORK SYSTEMS ON EMPLOYEE EARNINGS <i>Michael J. Handel</i>	55
GENDERED CONTRADICTIONS: MANAGERS AND WOMEN WORKERS IN SELF-MANAGED TEAMS <i>Nancy Plankey Videla</i>	85

YOU GET PAID FOR THAT?: JOB AND ESTABLISHMENT LEVEL VARIATIONS IN THE USE OF INCENTIVE COMPENSATION <i>Jeremy Reynolds</i>	117
SELECTIVE PARTICIPATION: CONTROLLING WORKERS' INPUT AT GENERAL MOTORS <i>Jeffrey S. Rothstein</i>	151
PART II: RECENT TRENDS IN COOPERATIVES	
DEMOCRACY AT WORK WITHIN THE MARKET; RECONSIDERING THE POTENTIAL <i>George Cheney</i>	179
WORKPLACE DEMOCRACY COMES OF AGE: ECONOMIC STABILITY, GROWTH, AND WORKFORCE DIVERSITY <i>Joan S.M. Meyers</i>	205
CAN COLLECTIVIST-DEMOCRACY BRING GENDER EQUALITY? THE EFFORTS AT TWIN OAKS <i>Joyce Rothschild and Amy Tomchin</i>	239
DEMOGRAPHIC AND ENVIRONMENTAL INFLUENCES ON THE DIFFUSION OF CHANGES AMONG ISRAELI KIBBUTZIM, 1990-2001 <i>Raymond Russell, Robert Hanneman and Shlomo Getz</i>	263
COOPERATIVE ENTREPRENEURIALISM: RECONCILING DEMOCRATIC VALUES WITH BUSINESS DEMANDS AT A WORKER-OWNED FIRM <i>Joel Schoening</i>	293

**PART III: MEDIATING WORKER PARTICIPATION:
THE LABOR MOVEMENT AND THE STATE**

OPPORTUNITIES AND CHALLENGES FACING NEW WORKFORCE INSTITUTIONS: A CLOSE-UP ANALYSIS OF AN ALTERNATIVE STAFFING SERVICE <i>Esther B. Neuwirth</i>	319
THE SPIRIT OF OUTSOURCING: CORPORATE AND STATE REGULATION OF LABOR UNDER H-1B VISA AND TANF POLICIES IN THE U.S. <i>Frank Ridzi and Payal Banerjee</i>	345
GETTING JOBS AND BUILDING CAREERS: REPRODUCING INEQUALITY IN STATE-SPONSORED JOB SEARCH ORGANIZATIONS <i>Vicki Smith, Heather Kohler Flynn and Jonathan Isler</i>	375
ABOUT THE AUTHORS	403

LIST OF CONTRIBUTORS

- Payal Banerjee* Department of Sociology, Syracuse University,
Syracuse, NY, USA
- Joshua L. Carreiro* Department of Sociology, University of
Massachusetts, Amherst, MA, USA
- George Cheney* Department of Communication, The University
of Utah, Salt Lake City, UT, USA
- Heather Kohler Flynn* Department of Sociology, University of
California, Davis, CA, USA
- Shlomo Getz* The Institute for Research of the
Kibbutz, University of Haifa, Haifa, Israel
- Michael J. Handel* Department of Sociology, Northeastern
University, Boston, MA, USA
- Robert Hanneman* Department of Sociology, University of
California, Riverside, CA, USA
- Jonathan Isler* Department of Sociology, University of
California, Davis, CA, USA
- Joan S. M. Meyers* Department of Sociology, University of
California, Davis, CA, USA
- Esther B. Neuwirth* Care Management Institute, Kaiser
Permanente, Oakland, CA, USA
- Nancy Plankey Videla* Sociology Department, Texas A & M
University, College Station, TX, USA
- Jeremy Reynolds* Department of Sociology, University of
Georgia, Athens, GA, USA
- Frank Ridzi* Department of Sociology, Center for
Regional and Urban Applied Research,
Le Moyne College, Syracuse, NY, USA

- Joyce Rothschild* School of Public and International Affairs,
Virginia Polytechnic Institute and State
University, Blacksburg, VA, USA
- Jeffrey S. Rothstein* Douglas A. Fraser Center for Workplace
Issues, Wayne State University, Detroit,
MI, USA
- Raymond Russell* Department of Sociology, University of
California, Riverside, CA, USA
- Joel Schoening* Department of Sociology, University of
Oregon, Eugene, OR, USA
- Vicki Smith* Department of Sociology, University of
California, Davis, CA, USA
- Amy Tomchin* School of Public and International Affairs,
Virginia Polytechnic Institute and State
University, Blacksburg, VA, USA
- Steven Peter Vallas* Department of Sociology and Anthropology,
George Mason University, Fairfax, VA, USA

REFERENCES

- Acker, J. (1990). Hierarchies, bodies and jobs: A theory of gendered organizations. *Gender & Society*, 4, 139-158.
- Barley, S., & Kunda, G. (2004). *Gurus, hired hands, and warm bodies*. Princeton and Oxford: Princeton University Press.
- Benner, C. (2002). *Work in the new economy: Flexible labor markets in Silicon Valley*. London: Blackwell.
- Bielby, W., & Baron, J. (1986). Men and women at work: Sex segregation and statistical segregation. *American Journal of Sociology*, 91, 759-799.
- Blau, F., Ferber, M., & Winkler, A. (1998). *The economics of women, men, and work*. Upper Saddle River, NJ: Prentice-Hall.
- Bowles, S., & Gintis, H. (1976). *Schooling in capitalist America: Educational reform and the contradictions of economic life*. New York: Basic Books.
- Braddock, J., & McPartland, J. (1987). How minorities continue to be excluded from equal employment opportunities: Research on labor market and institutional barriers. *Journal of Social Issues*, 43, 5-39.
- Bradshaw, T. (1973). Jobseeking methods used by unemployed workers. *Monthly Labor Review*, February, 35-40.
- Britton, D. (2003). *At work in the iron cage: The prison as gendered organization*. New York: New York University Press.
- Cohn, S. (2000). *Race, gender, and discrimination at work*. Boulder, CO: Westview Press.
- Collins, S. (1996). *Black corporate executives: The making and breaking of a Black middle class*. Philadelphia: Temple University Press.
- Deliganis, S. (2003). *Gender and racialized assumptions within a job training organization*. Unpublished manuscript. Department of Sociology, University of California, Davis.
- Eckert, P. (1989). *Jocks and burnouts: Social categories and identity in the high school*. New York: Teacher's College/Columbia University.
- EDD Factsheet: "Experience Unlimited" Job Search Associations, n.d. DE 8714 V Rev. 9.
- Elliott, J., & Sims, M. (2001). Ghettos and barrios: The impact of neighborhood poverty and race on job matching among Blacks and Latinos. *Social Problems*, 48, 341-361.
- Ferguson, A. A. (2001). *Bad boys: Public schools in the making of Black masculinity*. Ann Arbor: University of Michigan Press.
- Finlay, W., & Coverdill, J. (2002). *Headhunters: Matchmaking in the labor market*. Ithaca: Cornell University/ILR Press.
- Grahame, K. M. (1998). Asian women, job training and the social organization of immigrant labor markets. *Qualitative Sociology*, 21, 75-90.
- Granovetter, M. (1995). *Getting a job: A study of contacts and careers*. Chicago: University of Chicago Press.
- Grubb, W. N. (1996). *Learning to work: The case for reintegrating job training and education*. New York: Russell Sage Foundation Publications.
- Grubb, W. N., & Kalman, J. (1994). Relearning to earn: The role of remediation in vocational education and job training. *American Journal of Education*, 103, 54-93.
- Halaby, C. (1988). Action and information in the job mobility process: The search decision. *American Sociological Review*, 53, 9-25.
- Handler, J., & Hasenfeld, Y. (1997). *We the poor people: Work, poverty, and welfare*. New Haven: Yale University Press.
- Hanson, S., & Pratt, G. (1995). *Gender, work and space*. New York: Routledge Press.
- Hasenfeld, Y. (2000). Organizational forms as moral practices: The case of welfare departments. *Social Service Review*, 74, 329-351.
- Hayes, S. (2003). *Flat broke with children: Women in the age of welfare reform*. Oxford: Oxford University Press.
- Holzer, H. (1988). Search method used by unemployed youth. *Journal of Labor Economics*, 6, 1-20.
http://www.jobhunting.com.
http://www.edd.ca.gov/ONE-STOP.
- Indergaard, M. (1999). Retrainers as labor market brokers: Constructing networks and narratives in the Detroit area. *Social Problems*, 46, 67-87.
- Jacobs, J. (Ed.) (1995). *Gender inequality at work*. Thousand Oaks, CA: Sage.
- Kennelly, L. (1999). 'That single-mother element': How white employers typify Black women. *Gender and Society*, 13, 168-192.
- Knoke, D., & Ishio, Y. (1998). The gender gap in company job training. *Work and Occupations*, 25, 141-167.
- Korteweg, A. (2003). Welfare reform and the subject of the working mother: 'Get a job, then a Career'. *Theory and Society*, 32, 445-480.
- Lafer, G. (2002). *The job training charade*. Ithaca: Cornell University/ILR Press.
- MacLeod, J. (1987). *Ain't no makin' it: Leveled aspirations in a low-income neighborhood*. Boulder, CO: Westview Press.
- McGuire, G. (2002). Gender, race, and the shadow structure: A study of informal networks and inequality in a work organization. *Gender and Society*, 16, 303-322.
- Montgomery, J. (1992). Job search and network composition: Implications of the strength of weak ties hypothesis. *American Sociological Review*, 57, 586-596.
- Moss, P., & Tilly, C. (2001). *Stories employers tell: Race, skill, and hiring in America*. New York: Russell Sage Foundation Publications.
- Neckerman, K., & Kirschenman, J. (1991). Hiring strategies, racial bias, and inner-city workers. *Social Problems*, 38, 433-447.
- Negrey, C., Golin, S., Lee, S., & Gault, B. (2003). Job training for women leaving welfare: Assessing interest in nontraditional employment. *The Sociology of Job Training*, 12, 231-257.
- Neuwirth, E. (2004). *Blurring corporate boundaries: Staffing agencies, human resource practices, and unions in the new employment relationship*. Unpublished doctoral dissertation. University of California, Davis.
- Osterman, P. (1999). *Securing prosperity: The American labor market, how it has changed and what to do about it*. Princeton: Princeton University Press.
- Otis, E. (2001). The reach and limits of Asian panethnic identity: The dynamics of gender, race, and class in a community-based organization. *Qualitative Sociology*, 24, 349-379.
- Peck, J. (2001). *Workfare states*. New York: The Guilford Press.
- Piven, F. F., & Cloward, R. (1971). *Regulating the poor: The functions of public welfare*. New York: Vintage Books.
- Ports, M. (1993). Trends in job search methods, 1970-92. *Monthly Labor Review*, 116, 63-67.
- Ragin, C. (1987). *The comparative method: Moving beyond qualitative and quantitative strategies*. Berkeley: University of California Press.
- Riemer, F. J. (2001). *Working at the margins: Moving off welfare in America*. New York: State University New York Press.

- Reskin, B., & Padavic, I. (2002). *Women and men at work* (2nd ed.). Thousand Oaks: Pine Forge Press.
- Ridgeway, C. (1997). Interaction and the conservation of gender inequality: Considering employment. *American Sociological Review*, 62, 218-235.
- Ridzi, F., & Banerjee, P. (2006). The spirit of outsourcing: Corporate and state regulations of labor under the H-1B visa and TANF policies in the U.S. *Research in the Sociology of Work*, Special Issue on Workplace Participation, 16, Oxford: Elsevier/JAI Press.
- Rogers, J. (2000). *Temps: The many faces of the changing workplace*. Ithaca: Cornell University/ILR Press.
- Rosenbaum, J. (2001). *Beyond college for all: Career paths for the forgotten half*. New York: Russell Sage Foundation.
- Schwartzman, H. (1993). *Ethnography in Organizations*. Newbury Park: Sage Publications.
- Shih, J. (2002). Yeah, I could hire this one but I know it's gonna be a problem: How race, nativity, and gender affect employers' perceptions of the manageability of job seekers. *Ethnic and Racial Studies*, 25, 99-119.
- Smith, R., & Elliott, J. (2002). Does ethnic concentration influence employees' access to authority? An examination of contemporary urban labor markets. *Social Forces*, 81, 255-279.
- Solomon, B. (2003). A 'know it all' with a 'pet peeve' meets 'underdogs' who 'let her have it': Producing low-waged women workers in a welfare-to-work training program. *Journal of Contemporary Ethnography*, 32, 693-727.
- Statistical abstracts of the United States. (2004-2005). U.S. Census Bureau. <http://www.census.gov/statab/>
- Thomas, W. (2003). The meaning of race to employers: A dynamic qualitative perspective. *The Sociological Quarterly*, 44, 227-242.
- Waldinger, R., & Lichter, M. (2003). *How the other half works: Immigration and the social order of labor*. Berkeley: University of California Press.
- Weis, L. (1990). *Working class without work: High school students in a de-industrializing economy*. New York: Routledge.
- Williams, C. (1995). *Still a man's world: Men who do women's work*. Berkeley: University of California Press.
- Willis, P. (1977). *Learning to labor: How working class kids get working class jobs*. New York: Columbia University Press.

Worker Participation: Current Research and Future Trends

Worker Participation: Current Research and Future Trends, Volume 16 of *Research in the Sociology of Work*, offers cutting-edge research on the character and implications of workplace participation. Written by some of the leading scholars in the sociology of workplace transformation and alternative organizations, the chapters here examine various outcomes, causes, and consequences related to participation programs and worker democracy today. Topics include ways in which participation schemes are socially constructed and negotiated; the meanings that workers attach to opportunities for involvement in the workplace; practice, participation, and consent in alternative organizations such as cooperatives and collectives; and theoretical treatments that call for new ways of thinking about workplace participation. Methodologically pluralist and concerned less with specific productivity effects of worker participation, this volume highlights the social-structural, social-constructionist, and meta-theoretical dimensions of worker participation and democratic organizations in the twenty-first century.

Series information at: <http://www.elsevier.com/locate/series/rsw>



JAI Press
An imprint of Elsevier
books.elsevier.com

