Preface

Dear Colleagues,

We are delighted to welcome you for the first time to Berlin for the 34th International Labour Process Conference.

The conference takes places in a time of disruptive changes in the world of work. The economic crisis in Europe and the (at least temporary) end of the high-speed growth in emerging economies are intensifying conflicts about rationalisation, restructuring and control of work. Deregulation and the spread of precarious employment are facing increasing criticism and opposition. Technological innovations are changing the labour process not only in the new internet industries but also in traditional manufacturing. Our conference intervenes in a period of ‘working revolutions’ and looks for ways and approaches to revolutionise work.

We received an extremely high number of abstracts. 287 submissions have been accepted and more than 220 papers will be presented at the conference. We are glad to welcome researchers from 33 countries.

This digital book compiles abstracts of the papers to be presented at the conference and the three symposia. The book is an updated version of the printed book and includes complete information about the times and venues of the presentations.

We hope you will enjoy the conference,

Kendra Briken, Shiona Chillas, Martin Krzywdzinski, Abigail Marks
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<td>17.45 – 19.00</td>
<td><strong>Key Note Speech</strong>&lt;br&gt;Joanna Biggs (London Review of Books): Work and its Future&lt;br&gt;Chair: Abigail Marks (Heriot-Watt University)</td>
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<td>19.00</td>
<td><strong>Drinks reception and book launch</strong>&lt;br&gt;Meet the Editor: Chris Smith and Mingwei Liu, editors of the book China at Work (Palgrave Macmillan 2016)</td>
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|              | • Rationalising exploitation in the digital games sector  
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|              | • A study of union strategies in relation to freelancers in Germany and Italy  
|              | P. Borghi, T. Mingione   |
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|              | F. Kleemann, J. Westerheide |
|              | • Workplace Engagement in an Employee-owned Enterprise  
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|              | • We don't want to talk about it: perceptions of voice in the British armed forces  
|              | M. Prior                 |
|              | **Transnational service work** |
|              | Chair: W. Poster         |
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|              | • Borders in Service: Enactments of Nation in Transnational Call Centers  
|              | K. Mirchandani, W. Poster |
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|              | • Arabs, Jews and Russian Immigrants: Ethnicity, Religion and National Identity in Israeli Health Organizations  
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|              | • The ‘new’ labour process of public sector middle managers  
|              | J. O’Neil                |
|              | • Public Service Job Motivation and Satisfaction in the British Local Government  
|              | W. Wang, R. Seifert      |
|              | • Trade union of nurses and midwives and care work practices in face of flexibility  
|              | J. Kubisa                |
|              | **Employers’ organizations** |
|              | Chair: M. Hauptmeier     |
|              | Session venue: WZB B004  |
|              | • Employers’ association and unions: two economic sectors in Canada  
|              | M. Laroche               |
|              | • Internationalization and the activities of peak employers’ organizations  
|              | B. Brandl, A. Lehr       |
|              | • Employers’ Exit from Multi-Employer Bargaining in Germany  
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|              | • ‘Supply Chain Capitalism’, Parcel Delivery Workers and the Degradation of Work  
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|              | • Do the new forms of work revolutionize the centrality of working time?  
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|              | P. Strauss-Raats         |
|              | • Squeezing the middle (aged): what’s happening to retirement in the UK?  
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|              | • Exploring the role of civil society organisations in supporting disabled people in employment  
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|              | D. Stroud, H. Döring, C. Evans |
|              | • Managing the Entrenched Communities in the NE of England: Nature or Nurture?  
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|              | • Inclusive Vocational Education and Training for Low Energy Construction (VET4LEC)  
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<td><strong>Global value chains</strong></td>
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<td>Chair: J. Hofbauer</td>
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<td>• Power, Value and Finance in the Australian Mining Value Chain</td>
<td>P. Thompson, R. Parker</td>
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<td>G. McEvoy</td>
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<td>• Anti-Slavery NGOs and the political economy of cotton in Uzbekistan</td>
<td>D. McGuire</td>
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<td>Chair: C. Benner</td>
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<td>• National stereotypes and eldercare in Germany: Migrant Polish</td>
<td>G. McEvoy</td>
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<td>• Looking beyond an amazing city. Migrant workers in the tourist sector</td>
<td>F. Iannuzzi</td>
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<td>• Racism as intimacy – Looking, questioning and touching in the service</td>
<td>P. Mulinari</td>
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<td>• Exploring Employer Collective Action in Denmark</td>
<td>C.L. Ibsen, S. Navrberg</td>
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<td>N. Gerskovitz</td>
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<td>• The state and the evolution of British Employers' Organisations</td>
<td>L. Gooberman, A. Hoptmeier, E. Heery</td>
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<td>• Employer engagement in active labour market programmes as a social</td>
<td>J. Ingold, D. Valizade, T. Bredgaard</td>
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<td>• Representing foreign workers? Foreign workers representing us?</td>
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<td>L.M. Hagen</td>
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<td>H. Haakstad, J.H. Friberg</td>
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<td>• Self-employment among graduates: a new flexibility?</td>
<td>C. Tzanakou, K. Parcell</td>
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| 13.30 – 15.00| **Digital workplace**<br>Chair: D. Hislop<br>Session venue: WZB A310<br>- Freedom Under Responsibility – Discipline, Gender, and Value in ICT-research<br>  F. Sjögren<br>- ‘Knowledge hoarding’: A study of IT technicians<br>  C. Trusson, D. Hislop, N.F. Doherty<br>- Controlling knowledge-intensive work - Engineers between control and autonomy<br>  E. Clasen<br><br>**Industrial relations**<br>Chair: A. Eaton<br>Session venue: FES 6.01<br>- One best way or varieties of “Organizing”? Comparing IG Metall and SEIU<br>  M. Nicklich, M. Helfen<br>- How to organize around the issue of work, if you are not even recognized as worker?<br>  V. Weghmann<br>- Trade union community organizing: building broad spaces of solidarity<br>  J. Holgate<br><br>**Reconfiguring work**<br>Chair: M. Simms<br>Session venue: WZB B002<br>- The role of flexibility in increasing employee happiness in the workplace<br>  I. Suojanen<br>- Working Time and Time at the Work Place in Residential Child Welfare Units<br>  D. Olberg, K.S. Pettersen<br>- Organisational change and changed work relationship in a UK engineering firm<br>  G. Chen<br><br>**Austerity**<br>Chair: S. Tailby<br>Session venue: Maritim 12–14<br>- The Needs of Dutch Precarious Workers Regarding Paid and Unpaid Labour<br>  H. Ballafkih, M. Meerman, J. Zinsmeister<br>- Employment Relations Practices in Greece during the Recession<br>  H. Voskeritsian, M. Veliziotis<br>- Microhistory: A Tool to Study Labor Precariousness and Social Inequality<br>  T. Garcia-Ramos<br><br>**Global value chains**<br>Chair: D. Plehwe<br>Session venue: WZB B003<br>- Shared services and the restructuring of work<br>  P. Mezihorák<br>- Conditions of Work and Employment in Indian Business Process Outsourcing (BPO)<br>  C. Roy<br>- Foxconn beyond China: Capital-labour relations and internationalization<br>  R. Andrijiasevic, D. Sacchetto<br><br>**Employers’ organizations**<br>Chair: D. Shtoyanova Russel<br>Session venue: WZB B004<br>- The Strange Non-Death of Employer Associations in Western Europe<br>  B. Brandl, A. Lehr<br>- German employer associations and social partnership during the 2008/2009 recession<br>  M. Helfen<br>- Local Enterprise Partnerships and prospects for devolution in employment policy<br>  P. McGurk, R. Meredith<br><br>**Squeezing the middle?**<br>Chair: A. Bobek<br>Session venue: WZB B005<br>- The Digital Gamification of Labour: A New Form of Labour Process Regulation?<br>  A. Cardenas Tomazic, J. Schobin<br>- The Strange Death of the Dublin Barman<br>  J. Wickham, A. Bobek<br><br>**Labour and climate change**<br>Chair: C. Gleeson<br>Session venue: Maritim 17<br>- European trade unions and the transition to a low carbon society<br>  F. Steward<br>- Union Climate Change Campaign in British Columbia’s Construction Industry<br>  J. Calvert, L. Loftus<br>- Re-imagining labour and production chains in the climate change era<br>  N. Cole<br><br>**Reconfiguring work**<br>Chair: D. Stroud<br>Session venue: WZB D112/3<br>- Unfit for Purpose - Employment relationship in the UK fitness industry<br>  K. Greasley, P. Thomas<br>- Cross-checking professional and precarious aspects of commercial pilots’ employment<br>  G. Maxwell, K. Grant<br>- Managed Participation in Lean Organizations: A Qualitative Case Analysis<br>  F. Worthington, E. Thirkell<br><br>**Global value chains**<br>Chair: D. Plehwe<br>Session venue: WZB B003<br>- The role of flexibility in increasing employee happiness in the workplace<br>  I. Suojanen<br>- Working Time and Time at the Work Place in Residential Child Welfare Units<br>  D. Olberg, K.S. Pettersen<br>- Organisational change and changed work relationship in a UK engineering firm<br>  G. Chen<br><br>**Management**<br>Chair: S. Vincent<br>Session venue: Maritim 15<br>- Ideological Evolution of Employee Control and Human Resource Management<br>  S. Itani<br>- Between a rock and a hard place: managers on the front line of interactive service work<br>  M. Lynch<br>- The role of line managers in micro politics and the informal negotiation of order<br>  A. Hadjisimouloou<br><br>**Employers’ organizations**<br>Chair: D. Shtoyanova Russel<br>Session venue: WZB B004<br>- The Strange Non-Death of Employer Associations in Western Europe<br>  B. Brandl, A. Lehr<br>- German employer associations and social partnership during the 2008/2009 recession<br>  M. Helfen<br>- Local Enterprise Partnerships and prospects for devolution in employment policy<br>  P. McGurk, R. Meredith<br><br>**Work identities**<br>Chair: I. Cunningham<br>Session venue: Maritim 16<br>- Untapped potential: Older women and their decisions regarding work and retirement<br>  R. Moss<br>- Attitudes to work, well-being and labour market status of young adults in Europe<br>  B. Eriksson, T. Bergqvist<br>- Restructuring and work-based identity in the telecommunications industry<br>  A. Marks, R. MacKenzie<br><br>**Employers’ organizations**<br>Chair: D. Shtoyanova Russel<br>Session venue: WZB B004<br>- The Strange Non-Death of Employer Associations in Western Europe<br>  B. Brandl, A. Lehr<br>- German employer associations and social partnership during the 2008/2009 recession<br>  M. Helfen<br>- Local Enterprise Partnerships and prospects for devolution in employment policy<br>  P. McGurk, R. Meredith<br><br>**Labour and climate change**<br>Chair: C. Gleeson<br>Session venue: Maritim 17<br>- European trade unions and the transition to a low carbon society<br>  F. Steward<br>- Union Climate Change Campaign in British Columbia’s Construction Industry<br>  J. Calvert, L. Loftus<br>- Re-imagining labour and production chains in the climate change era<br>  N. Cole
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| 15.15 – 16.45 | Parallel paper sessions: |                        |             | **Reconfiguring work** Chair: H. Huzzell Session venue: WZB A310  
- Privileged slaves in a total institution: Workers' in South Korea’s conglomerates  
  H. Kim, Y. Chae, S. Yoon  
- A critical perspective on the European workplace innovation debate  
  R. Pascoe-Deslauriers, P. Findlay, C. Lindsay, J. Commander  
- Organisational Premises for Professionals' Work  
  J. Kirchhoff, L.A. Sørby  
**Industrial relations** Chair: C. Smith Session venue: FES 6.01  
- Party-led trade unions and worker activism in China, Vietnam and Cuba  
  X. Li  
- Understanding the process of union revitalization – Evidence from India  
  G. Balasubramanian, S. Sarkar  
- Unorganized strikes and workplace trade union reform: evidence from China  
  X. Cao, Q. Meng  
**Theoretical perspectives** Chair: A. Sandberg Session venue: Maritim 12–14  
- The State, Employment, and Regulation: Making Work Not Pay  
  J. Grady  
- The worker collectivity and Anglo-Saxon theories of resistance and organisational misbehavior  
  J.C. Karlsson, E. Skorstad  
- Employment relations in a long-term historical perspective  
  J.K. Looise  
**Management** Chair: S. Moore Session venue: Maritim 15  
- Personnel Managers and Attitudes of Recognition  
  G. Fassauer  
- Line Managers and Staff Commitment in Outsourced Social Care Work  
  A. Baluch, I. Cunningham, P. James  
- The effects of an Occupational Health advice line on managers’ actions  
  R. Valsecchi, N. Anderson, M. Balta, J. Harrison  
**Work and migration** Chair: V. Ellis Session venue: Maritim 16  
- 'Ultra-exploitation': Temporary migrant workers in Melbourne’s cafes and restaurants  
  I. Campbell, M. Boese, J. Tham  
- Immigrant Workers’ Experiences and Legislative Protections in Canada  
  M.J. Hande, S. Condatto, A.M. Akram, J. Kong  
- Migrant Agricultural Workers del mágico valle del Rio Bravo  
  K. Griesbach  
**Labour and climate change** Chair: C. Lipsig-Mummé Session venue: Maritim 17  
- Panel discussion: What labour process changes are needed to slow global warming and how can these be achieved?  
  N. Eziechi, C. Goodis, B. Garvey, F. Blazejewski, L. Loftus, C. Evans  
**Work identities** Chair: C. Wolfkowitz Session venue: WZB D112/3  
- Radical practice as democratic professionalism - learning from the past  
  J. Lethbridge  
- Identity and well-being in professional work. Between alienation and micro-emancipation  
  F. Hardering, M. Will-Zocholl  
- Mis-selling Made Easy Culture in Retail Financial Services  
  M. Brannan  

16.45 – 17.00 Coffee break (WZB)
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<td><strong>The german labour market ‘miracle’: success of skillful institutional recalibration or symptom of creeping erosion of the social system of production?</strong></td>
<td><strong>New Technologies of Surveillance at Work</strong></td>
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<tr>
<td>Organiser: German Association for Social Sciences in Labour Market Research (SAMF)</td>
<td>Organiser: Phoebe Moore (Middlesex University)</td>
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<tr>
<td>Participants: Heike Jacobsen (BTU Cottbus-Senftenberg), Bernd Fitzenerberger (Humboldt University Berlin), Karin Gottschall (University Bremen), Matthias Knuth (University Duisburg-Essen), Ulrich Walwei (IAB Institute for Employment Research)</td>
<td>Further participants: Pav Akhtar (UNI Global Union), Alessandro Gandini (Middlesex University), Sian Moore (Greenwich University), Ivana Pais (Catholic University of Milan), Martin Upchurch (Middlesex University), Xanthe Whittaker (University of Leicester)</td>
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<tr>
<td><strong>Labor Power in the Third Wave of Globalization</strong></td>
<td><strong>Special event:</strong></td>
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<tr>
<td>Organiser: Tobias Schulze-Cleven (Rutgers University)</td>
<td><strong>Meet the editors of Work, Employment &amp; Society</strong></td>
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<td>Further participants: Michael Fichter (Free University Berlin, Global Labour University), Rebecca Givan (Rutgers University), Mingwei Liu (Rutgers University)</td>
<td>Organisers: Paul Brook, Shireen Kanji and Melanie Simms (University of Leicester)</td>
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<td><strong>Session venue:</strong></td>
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<td><strong>Session venue:</strong></td>
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<td><strong>Workload, Flexibility and Work Suffering in Japan</strong></td>
<td><strong>Personality and Non-Work Factors in Expatriate Adjustment</strong></td>
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<td><em>E. Urano</em></td>
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<td><strong>Unpacking UK’s academic labour market entry experiences of foreign-born academics</strong></td>
<td><strong>Temporary workers: dignity and legitimacy at work</strong></td>
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<td><em>T. Pustelnikovaite</em></td>
<td><em>K. Tullius</em></td>
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<td><strong>Career experiences of skilled migrants: regulation of skillfulness</strong></td>
<td><strong>Regulating the informal and upholding labour standards – contrasting approaches from the USA, the UK and Ireland</strong></td>
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<td><em>A. Kozhevnikov, S. Vincent, T. Scurry</em></td>
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<td><strong>‘Morality went out the window’: Social relationships between bank workers and customers under marketised employment in UK retail banks</strong></td>
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<td><em>G. Balasubramanian</em></td>
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<td><strong>The role of trade union movement within the SADC to improve regional labour standards</strong></td>
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<td><strong>Art as cognitive praxis in labour organising: a study of radical art workshops in a migrant domestic worker self-help group</strong></td>
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<td>It is all about the money: when the managed heart turns into a managed body</td>
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<td>Labour process and the processing of labour</td>
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<td>Materiality, skills and meaning in classic car restoration</td>
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<td>L. Ivarsson, R. MacKenzie, P. Larsson</td>
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<td>The Mediating Role of Language in managerial sense making</td>
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<td>A. Venkataraman</td>
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<td><strong>Industrial relations</strong></td>
<td>Work life research in Sweden: theoretical, methodological and research policy issues</td>
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<td>A. Sandberg</td>
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<td>Industrial Relations in the European Union – A Race to the Bottom?</td>
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<td>S. Schief</td>
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<td>Labour relations in the French auto industry and cooperation amongst trade unions</td>
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<td><strong>Reconfiguring work</strong></td>
<td>Everyday mobilities, the logic of consent and the renewal of LPT</td>
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<td>Working hours and flexibility in working later in life across Europe</td>
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Symposia
Symposium I

The German Labour Market ‘Miracle’:
Success of skilful institutional recalibration or symptom of
creeping erosion of the social system of production?

Organizer: Heike Jacobsen (Brandenburg University of Technology Cottbus-Senftenberg / Deutsche Vereinigung für Sozialwissenschaftliche Arbeitsmarktforschung (SAMF))

Date: TUESDAY, 5 April 2016
Time: 17.00 – 18.30
Room: WZB B002/3

Symposium description:
Recent developments in the German labour market have been attracting the attention of social science labour market researchers and labour process scholars over the past years: There has been a particular focus on the question whether and how German unification contributed to alterations of the established labour market institutions and employment regulations of the ‘coordinated capitalism’ of the German type. From the mid 1990s onwards, the experience of about a decade of stagnation with rising unemployment and low economic growth rates fuelled inquiries into the pathogens of the ‘sick man of Europe’. Strong changes in labour law and benefit regulations (‘Hartz-Gesetze’) that had been put into effect by the then social democratic – green government (1998–2005) to combat that stagnation changed deeply rooted institutions in such a fundamental way that these changes became a prominent subject of analysis. In particular, the astonishingly successful surmounting of the financial- and the following economic crisis in the final years of the millennium’s first decade generated research on the ‘Job Wunder’ (Dustmann u. a. 2014, Knuth 2014).

However, besides these relatively specifically describable and chronologically locatable incidents on the labour market there is some questioning about how far the German social system of production and with it its employment model – attuned to industry rather than services and embedded in a male breadwinner oriented Bismarckian welfare state – has undergone some fundamental change over the past two decades generating new challenges. Apart of an accelerated long term trend of tertiarization the expansion of low wage work, frequent use of atypical forms of employment (Walwei 2014) and rising inequalities in income distribution barely compensated by the activation turn in social policy signal structural change (Apitzsch u. a. 2015) (Eichhorst 2015). To this background debates on risks of old and new labour market dualization as well as the quest of a living wage for a rising share of individuals and households indicate new and ongoing challenges for the German coordinated capitalism and a society characterized by changing family and gender relations and rising ethnic diversity (Eichhorst/Marx 2012; Gottschall/Schröder 2013).

The symposium will address some of these questions. It aims at giving insights into ongoing scholarly research done by applying diverse disciplinary and empirical approaches. It is organised by the German Association for Social Sciences in Labour Market Research (SAMF) e.V. (www.samf.de)

Panelists:
Bernd Fitzenberger, Humboldt-University Berlin
Karin Gottschall, University of Bremen, SAMF
Matthias Knuth, University of Duisburg-Essen, SAMF
Ulrich Walwei, Institute for Employment Research, IAB, Nürnberg, SAMF

Chair:
Heike Jacobsen (Brandenburg University Cottbus-Senftenberg, BTU, Cottbus / Deutsche Vereinigung für Sozialwissenschaftliche Arbeitsmarktforschung (SAMF))
Symposium II

New technologies of surveillance at work

Organizer: Phoebe Moore (Middlesex University)

Date: TUESDAY, 5 April 2016
Time: 17.00 – 18.30
Room: WZB A310

Symposium description

A regime of total mobilisation and surveillance corrodes workers’ health and safety, creating anxiety, burnout and overwork. Neoliberalism however requires portrayal of such problems as failures to adapt, personal psychological shortcomings, or educational deficits. We claim, rather, that surveillance in workplaces are a systematic effect of a particular labour process. Labour movements will need to combat such corrosion or risk the generalisation of the types of psychological collapse seen at the range of suicides recently seen at Foxconn. This symposium looks at a series of cases of surveillance in workplaces as new technologies provide the means to increase, posing the question: what can we do about it?

Symposium papers:

Phoebe Moore (Middlesex University)
Martin Upchurch (Middlesex University)

Tracking all of life: New technologies in workplaces.
This paper looks at a range of innovations in workplace data accumulation and information acquisition as it affects everyday workplace relations. Employers have become increasingly aware of the threats and opportunities of new information and social media and self-tracking technologies (SMT). Many appear keen to use these new technologies to access information for a variety of reasons connected with their propensity to control, monitor and discipline employees. This might include not only sensory tracking for health improvements and (potential) performance monitoring but also utilising social media as a vehicle for employee voice and ‘all-of-life’ monitoring. By building on extant research on management control through employee performance monitoring and looking at case studies in three sets of employees including cabin crew, teachers and real estate consultants, we explore both labour process and critical management literatures to identify how contemporary debates on the use of information technology and SMT in the workplace can be advanced.

Sian Moore (Greenwich University)
The electronic monitoring of care work – the redefinition of paid working time
This paper explores the minute-by-minute electronic monitoring (EM) of homecare work in the UK terms of the reconfiguration of paid and unpaid working time and the redefinition of homecare workers’ labour in both quantitative and qualitative terms. This redefinition primarily involves the removal of ‘unproductive’ working time – travel time, any time between home visits, time for training and supervision – leading to intermittent (Supiot, 2001) or episodic working time. The paper attempts to reconcile tensions between Marxist theory and Feminist economics in looking at the utility of notions of commodification and de-commodification of working time (Tuckman, 2005) in the context of the models of welfare capitalism which define care (Esping-Anderson, 1999; Orloff, 1993). The paper is based upon case studies of the homecare commissioning process, focussing upon the perceived function of the technology from the perspective of the supplier and commissioners and the experience of monitoring from the perspective of the care provider and careworker. The paper seeks to conceptualise unpaid working time as a wider phenomenon, secured by various contractual relationships in the context of austerity, but also the role of electronic monitoring in producing paid and unpaid labour.

Pav Aktar (UNI Global Union, Nyon Switzerland)
Technology at work: the impact of constant availability on workers’ rights and health
Psycho-social risks and work-related stress are among the most challenging issues in occupational health and safety today. They impact significantly on the health of individuals, enterprises and national economies. In the context of a new world of work that is characterised by growing digitalisation, with the number of mobile internet devices set to outnumber humans by the end of 2015, it is likely that the presence of more technology will fuel a 24-hour working culture as more businesses operate on a global stage to interact with customers, service users and providers in different time zones. Over time, when left unchecked, this pattern becomes the norm, and the constant access and use of technology creates ‘techno-stress’ which fuels burn-out, stress and psycho-social problems. Of course, technology itself is not to blame in isolation, and there many positive changes that technology has brought to improve work-life management in recent years. What the evidence does suggest is that the negative aspects of 24-hours per day and mobile technology arises out of poor management cultures with work organisation; poor human resources systems that increase competition between employees while pursuing cost reduction policies that lead to understaffing, and a growing long working hours culture.

Xanthe Whittaker (University of Leicester)
Analytics and the digital newsroom
Much has been written about the changing nature of work that has accompanied the digitisation of labour. In the case of newspaper journalism, digitisation has caused a significant upheaval to the existing labour process resulting in the reorganisation of work, changes to journalists’ work practices
and roles as well as the development of and requirement for new skill sets. This paper examines two aspects of the changed nature of work in digital newsrooms; the use of analytics and the increasing expectation that journalists will promote their work through social media platforms. It draws upon discussions of technical control (Edwards, 1979; Callaghan & Thomspson, 2001) and neo-normative control (Sturdy et al, 2010) from LPT to argue that both of these mechanisms expose journalists to external pressures through which their performance can be measured. Based on a case study of the organisation of work undertaken at a London-based national newspaper, this research draws on 30 interviews with journalists working in a digital newsroom and presents some initial findings. The paper extends existing literature on management control and autonomy to emerging forms of control in digital newsroom concluding with a brief consideration of the applicability of this analysis to the study of the management of digital labour more generally.

Alessandro Gandini (Middlesex University)
Ivana Pais (Catholic University of Milan)

Social recruiting: Discussing labour process in a digitised labour market

Based on a two-year international study that observed a number of variables to enquire about the matching of demand and supply in various sectors, through a survey that involved 1500 recruiters and more than 17000 job seekers, this paper questions how the rising role of online reputation as conception of value, together with the increasing amount of data produced by both parties on social networking sites, may affect the labour process in a digitised labour market. As the data offer exploratory insights on how recruiters tend to exclude candidates on the basis of content posted online, and how the online reputation becomes an element that counts significantly in the assessment of a candidate, on both sides, the paper critically assesses what are the implications of these findings from a labour process perspective at both ends of the labour market. The paper concludes by suggesting that the existence of a shared cultural conception of reputation as value may affect not only the way in which supply and demand meet, but also professional advancement, autonomy and control, and the performance of work especially in contexts made of flexible and precarious employment, like the cultural and media industries.

Symposium III

Labor Power in the Third Wave of Globalization

Organizer: Tobias Schulze-Cleven (Rutgers SMLR)

Date: TUESDAY, 5 April 2016
Time: 17.00 – 18.30
Room: WZB A300

Participants:
Tobias Schulze-Cleven, SMLR, Rutgers University, USA – expertise: OECD
Mingwei Liu, SMLR, Rutgers University
Thomas Haipeter, IAQ, University of Duisburg-Essen
Florian Butollo, Sociology, Friedrich Schiller University Jena

This symposium probes labor’s evolving forms of collection action across the world in the context of the contemporary third wave of globalization, which has thrown the interconnected fate of workers across the world into stark relief. Transnational markets have deepened, powered by such structural
shifts as the IT-enabled modularization of global value chains, the expansion of the financial sector, the private sector’s turn to writing and self-enforcement of market rules, and growth in international migration. We propose to use this symposium to discuss preliminary findings of an interdisciplinary research workshop held at Rutgers University in March 2016. Focusing on experiments in China and Germany in particular, we want to discuss workers’ worldwide attempts to develop new sources of solidarity, align group interests and leverage existing institutions to improve labor standards.

Some of the building blocks for this endeavor include:

- The analysis of labor relations dynamics provided by the Wisconsin School in the early 20th century, in particular, its focus on the consequences of market instability on unequal bargaining power, as well as its call for market-wide institutional correctives.

- Innovative transnational mobilization by workers, such as by "Women in Informal Employment: Globalizing and Organizing" (WIEGO), an organization that seeks to empower workers in the informal sector by better securing their livelihoods, a goal often overlooked in national-level reforms.

- Scholarly initiatives to write a truly “global labor history” beyond the social sciences’ historically-grounded biases to methodological nationalism and the Eurocentric analytic repertoire of modernization theory.

- Promising points of cross-fertilization between contemporary theorizing on social movements, industrial relations and historical institutionalism, which could help guide scholarship on innovative collective processes taking place beyond national foundations.

Research Focus: Renewing Labor’s Collective Action and Representation

Historically, labor movements have been highly consequential, with workers’ mobilization shaping broader social outcomes across the world, from the structures of countries’ political regimes to various dimensions of economic inequality (e.g. Haggard and Kaufman 2008). Yet today, labor unions and social democratic political parties, the two major organizational vehicles for working-class power, are in profound crisis. Both have lost popular support, and growing shares of workers view them as ineffective in representing their interests. Ever-increasing economic insecurity, rising income polarization and the widespread precarization of work – all of which the recent Global Financial Crisis has only reinforced – have failed to trigger a broad resurgence of labor unions (Baccaro et al 2010, Kalleberg 2011). Social democratic parties have experienced a similar fate, notwithstanding their attempts to chart a “third way” (Cramme and Diamond 2012). Exceptions, such as the partial resurgence of the South American Left or instances of successful labor mobilization in Asia, merely moderate the need for labor to flank, revise or depart from its traditional strategies for collective action. It is time to take an integrated look at innovations across different types collective actions, taking stock of what unites rather than separates contemporary experimentation.

The obstacles for labor activists and organizations run deep, not least because distinctly neoliberal trends under globalization have fueled the individualization of workers’ identities and undermined labor’s traditional appeals to communal solidarity. For instance, the intensified global division of labor weakened occupational identities and factory-based interactions, which had in the past sustained notions of craft or industrial solidarity. Moreover, it has also undermined social cohesion built around conceptions of nationhood. Finally, the delegitimation of state-sanctioned collective regulation in democracies and continued political constraints on labor’s collective actions in authoritarian countries have weakened the main counterweights to capital’s structural power.

Against this backdrop, understanding contemporary labor power requires updating old theoretical insights. Core historical notions about causal processes and lines of political conflict continue to hold. Countries’ social resilience remains dependent on their capacity for collective labor organization (Barnes and Hall 2013). Moreover, the basic structure of political contention has not changed, with business interests pushing for market expansion and organized labor seeking to protect citizens from
markets’ negative effects. During the 20th century, labor’s challenges to capitalist elites drove the expansion of social democratic arrangements in the rich democracies. Institutionalizing class conflict and providing labor with crucial power resources (Dahrendorf 1959, Rothstein 1992), new institutions underwrote the translation of productivity enhancements and financial accumulation into benefits for the broader populace.

Yet, the more diverse labor interests have become, the more difficult it has been for labor leaders to define how market processes should be embedded (Schulze–Cleven and Ibsen 2014). Moreover, with intra-class conflicts on the rise, increasing shares of the working population have bought into libertarian arguments that emphasize “free” markets as the best protection against the dual threat that a “big government” might compromise individual freedom and allow undeserving groups to “freeload” (Skocpol and Williamson 2012). Finally, as once widely-shared social norms regarding what constitutes a good life have weakened, sections of the workforce have come to support visions for a primacy of politics over the economy that radically diverge from social democracy’s progressive commitments (Berman 2006), including those endorsed by neo-fascist movements, authoritarian regimes, or religious fundamentalism.

The symposium seeks to bring together cutting-edge social science and humanities scholarship on evolving patterns of labor’s collective action across the globe. It pushes the boundaries of the currently dominant research paradigm on the contemporary political economy of labor in at least three core respects (Thelen 2010): First, in analyzing labor actors’ strategic capacity to identify, create and act upon new opportunities, the symposium provides a counterpoint to treatments that emphasize organized labor’s structural constraints and declining importance (e.g. Beramendi et al 2015). Second, in examining how labor actors pursue contentious collective action against global organized irresponsibility (Beck 2002), the symposium’s research agenda takes seriously labor’s attempts at strategic innovation, ranging from recent experiments with union modernization (e.g. Haipeter and Dörre 2011) to new forms of grass-roots mobilization (e.g. Milkman and Ott 2014). We explicitly want to include “virtual” collective action enabled by technological progress, new forms of episodic bottom-up initiatives outside of established channels, and the changing roles of non-union NGOs, consumers and transnational collaboration on labor standards. For instance, some of these developments have recently come together in Avaaz, a global movement founded in 2007 that uses the Internet (www.avaaz.org) to organize thousands of individual efforts and 40 million members into a powerful collective force. While distinct modes of worker collective action and representation have always influenced each other, decline in the efficacy of traditional forms has increased pressure for cross-organizational learning.

Finally, in probing commonalities across regions and political systems, this research leaves behind the tendency of recent comparative accounts to follow a static logic of similarities in institutional context. Instead, the organizers hope to focus on the similarities of labor agency across regions and institutional arrangements (e.g. Herrigel 2010), whether immediately efficacious or not, and whether pushing for new institutions or merely advocating for the maintenance of inherited ones. These parallel shifts of attention should allow the workshop to connect formerly disparate discussions across different realms of labor action (e.g. Fine 2006, Frege und Kelly 2004) to arrive at a more realistic picture of labor’s role in the contemporary governance of work. Here, some examples of seemingly distinct but intimately connected issues include international migration’s likely positive influence on transnational solidarity, the potential for organizing efforts among informal-economy workers and high-skill professionals to serve as role models for renewing labor’s broader collective action strategies, and the existing scope for labor standards initiatives to reinvigorate national industrial relations.

On this basis, the symposium hopes to conceptualize the causal mechanisms at work during episodes of experimentation with new forms of collective action. The contributors build on the insights of scholarship on industrial relations, social movements, and historical institutionalism. All too often, disciplinary silos have prevented cross-fertilization between these lines of inquiry. However, there exists a solid basis for mutual engagement. For instance, industrial relations scholarship has emphasized the importance of strategic interaction between employers, workers and public authorities (Kochan et al. 1986), which could be productively integrated into the analysis of worker
mobilization to shed light on the processes behind the formation and evolution of collective action. Moreover, social movement scholars have gone beyond shifting opportunity structures and resource mobilization strategies in explaining labor’s achievements, emphasizing the role of strategic capacity in overcoming the lack of either obvious opportunities or resources (Ganz 2000). Finally, political scientists working in the historical institutionalist tradition have refined understandings of the role of institutions as intermediary variables, acknowledging that institutions alone have not been sufficient to defend worker interests against the structural forces of ever-evolving capitalism (Streeck 2009). Rather, institutions are subject to interpretation (Blyth 2004), with agents contesting their meaning and seeking to influence their reproduction over time. By reconfiguring the research problem, the symposium aims to build to an analytically eclectic perspective that advances a better understanding of the powerful role of contemporary worker representation in driving the evolution of the world’s multi-level labor governance regimes (Hassel 2008, Ibsen 2015, Sil and Katzenstein 2010, Tapia et al 2015).

Appendix 1: The Challenge of Governing Labor in the Third Wave of Globalization

The world is in the midst of a third wave of globalization (e.g. Bresnitz and Zysman 2013, The Economist 2014). While the economic returns to increased trade have been plentiful, they have been highly unequally distributed. Within societies across the globe, market-generated inequalities of wages/income/wealth, work conditions and social security are on the rise. As markets have consolidated beyond borders, inherited forms of national labor regulation have become less effective. Yet, progress in “negative” – i.e. regulation-removing – forms of global integration has not been matched by success in its “positive” – i.e. rule-making and market-embedding – variants (Caporaso and Tarrow 2009, Höpner and Schäfer 2012).

Without being generally acknowledged as such, the governance of the global labor commons has long become a problem of “global domestic policy,” i.e. an area where the inherited boundaries between domestic and foreign policies have become blurred. This intellectual void has been filled by “organized irresponsibility” (Beck 1988): Technocratic policy administration pretends to “deal” with the challenge, involving the Social Protection Inter-agency Cooperation Board co-chaired by the International Labour Organization (ILO) and the World Bank, as well as attempts at “governing without governments” (Reinecke 1998) and building a global labor governance regime (Hassel 2008) through public–private partnerships like the UN’s Global Compact or the ILO’s core labor standards. Yet, not only do these efforts continually fail to provide sufficient mechanisms to resolve some of the intensifying tensions, they also – by appearing to be working toward a “solution” – hinder a truly comprehensive approach to address the issue.

The biggest recent change in international cooperation on market governance was the replacement of the General Agreement on Tariffs and Trade (GATT) with the World Trade Organization (WTO). This move substituted a truly global transnational organization with strengthened enforcement powers for a series of multi-lateral agreements that rested on postwar commitments to securing national autonomy to underwrite countries’ political stability. However, little progress on setting labor standards has been made since the WTO’s creation. Instead, the WTO’s expanded authority to invalidate domestic regulatory practices has been an important factor mediating against countries reaching new multi-lateral agreements. Tensions have been riding high between the rich democracies (as represented particularly by the United States and the European Union) and the BRIC countries (supported by the developing world) over the former camp’s agricultural markets and the latter group’s services sectors. In turn, the Doha round of trade negotiations has produced only the tiniest of progress since 2001. Crucially, of course, this political deadlock has not stopped global capital from pushing for trade liberalization that involves fewer countries but skirts some of the most contentious geo-political issues. Proposals for such schemes include the Trans-Pacific Partnership (TPP) and the bilateral Transatlantic Trade and Investment Partnership (TTIP). The latter would likely further reduce states’ enforcement powers through promoting private-sector rule-setting and arbitration, probably leading to increase the squeezing of global labor in the process.

In turn, the contemporary global development trajectory is one that puts the world on track for a rather undesirable resolution of what Rodrik (2012) has called the “trilemma of the global economy”: the trade-offs between pursuing democracy (i.e. populations making decisions for the collectivity),
national determination (i.e. national-level decision making, including about the size/shape of the welfare state), and economic globalization (i.e. expansion of international markets). As countries commit themselves to further economic globalization, democratic principles have come onto the chopping block. Rather than having globalization serve populations, populations have come to serve globalization – motivated by the mantra of sustaining countries’ global competitiveness.

Policy Relevance

Research that bridges the traditional public–private and national–transnational divides in the governance of work, i.e. integrating work on national welfare states with industrial relations and international labor standards, could not be more pressing. As rich and poor economies have become systematically interwoven – even prompting talk about the emergence of “Chimerica” as the fusion of the Chinese and American economies (Ferguson 2009) – workers are increasingly pitted against each other in what has been rightly described as a “global auction” (Brown et al 2011). In turn, across the world, tensions between the global economy’s negative impact on working conditions and the popular desire for more social protections have been intensifying. Yet, given that their own organizational capacity lags the expansion of transnational markets (Commons 1909, Kaufman 2003), working populations have ever less power to determine the conditions under which they are expected to sell their labor resources and sustain their livelihoods.

While local developments are not unidirectional, the world has been witnessing a general trend toward a “gloves-off” economy, in which at-times lofty labor standards exist on paper but fail to translate into practice because of lagging enforcement (Bernhard et al 2008). Moreover, businesses have found new ways to play market rules, leveraging the disaggregation of supply chains into their increased control over the labor process. In turn, what was once called the “standard” employment has been declining across the globe, with contingent and precarious forms of work on the rise (Gautié and Schmitt 2010, Stone and Arthurs 2013). The failure of current multi-level governance structures has been felt in different – yet equivalent – ways across the home continents of the envisioned center’s partner institutions.

Europe

The European continent is struggling to manage the crisis of its integration project, after financial market upheaval laid bare the tensions produced by misaligned incentives in the Economic and Monetary Union’s institutional architecture. With countries seeking to recover from bank bailouts that have driven up national public debts, austerity has been the dominant policy response, particularly in southern European countries. As always, budgetary consolidation has disproportionately hit the most vulnerable parts of society, and it has already generated a significant degree of social unrest. Moreover, even in the European North, political conflicts over adapting social protections to changing circumstances have led to effective reductions in the degree of public risk-sharing. Finally, concerns over global competitiveness have preempted significant wage increases in countries with trade surpluses, even though such a move would significantly help to reduce intra-European imbalances. In the process, the internal market’s core principle – the free movement of European Union (EU) citizens – has come under pressure, with public debates about “welfare migration” or “social tourism” fluctuating between populist hysteria and outright denial (Blauberger and Schmidt 2014).

North America

The situation in the United States is very similar, with equivalent conflicts over budget cutting and defensive contention over immigration. Moreover, union organizing and collective bargaining in the public sector have come under attack across many states, while no progress was made on passing the Employee Free Choice Act (EFCA), even when Democrats held both the Presidency and Congress. With widespread support for a neo-liberal policy paradigm ruling out direct public investment in job creation, the United States has gone not only through a very slow recovery but also one that has failed to generate the number of jobs that were once common.

Asia
The emerging economies and the developing world have been trying to take advantage of the political and economic upheavals in rich democracies. They seek to tap into new business opportunities that have opened up in the increasingly fragmented international division of labor. However, moving up the international value chain has put great stress on domestic populations. Here, the widely reported health and safety violations, worker suicides and labor unrest at Apple’s Chinese contractor Foxconn represent only the tip of the iceberg (Liu and Li 2014). China, the “world’s export champion,” has in response beefed up its labor laws and tremendously expanded its public social insurance system (Gallagher 2014, Huang 2014). Yet proving the “fallacy of Chinese exceptionalism” (Chan 2015), enforcement has been lackluster. While Chinese policymakers seek to contain popular discontent, they are also unwilling to significantly empower citizens, because this could threaten their own autocratic rule.

It appears that recent developments have thus borne out the warnings that global competition would drive down labor standards. At today’s already pretty low barriers to trade, further liberalization’s distributional effects far outstrip the size of potential efficiency gains (Rodrik 2012). Moreover, even as welfare states boosted their “re”-distributive efforts through reforms of tax and transfer programs to balance out increasing inequality of market outcomes, social programs have simply been unable to compensate for the sheer explosion of disparities in market-generated “pre”-distribution (Kenworthy 2008).

Appendix 2: Engaging with Ideas, Interests and Institutions for Collective Action

Participants frame their contributions on innovative modes and loci of collective labor action in terms of labor’s engagement with ideas, interests, and institutions (e.g. Hall 1997). The section below outlines some of the pressing analytical questions in the different realms of the organizational politics of change:

**Developing New Ideas: Framing Social Solidarity Amidst Increasing Difference**

Social solidarity turns on notions of mutual obligation, which themselves tend to be grounded in personal identities. Yet, the material bases of personal identification with larger groups have weakened, translating into a need to construct new “communities of fate” (Levi and Ahlquist 2013). How has labor responded to the shifting character of populations’ solidarities, which tend to increasingly be transient, purposive and collaborative (Heckscher and MacCarthy 2014)? Have labor leaders learned from “sharing-economy” business models and “crowdsourcing” platforms to mobilize workers more effectively? Have activists employed new rhetorical strategies to broaden or challenge narratives about the need for “efficiency” in public policy? Have they reframed long-standing struggles over control and revenue distribution at the workplace and in policymaking? Have they sought to identify and leverage latent conflicts? In particular, what attempts have been made to discursively address the “new social conflict” between wealth and citizenship (Dahrendorf 1990)?

**Aligning Interests: Building Political Coalitions for New Forms of Security**

Beyond promoting new forms of class consciousness, labor movements’ revitalization also rests on building new social coalitions (Frege und Kelly 2004). There exists a relatively clear vision for updating old social democratic policies, centered on constructing labor market institutions and social-investment welfare states that provide flexible forms of social security, i.e. “flexicurity” (Bonoli and Natali 2012). Yet, it remains rather less clear how to assemble social coalitions that can generate and sustain such a vision in the long term. Consequently, unions’ positioning toward ongoing market-making liberalization processes within welfare states is key to constructing common collective interests that bridge various fault lines – e.g., between the old and the young, between men and women, and between labor market “insiders” and “outsiders” (Boeri et al. 2001, Gingrich 2011). Have labor movements taken steps to build cross-class coalitions that support new channels for employee voice, new means for stakeholder involvement and new forms of social security (Thelen 2014)? Comparative scholarship has shown how labor pressure historically turned employers into supporters of collective institutional provisions that enabled firms to coordinate on specific resource inputs (Korpi 2006, Ornston and Schulze-Cleven 2014). More recently, what strategies have labor unions used to enlist consumers and employers in the pursuit of social inclusion? For instance, have works
councils and management leveraged coordinated employment relations for updating high-performance human resource management and social security practices, as scholars envisioned (Martínez Lucio 2014)? Have such potential efforts involved "financial participation" schemes to boost worker ownership?

**Leveraging Diverse Institutional Endowments for Collective Action**

Studies of the dynamics of institutional transformation have paid increasing attention to how agents take advantage of institutional endowments in the politics of policy change. What institutional opportunities for such "institutional work" have labor actors tapped into (Lawrence et al 2013)? The possibilities for playing particular legacies are manifold, including activating long-dormant elements of laws and appealing to broadly shared normative commitments (Schulze-Cleven and Weishaupt 2015). Importantly, institutional legacies cut across both established organizations' internal structures and the external environment that unions, parties and social movements operate within. Internally, have unions' attempts at reinvigoration effectively played to their existing strengths? For instance, in authoritarian or post-communists contexts, have workers been able to tap into the organizational resources provided by legacy unions (Chan 2015)? Moreover, have traditional strengths been reapplied in new contexts? For instance, have professional associations called on occupational identities to motivate collective action in the face of the increasing commodification of work in knowledge-based services? Points of leverage might also exist in the contradictions of particular welfare regimes (Offe 1984). For instance, service gaps in liberal welfare states’ public–private nexus can make them vulnerable to public outrage, which can link service delivery organizations with broader pro–public coalitions in rich democracies (Eaton and Weir 2015). Across both authoritarian and democratic countries, have workers been able to turn the co-production of labor law enforcement into the institutionalization of collective action and the establishments of regional labor standards (Fine 2014)? Finally, what role have transnational collective efforts played, including multi-stakeholder initiatives to improve labor standards in global supply chains?

**Appendix 3: Bibliography**


Paper abstracts

in alphabetical order of the first author
Why should employment scholars and labour process theorists be concerned with the changing relationship between labour, mobility and welfare? The literature on precarious work and migration has effectively illustrated how international migrants are disadvantaged at work because of their migrant status and how migration policy, by restricting migrants' mobility, is 'productive' of certain types of employment relations and 'norms' in the sectors where migrants tend to concentrate (Anderson 2010; 2014; Rodriguez and Mearns 2012; Vosko 2010). In particular the conditionalities attached to the juridical and worker status of migrants appear to diminish their bargaining power vis a vis their employer, on whom their residence and social rights depend (Doherty 2013; Fudge 2010). In the UK the ‘temporariness’ characterising the status of migrants (Anderson 2010) has been identified as a central mechanism through which migration controls reproduce precariousness in employment. These elements of vulnerability and insecurity make them keen to work longer and anti-social hours, accept lower pay and irregular schedule and comply, at least initially, with employers' demand for flexible and disposable labour (MacKanzie and Forde 2009; Janta et al. 2009).

While research in the UK documented these issues showing how even new arrivals with full mobility rights such as those from the EU Accession countries are employed under poor conditions (Ciupijius 2010; Cook et al. 2011), few have looked at the specific relation between labour and welfare rights and their impact on employment for freely moving workers.

This paper develops a theoretical argument on the implications of the creeping erosion of social and labour rights for migrant workers from the EU as a consequence of the blurring definition of 'worker status', from which their entitlements to these rights depend. Drawing from primary evidence from interviews conducted by the author with EU level actors (as part of a wider project: Schiek et al. 2015) the research highlights current patterns of restriction developed by EU Member states including the UK, who tend to unilaterally limit access to welfare provisions and residency rights to individual movers who do not demonstrate worker status. This happens precisely at the time when maintaining work becomes more difficult because of the wider casualization and 'de-standardisation' of employment (Kretos and Martinez Lucio). The interviews with NGOs and trade unions supporting migrants revealed how jobseekers or contingent workers find themselves in a liminal space where they either prove to have a 'genuine prospects of work' or lose the social benefits that would allow them to look for better jobs. Some EU migrants are even confronted by direct restriction on their mobility rights, whereby the threat of expulsion risks pushing them further at the margins of the labour market. The main argument is that the changing regulation of welfare, mobility and labour rights, by rising expectations upon obtaining and proving 'worker status', increases the social and employment precariousness of these workers and triggers the degradation of employment conditions more broadly in the sectors where they are concentrated.

Finally the case is made for labour process theory to include the changing role of national and supranational states and judiciaries in sustaining new forms of inequalities in the workplace whose action, by restraining free movement rights even among EU citizens, risks to compromise the tenous balance between economic freedoms and social protections at the core of the EU internal market.
Foxconn beyond China: Capital-labour relations as co-determinants of internationalization

Stream: Global value chains
Date: TUESDAY, 5 April 2016
Time: 13.30 – 15.00
Room: WZB B003

Foxconn’s manufacturing centre is in mainland China, where it employs around 1 million people in 32 factories. In addition it has more than 200 subsidiaries around the world. Foxconn’s territorial diversification strategy begs certain questions about the firm’s internationalization, namely the process by which it expands and subsequently organizes its operations from mainland China to its overseas branch plants. Based on original ethnographic fieldwork, this chapter explores Foxconn’s internationalization and transfer of work and employment practices from mainland China to Europe, namely the Czech Republic and Turkey.

Research into multinational firms and their organization across national borders tends to approach the subject from either an economic perspective typical of international business literature or a sociological perspective developed in organizational studies. Until now, both the economic and the institutionalist strands investigated multinational firm’s expansion from mature (US, Western Europe and Japan) to emerging economies (for an exception see Aguzzoli and Geary, 2014), or alternatively from mature to mature economies as in the case of US firms establishing subsidiaries in Western Europe. Very little attention is paid to the expansion of firms from emerging to mature economies, in particular how firms operating in mainland China establish and organize their subsidiaries in Europe.

This paper begins to fill this gap by posing the following questions: First, which work and employment practices is Foxconn exporting from its base in mainland China to its European subsidiaries? Second, are these practices applied consistently across European subsidiaries or are there variations from one country to another? Third, if Foxconn adapts its practices depending on the specificity of a national context, which factors influence this adaptation? In asking questions about the labour regime which Foxconn exports from mainland China to Europe and the factors influencing the adaptation of the firm’s practices in different host countries, this paper contributes a more substantive account of Chinese investments in Europe.

To offer a more nuanced picture of the work and employment practices that Chinese firms import into Europe, rather than focusing solely on the home country effects, we examine the role of the state and the trade unions in the host countries in order to assess the ways in which host states enable the formation of a particular labour regime. We also undertake a detailed analysis of the workforce in order to show how the specificity of workforce composition shapes the firm’s labour management practices. This paper then investigates the ways in which the role of labour, the state and the trade unions co-constitute the firm’s behaviour and its production politics. In contending that the work and employment practices that Foxconn establishes in its European subsidiaries are engendered by the host state’s institutional context and labour as much as by the firm, this paper aims to capture the overlapping influences of actors, sites and institutions, as well as the power relations between them that inform the workings of transnational firms across borders.

References:

The legalisation of prostitution in Germany and the Netherlands in the early 2000s aimed not only at decriminalising sex work, but also at improving working conditions in the sex industry and at normalizing sex work by ensuring sex workers access to social insurance (Kavemann 2009; Outshoorn 2014). Fifteen years after the legalisation, this objective has not been achieved and sex work is still atypical in many respects. Besides the controversy about its categorization as occupational choice or exploitation, it is marked by the predominance of (bogus) self-employment and the (real or expected) proximity to exploitative and criminal practices.

This contribution compares how prostitution as a largely feminized field of work is integrated into the labour market and into the welfare state in Germany and in the Netherlands, an aspect which so far has received little attention. The comparison is motivated by the fact that also between countries with similar approaches towards legalising prostitution and prostitution businesses, such as Germany and the Netherlands, differences in the regulation of work in prostitution remain. Furthermore, within Germany and the Netherlands, the regulation of prostitution varies between regions and municipalities, leading to heterogeneous working conditions for prostitutes. The comparison is based on an analysis of the legal framework as well as on expert interviews within two municipalities. It compares the multitude of regulations at the national and the regional level, and analyses to what extent general regulations as well as those tailored to the prostitution sector affect the work situation of prostitutes. This contribution argues that – despite differences in the regulation of prostitution in Germany and the Netherlands –, there is an important similarity: because of the specific form of the integration of prostitution into the labour market, which is not targeted by social policy and labour market policy, prostitutes face structural disadvantages. These disadvantages are aggravated by the strong dependencies that result from the weak market position of prostitutes and from the triangular relation between clients, prostitutes and intermediaries.

References:
Eileen Appelbaum (Center for Economic and Policy Research)  
Rosemary Batt (Cornell University)

**Organizational Restructuring of Health Care Systems in the U.S.: Production Networks, Employment, and Work**

Stream: Reconfiguring work  
Date: MONDAY, 4 April 2016  
Time: 15.45 – 17.15  
Room: Maritim 16

Stagnant wages, growing inequality, and the deterioration of job quality are among the most important challenges facing the U.S. economy today. With most workers employed in the service sector, the vertical disintegration of large service sector organizations and the decentralization or outsourcing of work is a potentially important mechanism through which companies reduce wage growth and shift economic risk to workers. Yet little research has investigated this phenomenon.

Academic theory and research point to an array of explanations for the vertical disintegration of firms as well as why new forms of business are emerging and becoming institutionalized. Despite a growing consensus that new forms of business organization have emerged, empirical research — both qualitative and quantitative — is thin regarding how and why outsourcing has grown in specific service industries and its implications for work organization and the quality of jobs. Variation in these outcomes is likely to depend on institutional legacies in which firms are embedded as well as differences in ownership structures, market pressures, industry and occupation, firm motivations for contracting, and power relations between the lead firm and different tiers of contractors.

This paper examines organizational restructuring in hospitals and health care systems. Health care is an important sector, accounting for 17 percent of U.S. GDP and nearly 11 percent of private sector jobs. It is a promising sector to examine because provides the opportunity to observe how inter-firm contracting has changed over time. In the 1980s, hospitals responded to escalating costs and changes in government payment systems by outsourcing routines services, such as housekeeping, cafeteria, and security services. In the 2000s, we argue that a new round of restructuring is occurring that has a much more profound effect on ownership structures, the organization of work, and the quality of jobs in a wide range of occupational groups providing core services. These changes are induced by the availability of new information technologies that facilitate networked forms of organization and a radical shift in government payment systems. Fee-for-service reimbursements — in which revenue depends on volume and the payer bears all the financial risk — are giving way to value-based financing in which financial risk is shared between payers and providers. This shift has intensified pressures to improve quality and reduce costs and has led to seemingly contradictory forms of restructuring — consolidation of ownership structures and mergers between provider and payer systems on the one hand — and decentralization of care delivery from large and expensive hospital settings to networks of primary, community-based, and specialized care except the most acute health cases. Jobs across the income and educational spectrums are affected.

The empirical evidence for our argument draws on a series of structured case studies of health care systems that vary in terms of institutional legacies, ownership structures (non-profit, for-profit), governance structures (power relations between management and labor. primary firms and contractors), and local market competitiveness. The cases document how variation in these institutional conditions shapes the type of organizational restructuring that occurs, and in term the quality of jobs for workers.

Initial findings suggest that most systems will rely on mergers and acquisitions — among hospitals and with insurance companies as well — to expand control over markets and payment systems. They will also take advantage of advanced information systems and electronic records to cut costs and improve quality by decentralizing service delivery to dispersed locations and creating virtual integrated networks of production. Non-profit and unionized systems, however, are likely to maintain control via ownership and in-house management of the virtual network, leading to employment systems that offer better jobs and job mobility within an integrated system. For profit systems and nonunion systems, by contrast, are likely to
rely more on outsourcing of operations to contractors and the management of the virtual organization via contractual relations that shift risks to decentralized providers. In this scenario, the quality of jobs and mobility opportunities for workers will be lower.

We anticipate that the research will make important contributions to our understanding of the consolidation of hospitals and the decentralization of health care services in integrated health care networks and to the role of ownership structure and union presence in determining outcomes for workers.

Jonas Axelsson (Karlstad University)
Ann Bergman (Karlstad University)

The absence of power and the presence of influence in Nordic work life studies

Stream: Industrial relations
Date: TUESDAY, 5 April 2016
Time: 15.15 – 16.45
Room: WZB B005

The Nordic work life used to be surrounded by an egalitarian aura, today it has deteriorated due to the challenges, tensions, and pressures due to deregulation and the market forces. Yet, another observation is that the concept of power has diminished from the contemporary Nordic debate about working life. Instead the concept of influence (inflytande in Swedish) is widely used. Influence appears to be understood as a more uncontroversial concept than the concept of power. Further, influence tends to be regarded as the solution of many work-related problems such as ill health, stress, lack of job satisfaction and as a way for the individual to handle high organisational work demands. We take this observation i.e. the absence of the concept of power and the presence of the concept of influence as a call for, in a first step, to look more closely at these concepts theoretically and then, in a second step, use them when analysing a number of influential Nordic work life studies. Our analytical frame is based on Peter Morriss book Power: a philosophical analysis (2002). Here Morriss makes a distinction between power and influence. He argues that power is a about a dispositional capacity which can be actualized or not. Thus, a person can have power capacity without using it. Influence, in contrast, is not a capacity, but more of a process. Influence is always actualized if it exists. A person cannot have potential influence. Another important distinction is between effecting and affecting. Effecting is related to power and affecting to influence. Effecting is the more fundamental of the two and is needed for genuine changes. You can effect, but not affect, a state of affairs that does not now exist. The three work life studies chosen have had, and still have, a great impact on Nordic work life research. They are: the Sociotechnical School as defined by Thorsrud & Emery; the theory about the worker collectivity by Sverre Lysgaard; and finally the demand-control-model by Karasek and Theorell. In the light of Morriss framework find evidence that all three of them are being engaged in discussion about influence rather than power. None of them challenge the structural power relations. Instead they take some societal power relations for granted and tend to see the possibilities for employees as given, inside the established frameworks. The paper concludes with a discussion about the consequences of a too one-sided focus on influence instead of power.
Contesting “Precariousness”: A Study of Changing Employment Relations in Pakistan’s Garment Manufacturing Industry

Precarious work i.e. “uncertain, unstable, and insecure” (Hewison & Kalleberg, 2013: 395) work is seen as an ultimate outcome of the weak bargaining power of labour against the all-powerful capital of the modern age. Precarious workers, as opposed to formal organizational workers, do not have the resources e.g. social and legal regulatory protections or union memberships to mount resistance against tightening organizational controls. Looking at the prevailing politico-economic conditions, if resistance by formal workers is difficult, that by precarious workers is perhaps impossible. Their ‘weak’ citizenship rights at the workplace and financial status further pushes them in becoming powerless victims of employers’ relentless quest for control (Anderson, 2010; McDowell et al, 2008; Janta et al, 2009; Standing, 2011).

In this rather gloomy state of affairs of precarious workers in existing literature, present research is an effort to catalogue ‘successful’ resistance of precarious workers against a formidable opposition consisting of global and local capital, international development agencies and a transnational and local regulatory regime favouring the capital. In response to a removal of international export quotas on garment manufacturing and the resultant intensification of competition on the Western buyers, there was pressure on the Pakistani garment manufacturing firms to shift from a contingent piece-rate production to a line-based system of manufacturing employing permanent stitchers on fixed salaries. The move was also backed by international development agencies as well as the local state regulations which were, not surprisingly, pro-capital. Against all the odds, what makes this case of resistance, a special case is the nature of success. The ‘success’ of the resistance, in the case study is not merely a ‘distancing’ of precarious workers from managerial discourse, cynicism, foot dragging or other such meaningful but less-consequential forms of resistance. Instead, in this case, precarious workers were able to thwart the efforts of the mighty alliance to bring about a change in the control regime in the country i.e. from piece-rate to fixed salary based regime.

While the success of this magnitude, for supposedly the weakest actors in the global garment supply chain is not completely unimaginable in this age and time; one would imagine that it would require open and organized efforts, eliciting support from other segments of society. This was also not the case in the case study. Piece rate workers pretty much fought the war on their own. The resistance strategies deployed by the precarious workers and the conditions that allowed them to mount such a successful resistance thus become worthy objects of academic inquiry.

The analysis of the case study enables us to make important theoretical contributions to existing literature on precarious workers’ resistance and precarious work. First, the study explores the conditions and strategies of precarious workers—the weakest players in the power structures of international capitalism to mount a successful resistance. To be more precise, the study focus on the role of agency, the ingenuity of precarious workers to restrict firm’s efforts to revolutionize the labour process, to challenge the existing power structures and to prompt management to accommodate their interest. Second, the study brings to light the lived experience of workers which gives meaning to any form of work thus challenging the existing conceptualization of precarious work, providing unique insights about how a work which is uncertain, unstable, and insecure becomes desirable for workers.
What can unions do in the unorganized sector – Anecdotal evidence from India

Questions of relevance of the trade union to the modern industrial economy have been raised amidst the narrative of union decline (Bryson, Ebbinghaus, & Visser, 2011; Checchi & Visser, 2005). While some scholars consider it as restrictive and leading to loss of productivity, unfair wage premium, loss in competitiveness of the firm (Blanchflower & Bryson, 2004; Hirsch, 2004, 2008; Kaufman, 2004; Western & Rosenfeld, 2011), others differ and consider it in positive light (Bryson & Freeman, 2006; Freeman & Medoff, 1979, 1984; Kaufman, 2004; Turnbull, 2003). Notable among these is the two faces thesis of Freeman and Medoff (1979) further elaborated in the book 'What do unions do?' (Freeman & Medoff, 1984). However, data being limited to the private sector and oversimplification of what unions do are some of the limitation of the two faces thesis (Freeman, 2005; Kaufman, 2004). This paper attempts to understand functions and relevance of trade unions in the unorganized sector. Global south, specifically India was chosen for the study as some notable efforts in the unorganized sector have taken place in organizing the workers in the unorganized sector (see Agarwala, 2006; Chikarmane & Narayan, 2005; Shekhar, 2009 for more details).

Case study of a union working in the ship breaking and recycling industry in India was chosen for this purpose. Data in the form of in depth semi structured interviews, interactions and secondary material such as the campaign literature, prior research and relevant reports was collected from trade union. Interview protocol was followed for conducting the interviews (Eisenhardt, 1989; Miles & Huberman, 1994). Multiple sources helped in triangulation of data (Cresswell, 1998; Yin, 2003). The analysis was done on the Maxqda platform based on the techniques and guidelines suggested by Cresswell (1998); Eisenhardt (1989); Miles and Huberman (1994).

Due to the intervention of the trade union, minimum wages have been agreed upon. The ship breaking industry is prone to accidents on account of the hazardous nature of the activities involved (Bernard, 2002). Due to the efforts of the union the workers not only enjoy the social security benefits as prescribed by the law of the land, but are also awarded monetary compensation in cases of accident or casualty, which point towards evidence of the muscle face of the trade union. The working conditions are extreme with little room for raising grievances. However with organizations like International Maritime Organization, the International Labour Organization, the global labour federations creating the codes and conventions pertaining to the condition of the workers in the ship recycling industry has created some pressure on the employers (Frey, 2013). Thus within the two faces thesis of Freeman and Medoff (1979, 1984), sufficient evidence supporting the muscle face was found while sparse evidence was found with respect to the voice face. This study has overcome one of major limitation of the two faces thesis for limited or no support in the unorganized sector. The study found strong anecdotal evidence for the muscle face of unionism while there was less support for the voice face (Freeman, 2005). One of the major contributions of this study is towards understanding if effort and subsequent success of unions in the organized sector could be replicated in the unorganized sector. Limited evidence for the voice face has been discussed in light of the Exit Voice Loyalty Theory (Hirschman, 1970).

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Girish Balasubramanian (XLRI, Xavier School of Management)
Santanu Sarkar (XLRI, Xavier School of Management)

Understanding the process of union revitalization – Evidence from India

Stream: Industrial relations
Date: TUESDAY, 5 April 2016
Time: 15.15 – 16.45
Room: FES 6.01

The last couple of decades have really been difficult on trade unions partly due to their decreasing influence and partly due to the emergence of a stream of research that has declared the trade unions as extraneous (Bryson, Ebbinghaus, & Visser, 2011). However the silver lining is the emergence of rhetoric on the re-emergence and revitalization of trade unions which has theoretical basis in organization theory, sociology, and political science. Considering the incidents of labour unrest both in the global north and the global south (Armbuster–Sandoval, 2005; Waldinger et al., 2002); it is argued that the collective is arguably
alive albeit undergoing a metamorphosis. We have argued for a broader conceptualization of trade union revitalization to include the struggle of marginalized workers (Cobble, 1997, 2007; Sullivan, 2009, 2010). This study has been positioned under the strategic choice perspective, within union revitalization classification given (Heery, 2003) and Freje and Kelly's (2003) categorization of strategies for union revitalization has further been adopted for the study. Using a case study based methodology of a revitalized trade union; it is attempted to understand the various internal and the external factors that affected the choice of a particular strategy for union revitalization. Based on a literature review, the internal factors that were considered are the union identity, the union structure and union resources, while the external factors which were considered were employer strategies, the government policies and relevant legislations.

For shortlisting the relevant case study, help was solicited from the experts and scholars pertaining to the field, who were of the opinion that the concerned trade union had faced a decline and subsequently was on road to recovery. Besides the union belongs to the Information Technology/Information Technology enabled Services Sector which has seen a phenomenal growth and also happens to be one of the largest private sector employers in India. Anonymity of the trade union and the members involved in the research has been maintained by using pseudonyms. Data involved three main sources namely the primary sources, the secondary sources and the online sources. Primary sources comprised of field notes, notes taken during interaction with the union members, a daily journal and audio recorded interviews (with verbal consent). The secondary sources comprised of the collective bargaining agreements, the union campaign materials, and studies and research reports of the union. The online resources consisted of the website and other such user generated web content and email interactions for any sort of clarifications. The multiple sources of data helped in triangulation of data as suggested by Eisenhardt (1989); (Yin, 1984). Interview protocols (Cresswell, 1998; Yin, 2003) were followed for all the interviews conducted. All the interviews were transcribed verbatim. Maxqda has been used for the data analysis. The data analysis was carried out as per the guidelines given by Cresswell (1998); Eisenhardt (1989); Miles and Huberman (1994); and Yin (2003).

In addition to the internal and external factors mentioned above, the role of the employer association as an external factor affecting the choice of a strategy emerged as a serendipitous finding (Eisenhardt, 1989; Glaser & Strauss, 1967). Evidence was found for the trade union adopting a mix of strategies namely the union organising, social movement unionism and union restructuring, rather than having one dominant strategy for trade union revitalization. The internal factors affecting the choice of union organising as a strategy were union identity and union resources, while the employer strategies, role of employer associations, government policies and legislations were the external factors that affected; the union identity and union resources and the government policies and legislations were respectively the internal and external factors which led to the choice of social movement unionism as a strategy and finally union identity, union resources, union structure, employer associations, government policies and legislations informed the choice of union restructuring as a strategy. This paper has extended the theoretical frontiers of union revitalization research, a sparsely researched area in the global south (Freeman, 2005; Turner, 2005), by making an attempt to understand the process which leads to choice of a particular strategy. The larger implication for the trade unions is to understand how some trade unions are surviving and making a mark amidst the narrative of large scale union decline across the world.

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Since the last two centuries, the century of the labouring man as characterized by Standing (1999), paid labour has become more important for peoples’ social, psychological, and economic well being. Where lifetime employment was once commonplace, it is a rare event in the twenty-first century. Social, economic, and political forces have aligned to make labour more precarious (Kalleberg, 2009, p.8). The neoliberal idea that employees can market their own labour, the demand for increasing flexibility, and the reduction of labour costs have all led employers to seek a more flexible workforce (Skorstad & Ramsdal, 2012). One way they obtain flexibility is by hiring temporary workers based upon the changing requirements of their organizations (Smith, 1997). This situation has resulted in precarious labour relations in which, foremost, people from the most vulnerable groups in any society (e.g., migrants, younger and older workers, and less-educated workers) are at risk for slipping into a permanent state of precarious labour in which a period of paid labour alternates with a period of unemployment.

Precarious labour has far-reaching consequences for employees (see, for example, Standing, 2011). Research shows that precarious workers feel powerless to change their work relationship (Ashford, Lee, & Bobko, 1989). Their precarious work situation and their feelings of powerlessness emerge from dynamics related to social, economic, psychological, and political links between employees and employers (see, for example, Baron, 1988).
A body of research has examined how precarious workers perceive their uncertainty (e.g., Schmidt, 1999) and obligations (Robinson, Kraatz, & Rousseau, 1994), and the effects of their precarious labour situation on their physical, social, and psychological health as well as on their economic well being. As argued, precarious workers are exposed to unpredictability depending on employers' needs, as their employment is contingent upon the changing needs of employers and their companies (Kalleberg, 2000). There is a body of research that deals with the reasons employers foster and governments contribute to precarious contracts. There is, however, little known about the needs of those who offer their precarious labour: the precarious workers themselves. To our knowledge, no research has been conducted on the needs of precarious workers regarding paid and unpaid labour.

In the study, we consider needs as essential or very important requirements that precarious workers have to accept in order to make their precarious labour relations endurable. Insights into these needs contribute to the debate on precarious work and to understanding the needs of those who perform precarious labour. These insights can also help policy makers reconsider their labour policies. The paper, therefore, addresses the following research question: What are the needs of precarious workers regarding paid and unpaid labour?

In the study, we define precarious workers as those who are paid a minimum wage, who perform temporary work with no prospect of a long-term contract (two years or more), or who are unemployed and looking for paid work.

We conducted this explanatory study in an urban area of Amsterdam in the Netherlands. To control for the effects of the local economy, we collected data from one urban area. The urban area has a high rate of unemployment and a high poverty rate, and has a highly diverse ethnic population. A focus group setting and in-depth interviews were used to collect the data.

References:

The dynamics of hospital ‘efficiency’ – patient flow, patient care, work intensification, working time and resources.
A model of ‘redline-ing’

Public hospitals face increasing dilemmas in balancing cost-cutting and efficiency while improving patient care and clinician engagement. Since the early 2000s, public hospitals have attempted to improve efficiency, productivity and the quality of patient care by drawing upon the rhetoric of ‘doing more with less’, commonly associated with ‘Lean Thinking’ (originally developed within a manufacturing context). However, research on Lean in healthcare has generally ignored the effects on workers.

Two key critiques have emerged which position workers as central to the use Lean in public hospital. First, Radnor and Osbourne (2013) argue that Lean has developed as a technocratic approach that ignores the unique character of service work as co-produced between service provider and user. They propose ‘Lean Co-production’.

The second arises from a merging of socio-technical approaches to work with human ergonomic concerns with occupational health and safety. It also places the inter-relationship between clinician and patient at the centre of service provision. However, unlike ‘Lean Co-production’, this is explicitly concerned with mutually beneficial outcomes for both patients and workers, while recognising that their interests do not always coincide (Holden, Carayon, Gurses, Hoonakker, Hundt, Ozok & Rivera-Rodriguez, 2013). Together, the traditional human ergonomics focus on the individual level is extended, incorporating that of the organisation. Nevertheless, the ‘external environment’, as such, remains opaque.

Drawing upon our qualitative and quantitative empirical study of ‘Leaning’ wards in public hospitals in Australia and Canada, we have developed a patient/clinician focussed model of the complex and dynamic inter-relationships between: patient-care, efficiency, clinicians’ work processes and work intensification, work time and resources (understood in a broad sense). These are embedded within hospital and local environments undergoing politically-driven regimes of cost-cutting, restructuring, and work process changes. The model draws on labour process theory and is phenomenologically-informed by the multiple meanings, practices and bodily materialities emerging from specific social, political, economic and cultural situations.

This model has been developed from an iterative content analysis of longitudinal (including repeat) interviews with executives, managers, doctors and nurses at two very different hospitals, conducted over three years, which was subsequently supplemented by a survey of nurses at the Australian hospital. The key findings upon which the model is based include: the outcomes (for both employees, patients and ‘efficiency’) of Lean projects focussed on patient flow depends upon the adequacy of resourcing across multiple domains; resourcing mediated the effects of patient care (as faster times to treatment, and/or as reduced quality of care); the various actors constructed multiple understandings of ‘patient care’ and ‘work intensification’, for example the latter as increased work pressure and speed (task-centred), as well as missed episodes or deliberate rationing of patient care (patient-centred). A key finding was how nurses individualised responses to work intensification by working part-time.

The key contributions include: positioning ‘dynamic externalities’ as central to understanding these complex interrelationships; understanding of ‘key actors’ as living through multiple, at times conflicting, contingencies; and demonstrating the opportunities offered by multilevel, interactional approaches to analysis of work process changes within public hospitals.
External providers of social care in the UK are responsible for delivering services to the most vulnerable in society and the ongoing commitment of their staff is essential to achieving quality service outcomes. Yet, in an era of austerity and deteriorating employment conditions, ensuring commitment is increasingly challenging for outsourced social care employers. Line managers remain important to worker identity and willingness to work in social care (Baines et al., 2014) and hence are crucial to managing their front-line care workers’ commitment. However, how far they have the capabilities to create workplaces that encourage and sustain commitment among their employees remains unknown. Against the background of public service austerity, this study therefore seeks to examine the subjective experiences and structural context of line managing in social care, and their implications for the management of staff commitment.

Social care workplaces often embody climates of work intensification and stress that undermine the line manager role (Hutchinson and Purcell, 2010) with the outsourcing of care work being operationalized through a multiplicity of New Public Management-style contracts from public sector funding authorities. At the same time, sustaining employee commitment in the voluntary sector is a complex and puzzling phenomenon. In addition to accepting lower wages than in for-profit organisations (Leete, 2000), employees also tolerate increasing levels of stress (Nickson et al., 2008), verbal abuse, violence, and physical and emotional ill-health (Baines, 2006). In particular, the largely female social care workforce is seen as possessing natural capacities to provide endless care despite fiscal uncertainty, short staffing and low wages (Baines & Cunningham, 2011). Expectations of high commitment among female staff are also informed by misconceptions of this capacity to care, reinforcing the gendered ethos of altruism and long hours of paid and unpaid work, as well as devaluing women’s skills (Baines et al., 2014). Beyond altruism, however, voluntary sector workers possess instrumental orientations, limiting their tolerance of low terms and conditions (Bunderson & Thompson, 2009). Commitment in the sector thus has a self-perpetuating element, but also needs to be maintained.

In order to shed light on both the role and capacity of line managers to manage and sustain this commitment, this study recognizes the advantages of an inductive approach for gaining insight into the subjective experience of line managers. As part of a larger multiple case study, we present initial findings from a UK social care organisation, drawing on semi-structured interviews with senior and line managers, HR functions, employees and their representatives. These findings highlight how changes in the operational context (e.g. austerity, leanness and precarity) and in contracts from various public sector funding authorities shape the workplace climate. They further reveal the implications that these changes and pressures on working conditions have for the line managerial role in care work. Furthermore, the study offers insight into the organisational support and qualifications that line managers draw on to fulfil their tasks, pointing to how social relations in the workplace and aspects of the labour process in care work shape line managers’ ability to lead.

References:
Employers' Exit from Multi-Employer Bargaining. Organizational Change in German Employers' Association

By international comparison, Germany provides a unique case of an association-based extension of collective bargaining coverage beyond rather low unionization rates in industries and firms. This system differs markedly from countries like the UK which is characterised by a virtual non-existent extension beyond a company’s unionization level, or France where the state regulates a very high extension of collective agreements although union density is even below the US level (Traxler et al. 2007). In recent years, although in general a relatively high stability of this system of collective bargaining is observed (Thelen 2000), the debate in Germany has focused on several signs of change in the collective bargaining system, above all, on qualitative changes in collective agreements themselves or the emergence of an “employer association free zone”, i.e. the rising employment share of industries populated by younger, small and medium-sized firms not covered by any form of collective interest representation at all, for example in the IT industry or services. Largely unnoticed went a change from within employer associations as, about 20 years ago, German employer associations started to differentiate themselves by offering a special "OT" membership status, i.e. firms may join the association without bearing the duties and responsibilities emerging out of collective agreements reached by the association and the respective trade union. As a result, these companies are not covered by the industry wide collective agreements concluded by the associations but still receive a full range of other membership services. Today, it is estimated that in the meanwhile close to 65 percent of the approximately 700 employers associations, which regularly do negotiate multi-employer agreements with one of the eight member unions of the peak union confederation DGB, do offer their members an "OT" non-coverage membership status.

Interpretations of this organizational change from within associations differ markedly. While some scholars argue, that OT membership is primarily an approach to stabilize faltering membership within employers associations others see in this new membership status an approach to maximize employers’ power vis à vis the unions at the bargaining table or even to provide for a gradual exit from industry-wide collective bargaining altogether (Völkl 2002, Haipeter/Schilling 2006, Schroeder/Silvia 2007, Behrens 2011). In any case, following the literature on institutional change, the emergence of non-bargaining membership can be interpreted as some sort of an incremental change process in which corporatist integration of German firms is successively replaced by a more Anglo-Saxon type of company level (non-)bargaining due to a gradual organizational transformation of employer associations resulting in
institutional layering, i.e. the simultaneity of newly emerging and traditional institutional elements within a given setting of collective bargaining (Streeck & Thelen 2005).

It is the aim of this paper to contribute to the debate on the future of industry-wide collective bargaining in Germany by analyzing the different strategic approaches of employer association towards OT membership.

Based on the analysis of the bylaws of 358 German employers’ associations, and drawing on numerous unpublished documents and interviews with employer representatives from a variety of different associations, the paper will investigate to which degree certain organizational properties of employers’ associations support or inhibit the introduction of a bargaining free membership status. It is hypothesized that by splitting its membership into two sections, one with and a second without collective bargaining coverage, employers increase potential rivalries within their associations which need to be addressed with the help of certain associational structures and features.

By moving the major focus of the analysis from the company to the associational level the paper also seeks to enlarge our knowledge on the conditions and foundations of collective action and thus contributes to a debate which reaches beyond the subject of employers’ collective interest representation.

References:


Chris Benner (University of California Santa Cruz)

Jairus Rossi (University of Kentucky)

‘An Island off the west coast of Australia:’ Multiplex geography and the growth of transnational tele-mediated service work in Mauritius

Stream: Transnational service work

Date: TUESDAY, 5 April 2016

Time: 9.00 – 10.30

Room: WZB B003

Like many other countries in recent years, Mauritius has placed a high priority on attracting international call centers, business process outsourcing, and other forms of information technology enabled services. While other countries in Africa like Ghana, Kenya and Botswana have struggled in attracting this kind of
business, growth of eWork in Mauritius has been impressive. Based on in-depth interviews, analysis of company and government documents, and extensive review of secondary materials, this paper argues that Mauritius has achieved this success in part by effectively leveraging the “multiplex geography” of the island. This concept emphasizes the co-presence of multiple spaces, times, cultures, identities and webs of relationships which have emerged out of the island’s varied history and culture. While it is a member of the African Union, the island has no indigenous population, is multi-lingual with multiple colonial influences (including Netherlands, France and the UK), and is culturally tied to mainland Africa, India and China through labor migration patterns. The government emphasizes this multiplexity in its marketing efforts, and companies use this multiplexity to cultivate market niches and simultaneously serve diverse customers. This fluid and dynamic positionality affords creative advantages for the island such as convincing skeptical American consumers that the island is off the coast of Australia thereby avoiding negative associations with Indian (and African) call center agents. The paper concludes by suggesting that a better understanding of links between multiplex cultures and economic geography might highlight opportunities for other nations in the rapidly growing offshored services industry.

David Bensman (Rutgers University, SMLR)
Donna Kesselman (University Paris East Creteil)

**Precarious Work in the Grey Zone of the Social Relations of Work and Employment**

Stream: Precarious work  
Date: MONDAY, 4 April 2016  
Time: 15.45 – 17.15  
Room: WZB B005

For the past four years, in a team of international researchers, we have been studying how work and employment are changing throughout the globe, focusing our attention on France, the United States, and Brazil in particular. We have been motivated by our understanding that the standard employment relationship of the New Deal era is breaking apart amidst destabilizing forces of neo-liberal political globalization, financialization of national economies and the global economies, technological change, the construction of global value chains, the fissuring of workplaces, and cultural changes in the meaning of work and its relationship to personal identity.

Our common project has been to understand what is replacing the standard employment relationship of the Fordist era. To that end, we have conducted case studies of a variety of industries, occupations and professions not only in the three countries identified above, but elsewhere as common trends and identifiable divergences emerged. Our research reveals a complex and dynamic picture, not of a new paradigm for work and employment, but rather of a process of change, which we call the work and employment grey zone.

Many workers, whether employed or contracted for, are also increasingly losing control of their working time. Limitations on overtime are weakening or often being ignored, schedules are becoming less predictable, increasing numbers of people are being forced to work part time and in multiple jobs. Furthermore, the separation of working time and personal time is breaking down for increasing numbers of workers, who find themselves obligated to keep themselves ready to work for extended periods, and who must answer job-related emails and texts even when they are in their personal environments. At the same time, there are other workers, often professionals working as freelance contractors, who are able to take advantage of new work relationships to gain more control of their working time, no longer imprisoned by a work schedule with fixed hours.
Not only is working time being redefined in modern workplaces, but the workplace itself is changing its character. With digitization, many work institutions do not find it necessary to concentrate workers in one physical place, and indeed find it cheaper not to have to provide an equipped workspace for every worker. Increasingly people are working at home, on the road or on the move, in temporarily rented spaces, in workplaces provided and controlled by their contractors’ contractors. Furthermore, with companies fissuring their workplaces by franchising, subcontracting, and building global supply chains, increasing numbers of workers are working remotely from the organizations who pay them or who put them to work. Sometimes this reduces workers’ ability to form cohesive work groups, sometimes it isolates people in their own cells. And sometimes it makes it possible for people to combine their work with other life activities, including child-rearing, recreation, artistic performance, study, civic engagement, and leisure.

Workers are increasingly finding themselves interacting with the institutions that put them at work as individuals, rather than as members of unions, organizations, occupational groups, and professional associations. Contracts between organizations that put people to work and individual workers are increasingly replacing laws, collective agreements, occupational and professional norms and so on. Workers are increasingly called upon to pay for the material means enabling them to work.

An important feature of this individualization of work and employment is that workers are increasingly responsible for gaining the skills necessary to complete jobs, for keeping up to date with changing processes, products, markets, and technologies, and for gaining new knowledge and skills to continue their occupational and/or professional development. The combined impact of this trend toward self-training, obligation to assume the material risk of investing in work conditions and toward the above-mentioned penetration of work into personal spaces means that increasing numbers of workers find themselves working longer hours, despite productivity-enhancing technologies. This individualization or contractualization of the work relationship in labor markets where organizations that put people to work have increasing power and fewer restraints means that inequality in workplaces and work relationships is increasing, and workers are finding themselves not only less powerful, but also more isolated. The process we are describing is not uniform from country to country, and it contains countertendencies. For example, in Brazil we can see at the same time the movement of millions of formerly informal workers into a regulated employment system and the movement of millions of formerly formal sector workers who are moving towards the grey zone of uncertainty at work. Furthermore, in the United States, in particular, at the same time that union membership is declining, labor regulatory bodies are being starved of resources, employers are using digital technology to monitor workers and schedule them to maximize profitability, there is a countermovement to strengthen enforcement, revise the rules and laws to bring workers under the umbrella of labor and employment law and social protection, and to organize precarious immigrants and other workers into unions, worker centers, and community-based campaigns and social movements. Resistance movements to preserve previously gained statutes and gains and to improve upon them are a major source of grey zone; they are movements to re/impose, as much as possible, what had been, or might have been, the “ideally white” standard employment relationship. Thus we can say that the movement of workers towards a grey zone is a scene of people in motion. They are not all headed in the same direction, and they are not always remaining on the same course. There is much flux, with no fixed end in sight. This is why analyzing the process of change is the key to understanding today’s labor market in an unequally globalizing political economy.
It is all about the money: when the managed heart turns into a managed body

Commercial aviation has undergone major changes as a result of technical progress and an increasingly deregulated and competitive market. Today, most airlines are taking actions in order to reduce costs and increase productivity. It is not only low cost carriers that are pressing prices in a continual downward spiral; also the major companies such as the Scandinavian flag carrier Scandinavian Airlines (SAS) are influenced by the competiveness of deregulation and the low-cost carriers. This paper is about the consequences of this development, focusing a group of older female cabin attendants at SAS, their work life memories and experiences. By adopting and inductive approach, focusing on the interviewees own concerns, the data material is based on eight in depth interviews with women aged 50–55 years old who worked as cabin attendants between 24 and 30 years. One of them is also a union representative. When studying this specific occupational group it is impossible not to take Hochschild’s influential work The Managed Heart into account. Although her work is not unquestioned, it has had an immense impact on the further theorizing and mapping of empirical trends and various expressions of emotional labour among cabin crew. However, this paper has a different focus. It is about the working conditions and less about the service relation. The reason for this is simple. The women’s concerns were not the passengers and the service-relation, but the way they were exploited as labour by their employer. The cabin attendant’s stories reveal why they remained in the occupation for so long: how their working conditions deteriorated, how the foundations of the status of the occupation crumbled and how they became locked in an unsustainable and undesirable situation. Further, the paper highlights the women’s experience of aging in an occupation that simultaneously is getting more and more demanding, while at the same time having a collective memory of a job and a life situation they enjoyed. The paper discusses various strategies that they developing to manage to work long hours, deal with irregular working hours and the small possibilities of recovery, as well as a lack of respect from management. Although the paper focuses on a specific group of older cabin attendants, it contributes to a wider and at the same time deeper understanding of the exploitative working conditions in a global service-industry. It shows that degraded working conditions have been normalised and have set the standard as regards what kind of employer the company wants. Unregulated market forces have broken down the foundations of good and valuable work in the industry and the ideal employee appears today to be a malleable (young and/or contracted) person who works for a couple of years under flexible forms of employment. This is a logic that leads to the employees being replaced while the poor working conditions remain.
Complex, ambiguous and conflictuous: attempts to revolutionise the organisation of work in German energy suppliers

The energy sector was characterized by very stable employment conditions and industrial relationships in the past. Policies for greater energy efficiency as well as for energy transition (“Energiewende”) gave way to highly volatile institutional conditions. The sector seems to be shaken up by its new regulatory and technological framework. In addition, new competitors as well as new modes for cooperation evolve on the basis of digital technologies. The energy sector with about a quarter of a million of employees has to develop business strategies and work processes which provide the infrastructure (sustainable energy supply and energy efficiency services) for responding to climate change. This means fundamental restructuring and attempts to reorient employees’ attitudes towards more flexible and more market driven conditions.

We investigated attempts for restructuring in a group of energy supplying companies and found them struggling with high complexity, ambiguous strategic orientations and ongoing conflicts over the organization of work and employment. The empirical material for our paper covers case studies in two publicly owned suppliers and additional qualitative interviews in four other companies and two trade unions. We focus on two questions: Are the common measures for more flexible forms of work organization, self organization and “lean management” appropriate to tackle the problems of the energy suppliers and are the energy suppliers simply latecomers in applying them? Or is there something specific to this sector that had hindered the implementation of these widespread and well known measures in the past and – if so – how do the companies adapt to them and make organizational change work?

We found striking evidence that employees and managers are implicated in struggles over validation of old and new objectives: They implicitly and sometimes explicitly ask to what extend do we still define ourselves as responsible for infrastructural services and as such for a common good as opposed to our new identity as mainly buyers and sellers of energy on a globalized and digitalized market. This can very well be theorized as struggles over different orders of worth, as developed by Thévenot, Boltanski, Salais and others in the French school of the economics and sociology of conventions. Technicians, front-line employees and administrative workers actualize different orders of worth when they are engaged in redefining their internal relevance and in ensuring their future working conditions against new management strategies. References to market, network and project oriented values tend to override references to industrial and common good values. By this, younger, female and more business oriented employees begin to reshape the profile of this sector. But, technical expertise remains essential.

This paper aims at making fruitful the sociology of conventions for the sociology of work. In addition, it helps to understand the enormous persisting and conflictuous powers in the traditional energy supplying companies that seem to be hindering a successful energy transition in Germany.
There has been a recent shift in career patterns for those working in many middle-class professions. Instead of having a 'job for life' with a linear upwards mobility, they are now expected to pursue a 'portfolio based' career. From a positive perspective, such career model implies that individuals are no longer institutionally constrained, have more options, and can be increasingly creative. On the other hand, limited number of permanent jobs that are now available in certain sectors may lead to precariousness, especially during periods of economic downturn. In such case individuals no longer choose, but are rather pushed to take on short term work. In this paper we will examine both scenarios by using the example of the ICT and financial sector.

Data presented in this paper has been collected as part of the Working Conditions in Ireland Project, which is a qualitative study of changing patterns of work and employment before, during, and after the recent recession. It focuses on four sectors of the Irish economy: hospitality, construction, ICT and finance. At the core of the project are interviews with employees working in non-managerial positions in the four sectors. Findings from this study suggest that that the portfolio careers are only beneficial for those who are placed in the employees' driven labour markets (or sectors). The Irish ICT sector is an example of such market, as it is constantly growing despite the recession. Individuals have a choice of employers who continue to recruit, wages are relatively high and the working conditions are good. Short-term nature of such contracts is thus not an issue. The situation is different, however, once the market is driven by the employers. This has been the case of the Irish financial sector, which was affected by the recession. As a result economic crash, those who are now starting their careers in this sector frequently don't have choices that were available to them during the boom and are forced to take on fixed term contracts instead. These jobs are often low paid and don't come with opportunities for further career progression. The options are no longer there and jobs are taken as part of survival strategies rather than career-building plan. Even though the individuals undertaking such jobs are skilled and have good qualifications, upwards professional mobility is absent from this form of employment. This have further implications on the overall life-course precariousness: these jobs come with low wages and no security and therefore don't allow individuals to settle down professionally and personally. Consequently, as it will be discussed in this paper, what once was a 'portfolio career' has now become a not even a 'patchwork' but a 'grab bag' career.
Paolo Borghi (University of Milano Bicocca)
Terenzio Mingione (University of Milano Bicocca)

From voice to big coalitions? A comparative study of union strategies in relation to freelancers’ representation in Germany and Italy

Stream: Industrial relations
Date: TUESDAY, 5 April 2016
Time: 9.00 – 10.30
Room: FES 6.01

The working and life conditions of knowledge workers are a central issue in the analysis of the cognitive capitalism (Corsani et al 2001; Boutang 2007). The creative class (Florida 2002) is proving to be fragile and fragmented, selective and often rootless, flexible without rights. New possibilities of participation supported by technological devices are favouring the convergence of individuals and organisations that would have never shared common actions in the past. These conditions redefine confrontation paths focusing the attention on organization, dialogue and agreement at distance (Kamel 2014) on the definition of a common minimum frame (Tremayne 2014), on protest dynamics based on multiple adhesion paths (Bennet and Segerberg 2011) and ways of participation (McDonald 2002). McDonald, according with Melucci’s studies (1989; 1996; 2000), underlines the necessity to focus on personal participation. This is a valid frame not only in the context of social movements’ analysis but also for studying the organisations involved in freelancers’ representation. In the last fifteen years there have been several attempts to organize these workers through awareness campaigns, professional organisations, networks of associations, coalitions. From a theoretical perspective some scholars are forecasting the creation of a new and potentially dangerous social class (Standing 2011) in which knowledge workers, migrants and other precarious workers make common front to revenge new rights. Other scholars are focused on freelancers (or I-Pros: Independent Professionals) as a new and specific workforce (Rapelli 2012, Leighton 1992; 2014) with peculiar needs and trajectories (consider for example the evolution of Freelancers Union in U.S.A. or EFIP – European Forum of Independent Professionals – in Europe). Multiples attempts to build collective identities swing between corporatist temptations, which can exclude the weakest segment of freelancers, and innovative experiments, which aim to counter fragmentation and elitist ambitions functional to the subjectivizing devices (Foucault 1975, 1976; Agamben 2006) of the new spirit of capitalism (Boltanski and Chiappello 2005). The paper will explore the role of Trade Unions facing these two opposite trends, and it will consider freelancers’ representation as an emerging strategic action field (Fligstein and McAdam 2012) in which Trade Unions must compete with other organisations. The paper is based on two research projects: the first one is a national qualitative research project (2013–2014) carried out in Milan and focused on the offer of representation for young-adults independent professionals and their needs; the second one is an on-going comparative study (2014–2016) on freelancers’ organisations (with national relevance) based in Milan and in Berlin. The analysis of Trade Unions representation strategies will be developed through Frege and Kelly’s model of Union Strategic Choice (2003). The data collected (official and public documents, exploratory and in-depth interviews) are processed with N-Vivo software for qualitative analysis. The strategies detected in both territories will be compared and a model of the evolution of the field (Bourdieu and Wacquant 1992; Powel and Di Maggio 1983; Fligstein and McAdam 2012) will be proposed.
Sofia Boutsiouki (University of Macedonia, Greece)

Work-based learning for VET students. Policy and implementation challenges

Stream: Skills and labour market
Date: MONDAY, 4 April 2016
Time: 15.45 – 17.15
Room: Maritim 15

Young individuals face very unfavourable prospects in the contemporary environment. Not only do they face the prevailing difficult socioeconomic conditions in their countries, but also their knowledge, skills and competences are being seriously disputed, thus making their school-to-work transition quite challenging. Under these circumstances the European Union and the national authorities have engaged in an effort to re-design the VET systems and to enrich them with initiatives that increase the quality standards of the educational programmes and enhance the individuals’ transition to employment. Various forms of work-based learning have been designated as promising tools for an effective communication between education and the labour market and became aspiring VET components. They aim at securing opportunities for young individuals to develop their professional skills and competences by offering them a hands-on approach of the real professional environment. First, the paper analyses the European institutional framework regarding work-based learning and extends its focus on the relevant national framework in the Greek VET system. Then, it presents the findings of a survey research among VET students who participate in work-based learning in the form of apprenticeships, which constitute part of their vocational curriculum. It describes the organisational details of the particular apprenticeships, as well as the interactive relation between the VET providers and the labour market. Also, the paper explores the incentives that motivate the students’ proactive participation in order to define the dynamics of such an engagement. Moreover, it attempts to determine their perceptions of the benefits they gain so as to project their attitude towards similar work-based experiences in the future. Furthermore, the paper focuses on the obstacles the students confront during the apprenticeships in order to define the deterring factors and to contribute to the effective coordination and completion of the schemes. The final objective of the paper is to present the potential inefficiencies of the apprenticeship schemes and to formulate particular suggestions which would improve the overall initiative and would designate it as a model for the implementation of effective work-based learning in other parts of the education system.

Matthew J. Brannan (Keele Management School, Keele University)

Mis-selling made easy. Culture, Organization and the Ambiguity of Control in Retail Financial Services

Stream: Work identities
Date: TUESDAY, 5 April 2016
Time: 15.15 – 16.45
Room: WZB D112/3

Mis-selling of financial products and services is seemingly endemic in the UK, but has thus far, failed to register as an issue that deserves serious scholarly attention. In accounting for mis-selling, Regulators have been quick to highlight failures of organizational control, whilst Policy Makers and Politicians draw attention to the culture of retail financial services. Both of these accounts lack empirical grounding and emerge in a context of an already saturated focus on corporate elites within financial services and their
role within the Global Financial Crisis. Such accounts fail to comprehend the role of individual employees, especially in the context of retail financial services, whom are vital to understanding how products are mis-sold on a widespread basis. This paper provides a case study of the practice of mis-selling to explore the dynamics between employees and managers and the contention that control, or lack thereof, lies at the heart of the mis-selling. The paper provides an analysis of the extent and forms of control within the frontline environment and contributes to a theorisation of the way in which control works to facilitate rather than fetter mis-selling.

Bernd Brandl (University of Durham)
Alex Lehr (Radboud University)

The Strange Non-Death of Employer and Business Associations: An Analysis of their Representativeness and Activities in Western European Countries

Stream: Employers’ organizations
Date: TUESDAY, 5 April 2016
Time: 15.15 – 16.45
Room: WZB 004

Employer and Business Associations (EBAs) are encompassing interest groups who represent the interests of business, i.e. of companies in different sectors and industries as well as from different regions in a country, on the product and labor market. EBAs exist in all Western European countries. With a few exceptions, despite their high degree of encompassment, they are usually highly representative and well organized for the domain in which they operate. This is reflected by their membership share, which on average across countries is high and very stable over time. This high degree of representativeness is puzzling, as EBAs are burdened with the problem of collective action. Through their participation in collective bargaining as well as with their aims influence state authorities’ policy making, EBAs provide public goods. Hence, EBAs are faced with the same problem of collective action as many other interest organizations. In this paper we try to solve this puzzle of membership strength of EBAs, not only by looking into the selective incentives which they provide to their members, but in particular into the organizational structure, the kind of activities they pursue, and the socio-economic environment in which they operate.

As a matter of fact, the overall stability in the representativeness of EBAs is even more puzzling as changes in the socioeconomic context over the past decades have challenged the role of EBAs, especially those that represent the labor market interests of their members. In particular the “weakening” of trade unionism, i.e. declining numbers of trade union members, lead to less incentive for companies to join EBAs as there is decreasing need to counteract strong and serious trade union action. Moreover, whilst it is argued that the legitimacy of EBAs is strongly based on their function in collective bargaining, increasingly open markets significantly reduced the benefits of nationally-confined collective bargaining for companies. The bottom line is that not only the high representativeness of EBAs is somehow puzzling but also its overall stability over time. In this paper we concentrate in detail on the question of what makes EBAs highly representative, and why it has varied (or not) in Western European countries over time. More specifically, we analyze in detail how EBAs have coped with the challenges posed by the changing socioeconomic environment. As the results show EBAs seem to stand as firm as a rock in turbulent waters and we ask for the reasons by analyzing in very detail the determinants of representativeness of the largest peak associations in Western European countries. We derive 10 specific hypotheses which we test on basis of unique and recent time series data which covers Austria, Belgium, Denmark, Finland, France, Germany, Ireland, Italy, the Netherlands, Norway, Spain, Switzerland, and the United Kingdom over a period between 1973 and 2012.
Who is paying the price? Consequences of market integration and internationalization in European road transport on drivers working conditions

Mona Bråten (Fafo, Institute for Labour and Social Research)
Ragnhild Steen Jensen (Fafo, Institute for Labour and Social Studies)
Kåre Skollerud (Norwegian Center for Transport Research)

The market integration and internationalization of the European road transport has implications for both the development of national transport and for the working conditions of the drivers in this sector. In this paper we examine the consequences of the internationalization in regard to the development of the Norwegian transport sector and the social and working conditions of professional drivers in the road freight transport sector. Since the liberalization process started in the 1990s, the road freight transport sector has seen some radical changes. The increasingly greater opening of the European market in 2004 and 2007, has represented an leading factor in reshaping both way the road freight transport sector is organized an structured and also the nature and cost of the services provided. However, the process of liberalization has not been accompanied by a parallel process of social harmonization of the employment and working conditions (Jensen et al. 2014). In this paper we address the following questions: 1) How has the Norwegian freight transport sector developed since 2002? 2) What characterizes working conditions in freight transport, regarding: wage, employment conditions and safety. 3) Who is paying the costs for the market integration and internationalization in European road transport? Is it the drivers, who have to accept poorer working conditions? 4) What is Norwegian trade unions strategies to meet these challenges?

Methods and Data The main empirical basis for the paper will be: Statistics Norway's structural statistics. A survey conducted among employers and drivers in freight transport (300 employers and 500 drivers have responded to the survey) and qualitative interviews with about 100 freight drivers, both conducted in 2014. The descriptions of work and employment conditions contained in these analyzes will then be discussed in relation to the developments in transport sector discussed initially to see if, and how, the internationalization and increased competition have impacted on drivers social and working conditions. And what strategies Norwegian trade unions have to meet these challenges in road freight transport sector.

Beyond Petroleum: Workforce Planning and Climate Change

Coralie Breen (Vancouver Island University)

The world is warming, in part due to the impacts of humans at work. That means labour market researchers face the urgent task of helping to support government policy-makers lead the transition to green economies by providing new research in employment and workforce planning. Such transitions require major shifts in work practices and occupations worldwide. Given that the interplay of climate-change data,
green-economy metrics, and technological innovation is as complex as any ecosystem, and that structural differences in labour practices vary within and across borders, how does coherent planning for sustainable economies actually happen? This paper tackles the question using case studies from Canada, the United States and Australia. Theorizing that interventions must be comprehensive and need sustained political support, the study finds that no matter what the jurisdiction, a transition to a green economy may fail, both environmentally and in terms of productivity growth, without a plan that harmonizes employment and green policies. This paper, based on recently completed qualitative research, outlines a comparative study of current climate change interventions in the "sub-governments" of British Columbia, California, and New South Wales, set against a backdrop of earlier climate-change initiatives in four EU countries. The study clarifies how a combination of green policies and employment planning policies can reduce employment upheaval and improve community resilience in the face of climate change. Five factors are identified as critical to delivering policy reforms and making them stick: sustained leadership, a multi-sector and multi-jurisdictional approach, institutional strategy and structure alignment, a combination of planned and evolved approaches, and strategic workforce planning alignment. A discussion of labour policies and workforce development and planning measures indicates how these are best targeted and integrated into the larger green policy framework to improve coherence of policies and institutional, organizational, and data capacity. For example, employment impacts may be greatest when polluting industries comprise a greater part of the economy; retraining workers is a top priority here. A government’s success in guiding the transition of a workforce through significant policy changes is a determinant of public well-being – present and future – so leaders rightfully demand a solid foundation of research to guide implementation. To that end, the paper attends to the critical need to conduct and disseminate new research into how workplaces can and do reboot to meet the goal of creating low-carbon economies and how governments can guide the process. This is also a "rate of change" problem that needs to be better understood if governments are to provide leadership, adapt more quickly to climate change, and provide continuous high levels of services to citizens while maintaining strong economies. Governments that understand this will be at the forefront of mitigation and adaptation efforts. Some are more ready than others.

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Kendra Briken (University of Strathclyde)
Phil Taylor (University of Strathclyde)
Kristy Newsome (University of Sheffield)

Work Organisation, Management Control and Working Time in Retail Fulfilment Centres

Stream: Reconfiguring work
Date: TUESDAY, 5 April 2016
Time: 9.00 – 10.30
Room: Maritim 16

The last two decades have seen the rapid expansion of on-line retailing, which many have regarded as emblematic of the so-called new economy. If conventional wisdom assumes a digital weightlessness to this
A defining characteristic is actually the very materiality of warehousing, distribution and logistics, albeit that they are underpinned by networked ICTs. The movement of commodities through these chains constitutes a circuit of capital, in which interdependent labour processes and labour agency are central to the creation of value (Cowen, 2014; Taylor et al, 2015).

The focus of this study is one stage in this circuit of capital (warehousing), insofar as it is possible for this particular stage to be separated out from the dynamics of interconnectedness. The paper examines the organisation of work and the ways in which the labour process is shaped, if not determined, by the retailer’s compulsion to minimise customer delivery times. A key aspect of the political economy of on-line retailing is the competitive tussle between distribution firms as they strive to outdo each other in speeding-up the flow of commodities from supplier to consumer. Thus, prima facie management controls within fulfilment centres are inextricably bound up with work temporalities which, from the perspective of employees, are explored in this paper.

The paper draws upon extended semi-structured interviews with twenty-five workers currently, or recently employed, in the ‘fulfilment centres’ of one on-line retailer. The sample is representative of the different phases of the labour process, stacking, picking, packing and dispatching. We examine, firstly, the impact of technological devices, such as handheld scanners and Radio Frequency Identification (RFID) chips that enable the micro-measurement of task times in real time and underpin the quantitative (volume) and quasi-qualitative (error) targets, upon which supervisory controls and disciplinary sanctions are based. Unpacking management control involves, secondly, more formal dimensions of working time in respect of contracts, seasonality and shift length. Thirdly, we explore management control through job insecurity, whose temporal dimension may include the harsh experiences of zero hours working.

Theorising the significance of working time, Rubery et al’s (2005) important distinctions in how it is organised and regulated are acknowledged. On-line retailing provides an exemplary, contemporary case of their ‘pure employer-led, [largely] unconstrained by state regulation or trade unions’ scenario. Although exploratory, this paper represents one of the first systematic academic studies to document and analyse work organisation, management control and labour process in the warehouses of the rapidly expanding on-line retail sector.

In conclusion, we argue, the consumer’s click does not imply weightlessness and immateriality. Rather, these fulfilment centres, to paraphrase Marx (1976: 279) represent a ‘hidden abode of distribution’ in which the material realities of capitalist social relations and labour process can be rendered visible.

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Junior doctors, austerity and privatisation: from moral economy to collective resistance

Stream: Austerity
Date: MONDAY, 4 April 2016
Time: 15.45 – 17.15
Room: WZB B003

The UK’s National Health Service (NHS) is in the midst of an unprecedented crisis, principally caused by austerity-driven under-funding, rising patient demand, deep cuts to social care services and chronic staff shortages. At the same time, the Health and Social Care Act (2012) has ushered in profound change through the wholesale marketization and privatisation (commissioning) of much NHS provision in England (Pollock and Price, 2011). This paper explores the degree to which early-career medics’ have an ethico-political commitment to the NHS as a universal, high quality service, free at the point of need in the context of widespread and deep-seated support for NHS values in British society (Gershlick et al., 2015). In doing so, it explores junior doctors’ responses to the deepening NHS crisis and increasing privatisation in terms of their ideas, feelings, actions and future career plans.

Evidence is presented from an ongoing study of early-career clinicians’ experience of work, employment and career in the NHS based on 30 in-depth interviews with junior doctors from across the UK conducted between June 2014 and November 2015. The interviews comprised a biographical-narrative-interpretive approach (Ross and Moore, 2014) with elements of theory-led (Smith and Elger, 2014) and active-partisan involvement by the interviewer (Brook and Darlington, 2013). The interview data is supplemented by observational data from junior doctors’ ‘Save Our Contract’ protest meetings and demonstrations, plus textual data from related social media campaigning.

A moral economy perspective (Bolton and Laser, 2013; Thompson, 1991) is utilised to explore the extent to which early-career medics possess a lay morality (Sayer, 2000) whereby good medical practice (GMC, 2014) is widely understood to be underpinned by a personal commitment to medicine combined with ideological support for the socialised health values of the NHS. This is explored through contrasting junior doctors’ expectations of medical practice and future careers with their experience of the medical labour process (Walsh, 2013) in a crisis-ridden NHS, together with their reactions to the public debate on care quality and the future of the NHS as a not-for-profit, socialised service.

A large majority of the interviewees, especially British medics, expressed a deeply held commitment to the NHS as a universal health service, free at the point of need. Their long-term decision to stay in, or leave, the NHS often included weighing-up whether it will remain a public service available to all, irrespective of income. Very few interviewees expressed confidence in their own collective capacity to organise and protest through their trade union, the British Medical Association (BMA). However, most interviews were undertaken prior to the 2015 general election since when there is evidence of growing grassroots protest by medics against Conservative government NHS policy. In September 2015, a large grass-roots organised ‘Save Our Contract’ campaign among English junior doctors for strike action against the government’s plan to severely worsen their pay and working hours and risk patient safety succeeded in persuading the BMA to announce a ballot for industrial action. The campaign included militant demonstrations by thousands of medics marked by pro-NHS slogans and chants. The paper argues that as junior doctors’ shared moral economy of passionate support for NHS values is challenged and tested it is being transformed from a largely atomised and placid commitment into one where growing numbers collectively organise and actively resist.
Robert Byford (University of the West of England)

**The return of the Non-Person: Alienation of the self in a ‘market’ of freedoms. Lived experiences of Self-ownership in the UNITE/BA cabin crew dispute.**

Stream: Squeezing the middle?
Date: MONDAY, 4 April 2016
Time: 14.00 – 15.30
Room: Maritim 12–14

The following draws on an ongoing interdisciplinary PhD thesis, which combines political theory and employment relations in order to challenge the neoliberal narrative’s claims regarding freedom. Historically, restrictions of individual liberty have more commonly arisen from non-state actors such as slave owners, feudal agents, employers, parents and husbands rather than the state. The neoliberal narrative presents the state as restrictive of individual liberty and “free markets” as agencies of liberation. The neoliberal narrative and its emphasis on the minimal state insufficiently recognises the protective role of the state in preventing private agents seizure of individuals liberty. The narrative ignores the reality that it was not “the market” that prohibited slavery, child labour and bondage it was the state. It is “the free market” that continues to deliver products tainted with these abominations.

Original empirical research has been conducted into issues of individual liberty within the case study of the 2009 to 2011 British Airways cabin crew strike and its aftermath. Interviews were gathered from cabin crew in three union branches, employees from both sides of the picket lines and employees subject to contracts created after the dispute. Additionally the research gathered more than 800 survey responses from cabin crew. The researcher attended union branch meetings over an eight-year period and took over 7,000 photographs of the branch meetings, picket lines and activist’s visits to the TUC and parliament. From this research, two dominant themes have emerged, status and control.
The empirical revelations were placed under the abstract lens of political theory. Status and control are causative and effective of each other. Status determines the right of actors to hold rights. Rights held are determinative of the magnitude and nature of control. Control is determinative of the capacity to create the structures of status and the distribution of rights within those structures. Current political theory debates regarding freedom in employment predominantly focus upon the entry into contract. Phillips (2008) draws attention to Pateman’s (1998) contention that consideration of issues of freedom surrounding the entry into contracts is important but not sufficient. Freedom claims in the sense of truly voluntary entry into contracts cannot be sustained if there is unfreedom in the contract’s terms.

A new model of the employment relationship is proposed with a focus upon individual liberty. It proposes that, rather than viewing the employment contract as a purchase of labour or labour power, it is viewed as transfers of the control rights and income rights of natural persons (employees) to other natural (individual employers) or artificial persons (corporations). The result of such transfers determines the positioning of actors, persons, on a spectrum of effective status. The status positions on the spectrum determine the magnitude and nature of the rights possessed. These vary from the total absence of rights held by ‘non-persons’, exemplified by slaves, to the additional possession of rights that are located in other actors, possessed by ‘super-persons’ exemplified by the corporate mega-persons described by Brown (2015). The transfer of possession of control rights over an individual to others represents a loss of freedom. When the “free market” is the agent creative of that loss it cannot be described as a mechanism that supports individual liberty.

John Calvert (Simon Fraser University)

Analysis of a Union Climate Change Campaign to Raise Insulation Standards in British Columbia’s Construction Industry

Stream: Labour and climate change
Date: TUESDAY, 5 April 2016
Time: 13.30 – 15.00
Room: Maritim 17

The role of the labour movement in supporting climate change is now the subject of considerable academic interest. Much of this has focused on the broad policy statements of union federations at the national and international level. However examples of individual unions campaigning for change in their own industry are less well researched. This paper documents the efforts of a Canadian building trades’ union to encourage governments and the construction industry in British Columbia to adopt higher standards of mechanical insulation in buildings.

Buildings account for between 35% and 40% of energy use and GHG emissions. (IPCC 2014, IEA 2015) Improving building efficiency is thus a major climate change objective. The Heat and Frost Insulators Local 118 (BC Insulators) represents journeypersons and apprentices who install and maintain mechanical insulation (HVAC) systems. These regulate furnaces, boilers and air conditioning systems and are responsible for over half of the energy consumption of buildings.

The union’s members have a Trades Qualification (TQ) based on a 4 year apprenticeship in HVAC systems and building insulation methods. They install the latest energy saving technologies in every type of building. All journeyperson insulators are trained in British Columbia’s public colleges using curriculum developed and copyrighted by the union, giving the Insulators a unique role in industry training. The union prides itself as being on the leading edge of innovation in this sector.

To expand use of the newest, most efficient HVAC systems, provide additional employment opportunities for its members and reduce the volume of work being carried out by unqualified insulators, in 2010 the union initiated a campaign to persuade municipal governments to raise mechanical insulation standards in
their contracts for public buildings. It funded a major consulting study outlining appropriate technologies and insulation standards for the BC industry—standards much higher than the existing building code. Over the past 5 years it has expanded this campaign, presenting information to municipalities, major contractors and key property developers. It has also modified its apprenticeship curriculum to include a major climate literacy component.

The union's climate change campaign is unique in Canada and has not been covered in the academic literature to date. This paper documents the union's campaign rationale, outlines the components of the campaign and assesses its impact on government standards and industry HVAC purchasing decisions. Using qualitative research methodology, it presents the results of in-depth interviews with key union, government and industry actors. It also reviews the content of government building procurement contracts to identify their inclusion of higher insulation standards and assesses the extent to which the union's key role in training has influenced HVAC installation standards. Finally, it discusses the implications of the union's campaign as a model for other unions attempting to bridge the divide between maintaining employment and supporting climate change initiatives.

Iain Campbell (RMIT University)
Martina Boese (La Trobe University)
Joo-cheong Tham (Victoria University)

Understanding 'ultra-exploitation': Temporary migrant workers in Melbourne's cafes and restaurants

Stream: Work and migration
Date: TUESDAY, 5 April 2016
Time: 15.15 – 16.45
Room: Maritim 16

The rapid increase of temporary migrant labour (TML) in Australia, both through dedicated schemes such as the 457 visa program and through de facto schemes such as those involving Working Holiday Makers (WHMs) and international students, has been accompanied by frequent reports of precarious work, worker abuse and what is called 'ultra-exploitation' (Marginson et al, 2010, 16). Migration regimes around the world differ widely, but a connection between TML and worker abuse has become a common theme (ILO, 2006, 19).

This paper reports findings from a recently completed case-study of the cafes, restaurants and takeaway food services sector (ANZSIC 451) – the main site of employment in Australia for each of the three main TML groups (WHMs, international students and 457 visa holders). The paper draws on in-depth interviews conducted in 2015 in Melbourne with 42 temporary migrant workers who were either currently employed or had recent work experience in the sector as waiting staff, kitchen-hands, cooks, chefs and restaurant managers. It also uses background statistics, reports of enforcement campaigns, transcripts of legal cases, industry reports, and (rare) academic studies, together with supplementary interviews with local workers, restaurant employers and key informants from industry associations, community organisations, employment and migration agencies, and enforcement bodies.

The paper contributes to the literature on temporary migrant labour in two main ways. First, it assembles new evidence of the low wages and poor working conditions, generally involving non-compliance with labour law, experienced by temporary migrant workers in Australia. Most jobs held by the interviewees were 'casual', almost half could be classified as informal (cash-in-hand payments, without a tax file number and without social protection), and all but a handful of the interviewees reported repeated experiences of underpayment or even non-payment of wages.
Second, most important, the paper uses case-study evidence to contribute to debate on the causes of precarious work. The paper identifies an interaction of factors of vulnerability with employer practices in poorly regulated industries. Vulnerability is readily apparent in the case of international students and WHMs, and precarious migrant status is particularly salient for 457 visa holders (who are heavily dependent on the employer for continued residency) (Berg 2015). Other characteristics, such as financial security, connections to family and intermediary firms in the home country and whether temporary residence is seen as the initial phase in a long-term migration project, can also be important. Discriminatory recruitment patterns, which serve to exclude international students and WHMs from more attractive industry sectors, are a structural factor that plays a significant role. The paper argues, however, that the central influence, responsible for transforming the risk of poor treatment into the reality of 'ultra-exploitation', is the business model adopted by many firms in both mainstream and 'ethnic' cafes and restaurants.

References:

Xuebing Cao (Keele University)
Quan Meng (Capital University of Economics and Business, China)

Unorganized strikes and workplace trade union reform: evidence from China

Stream: Industrial relations
Date: TUESDAY, 5 April 2016
Time: 15.15 – 16.45
Room: FES 6.01

This paper examines unorganized collective labour disputes in Northeast China in recent years and the changing strategies of workplace union organizations in response to these spontaneous strikes. Between 2010 and 2014 there were a number of large scale, unorganized strikes in Dalian, a coastal city which is a popular destination for foreign investment and manufacturing industry. Facing with the workplace turbulence, local trade unions were under pressure because these non-union strikes further demonstrated the unions’ legitimacy problem and workers’ distrust towards unions. The continuing structural weaknesses prevented unions from becoming independent organizations that could lead genuine collective bargaining and industrial actions. Particularly at the forefront of industrial conflict, enterprise unions were constrained by their affiliation to both the Party-state and management (Chen, 2010).

It has been noted that the existing collective wage consultation mechanism, based on the collective contract system, is unable to provide an effective framework for unions to carry out wage negotiation or bargaining (Clarke et al., 2004). While some grassroots unions have tried to reform election mechanism (for instance workplace union election experiment after the 2010 Honda strike – see Chan and Hui, 2012), most union organizations are still conservatively waiting for the guidance of top-level design with very little actual steps. In this context, a few local union reforms have shed lights for the contemporary Chinese industrial relations system, one of which is the new strategies deployed by a group of local enterprise unions’ in Dalian to respond the escalating labour disputes. These new strategies were aimed to reform the traditional
collective wage consultation mechanism and the workers’ congress system, in a hope to defuse discontent and avoid strikes.

By evaluating documentary and semi-structured interview evidence, the research looks at a number of cases in Dalian where the reform of enterprise unions have changed their functions through actively engaging with both employer and employees during and after collective labour disputes. To some extent the reform is encouraging because the unions effectively helped the swift settlement of these conflicts. The re-institutional process facilitated an employee voice mechanism, and enhanced the residual workers congress platform. The new mechanism was also able to borrow workers’ power and voice to mitigate the confrontation during the industrial dispute, as most workers accepted the union’s mediation, and the workers’ congress became more meaningful. It can be argued that by the reform enabled unions to act as ‘lobby agents’ for labour disputes, and this eased the pressure of unions’ legitimacy crisis by partially institutionalizing the wage consultation mechanism.

Yet, such reform has not fundamentally changed these union organizations’ status as affiliates of the Party-state and employers, therefore the union’s legitimacy problem remains and the new model is likely to be seriously challenged in future when external environment (such as local government’s support) changes. Certainly this ‘intermediary union model’ differs from the social partnership or intermediate union approach in Western countries where unions can lead effective collective bargaining and industrial actions (Muller-Jentsch, 1985). Whereas the ‘Chinese characteristic’ remains due to political reasons, the influence of the Dalian union reform is limited because unions still do not have enough power. Nevertheless, this experiment indicates that Chinese union reform is likely to be initiated from local and grassroots levels (Liu, 2010), at the same time the model provides an institutional platform for unions to take part in conflict resolution, and indirectly workers may benefit from a better environment to develop solidarity. In this respect, despite its ineffectiveness of increasing the union’s legitimacy, the reform signals the progressive development for contemporary China’s labour movement.

References:

Gwen Chen (Nottingham Trent University)

Organisational change has changed me: changed work relationship in a UK engineering firm

Stream: Reconfiguring work
Date: TUESDAY, 5 April 2016
Time: 13.30 – 15.00
Room: WZB B002

The journey began when there was no compulsory redundancy took place previously in this very organisation, then it happened for the first time, it was like to be hit by a big bomb, everyone was nervous, worry and not sure what was going to happen. Voluntary redundancy happened before, but it was
individual’s willingness to leave the organisation. Now, survivors were pushed out, not only by the organisation but their long-standing work colleagues. When the redundancy announcement was made, their view of themselves in the organisation starts to change (Patvardhan et al, 2015). They become more aware what was going to happen, became more demanding to their line managers and HR departments, anxiety, worry and fear surrounding by not knowing what was going to happen, how it was going to take place or when.

Six years on, survivors still remembered the bitter experience they went through, still feel guilty to be about to keep their job meanwhile feel insecure about future job prospect and fear about the future redundancy. Being through redundancy and being a survivors working in the same organisation has proven to be a stressful experience, for some survivors, despite being lucky to stay retain their job, they in fact are experiencing higher level of stress compare to redundancy victims (Snorradóttir et al, 2015). After change, it implied survivors needed to adapt a new work structure, work system, units, and colleagues. Under the new changing regimens, new form of team–work based system was introduced (Bacon et al, 2010), it was to believe would be more efficient for the firm. Sixteen interviews were conducted to capture the changes of work relationship on the shop floor in one of the blue chip engineering companies in the UK; interviewees included shop floor survivors, shop floor foreman, HR and senior management.

Work relationship changed dramatically after redundancy, firstly, work relation with some fellow survivors was awkward; some working groups have long past history, following the work reallocation, survivors needed to work with people from different groups, the group they used to have issues with. Secondly, frustrated work relationship with new agency colleagues. Firm introduced agency workers to make up the workforce in order to pick up increased workload. With the pressure of working as a team, survivors found it frustrating to work with new colleagues who did not have sufficient training and experience to do the job. Thirdly, constantly seeking feedback and recognition from colleagues (Wu et al, 2014) and managers. It is due to the anxiety for future redundancy, which leads to envious to colleagues (Vidaillet, 2007). Fourth, survivors were still bitter about the whole experience, deviant behaviour did emerge in some occasions (Bryant, 2010), informal groups began to emerge, and sometimes this tensed work relation meaning certain survivors could be quite vocal to other individuals.

Survivors have described their redundancy experience as traumatising, six years on, it was still painful to talk about it. Work relation would never be the same; work colleague is not a friend but just a work colleague.

References:
Nicola Cianferoni (University of the West of England)

Do the new forms of work revolutionize the centrality of working time?

Stream: Reconfiguring work
Date: TUESDAY, 5 April 2016
Time: 9.00 – 10.30
Room: Maritim 16

A question ensues from the substantial rise of precarious or zero-hours-contracts workers in Europe: is working time still fundamental to labour contracts and collective agreements? This contribution aims to discuss this question by studying the restructuring of grocery stores in Switzerland and its impact on working time patterns. The focus will be put over three specific aspects of working time: duration, intensity and organisation.

Far from having disappeared, working time still remains a key issue in the capital-labour relationship. An obvious reason is that worker still need jobs in order to be able to support themselves and their household regardless of whether or how far working time is guaranteed in labour contracts. Capital as well needs labour in order to produce surplus value. Yet is working time a clear objective of collective bargaining? Are labour laws, agreements and contracts still able to regulate working time patterns today?

The collected data on the retail sector show that employers and workers are engaged in an everyday battle on working time. But this battle takes new forms compared to the historical roots of the labour movement. Neither the trade unions nor the workers demand the further reduction of working time. Instead, we can observe a “silent” and “invisible” battle inside the company over working time duration, intensity and organization.

However, this battle goes far beyond the company because it embraces the whole society. In Switzerland, there is a hard and long dispute over shop opening hours that involves not only workers and employers in retail, but also each citizen as a custumer/consumer. Workers explain, in anonymous interviews, that they associated longer and unorganized working time with the liberalization of shop opening hours. Finally, if working time remains a social and political issue in the 21th century, its regulation needs to take on new institutional forms besides labour laws, agreements and contracts.

This contribution is based on a PhD focused on new working time patterns in the retail sector. It includes 78 semi-structured interviews with managers, employees and union activists in nine different stores in Geneva (Switzerland) of the two major companies. This study is carried out within the framework of a project financed by the Swiss National Science Foundation (SNSF).

Lucas Cifuentes (Flacso-Chile, Universidad de Chile)

Towards a socio-historical theory of outsourcing

Stream: Global value chains
Date: WEDNESDAY, 6 April 2016
Time: 9.00 – 10.15
Room: WZB B003

The global neoliberal set-up must be understood not only as an answer to the burnout of the prior accumulation model (Fordism), but also and particularly as a violent class power reconstitution process that was gradually at stake in the previous decades (Harvey). In this sense, the offensive not only has a strictly
economic but also a political dimension. This political offensive was undoubtedly against the power that workers acquired through the so called Fordism period, and therefore, workers organizations were the main object of the neoliberal attack. Now, except in Chile (1973 – Naomi Klein), this offensive was developed within democratic regimes so hard (physical) repression was not the only or exclusive method (not even in Chile). This new offensive, this reinstatement of the absolute class power required above all disarticulating the social relations whereupon the union movement started to develop its strategy and organizations; this is, disarticulation (at least in appearance) of the production social relations.

We know (since Marx) that beyond its various historical forms, Capitalism is sustained on the basis of a rather specific production social relation which is the exploitation of surplus value through wage labour. This is what we refer to when we say that the traditional form of production is only apparent. In a strict sense, what neoliberalism has required and continues to require through different means is to hide the exploitation relations and therefore, hide the structurally antagonistic relations between labour and capital.

How has this new accumulation model forged since the 70s been able to hide what is evident to any analysis? It is here where subcontracting is essential – way of work that is as ancient as capitalism. The intrinsic logics of labour subcontracting is the dismantling of the classical labour relation, where an employer buys work time directly from the worker and haves him work for him, directly extracting from him the extra work (surplus value) that is not remunerated. This is why beyond a number of shapes and variations, subcontracting becomes paradigmatic in relation to the current accumulation model (Jane Willis), as it has allowed, with almost no substantial resistance for decades, for the disappearance of the material basis upon which workers power was built: the antagonistic relation of classes. Under the different modalities that have originated, this relation has been disguised as cooperation, belonging, entrepreneurship, autonomy and many other euphemisms.

In this sense, subcontracting not only works as a production efficiency mechanism but also as a form of capitalist control framed within the dynamics of the political economy of contemporaneous capitalism. Therefore, it is necessary to study it from a frame that allows observing how the labouring resistance behaves in this process (Labour Process Theory).

Ian Clarke (University of Leicester)

**Transmission Mechanisms For the Appropriation and Distribution of Value: Why Labour and Labour Process Theory Still Matters Under Financialization**

Stream: Theoretical perspectives
Date: WEDNESDAY, 6 April 2016
Time: 10.30 – 12.00
Room: WZB A300

The Issue - From Producers of Use Value to Producers of Financial Value Under financialization the profit share including retained profits, dividends and interest payments have all increased to reduce the labour share. In addition financialization witnesses greater inequality as top management salaries have increased exponentially whereas institutionalized industrial relations have weakened and new claims on profit are legitimized. In turn greater investor power has stimulated an alliance between these new interests and those of management in both publicly listed and private firms. Moreover greater investor power and new profit claims have pressured non-financial-firms to achieve significantly higher financial returns than under Fordism. This pressure stimulates regular re-structuring and rationalization, merger, acquisition, divestments, out-sourcing, closure of less profitable plants and continual efforts to squeeze labour costs. The Problems Being Investigated Financialized firm behaviour has a negative impact on workplace bargains. What is less clear are the explanatory links between the appropriation of value from labour and
therefore how and in what ways the labour process remains a source of value under financialization. For some appropriation of value via the labour process is present and widely understood by the IR/ILPC community there are though however, other sources of appropriation via financial engineering, so financial targets are appropriated from labour but not exclusively so. For others financialization derives from value extraction based on squeezing labour where investment is a driver of perpetual re-structuring which exacerbates intensification and insecurity reinforcing market attitudes and discipline. How Are These Problems Investigated? By identifying and formulating transmission mechanisms from the accumulation regime of financialization to labour outcomes. These mechanisms are direct and less direct but impact directly on labour and the labour process. Findings For Marxists accumulation regimes are sustained by the growth of profit and the growth of capital stock, that is, re–invested profit. However, under finance dominated capitalism profits are greater but investment is sluggish where the growth of profits is greater than wage growth – this leads to greater (surplus) value or the falling cost of re–producing labour power. The problem of realization and appropriation of value remains as aggregate demand is less than aggregate supply. Transmission mechanisms to labour and labour process outcomes lie within these relations. Contribution to the Field Further theoretical and empirical development of labour outcomes under finance dominated capitalism beyond inference and abstract reasoning. Theoretical Framework Kalecki (1943) provides theoretical detail on macro transmission mechanisms associated with neo-liberalism and de–regulation and the associated policy agenda of financialization which necessitates a falling labour share and rising inequality. This application demonstrates how an alliance between investor-rentiers and managers is a new social compromise for finance–led regimes which stimulate micro level transmission mechanisms. These are associated with new and greater claims on profit, reduced trade union power and legitimacy and the changing sectoral composition of modern economies Methods Theoretical and Empirical Interrogation

Linda Clarke (University of Westminster)

Inclusive Vocational Education and Training for Low Energy Construction (VET4LEC)

Stream: Labour and climate change
Date: TUESDAY, 5 April 2016
Time: 9.00 – 10.30
Room: Maritim 17

A construction recruitment crisis confronts many European countries, marked by a failure to expand the candidate pool, attract high calibre applicants, and provide work placements. The construction workforce is ageing and new recruits continue to be white and male, despite almost half of the potential workforce being female and a high proportion from visible minority groups. There are also increasing difficulties with the transit from college to work, employer disengagement with vocational education and training (VET), and a decline in apprenticeships. These failings are the more concerning given the new demands to adjust to climate change and meet 20/20/20 targets to reduce energy use, increase renewable energy, and reduce carbon dioxide (CO2) emissions by 20% by 2020. Targets are proving especially difficult for the construction sector, responsible for 40% of EU CO2 end-use emissions, employing 14.8 million workers and contributing to 10.4% of GDP. To meet EU energy directives “nearly-zero energy buildings” (NZEB) are needed, leading the European Union (EU) to support the Buildup Skills initiative to audit labour availability, tied to the strategy of raising employment rates substantially for women and young and older workers.

NZEB implies a qualitatively different construction process with a singular approach to the building envelope focused on insulation continuity, treatment of thermal bridges and air tightness. This places demands on all site occupations to understand the building fabric as a unified system and for integrated teamwork, going beyond the immediate scope of responsibilities and at odds with a labour process
characterized by fragmented contractual relations, and extensive subcontracting, agency labour, and self-employment. The imperatives to improve energy efficiency offer new opportunities to open up the industry to a wider range of candidates and to transform the labour process and the VET system. Low carbon technologies are sensitive to poor design, installation, commissioning and operation and, along with envelope construction, require enhanced knowledge and skills. A more highly qualified workforce is therefore necessary and a construction VET system equipped to provide this, despite the significant differences – from those focussed on task-based training to those developing multidimensional ‘occupational capacity’. A major European report (DTI 2008) concluded that construction skills for the future are not available, new knowledge cannot be diffused, and project management abilities are required. More recently, the Buildup Skills overview pointed to the shortage of cross-occupational knowledge and skills, insufficient occupational coordination, and the considerable improvement needed in the overall quality of training courses to integrate energy literacy into the curriculum.

There are a range of other issues that confront EU construction, including career development, site productivity, and employment and working conditions, especially long working hours and informal recruitment practices. The paper argues that a paradigm shift is required to overcome the obstacles and in order to meet NEZB, making for a more inclusive and permeable construction labour process and facilitating the transfer and development of skills, competence and knowledge, and the deployment of transversal abilities.

Reference:
Danish Technological Institute (2008) Future qualification and skills needs in the construction sector, DTI

Eva Clasen (University of Hannover)

Controlling knowledge-intensive work – Engineers between control and autonomy

Stream: Digital workplace
Date: TUESDAY, 5 April 2016
Time: 13.30 – 15.00
Room: WZB A310

Engineers and their labour process have not been widely investigated within the labour process debate (as exceptions see Smith 1991; Kunda 1992). The labour process of this professional group is based on knowledge-intensive work, which is allegedly difficult to control (cf. Sewell 2005), and a demand for subjectivity in the sense of creative inputs. The paper investigates how these – apparently difficult to control – labour processes are controlled and which role the subjectivity of engineers plays in this process. The study draws upon 24 semi-structured in-depth interviews in two companies mainly with engineers, but also with managers. The topics covered were the labour process, possible conflicts within the labour process concerning the engineers’ expectations to live out their creativity and the companies’ ways to ensure cooperation of the engineers. Both companies, a construction equipment company and a medical systems company, are global players in their field. The production sites studied employ 80 and 150 engineers, respectively. The analytical framework includes labour process theory as well as the German debate on the subjectivation of labour (Kleemann et al. 2002).

An initial finding is that by controlling engineers, management accounts for characteristics of knowledge-intensive work such as scope for action and decision-making and the immense significance of employees’ subjectivity for their creativity and the development of their competences. These results are identical to the ones of studies which understand knowledge-intensive work as a distinct form of labour. However, at the same time it becomes evident that knowledge-intensive work does not differ fundamentally from other forms of labour (i.e. industrial labour, service work) regarding its controllability: Any capitalistic labour
process is being controlled to ensure employees’ positive contribution to the business objectives. In accordance with the historical development of control of labour processes (cf. Edwards 1979) it can be specified that for knowledge-intensive work, self-control is primarily focussed by management but external control is not substituted by it. Rather these two types of control are applied parallel and thus function complementary. Additionally, the professional ethos of engineers, which surfaces in looking for and finding ways to develop technical ideas (cf. Marks/Huzzard 2008), often results in doing regularly more work than they have to. This it frequently has a positive result on the business objectives.

Following questions arise from these initial findings and will be explored in the paper: How are knowledge-intensive labour processes of engineers regarding their creativity and competencies controlled? Which role does the subjectivity of the engineers play in this context? Is there some kind of resistance?

Exploring these questions the paper seeks to contribute a thorough analysis of today’s labour process in research and development departments and knowledge intensive labour processes in general to the labour process debate. Furthermore, it aims at discussing to what extent the professional ethos of engineers plays a role for controlling their labour processes.

References:


Genevieve Coderre-LaPalme (Greenwich University)

**Trade union responses in the context of public health care marketisation**

Stream: Industrial relations
Date: MONDAY, 4 April 2016
Time: 15.45 – 17.15
Room: FES 6.01

Faced with budget constraints and political pressures, governments in various countries have introduced different reforms in order to mimic the operation of markets in the provision of public services. Over the past three decades, mechanisms such as privatisation, outsourcing, competitive tendering and marketisation have been implemented in the management of central and local government service delivery. As a result, there has been an increased blurring of the division between the public and private sectors (Bach, 2000).

The trade union responses to marketisation can range from opposition to support (Foster and Scott, 1998; Jalette and Hebdon, 2012; Cyr–Racine and Jalette, 2007). Jalette and Hebdon (2012) state that ‘[..] union responses to restructuring options including privatization were more strategic and substantive than a simple ‘tooth and nail’ opposition’. They also observed that unions frequently employed creative responses to negotiate and mitigate the adverse effects of marketisation. How to explain the variety of trade union responses to marketisation? For Lévesque and Murray (2005), three types of trade union power resources are keys: internal solidarity, external solidarity and strategic capacity. Research by Lapointe (2001), Jalette
and Hebbon (2012) and Lucio and Stuart (2005) also stress the importance of trade union resources and local management strategy in shaping trade union responses. The aim of our paper is to review the relation between trade union responses and the national institutional framework when marketisation is introduced to health care service delivery. We are also looking at local power resources and how these can influence trade union strategies. Our working hypothesis is that these variables will help us to understand the local dynamic of trade union participation in the management of health service delivery.

For this research, we are comparing case studies both in France and in England where marketisation had been introduced in the delivery of health services. Our analysis will allow us to compare the local and national influences specific to each case. We are in the process of obtaining a number of interviews with local trade union representatives and campaigners in England and fieldwork in France will start in January 2016.

The preliminary findings of our research suggest that local politics and management attitudes, strategy and past experiences were particularly important in limiting or bolstering the trade union's power resources. However, while these do vary locally, it would seem that the legal framework and other institutional aspects are key in understanding the shaping of trade union responses.

This specific paper has not been submitted elsewhere.

Rachel Cohen (City University London)
Ödül Bozkurt (University of Sussex)

Materiality, skills and meaning in classic car restoration

Stream: Work identities
Date: WEDNESDAY, 6 April 2016
Time: 10.30 – 12.00
Room: WZB B003

Within the broad context of the 'disappearance or erosion of traditional crafts through mechanization and organization' (Bailey and Madden 2015), recent scholarship has increasingly recognized the significance of surviving elements of craft and craftsmanship (Sennett 2007) in contemporary work, including its technical elements (Holmes 2015) and its 'embodied nature' (O'Connor 2007). This paper contributes to the growing debate on the objective and subjective dimensions of craft by looking at the ways in which materiality, skills and meaning are invoked and cross-referenced by workers in the accounts they offer of their work. Specifically, the paper considers these in the case of classic car restoration. We draw on interviews with 16 trainees from diverse age, class and nationality backgrounds in an all-male cohort (of 20), as well as with five instructors, at a Further Education college in the North of England. Classic car restoration is a particularly revealing type of work for the exploration of how the embodied, technical and meaning-making elements of craft are experienced and narrated by those who practice it. Car repair as typically practiced has been characterised as 'dirty work' (Dant and Bowles 2003), involving a socially spoiled identity (Goffman 2009) and associated with duplicity (Cohen forthcoming). By contrast, classic car restoration is often represented as a labour of love (Delyser, D. & Greenstein 2014). The 'material mystique of the motorcar' (Urry 2006) and the association with male privilege and luxury (Whiting 2007) are intensified for classic cars through aesthetic and historical distinctions, particularly an emphasis on authenticity and 'character'. The technology of classic cars, distinguished from that of modern cars by a non-reliance on electronics and the increasing rarity or disappearance of original spare parts, also imposes different skill demands. We observe that trainees' accounts in relation to three dimensions of craft (materiality, skills and meaning) repeatedly contrast an affective with an instrumental orientation, and produce and rely on a particular 'order of worth' in making contrasts. How trainees do this varies, with differences associated
with variations in economic dependence, but also different material, embodied and cultural relationships to the classic car sector, including experiences as owners/consumers. We highlight that while instructors focus on instrumentalist orientations for training in the sector, trainees rarely make these explicit and, even in the face of immediate financial imperatives, draw upon a discourse of 'love' to rationalise essentially pragmatic choices.

References:

Matthew Cole (Leeds University Business School)

Experiences of Low-Waged Work in the Circuits of Capital

Stream: Precarious work
Date: WEDNESDAY, 6 April 2016
Time: 10.30 – 12.00
Room: WZB B005

As service industries have come to dominate many advanced economies, studies of work have increasingly moved toward the areas of health, finance, and education. However, the hospitality industry remains an under-researched area in critical studies of work, especially given its growing importance to certain economies. Hospitality is the UK’s fastest growing industry and currently the fourth largest industry by employment. However, it also has a higher rate of low-paid work than any other industry. Much of this expansion is due to significant rises in tourism and migration to the UK in recent years. These factors may have profound consequences for the shape of the economy and work. My research investigates what is happening on the ground in this major growth industry, while contextualising it within a broader political economy of the country.

This paper will present preliminary findings (I am currently collecting data) of my ethnographic fieldwork in the UK hospitality sector. The fieldwork follows in the methodological tradition of widely respected workplace ethnographies such as Burawoy (1979), Huw Beynon (1973), Glucksmann (1982) and Pollert (1981). Following this tradition, the research uses qualitative methods involving participant observation while working part-time for 3-4 months at a major hotel in London. I also conduct interviews with workers. The fieldwork aims to offer a detailed understanding of the harsh realities of work for some of the lowest paid workers in the fastest growing industry by employment. It is the empirical part of my PhD
research, which investigates the question “How do labour processes shape the experience of work in UK hotels?” in relation to the dynamics of value-production, contracts, and migration. This paper will primarily discuss the fieldwork data in relation to themes of value and the labour contract.

I argue that ethnographic insights into experiences of low-wage workers provide an important and necessary grounding for the investigation of broader contemporary dynamics of service production in the UK. The paper will discuss these variegated experiences in relation to value production and circulation through a critical application of Marx’s conceptual framework as developed in Capital vol. 3 and Theories of Surplus Value. For Marx, labour-power is the source of value in capitalist societies and thus the basis for accumulation. Labour-power has a two-fold character: its concrete form of labour which the capitalist controls in the labour process and its abstract form which finds its expression in exchange value. This paper will discuss hotel work in both its concrete form i.e. its specific transformative action on the commodity, as well as its abstract form i.e. its contribution to the production of surplus value. This two-fold character of labour-power has social consequences, permeating the workplace and extending beyond it into society.

Nicholas Cole (York University)

Re-imagining labour and production chains in the climate change era: Obstacles and opportunities

Scientific research on anthropogenic climate change has increasingly adopted a systemic perspective, viewing the geographically disparate sources, deeply embedded social and economic institutions, and highly complex global climate systems through a lens that accepts principles of uncertainty and nonlinearity into its search for understanding and problem solving (IPCC 2014). However, the political, social, and economic realms of the climate crisis have continued to be trapped in deadlock, unable to make sense of the social and ecological complexities at play or achieve meaningful change. For the labour movement, the question must be: what are the obstacles within labour unions and movements to looking systemically at the issue of greenhouse gas emissions?

In this paper, I explore how the history of ideas about the organization of work and the labour process can serve as a leverage point for reducing the emission of greenhouse gases, and suggest that understanding work and workplaces as discrete places in an overall chain provides the perspective necessary to tackle climate change. We know that work activities, especially in industrialised countries, are disproportionately responsible for anthropogenic greenhouse gas emissions. The challenge that lies in attributing emissions to something as general as “work activities” is that it gives little guidance in choosing how and where to intervene. What we require is an updated understanding of the labour process that puts emissions and climate change at the center.

In order to understand labour in a way that is useful for reducing greenhouse gas emissions, I posit that individualized work and workplaces must be seen in the context of all of the spatially and temporally disparate processes to which they are connected. Like products in life-cycle assessment, there is little work today that is not deeply connected to processes that happen prior to and after it in a long chain (McGrath-Champ et. al. 2015). I explore how theory and practice on the organization of work and the labour process can be connected to the emission of greenhouse gases, and suggest that understanding work and workplaces as discrete places in an overall chain provides the perspective necessary to tackle climate change. In doing so, I draw from current research and communications about and by labour unions and
other work–related organizations in Europe and North America to locate a chain–of–production perspective and identify obstacles. With obstacles identified, I conclude with a discussion of how the most obvious challenges might be engaged with and circumvented.

References:

June Corman (Brock University)
Ann Duffy (Brock University)
Norene Pupo (York University)

Two Tiered Pay and Seniority–Accessed Incentive Systems: Producing Inequality on the Shop Floor

Stream: Squeezing the middle?
Date: MONDAY, 4 April
Time: 14.00 – 15.30
Room: Maritim 12–14

Under strict guidelines from the executives at Deere and Co. to cut labour costs while simultaneously increasing production, management at John Deere Welland Works insisted at contract negotiations to include two mechanisms into the new contract. The first mechanism was very straightforward: the pay package had to be diminished either by across the board pay cuts or by the implementation of a two-tiered wage system (lower hourly wages for new hires). The second mechanism was more complex as management devised a system to increase expected outputs by providing a financial incentive when quotas were exceeded. The new exceeded level would then become the expected base line and financial incentives would kick in once the base line was exceeded and so forth. The local representing the workers at the plant agreed to the two tiered wage system (rather than lower the base wage for all) and agreed on the new incentive system with the proviso that a group of senior employees would be grandfathered in to ensure that their annual take home pay would not diminish given the changes in the incentive system.

Using labour process theory, this paper examines the inequalities produced among workers at the John Deere plant as a result of these two mechanisms and the resulting dissension within the unionized workforce. The paper also focuses on variations in levels of alienation as a result of the pay package received by the employees. A strongly held principle within the union movement, seniority, played an important part in structuring differential pay packages for what use to be one pay level of all regardless of seniority. Those with high levels of seniority could win the bids on jobs that held the most potential to pay out incentives for increased productively. In addition, the formula, itself, was so complicated that only the most astute workers understood how to take advantage of the mechanism. An in–crowd at the plant benefited extremely from these changes to the contract while new hires absorbed the head office mandated financial cuts. As age was directly linked to seniority, older workers benefited the most. And as women had only been recently hired, very few women were able to take advantage of either the grandfather clause or had sufficient seniority to win bids for jobs with the highest incentive payouts.
This study is based on two sets of interviews with unionized workers (men and women) at John Deere Welland Works. We conducted a set of 40 interviews prior to the closure of the plant and another round of 20 interviews 18 months after the closure. We also interviewed the union president and three men in management. This research provides insights to workers and their unions on the consequences of two-tiered wages and differential access to incentive systems for creating dissension among union members. Given the preponderance of many corporations to put similar mechanisms on the bargaining table, this research is timely.

Jean Cushen (National University of Ireland, Maynooth)
Niall Cullinane (Queen’s University Belfast)

Perpetual motion?: discursive and material control and resistance in a neo-normative workplace

Stream: Reconfiguring work
Date: WEDNESDAY, 6 April 2016
Time: 9.00 – 10.15
Room: WZB A300

In workplaces characterised by cultural control mechanisms employee resistance is often claimed to be ‘non-dialogical’, 'lite' and 'decaf' whereby instead of challenging management control, employees withdraw into silence and exit and seek individual autonomy outside the workplace. This paper challenges this view by evaluating how knowledge workers, within a ‘neo-normative’ workplace achieved 'discursive gains’ through constructing their own interpretation of the cultural framework and also extracted 'material gains' by challenging the HR and work systems. The paper reveals how, contrary to claims that ‘the ‘worker’ holds little esteem in contemporary society, employees drew on external professional identities to legitimate their anger at financial and job insecurity and to assert their material interests; albeit in often partial, transient and contradictory ways. The papers concludes by offering a novel typology of control-resistance behaviours incorporating the ‘committed performer’, ‘wary performer’, ‘compliant acquieser and withdrawn avoider’ and the specific combination of discursive and material gains and losses prompting each outcome.
The impact of new technology on work organisation at Belarusian industrial enterprises

We assess the degree to which technological modernisation of production has affected the way work is being organised at Belarusian industrial enterprises. Using a sample of 11 industrial enterprises across five industries which have undergone large technological modernisation, applying quantitative and qualitative techniques, we assay whether the introduction of new technology has led to greater labour productivity and more efficient personnel management practices. The paper presents some of the results of the second stage of a larger project on transformation of the system of labour norming and work organisation in Belarus (the results of the pilot stage were presented at ILPC-2014).

Preliminary findings of the second indicate a significant variance in work organisation practices across the sample, the result different from the pilot study. Some of the enterprises were found to have considerably transformed the way staff operating new technological equipment has been managed. The rest of the personnel, at the same time, felt little change. Eight of the enterprises analysed have not changed the entrenched Soviet-style system of labour management (particularly the deeply outdated 1970s system of labour norms and standards) with the introduction of new technology. The most important negative impact of this is the preservation of the Soviet-type labour process management and social relations at these enterprises. Another potential explanation may be related to the low quality of technological equipment being acquired and the quality of the training received by the workforce. Belarusian companies, in many cases, cannot afford the latest technology. Where it is acquired, most workers cannot operate it, due to lack of specialised training. The result was either a zero or negative growth of labour productivity and a large decrease in workers’ earnings. For these enterprises technological modernisation failed to deliver expected outcomes.

At three enterprises where management partially abandoned the norming system (the change confined exclusively to staff operating new technologically advanced machinery) we identified some increase in labour productivity, mediated by the limited nature of changes. We also found an increase in informal bargaining at these enterprises driven by high competition among workers for the places at ‘new’ workstations where earnings are considerably larger. Although it obviously meant growing tensions within the workforce, the management seemed to have encouraged competitive behaviour, using it as the means of motivating staff, something that runs counter the established ‘worker collective’ ideology of social relations at Belarusian enterprises. Although this does not suggest the full unwinding of Belarusian rigid regulatory mechanism, it demonstrates that the system, nevertheless, has some degree of flexibility and economic reasoning may, in some cases, take priority over the social rhetoric.

We thus contribute to a larger debate on transformation of employment relationships in transition economies by assaying the management capacity to maintain control over work processes under pressures from changing technological environment.
Asaf Darr (University of Haifa)

Arabs, Jews and Russian Immigrants at Work: Ethnicity, Religion and National Identity in Israeli Health Organizations

Stream: Transnational service work
Date: TUESDAY, 5 April 2016
Time: 9.00 – 10.30
Room: WZB B003

The Jewish-Arab conflict is a fact of daily life in Israel, a deeply divided society with a large minority of Palestinian citizens, composing about 20% of the general population. Although Jewish and Palestinian citizens of Israel tend to live in separate villages and cities, they interact regularly in many workplaces. Their encounters there provide opportunities to explore the complex and dynamic relationship between economic praxis and occupational identity, on the one hand, and social chasms created by national, ethnic, and religious identity, on the other. This empirical study examines how Israel’s fierce ethnonational conflict manifests itself in interactions and social relations among members of the medical sector’s workforce. This workforce is composed of native Palestinians and Jews who are citizens of Israel and of immigrants who arrived from the former Soviet Union in the mid-1990s, most of them also now citizens. Fifty in-depth interviews with nurses and physicians working in a private Arab hospital and in a Jewish retirement home illuminate how the intersection of labour and nationhood plays out on the shop floor among workers of differing backgrounds. Data analysis suggests that they cope with ethnonational tensions by applying “split ascription,” a grassroots strategy that differentiates between a collegial, cooperative work environment and discriminatory, even racist, structural elements of the employing organization. Nevertheless, efforts to depoliticize the immediate work environment sometimes fail, and ethnonational tensions seep into staff relations. This occurs when violence related to the political conflict erupts outside the workplace, when patients express racist views, and when peers and management contest the work-related use of languages other than Hebrew. This study lends support to the claim that ethnonational identity is not simply imported onto or performed on the shop floor but is, rather, partly shaped through interactions between workers from differing ethnic groups. Attention to workplace manifestations of active ethnopolitical struggles can enrich our understanding of the formation and deployment of ethnic, religious and national identities at work as well as of the mitigating role shared membership in an occupational community plays in diffusing or overriding political conflicts.

References:
Revitalize social dialogue at work. The impact of a cooperative industrial relations climate and sustainable HR practices on reducing employee harm.

Given the varied economic systems within Europe, enterprises permanently have to adapt to evolving economical and institutional circumstances in order to assure long-term competitiveness while they are encouraged to enhance sustainable employment and employability of their employees. A strong and constructive social dialogue assuring a cooperative industrial relations climate (IR-climate) is believed to be a prerequisite in addressing this challenge. A necessity for such cooperative IR-climate is that those parties involved share the belief that they have both divergent – sometimes conflicting – interests but also common interests that ground a voluntary (or largely voluntary) cooperative relationship. In line with this pluralist mindset there is a strong debate on the conditions and antecedents for a cooperative IR-climate.

Currently the company level's social dialogue is the one with most impact for both employers and employees. At this level, the climate for a cooperative IR – of the lack of such climate – is to a large extend determined by perceptions of both employers and employee representatives (ERs) regarding the quality of the social dialogue. Revitalization of the social dialogue at company level is, as a consequence, a fruitful mean to enhance cooperation within the employee relations. Based on an intensive literature review, three essential components of such revitalized social dialogue could be distinguished: (a) a shift in the content of the social dialogue from traditional (bargaining) hardware issues to more innovative (co-creative) software issues, (b) high partnership involvement and (c) high quality agreements as output. It can be expected that these three components of a revitalized social dialogue are associated with a cooperative perceived IR-climate (and vice versa) which in turn might negatively impact employee harm. Previous research revealed a positive relationship between a cooperative perceived IR-climate and HR results. As a consequence, we expect that sustainable HRM, that targets both profit maximization for the organization and 'harm reduction' for the employees, will enhance to the relation between a cooperative perceived IR-climate and employee harm. The 4 hypotheses we work on are: Hypothesis 1: The 3 characteristics of a revitalized social dialogue could be distinguished: (a) a shift in the content of the social dialogue from traditional (bargaining) hardware issues to more innovative (co-creative) software issues, (b) high partnership involvement and (c) high quality agreements as output. These hypotheses will be tested based on data derived from a large survey of employers (CEO's/HR-managers) in Belgium. The Belgian model of industrial relations combines institutional features both of North (cooperative) and South (polarizing) and is an interesting research case on this domain. Multiple regression and SEM-modes will be used to test our hypotheses. Although data-collection is ongoing, analyses based on preliminary data (n=241) provide evidence for the importance of sustainable HR-practices in enhancing the relation between a cooperative perceived IR-climate and employee harm.
François-Xavier Devetter (CLERSE CNRS)

Unstable and unpredictable hours of work in France: transformations, situation and inequality issues

Stream: Precarious work
Date: WEDNESDAY, 6 April 2016
Time: 10.30 – 12.00
Room: WZB B005

The dominant wage-earning relationship during the Fordist period implied stable and fixed work schedules. Organized by day (8:00 – 18:00) and by week (Monday – Friday), working hours were most often imposed and predictable. The main way of bypassing this standard was shift work which caused atypical hours (nights and week-ends) and a strong instability but at the same time remained very predictable for long periods. In France, like in other developed countries, this kind of working time organization has been contested since the middle of the 80’s. Far from a quick disappearance, the Fordist organization of working times has seen a slow erosion. What's more the situation is much more varied than before. This proposal aims at questioning this evolution and the inequality issues between genders and occupations. Therefore we use statistical data about working conditions. These studies were done every seven years in complement with the French Labor Force Survey and take into account about 20 000 employees. We could analyze the 1984, 1991, 1998 and 2005 editions. The main quantitative and qualitative dimensions of working time (duration, scheduling, variability and predictability) could be studied. This quantitative analysis will be completed by qualitative works based on interviews concerning cleaning occupations (commercial cleaning and house cleaning) which are particularly concerned by atypical schedules. They could appear as an emblematic field to study inequality of working times. First, we will highlight the main transformations of working time regimes, namely the ways they are determined (fixed, unstable and determined by the employer, or more or less chosen by the employee). Since 1995, a lot of legal and governmental interventions have modified the juridic context (annualization of working time, reduction of the legal weekly duration, flexibility for overtime, etc.). Moreover, the modifications of the occupational structure (increase of employment in personal household services or in commercial cleaning for example) have improved the diversification of behaviors. Far from a neutral trend, such a diversification has been shown to increase inequalities. Consequently, we will try to study these inequalities from two main aspects: gender and skill. Moreover, we have to identify the key factors correlated with unstable and unpredictable hours of work. Several forms of flexibility could be differentiated: either according to compensation (by higher wage and greater autonomy), or by an increase on constraints, namely on work-life balance. The passage from the rigid Fordist norm to a more diverse situation could explain an increase of working time inequalities and illustrate the polarization of the labor market (maily in services occupations).
Manoranjan Dhal (Indian Institute of Management Kozhikode)

Labour stand: the face of precarious construction workers in India

Stream: Precarious work
Date: MONDAY, 4 April 2016
Time: 14.00 – 15.30
Room: WZB B002

Abstract
As per India Labour and Employment Report, 2014 an overwhelmingly 92 per cent of workers in India are engaged in informal employment and a large majority of them have low earnings with limited or no social protection. India has 36.12 million workers working in construction sector. The state of Orissa in which the study was conducted employs 1.4 million of such employees who work in this informal construction sector. Lack of proper job availability, poor policy measures and minimal support from trade unions have led these labourers to flock together in a particular place on early morning every day in order to find a wage provider for them. It’s a sale of labour for the day where the workers stand and make themselves available for a day to be hired by contractors or individual house owners. These places are known as ‘labour stand’, a stop for finding daily labourers which is new to the literature. Bhubaneswar, the capital city of Orissa houses the second largest labour stand of the country and supplies around 100,000 workers everyday as per the trade unions engaged in their welfare. While the registered workers are covered under the welfare scheme formed under the building and other construction workers (regulation of employment and condition of services) Act, 1996, the state data shows a registration of a mere two percentage of those workers. Though the government is collecting cess at the rate of one percent of the total project cost as per the building and other construction workers welfare cess act, 1996, the expenditure of the fund for the benefit stands at a mere 0.01%. The paper is based on a field study by analyzing the transcribed records of observation by researcher, field interaction with 84 respondents and 118 still photographs. The data was analyzed by using the atlas.ti qualitative analysis software by adopting open thematic coding and later developing categories and hierarchy and doing comparative analysis. While the labourers were found to be from different social background but from one particular region which is frequently affected by natural disaster. They are challenged by non-availability of regular work, shortage of food, burden with larger family size, social evils of living in a slum and on and above harassed by goons as well as contractors with minimal support from trade union and government. Location of labour stand, skill level and possession of tool has helped in getting job for the labourers. The surprising similarity was found between workers and the contractors in terms of lack of awareness, financial difficulties, harassment by owners, and no support from trade union and government. Though the government has a law and various schemes it has failed to reach out to the beneficiaries. One among the four unions with a developmental approach was found to be taking few measures which are insufficient keeping the size of the labour force. The study analyses the existing policy and also proposes recommendations for the government and the trade union.
Using qualitative case studies of organizations in the Republic of Ireland as a unit of analysis, we advance a threefold theoretical contribution by extending a System, Society and Dominance (SSD) effects framework (Smith and Meiksins, 1995) to illustrate why management-union workplace collaboration is likely to fail under neo-liberal capitalism; especially in highly marketized and financialized work regimes (Thompson and van Den Broek, 2010). The evidence will show that enduring mutual gains collaboration among labour process agents is a delusion (Dundon and Dobbins, 2015). Three interrelated conditions show why the longevity of cooperation is mitigated.

First, System effects associated with stages of globalized capitalist accumulation mean there is high probability that managers, even when they want to, will find it difficult to honour workplace bargains owing to external forces (McGovern, 2014). Second, Society effects associated with the role of the nation State (and attendant State institutions) that advocate an exclusively voluntarist workplace regime ultimately inhibits the capacity of workers and unions to share power with capital (Thompson, 2013). Finally, Dominance effects stemming from the role of dominant economies and in particular multinational corporations, such as American MNCs, almost compel local (subsidiary/plant-level) employers to adopt individualistic management control practices rather than collective forms of labour-management dialogue and engagement. These patterns were found to be especially acute in a country like Ireland, which is heavily reliant on attracting and retaining foreign direct investment (FDI) from US multinationals. The analysis has relevance to other neo-liberal and voluntarist regulatory regimes such as the US, UK, Australia, and New Zealand.

Overall, the research helps advance debate about the future (pessimistic) prognosis for the interface of labour process cooperation, compliance and consent under contemporary modes of neo-liberal capitalist accumulation.

References:


The topic of this research is the retail shift work, in particular the perceptions and feelings of retail shift workers in Corso Buenos Aires, Milan, Italy. The methods used are qualitative methods: interviews, focus groups and ethnographic fieldwork. I worked three years as retail shift worker in a phone store in this shopping street in Milan.

Post-Fordism and the expansion of the service sector in the labour market have led to a substantial increase in young people employed in this sector, often in multinational companies of famous brands and in a condition of flexibility of contract terms. Shift work, in holiday, on Sundays, sometimes at night, up until only a few years ago was synonymous of factory work and blue collar workers. Today this is intertwined with the retail work, characterized by an empathic interaction between workers and customers in a condition of immediacy.

A. Hochschild underlined that: "Jobs of this type have three characteristics in common. First, they require face-to-face or voice-to-voice contact with the public. Second, they require the worker to produce an emotional state in another person—gratitude or fear, for example. Third, they allow the employer, through training and supervision, to exercise a degree of control over the emotional activities of employees" (Hochschild 1983).

Retail workers must identify with the customers and must empathize with them everyday with timing and pace of work fast and tight. Working with customers, they could perceive a condition of estrangement from themselves. This kind of alienation could be linked to the demand of instant satisfaction and the contraction of times and rhythms, the immediacy of relationships, in the "shopping areas" of the western metropolis. As well as studying the socio-economic phenomenon of globalization as social scientists I think that we have to study what I called the phenomenon of "immediatization", a process of contraction of social times and rhythms, from social times long-term based, through the so called Social Acceleration, to the immediacy of the relationships. This radical change, the disappearance of shared times, experiences and rituals, could even generate in the future a different and riskier phenomenon: a de-structuration of social life, of the society itself.

This research will carry on within another case study, Oxford Street in London. In Italy the legislation regarding shop opening hours has become total in 2012, while in England the opening hours are more regulated. Labour legislation in England protects the rights of retail workers to refuse work on Sundays, and to receive overtime payments and time in lieu for working on Public Holidays. This topic is actual and important in the public debate in Europe: in England, a campaign against working on Sunday, called "Keep Sunday Special", was supported by religious and secular groups and organizations. In Italy there are similar groups, in several cities, called "Libera la Domenica", "Set free the Sunday", against the deregulation. Recently the organizations of "Keep Sunday Special" have written in a letter to The Telegraph: "Keeping Sunday special is essential to the fabric of our society" (8th August 2015).
Sabina Drag (Jagiellonian University)

**Bodies at work – organic experience in class-forming process**

Stream: Work identities  
Date: WEDNESDAY, 6 April 2016  
Time: 10.30 – 12.00  
Room: WZB B003

The speech is based on empirical research (inspired by extended case method of Michael Burawoy) conducted on the group of male and female blue-collar workers and on on-going empirical research, analysis within the group of cleaning workers. It attempts at finding sources of creation of both modern group identity and professional consciousness. Its goal is to present class-formation processes in the era of late capitalism. It tries to catch the moment of dominance of the pre-social, pre-cultural relations, which are based on experiencing body and its reactions (Maurice Merleau Ponty, 2006). The emphasis is put on the resistance and solidarity that are being shaped on the level of organic activity (physical work, movements schema, body reactions, body resistance strategies, building solidarity on the base of body experience and communication, esthetics). The speech is focusing on bodies at work and organic-based relations that are created within the group of physical workers. It is trying to answer questions about class-formation and its origins rooted in body, which is seen here as an active subject that has an important role in shaping individuality as well as sens of community (sens of belonging to certain group). The body is the staring point for the analysis. The researches were conducted through the perspective of the body and its experience within the factory space. The theory behind the work is based on Maurice Merleau-Ponti’s phenomenological school of thought and Karl Marks’ socio-economic philosophy and it’s contemporary continuations. It also makes references to the formation of late modern workers’ habitus according to the concept of French sociologist – Pierre Bourdieu and its continuations, sociology of body – Turner, Ch. Shilling, N. Crossley. It is rooted in the discussion of late capitalism (D. Harvey, J. Crary, M. Burawoy, T. Rakowski, H.Domański) and influence of new technologies on human subjects – D. Haraway, R. Braidotti.

Adrienne Eaton (Rutgers University)  
Rebecca Kolins Givan (Rutgers University)  
Peter Lazes (Cornell University)

**Labor-Management Collaboration in Health Care – Lessons from U.S. Cases**

Stream: Industrial relations  
Date: MONDAY, 4 April 2016  
Time: 15.45 – 17.15  
Room: FES 6.01

This paper will describe various examples of labor-management partnerships aimed at improving the quality of care and of work in hospitals and hospitals systems in the United States. The paper will present several cases from many different regions of the U.S. and involving a number of different unions and employers, both public and private sector. The cases to be briefly described include: Kaiser Permanente and the Coalition of Kaiser Permanente Unions; Maimonides Medical Center (New York) and the Service Employees International Union (SEIU)/1199, New York State Nursing Association, and Committee of Interns and Residents (CIR); University of Massachusetts Medical Center (Worcester, Mass and SHARE/AFSCME union; a multi-employer partnership in Minneapolis, Minnesota that devolved into single employer
partnerships with SEIU; Los Angeles County Hospital and SEIU and CIR; Fletcher Allen Health Care/University of Vermont Medical Center and the American Federation of Teachers; Allegheny Medical Center (Pittsburgh, Pennsylvania) and SEIU.

The case descriptions will include antecedents of the partnership, the scope of work (incremental vs. transformative), the structure for joint engagement, outcomes for various stakeholders including the union as an institution. The paper will discuss special challenges in the health care context including rigid (and gendered) occupational hierarchies, resource issues and funding streams, problems associated with a focus at the unit level rather than solving cross-departmental problems, issues arising from accountability assigned to management under state and federal regulations, and methods to sustain change. These case were initiated primarily by unions, by management and jointly: we will explore both the reasons for and implications of this. The paper will pay special attention to the positive outcomes from unions from successful collaboration, including increased member engagement and strengthened mechanisms for employee voice in the workplace.

Adrienne Eaton (Rutgers University)
Susan Schurman (Rutgers University)
Martha Chen (Harvard Kennedy School)

Sources of workers’ collective power: institutions and movements

Stream: Industrial relations
Date: TUESDAY, 5 April
Time: 10.45 – 12.15
Room: FES 6.01

The changes in work and employment relations created by the growth of global capitalism has generated renewed interest in the sources and formations of workers’ collective power to represent their interest. [1] In particular the contrast between “movement” power and “institutional” or “organizational” power has received considerable attention with a growing number of labor scholars and activists advocating that, as labor’s institutional power has declined in the face of new employer strategies, workers and unions should adapt by developing movement power.[2] In most accounts movement power and institutional power are treated as antithetical power formations with the latter viewed as the major source of labor’s weakness in the current era and the former viewed as the salvation. In this paper we propose that movement power and institutional power are better viewed as stages of development. In addition, we propose that unpacking “institutional power” into several different organizational formations helps to understand how collective power develops and can be deployed. We present a “process framework” for developing collective power in which we compare and contrast four different power formations on a set of variables. The four power formations are: movements; member-based organizations; sectoral trade unions; and, central labor associations. We compare them on eight key variables: basic purpose; core ideology; primary power source; boundaries and membership requirements; internal structure and governance; leadership characteristics; repertoire for demonstrating power; and, advantages/disadvantages to each formation. The typology that results from this comparison suggests that process of organizing collective power starting with its sources in individual workers’ structural power in labor markets leading to a series of increasingly powerful collective formations. To create this framework we have drawn from a variety of theoretical and empirical sources. Our framework is intended to link theory and practice and to contribute both to theory development as well as to serve as a guide to practitioners engaged in the difficult work of organizing workers and developing strategy. In particular we discuss the tensions between movement and
institutional power formations and how institutions, drawing on the successes of new member-based organizations, can avoid the major disadvantage of institutional power: losing the connection to the base.

Footnotes:


Chibuzo Ejiogu (University of Strathclyde)

**Power at the Periphery? Control and Power of Migrant Labour – the Role of Highly-Skilled Migrant Networks and Civil Society Organisations**

Stream: Work and migration  
Date: WEDNESDAY, 6 April 2016  
Time: 10.30 – 12.00  
Room: WZB B004

Issues of exclusion and discrimination are central to the understanding of migrant labour (Martinez Lucio and Connolly, 2010; McGovern, 2012), however, while state regulation has encouraged the migration of highly-skilled workers to the UK, research has largely focused on migrant workers in low-skilled and low-paid jobs often characterised as dirty, dangerous and demeaning work (De Lima and Wright, 2009; Dench et al, 2006). It has been argued that the vulnerability and precariousness of migrant workers is facilitated by state immigration policies and the institutionalization of uncertainty which facilitates employers’ control of the labour process (Anderson, 2010; Dundon et al, 2007; Holgate, 2005; Rodriguez, 2006). The exclusion of highly-skilled migrants in the context of the UK labour market and the role of migrant networks and civil society organisations (CSO) in addressing issues of migrant labour power remains significantly underresearched.

This paper contributes to the research on migrant labour by analysing the control and power of highly-skilled migrant labour within the context of the political economy and post-colonial migration from the Global South to the UK. It adopts a ‘flow perspective’ to labour process research (Smith, 2010), in analysing the effort power and mobility power of highly-skilled migrants (Smith, 2006, 2010; Thompson and Smith, 2010) and the dynamics of their labour collectivism (Martinez Lucio and Stewart, 1997, 2011).

This research explores the influence of state regulation in facilitating the control of labour by capital and the collective responses of highly-skilled migrant networks and CSOs in enhancing migrants’ labour power. Three case studies of migrant networks/CSOs are presented, data was collected through qualitative interviews as part of an ongoing research project. The research explicitly seeks to articulate the voices of the excluded and advance their critical views (Martinez Lucio and Stewart, 2011), the methodology incorporates participation in the activities of migrant networks/CSOs and engagement with research participants in co-evolving action and attitudes relating to migrant labour power (Brook and Darlington, 2013; Ram et al, 2014).

Initial findings of an exploratory and tentative nature are presented. The findings reveal a complex relationship between the effort power and mobility power of highly-skilled migrants. Migrant workers
respond to control and exclusion by developing greater mobility power within organisations and the UK labour market as well greater international mobility power through participation in migrant networks/CSOs. Migrant networks/CSOs also enhance the effort power of highly-skilled migrant labour in terms of skills and attitudes to work. One form of power is used to compensate for a perceived lack of power along the other dimension. Furthermore, migrant labour power is also exercised through the voice and advocacy role of migrant networks/CSOs in challenging control and exclusion. This extends our understanding of the complex relationship between control, resistance, compliance and consent within the capitalist labour process.

Vaughan Ellis (Edinburgh Napier University)
Anne Munro (Edinburgh Napier University)

Examining managerial attitudes towards trade unions in the UK

Stream: Industrial relations
Date: MONDAY, 4 April 2016
Time: 14.00 – 15.30
Room: FES 6.01

Reputational damage caused by high profile disputes in the late 1970s and government economic and social policies of the 1980s and 1990s did much to change the view of trade unions. The subsequent emergence of largely non-unionised new industries, increased diversity amongst the UK workforce and the emergence of human resource management, has, over the past thirty years, resulted in significant change in how employee relations are managed.

At the same time, there has been increasing interest in employee engagement in contemporary workplaces (Purcell and Hall, 2012). However, the decline in trade union membership and the number of workplaces in which unions have a presence has resulted in a representation gap, leaving many employees without a voice at work, something unlikely to have a positive effect on their level of engagement. The traditional role for trade unions as the vehicle for harnessing employee voice and as legitimate stakeholder within organisations appears largely to have been rejected, or at least forgotten, by many managers. This may be a missed opportunity to tap into the talent and creativity of others in attempting to solve organisational challenges.

It is in this context that this project was developed, with specific objectives to:
- Improve understanding about managers’ perceptions of trade unions;
- Identify the areas in which managers believe trade unions are most effective and in which they could play a greater role in the future;
- Provide greater detail on the attitudes of managers in different contexts.

This paper draws on interviews with managers, an online survey sent to a random sample of 20,000 managers drawn from the Chartered Management Institute (CMI) membership list and in-depth case studies with selected organisations. This paper provides a detailed and current picture of managers’ general attitudes towards trade unions as well as a more nuanced understanding by presenting findings broken down by gender, organisational sector and managerial level.

The research found that most managers see a positive role for trade unions in organisations, in particular protecting members, improving employee voice and giving members more influence at work. Nearly three quarters of the respondents thought trade unions should work more effectively with management, implying a willingness to engage with trade unions. One of the areas where responses were most positive in relation to trade unions was around employee engagement activities; managers clearly saw a role for
trade unions in securing and maintaining employee engagement and thought that union involvement in decision making improves employee engagement.

There were however, significant differences between managers’ responses in terms of gender, seniority and sector. Women managers, junior managers and managers in the public sector were significantly more positive towards trade unions and were also more likely to be union members themselves. One of the most significant differences between managers is that between those who work in organisations with a union and/or staff association presence, who are consistently more positive in their attitude toward unions than those who work in organisation without a union/staff association presence. This suggests that negative views on trade unions may, in part at least, stem from lack of direct and/or current experience of working with them.

Birgitta Eriksson (Working Life Science, Karlstad University, Sweden)
Tuula Bergqvist (Karlstad University)

Relations between attitudes to work, well-being and labour market status among young adults in Sweden and other European countries

Stream: Work identities
Date: TUESDAY, 5 April 2016
Time: 13.30 – 15.00
Room: Maritim 16

Employment is a major source of material and personal satisfaction. It makes possible a high economic standard, but it has also been stated in former research that paid work besides the economic values even has psychosocial values. Earlier studies show that unemployed miss the time structure, the social contacts, status and identity, the participation in collective purposes as well as regular activities that paid work usually provides. The aim of our paper is to present results on the relations between attitudes to work, psychological well-being and labour market status among young adults (18–34 years old). We have used data collected in the project 'Youth, unemployment, and exclusion in Europe: A multidimensional approach to understanding the conditions and prospects for social and political integration of young unemployed' (YOUNEX). The project has had a cross-national comparative design and the countries included in the study were France, Germany, Italy, Poland, Sweden and Switzerland. The paper is based on work package 3 in this project, which was an individual survey conducted with three categories of young people in each country; long-term unemployed, those in precarious employments and those regularly employed. There were a total of 7102 respondents. The results show several common tendencies in attitudes to work between the different categories of young adults. Among other we can conclude that a paid job is very important for young people in all categories. All aspects of work – like salary, regular activities, social contacts, status and identity and personal development – are significant. Even though there are small differences between the three categories in the six countries, the results demonstrate that having a paid job is of great importance. Only a minority of the respondents answered that they would stop working immediately if they won a large sum of money. This suggests that the majority of young adults in Europe have a work oriented attitude. Regarding well-being the long-term unemployed generally report the lowest levels compared to the categories of employed and precarious. Our findings are consistent with previous research that bear evidence of that long-term unemployed are likely to experience a loss of social status leading to the development of a feeling of failure. An interesting and quite alarming finding is that well-being is the worst among long-term unemployed young adults in Sweden. Our results also indicate that there are connections between well-being and commitment to work regardless of the individuals' labour market status.

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The shift to a low-carbon, resource-efficient world economy is increasingly seen as imperative, both to alleviate environmental degradation as well as provide opportunities for sustainable economic growth and concomitantly, the creation of ‘green jobs’ (UNEP, 2011). The latter can be defined as work within emergent environmental sectors and occupations, but also applies where existing occupations are ‘greened’ so as to reduce negative environmental impacts (CEDEFOP, 2010). Further, it has been argued that transitions to greener economies should be ‘just’. Green jobs - encompassing work within nascent sectors as well as extant occupations - should be ‘decent’, offering adequate wages, safe conditions, job security, skilled and satisfying work and worker voice (ILO, 2013).

Despite such worthy exhortations, studies of the evolution of job quality associated with green work are relatively rare; most analyses have focused on predicting or measuring aggregate changes in the quantity of jobs related to green economic activity (Gausus, 2013). In light of this, a qualitative approach was adopted in this study, aimed at examining changes in job quality within a civil engineering (CE) supply chain, involved in the construction of onshore windfarms in the UK. The construction sector was deemed a salient focus of study, given the significant impact of climate change policy upon it (Pauwels, 2011). Moreover, it is a sector with a reputation for poor employment practice and low job quality: a fragmented industry dominated by small firms, characterised by subcontracting, informalisation and casualisation, associated in turn with job insecurity, long hours, health and safety risks and low unionisation (Wilkinson et al, 2012).

Three civil engineering firms - a principal contractor and two of its subcontractors – participated in the study. Historically, each firm was a provider of generalist CE operations and services but over the past decade, all three have increasingly specialised in windfarm construction. This facilitated examination of the extent of changes to the context and content of work within extant occupations and jobs where the locus of work has shifted to an emergent environmental sector, with a particular emphasis on elucidating whether such ‘greening’ is associated with job upgrading. In order to explore the existence and extent of any changes, an interview schedule incorporating Holman’s (2013) job quality dimensions was devised and twenty interviews were subsequently conducted with managers and employees from a range of occupations across the three firms. One finding is that increasing formalisation and thus, improvements in some employment practices were evident in one subcontractor firm, but this was attributed to the cultivation of a long-term partnership with the principal contractor (and ensuing continuity of work), as opposed to any ‘green upgrading.’

References:
Pauwels, F. (2011), Greening in construction and the impact on work: New challenges or more of the same? Leuven: HIVA.
Nuzo Eziechi (University of Leeds)
Steve Vincent (Newcastle University)
Chris Forde (Leeds University Business School)

**The Nature of Work in the Nigerian Oil and Gas Industry**

Stream: Labour and climate change
Date: TUESDAY, 5 April 2016
Time: 10.45 – 12.15
Room: Maritim 17

This paper uses labour process analysis to examine the nature of work in the Nigerian oil and gas industry (OGI) and the Niger Delta region. It specifically provides a contextually embedded study of work through a multi-layered analysis that recognises the site of production as a valid point of departure in understanding the nature of work but views the world “beyond the factory gates” as causally determinant in determining how work is ordered. The study uses multiple embedded case studies and survey data to explore the nature of work outcomes in the Nigerian OGI. One of the key findings is that the regional political economy, in which oil companies differentially shape the development of Nigeria and the Niger Delta, is important to understanding how work is ordered. More specifically, whilst the Nigerian Government and the agencies of the OGI cooperate in the redistribution of oil revenues in relation to capital and National interests, the terms and conditions of the workforce are less favourable when compared to OGI workers elsewhere and comparatively few resources are returned to the Niger Delta. This toxic combination results in various forms of social, geographical and economic disconnectedness, including, in extremis, devastating local pollution and the kidnapping and murder of OGI workers by Niger Delta indigenes.

The idea of disconnected capitalism is not novel, as Thompson’s (2003) often cited paper argues: the tie-in between the interests of managers and shareholders can result in HR managers’ failure in making credible commitments to workers. This study broadens the scope of the disconnected capitalism thesis by considering how work conditions, in particular, are affected by a range of interacting labour markets, geographical and socioeconomic forms of disconnectedness within a broader political economy framework.

Nigerian OGI labour markets included clear distinctions between contract/permanent, expatriate/local, and male/female workers. Contract, female and local workers, in particular, had less favourable terms and conditions of employment and the resultant resentments between workers worsened workplace relations. At the geographical level, disconnection from home and communities had an impact on how work is done, particularly for those who were married and had dependants. Finally, at the socio-economic level, insecurities within the Niger Delta led to disconnections from host communities and a culture of dependency within Nigeria more broadly impacted on offshore workers experience of work.

Overall, this study offers a ground-breaking attempt to develop a multi-level approach to the study of work that develops and extends Thompson’s disconnected capitalism thesis. In this case, a triple-bind, between managerial, capital and state interests, created a series of local disconnections apparently undermined the productivity of the industry as a whole. In these circumstances a raft of policy and regulation directed at tackling both the employment conditions of the OGI and Niger Delta environmental and socio-economic concerns is badly needed to tackle the problems of the industry as a whole.
The paper focuses on the characteristics and consequences of cognitive attitudes in organizations. Based on a multi-dimensional conception of recognition and a qualitative content analysis of 20 interviews with personnel managers from different companies, I reconstruct the managers’ attitudes of recognition towards employees, supervisors, and the company management as well as their own claims for recognition respectively.

Recognition can be generally understood as a positive evaluative response to person’s behaviors, actions, and identities (Sayer 2005). In organizational studies, recognition has been acknowledged as basic dimension of social interaction that informs identity-building and person’s corresponding self-respect (Sayer 2007; Grover 2013). Accordingly, the absence and oppression of recognition may encompass “struggles for recognition” (Honneth 1996) in order to confirm person’s claims for identity and self-respect. By following Ikäheimo and Laitinen (2007), I will analyze recognition in terms of attitudes. Thus, person have cognitive attitudes towards other person and might more or less communicate or express these attitudes. At the same time, by proposing a dialogical conception of recognition, person’s cognitive attitudes are accompanied with desires and expectations for receiving particular forms of recognition from other person.

According to Honneth’s (1996, pp. 107) multidimensional conception of recognition, I will distinguish between three types of recognition, which are love, respect, and esteem. Love is characterized by the principle of mutual care and affection. Respect refers to the recognition of a person as legally equal partner thus sharing same rights and duties. Esteem distinguishes itself from respect in that it does not refer to recognition of the person based on a legal status but by a gradual assessment of concrete qualities and skills. This type of recognition is directed at the performance of the person, which is perceived in our society primarily through paid work.

Findings of the analysis show 1) how personnel managers’ cognitive attitudes are shaped by the three types of recognition, 2) how they resort to these types in order to manage their particular working tasks and 3) which types of recognition foster struggles for recognition on their own part. For instance, while findings indicate that personnel managers’ cognitive attitudes are strongly affected by love, they show too, that the managers switch between a altruistic and an instrumental type of love, if the working task requires their emotional disassociation from certain management decisions (e.g. in case of executing dismissals). Similarly, respect plays an important role for the managers too, but is merely seen as strategic means of legitimizing the function of the personnel division in the company. Finally, the findings suggest that the majority of the interviewee in their role as personnel managers feel less esteemed than other groups in the company. In the paper, I will discuss these findings and ask for possible consequences for the personnel managers themselves (in terms of identity, self-respect) as well as for the personnel management division in general (in terms of credibility and perceived legitimacy).

References:

Paulo Fernandes (ESCE-IPS)

**Collective bargaining in Portugal 2008–2015: Between crisis and “troika”**

Stream: Industrial relations  
Date: TUESDAY, 5 April 2016  
Time: 15.15 – 16.45  
Room: WZB B004

This work is framed in a further investigation; within a project and PhD, which is being held on collective bargaining in Portugal, a diachronic and synchronic perspective, for example in order to understand the evolution of this phenomenon in the Portuguese context and particular moments of rupture or continuity that has marked its evolution.

In the present work is reflected in a temporal perspective on the past 8 years and a transition from a particular external intervention (“Troika”) and its end as well, about the scenario in terms of collective bargaining resulting from this situation.

The Portuguese reality in terms of collective bargaining was crossed by a set of changes, not only legal but also political, which together have contributed to change their distribution in terms of sectors (industry, trade and new technologies, to give examples of some sectors) as well as in terms of types of agreements that have been conducted in the negotiating context.

Collective bargaining as empirical object has a set of dimensions associated with him and that were analysed throughout this investigation. Firstly we consider the regulatory role that has since established a set of rules and principles for certain professional groups or sectors.

This study also considered, a set of quantitative and qualitative data that somehow clarifying the change that has occurred within the reference period (2008–2014) and explain the negotiating change that seems to occur in terms of collective bargaining in Portugal.
Elena Gasyukova (NSU HSE)

Socioeconomic processes of Precarisation in Russia

Stream: Precarious work
Date: TUESDAY, 5 April 2016
Time: 9.00 – 10.30
Room: WZB D112/3

The main intention with this research is to find evidence for the influence of the instability of labour relations in Russia on the emergence of a new social group, the "precariat". The phenomenon of "precarisation", or labour instability, has grown in importance at the global labour market. There are still open questions of social consequences of labour insecurity and its new influences on life-styles in Russia. The study investigates positions of the precariat in the social structure of Russian society. The baseline questions of the research illustrate the forming precariat as an aspect of current changes of the socioeconomic system, of the state, and reflection of the predominant neoliberal paradigm. The revealed factors and social positions of precariat guide towards new thinking about world-wide problems with social inequality and mechanisms of socioeconomic welfare.

From an economic point of view the precariat includes nonstandard and informal workers. Nonstandard employment is opposite to standard employment, hiring labour for the full day with permanent labor contracts in an organization under command of employers or managers.

In the research the economic definitions are taken into account, but the main intention is to develop a sociological conception of the precariat in Russia. For practical reasons the present study combines quantitative and qualitative analyses. The Russia Longitudinal Monitoring Survey of HSE (RLMS-HSE) with data and series of representative polls conducted from 1994 to 2013 by professor Shkaratan supports the empirical analysis.

The current results of study offer original attributes of Precariat as new social group. This scheme is based on the theoretical achievements in precarisation studying among different scientific collectives and affords to distinguish Precariat from other categories in the social structure. The classification includes the next attributes:

- Labour instability;
- Work instability;
- Income instability when average monthly income varies from minimal level (inherent to poverty culture) to median level in definite region;
- Lack of safety net (significant property, house, financial assets, etc.);
- The low level of social capital;
- Inability to reproduce accustomed life-style;
- The low position in authority's hierarchy (of society and of company);
- Self-identification as Precariat;
- Long duration of being in the conditions of instability: from 7 and more years.

It should be taken into account the classification has been developed advisedly for exploring of Russian society but it can be modified for any other country and become an appropriate base for precarisation's studying there. The classification has been built as theoretical model that affords to define a sample for exploring different types of Precariat existing in Russian society. This task covers the first step to understanding of peculiarities of precarisation as new social phenomena in Russia. The second step is devoted to scrutinized qualitative analysis of precariat's forming and appearance of new risk-culture.

A special group from sample (including different types of Precariat in Russia) represented one type of Precariat – “Unsuccessful professionals” – was separated for this analysis. The qualitative analysis is based on semi-structured interviews with Precariat in Russian postindustrial and industrial cities.
Public Employment Services across Europe have undergone profound changes within the last years. Fueled by new policies aiming at activating the citizens and the introduction of New Public Management, Public Employment Agencies have been remodeled into modern service providers. Citizens are thought of as customers that public employment agents render a service to – namely, being of assistance in their customers’ job search. In their interaction, the ability to morally support and to motivate job seekers, to feel empathy but also to be demanding as well as to exert control become central work requirements for public employment agents. Given that job loss may have considerable consequences for economic and social status, relationships and societal participation, emotions become an inevitable part of the interactions between public employment agents and customers. Public employment agents therefore need to work on their customers’ emotions as well as on their own in order to even make it possible to fulfill their functional tasks. Hence, they engage in emotion work. However, new public management reforms did not only strive to increase customer orientation but also efficiency – creating contradictory demands for public front-line workers (Korczynski 2009). Their work is now steered by various managerial and organizational control mechanisms that also encompass the emotional aspects of the labor process. Through organizational guidelines on customer interactions, benchmarking and monitoring of customer interactions, the emotion work of public employment agents is transformed into emotional labor. However, and opposed to Arlie Hochschild’s (2003) conceptual framework, we conceive emotional work as well as emotional labor not as purely alienating, but also take its empowering dimensions into account.

Drawing on organizational guidelines on the counseling process, on qualitative interviews with employment agents and on videotapes of counseling sessions in the Swiss canton Berne, our paper aims at conceptualizing the emotion work and emotional labor of public employment agents. As the public employment agency in Berne has just undergone a change process to introduce a performance and service culture similar to that of private sector service companies, it provides an interesting example to study the managerial control of emotional labor as well as how the employees engage in emotion work and emotional labor respectively. Therefore, our paper will draw on post-marxist approaches of labor process theory with a special emphasis on the debate on the emotional labor process (Brook 2009, Bolton 2010, Bolton/Boyd, 2003 Vincent 2011). Furthermore, our theoretical approach is informed by sociology of service work (Dunkel/Weihrich 2013), a praxeological conception of the state (Lipsky 2005) and Foucault’s notion of (self-)governance to refer to the wider context of interactive service work within activating states.

Hence, the paper draws conclusions regarding contemporary front-line workplaces of the public service sector in the context of rising unemployment and the introduction of New Public Management. The paper aims at contributing to a fuller understanding of the labor process of public employment agents fostering the idea of the crucial role of emotions for public interactive service work and the shaping of public employment policies.
Microhistory as a methodological tool to study labor precariousness and social inequality in Puerto Rico from 2009 to 2012, will be explained. Based on Tomich’s (2008) methodological approach, it was used in a research finished in 2014, to analyze consequences of a state policy implemented in 2009–2011 to legitimate the layoff of around 30,000 governmental workers. This austerity policy was implemented to alleviate the 52 billion fiscal crisis of the government. In the present the fiscal deficit is 72 billion. Indicators and workers’ experiences were analyzed in the plurality of time: the short, medium and long term temporalities. The short term included social and labor consequences of the policy. Indicators like unemployment, labor participation and employment rates for the general and young populations were analyzed, from 2009 to 2012. Rates of murders and homicides for both populations were evaluated for the same period. In this period various social indicators rose significantly. In 2010 the general unemployment rate was 16.9% and youth unemployment 31%. A very low employment rate (33%) was registered in 2011. In 2011 the rate of murders and homicides in the general population rose over 30 per 100,000 inhabitants. This is the highest rate since these statistics have been collected in Puerto Rico. The union movement faced at least six challenges to confront the 2009 massive layoffs. The challenges are: 1) The continuous dialogue on the meaning of work and the role of workers in this systemic crisis, 2) The importance of diversifying the activities of resistance, 3) Unions and other resistance groups should be aware and oppose the attempt of the state to criminalize their struggle. 4) The consciousness of possible corruption within unions. 5) Awareness of the intervention of political parties in unions. A case illustrating this challenge will be presented. The sixth challenge is the need to overcome the fragmentation of the labor movement and the inclusion of other social sectors. The medium term included the comparison of these indicators to those of
the five prior decades, specifically from 1970 on. This period coincides with the structural crisis of capitalism (Wallerstein, 2004). Some of the indicators reflected an acute labor precariousness and social inequality in Puerto Rico. In 1982–83, the unemployment rate for the general population was 22%. The short and medium term were analyzed in the context of the crisis of capitalism where events can be explosive. Its multiple meanings and associations can witness deep movements (Braudel, 1980). Microhistory is an inquisitive historical method, a 'history of events' within the plural time of the longue durée. This plural time can be used to forge social change; as episodes are analyzed dialogically in the long-term political and economic relationships of capitalism.

Brian Garvey (University of Strathclyde)
Paul Stewart (University of Strathclyde)
Aparecido Bispo (FERAESP)

The Climate Shape-shifters: changing forms of corporate and labour organisation in Brazil’s biofuel sector

Stream: Labour and climate change
Date: MONDAY, 4 April 2016
Time: 15.45 – 17.15
Room: Maritim 17

In popular mythology, shapeshifters often require a magic or unseen intervention to allow or enforce their transformation into another form. Their voluntary metamorphosis is a common strategy to gain some advantage, transcend restriction or mislead the unsuspecting. On the other hand, shapeshifting may be enforced on an unwilling subject that is bound to or confined in a new form, often as a punitive measure. In the modest diversification by the major energy corporations into renewable energy forms, or the transition from the villains of oil based economies to champions of green, sustainable futures, the so-called invisible hand of the market is in fact an alignment of corporate investment strategies with international climate change policy shifts and the national development agendas of emerging economies. In the case of the Brazilian biofuel sector state incentives have dovetailed with a tripling of international investment in primary commodity production to make it a world leader in ethanol production. The subsequent restructuring of work tasks and organisation presents new challenges for workers who contrast the fluid expansion of energy corporations across space with their own organisational forms that they find somewhat petrified by existing labour law, by the deepening power inequalities and persistence of south-north commodity flows. Amidst ongoing labour, land and water conflicts their testimonies evaporate certain corporate claims of social and environmental responsibility but also point to new morphologies of labour organisation that involve the employed, unemployed and landless workers in transcending existing limitations on their capacity for change.
Ewan Gibbs (University of Glasgow)
Shelley Condratto (Laurentian University of Sudbury)

Undermining Industrial Citizenship: Deindustrialization and the Rise of Precarious Employment in the Lanarkshire Coalfield, Scotland and Sudbury Hard Rock Mining, Canada

Stream: Precarious work
Date: MONDAY, 4 April 2016
Time: 14.00 – 15.30
Room: WZB B002

This paper presents a comparative analysis of the changing status of work and employment within two major mining areas which experienced prolonged decline during the second half of the twentieth century. It illuminates the social impact of industrial restructuring and divestment within sectors which had traditionally provided large-scale stable male employment. A focus is placed on how structures of community embeddedness, stable employment and worker ‘voice’ were understood by workers and undermined by the institution of neoliberal employment relations since the 1980s. The analysis centres on the role of commonalities and differences within mining communities in the Lanarkshire coalfield, Scotland, and the Sudbury hard rock mining industry in Ontario, Canada. This emphasises comparative aspects of political economy through considering how the role of nationalised industries in Lanarkshire, multinational ownership in Ontario, state policy and sectoral differences between coal and hard rock mining have shaped outcomes in both cases.

Interviews with former mineworkers and members of mining families, and some current mineworkers in the case of Sudbury, are used to understand the construction of occupational identities and structures of industrial citizenship. This was premised upon the maintenance of secure employment and the exercise of ‘voice’ through trade union recognition and consultative structures. The embedded nature of mining activities within locales, including the role of occupational associations and the British National Coal Board (NCB) and Canadian mining companies’ involvement in community social life are also underlined as key to constructing conceptions of industrial citizenship. The paper centres on counterpoising Lanarkshire’s experience of final closures and the end of deep mining with the divestment of non-production activities and less profitable mines in Sudbury.

The paper’s analysis centres on worker and community responses to radical sectoral restructuring. In the case of Lanarkshire this entailed the closure of the county’s last colliery, Cardowan, in 1983 in the build up to the 1984-5 miners’ strike. Although Sudbury retains an active mining sector, the industry has experienced extensive restructuring since the 1970s characterized by an industrial relations system allowing the hollowing out firm level employment and the growing use of subcontractors by new multinational owners. These workers lack access to the employment security of the ‘core’ unionised workforce.

In both cases therefore secure employment within mining has been lost, but the paper contrasts the experience of workers who left the coal mining industry in Scotland with those who experienced the establishment of flexible conditions in Canadian hard rock mining. The rise of precarious work in a sector traditionally associated with stable employment in Sudbury is emphasised through an analysis of the narratives to gauge employee perceptions and how this has affected understandings of the industry, and occupational and locale identities. These are counterpoised with the Lanarkshire narratives of the loss of industrial activities and the rise of a service sector labour market marked by insecure employment practices in predominantly feminised sectors.
Colin Patrick Gleeson (University of Westminster)
Christine Wall (University of Westminster)

Construction and the work process, an exploration of the energy performance gap

Stream: Labour and climate change
Date: TUESDAY, 5 April 2016
Time: 10.45 – 12.15
Room: Maritim 17

Buildings are responsible for approximately 30% of EU end-use emissions[1] and are at the forefront of efforts to meet emissions targets through, in particular, three Directives that frame the design building regulations: the Energy Performance of Buildings Directive (2010), the Renewable Energy Sources Directive (2009) and the Energy Efficiency Directive (2012).

This legislation is aimed at emissions arising from the design, construction and commissioning of the buildings. For the first time in its history, construction industry outputs must meet specific energy targets if planned reductions in green house gas emissions are to be achieved through nearly zero energy buildings (NZEB) supported by on-site renewable heat and power.

Where individual UK dwellings have been tested before occupation to assess whether they meet energy design criteria, the results indicate an 'energy performance gap', that is, energy use is almost always more than specified. This leads to the conclusion that the performance gap is, inter alia, a function of the labour process.

This paper investigates the role of construction occupations in meeting the higher standards exemplified by UK policy for 'Zero Carbon Homes' and the 'Renewable Heat Incentive'. Research into these initiatives highlights the need to address appropriate knowledge, skills and competence along with socialised norms of that impact on agency, reflexivity and behaviour. The close social nexus of relationships between family, training and employment that characterise the construction workforce also deserves attention. The paper explores the performance gap from both quantitative and qualitative positions, a combination of inadequate VET, attitude and conditions of employment.

Sources: Research output from the UK Zero Carbon Hub (2014[2]) and Gleeson (2013[3], 2014[4], 2015[5])

Methodology: A quantitative analysis of building fabric and services performance linking to a qualitative assessment of current VET and its application on the building site.

Aim argument: Low energy buildings are qualitatively different from historic buildings where energy use has not been the focus. Achieving low energy construction is not just a matter of changing legislation and building regulations. The difference demands a reassessment of knowledge and skills, a broader conception of competence and a deeper understanding of employment conditions.

Conclusions: The evidence points to an endemic failure to ensure that low energy systems are within the grasp of today's construction occupations and the need to re-address fundamental premises within construction VET.

Footnotes:
In this paper, the aims are to map changes in the gender distribution within occupations and to analyze the associations between the gender composition of occupations and women's and men's labour market attachment over time and sickness absence. The two main research questions are: How has the gender segregation of the labour market in Sweden changed between 2003 and 2011? Does the labour market attachment over time vary for women and men with the level of gender segregation in occupations? Our descriptive analysis shows that desegregation of occupations has continued in Sweden between the years 2003 and 2011, which is in the line with the development in the other Scandinavian countries. Women have moved into gender-integrated occupations, specifically those that demand higher education, including public administrative professionals, teachers, also university teachers, and business professionals. They have also entered male-dominated occupations as, for example, directors and chief executives as well as other specialist managers, positions as leaders demanding higher education. A development in another direction concerns men who have entered into female-dominated occupations, in health and social care, administration, cleaning, kitchen and restaurants, mostly into low-skilled jobs. The process of integration have both a class and a gender dimension. The extremely gender-segregated occupations are relatively stable in their occupational composition by gender over the studied period. Our cohort based analysis of those in paid work in 2003 show that, 8 years later among both genders, the highest employment levels and the lowest unemployment levels occur among those who worked in extremely female-dominated occupations in 2003. The lowest employment level in 2011 was on the other hand found among women who worked in the extremely male-dominated occupations in 2003 and for men in the female-dominated occupations. The process of change in the gender structure seems to be driven both by macro level forces and forces on the organizational level. In this case it is possible to see the results of a strong demand for trained and educated staff in the health and care sector. To further develop the analyses, three additional variables were included: age, level of education, and sector of employment and odd ratios were calculated for not being employed or for being on sick leave or having disability pension. In a regression analysis simultaneously combining all these variables, the highest odds ratio for women of being on sick leave or disability pension eight years later occur among those initially in the extremely male-dominated occupations. For men, the highest odds ratios are found in the groups of female-dominated occupations and extremely female-dominated occupations, respectively. Regarding the role of the gender-integrated occupations for employment in general, the results differ between women and men. For men, gender-integrated occupations did not provide a more stable attachment to the labour market compared to male-
dominated occupations. For women, the most sustainable occupational category was the extremely female-dominated occupations. Rather than discussing lock-in processes in the public sector for women the results here show that the occupations in this sector contribute to a sustainable labour market position.

Leon Gooberman (Cardiff University)
Marco Hauptmeier (Cardiff University)
Edmund Heery (Cardiff University)

The state and the evolution of British employers’ organisations

Stream: Employers’ organizations
Date: TUESDAY, 5 April 2016
Time: 10.45 – 12.15
Room: WZB B004

This paper examines the evolving relationship between the British state and employers’ organisations (EOs) between the early 1970s and the present day. It quantifies the decline of EOs over the period, and analyses their changing characteristics. The paper then explores the role of the state in facilitating these trends. We combine quantitative data with those from two case studies to assess the changing relationships across at least three phases, provisionally identified as:

1. Pre-1979: Political economy was largely organised along tripartite lines, with representatives of employers (EOs), employees (Trades Unions) and the government collectively regulating pay and conditions. However, this began to break down in the 1970s as their conflicting demands proved increasingly difficult to reconcile.

2. The 1980s: With government promoting market driven individualisation, collective bargaining’s employee coverage declined. Remaining EOs had to broaden their activities if they were to survive, with many placing a greater focus on lobbying government and providing services to individual members. A new type of organisation, employer forums, emerged. These provided member services based on a single issue, such as aspects of equality.

3. The 1990s onward: Political change heralded partial re-regulation. Collective bargaining's overall decline continued, covering 38 per cent of employees in 1998 compared to 70 per cent in 1984. Many EOs continued their refocusing, whilst employer forums grew to cover an increasing range of topics.

In terms of quantitative data, we will use archival material from the UK Government's Certification Office, held by the UK's National Archives. The office was established in 1975 to provide a voluntary registrar function for EOs and Trades Unions. While not all EOs are covered by these data, sufficient exist to create time-series that can be analysed to illustrate the phases sketched above, with data including number of members and industrial sector of activity. Importantly, a full analysis of these data has yet to feature in the literature.

We will also use qualitative data from two case studies to illustrate the changing nature of EO's relationship with the state. The first will focus on the EEF, one of the UK’s most significant EOs. In the 1970s, it had a largely ‘traditional’ role within collective bargaining. However, this role had ceased by the early 1990s. Its activities broadened, with interaction with the state primarily taking the form of lobbying. We will also examine the operations, and relationship with the state, of the Business Disability Forum, an employer forum whose members currently employ almost 20 per cent of the UK’s workforce. Data will be drawn from interviews with current and previous staff as well as published and archival data.

The paper concludes by reflecting why the relationship has changed so dramatically, how government's views as to the roles of EOs evolved, and whether newer theoretical concepts such as countervailing power can be used to explain developments.
Caleb Goods (York University)

**Industrial Relations and Climate Change: Developing a conceptual framework**

Stream: Labour and climate change
Date: MONDAY, 4 April 2016
Time: 14:00 – 15.30
Room: Maritim 17

The challenge of how to respond to the global environmental crisis, particularly climate change, has in the last decade been presented by many unions as core union business. Union responses to environmental concerns, and much of the academic literature examining it, have focused upon the jobs versus environment predicament, but have also attempted to move beyond this dead-end debate by focusing on green jobs, green industries and a ‘just transition’ agenda. These initiatives have helped to establish a fundamentally important counterhegemonic discourse to ideas that pit work against the environment by advocating the broad economic advantages of ‘going green’. Nevertheless, environmentally motivated changes to work could occur in a multiplicity of ways that disregard the welfare of workers and the communities in which they are embedded. To help avoid such actions it would appear that decision-making about ‘going green’ should be scaled down to the workplace level and suggests that climate change could be inserted into the industrial relations (IR) milieu. Green initiatives within workplace IR’s has rarely been examined, and when it has, it has been theoretically inadequate. This paper therefore sets out to provide two contributions; first, to highlight that climate change and IR is an area that requires greater attention; second, before it can receive greater attention there is a need to reassess the theoretical lens through which labour, nature and capital have to date been scrutinised. To achieve this the paper puts forward a unique conceptual framework for understanding climate change and IR and then operationalises the theoretical framework through a review of ‘green bargaining’ what Carla Lipsig-Mumme describes as ‘climate bargaining’ in enterprise agreements and union reports from Canada, Australia and the United Kingdom (UK).

The paper is divided into four sections. The first segment briefly deals with describing climate bargaining to provide a working definition of how climate change and IR may interact. Second, the dominant responses of unions and management to the challenge of climate change are outlined to underscore that climate change and the workplace have far not been tied together. The third aspect of the paper turns its attention to developing a theoretical framework to better deal with how, where and why different actors responds to environmental issues in variable ways. This draws upon a critical political economy approach, which understands that the social relations of production mediate and limit worker and union responses to climate change. Although this framing has been widely used and is helpful at a broad-brush level it is also simplistic, as it tends to gloss over the complex, dynamic and variable ways unions, at various geographical scales, and workers conceptualise and respond to climate change. This theoretical framing therefore requires modification. Here, it is uniquely combined with the work of labour geographers whose research helps to explain that worker and union responses to climate change develop unevenly, are mediated by particular political economic contexts and can contain internal contradictions. This theoretical framework offers an innovative means of assessing IR and climate change. Building on this theoretical framework the fourth section of the paper turns its attention to examining various climate bargaining exemplars drawn from union efforts in Canada, Australia and the UK. These insights are vital if climate change is to move from the periphery to the centre of IR research and practice.
This paper discusses the relationship between labour market regulation, paid employment and the State. Specifically it examines the increase of low paid work in the UK, and the regulatory mechanisms that have accelerated this.

Currently in the UK the government are proposing cutting working Tax Credit. Tax Credits top up the income of those on low wages. In 2015, the total number of UK families receiving Tax Credits was around 4.6 million. In April this year, 31.05 million people were recorded as being in employment in the UK. Thus we can see that just fewer than 15% of all UK employees are in receipt of some kind of tax credit. The average salary in 2013 was recorded as being £26,500, but this headline figure conceals the fact that four in five jobs in 2013 were in sectors that averaged under £16,640 per annum for 40 hours per week (nearly £10,000 less than the ‘average’) and that working fulltime (defined as 35 hours or more per week) on the hourly minimum wage (which was £6.31) would provide a salary of only £13,124 per year. Factor into this other traditionally low paid workers such as temporary/ part-time workers (approximately million workers in 2013) and those on zero hour contracts (estimated at 700,000 individuals in 2015), and we can quickly see that in the reason the number of people receiving in work Tax Credits remains so high is because wages remain stubbornly low.

Indeed, once inflation is accounted for, the real value of earnings in the UK has fallen by 15% since 2008, and in some parts of the UK this figure is as high as 50%. A stagnation of wages, accompanied by increasing profit extraction and stratospheric increase return to shareholders, has prompted this. We have also seen a National Minimum Wage that has not increased enough in value to account for inflation. These developments are in part a result of regulatory choices, even if they are often not presented as such. Also deserving of attention is the role of organizations and how the changing constitution of financial markets affects managerial decision making. These organizational developments have been made possible as a result of de-regulation by government, and occurred alongside increased regulation of the labour market with the introduction of anti-trade union legislation since the 1980s, which has left the position and power of workers weakened. Legislation has been enacted that has not only specifically constrained union’s ability to defend workers in certain circumstances, but also to delegitimate collective action and undermine institutions of collective labour market regulation. A key explanatory factor in explaining how exploitation of the workforce, evident in deterioration of working conditions and benefits, erosion of job security and employment protection, can be explained by the removal of trade union rights within the UK. Yet the current government also want to tighten the restrictions on union activity further. We have also seen a proliferation in the use of ‘active labour market policies’ (Greer, 2015), which in the UK has adopted the face of workfare. It is also the case that the increase in temporary and agency workers, in addition to the rapid increase in the use of zero hour contracts, helps explain why British wages remain low.

This paper, with reference to the above developments, examines and explains various state de-regulation and re-regulation over recent years in the employment relationship and discusses how, for many, this has helped produce a state of affairs for many where work ‘doesn’t pay’.

Reference:

Unfit for Purpose – The experiences of the employment relationship in the UK fitness industry

There has been a significant growth in the number of gyms in the UK in recent years and the number of fitness instructors, and the provision of training, has risen to meet the demands of the growing ‘fitness’ market. Alongside this trend, changes have been identified in relation to the role of the fitness instructor and the implications this has for their employment relations. On the one hand, the rise of standardised classes, for example, the Les Mills Company, Insanity and Zumba, with prescribed designs of choreography, music, exercises and even motivational speech (Parviainen 2011), could be said to be de-skilling the fitness instructor (Felstead et al 2007). On the other, the changing employment relationship, which stems from such standardisation and which includes instructors often bearing the cost of their own training, coupled with an over-supply of instructors, seems to be characterised by a degradation of experience of employment amongst instructors. This paper focuses on the employment relationship experience of instructors and specifically explores the nature of the relationships they find themselves in with employers and training providers, in a context which finds them potentially de-skilled and subject to precarious employment. Many fitness instructors find themselves in precarious employment situation. Like many white collar mobile workers, they tend to be self-employed and face an insecure, ‘flexible’ employment relationship (Cohen, 2010), or they work part-time building a ‘portfolio’ of precarious contracts. Requirements to deliver standardised, pre-choreographed classes, and to engage with the mandatory training for such programmes of exercise, places further pressures on fitness instructors in terms of time and financial pressures to pay for such training. These pressures are exacerbated by the physical nature of the work, which can result in injury in the short term but also limits the long term career options of those engaged in the fitness industry. Despite the difficulties that a fitness instructor may face there is an over-supply of individuals who wish to work in this profession, and there has been a significant growth in education and training provision at all levels. Such a situation begs a number of research questions about the experience of work amongst fitness instructors. This study aims to develop further understanding of fitness Instructors in relation to their motivations for joining this occupation and their subsequent varied employment experiences. This paper examines empirically the motivations and experiences of a range of fitness instructors who work in a gym setting, using qualitative interviews. The sample includes representatives from a variety of gyms, including: small local gyms and multi-national chains, teaching standardised exercise-to-music group classes, non-standardised gym-based classes or delivering personal training. The initial findings suggest that there are a number of factors which encourage individuals to become fitness instructors. These include: the enthusiastic amateur who wishes to develop their training interests into a ‘career’; those moving from a ‘failed’ career, for example dancers or those from a military/uniformed service background; and those who have enacted a more entrepreneurial role through which they can develop self-employment. Despite the variety of interests, many share the same experiences of the employment relationship. A common theme of job insecurity is evident with many on-part-time, flexible contracts which are constantly re-negotiated. This is particularly problematic in this occupational group, as injuries develop over time, which limit the number and type of classes they can teach and can ultimately curtail a career. The impact of the standardisation of classes was variable; for some it resulted in a reduction in autonomous working, though for others it provided an opportunity to develop skills with more ‘expert’ trainers.
Strategic Choice and the response of trade unions to Industrial Restructuring

This paper presents an investigation and assessment of the strategic choices of management and unions in response to industrial restructuring as manifested through collective bargaining processes. Restructuring in the European steel industry continues apace. The restructuring by firms such as Tata of a substantial tranche of its steel operation in the UK is yet another indicator of this seemingly inexorable process. Although the restructuring activities of international firms frame such activities within a global scale, it is increasingly at the local level that unions are required to respond to management strategies for organisational restructuring. Furthermore, understanding union responses to restructuring cannot be adequately captured through a conceptualisation of bargaining strategies as either wholly adversarial or cooperative. The industrial relations of restructuring is played out in a complex social space contingent upon history, culture, geography, corporate and union strategies, and the influence of key individuals and ‘dominant coalitions’. As restructuring gathers pace, the forms of and strategies for engagement between unions and management during industrial reorganisation is increasingly important to understand.

The objective of this paper is, in the context of restructuring, to extend understanding of the strategic choices of unions (and hence management) in the development of bargaining strategies. A significant body of knowledge has emerged that at an overarching level provides insight into union how response to management strategies for restructuring might be framed. It is, however, at the micro level of strategy formation and prosecution of union collective bargaining strategies and tactics, the process, where research is underdeveloped.

The conceptual framework for discussion and analysis is provided by the Strategic Choice model expounded by Walton Katz and McKersie but modified by inclusion of union ideology, power resources and internal capacities, the significance of institutional arrangements and context variables both external and internal. Just as the particular phase of engagement and community resource base can, for example, govern the ideological orientation of union responses to restructuring, so intra organisational bargaining within management can modulate dominant management ideological predilections. These strategic choices and processes are dynamic and reflect the ebb and flow of power relationships and pragmatics both within and between management and unions ranks. As the specific interest of this study is the strategic choices that frame collective bargaining positions, collective bargaining strategies are studied in some detail and the work of Walton and McKersie on bargaining processes guides analysis.

The empirical basis for this evolving research is provided by a multi-level, qualitative study of restructuring in the UK steel industry. The industrial relations and bargaining processes in which strategic choices are being made in this case are complex. The restructuring involves several unions and management ‘dominant coalitions’: multi level bargaining processes characterise engagement between
unions and management: external context connects political networks and regulation to internal industrial relations processes.

Kathleen Griesbach (Columbia University)

**Migrant Agricultural Workers del mágico valle del Rio Bravo:**
Precarious Work across Borders

Stream: Work and migration  
Date: TUESDAY, 5 April 2016  
Time: 15.15 – 16.45  
Room: Maritim 16

My paper analyzes 18 labor history interviews with Mexican-origin agricultural workers, participant observation, and advocate interviews in the Brownsville, Texas, United States/Matamoros, Tamaulipas, Mexico border region. I conducted these interviews in summer 2015, recruiting informants through snowball sampling based on prior contacts from several years as a paralegal and advocate in Brownsville. The interview project inspires a larger dissertation project I am developing on precarious work, understood as "employment that is uncertain, unpredictable, and risky from the point of view of the worker" (Kalleberg 2009).

In this paper, I use the case of these binational agricultural workers as a window into a larger shift toward precarious work. Acknowledging the particular challenges agricultural workers face and the geographical specificity of the border region, I use an "abductive" approach (Timmermans and Tavory 202), rigorously engaging with my data alongside my knowledge of relevant theoretical contexts – an iterative process enabling creative findings. Contexts include neoliberal globalization, its local impact, and the opening of the border for trade and its simultaneous militarization against people –within which I draw on Bruno Latour's concepts of purification and hybridization (1992) to understand the hybrid bi-national worker. Along with larger economic transformations, my paper interrogates how the agricultural industry many ways relies for its survival on geographical difference and how workers negotiate the temporal and geographical challenges of their labor. Workers work for long stretches in rural, isolated towns hundreds of miles from their homes, where they lack access to resources that would enable them to assert their rights more effectively. My paper focuses on how workers reflect on the experience of time, and in particular time spent in waiting and apart from their families; and how they make sense of the long geographical distances they travel for their livelihood. How do workers’ internal and cross-border migrations complicate how they understand “home”? How do they frame their work in these disparate locations within their larger life history? My analysis illuminates how these workers use social networks that extend across both sides of the border and into the Midwest and Southern states to negotiate economic precarity. They form communities sharing household tasks when working in different states, exploit the geography of the border for survival, and share contacts, job prospects, and key information in the Brownsville bus station, a central hub.

While the agricultural industry in some ways represents an "exceptional" case given its government subsidies and immunity to certain labor laws, the frameworks workers draw on to make sense of their precarity across time and space offer important insights for precarious and contingent work more broadly. In exploring individuals’ negotiations of precarious work, my paper responds to Arne Kalleberg's (2009) call for research that investigates the forms of worker agency in an era of increasing precarity. In its focus on how workers’ movements across the geography of the border and the U.S. interior impact workers’ subjective experiences, my paper centers the importance of place in understanding the growing phenomenon of precarious work.
Hedda Haakestad (Center for the Study of Professions, Oslo and Akershus City College)
Jon Horgen Friberg (Fafo Institute for Labour and Social Studies)

**Labour migration, power relations and ideology in the Norwegian construction industry**

Stream: Squeezing the middle?
Date: TUESDAY, 5 April 2016
Time: 10.45 – 12.15
Room: WZB B005

The article discusses the impact of increased labour migration on the social organization of work in the Norwegian construction industry. The recent influx of large numbers of labour migrants represents a supply shock that has shifted the fundamental balance of power and class relations in the Norwegian construction industry. This is reflected in a gradual drift from production methods based on piecework and permanent employment to hired workers supplied by staffing agencies and flexible subcontractors. We describe this shift in terms of workers’ market position, status and social relations at work, and discuss how these changes have been closely associated with an ideological shift from «craft-oriented» to «neo-Taylorist» management principles.

Anastasios Hadjisolomou (University of Stirling)

**The role of line managers in micro politics and the informal negotiation of order and attendance on the food retail shop floor. Evidence from the Cyprus grocery retail sector**

Stream: Management
Date: TUESDAY, 5 April 2016
Time: 13.30 – 15.00
Room: Maritim 15

This paper explores the role of line managers in negotiating and managing order and attendance in the 'lean' regime of grocery retailing. Drawing on research evidence from two case-study organisations in Cyprus, the paper discusses the formation of cliques by line managers, as well as the utilization of gossip, as the platforms to manage and negotiate workplace attendance and shop floor order. The paper highlights the necessity of embedding our understanding of the role of line managers in managing attendance within the dynamics of the labour process of the grocery-retail stores. It also stresses the importance to understand the informal negotiation between line managers and employees, especially within the service sector.

Despite the growing numbers employed in the retail and food retail sector, limited research has examined the role of front-line managers in managing attendance at work within the food-retail sector. Although some research showed that line managers have a central role in managing attendance at work, reporting their primary responsibility for managing absence (Robson and Mavin, 2011), and discussing their participation in in absence control systems (Cunningham and James, 2000), limited research has examined the informal management of workplace attendance, particularly in work organizations where attendance is not controlled through formal procedures rather through a constant negotiation between line managers.
and employees. Little is also known of the day-to-day managerial practice, both formal and informal, at the front-end of the supermarket shop floor, whilst the line managers’ role within the labour process and their authority and autonomy in managing attendance requires more attention by scholars.

This paper draws on qualitative research evidence from two case-study grocery retail organizations in Cyprus. It reports on 46 semi-structured interviews with HR managers, line managers and shop-floor employees. The data reveals the absence of a formal absence policy in the two case study organizations. Even though line managers are the first contact for employees to be absent, their managerial authority to manage absence is limited as they are subjected to direct surveillance by HR specialists and senior managers. Line managers are reluctant to take responsibilities on absence management due feelings of insecurity to be exposed to higher managerial disapprobation and be blamed for high absence rates as the latter are found as intolerant to absence incidences. Indeed, line managers had developed tactics to manage attendance such as pressuring employees to attend at work even sick. Additionally, line managers utilized the micro-politics relations within their groups to influence employees’ attendance behaviour and to negotiate the shop floor order. Particularly, the formation of cliques and the utilization of gossip regarding employees’ absence and behaviour were the main mechanisms used by line managers to manipulate their subordinates’ attendance behaviour.

The paper will conclude by providing theoretical insights into the role of line management in the labour process, investigating the line managers’ informal role in managing and negotiating attendance at work within the antagonistic terrain of food-retail. It illustrates the informal nature of negotiation and attendance management and explores the authority and discretion of front-line managers.

Inger Marie Hagen (Fafo Institute for Labour and Social Studies)

**Representing foreign workers? Foreign workers representing us?**

**Migrant worker as trade unions representatives in Norway**

Stream: Squeezing the middle?
Date: TUESDAY, 5 April 2016
Time: 10.45 – 12.15
Room: WZB B005

Approx. 15 per cent of the Norwegian workforce is immigrants, of which a substantial amount has migrated into Norway after the EU enlargement in 2004. Thus, one of the major questions of Norwegian working life is to integrate these workers into the Norwegian labour market model. So far, most of the demands from trade unions, the political debate as well as research interest have focused on how to avoid social dumping and protect the model by introducing extension mechanisms and schemes in order to reduce working life crime.

But, in this paper I examine a different path into the Norwegian model by looking into the role of migrants inside the trade unions themselves. Recent figures show that immigrants tend to organize as much as their Norwegian colleagues; if entering a work place with high density the migrant become a member too. But, and this is the main theme of the paper; very few migrants become shop stewards at the company floor and further; they do not climb the trade union ladder. In 2007 in total one of the 288 top trade unionists in LO (the oldest and largest confederation in Norway, 900 000 member) and the 24 affiliates was non-Norwegian, in 2015 we found 3 – one non-European and two Europeans.

Trade union representatives at the company floor and powerful trade unions structures from this level up to confederations at national level are the backbone of the Norwegian model. Recruiting and training representatives at different levels are one of the major tasks of the trade union. But why are they not able to include migrant workers? Why do migrant not aspire to become a representative of their own trade union and face the management at the company floor?
In 2014 LO-Stat (affiliates covering state and semi-state enterprises) asked Fafo to examine why migrant works are severely under-represented among the trade union representatives. The state/semi-state sector was chosen because we wanted to examine enterprises strongly influenced by the model (high trade union density, trade unions reps at all workplaces and 100 per cent collective agreement coverage) thus being able to start out by asking ‘if you can’t make it here, what happens when trade unions try to organize and support social dialogue in the ‘grey areas’ of the labour market?’

Our theoretical framework is twofold; we look into theories of trade unions response to migrant workers by using Hyman’s (2001) distinction between ‘market, class and society’ and the core or nature of a trade union. How do the Norwegian trade unions fit in and what path have they chosen?

And further, earlier Fafo research (Nergaard and Trygstad 2012, Trygstad et al 2015) has showed that to be asked to stand (as a trade union rep) by your fellow colleagues is one, if not the, most decisive individual reason for putting your candidacy out there. Thus, we need to examine if migrant workers are asked or encouraged to stand for position as often as their Norwegian colleagues. This examination is based on Pitkin’s (1967) concept of representation and the distinction between image and interest representation and further, a representative as a delegate or a trustee. Do Norwegian colleague refrain from asking their migrant colleague to stand based on a lack of a perception of common interests? Pitkin’s framework is also used to understand how the role of the trade union representative is changing in ‘the world of HR’ and how this might point to the trustee role – a role based on intimate knowledge of the rules and culture of social dialogue ‘in Norwegian’ and thus making it even harder for migrant workers to be an obvious choice of their fellow workers.

Data is collected by interviews among trade union representatives and HR-mangers in 8 enterprises as well as in 5 different unions at national level. In addition, the backdrop is a number of data from earlier Fafo-projects on trade unions, density and workers participation. Approx. 15 per cent of the Norwegian workforce is immigrants, of which a substantial amount has migrated into Norway after the EU enlargement in 2004. Thus, one of the major questions of Norwegian working life is to integrate these workers into the Norwegian labour market model. So far, most of the demands from trade unions, the political debate as well as research interest have focused on how to avoid social dumping and protect the model by introducing extension mechanisms and schemes in order to reduce working life crime.

But, in this paper I examine a different path into the Norwegian model by looking into the role of migrants inside the trade unions themselves. Recent figures show that immigrants tend to organize as much as their Norwegian colleagues; if entering a workplace with high density the migrant become a member too. But, and this is the main theme of the paper; very few migrants become shop stewards at the company floor and further; they do not climb the trade union ladder. In 2007 in total one of the 288 top trade unionists in LO (the oldest and largest confederation in Norway, 900 000 member) and the 24 affiliates was non-Norwegian, in 2015 we found 3 – one non-European and two Europeans.

Trade union representatives at the company floor and powerful trade unions structures from this level up to confederations at national level are the backbone of the Norwegian model. Recruiting and training representatives at different levels are one of the major tasks of the trade union. But why are they not able to include migrant workers? Why do migrant not aspire to become a representative of their own trade union and face the management at the company floor?

In 2014 LO-Stat (affiliates covering state and semi-state enterprises) asked Fafo to examine why migrant works are severely under-represented among the trade union representatives. The state/semi-state sector was chosen because we wanted to examine enterprises strongly influenced by the model (high trade union density, trade unions reps at all workplaces and 100 per cent collective agreement coverage) thus being able to start out by asking ‘if you can’t make it here, what happens when trade unions try to organize and support social dialogue in the ‘grey areas’ of the labour market?’

Our theoretical framework is twofold; we look into theories of trade unions response to migrant workers by using Hyman’s (2001) distinction between ‘market, class and society’ and the core or nature of a trade union. How do the Norwegian trade unions fit in and what path have they chosen?

And further, earlier Fafo research (Nergaard and Trygstad 2012, Trygstad et al 2015) has showed that to be asked to stand (as a trade union rep) by your fellow colleagues is one, if not the, most decisive individual reason for putting your candidacy out there. Thus, we need to examine if migrant workers are asked or
encouraged to stand for position as often as their Norwegian colleagues. This examination is based on Pitkin's (1967) concept of representation and the distinction between image and interest representation and further, a representative as a delegate or a trustee. Do Norwegian colleague refrain from asking their migrant colleague to stand based on a lack of a perception of common interests? Pitkin's framework is also used to understand how the role of the trade union representative is changing in 'the world of HR' and how this might point to the trustee role - a role based on intimate knowledge of the rules and culture of social dialogue 'in Norwegian' and thus making it even harder for migrant workers to be an obvious choice of their fellow workers.

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Kristina Hakansson (University of Gothenburg)
Tommy Isidorsson (University of Gothenburg)

The use of temporary agency work in the UK and Sweden

Stream: Precarious work
Date: TUESDAY, 5 April 2016
Time: 15.15 – 16.45
Room: WZB B002

Temporary agency work has enjoyed a rapid increase in many countries during the last couple of decades, from 4 million temporary agency workers in 1996 world-wide to 9 million in 2006 and 12 million in 2013 and they are now found in all EU countries (Ciett 2007; 2015). The overall objective with this study is to analyse the use of temporary agency work in the British and Swedish labour markets and explain the development. The data in this study originate from Swedish and British workplace surveys. We conducted a large survey focusing on the extent of use of agency workers and motives for their use in various workplaces. This survey is a follow up of an almost identical survey distributed in 2002. For information on conditions in Britain, we have used data collected by the Workplace Employee Relations Survey (WERS) in 1998 and 2011. The results show a significant increase of organizations using temporary agency workers in Sweden, while the use has decreased in Britain. The use of temporary agency workers must be understood in a societal context. In 2001 Hall and Soskice published their seminal book Varieties of Capitalism arguing for that advanced capitalism economies have a path-dependency due to different institutional settings (Hall and Soskice 2001). In their concept they put forward two mirroring ideal types, the Liberal Market Economy (LME) and the Coordinated Market Economy (CME). Prime examples for a LME are UK and the and for CME Germany and Sweden. Hall and Soskice characterize LME employment strategies as fluid labour markets where market solutions are used, while CMEs are characterized by long-term employment strategies and non-market relations. Temporary agency work can to a high extent be seen as fluid labour. In this sense the temporary agency work industry is in line with LME type of economies. Hall and Soskice ideal types have also been empirically tested. Schneider and Paunescu (2012) present empirical results from a study based on data from 1990, 1995, 1999, 2003 and 2005 among 26 OECD countries. Their results validate that UK is a LME and that Germany is a CME throughout the whole period. However, the countries also cluster into new types of economies or varieties of capitalism: "LME-like economies", "state-dominated economies" and "hybrid economies". This fine grid net of varieties of capitalism could be seen as elaborating Hall and Soskice original idea where they also notice deviance form the path-dependency during the period under investigation. It is notable that Sweden in 1990 and 1995 cluster into the CME countries. This is also where Hall and Soskice put Sweden in their study. For the latter period Schneider and Paunescu find Sweden in the LME-like economies. In this study, we argue that the increased use of temporary agency workers in Sweden could be understood in the light of the shift from a CME to a LME-like economy.
Upon entering the Canadian labour force, immigrants and newcomers have expectations with regards to minimum standards in terms of worker rights, protections, and quality of labour experience. This is based, in part, on their experiences of work in other countries as well as their preconceived expectations of Canada as a leader in ensuring egalitarian and equitable workplaces (see Hardwick & Mansfield 2009). While much research has examined the experiences of unemployment or poor working conditions on Canadian immigrants and newcomers (Boudarbat & Cousineau, 2010; Kosny & Lifshan, 2012; Smith & Mustard, 2009), there is no literature that looks at how these workers respond when faced with employment standards violations and how their notions of the Canadian state’s labour practices are significantly challenged and altered as they seek recompense for violations or losses. We also examine how these experiences and perceptions might compare with Canadian-born workers’ claims experiences with the Ministry of Labour.

This paper draws on almost fifty extensive interviews and surveys with immigrant, newcomer and Canadian-born workers who have experiences of employment standards violations in Ontario and of filing claims against employers with the Ontario Ministry of Labour. These interviews were conducted as part of a large multi-university, cross-community research project called Closing the Employment Standards Enforcement Gap: Improving Protections for People in Precarious Jobs, which investigates the Ontario Employment Standards Act and precarious worker experiences employment standards violations and enforcement in Ontario, Canada. We triangulate this primary data with statistical data on employment practices and archival data on the Ontario Ministry of Labour to place the experiences of these workers into the larger context of employment standards violations and enforcement in Ontario. We also draw on data from the project’s community research partners, including Toronto-based Workers’ Action Centre (WAC), a community-based workers education and advocacy centre which assists precarious and low waged workers. Given the Toronto, Ontario’s diversity many of WACs clients are immigrant workers.

We theorize our findings as part of neoliberal trends towards worker precarity (Burawoy 1976, Casas-Cortés 2014, Vosko, 2006), migrant labour exploitation (Chun 2008, Shelley 2007, Teelucksingh 2005), and bureaucratic complexity (Rodan 2014) in Canada. We believe this research will make significant contributions to research in the areas of migrant labour and exploitation, employment standards legislation, austerity, and inequality and racism in the workplace. At the time of presenting this paper, we will be in the process of theorizing and writing up our findings for an article publication.
Friederike Hardering (Goethe-University Frankfurt am Main)
Mascha Will-Zocholl (Goethe-University Frankfurt am Main)

Identity and well-being in professional work.
Between alienation and micro-emancipation

Stream: Work identities
Date: TUESDAY, 5 April 2016
Time: 15.15 – 16.45
Room: WZB D112/3

Background
In recent years processes of economization changed the world of work fundamentally. Even the work of professions is affected by those changes: Professionals from different fields like the healthcare system or the social sector report about work intensification, time pressure and the feeling, that they can’t act according to their professional identity. To describe those changes of the working experience, scholars use the concept of alienation (Maio 2014; Rosa 2012). While some literature on alienation demonstrates the processes and experiences of alienation, there are only few studies that deal with the question, how professionals try to resist alienation: How do they deal with new work incentives and how do they try to defend their professional autonomy? In this contribution we focus on practices of identity work that professionals use to resist feelings of alienation and to define their work as meaningful work.

Method and Results
We conducted 40 semi-structured narrative based interviews on the working experience and work orientations with senior physicians and social workers with management responsibility. The interviews had an average length of 60 minutes. All interviews were recorded and transcribed verbatim afterwards. The analysis aimed at the identification of different practices of identity work. We found different practices of identity work that professional workers use to maintain autonomy: Firstly, similar to reframing and refocusing processes in dirty work (Ashforth and Kreiner 1999), professional workers use different coping strategies which help them to focus on the positive aspects of their work. Secondly, they also redesign some aspects of their work in order to cushion the negative effects of the economization processes. Building on Alvesson and Willmott (1996) we interpret these practices of identity work as expressions of "micro-emancipation".

Outlook
On the basis of the findings we draw conclusions for two current discussions on identity work and worker wellbeing. First, our findings give a deeper view on practices of identity work in professions. We demonstrate in how far the values of the profession can be interpreted as a source of meaning. Second, we provide a deeper understanding of feelings of alienation and strategies of resistance against it. Thus, this contribution gives new perspectives on conceptual and methodological questions concerning the measurement of the experience of meaningfulness and alienation at work.
Thomas Hastings (University of Sheffield)
Jason Heyes (University of Sheffield)

Regulating the informal and upholding labour standards – contrasting approaches from the USA, the UK and Ireland

Stream: Precarious work
Date: WEDNESDAY, 6 April 2016
Time: 9.00 – 10.15
Room: WZB B004

Debates on the regulation of work and employment have typically maintained a focus on the motivations of those in power and the outcomes and experiences of intended subjects of control. This focus on 'command and control' regulation is archetypically linked to a range of outcomes for firms, employees and related stakeholders. In accordance with this trend, scholars have often bypassed broader theories of regulation, instead maintaining interest on the motivations of those in power and the outcomes for those on the receiving end of the decisions (i.e. the 'winners' and 'losers' of regulation). This oversight is problematic, as it ignores the wider thinking and ideas behind regulatory approaches, including the possibility of more nuanced forms of regulatory 'craftsmanship' intended to nudge and modify behaviours in more complex ways than winner/loser binaries. The following paper addresses this gap through empirical research into contrasting labour administration systems. The discussion will explore distinct approaches to the regulation of work and employment with accent on policies intended to 'regulate' the informal economy and uphold labour standards more generally. Using case study research from the USA, the UK and Ireland, different approaches to regulation are delineated. In doing so we utilise the concepts of smart and meta-regulation as applied by policy makers in different contexts, with a view to encouraging processes of self-regulation and the co-production of desired norms in both firms and workers. We also engage with and challenge the Varieties of Capitalism (VoC) literature with a view to challenging notions of path dependence in the VoC literature.

Markus Helfen (Freie Universität Berlin)

Rejuvenated in crisis? German employer associations and social partnership during the 2008/2009 recession

Stream: Employers’ organizations
Date: TUESDAY, 5 April 2016
Time: 10.45 – 12.15
Room: WZB B004

It is a widely shared view that (West) Germany epitomizes cooperative capitalism (Hall & Soskice, 2001). One core element of German economic institutions’ capacity for cooperation is that employer associations and unions engage in “cross-class-collaboration” or “social partnership” arrangements in collective bargaining and beyond (Turner, 1998). Since German re-unification (1990), however, evidence has been accumulated on “de-organization”. In particular, de-unionization and shrinking collective bargaining coverage (Ellguth & Kohaut, 2014) negatively affects the social partnership arrangements in Germany (Streeck, 2009). Nevertheless, in the aftermath of the Great depression of the 21st century (2008/2009), a debate has unfolded on whether the renewal of the cooperative institutional set-up is responsible for the resilience of
the German economy, not least because employer associations, trade unions and the government engaged in tripartite collaboration for mitigating the crisis’ labor market effects (Kädtler, 2012; Eichhorst, 2015). Against this background, I focus on exploring “social partnership” as a long-term institutional legacy (Greve & Rao, 2014) that is shaped, embodied and (re-)activated in and through employer associations’ meta-organizing of business firms (Ahrne & Brunnsson, 2005). Taking an organizational theory perspective, I develop a framework for theorizing business firms’ meta-organizing as ideational brokerage (Campbell, 2004), i.e. associations broker institutional legacies with constituent member firms as well as with state authorities and stake holding third parties. Additionally, by situating ideational brokerage within historical context, i.e. regarding meta-organizing as being driven by long-term dynamics in which crisis is followed by more stable periods and vice versa, I extend ideas of meta-organizing to the theorization of the organizational foundations of institutional stability by focusing on how processes of organizing in and through business associations contribute to institutional maintenance.

By drawing on secondary material as well as primary quantitative and qualitative interview sources, my empirical case is the meta-organizing of German employer associations during the recent crisis of 2008/9. For the years between 2005 and 2014, I can draw from two quantitative surveys of associations’ executive managers conducted in the years 2005/06 (183 respondents) and 2012/13 (149 respondents) respectively. In addition, I can draw from a pool of 34 self-conducted interviews between 2006 and 2014 with representatives from employer associations which is the primary data source when it comes to meta-organizing practices in detail. These interviews can be put into a stakeholder perspective as I can also draw on interviews with unions, international associations and member firms. Together, these data allow a comparative snapshot view of associations’ meta-organizing before and after the crisis of the world economy in 2008/9 and illuminate how the repertoire of brokering social partnership was enacted. In particular, the findings of survey data reveal how they broker a set of social partnership ideas supportive of cross class collaboration between capital and collective labor in situations of crisis. I conclude by discussing the findings’ implications for the debate on meta-organizing more broadly.

Markus Helfen (Freie Universität Berlin)
Carsten Wirth (Darmstadt University of Applied Sciences)
Jörg Sydow (Free University Berlin)

Service Production in the German Aviation Industry: Jeopardizing Industrial Peace through Inter-Firm Networks?

Stream: Reconfiguring work
Date: MONDAY, 4 April 2016
Time: 14.00 – 15.30
Room: Maritim 16

Germany is known for a low strike frequency in most industries due to an industry-wide collective bargaining system in which employers and industry unions settle collective agreements at the negotiation table rather than through industrial action. Nevertheless, within a couple of service industries there are instances of intensified industrial dispute for which causality is often assigned to occupational unions that exploit the advantageous position of their constituency in the labor process for pushing up wage demands, e.g. aircraft pilots, train drivers or hospital doctors. Here, the case is made for taking a broader view on the whole range of service workers by highlighting the network-oriented (re-)organization of today’s service production (Flecker & Meil, 2010; Rubery et al., 2003). In a nutshell, we argue that inter-firm network strategies take precedence that bring about internal and external fragmentation of workers’ interest representation jeopardizing industrial peace. From a management perspective, a network-based reorganization is set into motion that separates single service processes into independent service providers
choosing diverging high-road or low-road HR practices (Barry & Nienhüser, 2010; Gittell & Bamber, 2010; Casey et al. 2011). From a labor relations’ perspective, this dissolution of formerly integrated service production can be hypothesized as causing a pluralization of interest formation and articulation that increases the conflict potential within the whole of the service delivery network.

Having been rarely studied through the lens of inter-firm networks so far (Duschek & Wirth, 1999), the labor relations in the German aviation industry are a particularly telling example for illuminating empirically how network-oriented reorganization reshapes labor relations of a formerly integrated, public service production over time. In comparing two periods, we can draw from a pool of 45 interviews with managers, works councils, and union representatives of service providers like airports, airlines, security and ground handling from ongoing field-work in a research project on service delivery networks in the German aviation industry (funded by Hans-Boeckler-Foundation), and are able to contrast these with 14 interviews from a preceding project carried out before the major EU-wide deregulation in 1995/96. The findings reveal that airlines, various ground handling services, security, aircraft maintenance, etc. still need to be operated collaboratively within an expanding service delivery network, but are now organizationally more fragmented than ever before. In particular, the interviews indicate how network-based reorganization increases labor relations’ conflict potential and how processes of status competition among unions for representing workers cause a fragmenting of workers’ representation unusual for the German social partnership industrial relations. Additionally, networked forms of reorganization cause an internal fragmentation also within unions and works council bodies. Seen from the strategic core of the inter-firm network, the findings show a considerable trade-off between short-term benefits from a network strategy (e.g. nominal wage reductions) and a more adversarial and more insecure collective bargaining setting due to union competition and conflicts among workers’ representatives on the shop floor-level. In concluding, we sketch the possible paths for the further development of management-labor relations in the German aviation industry.

Eugene Hickland (National University of Ireland Galway)

Employment Regulation – patterns of acceptance: the case of the EU I&C Directive

Stream: Voice and participation
Date: MONDAY, 4 April 2016
Time: 14.00 – 15.30
Room: WZB B005

This paper will argue that since the 1960s forms of employee voice have been important employment policy objectives of the European Commission (Gold and Schwimbersky, 2008). The transposition of the Information and Consultation Directive (2002/14/EC) (ICED) into the employment laws of European Union (EU) member states has established for the first time general frameworks for informing and consulting employees. This paper evaluates the impact of employment regulation on employee voice through a study of the content and transposition of ICED in the two jurisdictions on the island of Ireland, namely Republic of Ireland (ROI) and Northern Ireland (NI). There has been considerable scholarly interest in the significance of ICED on the potential to reshape or ‘transform’ the voluntarist forms of Industrial Relations (IR) in Ireland and the UK and specifically the bestowing of general rights on employees in member states to be consulted and informed, as opposed to transnational rights (Bercusson, 2002; Dundon et al. 2003; Roche and Geary, 2005; Hall, 2006). The focus was mainly on the potential legislative provision of employee voice as possible challenges to both union based single channel voice forms and employer sponsored direct forms of workplace communication. There is sustained interest in the academic literature in aspects of the implementation of ICED in ROI and UK (Deakin and Koukiadaki 2011; Hall and Purcell, 2012; Cullinane et al. 2013). Similarly there is ongoing research by the EU Commission and Eurofound into aspects of
implementation, 'fitness check' and evidence of the impact of ICED (Hall and Purcell, 2011). Therefore, current academic literature and ongoing research by the EU Commission indicates the topic of employee voice as spurred by ICED has relevant scholarly, policy and practical considerations. There are multiple forms and patterns of regulation relationships that influence broader workplace governance regimes; the law and government regulation, market conditions in the economy, organisational hierarchies and power relationships, and employer and employee collective associations (Campbell and Lindberg, 1991; Hollingsworth et al. 1994; Hauptmeier, 2011). Conceptually the role of governance regimes in shaping voice has received little empirically based research attention. This paper seeks to address this limitation on how the functioning of workplace governance regimes influence and shape the outcomes of employee voice as examined through the specific lens of the ICED in workplaces on the island of Ireland. The research for the paper was designed to obtain the views and acceptance approaches to ICED of; employers at national level, employers in 6 units of analysis; trade unions; unionised employees and non-unionised employees. The 6 units of analysis covered companies in the manufacturing, retail and service industries, both unionised and non-unionised and a total of 79 interviews with respondents was conducted. This paper explores the contextual factors of the transposition processes and the on-going influence of the ICED in workplaces is a matter of significant public policy concerns in terms of effectiveness of legislation and ongoing social dialogue. This paper offers an insight that can be of benefit to ongoing scholarly, policy and practical concerns as to the regulatory acceptance and effectiveness of ICED application particularly in the LME workplaces of Ireland. NOTE: This paper is drawn from an unpublished PhD thesis.

Laust Høgedahl (Aalborg University)

Is there something rotten in the state of Denmark?
State intervention in collective public sector industrial conflict during the teacher lockout in 2013

Stream: Austerity
Date: MONDAY, 4 April 2016
Time: 14.00 – 15.30
Room: WZB B003

The Nordic countries are renowned for a high collective bargaining coverage negotiated voluntary by the social partner. This is the case for both the private and the public sector. In Denmark the particular model of industrial relations and collective bargaining – also referred to as the ‘Danish model’ – has been developed in the private sector through hard learned lessons from the shop floor level during the early industrialisation. The September compromise – the world first general agreement – from 1899 stands as an important milestone framing the rules and laws for collective bargaining and collective industrial conflict in the private sector. The September compromise states that both employers and employees have the right to industrial conflict: Employers can lockout and employees can strike.

During the 1960ies and 1970ies the public sector in Denmark expanded and more wage earners were employed on collective agreements slowly replacing the legally regulated civil servant employment. In this process the social partners in the public sector adopted the ‘Danish model’ in terms of the collective bargaining system and in addition rules and norms for industrial conflict.

However, there are pivotal differences in the terms of industrial conflict when comparing the private and public sectors. Terms that especially became clear during the collective bargaining renewal in the public sector in 2013 in Denmark were public employers used the lockout weapon offensively for the first time in public sector history and ended the conflict by a state intervention.

Public employers are not only employers but also budget authority and legislators. This means that public employers will not suffer economically during an industrial conflict and public employers have the
parliamentarian authority to end an industrial conflict by a government intervention. These conditions differ greatly from the private sector and therefore do not call for a fair fight among the social partners in the public sector. In most countries actions and institutional adjustments have been made in order to regulate the dual role of public employers as not only employers but also budget authority and legislators. However, as I argue in this article, this is not the case in Denmark creating a power asymmetry between the public sector social partners as a consequence. During times of austerity policies this power asymmetry becomes increasingly problematic since public sector employers and politicians are demanding cut-backs in wages, pensions and reforming. The lines between national party policies and public employer’s interests are getting blurred.

This paper investigates the difference between public and private sector when it comes to industrial conflict by analysing the so called 'teacher lockout' in Denmark in 2013 during the collective bargaining renewal. The data used stems from desk research and interviews with key negotiators supplemented by general statistics.

The theoretical framework combines strike theory from labour economy (such as Hicks, 1933) and power resource theory (Korpi, 1989; 1998).

Jane Holgate (Leeds University)

**Trade union community organising: building broad spaces of solidarity**

Stream: Industrial relations  
Date: TUESDAY, 5 April 2016  
Time: 13.30 – 15.00  
Room: FES 6.01

This paper presents findings from a four-year study into the development of community organising in Unite the union. In December 2011, Unite announced it was to recruit ‘non-workers’ (retirees, students, unemployed) into the union, where these ‘community members’ would be developed as ‘community activists, bringing together people across their locality who have felt left down or excluded by politics to ensure that they too have a voice at a time of economic turmoil and social change for the nation’ (Unite press release, 2012). This is a radical and ground-breaking development for a UK union where the organising approach stems from an understanding that the purpose of trade unionism is to advance the interests of the working-class—whether or not individuals are, indeed, working—perhaps broadening the ideology of trade unionism from its more narrow economistic focus.

To date, there are just over 10,000 Unite Community members formed into 80 branches across the UK. These are grassroots-led branches where the form of activity varies from area to area, but overall, the main action has been around providing practical support to individuals in difficulty because of welfare cuts (the ‘bedroom tax’, housing crisis, removal of disability benefit), campaigning against zero hour contracts, and the housing crisis, as well as support to industrial branches in dispute with their employers.

Data has been gathered from: 36 one-to-one interviews with employed Community Co-ordinators as well as senior Unite staff; participant observation at team meetings; attendance and branch meetings; and internal Unite documents. The paper draws upon union renewal and community organising literature to understand and analyse the developments taking place in Unite and the implications for the future of trade unionism overall. Hodder and Edward’s (2015) recent writings on the ‘essence of trade unionism’ and Hyman’s (2001) on union identity, provide an opportunity to assess a range of factors (e.g. union purpose, political climate, legal framework, loss of power in the labour process) that are influencing this development, but moreover, allow for a questioning of whether or not this is likely a short-lived initiative, or perhaps a more long-term reorientation of union purpose for this particular union. The questions focused on in the research are what
does it mean for trade union identity to include 'non-workers' in trade unions? Is there a likely conflict between these community and industrial members? Can Unite Community be understood as a re-orientation of union purpose? And to what extent is this initiative recognition of the loss of power in the workplace and an attempt to re-create an 'old' form of trade unionism?

References:


Line Holth (Karlstad University)
Ann Bergman (Karlstad University)

Availability among Consultants – a Journey in Time and Space

Stream: Squeezing the middle?
Date: MONDAY, 4 April 2016
Time: 15.45 – 17.15
Room: Maritim 12–14

This paper deals with everyday life, namely women’s and men’s ways of handling the competing demands from work and family. By using the concept of availability, rather than more familiar terms like work-life balance or work-life conflict, the objective of this paper is to shed light on how the gender division of the labor process works among consultants in a male dominated organization within the ICT sector. Being available means being accessible in time and space and responsive to the needs and wants of others, for example one’s employer or family members. Availability is both a disposition and a capacity emphasizing both structural conditioning and action. Therefore it has the advantage of connecting structure and agency without merging them together or giving priority to one over the other. It is actors, not structures, that are available, but the interplay of material and normative structures condition the way actors' availability is manifested. Availability is also a relational concept which highlights the distinction between being available to meet the needs of others and claiming others’ availability. By using the concept of availability, it is possible to highlight the asymmetry in the social relations of employment and the family. Employment can be conceived as the purchase of a certain share of workers’ availability, which is then used in different ways and under different conditions. The concept here has parallels with the Marxist concept of labour power. Likewise, in families there are more or less explicit demands and claims for availability in order for different tasks to be done and needs to be met. Within the family, one partner’s availability may liberate the other partner from household and care work, thus increasing their availability for employment. Whilst availability refers to human capacity and potential, work-life balance can be understood as a preferred outcome where multiple demands from work, family and other spheres of life are met. Work-life balance is therefore a normative concept in comparison with the more analytical concept of availability. The study presented in the paper is based on a qualitative material consisting of 24 in-depth interviews with Swedish engineering consultants, 12 women and 12 men, all on a high hierarchical level. In the paper, we will discuss and show how an organization still faces gender segregation despite its awareness of equality and how the matter of availability results in a loss of important technological competence among the women, something which in turn leads to a loss of crucial technological competence for the organization. This is a paradox since the ICT field in Sweden expresses the risk of a skills shortage in the future as a common concern.
Risk, self reliance and self control: the construction of individual professional identities in an online environment

A significant literature is now emerging around the idea of the 'knowledge worker' or 'creative worker' (see for instance Florida, 2000; McKercher and Mosco, 2007) as an 'enterprise of one' (Neff, 2012; Gregg, 2008), an idea which is often linked with values of autonomy, self-reliance and risk taking. Another important characteristic of the new freelance knowledge worker is the 'do what you love' mantra (Tokumitsu, 2014) which suggests that work should be lovable and serving the self and not something only engaged in for compensation.

There has been an increase in self employment in knowledge-based occupations. For instance, Fox (2014) shows using various statistics how the number of self-employed in the United States in occupations such as; musicians and singers, editors, independent web developers, scientists of various kinds, human resources specialists, computer and information systems managers, technical writers and market research analysts has steadily increased since 2001 while the number of self-employed in construction and agriculture has decreased. This gives credence to the proposition that autonomous, self-directed freelance knowledge work is growing. Although a critical literature that questions the sustainability of such forms of labour (see for instance McRobbie, 2011; Lorey, 2009; Ross, 2009) is emerging, large questions still remain to be answered about the character of such labour.

To what extent are freelance knowledge workers genuinely autonomous? To what extent do their labour processes and chances of being able to earn an income rely on the decisions of others? How are their identities formed as professionals who earn their livings from their mental work in online environments but who are, nevertheless, working in isolation from, and quite possibly in competition with, other individuals in the same line of work?

This paper focuses on an extreme example of individualised, risk-taking online work – professional online gamblers. Through this group it explores the above questions, in the hope of extrapolating from them some insights that might be applicable to the larger, and growing, populations of contingent knowledge workers seeking to earn a living from online activities.

Drawing on in-depth interviews with 36 online gamblers and gamers from Romania, Bulgaria, Estonia, Switzerland, Norway, Croatia and the United Kingdom, it examines how motivation shifts from 'doing it for fun' to treating this work as a serious source of income, sometimes the only one. It explores the personal characteristics, skills and knowledge that these workers see as essential to their economic survival and how they are acquired. It goes on to scrutinise the way that their working hours and labour processes are organised in order to develop a distinctive professional ‘habitus’ (Bourdieu, 1990) that bolsters their emerging professional identities. Finally, it speculates on the broader applicability of this process of identity formation to other self-employed knowledge workers working in online environments.

References:

Critical realism as a meta-theory for analysing skill and skilled work

Stream: Skills and labour market
Date: MONDAY, 4 April 2016
Time: 14.00 – 15.30
Room: Maritim 15

Skill is a central concept in the sociology of work, but its definition is fraught with controversy. For example, concerns have been raised over whether “soft” skills are actually skills, in the technical sense of the word (see author A; author B; Lloyd and Payne, 2009). There is also the question of whether a skill is a skill where it remains either unutilised or unrecognised within employment (Payne, 2006; Warhurst and Findlay, 2012). There have also been concerns raised over managerial interpretations of whether or not recruits or employees have or deploy the skills required for the job (author A; Bryant and Jaworski, 2011; Watson et al., 2006). Academic and practitioner debates thus remain caught in political battles around the meaning, exercise and classification of skills, and so this field of understanding is ripe for a taxonomic review.

This paper will undertake such a review using critical realism as a meta-theory. More specifically, the stratified ontology of critical realism posits: (1) we can develop more accurate knowledge about observed patterns of events that are caused or generated by a laminated system of interacting mechanisms (author B; Elder-Vass, 2010); and (2) that local/pre-existing classification systems of skill (whether academic or otherwise) are often inaccurate or misleading (and so there often are better forms of knowledge awaiting discovery). These positions offer a strong position from which to reconsider this field of enquiry.

The paper will disembark through recognising that skills are latent abilities that are traded in labour markets, and which are context dependent. As such the application of skill is enabled in some contexts (leading to skilled jobs) but may be absent or remain latent, as abilities, in other contexts. However, it must also be remembered that perceptions of skilfulness, and whether jobs themselves are labelled ‘skilled’, is not a neutral nor uncontested territory. The recognition of skills relies on political processes and/or the (not necessarily accurate) perceptions of those who have the power to affect the use of the skilled label (itself also a political process). Skills recognition is thus a multi-level and contested concept that requires commensurate analytical resources (which critical realism offers). Through examining the emergent properties of systems that may enable or constrain the skill label to be applied within the context of specific jobs, recommendations may be made regarding classificatory systems, employer practices and/or policy recommendations.

In summary, critical realism enables conceptions and contexts to be brought together to guide our taxonomic analysis of what constitutes skill and skilled work. Using critical realism in this manner does, however, not exclude the use of other theories, or of theoretical pluralism. For example, Marxian notions of
power and control in the labour process; Cockburn's (1983) notion of skill in the individual, job and as a political process; and even psychological theories of what constitutes skill, may all be considered and integrated as this taxonomic work is undertaken. Arguably, using critical realism as a meta-theory will help us bring together explanations offered by other theories and empirical data, to gain a more holistic and synthesised view of skill and skilled work.

References:

Francesco Iannuzzi (University of Calabria)

**Looking beyond an amazing city.**

**Migrant workers in the tourist sector of Venice**

Stream: Transnational service work
Date: TUESDAY, 5 April 2016
Time: 10.45 – 12.15
Room: WZB B003

The paper focuses on migrant workers within Venice’s hospitality sector. In Italy, tourism is recognized by everyone as an important driving force for the economic and employment growth. Deducting cyclical crisis, this sector employs directly more than one million of workers, whereof a quarter is composed by migrant workers, contributing to national GDP for 9% per year.

Venice is one of the main tourist destinations in the world. It is generally perceived as the cosmopolitan place par excellence. A city able to build their own image as an exclusive showcase of artistic and cultural tourism in a fascinating environment without cars and where time goes slow in an superfast world. Its annual tourism flow is composed mostly by foreign tourists (about 3.6 million) and it is characterized by an highly diversified productive structure. In this sector are employed Italian workers (locals and internal migrants), EU workers (especially from Romania) and migrants from outside the European Union (mainly from Bangladesh, Albania, Maghreb, Senegal). The workforce currently employed in venetian hotels reflects the same social stratification observed at the national level. This workforce, in fact, has specific socio-demographic features concerning age, gender, nationality and race.

The aim of this paper is to highlight that the intersection between the above mentioned characteristics often leads to stereotyping work tasks producing, as a consequence, a specific work placement. As some scholars highlight (Scott, 2013; MacKenzie & Forde, 2009) there is a growing attention from employers about particular workers’ identity forms. Recruiters and employers build clear social borders based on workers’ skills putting to work the social and demographic “diversities”. Active recruitment strategies of
the workforce aim to propose the image of the "good worker" who is coherent with social norms and employers' expectations.

Within this analytical framework, the hypothesis is that the social construction of the "good worker" is a negotiation process which involves employers, recruitment agencies, the same migrants and migration networks and, although indirectly tourists. In addition, we support the hypothesis that migrants are engaged, advisedly, in the process of identification with expectations of the labour market. Finally, we believe that this social construction process of the "ideal worker" has several failings like the emergence of workers' agency strategies and the disappointment of employers' expectations built on stereotypes.

On one hand, the research is based on the analysis of scientific literature, media sources and available statistical data and, on the other hand, it avails itself of an ethnographic work that comprehend 20 in depth interviews with migrant and local workers and 10 semi-structured interviews with privileged witnesses (trade unionists, hotel managers, Ngo).

Judith Igelsboeck (Institut für Arbeitsforschung und Arbeitspolitik, JKU Linz)

'Viscourses' of Industrie 4.0 – What images do and don’t tell about the future of work in industry

Stream: Digital workplace
Date: MONDAY, 4 April 2016
Time: 15.45 – 17.15
Room: WZB A310

These days, 'Industrie 4.0' is widely dominating debates about the future of industrial work, at least in the German speaking countries. Policy actors set great hope in 'Industrie 4.0' to strengthen the competitiveness of European production. Also, the buzzword has risen high on the agenda of research programs. Yet it seems unclear what 'Industrie 4.0' actually is, or how it will change work relations, work conditions, the organisation of work, or production sites and landscapes at large (as is suggested in a recent press release by the Hans Böckler Stiftung for instance, see http://www.boeckler.de/14_61824.htm)

As part of the ongoing research project 'Bestandsaufnahme Arbeitspolitik Oberösterreich' (carried out together with Martin Kuhlmann, Karin Link, and Clemens Zierler, see http://arbeitsforschung.at/projekte/bestandsaufnahme-arbeitspolitik-oberoesterreich/) I aim to take an analytic view at the images used to represent 'Industrie 4.0' in various arenas of negotiation – be it policy papers, newspaper articles, or research reports. While this appears to be a very large corpus of materials, my analysis will show that comparatively few pictures keep circulating in presentations of what 'Industrie 4.0' is ought to be. And - even more interesting - they strongly resemble, such as in terms of actors portrait, places shown, or gazes taken.

Starting from the theoretical assumption, that our worlds of work and the ways how we represent them are inextricably related, I aim to highlight the persuasive and performative power of those 'viscourses' (or visual discourses, see e.g. Knorr-Cetina 2001), which currently seek to introduce us to the future of work.

Which pictures of future work are drawn? Who/What is (not) part of 'Industrie 4.0'? How are responsibilities between humans and machines distributed? Which roles do future workers assume? Which ideas of work organisation get inscribed?

I will use the technique of 'picture analysis' (Müller-Doohm 1997) to systematically select and interpret images of 'Industrie 4.0'. Additionally, 'situational analysis' (Clarke 2005) - as broader methodological frame - will allow me to capture the relations between actors who are portrayed in images of 'Industrie 4.0' and actors who have an interest in circulating them within 'social arena maps' (ibid).
Globally, the nature and conditions of works are changing due to a growing size of, and diverse activities undertaken in, the informal economy (Becker, 2004; De Soto, 2011; Igudia et al., 2015). The informal economy employs about two-thirds of the total global workforce and will plausibly dominate future global employments (Neuwirth, 2011). Yet, participants in the sector encounter political and economic challenges, which reduce their productivity. This is hardly surprising considering different theorising of the informal economy: Dualist or Modernist, Structuralists, Legalist or Neo-liberals, and Voluntarist or Post-structuralist theories. These theories represent either of, or fall in-between, two clear extreme views: the informal economy is negative, shows economic backwardness, underdevelopment, it is parasitical and must be discouraged; and the positive view of the informal economy as a seedbed for entrepreneurship, employer of a large number of individuals, contributor to GDP growth and income generation. The latter argues that the positive attributes/potentials of the informal economy should be harnessed. Unsurprisingly, the various theories have influenced policy approaches to the informal economy, ranging from deterrence, total negligence, to theoretical supports, which, often, are not backed by political will.

In this paper we employ data collected from 569 respondents and the multiple indicators, multiple causes modelling technique to investigate the nature of work, prospect and challenges of working in the Nigerian informal economy. Results from our study show that participants in the Nigerian informal economy are largely self-employed/small enterprises, both as main (46.8%) and second (51.4%) employment, largely married (74.2%), male (68.7%), and aged between 26 and 50 years (70.72%). Trade is the most popular activity undertaken in the Nigerian informal economy, both as main (31%) and second (30.1%) job/business activity. This is followed by garage or kiosk type of employment for the main, and consulting or out-of-office-hours professional practice for a second, job. Additionally, results show that the informal economy makes positive contributions to the Nigerian economy; it creates jobs, income and reduces poverty for participants. It also facilitates growth and the distribution system in Nigeria through its linkage with the formal economy.

However, the Nigerian informal economy is faced with several challenges which limit its ability to fully achieve its potentials. Inadequate finance/access to credit facility, too much levies/multiple taxes, bureaucracy/overregulation, inadequate training/lack of government support, harassment/extortions/corruption, and costly utilities/inadequate infrastructures were found to hinder productivity in the Nigerian informal economy. Considering these challenges, and the contributions of the sector to the Nigerian economy, we recommend that policy makers should: facilitate job provision and entrepreneurial development by creating an environment conducive for private sector to flourish; deal with corruption through public sector reforms, privatisation of public enterprises in a competitive market, healthy competitions; facilitate finance and training/education for budding entrepreneurs by providing support and guarantees to banks willing to take the risk of lending to participants in the informal economy, in the short run, and encouraging competition in the long run; For training/education of participants, apprenticeship system should be in place.
The success and effectiveness of active labour market policies and programmes (ALMPs) depends on employers recruiting the unemployed and other groups outside the labour market. Yet, despite the preponderance of critiques of supply-sided ALMPs, there has been a reluctance to engage with the dynamics of the demand-side (employers). This includes the ‘employer engagement’ relationships (Ingold and Stuart, 2015) between employers as key agents/organisations in ALMP delivery and their relationships with providers of ALMPs, such as the public employment service and contracted providers from the private or non-profit sectors. This paper aims to illuminate this under-researched area through an empirical analysis of employer engagement in ALMPs in the two different systems of the UK and Denmark, during a period in which ALMPs have become more ‘embedded’ in both countries. The paper employs social exchange theory (Cropanzano and Mitchell, 2005; Emerson, 1976; Kirchler et al, 1996) to operationalise employer engagement as a social exchange type of relationship. The paper contends that employer engagement in ALMPs is a two-sided exchange relation, comprising an economic exchange of resources between the parties (employers and providers) within a social relationship (Cropanzano and Mitchell, 2005). This conceptual model was empirically tested through an original study of employers in the UK and Denmark, utilising Latent Class Analysis (LCA).

The paper finds that the patterns of employer engagement in ALMPs in the UK and Denmark were more similar across the two country systems than previous studies (Martin and Swank, 2004a and 2004b; 2012) have suggested. However, an important difference was the degree of employers’ engagement in differing ALMP instruments. This ranged from a basic, discrete level of engagement, involving mainly vacancy placement with the public employment services and the provision of work placements, through to a deeper and sustained, ‘relational’ engagement, encompassing employers’ use of tailored activation services and recruitment via ALMPs and fostered by a norm of reciprocity. Through this analysis the paper suggests that the range of ALMP instruments in the UK and Denmark form a structural basis for a social exchange type of interaction between employers and providers of ALMPs. The paper raises wider questions about the role of employers in the implementation of ALMPs and through this analysis and theoretical model the paper aims to offer a critique of ALMPs and their role in moving unemployed labour into paid employment.
This study, to be completed in December 2015 as part of my dissertation, explores the ideological evolution of Human Resource Management (HRM) between the 1950s and the present day in a twofold manner. Firstly, the study maps out HRM’s development as an ideological control mechanism naturalizing organizational power asymmetries, hence bringing emancipatory awareness for employees under modern capitalism, and opening up avenues for theoretical development of Critical Theory and other epistemologically critical studies. Secondly, this study contributes to the highly needed metatheoretical development of HRM field by illuminating the ideological dimensions in the normative ideals that HRM and other management scholars create, reflect and uphold in their research. A data set of 73 most impactful HRM articles over five decades is analysed by combining sociologist Anthony Giddens’s (1979) five “constructs of ideology”, and Critical Discourse Analysis. The findings reveal six distinct time periods during which HRM techniques are applied to control employees with the ideological intensity varying from comprehensive suppression to a brief moment of emancipatory resistance. Moreover, HRM researchers’ discursive strategies imply principally uncritical stance towards employment relationships and academia’s own role in legitimizing them, which accentuates the need for creating cooperation and better understanding over paradigm borders.

Lars Ivarsson (Karlstad University)
Robert MacKenzie (Leeds University Business School)
Patrik Larsson (Larstad University)

Management moral relativity regarding personal activities on company time: virtuous managers and lazy workers

When people are at work they are expected to work and not spend time on other things. But people do not engage exclusively in work; they also engage in a variety of non-work related activities, which Eddy et al. (2010) choose to term ‘personal activities on company time’ or PACT. What personal activities people engage in is determined by what they consider urgent in one way or another, and what is possible to do at the specific workplace (Ivarsson & Larsson, forthcoming). So far, most studies on this subject have focused on subordinated personnel (Lim 2002) but mid- and top-level managers also engage in PACT (Schou Andreaassen et al. 2014; Ivarsson & Larsson 2015). However, management attitudes to PACT vary significantly between their own activities and the behaviour of their subordinates. Based on in-depth interviews with 20 high-level managers from different sectors and industries in Sweden, the paper explores the differences in attitude and presentation of PACT. We explore the incidence and rationale presented for respective actions of workers and managers, which betrays an underlying moralising theme
around work ethics that echoes back through the historic concerns of the Labour Process debate. Since the
days of Taylor (1911), management have moralized about the personality and the attitude among workers –
their inherited laziness and their never-ending tendency to 'soldier' – which has led to a perceived need to
keep on monitoring and controlling employees by various means. Employees who, in one way or another,
withholds working capacity – for example by engagement in some non-work related activity – are believed
to cause financial loss for the organization (Self & Self 2014) and are also believed to influence overall work
ethic in a negative way (Kamp & Brooks 1991). From the data, managers engage quite extensively in
personal activities on official work time. Even though employees and managers may have similar reasons
for engagement in personal activities, the managers believe that there is a big difference between the two.
The managers' general perception is that work time should be devoted only to work. They do not approve
when an employee engage in any other activity than work; to engage is PACT is presented as "stealing"
time, and indicative of a flawed work ethic. Nevertheless, when managers themselves engage quite
extensively in personal activities on official work time, this is presented as a benefit of an inherently good
work ethic, or "borrowing" time based on a capacity for compensatory calculation. Even in cases where a
narrow band of legitimate PACT activities for workers were tolerated, this compared to managements' lack
of need to justify their engagement in a near limitless range of non-work activities. There has been a lot of
focus on blurring of work and non-work roles for managers and the need for boundary management
(Rothbard et al, 2005). The managers in this study presented the inversion of this logic with the assumption
of a lack of competing needs for non-managerial workers and any blurring of the boundary being regarded
as "soldiering".
Joern Janssen (CLR)

Cooperation between Universities and Trade Unions in Labour Research in Retrospect

Stream: Austerity
Date: MONDAY, 4 April 2016
Time: 15:45 – 17:15
Room: WZB B003

Cooperation between Universities and Trade Unions ('Kooperation Hochschule Gewerkschaften') in Germany culminated with a substantially funded programme of the Government 1977–79 under the heading 'Humanisierung des Arbeit Lebens' (Humanisation of Working Life). The first great step in this movement was the contract for cooperation in research and teaching between the Chamber of Labour and the University of Bremen signed 27 July 1971. Further contractual relations between universities and labour organisation were concluded e.g. in Oldenburg 1974, Bochum 1975, and Saarbruecken 1976. At its 1978 Congress the National Trade Union Council (DGB) eventually passed a resolution on 'Cooperation between Universities and Trade Unions'. The development of this movement and its achievements especially during the 1970s are well documented[i] and will be sketched in this paper only as a background to a specific rather exceptional project.

The Department of Architecture at Dortmund Polytechnic began cooperating with construction workers of IG Bau-Steine-Erden in weekend seminars of Volkshochschule adult education since 1974. A research project on the 'Humanisation of Labour in the Construction Industry' was then developed with a group of construction workers and received funding by the Ministry of Research, Hans-Boeckler-Stiftung and DGB. Given the size of the project, the Department of Architecture set up a research centre on 'Labour in the Construction Sector'. The research methodology relied on close cooperation. Not only had the project been developed with a group of construction workers, but this core was extended to a team of 30 members who worked with six academic researchers dominantly in weekend seminars funded by the research budget. The subject of research was 'Working Conditions of Construction Workers Changing under the Impact of Technological Developments' published in a book of the same title[ii]. This close cooperation between academics and members of the local construction union also had an impact. The local office institutionalised cooperation under a statute signed by both partners which served discussing local trade union issues with academics in the union meetings. One member of the academic researchers later became an official at the IG BAU National Headoffice. Conversely a construction worker of the cooperation team became head of the local IG BAU office whilst trade union officials came to give lectures to students of architecture. The main findings of the research project contested the dominant assumption that new technology implied a decline of qualifications. On the contrary it was established that typically mental qualifications increased at the expense of physical qualifications. This result had a considerable effect on the development of curricula in vocational education.

The incontestable benefits of cooperation in research and education between industrial employees and academic staff ought to be on the agenda of vocational as well as higher education.

Notes:

Joyce Jiang (Roehampton University)

**Art as cognitive praxis in labour organising: a study of radical art workshops in a migrant domestic worker self-help group**

Stream: Work migration  
Date: WEDNESDAY, 6 April 2016  
Time: 9.00 – 10.15  
Room: WZB D112/3

This paper examines the use of art in the organising process of a self-help migrant group, which has a strong focus upon labour consciousness. The group is J4DW, which organised migrant domestic workers in London. The literatures on art and the labour and social movements show that art can play a key role in constructing collective identity and motivating resistance. Here, however, there is a tendency to focus upon art of elite artists and to marginalise the focus on the political process of the production of art. In parallel there is a literature on art and migrants which shows that a focus upon bringing out the artistic voices of migrants can help raise the voice of these migrants. Here, however, voice tends to be strongly associated with ethnicity. A key question, therefore, is whether such a focus on the political process of art production and bringing out the voice of the participants is compatible with a labour orientation in organising. The data from the J4DW case outlines just such a scenario. Our analysis interrogates the lessons that can be learned from this case.

An ethnographic approach was adopted with an explicit purpose of unearthing how MDWs respond to the structures facing them. Four strands of data collecting are utilised in this paper. First, participant observations were conducted in J4DW’s art workshops, English classes, monthly self-regulated meetings, social activities, campaigns and parliamentary meetings over 12-months. Second, 24 in-depth semi-structured interviews lasting from 25 minutes to one and half hours were conducted with MDWs, union officials, community activists and art tutors. Further, informal talks were carried out in the occasions of social gatherings, campaigns and art workshops. Finally, MDWs’ coursework in art workshops and performances in anniversary gathering open to the public were recorded. The analysis of the ethnographic data, particularly unstructured field notes and diaries, was undertaken in an inductive thematic manner: data were coded to categories and themes that emerged from the field work. In addition, it used methodological triangulation – a technique designed to compare these four strands of data to help provide a more comprehensive insights into the role of art in J4DW organising.

Our analysis interrogates the lessons that can be learned from this case. First, while the current academic discussion on art and migrants focused on the use of art in articulating ethnicity-based identities, the case indicates the important role of art in the assertion of class-based identities among contemporary migrant workers. As contemporary migrant workers are often employed in flexible and precarious workplaces (Schierup et al, 2006), and have subjective barriers to understand capitalist exploitations at work (Waldinger and Lichter; 2003), social scientists and practitioners need to search for creative processes through which migrant workers can be organised. This case suggests the great potential of art in facilitating class-based organising among migrant workers in dispersed industrial sectors. Second, the case suggests that art can as a kind of cognitive praxis in migrant labour organising in two important ways: to develop group identity, and to reframe migrant workers’ situation along the class line and motivate challenges. Furthermore, it is important to shift the academic attention from art of elitist artists to art produced by rank-and-file members in labour organising because the organising processes do not only create spaces in which established artists’ work is reinterpreted, but also provide opportunities for grassroots members without formal training and credentials to learn new skills and form new intellectual types to articulate movement ideas. Finally, it is also important to note that in this process, the formation of collective identity and the articulation of organizing ideas take place not only in art per se, but more importantly, in the process and social relations of art making: explanatory comments made during art
workshops, informal interpretations among participants, the discussions that take place in small groups and friendship building.

Shireen Kanji (University of Leicester)
Robin Samuel (University of Basel)

**Working hours and flexibility in working later in life across Europe**

Stream: Reconfiguring work
Date: WEDNESDAY, 6 April 2016
Time: 10.30 – 12.00
Room: WZB B002

The population is aging in Europe, as in other regions of the world, with the exception of Africa. The implications for these aging societies are far-reaching, challenging the basis of pension systems and increasing the need for health care and the types of care provided (see for example, Harper, 2014). It is not only that institutions will be required to change but many commentators now argue that individual behaviour in the labour market will have to adapt to support a very different societal age and family structure. Specifically, the argument runs that individuals will have to continue working until later ages. Our understanding of the willingness of older men and women to extend their working lives and the possibilities for them to realise their preferences are somewhat limited. The behaviour and preferences of older people in the past are not necessarily good predictors of how aging will affect patterns of labour market participation in the future. For example, more recent cohorts of older people have had higher levels of education than previous cohorts resulting in patterns of time use that have differed from previous cohorts (Gauthier and Smeeding, 2013). Past research has clearly identified how welfare states have actively discouraged workers from continuing work and have promoted early retirement. In addition to these welfare state disincentives, it is almost certainly the case that older workers face barriers to realizing their preferences. For example Vansteenkiste, Deschacht and Sels (2015) find that about 70% of the explanation for those over 50 being unable to find a job can be attributed to structural barriers, such as employers’ preference for hiring employees below this age. We take up this issue in this article by examining the working hours of men and women in older age groups compared to other age groups in cross-national European comparison. We examine whether older workers prefer to work fewer hours than they actually work and fewer hours than younger workers work and whether older men and women are able to realise their preferences. The idea that older workers may want to work more flexible hours is explored in relation to both men’s and women’s motivation and working history by Loretto and Vickerstaff (2015) who argue that the patterns of participation, types of job and working hour preferences vary substantially between men and women in the UK. In this study we conduct a cross-national comparative study of working hours and working hour preferences for older men and women in Europe using multinomial logistic regression and data from the European Social Survey. Men and women differ substantially in their labour market participation and these differences vary substantially by country. We find surprisingly little difference in the extent of dissatisfaction with hours worked by gender, but substantial differences across country and by age group. We further explore whether women, whose participation is much lower than men’s, are more likely to be in the position of not being able to get a job rather than being unable to realise flexible working hours.
The worker collectivity and Anglo-Saxon theories of resistance and organisational misbehavior

We present a classic Norwegian theory about the 'worker collectivity' – a theory unknown outside Scandinavia – and discuss some differences and likenesses with theories from Anglo-Saxon countries, mainly the UK. The Norwegian sociologist Sverre Lysgaard published his theory in 1961 in The Worker Collectivity. A Study in the Sociology of Subordinates (our translation of the Norwegian title). It has had great impact on Scandinavian working life research, and it merits to be spread outside that area. In his theoretical approach Lysgaard distinguishes between the technical/economic system and the human system of employees at workplaces. The technical/economic system consists of the work organisation, its hierarchical structure of positions, and its goals. All employees are part of this system and much is demanded from its members in order to achieve high efficiency and profitability. The human system is defined by the way humans are constituted. At stake here are the individuals' interests as human beings and, since the bearers of labour power are human beings, they are also part of the human system. However, these workplace systems are in opposition to each other, placing individual workers in a very difficult situation as they are part of both systems. Firstly, the technical/economic system is insatiable when it comes to the effort which is required, while human beings are limited vis-à-vis the insatiable demands of the technical/economic system. Secondly, the role that the technical/economic system assigns each employee is specialised or one-sided. It is a rather narrowly-delimited area with which the employee is expected to be unceasingly occupied at work. At the same time, human beings are many-sided, they have numerous action tendencies and developmental needs. Finally, the technical/economic system is implacable. It is not in the interest of the system to keep a certain person employed if he or she can be replaced by someone (or something) that serves it better. But such precariousness is trying as workers as human beings seek security. The insatiable, one-sided and implacable qualities of the technical/economic system are opposed to the limited, versatile and security-seeking features of the human system. In order to earn a living the workers are forced to join a system which runs counter to the qualities of being human. A solution to this dilemma is to make sure that they reach a position of protected membership of the technical/economic system by building a buffer between the two systems in the form of a worker collectivity, which can be used as a weapon to defend their human dignity and to gain some autonomy at work. We discuss Lysgaard's theory in relation to Anglo-Saxon theories of resistance and organisational misbehaviour: What can they learn from Lysgaard, and what could Lysgaard have learned from them?
Navjot Kaur (Punjabi University)
Shavina Goyal (Punjabi University)

**Personality and non work factors in expatriate adjustment**

Stream: Global value chains  
Date: WEDNESDAY, 6 April 2016  
Time: 9.00 – 10.15  
Room: WZB B003

The process of globalization has drastically changed the world in which we live. In the past, the idea of “going abroad” was the domain of affluent individuals and corporate powerhouses. Punnet (1997) suggested that global mobility is a reality and a necessity in today’s worldwide business surroundings. An increasing number of people are spending part of their lives living and working in foreign countries (OECD International Migration Outlook 2007). These people are frequently either transferred, often defined as organizational expatriates (OEs), who are dispatched by their home companies to international posts (Edstrom and Galbraith 1977), or self-initiated expatriates (SIEs), who themselves make the decision to move and work abroad (Inkson, Arthur, Pringle and Barry 1997; Suutari and Brewster 2000; Inkson and Myers 2003; Lee 2005; Myers and Pringle 2005; Vance 2005). Although expatriation has been studied for over four decades now, the challenge of the management of expatriates seems more urgent and important than ever before because of the wide array of issues brought with globalization and international expansion (Baruch & Altman, 2002). The one element that distinguishes expatriate jobs from other jobs with high complexity and high responsibility is the added complexity of the intercultural environment which causes adjustment issues for both expatriate and his/her family. In the last decade the expatriate adjustment process has become the focus of extensive research interest and this is reflected in a growing body of literature on International Human Resources Management.

Adjustment literature (Black 1988; Nicholson and Imaizumi 1993; Shaffer and Harrison 1998) suggests that expatriates who do not adjust satisfactorily to their international assignments will not function well, will withdraw psychologically, and will almost certainly return prematurely. A number of factors may contribute to this phenomenon, including difficulty in adjusting to different physical or cultural environments, family-related problems, personality or emotional maturity issues, job-related technical competence, and lack of motivation to work overseas. For both employees and their families, adjusting to life overseas can be regarded as a significant barrier (Black and Gregersen 1991; Tung 1988). The better adjusted expatriates are, the more likely they will be to complete their overseas assignment (Kramer Wayne and Jaworski 2001; Stroh, Dennis and Cramer 1994). Accordingly, well-adjusted expatriates will be more competent in and committed to their new job because they experience less stress and better cultural integration (Aycan 1997b). An expatriate’s successful adjustment to the host cultural environment is shown over and over again to be the leading determinant of expatriates’ job performance. For this reason, it is important to comprehend the influential factors that help expatriates adjust to the host culture.

Expatriate adjustment refers to the degree to which expatriates are psychologically comfortable and familiar with different aspects of a foreign environment (Black 1988), and can be understood as the degree of ease or difficulty expatriates have with various issues related to life and work abroad (Takeuchi, Marinova, Lepak and Liu 2005). During the three decades of research in this area, an enormous amount of substitute definitions of international adjustment have been applied. Researchers have used job satisfaction (Abe and Wiseman 1983; Hammer, Gudykunst and Wiseman 1978; Torbiorn 1985), life satisfaction (Cui and Van den Berg 1991), acquisition of language or cross-cultural skills (Bochner, Mcleod and Lin 1977), and ratings of depression (Armes and Ward 1989) as replacement options for cross-cultural adjustment. Others suggest that international adjustment is an internal, psychological and emotional state, and should be measured from the perspective of the individual experiencing the overseas culture. International adjustment involves uncertainty reduction and change through which expatriates begin to feel more comfortable with the new culture and harmonize with it. Expatriates are able to reduce uncertainty by imitating and/or learning behaviours that are appropriate in the new culture.
The present study aims to explore the role of personality factors like self efficacy, cultural empathy, extraversion, openness to new experiences and non work factors like Cultural distance/culture novelty, Spouse and family adjustment, Social Network with home country communities along with host Government support in expatriate adjustment. There are mainly two kinds of non-work factors according to Black, culture novelty and spouse/ family adjustment. Culture novelty refers to the perceived distance between host and parent country cultures, and has been found to hinder non-work adjustment (Shatter et al., 1999, p.560).

It is important to note that the Black, et al. (1991) model is an integration of both domestic and international adjustment. The job, organizational and individual factors are based on the domestic adjustment literature. Only the non-work factors stem from the international perspective. Several studies have shown support for this model of expatriate adjustment. Subsequent researchers have proposed differing models of expatriate adjustment (e.g. Birdseye & Hill 1995; Caligiuri, Joshi & Lazarova 1999; Hechanova, Beehr & Christiansen 2003; Kraimer, Wayne & Jaworski 2001). However, these models still exhibit the influence of the Black et al. model.

A survey was conducted on a sample of professional expatriates living in many countries across the globe to determine which factors play significant role in bringing about adjustment. The results of the survey can help organizations across the world to understand what makes expatriates do well and perform well in foreign locales.

Karina Becker (Technische Universität Darmstadt)

**Live in and burn out? Migrant caregivers in German households caught between structural powerlessness and individual primary power**

Stream: Austerity
Date: MONDAY, 4 April 2016
Time: 15.45 – 17.15
Room: WZB B003
A key issue in professionals' work is professional autonomy, or the ability 'to do their work as they see fit on the basis of their own sense of knowing how to do it' (Freidson 1994:73). Organisational structure, resources and technology can however restrict professionals' ability to determine the goals associated with their work effort, and previous research has shown how organisational change can impair professionals' working conditions (Ackroyd and Bolton, 1999). The aim of this paper is to present how organisational change, i.e. the introduction of new technology and principles on how to organise health services to patients in a Norwegian hospital, affected the premises for professionals' work.

The analysis of the premises for professionals' work builds on data from a case study of a Norwegian hospital during September and October 2015, and encompasses data collection of both quantitative and qualitative data.

First, all employees engaged in the provision of health services to patients at the hospital were invited to attend a survey on job satisfaction and job discretion. Furthermore, one of the authors participated and observed the work of registered nurses and physicians in two wards at the hospital, following the observations through individual interviews.

Preliminary analyses of our quantitative data support previous findings of a significant positive correlation between employees' job satisfaction and job discretion, i.e. professionals' ability to determine how to carry out their work and their ability to decide the quality of their work. There are however differences across professionals in their perception of their working conditions. Physicians were more likely to agree that they had an opportunity to decide the quality of their work than other professionals, but lesser to agree that their working tasks were stimulating.

The next step in our analysis is to explore whether professionals' perception of their working conditions are related to change in technology and principles on how to provide health services or other mechanisms in the organisation, by analysing data from our ethnographic study after data collection. In our analysis, the concepts professional autonomy and organisational control over the labour process will be emphasised.
Stefan Kirchner (University Hamburg)
Sven Hauff (University of Hamburg)

Why is employee involvement low in Germany, high in the United Kingdom, and even higher in Sweden? A Decomposition Analysis

Employee involvement is a central element of job quality, because it influences working conditions and wellbeing. Several empirical studies show that employees’ opportunities for involvement in organizations differ significantly across countries. In particular, recent empirical studies have shown that opportunities for involvement in the workplace are low in Germany, higher in the UK, and highest in Sweden. This is surprising because, based on institutional theory, we would expect an opposite ranking for Germany and the UK. Accordingly, the low employee involvement levels in Germany or the high employee involvement levels in the UK provide a substantial empirical and theoretical puzzle that has not yet been addressed by current literature.

An explanation for these differences can be found in national institutional conditions which are assumed to shape organizational practices. In particular, Dobbin and Boychuk (1999) argue that specific national employment systems govern how work and employment is organized in a given country. Indeed, several institutional conditions vary simultaneously. For instance, countries differ in the way management shares authority with regular employees, what education levels dominate, as well as the ways in which employee representatives can influence working conditions. However, to date we do not fully understand how such institutional domains shape organizational practices in general, nor how they shape employee involvement in particular. Extant studies usually refer to institutional differences per se but do not engage with the weights by which specific domains of national employment systems contribute to cross-national differences. Therefore, we do not yet know the extents to which single domains contribute to the overall cross-national differences or whether a given domain contributes at all. Disentangling the effects of different domains of national employment systems on employee involvement could not only help us to better understand the puzzling difference between Germany and the UK, but it might also help to better understand how national institutional conditions shape the opportunities for employee involvement.

This paper addresses this research gap by asking how much distinct institutional domains of national employment systems contribute to the overall cross-national differences in employee involvement. To answer this question, we first discuss key institutional domains of national employment systems, namely management system, training and education, employee representation, employment conditions, and their relationships to employee involvement. We characterize Germany, the UK, and Sweden along these domains. Our empirical analysis builds on employee data from the European Working Conditions Survey (EWCS) from these three countries. We conduct a decomposition analysis to identify the institutional domains that contribute to cross-national differences in employee involvement. With this analytic strategy, we reveal how much particular institutional domains contribute to cross-national differences.

Our results show that more than 70% of the cross-national differences are explained by simultaneous differences in key domains of national employment systems, namely the management systems, training and education, and employment conditions. Showing that these domains contribute simultaneously and with different weights to cross-national differences, we conclude that the domains’ contributions reflect the specific logics of the national employment systems investigated.
The public image of the secretary is still dominated by the notion of (female) personal assistance to one (mostly male) superior. However, job profile and quality of secretarial work have changed considerably. Tasks have become more complex and demanding, and the scope of duties is expanding, while functions as personal carer and as audio typist are losing ground. In particular, secretaries have to deal with a wide range of information technologies and ever-changing computer applications, and work becomes more project-related and more autonomous. At the same time, however, the pressure of work is increasing.

With reference to university secretaries in Germany, Blättel-Mink diagnoses an "erosion of appreciation" by the organization as a result of changed working conditions and a corresponding lack of acknowledgement of that fact. This points to an important general aspect of recognition of employees by the organization: Not only to provide adequate financial remuneration, but also to provide adequate resources and conditions for good individual work performance.

While the number of secretaries who regularly assist more than one superior is increasing, the work identity of secretaries is still based on a high degree of personal loyalty. Thus, secretaries not an occupational group most likely to be mobilized for formal industrial action.

However, in the German case we recently observe, particularly in public service organisations, 'grass roots' patterns of self-mobilisation and self-representation of interests by secretaries on the level of the organization or single departments. Main demands of the secretaries are better working conditions and acknowledgement of changes work tasks by adequate workplace and job descriptions and corresponding pay scale classification. Such informal representation of interests also takes place in contexts where a staff or works council is active in the organization.

The paper is based on an explorative pilot study drawing on qualitative in-depth interviews with secretaries in different organisations mainly in the public service sector in Germany. The aim of the paper is to identify motivations of secretaries to participate in such activities, as well as the motivations of others not to; and, with a focus on incidents of self-representation, on the conditions for successful mobilization, and on the opportunities for trade unions to organize secretaries as an occupational group.
Despite more than three decades of research on diversity and inclusion (Nkomo & Hoobler, 2014), contextual and national comparative perspectives on equal opportunities and diversity measures are highly underrepresented. Indeed, while Nishii and Özbilgin (2007) already stated that “research on global diversity at present lags behind practice” (p. 1883; cf. also Özbilgin et al., 2013), Farndale et al. (2015) still point to the relevance of contextual analyses for a broader acknowledgement of diversity management.

Seeking to reduce this research gap, we examine equal opportunities and diversity measures from a national comparative perspective. With Germany and Turkey we chose to investigate two countries whose (migration) histories are highly intertwined (Razum et al., 2005; White, 1997). Moreover, given the considerable discrepancies between Germany and Turkey regarding past and present diversity discourse and legislation (e.g., Bruchhagen et al., 2010; Özbilgin et al., 2010; Sürgevil, 2010; Özgener, 2008), they are particularly suitable contexts of investigation for our research purposes.

With regard to our theoretical position in this paper, we analyse equal opportunities from a labour process and critical management oriented political perspective. In line with Ortlieb (2003; cf. also Ortlieb & Stein, 2008), we apply the metaphor of a political arena in which equal opportunities are created and/or constrained. This allows for an investigation of the processes and dynamics shaped by different actors, their interests and resources. As such, both single organizations as well as topics of public interest such as equality and diversity in organizations can be conceived as political sites in which actors and actor groups with pluralistic interests enact power and domination (Krell, 1996; Sandner, 1989; Türk, 1981; Ortmann, 1992; Ortmann et al., 1990).

Based on this theoretical conception, the goal of this study is to answer the following research questions: who are the key actors in the political arena in Germany and Turkey that enhance equal opportunities in their country? What are their interests and how (i.e., through which resources) do they achieve them? What kind of barriers impede the realisation of equal opportunities? And finally, how do the behaviour of these actors, their interests, resources, and the barriers they face differ due to the national contexts?

In order to provide in-depth and detailed answers to these research questions, we adopt a qualitative methodological approach. 12–14 semi-structured interviews with experts from governmental organizations, unions, employer representatives and non-governmental organizations from Germany and Turkey are currently being conducted. These expert interviews are being recorded, transcribed and finally analysed by content analytic methods (Gläser & Laudel, 2009; Mayring, 2015).

The results and future research avenues will be presented at the conference.

Based on our findings, we seek to contribute theoretically by refining the concept of diversity management pertinent to contextual factors (see Farndale et al., 2015; Nishii & Özbilgin, 2007). With respect to practical implications, we aspire to derive recommendations for a context sensitive diversity management and therewith to contribute results of societal impact.

References:


Analysis and comparison of skilled migrants’ career-related experiences is complicated by the multiple definitions and measurements of skills that academics use (Iredale, 1999, 2005). Existing literature has also failed to theorise the relationship between skill outcomes and the different forms of regulation that exist within labour markets. We therefore have limited insight into the experiences of migrants in deploying their skills and integrating into the labour market (Csedo, 2010). Given this blind-spot in our understanding, we develop a novel reading of the literature to answer the following question: how does the regulation of labour markets differentially affect skilled migrants’ career experiences and potential to succeed?

This paper argues that the first step towards exploring career experiences of skilled migrants should be to define what it means to be “skilled” and to consider how skills are recognised within different contexts. We seek to conceptualize skills through regulation of occupations and to explore both the social construction of skills and subsequent career development opportunities. We argue that integrating insights about the regulation of skills with notions of career development opportunities will boost our understanding of skills outcomes by introducing notions of agency and structure in a more comprehensive and robust manner.

Theoretically this paper offers a novel critical realist approach to theorizing skills (see Bhaskar, 1986, 1998). We argue that skills are a socially constructed phenomenon and the social world is an open multi-layered or stratified system of causal processes that interact to affect social action. Therefore, skills and their recognition should be theorised as an outcome of the interplay of complex and stratified causal processes. By extending this line of reasoning, we develop a new critical realist definition and theorisation of the meaning of ‘skilfulness’. In this paper, this re-reading of the debate on skills is used to reframe existing research on skilled migrants to suggest a specific arrangement of causal processes interact to affect outcomes for skilled migrants (see also Elder-Vass, 2010).

Although rarely explicitly critical realist in their approach, experts on skillfulness are often consonant with critical realism in arguing that skill outcomes are affected by a hierarchy of social processes, which they often described in terms of skill in the person, skill in the job and skill in the setting (Cockburn, 1983; Noon and Blyton, 2002; Grugulis, 2007). These distinctions usefully facilitate a stratified re-reading of existing research and knowledge about skills in context, which can be used to analyse skilled migration. We argue that this approach facilitates a more sophisticated understanding of the diversity of migrant experiences, which captures both structural enablers and constraints to the careers of skilled migrants, as well as the possibilities for action available to organisations and individuals navigating this complex social terrain (see also Archer, 2000, 2010).

We examine how the experiences of skilled migrants are likely to be affected by the regulation of skilled occupations in host countries, and how actors at the macro- (governments and regulators), meso- (employers) and micro- (specifically skilled individuals) levels interact to affect the possibilities for action at each level. The analysis is used to develop a heuristic framework or taxonomy of the generative mechanisms that condition the career experiences of skilled migrants. We argue this offers a significant advance on existing knowledge in this area that has practical consequences in delineating the possibilities for action available.

References:


Julia Kubisa (University of Gothenburg)

**Trade union of nurses and midwives and care work practices in face of flexibility in health care system**

Stream: Austerity
Date: TUESDAY, 5 April 2016
Time: 9.00 – 10.30
Room: Maritim 15

Flexibility along with restructuring was often viewed as a solution for increasing competitiveness of companies. From private sector the idea was transmitted to public sector, in the form of New Public Management. The idea behind New Public Management was to introduce more market driven mechanisms in order to make public services more efficient and less expensive, which basically represents the points of view of clients and management. Nevertheless, the changes brought by flexibility and restructuring have a strong impact on working conditions and the perception of work practices by employees.

The changes in health care sector and precisely – the changes of work practices as experienced by nurses and midwives, make as an interesting and at the same time exceptional case.

The health care system in Poland has undergone major changes, which can be viewed in flexibility and restructuring paradigm. Health care system was viewed as insufficiently functioning. The Polish hospitals for a long time struggled with the problem of constant debts as they tried to provide medical services within not sufficient budget. The introduced changes were aimed to resolve these problems. The reform of 1999/2001 brought downsizing of labour force, whereas in the 2010s the flexibility of contracts with employees was increased and self-employment of nurses introduced.

The first aim of the paper is to present the outcomes of the research on relation between major changes in health care system in Poland and the work practices experienced by nurses and midwives, analysed within the framework of care work. The specifics of care work lies in its vulnerability to time pressures and work intensification. Its quality relies much on the possibility to perform it as teamwork. One of its core values is the possibility to establish a relation with patient. The second aim is to look at the trade union strategies regarding those changes, with a special focus on the actions of All-Poland Trade Union of Nurses and Midwives, one of the most militant trade union organizations in Poland, which put the quality of care work in the centre of its agenda.
The paper seeks to answer following questions: Have the changes in work arrangements created new spaces for performance of care work? Are there any new forms of work practices concerning care work? What is the relation between practices of care work and flexibility of contracts? What are the strategies regarding flexibility in health care taken up by the trade union of nurses and midwives? What is the relation between the idea of care work and the militancy of the trade union?

The paper is based on fieldwork – qualitative research on nurses in health care system in Poland, and desk research, conducted in Poland in 2009, 2010, 2012 and 2014.

Knut Laaser (University of Stirling)

'Morality went out the window': Social relationships between bank workers and customers under marketised employment in UK retail banks

Stream: Work identities
Date: WEDNESDAY, 6 April 2016
Time: 9.00 – 10.15
Room: WZB B005

Against the backdrop of the rise of financialised capitalism in the last two decades, workplaces are increasingly subject to marketisation processes that rest on a more direct relationship between markets and the employment relationship, with ample consequences for the nature and quality of work (Burchell et al., 2001; Cappelli, 1999; Lapavitsas, 2011; Thompson, 2003). One facet of marketised employment relationships is the rise of sales targets in front-line service work (FLSW) in tandem with performance driven managerial practices (e.g. Batt, 1999; Boreham et al., 2008). Critical employment research provides ample evidence that FLSWs job security, career outlook and salary is increasingly conditional on the meeting of sales targets in market segments that are characterised by high levels of competition and mass production strategies (Bone, 2006; Hochschild, 1985; Leidner, 1991). A wide range of sociological informed case studies suggests that the proliferation of sales targets and the tight link between employment conditions and performance impacts negatively on the relationship between front-line service workers and customers. Indeed, it is often argued that FLSWs in a sales driven and ‘low road’ labour process increasingly relate to customers’ in an instrumental manner, manipulating situations and pushing for a quick sell, indicating a marketization of social relationships and the dominance of the ‘cash nexus’ (e.g. Korczynski and Ott, 2005; Oakes, 1991). Meanwhile, research accounts also portray the attempt of some groups of front-line workers to humanise the relationship with customers, aiming to maintain the fragile accomplishment of social interaction even in the face of marketised employment conditions. Here, it is argued that FLSWs relationships to customers are not per se colonised by market demands, but rather display a complex mix of competing economic, social and moral concerns that are dovetailed by actors and leaking out of the formal labour process (Bolton and Boyd, 2003; Callaghan and Thompson, 2002). Yet, critical employment research on marketised sales work that focuses on the variation and nuances of social relationships between different groups of FLSWs with customers remain scant.

This paper provides a critical analysis of the social relationships between bank workers and customers under a marketised labour process. Based on thirty-nine qualitative in-depth interviews with bank workers (BWs) and branch managers (BMs) from UK banks, the lived experience of marketised bank work and its impact on the relationships between bank workers and customers is explored. Utilising a moral economy approach that brings together key ideas of Karl Polanyi (1957), E. P. Thompson (1991) and Andrew Sayer (2005; 2011), the paper explores how and why the material reality of marketised and sales driven employment is experienced, mediated and re-shaped by different groups of actors, with ample consequences for the social relationships between bank workers and customers. The paper illustrates that
long-standing branch workers expressed in their narratives strong notions of justice and fairness that result from their shared experiences of the pre-sales driven labour process, enabling them to mediate the sales pressure and relate to customers in a caring manner. Meanwhile, more recently employed bank workers tended to relate to customers in an antagonistic and hostile manner, struggling to resist the instrumental nature of the sales driven labour process.

Louisa Lapworth (Oxford Brookes University)
Nick Wylie (Oxford Brookes University)
Philip James (Middlesex University)

Examining the Voluntary Sector Ethos:
Tensions, conflicts and caricatures

Stream: Work identities
Date: WEDNESDAY, 6 April 2016
Time: 9.00 – 10.15
Room: WZB BO05

The values driven nature of voluntary sector organisations is often used to distinguish them from those in the public and private sector (Burt and Scholarios, 2011). Indeed, the nature of these values, along with particular experience and abilities, are central to arguments about increasing the role of voluntary sector organisations in the delivery of public services (Office for Civil Society, 2010; James, 2011). Thus, they are seen to be fundamental to how these organisations operate, in large part because of the way values are often embodied by those that they employ. As a consequence and similar to the more established notion of Public Service Motivation (e.g. Perry, 1996; Kim and Vandenabeele, 2010), some have pointed to the existence of a ‘voluntary sector ethos’ (VSE) amongst voluntary sector workers, as a means of capturing the ethically informed, value-based orientation to work apparent in the sector (Cunningham, 2010). However, notwithstanding its potential significance to wider policy debates, our understanding of such an ethos is limited, particularly related to how a VSE is constructed, what form it takes and how it is sustained (Cunningham, 2008). Drawing on an in-depth study of the voluntary sector, this paper consequently seeks to explore the composition of a VSE and the extent to which it underpins attitudes to work in the sector.

In the absence of an accepted framework for a VSE, the qualitative research presented in the paper uses the related concept of Public Service Motivation (PSM) to explore career narratives and work orientations amongst 35 employees, across 19 voluntary sector organisations. In the first instance the paper presents a range of evidence that supports the notion of a VSE based around some common and shared values: values which voluntary sector employees consistently identify as being important to them and, correspondingly, to their career choices. For example, attraction to public participation, commitment to public values, compassion and self-sacrifice were evident and hence point to some of the broad similarities between a VSE and PSM. However, the findings also point towards differences between the two concepts, notably as a result of the clear belief in a wider cause emphasised by research participants that often enabled them to combine a focus on both global and local issues. Despite these themes clearly emerging in the data, the findings also suggest that the notion of a VSE should not be used as a caricature of the work orientations of ‘typical’ voluntary sector employees. Instead, we show that some participants explicitly rejected elements of the VSE even whilst expressing strong adherence to others. For many this led to a series of tensions and conflicts in their experience of a VSE as they sought to balance their work orientations with more traditional or pragmatic concerns (e.g. job security). Such tensions were often exacerbated by the adoption of an oppositional identity and feelings of difference from mainstream employment values.
The paper concludes by suggesting that these conflicts and tensions challenge some assumptions or simplistic characterisations of employment in the voluntary sector, while also demonstrating the way in which a VSE can be used to explore the complexity of voluntary sector work.

References:

Melanie Laroche (Université de Montréal)

**Employers’ association and unions: the logic behind the social contract established in two economic sectors in Canada**

Stream: Employers’ organizations  
Date: TUESDAY, 5 April 2016  
Time: 9.00 – 10.30  
Room: WZB B004

Our communication wants to analyze the logics of employer representation and action in Canada and aims to better understand the links and relationships with other actors in the industrial relations system, especially unions. Two associations were selected for this analysis according to their degree of involvement in the sphere of labor relations: an association in the aerospace industry and another one in the hotel industry. We have conduct 25 in-depth interviews with employers and with representatives of employers’ associations. The first part of the presentation do a brief portrait of recent challenges facing employers’ associations and then present the logic of action they can adopt. We also present the key findings of our research with a particular attention to the social contract built by the actors and dynamics of relations between employers associations and trade unions in both industries.

First, our study shows that strengthening of the role of employers’ associations responds to various logics, one that is defensive. Indeed, we have found that the employers of hotel industry responded to the threat embodied by the union's ability to conduct negotiations in a coordinated way since 25 years. If the employers do not want to act together historically, they decided to imply the association in a way to avoid whipsawing from union.

Our study also shows that employers' associations may seek to rely more on its role of partner and try to establish a social dialogue outside the firm to enhance the economic development, as is the case in the aerospace sector. Our two cases lead allowed us to conclude that institutional context will lead actors to adopt different strategies and to maintain different relationships with other actors of the industrial relations system. In the hotel industry, for example, decentralized bipartite negotiation culture involves
maintaining a spirit of competition between the employers and trade union actors, which can harm the development of social dialogue beyond the borders of the firm. Employers are then able to tailor their actions and shape their strategic agendas based on their own perceptions of the opportunities and threats perceived from the institutional context. They are also able to carry out various forms of institutional experimentation so as to better meet their interests.

Alex Lehr (Radboud University)
Bernd Brandl (University of Durham)

Do as I do: internationalization and the activities of peak employers’ organizations

Stream: Employers’ organizations
Date: TUESDAY, 5 April 2016
Time: 9.00 – 10.30
Room: WZB B004

This paper addresses the question why national peak employers’ organizations do the things they do. Peak employers’ organizations have substantial influence on socio-economic development in many countries and are of considerable interest to political economy. The influence of peak employers’ organizations is realized through their coordination of employers’ individual and collective interests on both the labor markets and the product market, as well through their involvement in tripartite concertation. However, these efforts predominantly yield public goods from which individual employers that are not members of the organization can also benefit. This leads to a classic collective action problem (Olson, 1965) for individual employers, who have an incentive to free-ride rather than bear the cost of membership in the peak organizations or the peak organizations lower-level affiliates. Within the traditional literature on employers organizations, the specific activities that these organizations pursue were hence seen as a rational responses that aim to overcome this collective action problem. Thus, it was argued that the activities of these organizations and their lower-level affiliates, served as selective incentives for employers. Over-time and between-country differences in the activities of peak employers organizations activities were explained as resulting from the impact of differing within-country conditions on the effectiveness of specific activities in convincing employers to join the organization. These traditional accounts however have had limit success in providing a coherent and robust analysis of employers’ organizations activities. Moreover, even though the importance of increasing internationalization was recognized, its impact on peak employers’ organizations was predominantly interpreted as a emanating from the impact of internationalization on within–country conditions. We however propose that a different logic may be at play. Peak employers organizations themselves are becoming increasingly embedded in an international, inter-organizational networks consisting of themselves and their counterparts in other countries (cf., Croucher, Tyson & Wild, 2006). It may therefore well be expected that these organizations use their networks to actively learn from their international peers. Hence it is important to understand to what extent the specific activities of peak employers’ organizations result from transnational diffusion (cf., Rogers, 1962; Berry & Berry, 1990). Diffusion can take place through multiple mechanisms, which can be differentiated as diffusion-through-adaption-to altered conditions and learning (Elkins & Simmons, 2005). We elaborate on the theoretical implications of applying diffusion theory to the activities of peak employers’ organizations. Unique qualititative and quantitative, cross-national and time-varying data is then used to investigate to existence of patterns of diffusion between these organizations.

References:
Radical practice as democratic professionalism - learning from the past

Stream: Work identities
Date: TUESDAY, 5 April 2016
Time: 15.15 – 16.45
Room: WZB D112/3

Radical practice as democratic professionalism – learning from the past Issue being investigated For professionals working within Welfare States as ‘social services professionals’, changes in the forms of service delivery have called for new models of professionalism (Noordegraaf 2007). The concept of ‘democratic professionalism’ has been identified during the last twenty years as a way in which professionals such as teachers, nurses and social workers can redefine their own professionalism, during a period when conventional roles are under attack (Whitty 2000, Sachs 2001, Groundwater-Smith & Sachs 2005). Yet, there is a long tradition of ‘social services professionals’ questioning ways of working within the state and developing radical practices to improve the practice and delivery of public services (Weekend Return Group, 1980). In order to further develop strategies of democratic professionalism, the learning from these earlier radical practices needs to be better understood and compared to the theories of democratic professionalism developed more recently. Contribution to knowledge in field This research contributes to a) a growing focus on the role of professionals within organisations and corporations and b) places democratic professionalism within a long tradition of radical/ democratic practice. How it is being investigated? The research draws on a range of sources: project evaluations, mapping of projects, surveys and accounts of innovative and radical practice as seen through biography and other historical sources. This complements more formal academic research into radical practice. Findings Initial research found that there were four main types of radical/ democratic practice in education, health care and social services as seen during the period 1960-2000. They were: 1. Person/ client centred; 2. Progressive forms of management; 3. Community-based; 4. Improvements in access to services. Some approaches were specific to settings, e.g. community projects, or used new techniques to improve service access. They were not necessarily mutually exclusive and often overlapped. A comparison of these four types of radical practice with the four main components of democratic professionalism (competence, integrity, respect and responsibility) showed that there are shared elements that provide a useful framework to inform the development of future democratic professionalism.

References:
Flexicurity, flexibility or alternatives?
Employment policy for a post-crisis environment

Stream: Skills and labour market
Date: TUESDAY, 5 April 2016
Time: 10.45 – 12.15
Room: WZB D112/3

Whether the European Union’s combination of employment and welfare policies referred to as ‘flexicurity’ and developed in a relatively benign period of economic growth are appropriate for the post financial crisis era of weak growth, deserves examination. While there has not been an explicit shift in the policy content of ‘flexicurity’, it is clear that the policies being implemented by the EC and ECB emphasise flexibility with little regard to security. From a labour market perspective, the recommended policies, mandated for countries requiring financial assistance, have been to reduce employment protection legislation (EPL) and ensure that unemployment benefits (UIBs) contain incentives for recipients to rapidly return to work (EPSCO 2011:9; OECD 2011). It is now argued that the first pillar of flexicurity should be interpreted as a downward convergence of EPL for permanent and temporary workers (OECD 2014). Within flexicurity, such labour market flexibility was to be balanced with enhanced spending on active labour market policies (ALMPs), lifelong learning, and ‘modern social security systems providing adequate income support during transitions’ (EC 2007).

For countries with weaker EPL, we would expect greater flows of workers out of and into employment. Indeed, prior to the crisis between 2000 and 2005, Denmark, exemplar of flexicurity, had a gross flow of 25%, virtually the same as that of the USA, exemplar of flexibility (Andersen 2012). In an economic downturn the spending on ALMPs and social security will automatically increase in line with flows into unemployment. However, these increases will be when countries are likely to be experiencing greatest fiscal pressure and rising deficits. The fiscal conservatism that has swept across Europe following the financial crisis has resulted in reform of the Stability and Growth Pact via the ‘six pack’ and ‘two pack’ requirements that countries work towards ‘Medium Term Objectives’ of balanced budgets with strong preventive and corrective mechanisms should countries exceed debts of 60% or deficits of 3% of GDP (EC 2014). This makes it very difficult for governments to support the security pillars of flexicurity, even if they were to result in beneficial long-run outcomes. Indeed, for those countries which reduced EPL between 2008 and 2013, net replacement rates have reduced to lower than pre-crisis levels, spending on ALMPs has tended to decline (Heyes and Lewis 2015) and tends to be correlated with spending on passive labour market policies (UIBs) (Grubb 2007:9; OECD 2009b). If countries had not established the fiscal (and operational) capacity to support the components of flexicurity prior to the crisis, the incentives in the current economic environment are to implement flexibility without security, in the hope that this will create employment.

However, before concluding that neoclassically inspired labour market flexibility is the only (or main) game in town, it is interesting to note that a number of countries have pursued different policy paths in response to the financial crisis. Rather than focusing on ‘external-numerical’ flexibility (laying workers off) a number of countries implemented programmes of ‘internal-numerical’ flexibility (reduced working hours) supported by ‘functional’ flexibility (Wilthagen and Rogowski 2002; Wilthagen and Tros 2004; Tros 2012). Countries that employed greatest use of short-working time did so within national institutional contexts of high levels of EPL, in the case of Germany working time accounts that were established through collective agreements, and in Japan and Italy, through state sponsored schemes related to unemployment insurance (Tros 2012:9). Even the UK with low EPL adjusted through ‘wage’ as well as ‘external-numerical’
flexibility. The argument for alternative institutional approaches to current employment challenges is stronger once we recognise that the challenges to which flexicurity was supposed to be the solution were likely misdiagnosed. The nature of work was supposed to be shifting through ‘skill-biased technical change’ and the interconnectedness of globalisation to higher skill, more rapidly changing employment in developed economies. However the reality has been much more nuanced. Terms such as ‘hollowing out’ (Goos and Manning 2007) and the ‘pear shaped economy’ (Nolan and Slater 2010) are more accurate descriptions. In these circumstances we need to explore the most appropriate institutional combinations that can deliver sustainable employment and security across the spectrum of work and workers that continue to exist in Europe.

Xiang Li (Leiden University)

**Transformation without transitions? Party-led trade unions and worker activism in China, Vietnam and Cuba**

*Stream: Industrial relations  
Date: TUESDAY, 5 April 2016  
Time: 15.15 – 16.45  
Room: FES 6.01*

China, Vietnam and Cuba had a planned command economy in the past, but recently, they are all undergoing an economic transformation from command economy to market economy (market-oriented economy). The employment relationship under command economy seems without conflicts of interests because workers were defined as the master of the whole country so that the interests of workers and enterprises are consistent. Official trade unions connecting closely with the single ruling party in command economy played roles of managing workers to meet national production quota and arranging workers with basic social welfare. With the economic reform, increasing industrial conflict of interests derived from divergent ownership of enterprises has challenged the traditional employment relations. It remains to see whether the new legislation has recognized the discrepancy of interests between employers and workers, whether the trade unions with bureaucratic characteristics inherited from the socialist path have been incorporated into the new economy model, and whether the legislation in those three countries has recognized the legitimacy of strike. International Labour Organization (ILO) constantly criticizes those three countries for repressing independent unions and fostering trade union monopoly, with China and Cuba suffering more harsh condemnation from ILO than Vietnam. It is generally agreed that Party-led trade unions in these countries are only the conveyor belt of Party’s policies and have low effectiveness in representing worker. Scholars like Anti Chan, Tim Pringle and Simon Clarke mainly focus on comparative research on Party-led unions and worker activism in China and Vietnam, or in accompany with that regime of Russia. However, few comparative studies cover Cuba, which reformed later and more sluggishly than China and Vietnam, but has analogical political and economic regimes with the other two countries. Narrowing socialist trade union regimes in a free-market and multi-party system not only poses the theoretical dilemma of presuming no other possibilities but also leads to false comparisons and conclusions that impeding profound examination. This present paper provides a comparative study which covers trade union regimes of not only China and Vietnam, but also Cuba. Therefore, it serves as a platform for these countries to mirror the drawbacks in their trade union regimes and make breakthrough in trade union pluralism and trade union effectiveness.

This paper mainly investigates three hypotheses: 1 Does the labour legislation reform on industrial relations in these countries catch up with the pace of the economic reform? 2 Do these countries comply with ILO Convention 087 and ILO Convention 098? 3 Do Party-led trade unions result in low effectiveness in representing workers in those countries? Since all of these three countries are undergoing an economic transformation, this paper will explore those hypotheses in different economic periods: command
economy, transition period (from command economy to market economy), and market economy, by analyzing labour legislation in those three counties and exploring ILO cases verdicted by Committees on Freedom of Association (CFA). The findings of the present paper are as follows: only Vietnam legislation on industrial relations follows economic pace in reforming era since it entitles workers with more collective labour rights than those in China and Cuba; China is reluctant to recognize worker’s collective labour rights by enforcing individual contract systems whereas after the burst of Honda strike Party–State and All–China Federation of Trade Unions (ACFTU) are endeavoring to trade union reform; Party-led trade unions not necessarily result in low effectiveness, as Cuban trade unions evidence that albeit not strictly complying with ILO fundamental labour standards, trade unions in Cuba also transmit the messages in down-top way, and the failure of Cuba economic model does not mean ineffectiveness of Cuban trade unions.

The implications of this research is that in the early period of economic development, whether trade unions are independent from the ruling party or not is not necessarily an determinant of whether trade unions are effective or not. On the contrast, in the early stage of reforming era, when employers’ violations are flagrant under the aegis of governments as demonstrated in China, the support from the ruling party are conducive to counter-balance the patron-relations between governments and enterprises. In the meantime, the active role of Vietnam General Federation of Labour (VGCL) in international forum demonstrates that socialism does not necessarily have to rely on Party-controlled trade unions to survive. Trade unions in those three countries, especially in China and Cuba, still have a long way to go to become effective given that their bureaucratic characteristics inherited from planned economy is also entrenched into the internal hearts of the workplace union leaders and legislation-makers.

Jacob Lima (Federal University of São Carlos, Brazil)

**Software workers in Brazil**

Stream: Digital workplace  
Date: TUESDAY, 5 April 2016  
Time: 9.00 – 10.30  
Room: WZB A310

This paper aims to analyse the work of software developers in Brazil within a frame of changes in the dominant conceptions of “formal/regulated labour”. Although the great majority of this category of workers has formal contracts, as the literature has demonstrated, the work of a software developer is considered to be flexible par excellence. For this category of labourers, working also means spending great part of their time connecting themselves to as many networks as possible as a way to create and strength social ties which will possibly not only take them to new projects (work), but will also provide them possibilities to constantly update their qualifications. Besides that, it can also be implemented and developed in various spaces, due to its virtual features. Moreover, the work of a software developer is considered to be a creative work, since it requires constant development/innovation, even though there are many standardisation attempts in the sector. However, despite these positive aspects of their “flexible and creative” work, empirically, we can identify that there are in the sector intense working hours, high turnover at work and many cases of somatic illness. In the case of Brazil, some large multinational companies concentrate 50% of the workforce in the industry of software. However, these companies represent only 4% of the total of companies in the sector. The rest 96% is comprised by small and medium enterprises distributed throughout the country. This paper is drawing on an on-going research which has conducted 45 in-depth interviews with software developers working in different companies in the state of São Paulo, as well as observations of the working process and conditions in small and large companies. Preliminary findings suggest that, firstly, creativity appeared as a complex issue in attempts to standardise the working process. Secondly, at the same time that the “continuing qualification/education” is seen as a necessity to maintain their “employability” in the job market, it also results in the creation of flexible
hierarchies. Finally, the existing high turnover in the sector many times seemed to be connected to a possible resistance to the intensification of work.

Carla Lipsig-Mumme (York University)

**Climate bargaining and the struggle to slow global warming: labour process and labour renewal**

Stream: Labour and climate change  
Date: MONDAY, 4 April 2016  
Time: 14.00 – 15.30  
Room: Maritim 17

How do labour unions take up the challenge to reduce the greenhouse gasses created by the production of goods, services and resources in industrialised economies? What are the drivers? The obstacles? Who are the allies? What role does collective bargaining play? What role can collective bargaining play? How much is labour's climate activism shaped by national or sectoral cultures of militancy? Can international sharing of strategies on climate bargaining be effective?

Whatever other measures are required, slowing global warming nationally and globally requires adapting the labour process to reduce the greenhouse gasses produced by work. But for labour, the mechanisms with which labour process is greened, and its own role in the leadership of adapting work to mitigate GHGs, are of crucial importance. For labour, new mechanisms and policy leadership may require new or refreshed alliances, and new ways of working with them. Can a green turn in unions draw young workers into membership and action? Can a green turn contribute to union renewal?

Internationally, we need to know more about labour's current and potential role in the greening of work in the struggle to slow global warming, and the impact of greening work on labour's voice, power and bargaining priorities. Two 7-year Canadian research projects (1) are gathering data to explore the promise and challenges that the greening of unions pose to and for labour in industrialised countries. The project is international, its first stage is Canada-focused. This paper reports on the first part of the first stage: a survey of climate bargaining: ‘green clauses’ in collective bargaining that have been negotiated successfully by Canadian unions in all sectors and all parts of the country. These clauses are accessible in a database on [www.workinawarmingworld.yorku.ca](http://www.workinawarmingworld.yorku.ca). The collection of collective bargaining clauses is ongoing and will become international.

The paper focuses on the spread of climate bargaining: the inclusion of environmental clauses in collective agreements, which have as their goal reducing the GHGs produced by the labour process from inputs to disposal. In this paper we ask: how widespread have collective bargaining based initiatives aimed at reducing GHGs, been? In what sectors or industries are the climate clauses most likely to be found? Are there sectoral or industry patterns of content, operationalisation? What do they tell us about the greening of the labour process? About union renewal? The paper is divided into these sections: 1. Keywords: the climate bargaining glossary. 2. Mapping climate bargaining in Canada. 3. How durable are climate clauses? 4. Canadian experience and its relevance to other jurisdictions. 5. Can a green turn for labour contribute to union renewal?
Jan Kees Looise (University of Twente)

**Employment relations in a long-term historical perspective; what can we learn from it and how should we use it?**

**Stream: Theoretical perspectives**

**Date:** TUESDAY, 5 April 2016  
**Time:** 15.15 – 16.45  
**Room:** Maritim 12–14

This paper deals with the lessons we can learn from labour (or social) history for the study of work and organization (W&O). According to Lucassen (2013) the scope of contemporary labour history research has broadened and deepened considerably last decades. 'Recent research indicates that the classical schemes used to understand the course of world history as well as some of their critics contradict the historical facts and therefore need to be revised'. What does this mean for W&O studies? Until now the historical input in W&O studies is limited. If there is any attention given to history in W&O studies and textbooks, it only covers the period since about 1900 (US) or the Industrial Revolution (1800, Europe). But W&O has a far longer history than that, especially also in Europe. According to labour historians the Industrial Revolution was not the 'watershed' in social-economic developments as has been thought for long. For a good understanding of the development of W&O we have to look far broader and deeper, according to some of them on a global scale and until 12,000 years ago. This paper will try to do so, but will not go so broad and deep. It will limit itself to Western Europe (and especially the Northern Netherlands) and three historical periods since 1400 till now, namely the period of the guilds and the so-called proto-industry (about 1400-1600), the period of trade capitalism and early industry (about 1600-1800) and the period of nationalism and modern industry (about 1800–1970). These periods have been chosen because of their relevance for changes in and forms of W&O (De Vries & Van der Woude, 1997; Luiten van Zanden, 1991) and because of the limitations of a paper. For the same reason the paper focuses on a limited number of closely connected topics: the labour market and form and content of the labour relations, new technology and work organization and the voice at work and employee participation (employment relations in a broad sense). The aim of the paper is to try to understand what is happening on those (connected) fields over the centuries and see what we can do with those insights for the near future. By doing so the paper also contributes to the evaluation of the use of a historical perspective for W&O studies and – hopefully – to the bridging of the existing gap between labour historians and W&O scholars (Vries, 2013). The paper therefore mainly builds on secondary sources (economic and social literature) with limited additional own archival research.

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Wendy Loretto (University of Edinburgh)
Sarah Vickerstaff (University of Kent)

Squeezing the middle (aged):
what’s happening to retirement in the UK?

Stream: Squeezing the middle?
Date: TUESDAY, 5 April 2016
Time: 9.00 – 10.30
Room: WZB BOOS

Against a backdrop of population ageing across many Western countries, more people in the UK are working beyond traditional ages of retirement. Successive governments have introduced a raft of policies, ranging from: increasing State Pension Age; through financial disincentives to be out of work; to the abolition of mandatory retirement. Often portrayed as extending choice, the policy discourse is relentlessly positive – for society, for older workers, and for employers (DWP 2014, Altmann, 2015). There is a small body of critical research which questions the extent to which older workers have this choice in practice (see e.g. Loretto and Vickerstaff 2015), but we are lacking such a critical perspective into how decisions around later life working and retirement are enacted in the employment setting.

This paper will draw on case study current research which is being conducted as part of a wider investigation into extended working lives. Case studies are being carried out in six large employing organisations – this paper focuses on three of these: a local authority (Local Gov), a hospitality provider (Hospitality) and a train operating company (Transport). In each, interviews have been conducted with a range of senior and line managers, with employees aged 50 and over, and with trade union representatives. Over 100 interviews have been conducted in total across the three organisations. The data have been coded in NVivo and analysed using the constant comparative method.

The overall finding is that retirement has dropped off the agenda. This has several aspects. First, many managers are wary of bringing discussions of retirement into review meetings in case they are accused of age discrimination, with the result that employees are denied opportunities to engage in active later career and retirement planning. Second, as played out in the Local Gov, policies and practices around retirement have been largely subsumed in voluntary redundancy schemes. These are de facto early retirement schemes, but their terms and conditions are such that older workers are making decisions about retirement with incomplete information and within incredibly short timescales. In Transport there is not much appetite for extending working lives but there are a range of reasons, personal and institutional (for example, opportunities for redeployment with maintenance of pay grade) that are encouraging employees to consider staying on. In Local Gov and Hospitality, older workers and their needs around later life working decisions (including retirement) are rendered invisible, allowing 'hidden' ageism to thrive.

A key implication of these findings is that in the context of no mandatory retirement age organisations are finding other ways to manage their older workforces but that explicit discussions about retirement are often avoided. This leaves older workers and their needs around later life working decisions, including retirement, without clear channels to discuss issues of concern and interest, providing support to e.g. Standing (2011) that work in later life may be increasingly precarious.
This article explores the activities of Danish employer organisations (EOs), which traditionally are characterized as key actors in the coordinated market economy of Denmark. In the heyday of macro-corporatism, EOs coordinated their activities and centralized authority in policy-making and implementation vis-à-vis government and trade unions. Moreover, collective bargaining with trade unions produced wage-moderation and industrial peace through strong coordination of multi-employer agreements.

Today, however, Danish corporatist structures are weaker than before and more often than not, governments and parliaments push through reforms without giving special priority to EOs and trade unions. Thus, corporatism has to some extent been replaced by a more pluralist policy process. Likewise, wage bargaining is decentralized to company level agreements for large shares of the economy and bargaining coordination by EOs today addresses aims of wage moderation, not actual wages.

These developments – and the fact that employer association density rates are persistent – suggest that EOs in Denmark have had to re-invent their raison d'être and relations to their members. However, there is very limited research on what Danish EOs actually do for their members. This article thus fills and important empirical gap in our knowledge about key actors in the Danish political economy.

The article is based on a web-survey of EOs in Denmark. Using the same methodology as a recent survey done in Britain by researchers at Cardiff University, we gather information on the governance of EOs, their membership principles, internal structure, services, scope of activities, relationship to other organisations and involvement in the political process.

Our key empirical focus in the paper is the balance between collective, selective and elective services provided by the EO. Specifically, we examine: 1) collective bargaining with trade unions, including if a membership obliges the employer to follow the collective agreement of the EOs, 2) collective training funds, including if a membership obliges the employer to pay dues to the fund, 3) lobbyism and influencing politicians on behalf of members, and 4) provision of employment law advice; training member employees and managers; setting codes of conduct and good practices; advising members on health and safety regulation.

The main finding of the survey is that collective activities are still important but that selective and elective activities are just as important for recruitment and retention of members. Interestingly, a division between old and new members seems to be growing, in which the former group of members are bound to collective services such as collective agreements, because it is hard to get rid of an agreement once it is in effect. Conversely, the latter group of members can more easily refrain from collective services in their membership type and thus to some extent free-ride on old members. The paper concludes by reflecting on this division and its potential repercussion for the role of Danish EOs in coordinating policy processes and collective bargaining among their members.
Mairead Lynch (University of Strathclyde)

**Between a rock and a hard place: managers on the front line of interactive service work**

Stream: Management  
Date: TUESDAY, 5 April 2016  
Time: 13.30 – 15.00  
Room: Maritim 15

This paper explores the experiences of managers on the front line of interactive service work (FLSW). Drawing on research evidence from 35 in depth interviews with bar managers, it discusses the every-day experience of managerial work in an interactive service context. The paper illustrates that management in FLSW does not necessarily conform to the traditional headings of planning, co-ordinating, controlling and allocating resources; rather managers spend a significant proportion of their time engaged in the same material labour process as their subordinates. The growth of services and their increasing economic importance has led to an expanding academic literature around the topic. Central to the analysis is the notion that the presence of the customer at the point of production alters the dynamic of the labour process, traditionally characterised as a dyadic relationship and power struggle between management and employees. The presence of the customer is seen to produce a triangular power structure (Leidner, 1993; Belanger and Edwards, 2013) where the customer is sovereign and becomes central to how interactive service work is organised and carried out (du Gay and Salaman, 1992; Korczynski, 2002). This research seeks to re-integrate the manager into the triangle of front line service work, arguing that while managerial regimes, the customer and the front-line service worker are well documented in the research literatures, little attention is given to managers’ experiences of work on the front line (Bolton and Houlihan, 2010). In the limited extant research on managerial experiences on the front line, there is a clear indication that, in interactive service businesses, management is heavily involved in customer service, acting in the same capacity as their subordinates (e.g. Bolton and Houlihan, 2010; Hales and Tamangani, 1996; Lloyd and Payne, 2012; 2014); despite this, management is generally represented implicitly as an agent of the organisation, acting as a control mechanism and wholly committed to organisational imperatives. This representation fits with the classic school of management thought, which sees managers as rational actors in a hierarchical bureaucracy (Bolton, 2005; Hales 1986), rather than both agents of and subject to business imperative (Willmott, 1997: 1337). This paper reports on a series of in depth interviews conducted with bar managers in the UK. Drawing on Belanger and Edwards’ (2013) distinction between the material labour process and the sphere in which a service or product gains value, the paper demonstrates that managers in FLSW are not exclusively ‘agents’ of capital, particularly in their interactions with customers. The paper also draws on Bolton’s (2005) framework for emotion management to describe the motivations behind managerial emotional displays for both customers and staff. The paper argues that, in FLSW, the dividing line between staff and management can be somewhat blurred; when managers engage in the same material labour process as their staff, as well as producing emotional displays appropriate to both the business imperative and their position, they can clearly be seen to operate beyond an agency role.
Political discourse in the UK surrounding policies of austerity has focused on reducing the reliance of welfare claimants on the state. As a consequence, it has been argued that there has been purposeful stigmatisation of the unemployed and benefit claimants, seeing them as a drain on national resources (Tyler, 2013; Wacquant, 2010). The concept of the "welfare scavenger" therefore endures as a "folk devil" (Hall, 1979).

The process of reducing the number of welfare claimants was intensified with the election of the Conservative/Liberal Democrat government. This Coalition Government, in 2010, pledged to introduce a single welfare to work initiative called the Work Programme (WP; DWP, 2015). As part of this process, in 2011 it was decided that individuals who have additional needs (including mental health conditions) and were previously awarded the Employment and Support Allowance (ESA) or Incapacity Benefit, were to be re-assessed in terms of their ‘fitness to work’ through the Work Capabilities Assessment (WCA). Three-quarters of a million assessments took place in 2013 (DWP, 2015).

Across the UK, nearly 140,000 individuals with mental and behaviour disorders have participated in the WP and only 7,060 have sustained jobs (DWP, 2015). Moreover, people with mental health conditions are more likely to be sanctioned (have benefits cut for a period of time) if they do not comply with the WP. Six out of every ten people who have been sanctioned have a mental health problem or learning disability (Smith Commission, 2014). Non-compliance could be a product of their illness and such sanctioning is therefore discriminatory (SAMH, 2014). Further, people with mental health problems often experience discrimination by employers and therefore find it more difficult to find work, specifically good quality work (SAMH, 2014).

This paper presents research conducted within Scotland with 25 individuals suffering from a mental health condition as well as interviews with three advocacy workers. All the participants with mental health conditions claim ESA and have undertaken a WCA. In addition, all the participants have been declared “fit for work” or been asked to enter the Work Related Activity Group. Drawing on Goffman’s (1963) notion of “stigma” and Goffman’s distinction between discredited and discreditable stigma this paper demonstrates the multiple pressures faced by mentally ill unemployed people claiming benefits and attempting to return to employment. While mental illness continues to be a discreditable attribute, the lack of physical manifestation of this stigma means that mental illness is not assessed accurately within the WCA. The paper finds that while mental health continues to be felt as a stigmatised condition within society, the effect of being out of work and claiming welfare is as problematic when seeking work. The presence of a “gap” in the CVs of participants that cannot be explained in terms of employment means that many of the interviewees are not able to transition to employment and the inability to obtain work damages benefits’ claimants mental health even more leading to a vicious circle of worklessness and declining mental health.
Dramatic increases in contracting and shrinking governments have been a consequence of the rise of New Public Management (NPM). The tenets NPM combined with austerity programs have driven state and local governments in the U.S. to greatly expand their use of private contractors to carry out a wide variety of government functions. The overarching premise of NPM is that the use of private providers chosen through a competitive process will unleash the power of markets to increase efficiency, almost automatically improving quantity, quality, price or all. Markets, however, are only efficient under certain conditions. As noted in any microeconomics textbook, markets discipline producers to improve performance, price or both only where consumers are well informed and can change to other producers quickly and with negligible cost when they think can do better. Unfortunately, due to the nature of government services these conditions rarely exist in public contracting and market failure is likely to result.

The shift from direct service provider to prime contractor represents at least a partial “reconfiguration of the state’s role in governance,” in which the contracting state emerges. The use of private contractors imposes different burdens and requires different skill sets than direct provision of services through state employees does. This new role requires that the state have sufficient capacity to oversee its contractors and effective strategies for carrying out that oversight. Yet, contract oversight and monitoring are typically the weakest links in the outsourcing process.

Adopting the mantra of NPM, the state of New Jersey has privatized public services in the areas of health and human services, corrections, transportation, and environmental protection. This study seeks to understand how effectively the state performs monitoring and oversight of its private contractors. We begin by situating our research questions in the public management, private supply chain and organization theory literature. In doing so, we compare New Jersey’s actual practices with the best practices in the academic literature.

Utilizing semi-structured interviews and document analysis of requests for proposals, executive orders, circulars, memorandums, and agency budgets, our study uncovers structural deficiencies in the state’s oversight apparatus. Specifically, we found dramatic failures in service delivery including: harm done to service recipients and the public, extreme delays and denial of services, and wasted money. In addition, we uncovered a stunning lack of effective oversight in the state due to the attrition of experienced state contract managers, intensification of work, and stress and burnout among those who remain. We conclude with policy recommendations to address these deficiencies in New Jersey and other states.
Anoush Margaryan (Caledonian Academy, Glasgow Caledonian University)

**Understanding crowdworkers’ learning practices**

Stream: Digital workplace  
Date: MONDAY, 4 April 2016  
Time: 14.00 – 15.30  
Room: WZB A310

The unfolding digitalisation of our society has stimulated the development of new types of work practices collectively referred to as ‘virtual work’ (Huws, 2014). These emerging digitally-mediated work practices challenge traditional patterns of individual agency, organisation, power, stability, responsibility and learning (Littlejohn and Margaryan, 2013). One type of virtual work is crowdwork – a form of employment in which a large group of otherwise disconnected people are brought together within Internet-based platforms for the purpose of performing a task. There are two key types of crowdwork: microwork and online freelancing. Microwork refers to projects broken down into microtasks that can be completed in seconds or minutes, such as image tagging or data entry, and typically requires few specialised skills beyond basic computer and Internet literacy. Distribution and monitoring of microwork takes place largely via algorithms. Amazon Mechanical Turk (AMT) is one of the largest microwork platforms. Online freelancing is a form of crowdwork in which employers contract professional services, such as web development and graphic design, to distributed workers. Upwork is an example of an online freelancing platform. In contrast to microwork, online freelancing requires a higher level of expertise and focuses on larger and more complex projects performed over longer periods of time – hours, days or months.

In this distributed, disintermediated and unregulated type of work in which workers do not have access to learning and professional development opportunities available within traditional employment (e.g. training or access to experienced colleagues), how do crowdworkers go about organising and managing their learning? What strategies do crowdworkers use to identify their learning needs and find others to learn with and from? The learning practices within crowdwork have not been investigated empirically, and crowdwork as an employment practice has been under-researched.

This paper reports initial findings of a study examining how crowdworkers learn and develop their knowledge and skills. The study draws on a mixed-method design, including a survey followed by in-depth interviews. Data are being collected from two platforms: AMT (microwork) and Upwork (online freelancing). Crowdworkers’ self-regulatory learning strategies, workplace learning activities and work tasks are analysed using Self-Regulated Learning at Work Questionnaire (Fontana et al., 2015). Interviews surface crowdworkers’ learning pathways, prior experiences, current learning practices, learning goals and motivations, elucidating individual and environmental factors affecting crowdworkers’ learning.

Initial findings suggest that that there may be qualitative and quantitative differences in learning practices within these two platforms. Specifically, the greater diversity and complexity of tasks available within Upwork and the higher educational and skill level of online freelancers may lead to Upworkers adopting quantitatively and qualitatively different learning strategies than those adopted by AMT workers. The learning-intensity of microwork may be lower than that of online freelancing-type crowdwork. The data collection is ongoing and further findings will be reported at the conference.

Crowdwork is a growing type of employment, in both developed and developing countries. Improved understanding of learning practices within crowdwork would inform the design of crowdwork platforms; empower crowdworkers to direct their own learning; and help platforms, employers, and policymakers enhance the learning potential of crowdwork. Furthermore, understanding crowdworkers’ learning practices is essential to the enhancement of the developmental economic potential of crowdwork (Lehdonvirta et al., 2011). Fostering learning and capacity building could help developing country actors significantly represented in crowdwork to develop higher value-added services and capture a larger part of the crowdwork value-chain.
In the 10 years following the deregulation of the UK telecommunications sector and the privatization of BT in 1984, the incumbent national supplier reduced its workforce from around 235,000 to 138,000. Over 100,000 jobs were shed in the first half of the 1990s through a series of voluntary ‘release schemes’. Given BT’s traditional commitment to stable employment and employee development through its internal labour market (MacKenzie 2000), for many of these workers this was the first time they had sought employment on the external labour market since starting their company apprenticeships. Navigating the transition from a long-term stable employment relationship with a single employer to seeking new labour market opportunities is a challenging experience and employment outcomes can be varied. Depending on the stage of the life-course, for some displaced workers finding new employment played out as part of a transition to retirement (Gardiner et al 2007, 2009). For others, the prospect of employment beyond the familiar and stable environment of BT’s internal labour market meant a new individual responsibility for life-course design (Gould and Saurama 2004). The paper examines the relationship between restructuring and work-based identity, exploring in turn the impact of restructuring on work-based identity and the role that work-based identity plays in navigating transitions in the life-course associated with restructuring. The findings are based on working-life biographical interviews with late career and retired telecoms engineers, accessed through the local branches and retired members sections of the Communications Workers Union.

For many ex-BT workers, their identity with the organization became a rather romantic concept, grounded in a perception of ‘how things were’. The enduring elements of this identity were centred on a durable sense of occupational identity, a strong occupational community, memories of camaraderie and clear attachment to the trade union. However, the extent to which identity was impacted by change in employment status is also dependant on the situation in which people found themselves. Many who left the telecoms industry for lower skilled, lower paid employment, sometimes as part of the transition to retirement, mobilised their past work-based identity in the absence of strong attachments to their new jobs. For most of the research participants, reconstruction of the work-based identity moved from one that was related to a single organisation and towards one that was more occupational in nature – a Telecoms engineer rather than ex-BT worker. This was part of a broader process of managing the life-course. This went beyond the use of work-based identity as a coping mechanism for dealing with crises in the life-course (MacKenzie et al 2006, Gardiner et al 2007, 2009). It is argued that this new occupational perspective provided an identity resource that played a more sustained role but was only possible because of the
historical attachment to BT. In a more individualised employment context, this occupational identity also provided a collective reference point for a group of workers who were otherwise fragmented by the nature of their employment contracts and labour process (Mayhew et al. 1997).

Kim Mather (Keele University)
Roger Seifert (University of Wolverhampton)

“A firefighter is who you are, rather than what you do”: labour process change in the English fire service

Stream: Austerity
Date: MONDAY, 4 April 2016
Time: 14.00 – 15.30
Room: WZB B003

This paper examines changes in the nature of English firefighters' work as austerity-driven budget cuts continue to bite. As with other public services, sustained downward pressure on service budgets is stimulating labour management interventions across the fire service that aim to square an impossible circle: the need to cut costs (and labour costs represent an important component of overall service costs) while at the same time maintaining, or being seen to maintain adequate service provision and coverage. The paper therefore seeks to place at the centre of its analysis the material circumstances of this group of state workers against the backdrop of austerity that currently drives European economic policy (Krugman 2015). The aim is to reflect on the nature of changes in the firefighter labour process and on the attitudes of these workers to these changes. While the paper places the analysis within its institutional context it also seeks to locate the debate firmly within the set of power relations inside the state and within civil society (Kelly 1998). This special case therefore, of a state-funded and state-regulated fire service involves an awareness of the role of the state in both preventing 'harm' to its citizens and ruling on behalf of particular interests (Hobsbawm 2002).

The focus on the fire service reflects a concern with what might best be described as an "extreme" occupation in which firefighters have traditionally been expected to risk their own lives to save the lives of others. This aspect of the job is an important ingredient in the firefighter labour process mix and one which both defines firefighters’ identity while also providing the basis for workforce solidarity (Mather 2011). Heroism and ‘putting their lives on the line’ have always featured in fire service culture, alongside work-based groups of high inter-worker trust (Fitzgerald and Stirling 1999). Such images of bravery and heroism are also reflected in art and literature with men joining up to ‘fight’ fires and save lives (Thurnell-Read and Parker 2008). As one respondent in the research on which this paper draws commented, “a firefighter is who you are, rather than what you do”.

The evidence is drawn from an ethnographic study of one shire fire service to provide a context-sensitive analysis (Edwards, 2005) that illuminates the ways in which technological innovations, labour management decisions and changes in patterns of service demand are combining to redefine core features of the firefighter labour process. While skill mix changes are to some extent limited by the need for all firefighters to be able to deal with an emergency situation, nevertheless significant changes in service demand have resulted in firefighters spending more time on prevention (rather than rescue work). While firefighters reflected on “the buzz” of “dealing with the incidents” and “going on the run”, they were less enthused about what they perceived to be the more mundane prevention or ‘education’ work that they are now expected to do. In addition, technological developments relating to both the fire appliances and to the firefighting equipment itself have enabled service managers to introduce reduced crew sizes and more flexible rostering that are reported to intensify firefighters’ work while fragmenting well-established crewing and watch arrangements. These measures are buttressed by locational flexibility requirements,
revised pay arrangements for retained firefighters, a performance management regime and a "cultural framework". All are argued here to redefine core aspects of the traditional firefighter labour process. These changes have been negotiated with the brigade FBU representatives and the argument is made that the extent to which local FBU representatives are able to resist such changes is to some extent a consequence of the changing complexion of the firefighter role that this paper reports.

References


Doors to manual: cross-checking professional and precarious aspects of commercial pilots’ employment

Stream: Reconfiguring work
Date: TUESDAY, 5 April 2016
Time: 13.30 – 15.00
Room: WZB D112/3

This proposed paper centres on commercial airline pilots, an occupational group comprising around 130,000 pilots worldwide (Prendergast, 2015). Largely a group of 'privileged professional men' (Ashcraft, 2005; p67), commercial pilots have received comparatively little academic research attention, despite high profile media coverage of commercial airline disasters such as the crashing of a Germanwings aeroplane recently (de Castella, 2015). The aim of the paper is to investigate the nexus between professional and precarious aspects of commercial pilots' employment in the UK, discussing the implications and impacts of their juxtaposition.

Professionalism is often associated with qualifications (for example a commercial pilot’s license), membership of a professional body, and high standards of conduct. More than an elite occupation grouping, professionalism can also be conceived of as an elevation in occupational standing, as Thompson and McHugh (2002) imply. 'The increased use of the concepts of profession and professionalism in different occupational groups' (Evets, 2003; p395) and the 'growing importance of professions' (Brock et al., 2014; p1) has been noted. Further, while an increasing number of occupations have been accorded a status of 'new professionalisms,' it has been argued that the very meaning of professionalism remains unclear (Evans, 2008; p20). Indeed it may be more contemporarily appropriate to use the term 'lovely jobs' instead of professional jobs, adopting Goos and Manning's (2007; p118) classification of high paying jobs, like commercial pilots. In contrast, low paying jobs are dubbed 'lousy jobs' (ibid.), and this is a feature of precarious employment (Ori and Sargeant, 2013).
Precarious, non-standard work arrangements, for instance in part time or temporary work, are a deeply established (Ori and Sargeant, 2013) and current feature (Anderson, 2010) of work in the UK, and around the world (Quinlan et al., 2001). Not generally associated with professional or lovely employment, they are 'characterised by variable work schedules, reduced job security, lower wages, hazards at the workplace and stressful psychological working conditions' (Benach and Muntaner, 2007; p276). Recently, precarious work has been strongly linked to poor occupational health, a principal preoccupation in current research on the topic (e.g. Benach and Muntaner, 2007; Hopkins, 2015; Lewchuk et al., 2008). Commercial piloting too has been linked to occupational health concerns, for example emotional stress due to job responsibility (Butcher, 2003), the negative effects of fatigue and sleep loss due to shift working patterns (Jackson and Earl, 2006), and ill health legal claims due to cabin air pollution (www.bbc.co.uk/news, 2015, accessed 22/9/15). Therefore it can be seen that in terms of occupational health there is a nexus between the professional occupation of commercial piloting and precarious employment. This and other connections are discussed in the proposed paper, theoretically and empirically.

The exploratory empirical work is qualitative, namely critical incident in-depth interviews with over 20 experienced commercial pilots operating from and in the UK, in a range of airline companies. More than 30 critical incidents inform the research, covering events such as engine failures, lightning strikes, pressurisation failures, pilot and co-pilot discord, and air traffic control miscommunication. A long established and evolved research approach (Butterfield et al., 2005), a critical incident technique can be highly effective in exploratory research (Easterby-Smith et al., 2002). Preliminary analysis of the abundant interview data indicates notable aspects of professional employment alongside highly significant precarious aspects of employment. Examples of precarious aspects include: the effects of budget cuts and cost saving pressures; detrimental living conditions during standby times and between shifts; fatigue and boredom; insecure working in notification of base closures; and lack of health and welfare support. The implications and impacts of the findings are critically discussed.

References:

Profiling involves the collection of online information for the purpose of monitoring and surveillance of employees to evaluate their fitness for and in the job. Studies have suggested an expanding use of online background searches in recruitment, and the use of such information to retain or disqualify applicants (e.g., Brandenburg 2008). Research also suggests the practice is fraught with ethical concern such as violations of privacy, and legal limitations, such as difficulties acquiring valid information to reliably predict job performance (e.g., Brown & Vaughn 2011). Despite the apparent proliferation of profiling and the magnitude of related concerns, scant attention has been afforded to the boundaries of such practices, especially from an employment relations perspective.

This study frames social media conduct as a contested terrain on which employers and employees assert asymmetrical interests (McDonald & Thompson 2015). It examines, from the vantage point of employees, awareness of profiling practices and their outcomes; the extent of its codification; how employees assert their own as well as employer rights in relation to the practice; and the extent to which employees protect online information from current and future employers. The findings reported in the study form part of a larger data set gathered via two, 1,000 employee surveys in Australia and the UK. A range of descriptive and multi-variate statistical analyses were conducted.

The findings make a number of contributions to the small, emerging body of research which addresses developments in social media use and profiling in particular. The findings suggest that employees are increasingly aware of profiling as a commonly used means through which employers monitor employees and prospective employees. However, when used in recruitment, the practice is not transparent to individual job applicants who usually lack information about the internal data gathering and decision-making process. Larger, more computer-intensive organisations are more likely to have codified profiling as a form of social media conduct, but to a lesser extent than online conduct that is typically initiated by employees, such as disparaging posts. With respect to the assertion of employee/employer rights around the use of profiling, those in more privileged/senior organisational roles are more likely to assert...
employer rights, but they are also more likely to manage their own online behaviour with employers in mind. This may be influenced by a greater familiarity with the technologies themselves, including how to manage privacy settings, and/or the increasingly blurred boundaries between professional and personal spheres, or ‘context collapse’ (Vitak et al 2012) associated with such jobs, which may make boundaries more salient. So too do younger individuals manage their online information more actively than older employees, challenging some research which indicates that so-called millennials are less sensitive to privacy concerns (e.g., Epstein 2008). Such findings suggest that profiling as a form of social media conduct at work is profoundly reshaping and reconstituting the boundaries between public and private spheres.

Gwen McEvoy (Nazarbayev University)

**National stereotypes and eldercare in Germany:**

**Migrant Polish caregivers establish affective superiority in the workplace of the private household**

Stream: Transnational service work
Date: TUESDAY, 5 April 2016
Time: 10.45 – 12.15
Room: WZB B003

Paid, in-home care for elders brings together diverse people in the workplace of the private household, and increasingly so, as the market in home care becomes globalized. In Germany (as elsewhere in western Europe), migrant women from East Central Europe dominate the work of in-home care (for children and elders) and housecleaning in the informal economy and have acquired the reputation of being particularly good at this type of work due to stereotypes related to their gender and nationality. This paper explores the ways in which gender, race, nationality, migration status and their intersections affect paid eldercare in the private household. In particular, it examines how these social divisions affect the relationships between migrant Polish caregivers—usually female and often undocumented—and the elderly Germans for whom they care.

The analysis of qualitative data presented in the paper reveals that while some Polish caregivers believe they are treated poorly due to their nationality, the difficulties they face pale in comparison with those of caregivers of color, who confront racism and xenophobia as they attempt to care for elderly Germans in their homes. In fact, in Germany’s increasingly multicultural and multinational environment, Polish caregivers’ race (majority white) intersects with gender, nationality and migration status to create generally favorable conditions for finding and maintaining informal employment in the private household. Although “foreign,” Polish women are readily welcomed into Germans’ homes, in part due to the stereotype of the “warmhearted Polish caregiver,” who competently and lovingly attends to the needs (and home) of her “grandma” or “grandpa” on a live-in basis for months at a time. The analysis here indicates that not only do recruitment agents draw on this stereotype in marketing the services of Polish caregivers to needy German families, but indeed that many Polish caregivers themselves take this characterization to heart. They thus distinguish themselves from their formally-employed “German” (even if not ethnically German) counterparts, whom they portray as “cold” and “heartless” in their provision of care to elders. In doing so, this paper argues, these Polish workers convey their affective superiority over German caregivers who, due to their legal status, hold relatively greater power in the unregulated workplace of the private household.

The paper is based on analysis of data collected in semi-structured, in-depth interviews conducted by the author in Germany and Poland in 2006-2007 with 1) 28 Poles working as paid, in-home eldercare providers, both on live-in and hourly bases; 2) managers of German eldercare services agencies; and 3) agents who in 2006 recruited Poles (and other East Central Europeans) for live-in care work in Germany. Polish and German language interview data were transcribed by a native speaker and subsequently analyzed by the
author using NVivo qualitative data analysis software. The results presented here contribute to scholarship on transnational care work, hierarchies of race, ethnicity and nationality in domestic work, and the labor process in paid care work.

Darren McGuire (Stirling University)

**Anti-Slavery NGOs and the political economy of cotton: white gold, workers and the Uzbek state**

Stream: Global value chains  
Date: TUESDAY, 5 April 2016  
Time: 10.45 – 12.15  
Room: WZB B002

In 1991 Uzbekistan emerged as a sovereign country after more than a century of Russian rule. From 2008 onwards, ties with the West improved encouraged by European searches for alternative energy sources. Today, one of the key industries in the country is cotton: the farming, harvesting and exporting of cotton. Uzbekistan is the fourth biggest exporter of cotton globally and the government enforces one of the world’s largest state-sponsored systems of forced labour by mobilising over a million citizens to participate annually (ASI, 2015). The Cotton Campaign (2015) reports that authorities routinely order citizens to pick cotton to comply with the Uzbek quota system and that failure to do so, or attempts to monitor the situation, can result in threats, detention, criminal charges and even torture.

Against this backdrop, the paper considers the work of a group of international anti-slavery non-governmental organisations; what they do, how they do it, and compares the overarching process and context of advocacy work, across four organisations in their efforts to place pressure on the Uzbek state.

The analytical framework (Miliband, 1977) anchors analysis of the Uzbek state through the eyes of advocacy organisations and the state’s relationship with capitalism as a system of class relations. The study uses this lens to develop a credible analysis of these organisations, set amongst the broader context of capitalist political economy, the state, and forced work systems.

Based on interviews with NGO managers, analysis of official reports, campaign materials and websites, the study finds that advocacy work is grounded in several key elements including policy analysis and debate; research and development; communication, influence, government and industry relations; and the management of information, knowledge, people and organisation. Each NGO adopts constructive strategy with policymakers and businesses in and out with Uzbekistan. Their collective advocacy strategy is research intensive and often intertwined with other NGOs, trade unions, campaigns and regulatory bodies. Hence, the paper offers a contribution to our understanding of work and labour within a developing economy context. It suggests that advocacy work should be regarded as a form of worker resistance against elites and class-based interests.

**References:**


This paper investigates the membership and activities of Local Enterprise Partnerships (LEPs) in England in order to assess the prospects for devolution of employment and skills policy-implementation. The paper argues that the LEPs represent the latest institutional mechanism through which the UK government seeks to address regional labour market needs, by devolving responsibility for implementation to local employer groups. The paper also argues, however, that local employer engagement remains elusive and ineffectual, so that the prospects for devolution are weak. The arguments are based on a review of private sector involvement in the England’s 39 LEPs using secondary sources, supplemented by interviews with a selection of regional-level stakeholders.

Successive UK governments, in their efforts to improve workers’ skills and reduce unemployment, have experimented with a range of institutional arrangements. Crudely, the tripartite Industry Training Boards of the late–1960s and Manpower Services Commission of the 1970s gave way to the bipartite, employer-led Training and Enterprise Councils (TECs) of the 1990s (Peck 1996, Jones 1999), succeeded by New Labour’s multi-partner Regional Development Agencies in the early–2000s (Finn 2015). The creation of the business-led LEPs in 2011 by the Conservative-Led Coalition Government, and the plans to devolve to LEPs the responsibility for employment and skills programmes, represent a reinvigorated, market-driven attempt to put employers ‘back in the driving seat’ (c.f. Bentley et al. 2010, Pike et al. 2012). In particular, the paper draws strong parallels between the institutional arrangements of the LEPs and the TECs.

The key theoretical question at stake is whether the LEPs are set to strengthen the conditions for ‘local workfarism’, including its related tensions and contradictions (Peck 1996). This involves asking whether the LEPs are likely to reverse the trend of centralisation in training and welfare-to-work programmes, and help overcome problems of local employer engagement. In order to approach these questions, the paper investigates which types of employers are represented in the LEPs and whether they are new local policy actors. The paper also investigates the extent to which these employers are engaged in the implementation of LEPs’ employment and skills strategies, thereby inferring implications for policy outcomes.

The paper has two main parts. The first part of the paper analyses the changing employment and skills institutional landscape, the extent to which LEPs may be compared to TECs, and the contemporary conditions for local workfarism as a form of devolution. In the second part, the paper analyses LEP membership and the evidence of employer involvement in LEPs’ activities using public documentation and commissioned reports. This second part of the paper also draws on 10 interviews conducted in 2012 with LEP officials and associates across 3 LEPs.

The paper demonstrates how LEPs have concentrated influence on a small number of large private employers, far removed from the main employment and skills demands of their local regions. It is therefore concluded that: i) LEPs are likely to be ineffectual in engaging local employers; ii) the conditions for local workfarism and effective devolution are not sustainable; and iii) publicly-sponsored employment and skills agencies will remain the key actors in the implementation of highly centralised policy measures.

References:

Lesley Mearns (University of Sunderland)

**Managing the Entrenched Communities in the NE of England: Nature or Nurture?**

Stream: Labour and climate change  
Date: TUESDAY, 5 April 2016  
Time: 9.00 – 10.30  
Room: Maritim 17

This paper will look at the management, or attempted management, of the entrenched mining communities in the NE England. It will consider the impact of traditional working practices on the management and leadership of new businesses within the NE of England. It will focus on the culture and storytelling of the community in order to ‘make sense’ of the working environment that many now find themselves in. The issues and concerns are shared by both management and the workforce in the sense that management seem to be unable to understand the behaviour and reactions of some of these entrenched workers which at times results in conflict and in the opinion of the author a misunderstanding.

The story telling approach to this research has proved valuable at present as it is based on a narrative analysis that provides an in-depth insight into these closely knit communities. The approach allows an exploration of the behaviours of the workers from within these entrenched communities and have enabled the researcher to explore the problems that are beginning to surface and be recognised. The use of storytelling has increased over recent years especially within the field of management as it has provided a tool for understanding people’s emotions and thoughts which to a large extent have not been accessed by more traditional research methodologies (Easterby-Smith Et al 2015). It is clear that these entrenched communities pass knowledge and information between the generations through the process of socialisation which in part is made up from stories and experiences. Reissner (2011) has stated that there are three patterns which emerge when using story telling as a tool, these are: stories from the “good old days”; stories of deception, taboo and silence; and stories of power and influence. However, the research analysis will not be limited by these patterns as it is hoped that thematic areas will emerge from the data and will be coded in order to facilitate the analysis.

It could be argued that the subjectivity of the study could limit the results (Bryan 2001). For example, the researchers’ view of the context, or the influence of their personality can be separated from the analysis of the data and therefore, must be recognised within the analysis and conclusions. This raises questions of reliability and credibility. However, the subjectivity of the work is not regarded as a weakness in its self, rather, it is viewed as a strength as it accesses the perspectives of the individuals from these entrenched communities. The work is founded on the belief that social research is built on the concepts of social construction of reality and that this needs to be explored through the eyes of those who live within these communities (Berger and Luckman 1966).

In conclusion, the researcher argues that storytelling facilitates a way in which valuable data can be accessed in order to help with the understanding of the employment relationship within entrenched communities.
M-O

Petr Mezihorák (Masaryk University)

Shared services and the restructuring of work

Stream: Global value chains
Date: TUESDAY, 5 April 2016
Time: 13.30 – 15.00
Room: WZB B003

The paper is based on the first case study carried out in the framework of dissertation research which aims to explore the establishment of three shared services centers in Central and Eastern Europe by different multinational banks domiciled in Western Europe. Banking industry is usually denoted as knowledge intensive and considerably more regulated, therefore supposedly more limited in its manoeuvre capacity, than other spheres of economy. However, even financial companies nowadays increasingly outsource and offshore their activities.

I assume that this phenomenon has considerable repercussions on work process, organization of work and controlling and monitoring of employees within companies. The concept of shared services is a way of internal outsourcing when the destination of relocated activities stays inside the company in the form of shared services center (SSC). Notwithstanding SSC features several specific characteristics stemming from its ambivalent position of internal supplier. My research questions are: What are motives behind the relocation of an activity to SSC? What determines that an activity can be relocated to SSC? What determines the impact of the relocation on work process? What determines the impact of the relocation on organization’s structure? In order to answer these questions I carry out semi-structured interviews with employees involved in the establishment and functioning of SSC both on the side of SSC and HQ. The first case study is based on eighteen one-hour long interviews with employees on several hierarchical layers from team coordinators in SSC to near-shoring managers working in HQ. My analysis is underlain by the global value chain framework, however, I would like to emphasize the redistribution of labour related to outsourcing which is the mechanism rather ignored by global value chain literature.

From the interviews it is clear that the main motive of relocation is rapid cost-cutting due to significantly lower wages in the destination country. The motive of economies of scale are either ignored by interviewees or expected later in the evolution of SSC. In order to understand the process of relocation it is necessary to break down the notion of activity into tasks. The relocation is not “lift and shift” operation but concerns either significant transformation of the relocated activity or so called "process-split". All activities susceptible to be moved are first precisely mapped, if an activity could be moved entirely then is transformed from order-based to process-based logic so that every step is detectable and measurable. If only some tasks are movable then the activity is split into one part processed in HQ and the other in SSC. This requests increased control and also blurs the boundary between core and non-core activities (or knowledge) and their respective (im)movability. From the point of view of organizational structure there is, however, a tendency to divide the activities into support and core activities but this process could be very slow and considerably hindered by administrative heritage.

SSC functioning demands substantial additional costs of control and communication, these costs are, however, more than compensated by lower wage costs. At the same time the "dismemberment" of activities (and related increased division of labour and decreased job-quality) linked to relocation is an impulse for increased effort of automatisation of processes. This is one of intriguing consequences of increased division of labour originally motivated mainly by cost-cutting, outsourcing and related necessity of controlling and monitoring.
Prison work relationships: the perseverant myth of teamwork among prison guards

In the world of correctional work, significant occupational norms of prison guards revolve around peer solidarity and trusts. Norms include that guards always go to the aid of a fellow guard in distress and that they always maintain solidarity against outside groups, particularly prisoners. These norms are core in the prison guards’ work with maintenance of order and for his or her own safety. This emphasis on peer solidarity and trust among prison guards is partially supported by bi-annual job satisfaction surveys, where guards score high in peer support. From this, we would expect group cohesiveness among guards to be strong. However, by contrast to the norms of solidarity and trust, many prison guards experience a culture of every man for himself, sharp divisions within and between guard groups, and exclusion of guards who do not conform to the values of the guard group. The research question of this paper therefore is: How do prison guards experience and act out peer relations at work and how do this relate with occupational norms of prison guards?

The paper draws from a qualitative study in the Danish Prison and Probation Services. Over a one-year period from 2014 to 2015, we conducted fieldwork in three correctional institutions: an open prison, a county jail, and a high security prison. In total, we conducted six weeks of on-site non-participant observations of everyday guard work in prisons and 20 individual qualitative interviews with prison guards.

To advocate the strong ethos of solidarity among prison guards, cultural consensus among guards put forth the idea that they rely heavily on teamwork. However, it is rather unclear what teamwork is about in day-to-day work in prisons, where guards work pretty much on their own to minimize disorder in their individual areas of responsibility. Towards this end, guards often define rule enforcement in a very personal manner. Additional introduction of a more competitive salary structure has enforced this cultural characteristic of every man for himself.

Moreover, although guards are often two, sometimes three guards working the same shift in a unit, prime interaction occur with inmates. Prison guards working across units, functions and shift have little functional relationship to one another and guards often experience reluctance to help out across units. It thus appears that task interdependence, which can build strong group cohesion, is very limited because most guard work foster independence rather than collaborative interdependence. Instead, many guards experience sharp divisions within and between guard groups. The exception is in situations of crises, such as conflict situation with inmates, where guards, depending on each other for safety and for maintaining and returning to order, work as a team, stand together, and experience strong group cohesiveness.

Finally, given that guards work in a climate of suspicion and mistrust of prisoners, these values spill over onto situations where fellow guards cut across the norm of ‘them and us’. Guards describe how certain expressions of sympathy for a prisoner does not fit with occupational norms and therefore put them at risk of being excluded from the guard group.

Although we are in the phase of analysing the empirical material, we see a clear pattern in terms of neglect to build cohesive relationships among guards while relying heavily on ideas of solidarity and teamwork in crises situations. The problem with this perseverant myth of teamwork among guards is that it only reflects prison work in infrequent situations of crises bracketed off from the mundaneness of day-to-day prison work. This has consequences for the guards’ work with dynamic security in prisons. While dynamic security is mainly about building relationships with the inmates, it should also be about building strong relationships within and between guards group. Increased awareness of the importance of daily
collaboration would strengthen the guards’ ability to deliver ‘dynamic security’ and improve prison guards’ work relationships.

Kiran Mirchandani (University of Toronto)
Mary Jean Hande (University of Toronto)

**The Emotional Labor of Precarity: Strategies for Recognition and Protection**

Stream: Precarious work  
Date: TUESDAY, 5 April 2016  
Time: 9.00 – 10.30  
Room: Maritim 12–14

The work of managing emotions has been recognized as an integral part of many service sector jobs. It includes the work of caring for others, trying to make clients or customers feel in particular ways, responding to one’s own and others’ feelings, and managing one’s own emotional reactions at work. Workers in professional or managerial jobs often have more control over their emotional labor while the low wage “emotional proletariat” (MacDonald and Merrill 2009) is required to care for others sometimes at the expense of their own emotional health. In this paper, we argue that rather than a requirement of particular occupations, emotional labour also arises as a result of specific employment relationships. Specifically, across occupations, workers in low-wage precarious jobs experience weak employment relationships which result in schedule inflexibility, temporary work and subcontracting. Through interviews with workers in low-wage precarious jobs in Ontario, we explore the emotional labor which workers are required to perform as a result of their weak employment relationships. In many occupations, such as nursing and customer service, the mapping of emotional labor as an integral part of these jobs has allowed for advocacy for the better training and remuneration of this work. In a similar way, we argue that specific forms of emotional labour accompany precarious employment and need to be recognized as an integral part of jobs characterized by weak employment relationships. Specifically we consider how workers’ emotional labour can be recognized in labour standards and their enforcement.

Mette Mogensen (Copenhagen Business School)  
Elisabeth Naima Mikkelsen (Copenhagen Business School)

**Employee surveys and employee voice – what are the odds?**

Stream: Voice and participation  
Date: MONDAY, 4 April 2016  
Time: 15.45 – 17.15  
Room: WZB B002

‘Employee voice’ is a complex phenomenon which carries with it many different interests and approaches (Dundon et al. 2004). In management literature the voice and active involvement of the employee is seen as having strategic importance to organizations. Strategic, in the sense that it is considered pivotal to daily management as well as to overall productivity (Lawler 1986, Manz 1986; Detert & Burris 2007). Within HR departments the employee survey is readily taken up as an apt tool in this regard: it lets employees voice
their particular perspective in a readily measurable, documentable and comparable format, thus honoring the value of employee voice, while at the same time making the employees calculable and manageable.

As argued by John Law (2004) the visibility produced by surveys is far from neutral. Rather it makes certain aspects of reality visible, while other aspects are unavoidably left in the shades. As such it can be considered a device of ‘qualculation’, stressing the entanglement rather than the distinction between qualitative judgment and quantitative calculation (Callon & Law 2005). In line with this, the paper wants to investigate how the employee survey produces a certain kind of organizational reality and thus, a certain version of ‘employee voice’. The research question is: What is gained and what is lost when using employee surveys as the primary method to represent the employee?

By contrasting the ‘qualculative’ knowledge production of the employee survey with the visibility and voice produced by the alternative method of auto-photography (Warren 2002, Mogensen 2012, 2014), the paper aims to highlight the survey’s quite distinct version of the employee and its organizational reality, pointing as well to the practical, political and theoretical implications thereof.

The paper is based in qualitative data from the Danish Prison and Probation Services, which due to its traditional hierarchical structure could indeed benefit from a well-functioning voice-system. The first set of data, relates to the HR department and the regular employee survey addressing the psychosocial work environment. It counts the survey indicators and scales, the HR script for local management action as well as qualitative interviews with HR professionals, the external supplier of the survey technology and local managers. The second set of data relates to the auto-photographs of correctional officers in an open prison. The employees have been asked to do pictures and small logs within the theme: ‘a good workday’, followed by group interviews. Furthermore, single interviews with correctional officers and observations of everyday work act as important contextual data.

The analysis shows that the often ‘red numbers ’ of the survey might lend to local managers a momentum for action, which is already legitimate, since it is based in ‘objective facts’ and supported by the collaborative organ. Yet, this does not imply that employees feel rightly represented. The voice giving of the employee survey is unable to grasp the specificities of the work task of the correctional officers, not least its inherent ambiguities. In this respect the straight forward logic of the likert-scale is an inadequate voice giver. Although auto-photography cannot necessarily be considered ‘Other’ to the qualculation of the survey, the distinct and unmeasurable voice(s) produced in and around the pictures serve to stress the importance of representing employees in situ – not least when employee voice relates to the development of the psychosocial work environment.

Sian Moore (Greenwich University)

**The Electronic Monitoring of Care Work – the redefinition of paid working time**

Stream: New Technologies of Surveillance at Work (Symposium)
Date: TUESDAY, 5 April 2016
Time: 17.00 – 18.30
Room: WZB A310

This paper explores the minute-by-minute electronic monitoring (EM) of homecare work in the UK terms of the reconfiguration of paid and unpaid working time and the redefinition of homecare workers’ labour in both quantitative and qualitative terms. This redefinition primarily involves the removal of ‘unproductive’ working time – travel time, any time between home visits, time for training and supervision – leading to intermittent (Supiot, 2001) or episodic working time. The paper attempts to reconcile tensions between Marxist theory and Feminist economics in looking at the utility of notions of commodification and de-
commodification of working time (Tuckman, 2005) in the context of the models of welfare capitalism which define care (Esping-Anderson, 1999; Orloff, 1993).

The paper is based upon case studies of the homecare commissioning process, focusing upon the perceived function of the technology from the perspective of the supplier and commissioners and the experience of monitoring from the perspective of the care provider and careworker. The paper locates EM in the wider political economy of care and the commissioning process. The latter facilitates zero hours working and episodic working time based on contact time; it also provides the contractual basis for EM. However, whereas zero hours blurs the boundaries between paid and unpaid work because it is unclear whether travel time and the ‘down’ time between visits represent time at work and if it is paid or unpaid; EM creates a strict demarcation between paid and unpaid work. In particular, minute by minute commissioning places responsibility, but no incentive, on providers to pay any costs not spent in the service user’s home. EM, but particularly, the minute by minute monitoring of contact time circumscribes the potential for contestation over the boundaries between paid and unpaid time. The incision of ‘unproductive’ labour, squeezes out the relational aspects of care (Brennan et al, 1999) that are embedded within commodified relationships (Ungerson, 1999) and thus the discretionary effort upon which homecare has been dependent, with contradictory implications for women’s labour. The paper seeks to conceptualise unpaid working time as a wider phenomenon, secured by various contractual relationships in the context of austerity, but also the role of electronic monitoring in producing paid and unpaid labour.

References:


Michael Moran (National University of Ireland, Galway)

Engaging with the Labour Process – Comparing front-line hospitality in two market economies

Stream: Regulation and institutions
Date: TUESDAY, 5 April 2016
Time: 15.15 – 16.45
Room: WZB B003

Traditional Labour Process (LP) Theory (Braverman 1974) is often criticised for its rigid view of the employee relations process. However, micro processes of LP perspective combined with the macro comparative capitalism models such as Varieties of Capitalism (VoC) (Hall and Soskice 2001) can provide a powerful insight. This is particularly evident with regard to the second wave of the LP (Burawoy 1979, Edwards 1979, Friedman 1977) which proposed softer controls and ‘responsible autonomy’.

The Need for Engagement and Employee Retention
Globally the front-line hospitality is perceived as precarious and an extreme example of the movement of control from employee to employer. This ranges from, the deskilling from technology (e.g. Point of Sale systems) reducing front-line employees to degrading terms such as 'runners', to the widespread use of cameras to monitor employees. Emotionally, the LP involves acting and emotion regulation and these are viewed as extremely fatiguing activities for employees (Beal et al. 2013, Hochschild 1983). High-end organisations require considerable 'flexibility' along with 'efficiency' (Leibenstein 1966). This can be compared to the more 'scripted responses' of 'fast food' (Lashley 1998). The transient nature of the hospitality industry with high turnover results in strains such as supervision duties, knowledge loss and moral implications for career focused employees (Iverson and Deery 1997). Erosion of identity from both the public 'low skill profession' perception of and the 'non-standard work times' add further to this worker alienation. Engagement, which has been described as the antithesis of alienation, promotes meaningfulness in ones work and can be characterised by vigour, dedication and absorption (Kahn 1990, Schaufeli et al. 2002).

**Voice and Vocational Training**

This paper contributes to theory in that it uses the LP processes of 'deskilling' and 'responsible autonomy' as a micro employment relationship lens for the VoC dimensions. From VoC’s five spheres (Employee relations and Industrial relations, Vocational training and education, Corporate governance, Inter-firm relations), LP focuses on three. These are examined as Voice (Employee relations and Industrial relations) and Vocational Training and Education with regard to two organisational outcomes; proximal (i.e. Engagement) and distal (i.e. Employee retention). A suitable example of both a Liberal Market Economy (LME) and a Coordinated Market Economy (CME) were selected to ensure extremes in each dimension. Ireland, despite attempts at wage agreements is a typical LME (Regan 2012) with high levels of 'general education' and an 'over-educated' workforce in many areas. Sweden, with its school system-embedded 'specific' training and high levels of collective voice, is a typical CME (Gonzalez and Almond 2012).

The methodology involved questionnaires targeting front-line employees in 'high-end' establishments in both Sweden and Ireland across the industry sectors of restaurant, hotel, bar and café. This 'high-end' sample was determined from rankings such as 4 and 5 star hotels and guides such as Michelin and White Guide. The surveys measured work engagement (Schaufeli et al. 2002), voice mechanisms (Brewster et al. 2007) training, education and perceived skill match. In addition to this, retention was established from recording the previous year’s turnover as a function of the organisational size.

**References:**


Rachel Moss (The University of Edinburgh Business School)

Untapped potential: Older working women and their decisions regarding work and retirement

Stream: Work identities  
Date: TUESDAY, 5 April 2016  
Time: 13.30 – 15.00  
Room: Maritim 16

The objective of this study is to address women's response to being faced with significantly longer working lives. How can HR professionals, policy makers and employers address the challenges that may arise as a result of the significant extension of women's working lives?

The future of work is changing in the United Kingdom as a result of the current rise in State Pension Age (SPA) from 60yrs to 67yrs for women by 2016. There is limited published research concerning the intersection between gender and age in work in relation to older female workers; how they age in the workforce; and the increasing SPA. Most research that has been undertaken focuses on men in the workplace. With increasing numbers of women entering the workforce, however, more research is needed on women as they age in work (Rothwell et al, 2008).

"Finding solutions to the economic and social pressures arising from ageing populations has come to dominate policy agendas in the 21st century" (Phillipson, 2012). Altman (2015) states that if the 0.6M older women below SPA who are not currently in work were to return to work full-time, it would be a £20bn boost to GDP, and if they returned to work part-time it would mean £9bn added to GDP. The UK has an aging population, with pubic policy increasingly turning to initiatives which are designed to encourage workers to delay retirement and work for longer (Vickerstaff et al, 2015). Which factors play a role in women's decisions regarding when to retire and how this knowledge may help employers, HR and policy makers encourage working women to remain in the workplace and not lose their working potential will be addressed.

This research explores the issues facing and consequences of women working longer, into a phase of their lives which was previously predominately non-work orientated. What decisions do these older women make regarding their later working lives and retirement, and what does this mean for their future work experiences? As the main objective of this study is to address women's response to facing significantly longer working lives it is important to consider career transitions and how they are impacted by role identity. Identity is a fundamental element of career development and relationships with others serve as an origin of self and source of self-understanding" (Volpe & Murphy, 2011). A purposive sample of twenty-five women was undertaken. In-depth semi-structured interviews were carried out with older working women (those 50yrs of age and over) to explore their later working lives, their plans regarding retirement and their roles in order to more fully understand what the increasing SPA in the UK means to older women and consequently what it means to the future working environment in the UK.
The results highlight the extent to which women’s roles throughout their life-course, their interactions with others, and their identities as older female workers and other aspects of their identity, e.g. as carers, help explain their later working life decisions.

Fredrik Movitz (Stockholm University)
Michael Allvin (Uppsala University, Sweden)

**Bridging Capital and Labour: shareholder interests and the boundary spanning role of investor relations officers**

Stream: Industrial relations
Date: TUESDAY, 5 April 2016
Time: 15.15 – 16.45
Room: WZB B004

One of several developments in labour process analysis (LPA) in recent years has been to expand analyses beyond the workplace, notably in works on shareholder value, global production chains, private equity as well as financialization more broadly (e.g. Newsome et al 2015). Such studies have showed that although the workplace is an important frontier between capital and labour, it is not necessarily always the privileged one for studies (Thompson & Smith 2010). Working conditions are to a significant and perhaps increasing extent shaped by external factors, actors and processes including shareholders (Thompson 2003; 2013).

In order to avoid sweeping generalizations regarding e.g. globalization, IT-development, automatization and increased precariousness, it is however preferable to keep the LPA methodological traditional of detailed empirical studies of e.g. cases in order to detect causal mechanisms, but viewing the case in broader terms than a single workplace or firm. Regarding an increased focus on shareholder value and its effects for worker, which is at center here, it follows that it is necessary to not just assume, but empirically investigate what demands shareholders make, how those demands are actually communicated to actors at different levels in companies and then transformed into demands placed on workers.

Following the above, this paper focusses on the role of investor relations officers (IROs), a growing group of semi-professional boundary-spanning actors between firm-external actors (investors, analysts and credit ranking agencies) and companies Hayagreeva & Sivakumar 1999), that previously largely have been neglected in research (Laskin 2009). IROs present, communicate, interpret and shape information between external actors and company boards and CEOs, giving them a privileged position in supplying detailed empirical information on what investors actually demand and how those demands are transferred into internal pressures shaping the situation for workers.

The empirical data is based on interviews with IROs in the Swedish financial sector. Although the number of interviews is low, they represent all four of Sweden’s major fullservice banks with more than 71,000 employees and several of the major listed insurance companies. (We are further during the fall/winter of 2016 interviewing analysts focusing on the Swedish financial sector).

The results so-far show that each IRO annually conduct more than 300 meetings with institutional investors and analysts (one-on-one’s as well as broader presentations), not including phone-calls. According to IROs, the information analysts and investors are interested in almost solely concern matters directly related to shareholder value, dividends, risks and costs. Matters such as the number of and working conditions of employees, CSR, salary levels and bonus systems of top managers and gender seem to be of no interest to them whatsoever unless they believe it has an effect on costs and returns. According to the IROs, demands for information and concrete suggestions have drastically increased over time, indicating a growing focus on shareholder value.

The IRO’s systematically document and communicate reactions and concrete suggestions from analysts and investors to top management who in turn use it to alter future external communications, but in some cases...
also make concrete changes with effects for employees. This does not necessarily mean that IROs are passive nodes that simply reroute shareholder pressures. In some cases, they claim to actively change the presentation and perception of the company they represent in ways that can contribute to shield workers.

Paula Mulinari (Malmö Högskola)

Racism as intimacy – Looking, questioning and touching in the service encounter

Stream: Transnational service work
Date: TUESDAY, 5 April 2016
Time: 10.45 – 12.15
Room: WZB B003

The paper explore the embodied experience of processes of racialization within service work with a special focus on what workers identify as central bodily strategies in defining them as the “other”. Theoretically, the analysis is inspired by the Black feminist conceptualisation of intersectionality and more specifically, by the notion of embodied intersectionality. Methodologically, the analysis is inspired by the tradition of institutional ethnography and consists of participant observation in workplaces and qualitative, in-depth interviews with service sectors employees who experience racism. The study is located in Malmö, Sweden third city. The analysis of the narratives collected with employees in the service sector with migrant background show that demands on gender are racialised; the ways workers are looked at, touched or put into place are shaped through a process of gendered racism. Demands of performing femininity are bridged with demands of establishing otherness. Three practices evolve from the narratives as central to the processes of ‘othering’: looks, questions and touches. In different ways, all these practices displace and fix the workers’ bodies as the “other”. An analysis of service work through the concept of embodied intersectionality shows the diversified forms through which different categories of workers (and their bodies) enter into regimes of power.

Armi Mustosmäki (University of Jyväskylä)
Tomi Oinas (University of Jyväskylä)
Timo Anttila (University of Jyväskylä)
Mia Tammelin (University of Jyväskylä)
Jouko Nätti (University of Tampere)

Professional’s discretion being squeezed?
Trends of skill discretion and decision authority in Finland

Stream: Squeezing the middle?
Date: MONDAY, 4 April 2016
Time: 15.45 – 17.15
Room: Maritim 12–14

We are heading towards hour-glass economy where highly skilled professionals are the winners and lower skilled pick what is left –is the often reiterated mantra. Much of the discussions concerning the growing inequalities in work life are founded upon the work of few who study quantities, such as employment
creation of destruction based on wages or skill levels and are based on mostly liberal economies (e.g. Goos & Manning 2003; Oesch & Rodriguez-Menez 2011).

Recently also trends and polarization of quality of jobs have attracted attention. It has been discovered how pressures for polarization of job quality –including employee autonomy– are lower in Nordic countries compared to more liberal economies such as UK and USA (Gallie & al. 2007; Gallie & al. 2013; Green & al. 2013; European jobs monitor 2013). In other words, the gap between employees on different occupational levels is not necessarily growing larger in all western economies. Yet more detailed information is needed on the changing dispersion of discretion –whose decision latitude is being squeezed and is actually anyone winning?

This research studies trends of different aspects of employee autonomy using more fine-grained occupational classification to identify in which occupations autonomy and skill level have increased or decreased. Have some occupations become better while others have degraded?

We define employee autonomy by using Karasek’s (1979) framework where job control includes two components: skill discretion and decision authority. We employ three most recent waves (2003, 2008 & 2013) of Finnish Working Life Surveys administered by Statistics Finland. The large sample size (3500-4000 per survey year) allows fine grained analysis of occupational differences in the development of autonomy. We use two-digit level ISCO-88 code to derive 43 occupational groups.

As earlier research has remained on rather aggregate level, we seek to contribute to the discussions concerning the trends of autonomy and growing inequalities where by providing a detailed look into developments in occupational hierarchies. Furthermore, although we do not have a comparative research setting nor test the influence of institutions on employee discretion, the Finnish case is of wider interest as it represents the 'Nordic quality of working life regime' where institutions are seen to protect and improve the quality of working life of employees across the spectrum.

This research is at preliminary stage. Yet based on our earlier research we know that the possibilities of skill development and influence on daily organization of work have improved for lower skilled employees and thus converged towards the higher discretion level of white-collar employees (Mustosmäki & al. forthcoming). We expect this research to further develop these findings by providing more information on the exact occupations where improvements have taken place and thus contribute to the discussions concerning the alleged polarization of job quality.

Eva Nechanska (NUI Galway)

Re-conceptualising Employee Silence

Stream: Voice and participation
Date: MONDAY, 4 April 2016
Time: 15.45 – 17.15
Room: WZB B002

The aim of this study is to examine how and why employees remain silent in the context of the effort-reward exchange relationship between employers and employees. How and why workers may remain silent is an area of recent scholarly inquiry (Donaghey et al, 2011; Brinsfield et al, 2009; Milliken and Morrison, 2003). However, much of the research is from a unitarist and organisational behaviour perspective (Milliken and Morrison, 2003; Van Dyne et al, 2003; Tangirala and Ramanujam, 2008). Much of this analysis (mistakenly) assumes that employee silence is confined to an intentional individual act, with negative consequences for organisations and management and silence is a problem to be 'fixed' for the good of the organisation.

This paper seeks to fill the gap in the knowledge about employee silence from a broader and deeper labour process understanding. The labour process perspective acknowledges there could be genuine conflict of
interest within the effort-reward exchange relationship between employees and managers and employees may remain silent to advance (and/or defend) their own interests. Silence may, theoretically, be a source of power at the point of production for workers.

The research will examine firstly how employees remain silent with regards to varying forms of silence. The literature review identified possible dimensions of employee silence (individual, collective, direct, indirect, intentional, unintentional, organised and unorganised) which in various combinations give rise to a several distinct forms of silence. Secondly, the research can offer insight into the motives for workers to remain silent. The analysis draw on the frontier of control framework suggests that the agency capacity of labour, and how it remains silent in given workplace contexts, is a contested terrain mediating degrees of tension, control and compliance with regard to the technological and social aspect of work.

The paper engages with the theorisation of employee silence (e.g. Donaghey et al, 2012). It will be argued that employee silence is a contested terrain, a dynamic and fluid workplace process through which workers can resist but are also subject to degradation and (silent) compliance and coercion. It is argued that research of employee silence needs to incorporate employee perceptions in order to understand more fully the phenomena of silence and its implications for labour process theory and workplace relations more broadly.

Kirsty Newsome (University of Sheffield)
Sian Moore (Greenwich University)
Cilla Ross (University of Kentucky)

‘Supply Chain Capitalism’, Parcel Delivery Workers and the Degradation of Work

Stream: Reconfiguring work
Date: TUESDAY, 5 April 2016
Time: 9.00 – 10.30
Room: Maritim 16

The escalation of consumption through e-retailing has increased the demand for home delivery services. The ‘immediate gratification’ of consumer demands is built upon the crucial transformation of the once relatively hidden domain of logistics, distribution and parcel delivery. This necessary ‘revolution’ of the logistics function predicated upon pressures from retailers, is dedicated to securing more exacting, demanding and time critical levels of service delivery and provision. The movement of commodities through inter-linked and integrated supply chains and logistics networks is increasingly regarded as the key arena for securing competitive advantage in contemporary capitalism, a process referred to as ‘supply chain capitalism’ (Tsing, 2009?). Correspondingly, a focus on the ‘labour of movement’ (Cowen, 2014) and the dynamics of value in motion within the circuit of capital is of crucial concern (Newsome, 2015). Whilst there are signs of a growing interest in logistics workers within global value chains per se, to date little qualitative research attention has focused on the experience of parcel delivery workers, at the end of the supply chain. Haidinger (2015) has explored the impact of the liberalization of postal services upon the employment, working conditions and organisation of workers in Austria, Czech Republic, Germany and Hungary, particularly focusing upon what she calls ‘peripheral workers’ in the subcontracting chain. The focus of this research is to explore the dynamics and impact of supply chain capitalism upon the labour process in UK parcel delivery. Of particular concern within this paper is the use of technology to track the movement of products, but also to closely monitor the activity of workers, thereby rendering more transparent the commodity status of labour. It draws on qualitative research data from three case-study parcel delivery organisations. Interviews were undertaken with parcel delivery workers, self-employed drivers, trade union reps and key management respondents. This research evidence highlights the increasingly competitive and contractual pressures faced by parcel delivery organisations with the
prospect of next day delivery becoming a norm. It considers how these supply pressures impact on the labour process of delivery workers, and explores the capacity of ICT to integrate the supply chain and as well as movement of goods to the consumer. The paper considers how ICT impacts upon the nature of parcel delivery work including removing worker discretion, monitoring worker movement and activity, as well as invading the porosity of the working day and intensifying work effort. The research evidence highlights the use of ICT as a performance management tool with the capacity to monitor the activity of remote workers and to reconfigure working time according to contractual status. However, the evidence will also highlight contestation and the role of trade union organization in mediating some of the excesses of these ICT systems. In theoretical terms the paper will seek to contribute to growing debates concerned with 'labour of movement' within the circuit of capital, as well as contributing to an understanding of labour and labour time within wider production networks.

Manuel Nicklich (Freie Universität Berlin)
Markus Helfen (Free University Berlin)

One best way or varieties of ‘Organizing’?
Comparing IG Metall and SEIU

Organizing continues to draw attention in the discourse on union revival (Turner & Hurd 2001; Frege & Kelly 2004). Originating in the liberal market economies of the Anglo Saxon world, the emblematic example of an “organizing” strategy is the approach of the US Service Employees International Union (SEIU) which has succeeded in mobilizing and unionizing “the unorganizable” (“Justice for Janitors”). However, this “new wave organizing” has also made its way to countries like Germany in which unions struggle to cope with the erosion of institutional safeguards and declining strongholds (Dörre 2008; Greer 2008; Rehder 2008).

Although the global dissemination of the “organizing” idea indicates some common challenges for unions globally, it is still an open question how they adopt and adapt organizing practices within diverging industrial relations settings (Hyman 2001). Even more so, as the literature has identified a considerable variety of approaches to organizing (e.g. Heery, 2009; Hickey et al. 2010). Basically three views on organizing can be identified: (1) In the recruiting view, in which unions are expected to concentrate on recruiting new members in weakly unionized business segments by doing things differently. (2) The basic tenet of the mobilization view might be summarized in the idea that unions need to do different things beyond the traditional and institutionalized employment relations and collective bargaining for regaining territory. (3) In the “member activism”-view, organizing is thought of activating the rank-and-file.

In the paper, we aim at exploring whether and how organizing is realized with a comparative most different cases design. For this purpose, we examine the German IG Metall’s campaign in the wind energy sector for which we have collected 38 primary interviews (2014/2015) in a project funded by Hans Boeckler Foundation and contrast it with secondary findings from the rich literature on the U.S. SEIU’ organizing campaigns (e.g. Yu, 2013; Erickson et al. 2002). This comparison might allow detecting general features and divergent properties of organizing as both unions operate in highly diverging regulatory environments. On the one hand, one would expect both unions – in spite of their common ambition to represent workers – to differ considerably in rhetoric and programs, policies, strategies, and tactics, internal organizational structures, and forging of alliances. IG Metall is organizing workers in traditional union strongholds like car manufacturing, for example, whereas SEIU organizes service workers like nurses or janitors. On the other hand, both unions engage in organizing initiatives since the German IG Metall started to use
organizing methods for engaging with unorganized segments of the workforce (e.g. Benassi & Dorigatti, 2014; Wetzel 2013). Through an in-depth comparison of the organizing approaches of IG Metall and SEIU we want to assess the commonalities and differences of organizing, and whether its adoption is indicative of a shift in orientation towards more pluralistic and conflict-intensive industrial relations in Germany.

References:


Sarah Nies (ISF München / Ludwig-Maximilians-Universität München)

**Use Value or Market Outcome? The tension between management ratios and employees’ own understandings of their work**

Stream: Work identities

Date: **MONDAY, 4 April 2016**

Time: 15.45 – 17.15

Room: WZB B004

How market rationality and market mechanisms have gained importance in almost all fields of society has been a widely discussed topic within the social sciences over the last decade(s). Regarding the labour process former boundaries between the outside market and the internal organisation of the firm and have been weakened. Market-oriented targets and the usage of market mechanisms for internal governance processes have become central elements of a new mode of control. Performance is only acknowledged as such if rewarded in market outcome. Conflicts between management ratios defined by desired market...
outcomes and limited resources are passed on to employees themselves to deal with – a phenomena addressed by several studies and theoretical concepts.

Without doubt, the acknowledgment of performance solely by market outcome leads to an increasing pressure to perform. But it also includes a specific understanding of the content of the job task. In short: Inherent contradictions of a market oriented mode not only occur as conflicts about working condition and the execution of work performance (i.e. how work is to be done) but also as struggles about the content and quality of pursued outcomes. The submitted paper addresses tensions and conflicts that arise between employees’ own understanding of their work and management ratios oriented on market-outcomes which define the demands of performance the employees are confronted with.

The empirical findings base on qualitative case-studies within the field of R&D at two electronics companies and costumer consulting at a bank (40 qualitative interviews in total). The findings show that the employees’ understanding of their work object is crucially connected to the impact of their work on others – the usefulness of their work or – in other words – the use value. At the same time they are directly confronted with market demands and entrepreneurial expectations which they have to meet in a manner of sole responsibility (accountability respectively) under the conditions of market-oriented control. The way employees deal or cope with arising conflicts essentially depend on three aspects: the legitimation of management ratios (regarding e.g. inherent contradictions of given targets, operating figures oriented on sales market outcomes vs. yield return, long-term vs. short-term perspective), the nature of the conflict (conflict of (time-)resources or direct contradiction of pursued aims) and, most importantly, the “binding character” of the work goals that result from employees’ own understanding of their job task. The latter, however, does not primarily depend on general ambition, motivation or significant value employees give the job in their life. It rather depends on the extent of effects the working outcome might have on others.

In discussing these empirical findings the paper contributes to two current debates of labour process research and sociology of work: It contributes to the analysis of inherent contradictions of market-oriented control and offers a better understanding of work load and mental well being by focussing on content-related contradictions. Similarly the debate on work and subjectivity can profit from a perspective that takes into account non-instrumental work interest other than those regarding the working experience as a mean to an end. As a result, effects of non-instrumental interests and subjectification regarding “self-exploitation”, critique, self-representation and solidarity can be observed in a new light.

The findings and thoughts presented are based on my phd-thesis submitted at the beginning of 2015 and published by the end of 2015.[1]

Note:


Dag Olberg (Fafo Institute for Labour and Social studies)
Karen–Sofie Pettersen (Fafo Institute for Labour and Social studies)

**Working Time and Time at the Work Place – Cohabitation Arrangements in Residential Child Welfare Units**

Stream: Reconfiguring work
Date: TUESDAY, 5 April 2016
Time: 13.30 – 15.00
Room: WZB B002

Residential child care units are in Norway commonly referred to as "care institutions"; moreover they are meant to constitute "an ordinary home" for the children who live there. In this context employees’ working
time schemes with extended work periods have been highlighted, as they may contribute to stability, continuity and safety for the residents. The regulation of such arrangements is disputed, yet few studies exist. In an industrial relations perspective the standard working day and the standard employment relation are basic elements. However, in some cases there seems to be little common ground regarding how to account for the distinction between working hours and time spent at the work place.

More generally, extended work shifts in residential child welfare units can be seen as an expression of a welfare state that is oriented towards clients’ needs and rights. Based on the organization of working time, the paper will discuss the relation, and possibly the tension, between the institution as a home for the children and a workplace for the employees.

Rotas with extended work periods, followed by extended periods of time off, have during the last ten years become more common in Norwegian residential child welfare units. Such schemes may typically include work periods where employees’ work shifts last from three to four days (24 hour periods), followed by seven days off, and so on. Other variations of extended work shifts and extended periods with time off also exist. In private child welfare units working time with extended work periods are warranted by a special state regulation, which opens up for shifts that by far extend the length of working time as regulated in Norwegian labour law. Central collective agreements and other types of agreements are also in use.

According to the Norwegian Work Environment Act and the EU Working Time Directive, working time refers to the time when the employee is at the disposal of the employer. Yet, the extended work shifts are associated with more unclear boundaries between working time and other time categories, such as time for resting, passive time, time off, and paid- and unpaid time, while employees may still be situated at the work place. Research questions concern the motives for using extended shifts, which types of regulations are being used, and the roles and positions of the social partners. One example concerns the relations between central trade unions and their members at local level, illustrating cross pressure and interest heterogeneity. While extended work shifts are being popular among groups of the employees, some trade unions at central level advocate that the use of extended shifts should be restricted, and that the state regulation that facilitates such arrangements should be withdrawn.

The presentation is based on a research project which was finished in Mars 2015. Data consist of document studies, case studies and a postal survey encompassing state and private unit managers.

Jennifer O’Neil (Edinburgh Napier University)

The ‘new’ labour process of public sector middle managers – does training and development really help?

Stream: Austerity
Date: TUESDAY, 5 April 2016
Time: 9.00 – 10.30
Room: Maritim 15

The focus of this paper is on middle managers (MM) ability to overcome the public sector challenges associated with work intensification; control and skills adaption via learning and development initiatives. Whilst much has been written about the ‘squeezed middle’ and the new labour process of front line and middle managers generally (McCann, Hassard & Morris 2008, 2010; Bolton & Houlihan 2010), there is a gap in the literature relating to both individual and organisational attempts to overcome the difficulties through skills development.

This exploratory research, set in the Hong Kong public sector, comprises of a set of qualitative interviews (16) and a survey. It explores MM’s accounts of attempting to capture both pre-determined skills (such as confidence building, oratory, presentation and negotiation skills) and emergent skills (such as political and networked skills). Whilst there is evidence of some beneficial up-skilling, structural impediments relating
to access to [power] and support from senior management; divisions between political and operational staff and the on-going effects of streamlining/outsourcing and a ‘doing more with less’ mentality, limit the effectiveness of training and development initiatives. This has resulted in an overworked, stressed-out, squeezed middle management cadre. The findings of this research are that despite organisational attempts to present training as the answer to the challenges of a changing work environment characterised by economic fluctuations and socio political upheaval, the employment bargain is still one characterised by degraded experiences and conditions of work. This in turn has wider implications for public service delivery.
Throughout its development, labour process theory (LPT) has understood 'labour mobility' as referring to two largely separate analytical phenomena. First, and prior to the interdisciplinary 'mobilities turn' of the 1990s, the concept of labour mobility was generally understood in a normative frame and taken as referring to occupational mobilities in the workplace. Whereas earlier works in this vein explored how opportunities for achieving occupational mobility such as promotions and so on, were 'blocked' by managers in work organizations, later more subjective versions of LPT linked this to the manipulation of worker aspirations (Grey, 1994).

More recent incarnations of LPT, however, typically use labour mobility to describe a variety of human capital flows. On the one hand, this refers to the tension between workers' mobility choices and employee retention strategies in ordering the labour process (Smith, 2006). It also describes the affects that a freer movement of peoples has had on the global organization of labour, in addition to the particular and universal labour processes, which span international borders.

This shift in meaning has occurred partly due to the march of neoliberal globalization, which has radically altered the organization of the labour process outside of the traditional workplace. It is also partly to do with industrial sociologists’ ‘migration’ to organization studies reducing the critical relevance of ‘conventional’ LPT research of work organizations into the future (Hassard, Hogan and Rawlinson, 2001). Hence, the ensuing project to ‘renew’ LPT is taking shape on both theoretical and thematic grounds, with increased concentration on analytical themes such as mobility conferring a greater critical engagement with work and employment issues over and above purely organizational analyses (Thompson and Smith, 2010).

While this is welcome, there remains a significant underdevelopment in LPT on the theme of labour mobility. Namely a focus upon the more quotidian and everyday mobilities, such as commuting and so on, that are part and parcel of our daily working lives.

Against this background, the paper develops the notion of everyday mobilities to describe the various routines, expectations and movement demands put upon workers, as constituting a singular labour process in its own right. That is to say that, approaching mobility choices and restrictions as a labour process in toto, allows for an appreciation of not only their surface effects, but also of the underlying logic of consent that inspires certain patterns of behaviour in contested exchange (Burawoy and Wright, 1990).

Illustrating the value of this approach is an empirical case study of a UK high-tech cluster, encompassing 46 semi-structured interviews with workers at 10 different medium and large hardware/software companies. The empirical material offered describes in detail the experiences of workers and the mobility choices and demands that they are faced with on a day-to-day basis.

Within this theme, the paper explores a paradox whereby workers were overwhelmingly unhappy with these demands, and some even suffered ill-health as a result, yet were unwilling to drastically change their lifestyle or working habits. On the one hand, workers said that they were generally too busy/tired to make a change or press managers for an alteration to their circumstances. On the other, prolonged periods of ‘extreme commuting’ for example meant that workers simply ‘got used to it’ and accepted any increase in mobility demands as ‘what we do around here’. In addition, working practices that assuaged from these demands, such as the option to telecommute from time to time, came to be viewed highly positively as a
result. This, it is concluded, represents a discrete labour process whereby overlapping everyday mobilities produce a logic of consent that is inherently self-fulfilling.

References:

Rachelle Pascoe-Deslauriers (University of Strathclyde)
Patricia Findlay (University of Strathclyde)
Colin Lindsay (University of Strathclyde)
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Revolutionising work through workplace innovation? A critical perspective on the European workplace innovation debate

Stream: Reconfiguring work
Date: TUESDAY, 5 April 2016
Time: 15.15 – 16.45
Room: WZB A310

The concept of workplace innovation has received increasing attention in the economic policies and strategies of the European Commission (e.g. Innovation Union) and among certain national governments (e.g. Finland’s Working Life 20/20 Strategy and Scotland’s Economy Strategy). Much has been written about workplace innovation from a national and supranational government perspective with empirical evidence from, for example, the European Community Survey and case study data (e.g. Eurofound, 2015). Despite this growth in attention, and with few exceptions (e.g. Pot, Totterdill, & Dhondt, In press), workplace innovation remains substantially under theorised as a concept.

Contemporary workplace innovation researchers draw on a range of concepts and theories to examine the drivers, potential and impact of workplace innovation debates and practice. These include, amongst others, high performance work systems (e.g. Appelbaum, 2000), resource-based views of the firm (Barney, 1991), theories of individual and organisational learning (Høyrup, Hasse, Bonnafous-Boucher, Møller, & Lotz, 2012) and theories of ‘dynamic capabilities’ (Teece, Pisano, & Shuen, 1997), focusing on the potential to align the efforts and motivations of workers with organisational and managerial changes that improve efficiency through more effective deployment of (often skilled) human capital (Ichniowski, Kochan, Levine, Olson, & Strauss, 1996). In short, workplace innovation researchers argued that workers will work harder and more effectively when they have better job quality in the form of interesting jobs and opportunities for problem solving, decision making and voice. In addition, some contributions to the debate suggest that workplace practice that drives workers’ efforts and motivations complement technical innovations as individuals develop skills key competencies that align with firms’ technical and intellectual assets (Teece et al., 1997).

In many expositions of workplace innovation, workers’ co-operation with innovative practice – and willingness to drive innovation – is taken for granted. Yet despite the promise of workplace innovation, workers may not only face increasing work intensification (Felstead, Gallie, Green, & Inanc, 2013) and performance demands but may share little in the benefits of improved workplace practice. From a critical
In a labour process perspective, there is a pressing need to analyse whether, and if so how and where, workplace innovation can deliver for workers as well as for employers (e.g. Findlay et al., 2015). This paper will propose a conceptual framing of workplace innovation with shared employee and employer gains as a central focus, drawing on extant secondary literature and on a series of case studies in small, medium sized and large enterprises. It will propose that effective and sustainable workplace innovation requires not just improved job quality but also better and fairer work and employment.

References:


Robert Perrett (Bradford University School of Management)
Julie Prowse (University of Bradford)
Peter Prowse (Sheffield Hallam University)

Leading Change – A TUC programme to facilitate leadership development for full-time senior union officials:
An inter-union approach

Stream: Industrial relations
Date: MONDAY, 4 April 2016
Time: 14:00 – 15:30
Room: FES 6.01

Recent debates in the leadership literature have focused on the failure of autocratic and transformational styles of leadership in business (Ford, 2010). Moreover, changes in wider society have resulted in the need for a new definition of ‘good leadership’ and the adoption of more democratic and participative styles, sometimes referred to as ‘post-heroic’ (van Quaquebeke and Eckloff, 2010). To date the leadership literature has focused primarily on business, politics, and the voluntary sector, with limited research on leadership in trade unions (Hoyt, 2013).
Union membership and influence has been in steady decline since the early 1980s. To reverse this trend different unions have started to examine how they can develop the skills and capabilities of full-time officials and provide leadership training. Although this may be met with opposition from some quarters, others believe that management and leadership skills are transferable to different situations (Northouse, 2013). As representative democracies, trade union leadership is often assumed to be very different to that associated with business. However, as participative leadership styles gain favour, can unions benefit from training full-time national officials in this area?

Moreover, unions have been criticised for their inability to attract and support female officials into senior decision making roles creating a lack of gender proportionality within their leadership (Colgan and Ledwith, 2000:244). Therefore, can contemporary leadership training for female officials help address the inequality of opportunity women experience in their development in unions?

This paper presents the findings from research into a cross-union leadership training programme run for senior full-time national officials. The programme was coordinated by Wales TUC with the training provided by a private sector consultancy. The programme, Strategic Leadership: Leading Change utilised the principles developed by the Institute of Leadership & Management.

Methodology

Fifteen senior officials (including General Secretaries and national industrial officers) from eight different unions attended the course. The research comprised of in-depth interviews with all participants, the TUC and the course organisers.

Findings

The research found that all participants developed considerable leadership awareness and skills from the course. The TUC's coordinating role was essential to the programme's success and officials reported benefitting from improved networks and shared experiences and strategies with officials from other unions. However, all claimed that they would have gained more if they had attended the course earlier in their union careers. This was particularly the case for female officials who received less support and gained from the mixed gender design of the programme. These findings have implications for how and when unions prepare their officials for future leadership roles.

Sabine Pfeiffer (Universität Hohenheim)

Industry 4.0 in the making – discourse patterns and digital despotism on the rise

Stream: Digital workplace
Date: MONDAY, 4 April 2016
Time: 15.45 – 17.15
Room: WZB A310

Worldwide we see a flourishing discourse about the industrial or manufacturing Internet or, in Germany, about the concept of Industry 4.0. Claimed to picture the fourth industrial revolution, politicians, trade unions and managers vitally discuss this vision as revolutionary, disruptive and as an over all utopian one: in this perspective Industry 4.0 creates wealth and growth whilst increasing resource efficiency; Industry 4.0 is seen as a generator of highly qualified and creative jobs, freeing human labour from repetitive and dangerous work, leading to healthy and family and elderly friendly working conditions. Although there are more skeptical views too, stressing the ecological downsides of growth, the risks of worker related data or the danger of technological unemployment, the utopian visions and the positive anticipations of future developments dominate the discourse. Following the development and the dynamics of the German and European discourse on Industry 4.0, my contribution will trace the origins, main topics and dominant
actors of the discourse. The empirical foundation derives from qualitative material of heterogeneous sources: divers documents of key institutions of influential global economic actors that shape the discourse, and qualitative interviews and group discussions with managers and work council representatives of leading manufacturing companies, of industrial pressure groups and of trade unions. My results illustrate how the discourse on Industry 4.0 anticipates the future of work and production, and which dimensions of former industrial revolutions resonate in discursive patterns of future anticipation. The empirical findings are theoretically framed as phenomenons of „digital despotism“, a new production regime following in the steps of what Michael Burawoy sketched as politics of production in the mid 1980s.

Winifred Poster (Washington University, St. Louis)
Kiran Mirchandani (University of Toronto)

Borders in Service:
Enactments of Nation in Transnational Call Centers

Stream: Transnational service work
Date: TUESDAY, 5 April 2016
Time: 9.00 – 10.30
Room: WZB B003

The aim of this presentation is to trace the connections between two dynamics underlying transnational customer service encounters between employees and customers – service labour and constructions of nationhood. We argue that the transnational service industry, of which the call center is an important site, allows for a cogent analysis of these two previously unconnected dynamics of labour and nation. While "labour" has been explored largely in relation to notions of the economy and market, and "nation" in relation to politics and the state, this collection draws attention to the intersection: the labour involved in constructing nations, and nationalisms implicit in doing service labour. We outline a book project which brings together in-depth ethnographic analyses of global call centers that span the geographic landscape: Mauritius, Morocco, the Philippines, Guatemala, El Salvador, Guyana, and the US–Mexico border. Through the conceptual prism of “banal nationalism,” authors document the way that “nation” is created on a daily basis through every acts and routines, from formalized policies from management to casual conversations by workers. Together, these authors reveal the Borders in Service, that is, how borders are enacted and ideals of nationhood and citizenship are created and expressed through encounters between providers and recipients during transnational voice-based service interactions.
Margaret Prior (Plymouth University)

We don't want to talk about it: perceptions of voice in the British armed forces

Stream: Voice and participation
Date: TUESDAY, 5 April 2016
Time: 9.00 – 10.30
Room: WZB B002

Scholarly discussion of voice, broadly defined as “an opportunity to have ‘a say’” (Wilkinson and Fay 2011: 66), is shaped by industrial relations frames of reference (Heery 2015) and shares with labour process theory a concern to explore “managerial control regimes, work organisation, worker responses, and individual and collective representation within contemporary capitalism” (Marks and Chillas 2014: 97). Much attention has been paid to the presence or absence of voice mechanisms, their shape, purpose and effect (see for instance Dundon et al 2004, Willman et al 2006, Wilkinson et al 2014), but less, perhaps, to workers’ perceptions of the nature and extent of their own voice (McDonnell et al 2014).

British military personnel are not employees but servants of the Crown; however, since they work under the instruction of others and receive pay for that work, they are in an employment relationship. Amongst a number of features which make this employment relationship unusual, if not unique, is the complete absence of formal collective voice mechanisms. Members of the armed forces are excluded from the provisions of the Information and Consultation of Employees Regulations, trade union membership and organisation is effectively prohibited, and any attempt to raise a grievance collectively may result in life imprisonment. Similarly, for the individual serving in the Royal Navy, the British Army or the Royal Air Force, there are few formal opportunities to have a say outside of surveys, the individual grievance procedure and some very limited consultation by the Armed Forces Pay Review Body (Heinecken 2010).

However, workers’ “perceptions of ‘being heard’ are as important as the actual voice mechanisms” (McDonnell et al 2013: 214). Drawing on survey data and interviews with former military personnel, this paper will explore perceptions of voice in the British armed forces. It will conclude that, whilst there may be more voice for military personnel than might be expected, it is predominantly informal, used in the main only for ‘managerial’ reasons (Johnstone and Ackers 2015), and still falls short of making a “contribution to management decision-making” (Dundon et al 2004: 1153). In short, voice may be encouraged by the military hierarchy insofar as it makes a localised and short-term contribution to efficiency, but it is otherwise restricted or denied; it is, therefore, central to the processes of control and consent in the British armed forces.

References:

Toma Pustelnikovaite (University of St Andrews)

**Players and playthings: unpacking UK’s academic labour market entry experiences of foreign-born academics**

Stream: Work migration  
Date: WEDNESDAY, 6 April 2016  
Time: 9.00 – 10.15  
Room: WZB A310

This paper focuses on the changing national composition of the academic profession. It aims to explore the influence of migration to the UK on academic employment experiences of foreign-born scholars working in UK universities. Specifically, the paper examines how migrant academics experience entry to the UK’s academic labour market.

Although geographic student mobility steals a lot of the limelight in discussions on the internationalisation of higher education, the international migration of academic staff is no less of a structural necessity. Programmes like Marie Curie or DAAD promote short-term academic knowledge exchange, while accreditation bodies such as the European Quality Improvement System encourage the employment of foreign nationals by assessing universities based on the internationalisation of their staff. Indeed, in 2013/14 26% of UK’s academics were not from the UK, and this number was even higher (41%) among academics on research-only contracts (HESA, 2015). Such evidence lends support to the arguments that migrant academics are among the winners of the presumed knowledge economies – their knowledge is assumed to be a boundaryless marketable commodity (Mahroum, 2000).

Similar romanticised conceptualisations of geographic flexibility in academia have only recently been challenged by looking at how academic labour is valorised and devalued in the process of migration (Bauder, 2012). Studies emphasise that working abroad is a trade-off where the potential thrill of adventure is paired with questionable value of international work experience for future employability in academia, job insecurity or financial and personal costs (Richardson and Zikic, 2007; Richardson, 2009). Indeed, contrary to arguments that academics belong to the global knowledge elite, others now suggest conceptualising migrant academics as the occupational “mobile middle” stuck between choice and necessity (Loacker and Sliwa, 2015).

In the labour process research, however, international labour migration has rarely been considered (Rainnie, McGrath-Champ and Herod, 2010; Smith, 2010). For instance, changes in the higher education sector were assumed to equally affect the whole profession (Bryson, 2004), ignoring the context and background of individual workers (Musselin, 2008). Against similar studies, this paper focuses on geographically mobile academics who accumulated their qualifications and other cultural assets within different national contexts, brought their labour power to the UK and successfully entered the labour market shelter (Freidson, 1994, 2001) of the academic profession. To understand how foreign-born academics experience entry to the UK’s academic labour process, this paper looks at their routes to getting academic employment in the UK and entry currencies.
The data is drawn from 62 semi-structured interviews with foreign-born faculty currently employed in Scottish, English and Welsh universities and coming from different countries and disciplines. Preliminary analysis reveals that migrant academics do not share a homogeneous experience of entry to the UK’s academic labour market. The main differentiating factor is the country where academics obtained their doctoral degrees. Experiences of ‘study immigrants’ (UK PhD) resemble a causal chain where every step of success within the UK system makes further success within the same system more likely. On the other hand, experiences of ‘work immigrants’ (foreign PhD) indicate discipline-related differences and point at the emergence of ‘Anglo-American experience’ as an additional marker that certain disciplines use to determine who is ‘oven-ready’ for work in the UK.

Overall, the paper will show that migrant academics are both players and playthings in the international academic employment game. Exploring a neglected but important group of the workforce will allow to reflect on the nature of employment relationship in academia and assess the labour market integration of foreign-born academics.

Al Rainnie (University of Western Australia)
Mirsad Bhatic (Curtin University, Perth)
John Burgess (Curtin University, Perth)

The Take Off and Landing of Fly in Fly Out Employment (FIFO) Arrangements in the West Australian Resources Sector

Stream: Work migration
Date: WEDNESDAY, 6 April 2016
Time: 9.00 – 10.15
Room: WZB D112/3

In this paper we examine FIFO employment arrangements in the resources sector, examining:
1. The nature of FIFO work: who does it, where, when and how.
2. The impact of FIFO on pre-existing mining communities
3. The impact of FIFO on FIFO workers and their families
4. The impact of FIFO on new FIFO dormitory communities

We draw in particular on evidence presented to three State and Federal Government inquiries in Australia into the consequences of large scale FIFO arrangements. The development of FIFO on a scale and to the degree observed over the past decade is tied to the significant restructuring of the resources sector at a number of levels. First, there is the global consolidation of the industry and the dominance by a few MNEs. Despite the emergence of state owned enterprises in China, Russia and Brazil, it is North American and European MNEs that dominate the sector in WA and globally. Second, there is the scale of resource operations. These involve large investments, advanced technology and major logistical developments. Typical resource projects are measured in the billions of dollars. Third, there is the process of technical change including the development of large scale machinery and equipment to maximise extraction, and electronics and robotics to automate operations. Fourth, resource sites are complex networks of multiple organisations and contractors performing specific tasks. The resource company may organise finance and manage the site while many other companies perform the tasks on site. This leads to the fifth development of extensive and complex networks and supply chains where global production and processing is integrated around key MNEs and established networks. Finally, extraction and processing involves distinct stages of operations with different organisations, networks and skills being involved at the construction and operational phases.
The development of resource operations in Western Australia can be represented as four distinct waves reflecting different strategies of (dis)engagement with local communities, work, workers and labour deployment. From the 1920s onwards resource companies started to invest significantly in the construction of company towns and company built accommodation. This is Wave One, the first spatial fix. From the 1980s onwards many of these ‘closed towns’ were ‘normalised’ by handing over responsibility for normal town functions and services to local and state governments. This is Wave Two, the second spatial fix. Under these conditions FIFO incorporates outsourcing, individualising and marketising processes of social reproduction at a price lower, and more manageable, than the deeply sunk costs of maintaining company towns. FIFO is Wave Three, the third spatial fix. It can be seen as the latest stage of an ongoing campaign against union organisation in the sector. Driving Wave Four is the much vaunted technological developments represented by driverless trains, driverless trucks and remote controlled shot firing, all brought together, for example, in Rio’s Mine of the Future programme.

However, we argue that currently there is a confluence of a number of factors which makes the picture confronting FIFO workers and their families and communities more complex. These are:

1. The shift from the construction to the process phase within a large number of major resource projects.
2. The slowdown in the pace of development of the Chinese economy and the related collapse in the price of iron ore and other commodities.
3. Restructuring of major companies such as BHP, Glencore and Rio Tinto, the impact on second tier miners and service sector companies
4. The continuing salience of FIFO, and in particular, the move by BHP in Queensland to insist that all workers in mines operate on a FIFO basis.
5. The emergence of new technologies, particularly a new form of remote working practice, whereby operators are positioned many thousands of kilometres (not necessarily in Australia) from machinery/operations. This is part of the decline in FIFO and this is being reinforced by falling commodity prices.

Keith Randle (University of Hertfordshire)
Kate Hardy (Leeds University Business School)
Chris Mowles (University of Hertfordshire)

The Remarkable Absence of Studies of Disability in Research on the Sociology of Work

Stream: Work and health
Date: MONDAY, 4 April 2016
Time: 14.00 – 15.30
Room: WZB B004

This paper is largely a state-of-the-discipline review which examines an understudied area of work and the labour process and suggests a research agenda. It explores two questions. The first asks what we know about the experience of disability in the workplace from the perspective of disabled employees, their co-workers and their managers. It draws on the extensive literature on disability and on literature searches on the theme of work and employment, to conclude that while there have been advances in exploring the relationship between disability and employment, we know very little about the experience of disability in work organisations or within the labour process.

The paper notes the extent of disability in the population, its very close relationship to age and the shifting population demographics which mean that future workplaces will necessarily draw on labour markets comprised of older workers. Since knowledge of the dynamics of workplace disability will become
increasingly imperative to a wide range of actors, we argue that the absence of research in this field seems remarkable.

In light of this, the paper then explores a second question. How can we explain the absence of research on the experience of working with disability? A discussion explores possible reasons why sociological investigation into this has been neglected, while there has been very significant work around other sources of disadvantage in employment such as gender and ethnicity. We consider questions about the potentially inhibiting effect on research on the workplace of societal taboos around illness, disability and death and the influence of the relatively contemporary phenomena of internalized guilt, repugnance and shame, drawing on the work of Elias (2000). Alongside this sits, we argue, what might be regarded as a greater inclination by academics researching work and the labour process to investigate sites (or potential sites) of workplace resistance during the forty years since the publication of Braverman's seminal work on the labour process. An aversion to one line of enquiry, ie researching potentially troublesome issues for researchers, combined with a positive orientation towards another, exploring sites of resistance, may offer an explanation for the absence we identify. The paper concludes by proposing a future research agenda that can begin to address this gap and which draws, among other work, on Elias's figurational sociology.

References:

Keith Randle (University of Hertfordshire)
Juliet Webster (Open University of Catalonia)

Virtual Labour: Positioning virtual workers in space, time and the social relations of employment

Stream: Digital workplace
Date: TUESDAY, 5 April 2016
Time: 10.45 – 12.15
Room: WZB A310

"Virtual work" evokes images of disembodied workers in a placeless cyberspace, yet as this paper demonstrates, it is very much embodied and anchored in physical space and is spreading rapidly. Digital technologies permeate almost every occupation, from animation to administration, and affect the activities of most types of workers, from baristas to barristers. Digital technologies are now integral to working life, civic life, consumption, social interactions and personal relationships; we are inter-connected via a host of devices at home and at work, in public spaces, and on the move. This fact, together with the deindustrialisation of the major western economies, the emergence of new economic powerhouses, the global entrenchment of neoliberalism and the associated shake-up of the capital-labour contract, means that we are witnessing an extensive reshaping of work and of working conditions.

Within digital work virtual workers need careful delineation in order to distinguish them from other types of ubiquitous digital labour. Drawing on a growing literature in this field, and on the experience of a four year European COST project on the Dynamics of Virtual Work, the paper considers how this may be achieved. The paper briefly reviews the main forms of virtual work and the types of virtual workers. It suggests that virtual workers have three key distinguishing features: they are spatially dispersed, their employment is precarious and the boundaries in their lives – as well as our analytical boundaries – are being progressively dismantled. The paper further considers the gender and race dynamics of virtual work and argues that virtual workers are not classless, nor are they a new class. Their diversity makes them difficult to place and their likely class identity complex, but continuities with earlier forms of work are clearly apparent in virtual work.
If virtual workers cannot be considered as a single group, one purpose of this paper is to review something of the variety of work they do, and to identify the conditions within which this work is carried out. It considers the nature of emerging types of virtual work and workers’ experiences of this. Although the paper does not claim to resolve the issue of how labour and class are to be understood in virtual work, it draws on empirical evidence which informs this debate. While virtual work has some new and distinctive features it also reveals some very familiar ones denoting a legacy from the past. In this sense, the dynamics of virtual work are no different from those of work under capitalism in general. Over the past century or more work has seen the creation of new occupations, the development of new techniques and the identification of new armies of labour while old ones have been discarded. In the process capitalism has discovered new ways to ensure that accumulation ‘the mainspring of the system’ continues, but it has also thrown up new contradictions and created new sites of conflict and resistance.  

What are the implications of these developments for class identity and collective work-based organisation? Virtual work clearly atomises workers in many ways, the most obvious of which is through the fragmentation and dispersal of the work to workers who may be barely aware of each other’s existence (Huws, 2014a: 86). Shared experience of the workplace has clearly been weakened, as collectivities have been disrupted, and group occupational identities undermined. What does this imply for class conflict and worker resistance, so axiomatic to the capital-labour relationship? The impetus for worker resistance has not disappeared, though the opportunities for it might have been weakened or changed. Alternative forms of organising are emerging, for example, through workers’ centres and advocacy organisations of low-paid workers who are often missed by conventional unions (Hackman 2014), through alliances of cultural and artistic workers who have historically worked independently and individually (de Peuter and Cohen, 2015), and through certification schemes for good quality internships (Pradal, 2015). These so-called ‘Alt-Labor’ initiatives are building new forms of resistance to exploitative working conditions in parts of the virtual labour market, but their extent and potential in the context of a much-changed work landscape needs to be much better understood.

Peter Ranis (City University of New York Graduate Center)

**Eminent Domain and Worker Cooperatives: The Role of the State in the Social Economy**

Stream: Regulation and institutions  
Date: WEDNESDAY, 6 April 2016  
Time: 9.00 – 10.15  
Room: WZB B002

The major challenge to the proliferation of cooperatives today is the retreat of the state from its responsibility to maintain economic fairness and societal justice. The struggle centers on working class activism combined with the recuperation of the state’s responsibility for meaningful employment and the general welfare of all its citizens. In the United States we are surrounded with evidence of growing inequality, poverty, unemployment and underemployment, increasing amounts of unprotected informal labor and stagnant wage levels, exacerbating the gap between the rich minority asset holders and the rest of society. The regressive data in the United States is formidable. The wages of the bottom 90 percent have been stagnant since the mid-1970’s even as worker productivity as surged. Average earnings for the top 10 percent grew more than 9 percent from 2010 to 2013 while the rest of income groups stagnated or shrank. Between 2007 and 2013 the middle fifth earnings [read middle class workers] fell from $53,000 to $47,000.  

The power exerted by the wealthy sectors impacts a society’s economic growth as well as the economic viability for the middle and working class sectors. New forms of worker organizations, such as cooperatives, face the benign neglect if not clear opposition of the 1% sector and it becomes necessary for the state to combine with working class interests for the good of not only economic growth but societal
equity. The greatest challenge within capitalist–state arrangements are the myths and fallacies surrounding the role of government, its capacity to engineer change and its potential for public policy interventions along with its traditional fiscal and monetary policy roles. These questions are embedded in the potential growth and development of the cooperative sector of the social economy. There is little question that there has to be a significant shift in the balance among state, civil society and the capitalist market in favor of the former two.

Cooperatives represent a clear response to unemployment and poverty within liberal capitalist economies. Cooperatives represent a re-envisioning of work organization, democratic procedures, income equality and the reality of employee self-management, the fostering of community and political outreach that combine to provide an alternative to the hierarchical firm's place in the economy and society. The potential uses of eminent domain to meet this socio-economic challenge in the United States represent viable public policies that can provide laborers and employees with the legitimacy to own and run their own enterprises. Eminent domain, a legal process, embedded in the US Constitution's 5th amendment and contained in the various state constitutions, and justified by various court decisions since the 1950's, allows for the expropriation of firms and other entities for reasons of the public good and community welfare. Eminent domain has a basis in public policy, no different than the powers to tax and spend, to zone for economic purposes, to impose environmental regulations and to avoid neighborhood blight. When private enterprises claim bankruptcy or when they threaten to leave a community in search of a cheaper labor force, improved subsidies or tax write-offs, it should become the default intervention of municipalities and state governments across the United States to expropriate these enterprises and turn them over to the harmed but willing workers as cooperatives. Worker self-management requires the implementation of eminent domain on behalf of laborers and employees for the clear benefit of economic equality, social justice and worker autonomy.

Ruth Reaney (Queen's University Belfast)
Niall Cullinane (Queen's University Belfast)

**Labour relations in the French auto industry: examining the impact of competitive pressures on cooperation amongst traditionally divided trade unions**

Stream: Industrial relations
Date: WEDNESDAY, 6 April 2016
Time: 10.30 – 12.00
Room: WZB A305

France’s auto sector has traditionally been perceived to exemplify the French social model of high employment security (Jaidi and Thévenet, 2012). Yet in recent years its historical status as a union stronghold has been threatened by new labour relations practices that are being adopted in response to global competitive pressures. Strategies such as production relocation, outsourcing, increased use of agency labour, and the introduction of modularised team-working units are threatening workers’ job security and creating an increasingly uncertain environment for trade unions (Gorgeu and Mathieu, 2009; 2005; Purcell et al, 2011). In such an environment, the potential rewards of cooperation amongst all unions in the sector – such as the capacity to increase bargaining power, pool resources and share costs, share information, as well as offer support in strike action – could plausibly empower unions to become more effective strategic actors, enabling greater defence of workers’ terms and conditions of employment. However, France has a particularly high number of unions which are deeply divided along ideological, religious and political lines (Connolly, 2010).
This study explores whether these long-standing divisions between different union confederations are insurmountable, or if new labour relations strategies generate inter-union cooperation in the sector. It pursues this objective so as to provide evidence on how historically divided labour movements might cooperate in the face of a more powerful, internationally mobile capital. As a particularly 'footloose' industry that has often been a leader in diffusing new models of work and employment, the auto sector provides an acute context for examining these dynamics. The study draws on existing documentary evidence from local union sections providing contemporaneous evidence of management strategy and trade union responses. Qualitative content analysis of this data offers an important insight into inter-union dynamics at plant and company levels, which are the most prominent loci for collective bargaining within France's decentralised system.

A rather disjointed interpretation of union interaction emerges from the findings, with some unions engaging in limited or specific exchanges with other unions, and others not cooperating at all in a bid to maintain their own institutional identity, security and preferred strategy. Significantly, the findings vary across plants, even within the same company, indicating that factors influencing inter-union cooperation are not only firm-specific, but also subject to workplace specificities. This suggests that the significance of historical ideological differences is diminishing in the context of contemporary firm- and workplace-specific pressures.

References:


James Richards (Heriot-Watt University)
Abigail Marks (Heriot-Watt University)
Wendy Loretto (University of Edinburgh)

What works? Coping at work with a common mental health condition

Stream: Work and health
Date: MONDAY, 4 April 2016
Time: 14.00 – 15.30
Room: WZB B004

Depression is a common mental health condition (CMHC) that causes people to experience depressed mood, loss of interest or pleasure, feelings of guilt or low self-worth, disturbed sleep or appetite, low energy, and poor concentration (Mental Health Foundation, 2015). Anxiety, a similarly CMHC, as well as often co-diagnosed with depression, is said be a lingering apprehension, a chronic sense of worry, tension or dread, the sources of which may be unclear (Swift et al., 2014). According to the ONS (Beaumont and Lofts, 2013), nearly 1 in 5 adults of working age exhibit traits associated with depression or anxiety. Depression and
anxiety is more common in women (21 per cent) than men (16 per cent) and becomes more increasingly prevalent in adult working life until reducing from the age of 55, with the 65 to 69 age group the lowest group of working age to display such symptoms (Beaumont and Lofts, 2013). As such, depression and anxiety is likely to affect in the region of 6 million employees out of a total current UK workforce of 31 million (ONS, 2015). Until relatively recently it was assumed that people experiencing and enduring CMHCs are unable to take up paid employment, unless or until they recover (Grove et al., 2005). As such, government initiatives to move to people with CMHCs into employment, as well as support those already in employment, has become associated with a whole host of problems, e.g. difficulties competing in competitive labour markets (Boyce et al., 2008), the stigma associated with disclosing a CMHC to an employer and wider colleagues (Brohan et al., 2012), higher than average rates of absenteeism (Brohan et al., 2010), higher than average rates in relation to employee turnover (James et al. 2002), unlawful discrimination (Irvine, 2011) and problematic HR support practices typically mediated through line managers (Sainsbury et al., 2008). What works for employees with a CMHC is, as such, both unclear and further complicated by critical contextual factors. As part of a remedy to this situation, this paper addresses the "problem" by considering how employees with CMHCs cope with employment. The paper begins with a review of the literature on CMHCs and employment to identify and critique key sources of support that allow employees with a CMHC to cope successfully in employment. In order to explore the realities of coping with a CMHC in employment, semi-structured interviews were conducted with 31 people, living and working in the Central Belt of Scotland, with a diagnosis of one or more CMHC. Semi-structured interviews were chosen to establish "what works" for each individual employee in terms of coping in employment with a CMHC. A professional search organisation was used to recruit from difficult to access research groups. The sample was made up of 23 women and 8 men, with an average of age of 45 years. Interviews were mostly conducted by telephone, with 10 participants agreeing to face-to-face interviews, and took place between Autumn 2011 and Spring 2012. Interviews averaged approximately 75 minutes in length. Preliminary analysis of the findings revealed a wide-range of supportive practices allowing employees with a CMHC to cope with employment. Generally, each interview highlighted unique support structures, although patterns emerged in parts of the wider sample. In a minority of instances, participants revealed details of being supported by sophisticated HR and Occupational Health specialists. In a similarly few more instances, participants reported support from a line manager. Small numbers of participants also reported support from organisations specialising in mental health, such as the Scottish Association of Mental Health, a community based organisation offering a range of support for people experiencing the full range of mental health conditions. The vast majority of the participants, however, provided accounts of support based principally on health services organised by general practitioners and emotional support received from parents, partners, adult children, friends and colleagues. However, the full paper will be informed by drawing on theories associated with the social model of disability (e.g. Terzi, 2004; Tregaskis, 2002) – breaking the link between impairment and disability, as well as recognising that while impairment cannot be denied, it is not the cause of people's economic and social disadvantage (Oliver and Barnes, 2010). This approach is expected to help bring out the nuances of coping practices evident in the findings, as well contributing to the development of the social model of disability in relation to CMHCs and employment. The wider implications of the findings reveal what appears to work in such situations is largely in contradistinction to good practice - based on minimal input from employers, suggesting employers continue to fail to take a share of the load required to support employees with CMHCs. Where employers appear to play a critical part in the coping process, it appears to happen by accident rather than design, creating a kind of lottery in terms of the organisational support an employee with a CMHC can expect to receive at work.

References:
In times of the smartphone, social networks and ubiquitous access to the Internet, nearly all areas of human life can be labelled as “mediatized” (Hepp/Krotz 2014) in the sense that the use of these technologies molds our actions (Hepp 2012) and changes social relations, culture and our constructions of reality (Krotz 2007: 12). This applies particularly to the area of work, which is characterized to a great extent by the use of digital media. The term “mediatized work” aims at the interrelation between medial and technological developments and the social transformation of work (Roth-Ebner/Waldher 2012, 2). For example, the possibility to work independently from time and space constraints by using digital media can lead to the dissolution and rearrangement of the borders between private and professional spheres. In fact, this is the core thesis of this paper. Reference will be made to a completed empirical study (Roth-Ebner 2015) that explored the influence of digital media in the field of office work. The research dealt with the question how the use of digital media at work changes the perceptions of time and space and the time- and space-related actions of individuals. The multi-method-approach consisted of 20 semi-structured interviews with so-called “digicom workers”. These are people who use digital media at work intensively and who – at least potentially – are able to work flexibly in terms of time and space. Hence, the aspect of merging life spheres as explicated above was expected to be relevant in this sample. Prior to the conversations, the digicom workers kept diaries for a period of one week in order to report their use of digital media at work. After the interviews, they were additionally asked to sketch a picture on relation to a given impulse, e.g. “This is what digital media mean to my work”. This method of visualizing provides contrasting data in addition to the verbal texts of the interviews. All qualitatively collected data were evaluated with the help of
approaches taken from the Grounded Theory (Glaser/Strauss 1967). Furthermore, an online survey (N=445) was conducted to extend the study to cover a broader population. The survey did not exclusively aim at digicom workers by definition, but at people who use digital media at work at different levels of intensity. In the course of the quantitative data evaluation, a cluster analysis was conducted that allowed the detection of profiles of similar practices, motives and values in conjunction with the workers’ professional media use.

The findings of the study revealed a flexibilization of working times and working spaces that is driven by the use of digital and mobile media. This, in fact, leads to an increasing relevance of mobile and flexible work and to the rearrangement of borders between private and professional life spheres. These phenomena can be perceived as either opportunity or challenge, depending on circumstances and on the individual in question. The types exposed by the cluster analysis indicate how the survey respondents handle and perceive the rearrangement of borders. They vary from the ever-mobile and flexible “media experts”, who almost enjoy the merging of life spheres, to the “afflicted”, who suffer from the dissolution of borders. The “sceptic” and the “optimists”, however, are characterized by a rather strict bordering, yet with different attitudes towards the use of digital media.

References:

Chandrima Roy (University of Strathclyde)

**Conditions of Work and Employment in Post-Crisis Indian Business Process Outsourcing (BPO)**

Stream: Global value chains
Date: TUESDAY, 5 April 2016
Time: 13.30 – 15.00
Room: WZB B003

The dynamics of change within and across economies have led to restructuring of business activities globally impacting work organization and employees experiences of work and employment. Externalization and outsourcing of service functions has resulted in firms subcontracting part of work to third-party firms in remote locations. As a result increasing number of workers are no longer directly employed by the organization where and/or whom they work for but are employed by the third-party firms giving rise to “fragmented employment relations and working conditions” (Flecker, 2010). Literature documents the negative consequences of such business arrangements (Taylor and Bain, 2005; Russell, 2009; Vidal and Hauptmeier, 2014).

In the context of the globalization of business services from 2000, most attention focused on the high-profile offshoring of call centres from the developed economies of the global North (United State, United Kingdom, Canada) to the so-called developing economies of the global South, particularly India (e.g. Dossani and Kenney, 2007). Contrasting but complementary challenges confronted organised and organising labour
at both nodes of capital’s transnational servicing chains (Taylor and Bain, 2008). However, these important debates rested exclusively on evidence derived from the period preceding the crisis of 2008. A re-evaluation is now required based on the re-configured political economy of Business Process Outsourcing (BPO) and changed conditions of work and experiences of labour in the offshored industry. Given the lacuna of published work on post-crisis Indian BPO, this paper cuts new ground. It examines the dynamics of work and employment across capital’s three contrasting servicing chain relationships (Indian third-party, global third-party provider, in-house), that span the spectrum of offshoring. Evidence from in-depth interviews with senior managers, middle managers and, crucially, agents engaged on ‘voice’ and back-office services indicate somewhat differing conditions and experiences that emerging labour organising strategies need to acknowledge.

References:

Tony Royle (University of York)

Fast-Food Forward’ and the Fight for ‘$15’. Comparing outcomes, wages and conditions at McDonald’s in Germany, the USA and the UK

Stream: Precarious work
Date: TUESDAY, 5 April 2016
Time: 15.15 – 16.45
Room: WZB B002

Wages as a share of GDP have been falling since the 1990s (ILO, 2013) and income equality is rising, so much so that even the IMF raised its ‘concerns’ in 2014 (IMF, 2014). Nevertheless, the same trends towards greater income inequality within many industrialized nations have continued unabated (OECD, 2015a). Although the IMF never mentioned it, one reason for the continuing increase in income inequality is arguably associated with the decline in trade union membership and collective bargaining coverage (Lawrence et al., 2012). In the USA, the UK and Germany union membership has declined considerably since the 1980s and in the USA for example union density is worse than it was in the 1930s, with just six per cent in the private sector (Milkman, 2013; OECD, 2015b). Although UK union density decline has stabilized somewhat since the end of the 1990s, UK unions are once more under attack from the current Conservative administration with its proposed trade union bill (O’Hagan, 2015). Although the German unions have also experienced membership decline (density is now lower than in the UK) in comparison they appear to be in a stronger position due to their system of sector-level collective bargaining and a stronger legal basis for union and employee representation (Behrens, 2013). However, the recent introduction of a minimum wage in Germany also suggests potential threats to the German collective bargaining system (Ochel, 2008).
In view of the weaker institutional context in the USA and the UK much of the ‘remedy’ for resolving such inequality, has focused to a much greater extent on raising minimum wages (Hutton, 2014). Central to these debates is the ‘fight for $15’ campaign or ‘fast-food forward’ campaign which began in 2012 in the USA and is said to have gone global (Chen, 2014). This campaign has been galvanized by fast-food workers who have seen their wages fall further in real terms since the economic crisis and who are struggling to survive on such low wages (Shierholz, 2014; NELP, 2015). At the same time that the pay of fast-food chain CEOs has been rising exponentially. In the 1990s top McDonald’s executives for example earned around 300 times that of the ordinary fast-food worker, by 2013 this ratio has doubled (Royle, 2000; Lewis, 2013; Davis et al., 2014). In response workers have organized strikes and demonstrations on a regular basis since 2012 and have since been joined by other low paid workers. Their main demands are a minimum $15 per hour minimum wage and the right to trade union representation. The McDonald’s Corporation has been one of the key targets of the campaign and despite having difficulties in the US market in recent years, it still remain highly profitable, in 2013 it made $5.5bn in profits and gave $4.9bn to its shareholders (Brandau, 2014).

This paper provides the preliminary findings of an ongoing comparative qualitative study of the international fast-food industry. It also builds on several years of previous qualitative research on employment relations in that industry. The paper compares and contrasts the current situation with regard to pay, conditions and union representation at McDonald’s in Germany, the UK and the USA and the way in which these three different institutional settings help explain how the campaign has been perceived and its outcomes in the three countries to date. The current project is based so far on 12 interviews with McDonald’s store-level employees, union officials from the SEIU, the UK Bakers Union and the German union the NGG and, supplemented by an analysis of documentary materials. Further interviews with workers, union officials and union representatives will be held in the next few months.

The preliminary findings suggest that the more advanced deregulatory context in the USA has led to a greater emphasis on adversarial grass roots activism, which has been strongly supported by the large American service employees union (SEIU) and which has had some success in raising minimum wages in some US states (Prah, 2014). In the UK the ‘fast-food rights’ campaign has taken place on a much smaller scale and with much more limited impact. This we suggest is largely due not only to a weak institutional context, but also much more limited support from the UK trade union movement (with the UK campaign led by the small Bakers Union). Although German unions are supportive of the US-led campaign, is it not seen as central mobilizing force, their main focus is on exploiting the existing national institutional arrangements and despite continuing problems with fast-food firms, German unions have managed to achieve better outcomes for workers in this industry through sector-level collective bargaining.

References:


The ITUC as core trade union interlocutor at the multilateral level: the dialogue between the Global Unions and the international financial institutions

Yvonne Rueckert (University of Bradford)

Stream: Industrial relations
Date: WEDNESDAY, 6 April 2016
Time: 10.30 – 12.00
Room: WZB D112/3

In 2002 a formal mechanism for dialogue was established between the international trade union movement and the Washington based international financial organisations (World Bank, International Finance Corporation (IFC) and IMF). Since the 1980s the IFIs have had an increasing influence over the system of global governance and particularly so since the 2008 crisis. Already in 2007, in a meeting in the US House of Representatives, the Director of the Global Unions Office in Washington noted that the policy of the World Bank and the IMF has had a direct influence on two thirds of all ITUC members living in developing and growing countries (Bakvis, 2007).

The dialogue takes place at three levels, these include the headquarters, the sector and the country level and all three levels can be considered as important for the Global Unions. The main focus of this paper is the highest organizational level (the headquarters level). It includes exchange and cooperation at the top administrative level between the IFIs and the Global Unions. Every two years there is a high-level meeting and at least once a year a thematic meeting. There are also other interim meetings whose objective is to ensure the follow-up on commitments made during these other meetings (World Bank, 2002a).

The objective of the paper is to examine some of the factors that are decisive in promoting or hindering achievements within the dialogue process. In this context the focus of the paper is on the role of individual actors, particularly their attitudes and perceptions, within the dialogue and the possibilities of organizational learning through the dialogue. The analysis draws mainly on organization theories which
can help to explain the attitudes and perceptions of individual actors (such as for example neo-institutionalism and management theories) and learning processes in organizations.

The data for this paper derives from 34 expert interviews which were conducted with representatives from the Global Unions and their affiliates as well as the World Bank, the IFC, the IMF and the ILO between 2008 and 2013 as well as recent meetings with ITUC members who are involved in the coordination of the dialogue. Furthermore, the author also undertook a period of indirect participant observation as an observer at one technical meeting on gender related issues and one high-level meeting between the Global Unions and the IFIs in 2009 in Washington. This data was also complemented by an analysis of documentary materials which included various reports and the minutes of a number of meetings.

The findings suggest that the dialogue with the IFIs can be seen as an instrument of transnational trade union policy which serves to integrate the social dimension within the globalization of financial and labour markets (Platzer and Müller, 2009). It can be seen as a strategic instrument for the Global Unions to exercise influence over the policy of the IFIs and to shape the rules and institutions of global governance towards a more worker-friendly regime. Due to its specific characteristics (structure, actors, frequency of meetings) the dialogue between the Global Unions and the IFIs differs substantially from social dialogue (as defined by the European Union and the ILO) or lobbying.

So far the Global Unions have achieved some substantial outcomes within the dialogue, particularly with regard to the promotion of the core labour standards within the World Bank and the IFC. The analysis also suggests that there has been a cultural shift in the IFIs with regard to their understanding of engagement with civil society organizations since the dialogue was formally established in 2002. In addition there appears to have been a general increase in awareness amongst IFI staff with regard to labour issues since that time.

References:


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Caroline Ruiner (TU Dortmund University)
Maximiliane Wilkesmann (Technical University Dortmund)
Birgit Apitzsch (University of Duisburg-Essen)

Voice through Exit – Revolutionising Participation by Solo-Self-Employed

Stream: Voice and participation
Date: MONDAY, 4 April 2016
Time: 15.45 – 17.15
Room: WZB B002

In Germany, fundamental reforms in the health care sector have led to major changes in hospitals. In particular, following the rationale of cutting down health care expenditures, efficiency gains importance in patient care and, thus, has an impact on medical practice. Physicians (and other hospital staff) commonly perceive these changes in hospitals as unsatisfactory. But from the workers' perspectives it is also reported that attempts to appeal and to improve the situation have failed. As a result, some physicians decide to quit their jobs and start to work as locum tenens. As such, they are solo-self-employed and work in various hospitals for a limited period of time. In line with Hirschman (1970), these physicians who perceive deterioration in their work environment respond with exit. However, this step can also be conceptualised as voice since it is perceived as an attempt to change the situation in hospitals and thereby revolutionise working conditions for both dependent and solo-self-employed physicians. In view of their orientation towards professional standards, locum tenens are, in particular, less willing to tolerate disagreement with organisational activities since their loyalty rather refers to their profession than to a specific organisation. Against this background, it is the aim of this paper to analyse the engagement of solo-self-employed workers and its implications in hospitals referring to Hirschman's seminal work. In this sense, our study makes two important conceptual contributions: We discuss independent contracting as a means of revolutionising work in the health care sector, first, by discussing the interrelationship of exit, voice and loyalty, and, second, by showing new forms of worker participation in the organizational context.

Our empirical data is based on two qualitative empirical studies of fifteen interviews with locum tenens, five interviews with permanently employed physicians and five interviews with chief physicians in hospitals. The analysis shows that locum tenens help to maintain professional standards in the hospital because they are not bound by instructions and, thus, patient care stays in the centre of their medical practice regardless of economic, bureaucratic, and hierarchical requirements as well as hospital-specific routines. As solo-self-employed workers, they rather gain a new, more autonomous position in the hospital. Therefore, they have the opportunity to enforce improvements in everyday hospital practices and to compensate for shortcomings in the working conditions – they receive voice through exit.

Ake Sandberg (Stockholm University)

Transformation in work life research in Sweden: theoretical, methodological and research policy issues

Stream: Industrial relations
Date: WEDNESDAY, 6 April 2016
Time: 10.30 – 12.00
Room: WZB A305
Crouch divided the industrial relations systems of the then EU 15 into four types (Crouch 1996). Great Britain is representative of a type characterised by loosely organised and decentralised collective bargaining, which is reflected in low labour standards. The type of which Italy is the representative can be described as a rudimentary and essentially unregulated, employer-dominated system. This also leads ultimately to low labour standards. The types of which Sweden and Germany are the representatives here are, in contrast, characterised by high labour standards. For Crouch, the difference between the two categories lies firstly in Germany's (relatively) decentralised corporatism, which contrasts with the centralised corporatism that characterises Sweden. Secondly, the group that includes Germany is described as employer-led, whereas the group to which Sweden belongs is characterised by strong trade union movements. A tendency of a growing importance of the company in industrial relations was proved by Crouch (1996) since the beginning of the eighties in the EU 15 countries. He described how different the characters and implications of the shift to the company between the different groups of industrial relations systems are and forecasted that in the longer term there may be a convergence from the initial four groups to two (corporatist vs. loose/decentralized) but there won't be a single European model.

Ten years ago, it was shown that within the process of enlarging the European Union the industrial relations systems of the member states came under pressure (Kohl et al. 2006, Schief 2006). We argued that with the enlargement new nation-states became members who seemed to enforce or renovate a tendency towards a growing importance of the company in industrial relations. A detailed analysis of the industrial relations systems of the old and new member states together gave insight to possible future outcomes of the enlargement process due to a massive change in the balance between corporatist and loose and decentralized countries. There was reason to believe that this massive change in the balance of the two forecasted groups in favour of a loose and decentralized industrial relations system may have led to different consequences in the various countries under investigation. The result could be a revised diversity or a single European model which more or less corresponds to the loose and decentralized type. The major mechanism of competition at this junction is the alleged or de facto “Standortwettbewerb” (national competitiveness) within the European Union. In the long run, the changing balance of power of industrial relations systems in the European Union could put the major agreements of the “acquis communautaire” at risk.

The results of the research described above were heavily criticized. Jürgens and Kwyzinski (2009), for example, describe their findings as contradictory to the thesis that the enlargement of the EU has provoked a massive shift in favour of the ‘Anglo-Saxon’ model within the Union.

Now it is time to do a detailed re-analysis of the industrial relations systems of the old and new member states. We hope to gain insight to the possible changes in the balance between corporatist and loose and decentralized countries. Based on several indicators (trade union density, employer’s organizations density, collective bargaining coverage rate, levels of bargaining, declaration of general applicability, labour rights standards) we analyse the development of industrial relations of the member states of the European Union. According to our analysis, the development towards the loose and decentralized type has continued.
Management and Control Triangle in Creative Crowdfunding

Stream: Digital workplace
Date: MONDAY, 4 April 2016
Time: 14.00 – 15.30
Room: WZB A310

Introduction
The creative industries are often said to display new trends in labour relations and work organisation. They are an attractive field of research also because of dynamic forms of ICT use. This includes the role of the internet in establishing contacts between clients and workers, in gaining and representing reputation, in spatially dispersing work or in connecting creative workers. In recent years the discussion focussed on low-skill and highly standardised `microwork', distributed ICT-based forms of work and labour increasingly spread to high-skilled activities which puts the spotlight, again, on creative occupations.

Project Design and Methods
The submitted paper is an output of an ongoing research project (2014–2016) of the University of Vienna (Department of Sociology) and FORBA (Working Life Research Centre, Vienna). Based on our empirical research, we analyse, in the paper, power relations between crowdworkers, employers/clients and platform operators and identify several distinctive forms of management and control. The project’s research design comprises a qualitative panel survey (35+ qualitative follow-up interviews) with people working in the creative industries. These interviews were and are being conducted in 2005 and 2015. The second part consists of a mapping of Austrian employers who and companies that outsource creative tasks. The third part of the empirical research implies 10 qualitative interviews with crowdworkers. In the fourth part 10 interviews with employers/clients (people or companies outsourcing creative tasks) and with experts in the field of creative production were conducted. All interviews were fully transcribed and interpreted using sociological hermeneutics and content analysis.

Outlook on the results
The emergence and progression of information technologies has a vast impact on many aspects of creative work. Better and easier access to the internet as well as faster and more reliable network structures increasingly allow creative producers to work online and connect themselves to clients, for example, via crowdsourcing platforms such as Elance.com, 99designs.com, Freelancer.com etc. This drastically impacts creative production itself as well as power relations between the creative producer and the employer/client. Due to new forms of work organisation questions arise how virtual work is managed and/or controlled by the clients and which technical 'solutions' or possibilities the platform operators provide by designing their platform in a certain way. Prominent examples are the widespread review systems used by most platforms e.g. to indicate the crowdworkers' experience, reliability and skills. The shifting requirements of organising, managing and controlling creative work online via crowdworking-platforms often imply a need for the creative workers to adapt and react to a new environment in which they have to accept a strict regime of limited structures provided by the crowdworking-platforms. Moreover to gain positive reviews the individual demands of clients have to be met and the subordination of the creative workers' private life under the logics of the labour process has to be accepted. This 'bundle' of forms of management and control often requires the creative workers to accept constraints to their private lives, (unpaid) work for good reviews, the willingness to be always available and/or long working hours. On the other hand, looking at workers' agency, the anonymity of the internet is strategically used by the crowdworkers for learning on a safe playground or to use the options and loopholes for their benefit. To examine the socially contingent effects of digitalised work we analyse the ways in which creative crowdwork is managed and controlled within social and economic power relations within the triangle of
Healthcare and education are knowledge-based services that not only lie at the center of both national and corporate growth strategies but also constitute core parts of the United States’ delegated welfare state. Tensions across both sectors have been rising. While healthcare and higher education have grown to make up almost a fourth of American GDP, the public spending behind much of this activity is under political pressure. In turn, the combination of provider organizations’ attempting to increase prestige and profits, and policymakers’ efforts to better channel (if not outright cut per-person) expenditures has translated into the squeezing of the two services’ most central (and expensive) input: labor. The collective worker organizations in both sectors – nurses and teachers unions in particular – have come under fervent and virulent political attack. Moreover, the remuneration and labor standards of professionals have tended to undergo both precarization and polarization. While some sought-after professionals with high labor market power have substantially increased their incomes (as theorizing about skill-biased technological change would suggest), others have suffered. In the process, the strength of professional norms appears to have weakened.

This paper compares the state of professionalism at the top of the healthcare and education fields: medical doctors and college professors, both of which require extensive graduate-level education. Traditionally, professionals enjoyed a special status in the labor market, performing their work with a high degree of autonomy secured by selected monopoly rights. In return, they met a broader public need, using the specialized expertise they acquired through extended formal education in line with ethical principles beyond private gain. Recently, however, this privileges-for-standards bargain appears to have come onto the chopping block, with both markets and hierarchy becoming far more widely used as mechanisms in the governance of professionals’ work. For instance, commodification is evident in widening income dispersion between medical and academic disciplines, not merely mirroring but far exceeding broader trends in society. At the same time, public authorities’ and employers’ attempts to increase control have brought bureaucratization.

The paper tackles these issues in three steps. A first section provides descriptive analyses of the outcomes in both fields, including charting developments in public spending, reviewing income trends, and reporting on shifting employment relations. The data reveal the transformation of professional roles, with commodification increasingly hitting professionals in higher education and bureaucratization rising across the already deepened markets for American physicians. Across both sectors, professional prerogatives are on the decline, with the room for professional judgment and privileges shrinking. A second section probes the political processes behind these patterns of continuity and change, paying particular attention to 1) differences in the inclusiveness of professional associations and unions such as the American Medical Association (AMA) and the American Association of University Professors (AAUP); 2) professionals’ market-based power; and 3) the institutional anchoring of clinical and academic freedom. A conclusion interprets
these findings, situating them in the history of professional governance and elaborating their relevance for the relationship between capitalism and democracy in contemporary societies.

Vivian Shalla (University of Guelph)

From Middle-Class Professionals to Precarious Workers:
The Degradation of the Work of Occasional Teachers in Canada

Stream: Precarious work
Date: TUESDAY, 5 April 2016
Time: 10.45 – 12.15
Room: Maritim 12–14

The teaching profession has traditionally been portrayed as providing good jobs that offer enviable working conditions, opportunities for skills development, long careers, and a middle-class status. Over the past few decades, however, this portrayal has been more of an ideal than a reality for many who enter the profession, particularly as governments, guided by neo-liberal ideology, have implemented measures to cut costs and rationalize public services. Indeed, in Canada, a growing number of elementary and secondary school teachers are employed as what are invariably referred to as supply, substitute, non-permanent or occasional teachers. The lack of permanent positions available to newly certified teachers is giving rise to a teaching workforce whose work arrangements and employment conditions are deteriorating and increasingly resembling those of precarious workers in various non-professional occupations. School boards, for their part, increasingly have at their disposal a huge reserve of highly skilled and committed flexible workers.

This paper explores the work and employment experiences of occasional teachers in Ontario, Canada, and more particularly those who are seeking a full-time, permanent teaching position. It focuses on three key dimensions: the organisation of work and working conditions; employment and income strategies; and, career paths and professional identity. The analysis is based on qualitative in-depth interviews conducted with elementary school occasional teachers in Toronto, Ontario, a city that boasts the largest number of occasional teachers in the province.

Research results reveal that, while they have the same certification and basic qualifications as permanent teachers, occasional teachers have little control over their work process, contend with reduced opportunities to develop and apply their skills, experience deteriorating working conditions and casualisation, face income variability and insecurity, and must seek out and balance other forms of employment to ensure a livelihood. However, despite the degradation of the work process and the deterioration of working conditions, most occasional teachers hold steadfastly to the pursuit of a career in education. This study demonstrates that the transformation of the labour process in the teaching profession has not only made good jobs into bad jobs, but has also deepened inequalities in the workplace, made professional identity-building more difficult, atomized workers thereby hindering resistance, and displaced a category of workers to the margins of the middle class. The paper concludes that, while degraded work and the shift to precarity that we have witnessed over the past few decades is a troubling trend more generally, the problematic nature of work and employment under capitalism – and particularly its neo-liberal incarnation – becomes even more transparent when well-educated and skilled professionals find themselves caught in the downward spiral of degradation and precarisation. This study, which is informed by labour process theory (Thompson and Smith 2010) as well as literature on job quality (Warhurst, Carré, Findlay, and Tilly 2012), offers relevant findings to understand the complexities and dynamics of work degradation, precarisation, and class transformation.
Desai Shan (Cardiff University)
Victor Gekara (RMIT University)

**Liabilities for workplace injury compensation in the context of global labour supply chain**

Stream: Industrial relations
Date: WEDNESDAY, 6 April 2016
Time: 10.30 – 12.00
Room: WZB D112/3

The primary objective of this research is to explore the impacts of global labour supply chain on Chinese seafarers on compensation claims after workplace injuries. In the shipping industry, the globalised mobile capital movements have created a global maritime labour market, in which shipping companies can escape from relatively strict health and safety standards and labour protection regulations and recruit cheap labour from developing countries with lower labour protection standards. Driven by the motivation to reduce human resource cost, assisted by the local crew agencies and supported by the governments of developing countries, a global labour supply chain has been formed. China is one of the largest low-cost maritime labour supply countries. Due to the concerns of enforcement costs, the authorities are reluctant to impose stricter employers’ obligations to foreign employers directly. Thus, Chinese seafarers’ labour rights are positioned into the vacuum of labour protection of regulations.

Workplace accidents can create serious physical pains and financial loss to both workers and their families. Seafarers suffer higher risks of workplace injuries compared to land-based workers. In terms of domestic workplace injuries, workers’ compensation system is adopted in many countries to ensure that the victims of workplace accidents can obtain reasonable compensation to cover their medical treatments, sick pay and future financial loss arising from disability. Employers are obliged to contribute a premium/tax to these funds. However, to ascertain compensation liabilities arising from seafarers’ injuries are much more complicated in labour supply chains, the management of which involves shipowners, ship managers and crew agencies. Furthermore, to regulate and ascertain the responsibilities and liabilities of the parties involved, is beyond one nation’s jurisdiction.

In this article, we argue that in the global labour supply chain, the shipowners’ management strategies seriously exploit seafarers’ entitlements to compensation. Moreover, conservative and limited national governance makes seafarers disempowered. Through examining current Chinese legislations and international shipping companies’ management practices, we find that global labour supply chain has caused three levels of difficulties for seafarers. The first one is shipowners’ interests are able to limit seafarers’ rights to occupational injuries compensation pre-accident. During the recruitment stage, without sufficient state regulation and collective bargaining regimes, overseas shipping companies can use unfair terms and conditions unilaterally to limit their compensation liabilities to seafarers for workplace injuries. Chinese seafarers usually have to accept these unfair terms and conditions to secure a job. Secondly, the global labour supply chain creates a fragmented chain of responsibilities, which enables shipowners, ship management companies and crew agencies shirk their responsibilities. When workplace accident happen, the shipping company can transfer the case management responsibility to a specialised claim handler from their liability insurers and/or from their crew agencies. The specialised claim management design enables shipping companies to detach the management of seafarers’ claims from their core business, but for seafarers this approach is a purely dehumanized management process. The claim handler does not consider their previous contribution to the company and the negotiation process becomes a completely bargaining instrument. Thirdly, the complicated judicial procedures of dispute resolution approach has established a high threshold which prevents victim seafarers from accessing to justice. To initiate a foreign-related maritime litigation against foreign employers is highly demanding of professional legal skills, which is more time-consuming and costly than general labour dispute resolution procedures. Thus, seeking judicial justice is usually unaffordable for Chinese seafarers.
Forced alliance? Working across the departmental boundaries in a Danish acute care hospital

Elena Shulzhenko (Aarhus University)

Stream: Reconfiguring work
Date: MONDAY, 4 April 2016
Time: 15.45 – 17.15
Room: Maritim 16

Professional clinical work is challenged by new ways to manage care, which emphasize process thinking about care and network forms of care delivery. They require that professionals cross organizational and occupational boundaries when performing their work. The present study contributes to the debate on implications of these organizational forms for professionals (e.g. Currie, Finn, and Martin 2008; Marchington et al. 2005) by empirically analyzing specialized doctors’ work in the ‘host departments’ where they perform regular duties or attend to patients on call, without being employed there (the latter are referred to as doctors’ ‘home departments’). The study asks the following question: how does the network form of acute care delivery affect specialized doctors’ labour process? The study shows that the new organizational forms of care delivery may lead to redistribution of power in favour of the host departments and establishment of new bureaucratic structures governing interdepartmental collaboration. This in turn results in reduced control over labour process in host departments for specialized doctors, as their autonomy becomes contested not only by the hospital management but also by the management of the host departments.

The investigation is based on a case study of a major Danish university hospital. The Danish system of emergency healthcare has in the recent years undergone the largest reorganization in decades. The number of acute hospitals has been reduced from over 45 to 21 and new emergency departments have been established (Sundhedsstyrelsen 2007). Fostering collaboration across the organisational and professional boundaries was a key aim of the reform. Most of the newly established emergency departments rely to a high extent on network forms of collaborative care delivery. While few doctors are employed in the emergency department, large numbers of doctors from different specialties either hold regular duties in the department or examine the patients on call (Møllekaer 2015). Emergency departments were thus designed to host collaboration across the boundaries of specialised departments. The account is based on 17 semi-structured interviews with management and professionals in three departments collaborating in acute care provision: Emergency Department (‘host department’), Department of Orthopaedic Surgery and Anaesthesiology Department (‘home departments’), as well as with the hospital management.

The study found that the impact of network forms of acute care delivery on specialized doctors depends on the degree of interdependence of their tasks with the organization of work and caring personnel in the host department. Orthopaedic surgeons’ work processes in the host department appeared to be negatively affected by the new organizational form along the three dimensions analysed: perception of professional quality of care; participation in decisions regarding the organization of treatment processes in the host department; motivation to perform duties in the host departments. Anaesthesiologists’ labour process was only marginally affected by the establishment of the Emergency Department, as they perform their tasks relatively autonomously. The study also shows the contradictory character of the healthcare policy that both requires boundary-crossing behavior from healthcare professionals and reinforces departmental boundaries through activity-based financing of separate departments.

References:
In this paper we draw on the notion of organizational spaces to analyse the relationship between the physical work setting and the experiences of deprofessionalization of senior hospital doctors. The deprofessionalisation thesis (Filc, 2006; Numerato, Salvatore and Fattore, 2013) suggests that doctors are victims of aggressive attempts by managers to deprive them of their traditional professional autonomy.

Interest in the relationships between space and social relations has spawned a literature on spatiality, a term which denotes the spatial organization of society (Soja, 1989; Hatch, 2013; Guthey, Whiteman and Elmes, 2014). The spatiality of an organization includes a number of elements of physical structure: geographic location, the architecture of the buildings, the layout and spatial arrangement of physical objects and human activities, and design and décor which offer important clues to the organization's culture and its image to outsiders.

The relationship between organizational spaces and the social standing of the professions has also been discussed in sociological literature on professions. In his seminal paper published in 1989, MacDonald argued that the drive towards respectability and social standing of a profession requires the members of the profession to show the signs of success by symbolizing their collective status. The building, and its offices, in MacDonald’s analysis of accountants’, lawyers’, physicians’ and surgeons’ associations, serve as a basis for establishing the professions’ respectability, and as a symbol of their social standing.

In our study, we raise the question about the opposite phenomenon – how can a profession’s respectability be eroded by re-organization of spaces? We draw on qualitative data from a study of experiences of work of hospital consultants in Scotland to analyse the ways in which these senior doctors perceive re-organization of hospital spaces as an attack on their professional standing, and a threat to their autonomy. Our data from 68 semi-structured interviews with hospital doctors indicate that the layout of offices, a drive towards open plan workspaces, changes in the provision of canteens, and the design of operating theatres were seen as a symbolic challenge to the doctors’ status. They were also seen as inconsistent with effective working, and detrimental to the traditional ‘communities of practice’ that had previously characterized consultants’ working experience. Our study also provided evidence that some consultants felt increasingly devalued because managerial values, discourse and practices, and associated bureaucratic control, had challenged their position as the most highly qualified professionals in the healthcare system. Instead, some reflected that they were being seen as members of a healthcare ‘workforce’, increasingly subject to a wage–work bargain like any other healthcare worker. Our analysis provides a counter-point to MacDonald’s thesis, and throws some new light on the phenomenon of deprofessionalization in medical context.
Melanie Simms (University of Leicester)

**Conceptualising ‘interests’ in industrial relations theory: who, what, where, why and how?**

Stream: Industrial relations  
Date: TUESDAY, 5 April 2016  
Time: 10.45 – 12.15  
Room: FES 6.01

This paper is a discussion of the concept of ‘interests’ within the field of industrial relations. It responds to a small but influential literature that queries concepts of ‘interests’ and seeks to extend industrial relations theory in this direction (Edwards 2006, 2014, Kemp 2012). Although this is not an empirical paper, it emerges from extensive studies of both employer and union behaviour. It develops existing work about the construction of “workers’ interests” by trade unions (Heery 2010, Author A 2007) and extends some of those observations by also turning attention to employers.

The paper starts by illustrating how the term ‘interests’ has been used to date. Of particular relevance here is the growing literature around “interest-based institutionalism” (Wailes et al 2003). Briefly, this is a theoretical effort to understand industrial relations outcomes as a function of actors pursing interests within institutions. The following quote (rather unreasonably taken entirely out of context for this short abstract) is perhaps typical: “Actors may be ‘rule makers’, but take existing rules as a starting point for defining their own identities and interests.” (Jackson, 2010). This is a very helpful observation in explaining the role of actors within institutions, but nowhere in his important chapter does Jackson conceptualise “interests”. (Nor, for that matter, does he define “identities” but Hyman (2001) had done an excellent job in conceptualising this more robustly for trade unions, although there is less work relating to employers.)

After having demonstrated that interests are rather weakly conceptualised, the paper is structured around a discussion of five related questions

- Whose interests are highlighted in industrial relations theory?  
- How are interests constructed? How are competing interests reconciled or negotiated? What happens when dominant interests are challenged?  
- What interests are actors conceptualised as having? Material interests are often the focus of industrial relations studies, but other interests can be equally important. Interests around securing power are notably absent from many analyses of industrial relations processes and institutions.  
- Where are they understood to pursue those interests? International comparative studies are especially helpful here as they present an opportunity to observe how actors behave in different institutional settings. But relatively little attention is paid to the potential for agency to pursue interests in different institutions.  
- To what ends are actors understood to pursue their interests? Debates about the objectives of actors in pursing particular interests are rarely explicit in studies of employers or unions.  
- How are they understood to pursue those interests? Mechanisms by which interests are identified, given voice to and acted upon are rarely explicitly studied or theorised.

The central objective of the paper is to raise these questions and to highlight key examples of studies and texts where the concept of ‘interests’ is marshalled but not sufficiently developed with the intention of identifying what we can take from existing studies and how it can be developed further. The paper will end with a proposal as to how ‘interests’ can be better conceptualised and the advantages this brings to studies of industrial relations.

**References:**


Negotiating Wage (In)Equality: A UK Study of Two Sectors

This paper presents early findings from the UK project of a European Commission funded study examining social partners’ attitudes towards wage inequality. Increasing attention has been paid to inequality in general (Picketty 2014) and wage inequality specifically (Machin and Van Reenen 2007). These debates have generally highlighted that growing inequality is an increasingly important feature of many countries, but is particularly acute in the liberal market economies (Eurofound 2015). At the same time, debates have emerged around the function of collective wage setting mechanisms (collective bargaining, minimum wages etc.) in reducing wage inequalities within and between sectors (Hayter and Weinberg 2011). Questions therefore emerge about how social partners (unions and employers) regard issues of inequality in general, and wage inequality specifically.

The broader comparative study explores these questions in five national settings (UK, Netherlands, Germany, Italy and Slovakia) and across four sectors (automotive, education, retail and banking). This paper reports early findings from two of the sectors (education and retail) in the UK. Even this far more limited comparison raising important findings which challenge some of the assumptions made in existing literature.

The research questions we will address are:
- What are the most important issues of wage inequality in the two sectors?
- How do social partners in these two sectors think about issues of wage inequality?
- Do they (and, if so, how do they) present issues of wage inequality during collective bargaining processes?
- What are their general views about the effectiveness (or otherwise) of collective bargaining in addressing issues of wage inequality?

**The research**

The research is in its early stages, but the desk research for these sectors is complete. This comprised of examining wage data in the two sectors, analysing policy documents of social partners and outcomes of wage setting processes. Primary research has been started and interviews with trade unions and employer...
associations have been conducted. We anticipate that more interviews will have been completed by the time of the conference and organisation level data will also be available.

**Preliminary findings**

Dominant concerns about pay trends in the two sectors are very different, but in both cases emerge from government policies. In teaching, this relates to the government’s support for schools to ‘break away’ from national wage setting, and in supermarkets it relates to the future rapid up-rating of the National Minimum Wage in 2016/7. Perhaps surprisingly then, government policy exerts significant influence on wage (in)equalities even in the liberal UK labour market.

Social partners do generally believe that collective bargaining broadly has the effect of reducing wage inequalities but outside the public sector the aggregate effects are limited because of the decentralisation of bargaining to company level. Sector level data does indicate a narrower wage dispersal for groups where collective wage setting (collective bargaining, National Minimum Wage etc.) is strongest and a greater wage dispersal where there is managerial unilateralism. The qualitative evidence strongly supports the view that the constrained effects of company level bargaining largely account for the observed outcomes within and between the sectors.

Overall, unions the two sectors show a notable confidence in being able to regulate wage inequality where they have representation rights. Nonetheless, unions in both sectors are being presented with considerable challenges emerging from government policy. This analysis presents a useful and interesting counterpoint to the generalised picture of the the largely unregulated UK labour market and highlight important sectoral dynamics that help explain national patterns of inequality.

**References:**


Jacqueline Sinclair (University College Dublin)
Tony Royle (University of York)

‘Partnership light?’ Trade union negotiated change to work and employment practices in US owned MNCs in the Republic of Ireland

Stream: Industrial relations
Date: MONDAY, 4 April 2016
Time: 15.45 – 17.15
Room: FES 6.01

From the 1980s with the decline of union density and collective bargaining coverage in liberal market economies such as the US and the UK (Visser, 2011), much of the debate around employment relations practices has shifted away from large, unionised establishments (Brown, 1981) towards single-union environments, UK style ‘social partnership’ and ‘non-union partnership’ (Johnstone et al., 2009; Johnstone
et al., 2010). However, as several authors observe, "one size fits all", or "ideal types" are insufficiently nuanced for capturing the conditions in which partnership is introduced, contested, negotiated or perceived (Geary and Trif, 2011; Wilkinson et al, 2014).

The Republic of Ireland (ROI) operated national social partnership arrangements from 1987 until the recession in 2009. However, as Roche and Teague (2014) argue, in spite of the public policy of promoting workplace partnership arrangements, its dissemination proved limited at this level. The ROI is particularly reliant on US foreign direct investment and as in other countries union density has declined, now standing at 27 percent (Roche, 2015). Unsurprisingly much of the discourse on MNCs, particularly those which are US-owned, has focused on the trend towards non-union arrangements. Yet only a minority of MNCs in Ireland are non-union and 40 per cent of MNCs have trade union recognition on all sites, albeit less so for those with US-ownership (Lavelle et al, 2010). Roche et al’s (2011) study on the impact of recession also illustrates that "concession bargaining" predominates in Irish workplaces, including MNCs negotiating with trade unions over restructuring. We suggest that further examination of unionised MNCs that engage with unions is therefore warranted and that novel practices may be uncovered in MNCs which go beyond binary "union" versus "non-union" companies. We attempt to steer the debate away from non-union MNCs and ‘partnership’ towards more traditional union-management or “hybrid” agreements which provide for change in work organisation. How are such agreements reached, what are the factors that influence union-management agreements in MNCs and what are the outcomes of such agreements?

The data derives from a larger project based on an ongoing qualitative study of one MNC and one semi-state organisation in Ireland. In this paper we focus on Foodco, a US-owned manufacturing MNC employing 600 staff in the West of Ireland. The data are based on 10 in depth face to face interviews and an analysis of documentary materials, undertaken between 2006 and 2010 as well as follow-up telephone conversations conducted since then. The interviews were held with managers, full time and lay union officers (representing general operatives, craft workers and laboratory staff) who had participated in the negotiations or had become union representatives after agreements were concluded.

A collective agreement was signed in 2004, the central plank being an annualised hours contract to reduce overtime working. As Roche and Teague (2014) have highlighted, partnership is often introduced when firms are affected by commercial crises compounded by a history of poor industrial relations, or when anticipating significant future change. Both were significant factors at Foodco, yet "partnership" was only evident on the periphery in pre-agreement "relationship training" by external consultants. Traditional "adversarialism" remained central so that coupled with "partnership light", a fairly successful agreement was produced. Mutually beneficial outcomes were achieved for both sides, not by putting all eggs in the "partnership" basket, but by keeping issues of building trust outside the main arena of collective bargaining, which focused on changes in hours, work organisation and pay and conditions.

References:


Fredrik Sjögren (Luleå University of Technology)

**Freedom Under Responsibility – Discipline, Gender, and Value in ICT-research**

Stream: Digital workplace  
Date: TUESDAY, 5 April 2016  
Time: 13.30 – 15.00  
Room: WZB A310

This paper aims at disclosing relations between the disciplining of labor in ‘post-bureaucratic’ or project based organizations and the gendered production of subjects of value, taking four ICT research organizations as the example. Women take significantly less part in ICT work than men, whether within the ICT-sector or outside it. When it comes to gender distribution, according to the Swedish Agency for Growth Policy Analysis (2012: 9), the ICT sector is one of the least gender equal in Sweden (see also Second Swedish National Pension Fund – AP2, 2014). Part of the explanation to this is the prevalence of gendered identity norms in ICT, both within and outside work organizations (e.g. Mellström, 2009; Peterson, 2005; Faulkner, 2004). In this regard, ICT research constitutes no exception (see Sjögren, 2015).

Immaterial labor, to which ICT research counts, is by some argued to be beyond capitalist measure, and thus beyond the law of value (see e.g. Hardt & Negri, 2000). Others have argued that capital is able to impose the law on value also on immaterial labor, as Massimo De Angelis and David Harvie (2009) show in the case of British academia. Drawing on 18 qualitative interviews with ICT researchers conducted during my now finished PhD research (see Sjögren, 2015), I will study how the translation of concrete labor into abstract labor in ICT research works through an apparatus of discipline. This discipline is taking the form of e.g. time reporting, funding applications, and project reports where time measurement is imposed on research and relating this to the socially necessary labor time of academic labor, thus imposing the law of value on academic work (cf. Marx, 1976; De Angelis & Harvie, 2009). The researchers’ work is characterized by what some of them call “freedom under responsibility”, and this apparatus of discipline is what ties the freedom to the responsibility.

Central to this production and measurement of economic value, the paper will show, is the production of gendered subjects of value (cf. Skeggs, 2004). The gendering of competence, visibility, nerdiness, and other aspects of a highly valued ICT researcher plays a part in the disciplining apparatus, for instance through marking out who controls project descriptions, receives funding, decides what is successful research, etc. I will in the paper argue that 1) the law of value is imposed on the immaterial labor of ICT research; 2) the production of valued gender identities is playing a part in this imposing; and 3) that processes of economic value production are working through taming other value processes (here gender) to work in line with the law of value.
Paul Smit (University of Pretoria)

The role of the trade union movement within the SADC to improve labour standards on regional level

Stream: Industrial relations
Date: WEDNESDAY, 6 April 2016
Time: 9.00 – 10.15
Room: WZB A305

SADC consists of 15 member states with a combined population of about 280 million people. SADC has adopted a strong economic integration strategy. The SADC region is however still faced with large inequalities and millions of people who are extremely poor with limited access to basic services. The SADC Charter, policies and protocols brings a new dimension to the labour market within the region and the trade union movements within the SADC have a very important role and function to play ensure that minimum regional labour standards are established, implemented, adhered to, monitored and also enforced. This paper addresses the role of the trade union movement within the SADC region to improve labour standards on regional level.

In a globalised world, trade union movements are facing new challenges and must operate in other scopes, no longer only those applicable at local or national level. In the era of globalisation and regional economic treaties it would seem that trade unions in general have not involved in a significant debate about what can be done to react. Most trade unions still follow their own historical approach and strategies. Trade Unions would have to go beyond their national borders with a strong modification of their traditional or national approach, if employers can circulate and operate freely across national borders by means of MNCs the trade unions cant just operate or function within their own national jurisdiction. A new collective interest would be the necessary starting point for a transnational role of trade unions. Globalisation, regionalism and regional trade agreements have altered the balance of power between capital and labour to the disadvantage of labour. Ntawala Mwilima of the University of Kwazulu-Natal is of the opinion that the trade union movement in Southern Africa, in order to deal with globalisation, must come up with strategic responses and initiatives which can counter act against the process of globalisation, by strengthening their own capacity. These initiatives should include influencing policies which is geared towards deregulation of the economy and the labour market. Trade union movements should thus embark on an educational campaign to raise awareness of workers issues that affect them, there should be a shift from their organisational focus by extending their horizons to attract new members especially from the informal sector of the economy. One of the most effective ways organised labour can respond towards globalisation by forming alliances and affiliations with other trade unions.

Fred Steward (Policy Studies Institute)

European trade unions and the transition to a low carbon society

Stream: Labour and climate change
Date: TUESDAY, 5 April 2016
Time: 13.30 – 15.00
Room: Maritim 17

This paper reports on a research project which is part of an international programme on trade unions and climate change. It focuses on the European policy context for climate change action and the response and role of trade unions in relation to it. The theoretical context is an exploration of ‘transformative’
alternatives to the prevailing reforming ‘statist’ ecological modernisation or ‘neoliberal’ market based instrument paradigms. While some have suggest a ‘marxist’ framing of this (Hampton 2015) others propose that a ‘transitions’ perspective (Geels et al 2014) offers a ‘reconfiguration’ alternative to such a ‘revolutionary’ approach.

Using a document based discourse analysis this study explores the emergence in Europe of a new policy engagement with ‘the transition to a low carbon society and green economy’ which became prevalent following the Stern review (2006) and is expressed in the EC Low Carbon road map 2050 (2011). It examines the intersection of this with the renewal of interest in a purposive and directional industrial policy in Europe following the crisis of 2008. A potential convergence has been promoted in recent policy initiatives. (ECF 2015)

The same method is used to follow the development of European trade union policies with regard to climate change and its interaction with these emerging policy streams. This is done through a focus on the changing policy of the European Trade Union Confederation from 2003 to 2015 (eg ETUC 2003, 2015) The ETUC is the ‘peak’ trade union organisation in Europe and represents 88 national trade union confederations, 10 industry confederations and over 60 million trade unionists in 37 European countries.

It is argued that ETUC was a very early participant in the emergence of the new policy framing of the transition to a low carbon society. In relation to this it developed a position around the ‘just transition’ which represents a hybrid of 1. a defensive welfare net to ameliorate the negative impacts of a desirable but rather autonomous transition with 2. a proactive policy strategy to shape alternative transition pathways with different consequences for work.

The balance between these two perspectives is inconsistent and varies according to the policy context. It is concluded that the sociotechnical transitions perspective offers considerable potential for trade unions to promote work enhancing system innovation pathways in transport and buildings with new alliances, particularly with local and city authorities. But this remains undeveloped for a mixture of reasons including defensive strategies and deference to prevailing business and government priorities. Some suggestions to address this are offered.

References:

ECF (2015) Industrial Innovation for Competitiveness – the I24C initiative
ETUC (2004) Climate change – avenues for trade union action, Brussels
ETUC (2014) Declaration on industrial policy, energy, and the fight against climate change
Pille Strauss-Raats (University of Gothenburg)

The better half? Comparing the Patterns of Work Life Quality of Temporary Agency Workers and Their Colleagues in Poland and Sweden

Stream: Squeezing the middle?
Date: TUESDAY, 5 April 2016
Time: 9.00 – 10.30
Room: WZB B005

Today’s workplaces are characterized by increasing diversity in forms of work – permanent full-time employees work side-by-side with temporary or part-time workers, independent contractors and staff from temporary work agencies. When discussing developments in work life quality, trends for dualization, polarization and segmentation are common. Most often it is the permanent full-time employees with protected contracts and generous benefit packages that are considered to be at the winning end here – buffered by the insecure ‘atypicals’ who come and go with the economic cycles. The practice of temporary agency work represents the latter – they may brought in for weeks or years but are always marked out as outsiders or temporaries by more or less visible organizational borders. Studies on temporary agency work commonly report low work life quality in the sector in terms of insecurity, working conditions and opportunities for skill development in comparison to employees on direct permanent contracts but a lot of this research rests on large-scale surveys with little insight into the why and how these patterns emerge at workplaces. Additionally, little is known of how the presence of temporary workforce at workplaces transforms the quality of work for permanent workers – do they enjoy greater security and better work quality because the temporaries bear the burden or do they face additional pressure in the face of constant inflow of newcomers and competition?

The aim of this mixed-method study is to investigate subjective perceptions of work life quality of temporary agency workers and their direct-hired colleagues at workplace level, contextualizing the findings in organizational strategies and practices as well as national regulatory regimes. The empirical data is collected in one manufacturing sector multinational company with comparable subsidiaries in Poland and Sweden. Quantitative employee level survey data on subjective perception of work life quality is supplemented with qualitative interviews with employer as well as trade union representatives.

Current paper forms a part of a wider comparative policy-focused research project on working conditions and social integration of temporary agency workers in Sweden and Poland.
Dean Stroud (Cardiff University)
Heike Doering (Cardiff Business School)
Claire Evans (Coventry University)

**Varieties of Capitalism and Sustainability:**
**Greening steelwork in Brazil and Germany**

Stream: Labour and climate change
Date: TUESDAY, 5 April 2016
Time: 9.00 – 10.30
Room: Maritim 17

This paper explores the sustainability agenda and its implications for employment and managerial practices within different institutional contexts i.e. within coordinated and hierarchical market economies. It employs the Varieties of Capitalism (VoC) framework to examine how multinational corporations (MNCs) exploit different institutional contexts to achieve competitive advantage – with different outcomes in different places for the environment, communities, work and workers (see Hall and Soskice, 2001). The focus is on the activities of one multinational steel company and its varied responses to the emerging constraints of the sustainability agenda in Germany, as an example of a Coordinated Market Economy, and Brazil, as an example of a Hierarchical Market Economy. In particular, we focus on evidence concerning training and workplace environmental practices and policies in the different company sites.

In this paper, we demonstrate how different institutional contexts favour different corporate strategies from an approach that exploits negative institutional complementarities, such as the "low-skill/low-cost trap," to one that benefits from strong institutional coherence facilitating skills formation and innovation in response to environmental legislation. The analysis argues for the importance of incorporating the green agenda as a marker of difference into the existing VoC framework. We argue that this allows for nuanced readings of unstable institutional complementarities in terms of operational, managerial and social innovation in different institutional contexts – with such analyses essential for understanding workers’ experiences of employment and work. In this way, we contribute to literatures on the labour process and employment relationships, within the context of VoC analysis, and offer empirical material on understandings of employment relations within the HME category, as a new type within the VoC framework, through our discussion of a multinational’s activities in Brazil (see, for example, Schneider, 2013). In particular, this also allows us to focus on the way companies and other actors’ impact upon institutional frameworks and the distribution of power between different actors – including those beyond the employment relationship (in particular social movements and the linkages between environmental groups and civil society organisations), as well as those directly involved (trade unions) – within particular contexts, thereby addressing recent discussions of the stability and homogeneity of institutional arrangements.

**References:**


Ilona Suojanen (University of Edinburgh Business School)

The role of flexibility in increasing employee happiness in the workplace

Stream: Reconfiguring work
Date: TUESDAY, 5 April 2016
Time: 13.30 – 15.00
Room: WZB B002

Happiness has recently gained interest as an important variable in managing the employment relationship and is also included in the national measurements as the British government emphasises undertaking research on the happiness of the citizens, often referred as “subjective well-being” in the academic world. Several studies have shown a correlation between happiness and desirable work outcomes, such as high quality work and results. In addition, increased commitment, motivation, problem solving and energy, decreased incidence of sick leave and improved understanding of work have been detected.

Workplace flexibility is often discussed as one of the solutions to meet the requirements of the contemporary work life, and is also noted as an ingredient of workplace happiness. Therefore these two are clearly linked and understanding of the connection between flexibility and happiness is needed. Also, what is often neglected when discussing workplace flexibility, are the intrinsic, work-related wishes for flexible arrangements.

24 young professionals and associated professionals working in various fields, with different backgrounds and work experience, based in Edinburgh, took part in this study. The approach to happiness at work was experimental as the participants were asked to take photos when experiencing work-related happiness during a two-week period. Photos were supported by semi-structured interviews and narratives.

In this study, focusing on young professionals, one of the most highlighted aspects of increasing employee happiness at work was flexibility and the freedom it provides. Participants born 1979 and after (often called as the generation Y) repeatedly emphasised the importance of being able to work in 1) alternative environments, such as cafes and at home, 2) within flexible schedules e.g. mastering their own hours and 3) having control on the order and execution of tasks, which is in line with Hill et al.’s (2008) definition of workplace flexibility of “when, where and for how long”.

Participants did not only want to have flexibility in order to fulfil their personal needs outside work, such as singing classes or painting their flat, but they also wanted to find arrangement that would be suitable for them to perform better in their jobs and to make time spent working more pleasurable and happier. Happiness arising in moments that included plenty of autonomy, were often related to succeeding in work or feeling of power and ownership on one’s job.

The purpose of the study was to give employees a voice to talk about their feelings and to provide their own explanations and definitions of happiness at work. Hearing the stories of the employees creates a possibility for HR personnel and managerial level to make meaningful implications when aiming for more sustainable and happier workplaces.
Inspecting or Inspected? The Labour Process and Dilemmas of Labour Inspectors in Taiwan

Stream: Regulation and institutions
Date: TUESDAY, 5 April 2016
Time: 15.15 – 16.45
Room: WZB B003

Labour inspection has recently become an important policy in Taiwan since the Council of Labour Affairs was upgraded to the Ministry of Labour in 2014. According to the Labour Inspection Act, there are three types of labour inspection agencies, including the central competent authority which is the Occupational Safety and Health Administration affiliated to the Ministry of Labour, municipal competent authorities, and city and county competent authorities. Each authority deploys its own labour inspectors to enforce labour inspection of designated business entities. Every year the Ministry of Labour publicly announces the labour inspection directives to prioritise industries and businesses for inspection, provide inspection principles and guidance, determine the central grants for municipal and city and county governments, etc. All inspectors are sponsored and overseen by the central authorities. However, those who work for municipal and city and county governments are directly supervised by their affiliations as well. This research is interested in the labour process and any dilemmas of those labour inspectors in local governments and further examines and compares their experiences with their counterpart in the central authority. The main research methods are participant observation and in-depth interviews. As a graduate of labour studies that is a prerequisite of the job, I applied for the role of labour inspector and worked in a city government from November 2014 to September 2015. I carried out all duties required by the central as well as other tasks requested by my affiliation. Besides, I have been conducting in-depth interviews with fellow workers and other inspectors from the central and municipal authorities. All interviews are expected to finish by the end of 2015. Data from the interviewees are helpful for a broader view of experiences of people from different level of institutions. To conclude with preliminary findings based on my participant observation and some interviews, those labour inspectors in local governments are a group of people stuck in the middle. They have to meet objectives from both the central and the affiliated authorities, which may be contradictory to each other. For example, the Ministry of Labour always asks for conducting inspections as many as possible, but the city government would like to minimise inspecting amounts as labour inspection is not a priority of its labour policy. Moreover, those inspectors also have a difficult position in between citizens, councillors and the departmental supervisors. Some citizens may use labour inspection as a revenge on others to anonymously report businesses and bias information, whilst councillors sometimes peddle their influences on inspecting cases, and the departmental supervisors do not fully stand for the outcome of their inspectors. On the other side, those working for the central government mainly have to achieve the demands from their supervisors, whilst fewer legislators may have a hand in their inspecting cases and the general public are rarely in touch with them. Briefly, labour inspectors in Taiwan are responsible for inspecting business entities in order to enforce labour regulations, but at the same time they are explicitly or implicitly inspected and influenced by all other interested parties.
This paper draws on secondary sources to overview work and employment restructuring in community health services in England. It considers the ‘new ways of working’ pursued by a social enterprise community health employing organisation to secure its existing contract and to build new business, and staff evaluations of the impacts for job quality and for the quality of patient care. The employee interview and survey data were gathered over 2013-15.

Community health services are described as a wide range of health services … positioned intermediate between hospitals and general practice (Laing & Buisson 2012: 22). The workforce, a fifth of the NHS in England total in the late 2000s, is predominantly non-medical. Nursing and support to nursing staff are 70% of the total; scientific, technical and therapeutic staff a further 20%. A majority of nursing staff are located in adult services; their patients are predominantly older-aged.

Community health services, often described as the Cinderella of NHS services (e.g. Imison 2009), have been placed in the limelight by the policy of ‘care closer to home’ embraced by successive governments in the past 15 years. Shifting the balance of care delivery away from hospitals to lower-cost ‘settings’, including patients’ homes, is promoted as the necessary response to the public expenditure implications of population ageing and as means of improving the quality of patient care. The associated terminology is ‘integrated care’, ‘joined up’ and ‘seamless’ services.

The Transforming Community Services programme from the mid-2000s defined ‘patient choice and competition’ as stimulus for efficiency and care quality improvement. Primary Care Trusts were obliged to set relations with their community health provider ‘arms’ on a contractual basis. Staff acquired a Right to Request to ‘spin out’ from the NHS, to become a social enterprise contractor to it. With the 2012 Health & Social Care Act, ‘any qualified provider’ organisations gained access, potentially, to the community health services ‘market’ – estimated to be £10bn, possibly rising to £20bn (dependent on the pace of ‘care closer to home’).

Austerity from 2010 scythed local government budgets, in particular social care services for adults. With continuing contraction of hospital bed numbers, studies describe a ‘revolving door of patient care’ (emergency admission to and early discharge from hospital), notwithstanding the effort from the early 2000s to focus community health provision on patients ‘at risk’ of hospital re/admission.

Community health’s share of the NHS registered nurse total changed little in the past 15 years. The main trend has been ‘grade mix dilution’. Even prior to ‘austerity’ the experience of community and district nurses was work intensification and extended working hours. Community health was once noted for low labour turnover. Two-fifths of community nurses surveyed by Ball et al. in 2013 said they would quit if they could.

Social enterprise involvement in public service delivery has been promoted by successive governments on the principle that the ‘business with a social purpose’ organisational form promotes innovation and employee engagement with performance improvement. Were these capacities in evidence at our evaluation study social enterprise case?
Gerbrand Tholen (City University London)

**What is a graduate occupation? Some insights from case studies on software engineers, financial analysts, press officer and biotech scientists**

Stream: Skills and labour market  
Date: MONDAY, 4 April 2016  
Time: 15.45 – 17.15  
Room: Maritim 15

What makes graduate occupations unique from non-graduate occupations? Given the increasing prominence of the concept of graduate occupation within debates on overqualification, graduatisation and the graduate labour, it has become of growing importance to define the term. Yet this proves not to be an easy task and various definitions fail to fully convince. However, the rather problematic notion that a graduate occupation is an occupation that is numerically dominated by graduates is seen as acceptable by various scholars and policymaker.

The paper argues that what can enrich and improve our understanding of what constitutes a graduate occupation is to advance our knowledge of how graduate occupations are symbolically constructed within the labour market. As growing confusion about the nature of graduate work persists, workers and groups of workers within the graduate labour market, try to legitimatise what counts as a graduate occupation in order to maintain their position within established hierarchies.

To demonstrate the importance of the symbolic construction of graduate occupations, the paper presents data from a large 3 year study on the UK graduate labour market. The study includes four in-depth qualitative case studies on graduate occupations (software engineers, financial analysts, press officers and biotech scientists). The paper draws on in-depth interview data with 104 workers, employers, recruiters and stakeholders in those four occupations.

The analysis shows wide heterogeneity in the tasks, responsibilities, autonomy and the use of skills within these occupations, making meaningful nominal grouping often complicated. Yet the identification with graduate work, four each occupation, rests on a distinct socially constructed relationship with Higher Education. Graduate occupations are, at least to some extent, occupations in which those inside the occupation, can successfully define the essence, skills and knowledge as being associated with Higher Education. The paper also shows that in some cases, these efforts are closely related to professionalisation projects.

Paul Thompson (University of Stirling)  
Rachel Parker (Queensland University of Technology)

**Power, Value and Finance in the Australian Mining Value Chain**

Stream: Global value chains  
Date: TUESDAY, 5 April 2016  
Time: 10.45 – 12.15  
Room: WZB B002

This paper builds on the research and theory building programme associated with last year’s conference book (Thompson, Parker and Cox, in Taylor et al 2015). This programme focuses on connecting global value chain/production network and labour process analyses. In our previous contributions we examined the
dynamics of digital entertainment industries. Here we move to a further stage of the research – the mining industry in Australia and the value chain linked with engineering and technology services (METS). Mining remains one of the key global industries and is under-explored by critical labour scholars.

A primary contribution of the paper is to open up further the political economy dimension of recent debates by seeking to link power dynamics to financialization. In particular, it seeks to reinvigorate the analysis of economic distribution in GVC analysis both conceptualising power and value in GVCs in the broader political-economic context of globalized-financialized capital. First, the paper argues that value distribution at nodes within GVCs reflects broader political-economic dynamics associated with globalization, concentration and financialization (Bellamy Foster and McChesney 2012). Second, the paper argues that the structural power of lead firms in globalised-financialised-monopoly capitalism is the mechanism through which nodal GVC dynamics are connected to broader political-economic dynamics. Essentially lead firms are able to exploit their monopolistic position in GVCs to increase their mark-up over costs by controlling inputs costs along their supply chain. This enables lead firms to 'leak' profits to shareholders through buy-backs and dividend payments (Milberg 2009). This paper responds to recent calls of 'integrating finance into global production networks' (Coe et. al. 2014). A contribution of the paper is its elaboration of the mechanisms that connect power and value extraction in contemporary economies and in particular, the way in which power enables firms to develop a strategic focus on value appropriation.

The empirical discussion utilises the context of the Australian mining industry to illustrate the arguments made in the first part of the paper by showing that (i) financialization drives value extraction at the node in mining (ii) concentration and structural power of mining firms in the global political economy affects their bargaining power at the node and (iii) the impact of such developments on the position of suppliers and labour in the chain. It draws from secondary analysis (particularly of financial data) and a large set of interviews with owners/managers in the METS value chain (30 suppliers, 5 in mining firms), as well as workers (mostly engineers) in seven companies. The purpose of the interviews is to show how value chain strategy at node reflects the broader political-economic context. A key recent trend has been a deliberate attempt to reduce the influence of 'relationships' or what some parts of the literature might describe as 'trust' in negotiations in order to focus on arms-length, cost based transactions and short-term relationships. The struggle for control is aimed at eliminating what was perceived to be 'a very immature, unproductive, costly model' of GVC relationships (interview respondent). A critical part of the process of gaining control over the value chain is to gain control within the firm – to centralise management of the supply chain. This has significant consequences for supplies and their workers.

References:

Kea Tijdens (University of Amsterdam)
Maarten van Klaveren (University of Amsterdam)

**Do jobholders do the same work activities in the same occupations? Measuring tasks in 430 occupations across countries**

Stream: Squeezing the middle?
Date: MONDAY, 4 April 2016
Time: 14.00 – 15.30
Room: Maritim 12–14

The discussions about the rise of inequality in the labour market relate to the changes in relative demand for skills, and thus for specific occupations. The session organisers call for ‘getting behind occupational labels to investigate the work itself’. Our paper relates to this challenge and provides an overview of the results of three research projects regarding the measurement of tasks in occupations: EurOccupations, InGRID, and EDUWORKS.

ILO’s hierarchical occupational classification ISCO-08 defines a job as a set of work tasks and duties performed by one person. Jobs with the same set of main tasks and duties are aggregated into 433 occupation units at the 4-digit level of the classification. However, an empirical basis for this assumption is lacking. The tasks in occupations are a black box. In labour force surveys, as well as in many other socio-economic surveys, the classification of respondents’ jobs into occupations is almost solely based on job titles, and only in ambiguous cases coders explore the job description.

EurOccupations ran in 8 European countries and covered 160 occupations. Using desk research, the project team drafted approximately ten tasks per occupation. A multilingual web-survey was designed with routing for 160 occupations and 8 countries, inviting occupational experts as well as jobholders to rate how often each task in their occupation was performed on a 5-point scale (daily to never). Using interrater agreement statistics (rWG) the results showed that half of the occupations revealed no agreement across ratings, one-third a weak/moderate agreement and one in ten a strong agreement. Within-country similarity of occupations was larger than across-country similarity, whereas jobholders demonstrated higher agreement than experts (Tijdens et al., 2014). The main conclusion was that the within-occupation similarity was rather an idea than a fact.

InGRID and EDUWORKS explored these disappointing results and tested whether similar occupations refer to the same work activities. Using the existing, continuous WageIndicator web-survey, jobholders were asked to rate how frequently they performed approx ten tasks in their occupation, depending on the occupation they selected from a large list. Using ILO’s task descriptions, for 430 occupations a list of occupation-specific tasks could be drafted and translated for 13 countries. The purpose of our paper is to analyze the similarity of tasks in occupations. The first results show that workers in high-skilled occupations are less defined around a typical worker than those in skilled and unskilled occupations (Visintin et al, 2015). More data and more results will be available at the time of the ILPC conference.

**References:**


Tijdens KG, Van Klaveren M (2015) Women in eight skilled occupations in developing countries compared, Paper in progress
Tony Tinker (Baruch College)
Aida Sy (Marist College)

**Labor process and the processing of labor**

Stream: Theoretical perspectives  
Date: WEDNESDAY, 6 April 2016  
Time: 10.30 – 12.00  
Room: WZB A300

A number of imponderables have always bedeviled labor analysis. These concern the disruptive impact on work and employment. The early phase of this technological development was accompanied by a migration of unskilled, data-entry jobs abroad. In the U.S. and Europe, Today, the nagging doubts are becoming a Reality. Now, we are witnessing massive transfers of high-skilled, work, and well-paid occupations, from Europe and the U.S, to (relatively) low-cost production sites in China, India, Taiwan, etc. The outsourcing of high-tech work is now matched by a “reverse-flow” of high-skilled personnel who are repatriating back to their “off-shore” homes, attracted by salaries that, in real terms, compare favorably with those in the U.S. These changes are accompanied by a dumbing-down’ of work, and a relentless downward-pressure on wages. What do these trends portend for the future of workers at home and abroad. Are there any “winners”, or just casualties from the technological juggernaut? These are serious questions that existing methodologies are ill prepared to address. This paper introduces a literature that will allow scholars to begin to systematically investigate these questions.

Ana Cardenas Tomazic (ISF München/University of Kassel)
Janosch Schobin (University of Kassel)

**The Digital Gamification of Labour:  
A New Form of Labour Process Regulation?**

Stream: Squeezing the middle?  
Date: TUESDAY, 5 April 2016  
Time: 13.30 – 15.00  
Room: WZB B005

In the last years there has been a huge hype around digital gamification (DG) (Fuchs et al. 2014). DG is the application of game elements (e.g. scoreboards, badges and quests) or even whole game mechanics (complex, integrated sets of game rules) to non-gaming context via software. Its purpose usually is to enhance the engagement of social actors with a particular activity or with a specific social entity (e.g. Deterding et al. 2011; Grosskopf 2014; Hamari et al. 2014). It originated in marketing as a tool to enhance consumer involvement (Linder 2010; Zichermann und Linder 2010). From there the hype spread to almost all areas of business: recruiting, job-training, R&D, service, production and so on (e.g. Allinger 2013; Dierks 2014, Herger 2014; Jiménez Sánchez 2015; Kapp 2012; Kumar und Herger 2013; Reiners 2015). The focus of DG shifted from creating more engaged consumers to creating more engaged employees. Its promoters advocate DG as a win-win-technology: Supposedly it rises productivity and the quality of work at the same time (Allinger 2013; Kumar und Herger 2013). In its strongest expression DG is deemed to be an all-purpose technology that returns individual meaning to social activities that lost their social embedment in modern societies (McGonigal 2011). Critiques on the other hand denounce it as a libertarian ideology (Schrape 2014) or as a mere empty promise (Bogost 2015).
For Sociology of Work these normative discrepancies, rise theoretical and empirical questions. Digital Technologies can be conceived and reconstructed as instruments of a complex regulative framework that permits management of performance dispositions according to a firm’s goals (Böhle 2001; Böhle et al. 2002; Pfeiffer 2010). Moreover, Human Computer Interaction (HCI) studies early on argued that computers act like pseudo-social entities and humans tend to react to computers as if they were social entities (e.g. Adelson et al 1994; Nass und Moon 2000; Reves und Nass 2003). Digital Games are an epitome of the pseudo-social character of computers. Thus it is plausible to envisage DG as part of a new regime of managerial governance, where the position of the manager is at least partially replaced by a pseudo-social digital infrastructure. The technology supervises individual work efforts by punishing certain behaviors and rewarding others. It also coordinates work, providing rules for fair competition and opportunities for collaboration. All those tasks and competences usually fall within the realm of the managerial staff (Böhle 2001; Böhle et al. 2002; Pfeiffer 2010). This poses questions about the impact of DG on labor process regulation (Burawoy 1979; Braverman 1980; Pongratz und Voß 2004).

There are four general scenarios: 1. DG could be an empty hype. Enterprises are in fact not gamifying anything. 2. DG is a digital façade for old forms of managerial control, delegating responsibility for managerial decisions to digital infrastructures. 3. DG is a regime complementary to traditional managerial control, ruling "unruly things" like emotions for instances. 4 DG is a true substitute that replaces traditional managerial control by the governance of digital pseudo-social actors.

To discern this issue, we propose an iterative methodology combining elements of theoretical and empirical research. In terms of methodology we propose an empirical mixed-methods approach consisting of a series of qualitative case studies and a quantitative survey focused on enterprises of different economic sectors.

Anna Hagen Tønder (Fafo Institute for Labour and Social Studies)
Christian Helms Jørgensen (Roskilde University)
Torgeir Nyen (Fafo Institute for Labour and Social Studies)

Access from vocational education and training to the labour market in the Nordic countries

Stream: Skills and labour market
Date: MONDAY, 4 April 2016
Time: 15.45 – 17.15
Room: Maritim 15

The purpose of this paper is to explore the impact of different models of vocational education and training (VET) in providing access to the labour market for young people. The Nordic countries provide a fruitful ground for comparative research. Finland, Sweden, Norway and Denmark share a number of features like well-organised labour markets, consensual political cultures and universal welfare states (Elvander 2002). At the same time, the four countries have developed different VET models. Denmark represents the most classical form of a dual model, based on traditional apprenticeship training. The VET systems in Sweden and Finland are mainly school-based, with apprenticeship training playing only a marginal role. Norway can be characterized as a hybrid model, with a combination of school-based training and apprenticeship training. The Nordic countries, like most developed countries, have experienced a significant expansion in general and higher education in the last decades. VET programs have been characterised by falling esteem, declining enrolment and high dropout rates. More recently, however, there has been a renewed interest in the role of VET and apprenticeship training among policy makers. It is recognised that VET can play an important role in preparing young people for work and providing effective transitions to the labour market (Wolbers 2007). Training can be made more relevant to labour market needs and employment opportunities
of young people can be improved by incorporating periods of work based training in initial VET (Müller 2005; Andersen & Werfhorst 2010). As a consequence, policy makers have taken interest in modernised forms of apprenticeship in order to provide more effective school to work transitions for young people in vocational training. In this paper we will describe the institutional arrangements for VET and compare school to work transitions among VET graduates within the four Nordic countries. The analyses will be based on preliminary results from a comparative Nordic project www.nvet.dk.

References:

Ian Towers (SRH Hochschule Berlin)
Anabel Ternès (SRH Hochschule Berlin)
Laura Smith (SRH Hochschule Berlin)

Precarity in German universities: the struggles of the akademischer Mittelbau

Stream: Precarious work
Date: TUESDAY, 5 April 2016
Time: 10.45 – 12.15
Room: Maritim 12–14

The process of casualisation of the academic labour force at German universities continues to run ahead under the umbrella of neoliberalism, as in the UK. The topic has been even been reported on extensively in the mainstream press. Particularly affected by this process is the akademischer Mittelbau (mid-level faculty assistants). This largest part of this group consists of the research assistants of professors. They are usually completing a doctorate under the supervision of the professor, have a teaching load, support the professor’s research and on top of that carry out organisational tasks such as organising conferences. A second part of the akademischer Mittelbau are the teachers in the language centres that each university has, and a third part are those lecturers who have already completed their doctorates, but cannot find a full-time teaching position (contract teachers).

Common problems for the members of the akademischer Mittelbau are: short-term contracts, low pay and the need to carry out a great deal of unpaid extra work. Due to these poor working conditions, attempts are being made to improve them. One approach is through unions. Several unions represent the academic labour force in Germany. ver.di (United Services Union) and GEW (Education and Academic Workers’ Union) are large “typical” unions, but several smaller, more radical union-type organisations like the FAU (anarcho-syndicalist) are also beginning to play a role. A second approach is self-organisation; there is some evidence that this is becoming widespread, with ad hoc groups at various universities being formed.

The research has two main themes:
- The role played by unions and other organisations in the process of precarisation and opposition to it. We are investigating how the unions are responding to the precarisation of the academic workplace. Each of the large unions has set up task-forces and organised conferences to help the academic
A national day of action is planned for November. Preliminary findings suggest, however, that affected union members are largely dissatisfied with the efforts of the unions, and this discontent is then leading to various forms of self-organisation. The groups that are active at individual universities are beginning to work together.

The impact of precarious working conditions in academia on the individuals concerned.

Analysis of the first few interviews so far carried out indicates that the identity of members of the akademischer Mittelbau is affected by, for example, a perceived discrepancy between academic achievement and lifestyle, a feeling of being exploited (particularly in the case of professors’ research assistants, who feel that any refusal to do what their supervisor wants could jeopardise their studies), and a sense of being a permanent outsider (in the case of contact teachers).

The research takes a mainly qualitative approach, using grounded theory. Semi-structured interviews are being carried out with paid and non-paid union officials, members of bodies representing staff at universities, and with members of the academic precariat themselves.

Diane-Gabrielle Tremblay (University of Quebec)
Ève-Lyne Comtois-Dinel (Téléuniversité Québec)

Communities of practice: new mode of collaborative work or imposed cooperation?

Stream: Reconfiguring work
Date: TUESDAY, 5 April 2016
Time: 10.45 – 12.15
Room: Maritim 16

Over recent years, there has been increased interest in various modes of knowledge creation and management and the preconditions to succeed in such initiatives. Much of this interest stems from the fact that organizations expect substantial gains from knowledge development. Knowledge management is thus seen in many organizations as a source of competitiveness and innovation. The interest for communities of practice arises from this objective, but it is viewed as a specific form of knowledge development and sharing, in principle more centred on the individuals and their exchanges than on "management" by the firm, although the firm does seem to often have a role to play in fostering such initiatives. Thus, the use of communities of practice has emerged as a way to develop collective skills and organizational learning, in order to foster innovation and success for organizations. In this paper, we will look at communities of practice as such a mode of knowledge management or knowledge sharing. We will first define this new form of learning and knowledge sharing or management through communities of practice. The term 'communities of practice' was first used by Brown and Duguid (1991) and by Lave and Wenger (1991), and it was popularized more widely in two major works (Wenger et al. 2002, 2000). It refers to the idea of sharing information and knowledge within a small group, as well as to the value of informal learning for a group and an organization. Wenger et al. (2002, p.4–5) describe a community of practice as a group of participants who: "Don't necessarily work together every day, but they meet because they find value in their interactions. As they spend time together, they typically share information, insight, and advice. They help each other solve problems. They discuss their situations, their aspirations, and their needs. They ponder common issues, explore ideas, and act as sounding boards". We will then present some of the results of our empirical research. On the basis of our empirical research conducted with 7 case studies of communities of practice implemented in firms, we will center on the main conditions and challenges of such new modes of knowledge creation, sharing and/or management. The empirical results are based on a questionnaire survey administered to the participants of these communities of practice, but also on qualitative interviews and regular work and exchanges with some of the animators and participants in these communities of
practice. We will highlight a few interesting differences observed according to age and gender, as well as some limits and challenges that were observed in the learning and sharing process, which are often underestimated. Our presentation will thus expose results from this research on communities of practice in Canada, but also a larger reflexive approach on communities of practice as a new mode of collaboration in work, but also possibly a new mode of control of knowledge and knowledge sharing in the workplace.

Clive Trusson (University of Lincoln)
Donald Hislop (Loughborough University)
Neil F. Doherty (Loughborough University)

Are accusations of ‘knowledge hoarding’ fair management rhetoric or do they signify prejudiced demonization of workers? A study of IT technicians

Stream: Digital workplace
Date: TUESDAY, 5 April 2016
Time: 13.30 – 15.00
Room: WZB A310

As a notion, ‘knowledge hoarding’ has become well established across the business literature written by (and for) both academics and management practitioners. Recently, there has been academic interest in developing ‘knowledge hoarding’ from being a notion that carries common-sense rhetorical meaning, dichotomous to the notion of knowledge sharing, into a reified concept that facilitates scientific enquiry into it. Thus, Evans, Hendron and Oldroyd (2015: 495) have recently provided a definition of knowledge hoarding as ‘an individual’s deliberate and strategic concealment of knowledge and information or the fact that they may possess relevant knowledge or information’. In this paper we draw upon qualitative data collected for a study of IT service support work to discuss ‘knowledge hoarding’ as a politically-loaded rhetoric that is enthusiastically endorsed within managerialist ‘best practices’ of systems thinking rationality. In our preliminary discussion we argue that the long-standing rhetoric pertaining to the notion (e.g. Davenport and Prusak, 1998) implies a confrontational suggestion that workers – by nature – are inclined to act selfishly and against the best interests of their employing organization through deliberate acts of knowledge ‘hoarding’. Our data on IT technical work is of two types. Firstly, we collected micro-level observational data whilst closely observing 19 IT technicians, working across 9 different IT support teams in 5 organizations, at the practice of investigating, diagnosing and resolving IT incidents. In total the processing of 91 IT incidents was observed. The length of observation of each technician varied from 30 minutes to 4 hours. The data collected included details of what technicians were engaged in doing, with in situ interpretations of the knowledge being applied and shared by workers during each observation. Secondly, semi-structured interviews with 25 IT technicians were conducted and, for this paper, were manually analysed for evidential references to knowledge hoarding/sharing behaviour. We offer contributions to the literature on organizational knowledge sharing/hoarding. Firstly, we contend, through the analysis and discussion of our data, that the reification in the literature of ‘knowledge hoarding’ as a concept that might then be subjected to deductive investigation is incongruous when studying environments in which workers are typically engaged in complex and highly contextualized problem-solving. Following the argument that the adoption of a practice-based approach to organizational knowledge management reveals fundamental weaknesses in the application of an objectivist philosophy of knowledge (e.g. Hislop, 2002; Nicolini, 2011), we argue that the very notion of ‘knowledge hoarding’ reflects an objectivist vision and therefore shares in these fundamental weaknesses. For the workers observed for this study, the applied knowledge they used was shown to exist as a flow of fleeting mental activity, skilfully and productively employed to meet organizational needs. In such circumstances ‘objectifying’
knowledge is revealed to be beyond human or technological capability, and therefore accusations of knowledge 'hoarding' are unfair and ill-judged because they fail the test of rational reasoning. Secondly, we present evidence to support the contention made in the preliminary discussion that use of the term 'knowledge hoarding' is confrontational in that it implicitly prejudges workers as being inclined to dysfunctional behaviour. The data analysis suggests that the implicit claim of the 'knowledge hoarding' rhetoric that (all) workers are inclined to behave selfishly in regard to the sharing of knowledge (thus requiring managerial intervention) is grossly exaggerated. It implicitly fails to credit workers for the extensive knowledge sharing activities that they routinely engage in, or for their pro-social attitudes towards the sharing of knowledge.

Christine Tschöll (Free University of Bozen – Bolzano (I))

Social and Structural Changes in Rural Areas of South Tyrol (Northern Italy): A Longitudinal Case Study

Stream: Precarious work
Date: MONDAY, 4 April 2016
Time: 15.45 – 17.15
Room: WZB B005

The PhD research project deals with the social change and coping strategies of individuals and society in rural areas, who are affected, in form of operational closure of the largest employer, by a variation of structural conditions (labour market, family structure, social community, middle class society in transformation, regional development). It addresses the impact of work-based insecurities, rising social inequalities within and across nations, with a specific regional focus on South Tyrol – a small multicultural, rural area in northern Italy, bordering Austria and Switzerland.

The current crises and decline of available jobs leads to contradictory everyday-life experience of individual citizens; their "new normal" involves irregular work histories (with the various forms of precarity, temporary and/or part-time work etc.) rather than a lifelong permanent job.

The autonomous province of South Tyrol previously moved some of their legitimacy from high and stable prosperity and on the labour market, there was virtually full employment. What does the situation look like now, in times of global economic and financial crises? How does the population manage these global social and structural challenges in a small rural area?

It is a longitudinal sectional case study, which is carried out in the period from 2014 to 2016 in a valley in South Tyrol. Thirteen affected people, family members and experts will be accompanied and questioned about three different points of time by theme-centred interviews (cf. Schorn, 2000). The evaluation is carried out with qualitative content analysis (cf. Kuckartz, 2014; Mayring, 2015).

Already, the now–classic study of the social impact of unemployment on a small community – “Die Arbeitslosen von Marienthal” (“Marienthal: the sociography of an unemployed community”), conducted by Jahoda, Lazarsfeld and Zeisel (1931–1933) – examined the (often devastating) psychological consequences. The research team went beyond the obvious hardships associated with financial deprivation, and they concluded that in modern industrial societies work provides important social benefits, including a sense of personal worth, connection with wider social objectives, and a time structure to people’s days and weeks.

It is evident already at this stage of case study that the plant closure and the resulting job losses are still uppermost in affected people’s minds. The coping strategies are individual, very different even over time and yet there are similarities – all miss security.

It now applies in this research project to move forward and to look at the coping strategies. In this context, resilience research focuses on the resources and protective factors of people and asks what helps people to
cope with difficult conditions and uncertainties successfully: to overcome the crisis and to come out of the crisis strengthened.

In this context discussions on so-called alternative forms of economic activity and (renewed) growth occur. Different approaches deal with alternative practices of doing business and organizing, which, in the self-understanding on participation, autonomy and solidarity are aligned. Finally, in the case study also cooperatives obtain new attention.

The interview sessions will be finished on January 2016 and first outcomes of the project will be showed in order to discuss future solutions and recommendations.

Knut Tullius (SOFI Goettingen; Univ. of Goettingen)

„You just don’t treat people like that!“ – Temporary workers: dignity and legitimacy at work

Stream: Precarious work
Date: WEDNESDAY, 6 April 2016
Time: 9.00 – 10.15
Room: WZB B004

Work organizations, like any other social order, have to be regarded as legitimate by their employees – i.e. employees must hold justified true beliefs (in the sense of Weber) that the social order “delivers” procedural and distributive justice that are generally regarded to be morally and/or rationally justified. In a recently completed empirical research project at SOFI Göttingen and ISF Munich[1], we could re-construct five dimensions or patterns of such morally justified claims for legitimacy in work organizations: equity, autonomy, participation, solicitousness/care, and dignity.[2] These legitimacy patterns are relevant for all employees we interviewed[3]. However, depending on the specific working conditions and/or the conditions of the employment contract, we find typical conflicts among and combinations of those patterns. In addition, some of these patterns, or typical combinations of patterns, are more or less threatened or endangered. Under certain conditions input- as well as output-legitimacy of the social order at work is crumbling, or is becoming illegitimate. In this contribution, I will – firstly – focus on the claim for dignity at work of temporary workers[4], and the profound experiences of indignity and injustice, that they face today. Secondly, I will present and discuss the ways in which temporary workers criticize and try to resists threats to dignity, and their attempts to regain or re-establish dignity at work.

References:
[2] In addition, we found three patterns of claims for legitimacy based on "rationality": bureaucratic rationality, economic rationality, and technical/organizational rationality.
[3] In the course of this project, we conducted a large number of in-depth-interviews with employees in 26 German corporations in the industrial as well as service sector.
[4] Twelve interviews with temporary workers in the automotive and mechanical engineering industry constitute the empirical basis for this paper.
Gülcin Tunc (Uludag University)

The role of spatial praxis in the construction of employment relations in the manufacturing industry

Stream: Precarious work
Date: MONDAY, 4 April 2016
Time: 15.45 – 17.15
Room: WZB B005

Significant changes occur in relations of ownership and possession concerning urban and rural land, patterns of land use and the spatial distribution of housing, workplaces and public facilities in Turkey as the country is going through an exhaustive process of spatial transformation as of the initial years of the 2000s. These changes have led to the rearrangement of the existing pattern of spatial control held by different groups in the society. In particular, it resulted in a general decline in labour's control over space, which renders it potentially subject to an expanded control in the workplace. As the restructuring of spatial relations amounts to the loss or degradation of alternative/supportive subsistence mechanisms such as the extra income obtained from small farming/horticulture, the use of commons, the squatting of the state land for housing etc., which have long been central to the reproduction of labour power in the third world, workers become increasingly dependent on earnings from wage employment.

Accompanying the neoliberal urbanization policies in Turkey have been the amendments made in labour market regulations, social security rights and working conditions of wage-earners within the same period. These, at the outset, resulted in heightened job insecurity and hardening working conditions for labour. All in all, current circumstances in Turkey indicate that while securing labour's direct control in the workplace continues to be an important element for the maintenance of the capitalist employment relation for the employers, indirect forms of labour regulation built through the transformation of spatial relations and the utilization of local labour market reciprocities are decisively at work. Despite its empirical validity and the existence of theoretical expansions going back to mid-1980s within both the labour process theory and the field of economic geography, building the link between workplace and non-workplace relations of labour has remained a relatively underexplored issue.

In this sense, by deploying the crosscutting concepts of labour control and spatial control and adopting a relational approach towards the concept of labour control, my proposed paper aims at investigating the main question of “how command over space held by different social groups and capitalist work relations are related to each other?” in Manisa, a middle-sized city in Turkey. The co-existence of industrial and agricultural sectors and the dynamic structures of the local labour and land markets make Manisa a fruitful case for exploring the interaction between the employment relations in the manufacturing sector and the spatial praxis of employers and employees. Following a predominantly qualitative research approach, the paper will rely on a two-fold data set. The first data set is comprised of findings of my doctoral dissertation survey based on questionnaires and interviews made with industrial employers and blue-collar employees. The second data set, as a part of the research design of a recently commenced individual project, includes planned in-depth interviews, which will be conducted with a work/life history approach, and key informant interviews. The objective of getting work/life stories will primarily target blue-collar manufacturing workers who inhabit certain neighbourhoods that will be selected according to the different socio-spatial characteristics they have within the urban structure. The key informant interviews, on the other hand, will be carried out with employers/managers from the industrial sector, real estate agents and local politicians/bureaucrats in public and private institutions directly related with spatial transformation and the regulation of local labour markets.
Self-employment among graduates: a new flexibility?

Charikleia Tzanakou (University of Warwick)
Kate Purcell (University of Warwick)

Following on the economic crisis, self-employment has grown in the UK, contributing to 40% of the job recovery since 2010 (Hatfield, 2014). Based on this evidence, a debate has emerged about whether this growth indicates entrepreneurial activity, potential job creation and economic growth or is simply an increasing aspect of precariousness of many areas of employment. Interestingly, there has been a rise in the proportion of self-employed workers with a degree or other high level qualifications. According to Hatfield (ibid.) approximately 15% of the UK labour force is UK self-employed and of those, 38% are highly qualified. Self-employment can be beneficial for those who would like autonomy, flexibility and control of how, where and when they work. However, it can also, as in the past, be a way of overcoming lack of job opportunities or a rejection of low-quality jobs on offer.

In 1995, in the wake of debates about the allegedly growing significance, and inevitability, of ‘portfolio careers’ (c.f. Handy, 1991), the Association of Graduate Recruiters published a report exhorting new graduates to think, rather in terms of seeking employers, seeking clients for their knowledge and skills (AGR, 1995). Prior to the onset of the 2008 recession, there was no evidence that graduating cohorts had taken this message on board, with very low rates of self-employment among early career graduates – and most of those who did label themselves as self-employed tended to be very low earners in the creative industries struggling to earn in the face of limited employment opportunities, dependant self-employed workers in hospitality or the leisure industry for one or more client organisations, or graduates who had joined family firms. Apart from the last group, they were mainly involuntarily self-employed and would have preferred to have secure and predictable contracts of employment.

However, significant numbers of graduates who completed UK undergraduate degrees in 2009 and 2010, surveyed in the Futuretrack longitudinal survey (www.warwick.ac.uk/futuretrack) who are currently being surveyed as part of the ESRC-funded study Precarious Pathways into Employment for Young People? (www.warwick.ac.uk/paths2work) have been found to be self-employed or aspiring to be self-employed as a deliberate choice of greater flexibility and more control over their work/life balance than is normally possible as an employee. This paper explores the incidence of work experience among recent full-time UK undergraduate students and graduates, the extent to which it was undertaken by respondents with different characteristics and career aspirations, and its impact on access to opportunity in their transition from higher education to employment and into their early careers. We explore the evidence to assess how far these post-recession graduates have different attitudes to employment, indicative of increasing desire for agency and flexibility that is in the interest of workers rather than employers, and where this is the case, how successful they have been in achieving their aspirations.

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Edson Urano (University of Tsukuba)

Workload, Flexibility and Work Suffering in Japan

Stream: Reconfiguring work
Date: WEDNESDAY, 6 April 2016
Time: 9.00 – 10.15
Room: WZB A300

This presentation will address a central trend of the contemporary labour in Japan: how changes in the labour market have been affecting the lives and work of those who have been at the margin of the system in different ways and how labour unions, especially those small unions, the so-called community unions in Japan, and other civil society organizations have been supportive to them. The purpose of this work is to analyze the case of workers who have been allocated, for any reason, at the bottom of the production system as temporary workers, especially migrants, or were shakeout of firms despite their former positions as core workers due to structural changes in Japanese companies. Finally, the present work will highlight those who have been part on an “anomic” contingent of people who stay at home, in a long-term reclusive attitude from the community at large, the so-called “hikikomori” person, in an attempt to analyze how all they would be sociologically linked. In different ways, it seems that they have been sharing a general malaise of our times, a variety of new work suffering under globalization, rationalization and flexibility.

What are these groups representing in the contemporary Japanese society? How are their problems interconnected? Which perspectives can be derived from their experiences for the future of work in Japan? What kind of support community unions are providing and what kind alliances and networks with other organizations of the civil society have been built up by them? These are some of the questions we will try to answer through the present research.

Danat Valizade (Leeds University Business School)

The trade union response to the rise of contingent labour in the United Kingdom: Emerging challenges and hidden opportunities

Stream: Industrial relations
Date: TUESDAY, 5 April 2016
Time: 15.15 – 16.45
Room: WZB B005

Contingent labour is widely accepted as one of the key challenges posed to trade unions by contemporary labour markets, as its unprecedented rise in the past decades has been associated extensively with trade union decline, especially in countries with decentralised bargaining mechanisms, like the United Kingdom (Pernicka, 2008; Mackenzie et al., 2010; Conley and Stewart, 2008). Much of the extant literature rests on a dual labour market perspective, which is thought to effectively underpin trade unions’ strategic responses to the rise of contingent labour (Benassi and Dorigatti, 2014; Heery, 2009; Pulignano et al., 2015). Following a conventional assumption that labour markets at both national and organisational levels are split into the primary and secondary segments (core and periphery) (Atkinson, 1984 and 1986; Berger and Piore, 1980; Doeringer and Piore, 1970; Dekker and van der Veen, 2015), scholars assert that in order to succeed in representing contingent workers trade unions need to reflect such a dual structure in their strategies (Conley and Stewart, 2008; Heery, 2009). Along this line, it is often assumed that trade unions need to move beyond the enterprise level of representation and to tailor their activities exclusively towards contingent
workers so as to encompass their diverse interests (Gumbrell-McCormick, 2011). There is, however, emerging evidence concerning the distortion of the dual labour markets. Ongoing labour market segmentation has allegedly blurred the borderline between the primary and secondary labour markets and spurred complex converging and diverging tendencies both between and within the labour market segments (Grimshaw et al., 2008; Marchington et al., 2005; MacKenzie and Martinez Lucio, 2005). As such, current trade unions’ policies tailored to the dual labour markets may no longer be adequate.

The paper explores these concerns on the basis of a mixed-methods study composed of semi-structured interviews with the leaders and representatives of seven trade unions affiliated with the Trades Union Congress (TUC). The interviews were supplemented by non-participant observation conducted at relevant union events, and by an advanced quantitative analysis of the 2011 Workplace Employment Relations Study (2011 WERS). The analysis unveiled the presence of dynamic tendencies in trade union membership that cannot be captured by dual labour market theory. This poses new challenges to trade unions operationalized in the paper across the spectrum, from contingent workers’ conflicting attitudes towards trade unions, changing organisational structures of employment relations through to trade unions’ internal structural constraints. The findings question existing union strategies and suggest that a key for developing effective union strategies in the realm of contingent labour lies in better understanding of complex dynamic processes that occur both in the labour market and within trade union membership. Further quantitative scrutiny of labour market segmentation unveiled the potential for union advancement, as in the workplaces with loudly pronounced segmentation processes trade unions may capitalise on changing patterns of contingent workers’ behaviour.

Danat Valizade (Leeds University Business School)
Robert MacKenzie (Leeds University Business School)
Chris Forde (Leeds University Business School)
Hugh Cook (Leeds University Business School)

Trade union strategies for changing collective bargaining priorities in the UK during and after the Great Recession

Stream: Industrial relations
Date: TUESDAY, 5 April 2016
Time: 9.00 – 10.30
Room: FES 6.01

Since the onset of the economic crisis in 2008 trade unions across the developed capitalist world have experienced enormous economic and political pressures posed by restricted financial policies of employers, ongoing organisational restructuring and cutbacks on public spending (Stuart et al., 2015; Glassner et al., 2011). Such an environment was especially pronounced in liberal market economies, like the United Kingdom, where austerity measures were brought to the fore of the anti-crisis plan by the neo-liberal led government (Bessa et al., 2013). This has resulted in rises in job insecurity of employees and further erosion of the process of collective bargaining (Visser, 2013). There are, however, opportunities to account for and explore changing trade union strategies in response to the Great Recession and its aftermath, notably in relation to the dynamics of unions’ bargaining priorities and associated impact on relevant union outcomes.

This paper examines the transformations in trade union collective bargaining priorities in the UK. It considers priorities across the spectrum, from pay levels for all workers, pay increases, through to emerging concerns of union representation around organisational restructuring and the use of contingent labour. Findings were derived from an original survey of trade union workplace representatives across all regions of the Trades Union Congress (TUC) in England. The data were collected with the assistance of
Qualtrics, an online survey platform, between April and December 2014. The survey yielded 400 complete responses.

The analysis of survey data revealed a clear-cut structure of collective bargaining priorities composed of primary and secondary dimensions, in line with a range of other studies. The survey shows substantial changes in this structure since the recession, with job security of employees becoming a part of primary priorities alongside pay-related aspects of collective bargaining. Unsurprisingly, issues of organisational restructuring and employers’ use of contingent labour were also of particular concern for trade unions during this period. Further analysis demonstrates that shifts in collective bargaining priorities contribute positively both towards trade union abilities to exert greater power in the workplace, and towards the perceived effectiveness of union activities. Such effects, however, were contingent on trade union collective bargaining policies being coherent and inclusive of contextually relevant priorities involving the issues of organisational restructuring and employers’ use of contingent labour (MacKenzie, 2010). As such, the present study sheds light on crucial challenges posed to the institution of collective bargaining in the UK (Freeman, 1995; Traxler, 1998) and indicates the avenues through which changing trade union strategies might counterbalance an inimical socio-economic environment in the recession aftermath.

Raffaella Valsecchi (Brunel Business School)
Neil Anderson (Brunel Business School)
Maria Balta (Brunel Business School)
John Harrison (Brunel Business School)

Managing health at work: The effects of an Occupational Health advice line on managers’ actions

Stream: Management
Date: TUESDAY, 5 April 2016
Time: 15.15 – 16.45
Room: Maritim 15

This paper investigates the role of managers in dealing with health at work. Specifically, it explores the effects of a new Occupational Health (OH) advice line on managers’ decisions in dealing with OH issues. Although policy makers have been proactive in providing recommendations on the importance of health at work (Black, 2008), evidence suggested that managers do not fully recognise this problem. As Cunningham et al. (2004) pointed out, the gap between organisational policy prescriptions and management practices remains still unsolved. As previous research suggested, OH has been also trivialised and dismissed in employment studies because of the wrong belief that ‘post-industrial’ society has taken away unsafe working conditions (Taylor and Connelly, 2009). Current studies seem to overlook OH problems experienced by the growing numbers of white-collar occupations (Carter et al. 2013). Despite the increase of mental health problems and musculoskeletal conditions, white-collar jobs are mainly considered safe (Carter et al. 2013). OH is also a critical issue in the UK because it is under-utilised. The use of OH becomes more problematic among small and medium-sized enterprises (SMEs). Notwithstanding the prominence of SMEs in the UK labour market, the literature points out that OH services are more common in larger organisations than in small businesses (Black, 2008; Phillips, 2011). Our research focuses on the Occupational Health Adviseline (OHA– the name has been anonymised), a new government funded service which has been implemented to help managers of SMEs to deal with OH. The overall research aims to provide further contributions in previous studies which put forward the importance of health and safety in workplaces and highlight to what extent managers engage themselves in OH policies and practices (Taylor et al., 2010, Cunningham et al., 2004). The overall research draws on mix-methodology: semi-structure interviews (with managers and employees- a total of 38 interviews), non-participant observation and two
on-line surveys sent to managers and employees who have used this service. In this paper we aim to answer the following research questions: what have been the managerial actions prompted by this new OH service? Did the managers who have used this service align themselves to the initial objectives of the OHA? Did the OHA create unexpected actions among its users? By reflecting on both quantitative and qualitative data we have developed a typology of managers which can be summarised as follows: the ‘policy makers’ managers, the ‘cost minimisers’ managers, the ‘caring managers’ and the ‘ignorant managers’. These typology will be discussed further in the paper.

References:


Annette van den Berg (Utrecht University School of Economics)
Yolanda Grift (Utrecht University)

Works councils in the public sector: effects on personnel policies and functioning of workers

Stream: Voice and participation
Date: MONDAY, 4 April 2016
Time: 14.00 – 15.30
Room: WZB BOOS

Works councils in the public sector: effects on personnel policies and functioning of workers (work in progress) There is an abundance of empirical studies on the effects of worker participation in the private sector. In particular, the Industrial Relations literature provides us with much information about the effects of works councils on performance of commercial firms. The majority of this research focuses on the outcome measures productivity, profits and labour turnover/employment growth. In addition, albeit to a considerably lesser extent, effects of works council presence on plant closings, the hiring of temporary workers, labour satisfaction, training, and even ‘family-friendly personnel policies’ have been studied as well. Still, this literature has until now provided a rather one-sided image of the impact of works councils, because not only is most of it based on German data (next to just a few studies concerning the Netherlands, France and Belgium), but more strikingly, empirical work hardly ever covers the public sector, even though many works councils are operating there too. In the Netherlands, public sector works councils are endowed with the same amount of rights as in the private sector; these rights are very extensive, and comparable to those in Germany. Why is there so little attention to estimating the effects of worker representation in the public sector? In all probability, this must be connected to the fact that the performance indicators are so much harder to measure. There is not only much discussion on the question what exactly should be measured (e.g., quantity or quality of specific public services), but also on the question how to measure that in practice. So, we avoid this problem by going back one step. In line with the theoretical argumentation,
we expect that the presence of works councils in an organisation has a positive effect on workers’ well-being and career opportunities, thus stimulating their functioning and commitment. In private sector firms, this in turn will translate into higher productivity and the like. In public sector firms, this should also translate into better staff performance in terms of provided services. But since we cannot measure that, we instead only investigate the relationship between works council presence and indicators of workers’ functioning, assuming that in the end more commitment and a better performance on the job will also lead to better quality of the service offered to the public. Our dataset covers around 650 organisations in the Dutch public sector, divided between healthcare, education, government and other services. Around 20% of all organisations does not have a worker representation. Our hypotheses are that the presence of a works council will lead to lower levels of sickness absence, fewer hiring of temporary personnel, more long-term employment provision, more offered possibilities to work part-time, fewer cases of (too) high workload, and more opportunities to follow courses for personal development.

Anuratha Venkataraman (University of Warwick)

The Mediating Role of Language in managerial sense making and organisational meaning formation: Unpacking the strategic exchange process of managers in India – A Wittgensteinian Approach

Stream: Management
Date: WEDNESDAY, 6 April 2016
Time: 10.30 – 12.00
Room: WZB A310

My paper, tries to understand the concept of managing and the practice of managing broadly, at two epistemological levels one is what and the other being why do managers manage. It draws upon an exhaustive review of literature, empirical ethnographic field data and seeks to bridge the gap in the literature on understanding Indian managerial activity and Indian managerial sense making, by drawing from analytic philosophy, allied disciplines of work and employment and my research findings to understand, the manner in which changing normative social values, behavioural traits influence the adoption and implementation of managerial policies by Indian managers. It establishes that language is the primary thread that links managerial activity, the experience of being managed and the triangulation of meaning and formation of organisational discursive practices.

Building upon the role of language it also states that management control and agency are relative constructs. It therefore, suggests that whilst templates of work reorganisation and soft HRM, in particular, have expanded task related autonomy in post-industrial firms in India, they have nonetheless tried to secure tighter control of especially middle and lower level managers’ sense making. They have attempted to do so by communicating a streamlined predefined set of narratives of organisational meaning. This experience of control co-exists in a muddled manner with managers’ expectations of ‘nurturant leaders’ and caring deferential relationships

In doing so it seeks to revisit the Collin Hales question, what do managers do what they do and the other at the repercussions on those who are managed. Managing and being managed cannot be separated from one another into water-tight analytical categories because those who manage are in turn controlled by their superiors. Managers are one component in the capitalist labour process and manage only what they are in responsible for. Hence in endeavouring to sociologically understand this question it breaks it down into two components namely, what is it to manage, how do Indian managers make sense of themselves and what is it to be managed in the labour process of post-bureaucratic firms in India?
My paper lays out an intellectual agenda, clarifies debates and more pertinently helps us investigate the Hales question in the Indian context and understand Indian managerial sense making and their strategic exchange process starting from the position that managerial activity is subjective, reactive and fragmented which a number of commentators ranging from Jackall [1988] to Hyman[1987] have pointed out.

The review of the literature on evolving patterns of Indian management and identity formation suggests that it is either positivist, top down or suggests a few broad normative traits that underpin Indian managerial activity which is caught between new paradigms and entrenched social mores. These normative traits influence and interact with new transplants and contemporary HRM practices and modes of work organisation and Indian ideals such as for instance mainstream management literature’s fascination with the concept of Karma Yoga to shape managers experience of managing others and individuals’ experience of either control or coercion which considering Indian society’s inequalities could intensify control rather than promote internal commitment. Consider, for instance, the post–industrial Indian soft–HRM change–oriented organisation that uses neutered language to communicate and create the ‘enterprising self’, these concepts could be intimidating.

This paper tries to address this gap by drawing from analytic philosophy, allied disciplines of work and employment and my research findings to understand, the manner in which changing normative social values, behavioural traits influence the adoption and implementation of managerial policies by Indian managers. It establishes that language is the primary thread that links managerial activity, the experience of being managed and the triangulation of meaning and formation of organisational discursive practices. Building upon the role of language it also states that management control and agency are relative constructs. It therefore, suggests that whilst templates of work reorganisation and soft HRM, in particular, have expanded task related autonomy in post–industrial firms in India, they have nonetheless tried to secure tighter control of especially middle and lower level managers’ sense making. They have attempted to do so by communicating a streamlined predefined set of narratives of organisational meaning. This experience of control co–exists in a muddled manner with managers’ expectations of ‘nurturant leaders’ and caring deferential relationships.

Methodologically, such a qualitative ethnographic enquiry following Burawoy’s “Extended Case Study Method” calls for the revival, of ethnographic research following Nichols and Beynon in the UK and E.A. Ramaswamy in India and as such making individuals such as the Phil of Beynon and Nichols[1977] matter again in the labour process because it is they, who make or break managerial policies are in the crossroads of triangulating meaning both normatively and being evaluated on organisational criterion of establishing validity and semantic truth.

The concept of strategic exchange propounded by Tony Watson and language are central to understand, how do managers make sense of themselves and hence make the process of managing possible. Now both managing and being managed entails a process of control and they are not water tight analytic categories. Control in post–industrial organisations is complex, decentred and more subtle. Students of IR, HRM have turned in large numbers, to the french social theorist Michael Foucault to answer how control manifests itself in contemporary organisations. In my view, Foucault is not clear in showing how language and its representation mediates, validates and creates discourses. Merely, saying what inhibits and facilitates what is said is not enough because words project meaning and have an unrealised dimension to them. By the understanding the experiential nature of management and organisational culture and stating that it is through language, discursive practices become real and go显现 in conjunction with labour process theory and help throw new insights into Indian managerial sense making.

Written in the sociology of work and Industrial Relations tradition, it then relates the foundation laid by such a theoretical reflection done in the beginning of the paper to evolving management repertoires of managing and management in India. Even though much has been said and written about the evolution of Indian HRM and its increasing complexity. However, to the best of my knowledge, little theoretical understanding has been provided to help us understand the strategic exchange process of Indian managers. How do prevalent and said and unsaid language games that intervene in this flux between collectivist ethos and individualism, between fealty and rational merit, between subjectivity and impersonal fairness,
between obsequiousness and informality in India especially in post-bureaucratic firms deploying the latest soft HRM practices to reinvent themselves and have a corporate image make-over?

This question of going back to understanding, the what, the why, and the how of the managerial labour process through linguistic expression becomes very important in a country like India, where both management practices and social values are undergoing transition. Doing so will help researchers understand the subjective space of interaction between managerial self-perception and managerial templates frames the 'strategic exchange process' of managers.

Doing so will enable us to understand the strategic exchange process of Indian managers and their implications on employment relations in contemporary Indian firms seeking to emulate firms such as Google and Microsoft. Their employment relations are structured against the larger context that mirrors the loss of authenticity and job security as etched by Zygmunt Baumann and his liquid modernity. We may recall what Wittgenstein says we must rearrange what we have in front of us and see them first and show the fly the way out of the fly-bottle.

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Horen Voskeritsian (University of the West of England)
Michail Veliziotis (University of the West of England)

**Employment Relations Practices in Greece during the Recession**

Stream: Austerity
Date: TUESDAY, 5 April 2016
Time: 13.30 – 15.00
Room: Maritim 12–14

Since 2010, the Greek labour market has faced a dual challenge, unprecedented across Europe: on the one hand, the fiscal crisis of the Greek economy has impacted the profitability of the companies. As a result, many companies have embraced various policies to reduce their labour costs, leading to a steep increase in unemployment, an increase in atypical employment and, in many cases, the adoption of illegal practices (such as the use of unregistered or 'black' employment). On the other hand, and primarily because of the aforementioned situation, the government has implemented a series of changes in the institutional context of employment relations, to help companies survive through the crisis. The Memoranda of Understanding (MoUs) that have been agreed between successive Greek governments and their European partners have generated a series of laws that radically altered the existing individual and collective labour law, rendering the labour market more flexible. The main purpose of these changes were to create an institutional context that would allow companies to adjust their labour costs and their production processes to the demands of the market and, consequently, to help them overcome the crisis, increase their productivity and, eventually, to help reduce unemployment.

Although the global financial crisis had an impact on most EU economies, none of them had to go through a severe re-organisation of their institutional context. Greece, in this respect, constitutes an interesting 'natural experiment', since we can observe the impact that the double pressure of the recession and the changing institutional environment had on the HRM and employment relations (ER) practices. This is an issue that has not been adequately addressed in the existing literature, which primarily focuses on the effects of the MoUs policies on the macro-economy, or on the labour market, or on the system of ER in
The aim of this paper is to explore the strategies Greek companies adopted during the recession. According to the literature, companies may respond in three different ways to the crisis: by following low-road HR policies, which primarily aim at cost reduction; by implementing High Performance Workplace Practices (HPWPs), to enhance productivity through employee engagement and job satisfaction; or by implementing a mixed-method approach, or a strategy of ‘pragmatic eclecticism’, which combines elements of the aforementioned strategies (Roche and Teague, 2014; Teague and Roche, 2014). Yet our understanding of what eventually determines the choice of a specific strategy is underdeveloped. In this paper we aim to propose and test a theoretical framework to address this issue, and to empirically examine two broad questions:

1. How have Greek companies responded to the dual crisis of the Greek employment relations system?
2. What factors have determined the said responses?

To address these questions we will utilise data from the 2009 and 2013 European Company Surveys (ECS – see http://eurofound.europa.eu/surveys/ecs). The ECS is a pan-European survey of establishments, which took place between January–May 2009 and February–June 2013 across the EU-27. It aims to explore various HR-related practices that companies employing more than 10 employees follow. Since data are collected both in 2009 and 2013, the ECS is an ideal source of information concerning the way European workplaces reacted during the crisis. To examine the above questions, both descriptive and regression analysis will be employed. While our main focus will be on Greek establishments, we will also utilize the data from the rest of Europe in order to additionally introduce a comparative dimension in our analysis.

Indicative References:


Stream: Austerity
Date: TUESDAY, 5 April 2016
Time: 9.00 – 10.30
Room: Maritim 15

The public administration literature makes many assertions that the job motivations of individuals who pursue service careers differ in important ways from other members of the society (Perry, 1997). A considerate number of studies found evidences that PSM is positively associated with job satisfaction, organizational commitment and other desirable organizational outcomes (Kim, 2015). However, there are increasing evidences to reveal the determinants to pursue a career in public sector are job attractions, for example job security and training opportunities (Ko & Jun, 2015; Rru, 2014); incentives (Dal Bó, Finan, & Rossi, 2013), and risk averse attitude (Buurman, Delfgaauw, Dur, den Bossche, 2012).

Meanwhile, corruption scandals of increasing diversity have provided evidence of the emergence of more complex forms of misconduct and unethical behaviour in public service around the world; in particularly, inequality regimes are found still sustained, despite the existence in the public sector of more sophisticated policy development and stronger legal duties than in the private sector (Ariss, Vassilopoulou, Özbilgin&Game 2013; Healy, Bradley, Forson, 2011). The notion of integrity management was called upon (Scott and Gong, 2015).

Drawing on the motivation theory, we examine the mediating roles of employee perception of HR practices, such as training (content, orientation and allocation) and favouritism (recruiting, promotion, and pay), on the relationship between PSM and job satisfaction after controlling for job security. Using data from more than 2,400 employees of seven local governments in the UK, our structural equation module confirms significantly mediating effect. However, the effect varies due to demographic and occupational characteristics. To be specific, Black Minority Ethnic (BME) and highly skilled workers are both negatively and significantly associated with PSM and job satisfaction. BME workers have a positive perception of training opportunities and consider there is less favouritism in the local public; while highly skilled workers has a negative perception of training opportunities and believe high favoritism at the same workplace. Training is positively and significantly association with job satisfaction while perception of favouritism is negatively and significantly associated with job satisfaction. Theoretical and practical implications are discussed.

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Judith Watson (Newcastle University Business School)

**Workplace Engagement in an Employee-owned Enterprise: Balancing the Business-case and the Employee-case?**

Stream: Voice and participation  
Date: TUESDAY, 5 April 2016  
Time: 9.00 – 10.30  
Room: WZB B002

Given the centrality of work to our livelihoods, wellbeing and identities, workplace engagement is of growing interest to social scientists (e.g. Findlay et al 2013; Guest 2015; Purcell 2014a&b; Truss et al 2014) building upon well-established literature on the value and meaning of work (e.g. Budd 2004, 2011). Whilst the extant literature has contributed greatly in developing an understanding of engagement there are some limitations, two of which are considered here. The first is a methodological preference that focuses on the outcomes of engagement. This means key aspects influencing the dynamics of engagement, such as the context and mechanisms through which engagement manifests, are over-looked. Secondly, as noted by Delbridge and Keenoy (2010), there is a research orientation towards practices in conventional enterprise forms. This means practices in alternative enterprise forms are often not considered. When combined, these factors influence a conceptualisation that privileges the ‘business-case’ whilst the ‘employee-case’ is peripheral.

To address these specific limitations, this paper uses Fox’s (1966; 1974) frames of reference as a theoretical springboard to explore the complex dynamics of workplace engagement in an employee-owned enterprise (EOE). Underpinning this theoretical framework are three conceptual themes. The first relates to the rationale and motivation for, and implementation and management of, workplace engagement in the EOE. This includes external factors influencing engagement e.g. the political and economic environment. The second theme relates to the mechanisms and practices through which engagement occurs. As an antecedent of engagement (Rees et al 2013), the breadth and depth of various voice mechanisms are examined. The participating EOE uses eight voice mechanisms constituting a mix of direct and indirect and lower-level and higher-level mechanisms. The third theme relates to the usage, experience and perceptions of the mechanisms and practices and their management.

The paper presents findings from on-going fieldwork which began in 2015 and uses a qualitative case study investigation of an employee-owned social care provider as its methodological approach. The research methods include a questionnaire sent to all 200 employee-owners; semi-structured interviews with a self-selecting sample of senior managers, managers, support workers and external stakeholders; observations; and documentary analysis. In contrast to some of the extant literature that conceives engagement as an outcome, preliminary analysis of findings from this research conceives engagement manifesting as a ‘4–S’ configuration, i.e. engagement occurring at four organisational levels: sovereignty, structure, strategy and system. Furthermore, where engagement manifests at each of these levels, it is proposed, there is the potential of re-balancing the business and the employee-case.

As such, this study contributes to an understanding of the factors influencing engagement by examining the organisational levels through which engagement manifests and the related interplay between context, mechanism and outcome put forward by Pawson and Tilley (1997). It provides rich insights into the role of engagement in the employment relationship in an alternative enterprise form, an employee-owned
enterprise, and aids a deeper understanding of employees’ perceptions of engagement thus adding to existing literature on the relevance of voice mechanisms in shaping employee perceptions.

References:


Michael Weatherburn (Imperial College)

After Braverman: Towards a New History of Work and its Discontents

Stream: Theoretical perspectives
Date: WEDNESDAY, 6 April 2016
Time: 10.30 – 12.00
Room: WZB A300

In 2016, Harry Braverman’s Labor and Monopoly Capital: the Degradation of Work in the Twentieth Century turns forty-two years old. Most graduate students, let alone undergraduate students, have never heard of it. Yet many will have worked – and will continue to work – in the kinds of precarious, unskilled, badly-paid jobs that Braverman so poignantly described.

As will be well-known to ILPC colleagues, Braverman’s book stimulated a cohort of young scholars into critically evaluating work, its organisation, and the historical development of work and the workplace itself. However, despite being largely historical in tenor, in terms of robust historical and archival research, Labor and Monopoly Capital contained as many signposts and clues as it did problems and obstacles.

Firms were largely absent, as were management consultancies, and the book lacked mentions of trade unions, specific governments, and entire geographic locations. Individuals were mentioned sparingly: other than F.W. Taylor, and to a lesser extent Elton Mayo, Lyndall Urwick, Peter Drucker, Frank Gilbreth and William Leffingwell, it contained few concrete examples which historical researchers could pick up and use. Moreover, recent research by Nyland and Bruce indicates that the Taylor Society’s interwar activity was more liberal and progressive than the managerial tyranny Braverman projected onto Taylor’s successors.
Perhaps most interestingly, Labor and Monopoly Capital did not contain the self-described Taylorist consultant Charles E. Bedaux (1886-1944), his 'Bedaux System of Human Power Measurement', or 'B' unit at all; topics of interest to more recent researchers such as Littler, Kreis, Whitston, Kipping, Brech, McKenna, and Weatherburn. The 'Bedaux System' caused unsuccessful strikes in depression-era America, Britain, France and Italy, and Bedaux himself committed suicide in 1944 while held in FBI custody under a charge of treason for his alleged wartime collaboration with the Nazis. Surely the inclusion of the Bedaux story could have forcefully augmented Braverman's points? Or, perhaps Bedaux's absence was more due the fact that the Bedaux case was quickly suppressed in 1944 and his FBI investigation files were not released until the 1980s.

In order to refresh the thrust of Labor and Monopoly Capital for the twenty-first century, this paper will highlight the strengths and weaknesses of the volume. It will argue that work has indeed transformed over a very long period of time, though builds on forgotten interwar arguments and argues less that work has been emptied of its skill content and more that the equivalency of different kinds of work has been solidly, and now largely invisibly, accumulated into managerial authority in many twentieth and twenty-first century workplaces.

The purpose of this presentation is therefore not to prove or disprove the Braverman thesis but to recast and augment elements of it for a new audience. The industrial sector in which Braverman worked, and examined most convincingly, has now largely been outsourced from the West. But does the modern workplace suffer from a 'New Taylorism' or 'Digital Taylorism', as more recent publications, such as The Economist, have suggested?

Vera Weghmann (University of Nottingham)

How to organise around the issue of work, if you not even recognised as a worker?

Stream: Industrial relations
Date: TUESDAY, 5 April 2016
Time: 13.30 – 15.00
Room: FES 6.01

The purpose of this paper is to look at the resistance of unpaid work-experience-ers in Great Britain. As such, I focus on one area of precarious work: people engaged in unpaid internships and workfare. In particular, I will look at Unite Community and 15 activist groups. I hereby address three specific questions: 1) Why does the resistance largely take place outside traditional trade unions; 2) what shapes the relationship between trade unions and activist groups; and 3) what are the possibilities and difficulties of work-experience-ers resistance? The paper directly relates to the traditional ILPC topic of "Industrial relations, representation, trade union strategies and their changes".

The idea of this research is influenced by my own experiences as a recent graduate and unpaid intern (see Weghmann 2015). I started organising at my own work-experience-place and involved myself in various campaigns against unpaid internships. Thereby, my fellow interns and I were confronted with the problem of how to organise around the issue of work, if we weren’t even recognised as workers? My research follows a Participatory Action Research methodology drawing on the methods of semi-structured interviews with groups and individuals from 15 activist groups and Unite Community as well participatory observation of protests and meetings.

This study contributes to the literature concerning the structural change of global capitalism and labours role in resisting neoliberalism. I view this project not in opposition but complementary to research about trade union responses to neoliberal globalisation (see for example, Bieler 2011, 2012). However, the literature on precarious work and trade unions is not only divided on what this means for class formations.
and contestations, but it is also over-simplified. Much has been written about the decline of trade union memberships and the neglect and inappropriate nature of trade unions to mobilise precarious workers (for example, Kelly and Hamann 2010; Checchi and Nunziata). Some scholars paint a very passive picture of those workers identified as precarious, calling for the need to restructure trade unions to actively recruit them (for example Gumbrell-McCormick 2011: 293). In contrast, Guy Standing sees the 'Precariat' as a 'dangerous' class-in-the-making, which will, through its large numbers, be the major agent of resistance to the neoliberal agenda (Standing 2011: 1, 7). My research differs from both approaches. It does not analyse what is not there but what is there by looking at actual existing struggles of unemployed and precariously employed workers – which are often overlooked by researchers sympathetic to trade unions, as they mostly take place outside of them. While I do not deny the fact that precarious workers have the agency to resist, I disagree with Standing's overhasty conclusion of precarious workers becoming a 'class-for-itself', which will be the major force of resistance to neoliberalism (Standing 2011:7, 169). Instead, I argue that Cleaver's concept of the "social factory" provides a useful conceptual starting point for analysing the resistance of precocious workers in general and specifically the struggle against unpaid work-experiences.

References:


Notes:

1 I have submitted this paper last to last years ILPC and was accepted. Unfortunately I could not secure enough funding to present in Athens. In case this paper gets accepted I have already secured enough funding to present in Berlin (thanks to the Rosa Luxemburg Foundation and the Centre for the Study of Social and Global Justice).

2 Workfare programmes are based on the concept that benefits are given in return for work, meaning those who refuse to undertake workfare can lose their benefits. Originally introduced in the US, other countries have since started workfare programmes. In general they have two aims: to improve the employability and 'work habits' of participants (Crisp and Fletcher 2008: 3). However, others have identified workfare programmes as a means to punish the poor and moving people off benefits (see Smith 2010; Standing 2011: 144, 145)

3 Unite, the largest trade union in the UK, announced a new membership scheme. The "Community Membership" aimed at the unemployed, students, pensioners and others not in work. Unite Community is a new strategy of trade unionism which attempts to organise outside the workplace (see Holgate 2014).
Why would migrant workers enter into construction industry at great risk of wage arrears? What factors contribute to the notorious wage arrears in this industry in contemporary China? Using ethnographic data on the construction site, together with information from statistical yearbook, legal laws, regulations and reports, this article introduces a framework incorporated a three-level analysis of macro, medium and micro elements to explain the two raised questions, a frame that emphasizes the plurality and heterogeneity for illustrating the labor relations in contemporary China.

Specifically, in terms of the macro level, the state bounded by the pressure of legitimacy and efficacy respectively shapes both workers’ overall perception toward the state and its responses to violations of workers’ legal rights. Following the logic of legitimacy, the consecutive ideological claims based on socialism and the chronic legislation efforts aimed to protect workers’ rights alleged or initiated by the state are the first defense line of migrant workers when they join in the tide of marketization, However, this line is easily broken through by the logic of efficacy emphasizing the orientation of economic development, which provides a strong incentive for the local government to either takes no serious of the “people-centered” ideological claims or ignores the implementation and enforcement of the pro-workers laws or regulations on occasions of rights violations.

With respect to the medium level, the construction companies, embroiled themselves into institutional and technological environment, contribute to wage arrears in the industry. The companies compromised on institutional pressure with making of a legal corporation image for outsiders, which constitutes the second defense line for mitigating the worries of workers. While this line collapses when it encounters the arrangements granted by the technological environment which exploit the workers excessively, especially by utilizing the flexible system of subcontracting of construction industry.

Pertaining to the micro level, social network plays a significant role for individual workers in shaping the way they enter into this industry and influencing the outcomes for safeguarding their rights as victims. On one hand, the informal labor market heavily dependent on social network of construction industry and the obligation embedded into the network provide the third defense line against the risk conception of wage nonpayment, however, the internal asymmetric obligation linked to different tie types makes this defense line arbitrary and weak when it comes to the violations of workers’ legal rights.

In conclusion, this article argues that the bifurcated characteristic or strategy embodied in each of the three levels in terms of state pressure, organizational environment and individual network as well as the interaction effects of these three levels to explain why construction workers willingly plunge into this industry regardless of high risk of wage arrears and why the wage arrears is so widespread.
The relation between occupational change and broader social inequality has largely focused on changes in the size of occupations: the growth in ‘lovely and lousy jobs’ (Goos and Manning 2007) squeezes the middle of the occupational structure. The extensive debate on job quality (e.g. Felstead et al 2015) uses large scale data and analysis is necessarily above the level of the occupation. By contrast, the labour process approach focuses on the organisation of work and the relations of control. Using interview material from the ongoing Working Conditions in Ireland project as well as trade union records, the paper examines the transformation of an iconic Irish occupation, the Dublin barman.

Since the late 1980s the Irish pub has been marketed globally. Within Ireland the pub has been a key tourist attraction and in Dublin some pubs in the city centre boast official looking signs announcing an ‘Authentic Dublin Pub’. By contrast public discussion in Ireland focuses on the decline of the pub due to the expansion of drinking at home as well as anti-smoking and drink-driving legislation. The paper will show how this dual process of commodification of sociability and institutional decline has involved a dramatic transformation of work relations.

The traditional pub was family-owned. Owners were organised in the Licensed Vintners’ Association (LVA) while in Dublin barmen were strongly unionised. Entry into the trade was through a formal apprenticeship and the time-served barman would have worked through a hierarchy of initial positions. Once qualified he could expect steady employment and often promotion to a manager position in large pub or hotel. This occurred within a local occupational labour market within which individual barmen circulated from one establishment to another. Within the city wages were negotiated with LVA and unions and employers also co-managed an occupational pension scheme. From the 1970s the traditional apprenticeship began to be supplemented by formal part-time courses. Our interviews document that the occupation of barman was a ‘career’ while the work involved the build-up of specific occupational knowledge and the work processes were largely self-organised.

Central to the transformation of the workplace was the replacement the labour force. The workforce was de-gendered, de–skilled and de–classed. Employers began to hire untrained workers prepared to work flexible hours. As these employment conditions became standard for notionally full-time staff it became normal for hours to be assigned at short notice. Indeed in many cases bar staff are now essentially working on call. With pubs increasingly part of chains bar staff can be assigned to different pubs within the same week often at short notice. Most bar staff are now working on the national minimum hourly wage. Union membership is vestigial; the LVA has also declined. Although the occupation ‘bar worker’ remains it has now been transformed from a working class career to another casualised area of employment. The final section of the paper explores the implications of these changes for the class structure and the distribution of income.
Allures of virtualities. Topologies of reorganizing work under conditions of digitization, virtualization and informatizion

Current debates on the changes in work attract notice to the digitization of work. The saying of a „digital revolution“ (Rifkin 2011) or the „Second Machine Age“ (Brynjolfsson/McAfee 2014) compare the dimension of these changes with those of the industrial revolution. The use of cloud-based coworking solutions is doing a global „information space“ (Boes/Kämpf 2011), with its possibility spaces of working with information and data at any time and in different places it allows an enormous flexibilisation of working time and space (i.g. articles in daily media: Frick 2010; Dommer 2011; further i.g.: Roth-Ebner 2015). At the same time the local embeddedness of work and people who are working remains important. However, the spatial relations inside and between organizations are changing (i.g. Flecker/Meil 2010; Fels tead et al. 2005, Rainnie et al. 2010; Mayer-Ahuja 2011; Cox 1997; Massey 2006). The spread of the internet nourished the idea that time and place (of work) would no longer matter. New topologies of work emerge, which demand a rethinking of notions of space and place.

It is a qualitative step in the hitherto development. Objects of labor were digitized (and informatized) and at least virtual. This is leading to an anytime, everywhere availability. More concrete it is about the reorganization of spatial arrangements, the own office working place as well as regional or global contexts. Work shall be reorganized across the globe in the course of an intensification of the global division of labor. This is increasingly true for high-skilled work. In the past mainly production and simple service work were affected by global sourcing strategies, but in the light of the current informatization impulse high-skilled work enters the focus of a rationalization in a digital world of work. (vgl. z.B. Brynjolfsson/McAfee 2014; Boes et al. 2012; Feuerstein 2013; Hirsch-Kreinsen 1997; Pfeiffer 2015; Will-Zocholl 2011). New options were discussed: starting with networking of global distributed locations if transnational organizations up to offshoring and cloud working or crowd sourcing.

But what do these „lure[s] of the virtual“ (Bailey et al. 2012) for the spatial reorganization of work? Which assumptions are the case and which ones are little realistic? What are the implications of these assumptions in reorganizing work? To contribute something to these questions own research will be used as well as results of other relevant studies. Aim of the contribution will be to make a critical remark on thoughts of anytime – anyplace and disembedding work out of local contexts. The limits of virtualization are of central interest. Therefore some thoughts on the differentiation of space and place will be invented to make clear why we need a clear understanding of both and in which meaning these terms were used. The same is true for a clarification of differences and meanings of informatization, digitalization and virtualization.
Laura William (University of Greenwich)

Exploring the role of civil society organisations in supporting disabled people in employment

Stream: Squeezing the middle?
Date: TUESDAY, 5 April 2016
Time: 9.00 – 10.30
Room: WZB B005

Disabled employees work in a labour market that has become increasingly individualised (Tailby et al., 2011) and where inequality remains a common experience (Dickens, 2012 and Baumberg et al., 2015). This research, therefore, explores which organisations disabled employees contact and use when they encounter discrimination in the individualised labour market.

Traditionally trade unions have represented workers interests but, as the employment relationship has become increasingly individualised, collective action has decreased (Tailby et al., 2011). Furthermore, the decline in union membership has reduced the influence of unions, resulting in a representation gap (Towers, 1997). Extant research suggests that a new employment relations actor, a civil society organisation (CSO), has begun to fill the representation gap (Williams et al., 2011). A CSO refers to a broad range of organisations such as charities, faith organisations, voluntary associations, advocacy bodies, social movement organisations and other non-governmental organisations (Williams et al., 2011). A vast array of CSOs exists to support people with specific medical conditions and some provide workplace support (Foster and Fosh, 2009). Disability specific organisations include the Royal National Institute for the Blind, Action on Hearing Loss, and Mind.

Bellamere (2000) examines the role of NERAs at the workplace, organisation and state level and gauges their influence on instrumental and outcome dimensions. While some research has found CSOs to be worthy of their NERA title (see Abbott, 2004; Heery et al., 2004; 2012; Williams et al., 2010; Williams et al., 2011), little research has focused on the perspective of the CSOs from the workers perspective. Therefore, using the theory of Bellamere (2000) this research addresses two key research questions (1) what role do civil society organisations play in the work lives of disabled graduates and (2) are these organisations worthy of their title "new employment relations actors" from the perspective of the worker.

The research used an inductive, qualitative methodology. 31 in-depth interviews were carried out with disabled graduates with a range of impairments and 5 interviews were conducted with representatives from disability related CSOs. All the data was transcribed verbatim and subject to complete coding (Braun and Clark, 2013) and thematic analysis. The research followed the Data Protection Act and informed consent and anonymity were guaranteed.

The data suggests that Civil Society Organisations are perceived by the disabled graduates to be a NERA actor on all three levels; workplace, organisation and state, from the perspective of the worker. Furthermore, the research provides an indication that the CSOs involved in the disabled workers lives were instrumental at all three levels and their influence is recognised by the disabled graduates at these levels, satisfying the outcome dimension of Bellemare’s (2000) work. Therefore, it is suggested that this exploratory research is expanded to provide more detailed knowledge of the role of the CSO from the perspective of the disabled worker.
References:


The paper examines how greater juridification in employment relations during the 1990s and 2000s presented those seeking to advance workers’ interests with a political opportunity structure which provided greater scope for judicial review proceedings. Moreover, reflecting the development of a more complex and multiform system of worker voice (Heery 2010), civil society organisations (CSOs), whose engagement with employment relations is largely predicated on juridification (Heery et al 2014), have also instigated judicial review proceedings, particularly in relation to equality-related matters. The paper then moves on to consider the implications of Part Four of the Criminal Justice and Courts Act 2015 for judicial review in employment relations. We contend that by imposing a more restrictive framework, and by substantially raising the potential costs of initiating proceedings, it is likely to deter unions and CSOs from initiating judicial review proceedings, to the detriment of working people, by eroding their capacity to exercise voice. Finally, building on the work of scholars who are interested in understanding conflict in employment relations (e.g. Gall 2013; Godard 2011), the paper concludes by exploring the nature of judicial review as a distinctive mode of contention, linked to the rise of juridification, changes in union tactics and the growing role of new and emerging actors like CSOs.

Carol Wolkowitz (Sociology Dept., University of Warwick)
Frances Holliss (London School of Economics and Political Science)

The changing face of home-based work:
Enterprise development in London Social Housing

Stream: Reconfiguring work
Date: WEDNESDAY, 6 April 2016
Time: 10.30 – 12.00
Room: WZB B002

Home-based work is on the rise, including in social housing, and seen by some as a solution to unemployment. But whether or not it can really provide a secure income remains questionable. This may lead us to question the viability of the much-touted increase in self-employment in the UK. The paper follows the fortunes of 13 social housing households attempting to start home-based enterprises in London, who were interviewed in Summer 2013. The interviewees were participants in a community-based initiative with current and aspiring home-based workers, ‘Towards an Affordable Workhome’, funded by the AHRC and directed by architect Frances Holliss. However, despite their enthusiasm and modest support from the Connected Communities Project and their housing association, it was difficult for most of the tenants to get their enterprises off the ground. A mixed group (70% BME, and 23% GLBT) their ideas included businesses in child-minding, catering, selling vintage goods on ebay, legal advice, ironing, catering and arts-based projects. The paper explores some of the tenants’ difficulties in terms of four types of social space: the interior space of the home, the external space of the neighbourhood, the mental and emotional space available to them, and the kinds of spaces opened up (and closed off) by austerity.
The online crowdsourcing of scientific research: the experience and motivation of users

This paper explores the growth of online citizen science crowdsourcing. Through the examination of a case study, this paper seeks to contribute to ongoing debates on digital labour and the future of work. Although the labour of users who contribute to Citizen Science projects is volunteered, it has similarities with other crowdsourcing platforms. The growing use of (or intention to try and harness) all forms of crowdsourcing labour highlights the importance of trying to understand the dynamics and processes of the crowd. The democratising potential of citizen science therefore has to be understood within the context of attempted value capture. By focusing on the experiences and motivations of the users of such platforms, this paper attempts to understand the user's contribution through an analysis of the labour process(es) involved. The research focuses on the Zooniverse, a multi-project platform that has involved over 1.3 million users. It is based on the findings of an ongoing interdisciplinary research project involving access to detailed usage data, ethnography, and interviews with scientists, computer programmers, and users. This particular case study is interesting because it draws on vast quantities of unpaid labour. It could be possible to economically quantify the value of the labour inputs into the project, perhaps reaching an estimated figure by calculating the equivalent cost of using research assistants to undertake similar tasks. However, that figure would be a problematic because the scale of the crowd sourced projects would simply not be possible to achieve in a traditional way. The innovative aspects of the Zooniverse combine the use of new technologies coupled with online labour practices. These have the potential to blur the traditional distinctions between labour and play, professional and citizen scientist, and the implications and limits of these blurrings are explored. The paper concludes by arguing that a focus on the experiences of users can elaborate both the significance of citizen science but also draw attention to new potential methods of exploitation.
Frank Worthington (Newcastle University business School)
Emma Thirkell (University of Central Lancashire)

**Managed Participation in Lean Organizations: A Qualitative Case Analysis**

Stream: Reconfiguring work  
Date: TUESDAY, 5 April 2016  
Time: 13.30 – 15.00  
Room: WZB D112/3

In the mid-to-late 1980’s new theoretical developments in organization and management studies (OMS) gave rise to a renewed, or, as some have argued (Thompson and Marr, 2012), an almost obsessive interest in the question of workplace subjectivity and identity. In Labour Process Theory and Critical Management Studies (LPT/CMS), which this paper is primarily concerned with, subjectivity and identity analysis provided what some theorists saw at that time as a much needed critical insights into the workings of new modes of workplace power, surveillance and control (Knights and Willmott, 1989), and, moreover, and new theoretical resource from which address anew a particularly troublesome question in LPT: why workers ‘consent’ to their exploitation (Burawoy, 1979. 1985).

In this paper we return to these issues by examines employees’ experiences, from a labour process perspective, of lean production working conditions in non-manufacturing organisational settings. Utilizing core labour process theory (Thompson, 1990), we demonstrate how lean production today is essentially a system of ‘managed participation’ rather than close managerial control and surveillance, as initially argued in the early lean/ mean labour process literature (Delbridge, R. Turnbull, P. and Wilkinson, B. 1992; Sakolsky, R. 1992). The empirical content of the paper is draws from four cases studies, all of which are atypical in their application of Lean. Data from fifty-four recorded interviews are used to detail employees perceptions of their experience of the application of Lean management. This data shows that transferring Lean Thinking to non-manufacturing settings does not automatically result in high levels of control and surveillance, nor impact on employee subjectivity and identity to the extent suggested in early accounts within the literature of its so-called ‘panoptic power-effect’ (Sewell and Wilkinson, 1992).

We use these findings to interrogate longstanding concerns about the utility of Foucauldian analyses of identity and subjectivity in labour process research. Following Thompson and Marr’s, we show how from its inception in the late 1980’s to date poststructuralist analyses of subjectivity at the point of production has paid insufficient attention to ‘human agency’ (Thompson and Marr (2012).

**References:**


Gender differences in employer provided continuing training. The role of work–life balance measures and equal opportunity structures in companies

Stream: Skills and labour market  
Date: MONDAY, 4 April 2016  
Time: 14.00 – 15.30  
Room: Maritim 15

Gender differences in continuing training participation are often discussed as an important determinant of persisting gender inequalities on the labor market. According to this view, women's access to continuing training is more restricted due to family responsibilities, interrupted work careers and discriminatory employer behavior. Recent studies found evidence that female workers are discriminated in terms of lower training opportunities due to employer practices. However, the role of institutional differences at the company level did not receive much attention in previous research. It is the aim of this article to contribute to this research line by investigating the impact of institutional company characteristics on gender differences in training participation. Two types of institutional characteristics are taken into account: First, the existence of work–life balance measures in terms of working-time options and work–family policies provided by the employer. Second, the existence of equal opportunity structures in terms of equal opportunity policies, employee organizations, or a higher share of women in management positions. Regression analyses based on data of the IAB Establishment Survey (wave 2012) show evidence that both the incidence and participation in employer provided continuing training are positively affected by most of these institutional characteristics. The analysis does not reveal considerable gender differences for most of the included institutional determinants: The training participation of both male and female employees is increasing when the company provides working-time options, work–life balance policies, or has an employee organization. However, a higher share of women in management positions is positively related to female but not to male training participation, while longer working hours (contractual hours of 40 hours or more per week) increases male but not female training participation. Moreover, the analyses provide evidence that gender differences in training participation are related to regional and branch differences.

Adrian Wright (Manchester Business School)

Rationalising exploitation in the digital games sector

Stream: Digital workplace  
Date: TUESDAY, 5 April 2016  
Time: 9.00 – 10.30  
Room: WZB A310

The creative industries has recently been celebrated as an exemplar of enterprising activity. Political and media celebrations of enterprise and the remodelling from the cultural to the creative industries has put enterprise at the heart of the creative sector. This has influenced a drive for creative workers to develop entrepreneurial skills and has gone some way to developing a 'creative class of entrepreneurs'. The digital games sector has been at the heart of these debates as political and media encouragement of enterprise has illustrated the wealth of opportunity available to digital workers willing to undertake entrepreneurial activity.
Optimistic portrayals have characterised entrepreneurialism as a career choice replete with flexibility, freedom and increased control. However, contrasting accounts of self-employment reveal the short term nature of work, its increasingly fragmented nature and precarious employment conditions. These conditions are prevalent in the creative industries as competitive and regulatory changes have led to unstable, insecure and exploitative employment conditions for many creative workers. Unstable employment conditions appear to be commonplace in the digital games sector as project work, flexible employment models and changes in the structure of the sector have led to insecurity for less established developers. Furthermore, accounts of exploitative conditions such as long working hours, unpaid work and a blurring of work life boundaries are also apparent in the experiences of self-employed workers in the digital games sector.

In the context of limited accounts of enterprise in the digital games sector, the aim of this paper is to understand how unstable and exploitative conditions are rationalised by developers. It examines the experiences of a cohort of self-employed digital game developers in the North West of England. Using in-depth interviews and ethnography of networking events it explains how individuals accept exploitative practices due to individualistic values and beliefs that provide meaning in developers' work and illustrates how this can act as a control structure that limits resistance to exploitative practices. Furthermore, it finds that the collective attitudes of occupational communities contribute towards the shaping of the values and beliefs of its members. It finds that developers form 'communities of practice' in order to better equip themselves to deal with inhospitable employment conditions. However, the established rules of behaviour in these communities often unintentionally encourage work practices that normalise, and in turn, socialise developers to accept exploitative conditions.

Nick Wylie (Oxford Brookes University)

Re-thinking HR expertise, status and credibility:
The case of Independent HR Consultants

Stream: Management
Date: WEDNESDAY, 6 April 2016
Time: 10.30 – 12.00
Room: WZB A310

The lack of occupational closure has long been acknowledged as a feature of the HR profession’s problem with status and credibility (Wright, 2008). For some this has the potential to cause the fragmentation of a coherent HR role as different specialisms or alternative occupations seek to claim expert jurisdiction in a number of traditional HR domains (Caldwell and Storey, 2007; Wylie et al., 2014). This has led to repeated calls for changes to the internal organisation of the HR function and for HR managers to re-style themselves as business partners or internal consultants (Ulrich and Brockbank, 2005; Vosburgh, 2007). Most of these calls have been based on the need for HR to deliver one-dimensional, managerialist conceptualisations of added value and strategic impact (Withers et al., 2010; Sheehan et al., 2014), and have focused almost exclusively on organisationally based HR Managers. As a result, there has been a failure to take account of alternative groups who claim expertise in HR-related work but do so from a position outside the boundaries of the traditional HR function.

This paper addresses this by considering the experiences of a specific sub-set of the HR profession: Independent HR Consultants (IHRCs). IHRCs are often self-employed individuals operating typically as consultants or interim managers offering advice and other services to a range of clients. These IHRCs are becoming an increasingly important within the wider HR profession as downsizing and outsourcing lead many HR managers to leave familiar HR roles and find alternative avenues for their expert knowledge and insight. However, little is known about the challenges of operating as an IHRC, the precise reasons for
making the transition to this role, the relationship between IHRCs and their HR clients and, most importantly, the wider implications of this work for the HR profession.

Drawing on theories from the sociology of the professions (Abbott, 1988; Muzio et al., 2011) as well as critical accounts of consultancy work (Sturdy, 2009; Sturdy et al., 2009) the paper analyses some initial findings from a study of IHRCs. This qualitative study examines how IHRCs assert claims to expertise and draw on (or reject) an association with the wider HR profession in order to establish their status and credibility with clients. The paper will argue that such claims show that, in some instances, the route to professional credibility for HR practitioners may lie in roles that no longer depend upon stable relationships that exist within traditional organisational boundaries. The paper concludes by arguing that this has significant implications for how the HR profession as a whole asserts jurisdiction over core activities and does so in competition with other similar corporate professions (Muzio et al., 2011).

References:


Kyunguk Yang (Yonsei University)
Yoon Se–Joon (Yonsei University)

**Collective Resistance of the Young Precariat: The Case of Korean Youth Community Union**

Stream: Precarious work
Date: WEDNESDAY, 6 April 2016
Time: 10.30 – 12.00
Room: WZB B005

Although very influential, Braverman’s classic 1974 study of the labour process has often been criticized for its lack of concern about the subjectivity and the possibility of worker resistance. To account for this
shortcoming, various theoretical stipulations and empirical investigations have been undertaken during
the last few decades, and the general findings have been that despite the ever-increasing variety of labor-
control strategies and the apparent decline of trade unions, workers’ covert practices of resistance in the
workplace (e.g., go-slow, "banana time", making-out practices, cynical distance) have never ceased.
Nevertheless, as Spicer and Böhm (2007) pointed out, labour process theory (LPT) has so far expended too
much of its research efforts in explicating micro-political struggles of employees within the workplace,
thereby losing the sight of collectivistic protests outside the workplace. Furthermore, LPT has been
relatively silent on the issue of how the neo-liberal turn of the world economy and the concomitant surge
of various forms of irregular employment such as short-term contracts, part-timers, or subcontracting
would shift the forms of worker resistance within and without the labour process.

This paper is aimed at bridging these research gaps by investigating how young Korean workers facing
irregular employment mobilize and organize themselves and develop a platform for collective resistance
on a wider, societal level. In November 1997, South Korea’s foreign currency reserve was nearly drained,
and the South Korean government was forced to ask the International Monetary Fund (IMF) to provide relief
fund. The IMF responded promptly but the loans it provided were attached with the so-called 'Washington
Consensus' conditions. These included privatisation of state enterprises, industry restructuring, easier
market access for foreign firms, and increased labour market flexibility. Since then, the nation rapidly
transformed itself into a neoliberal state and the number of temporary and unemployed workers increased
exponentially. As of now, it is often reported that almost half of the total working population belongs to
these precarious sectors. Even worse, in the South Korean legal context, these precariats are categorically
denied access to universal workers’ rights (for example, the right to organize and participate in trade
unions). This bleak picture seems to suggest that the core ideas of LPT—for instance, a depiction of the
workplace as a contested terrain and a related notion of workers’ resistance—are no longer pertinent in
the contemporary era. In this paper, however, we argue that this is only the half story. In South Korea,
young temporary workers and unemployed youth worked together to establish the Youth Community
Union(YCU), an independent trade union that struggles to gain opportunities for better working lives. Since
its main participants are temporary workers and the unemployed, the Korean Ministry of Labour refused to
give a legal approval to YUC and, hence, it had no choice but to develop protests outside the workplace. As a
result, its trajectory of developments and resisting practices have unique features which are distinct from
those of traditional trade unions as well as micro-politics within the workplace. This paper, based on data
from various media sources and in-depth interviews conducted with activists of YCU, attempts to show its
developmental trajectory and its distinctive practices of resistance (e.g., making collective bargains with
the city government, presenting propaganda aimed at citizens, mimicking protests of social movement
organizations, and engaging with wider social issues.)

Doug Young (The University of Strathclyde)

“You can’t argue with the principle” – Personalisation and
worker responses to degradation of the terms and conditions
of employment in voluntary sector social care

Stream: Squeezing the middle?
Date: TUESDAY, 5 April 2016
Time: 9.00 – 10.30
Room: WZB D112/3

In the voluntary sector, a combination of financial austerity and public sector reform has resulted in a
pronounced degradation of the terms and conditions of employment. This paper explores the notion that
voluntary sector employees, rather than exhibiting a ‘resilience’ to this degradation, are instead
constrained in their responses by the ethical nature of their motivation and employment identity. The Voluntary Sector Ethos (VSE) (Cunningham, 2001) which characterises this dynamic demonstrates the premium ascribed to "self-sacrificing" behaviour (Baines and Cunningham, 2011), which manifests itself in factors such as a greater proclivity for non-monetary rewards (Benz, 2005; Borzaga and Tortia, 2006; Leete, 2000; Mirviss, 1992), high volumes of unpaid overtime (Almond and Kendall, 2000) and 'self-selection' recruitment trends (Ridder and McCandless, 2010) based on an understanding and demonstration of shared values (Alatrista and Arrowsmith, 2004). Given the current context of degradation, this culminates in a scenario where employees may be unable to voice concerns which relate to their own remuneration and wellbeing for fear of being regarded as having insufficient ethical motivation, and additionally, adversely affecting their own reputation and employability. This may be exacerbated by the increasing prevalence of customer-orientated norms and the positioning of the service user as 'customer' (Korcsynski, 2002; Korczynski, Shire, Frenkel and Tam, 2000), which adds an additional layer of pressure onto the provision of care (Bolton, 2002, 2004). These developments associated with personalisation also introduce a new level of accountability to service users directly, which can prove particularly challenging for staff to resolve in relation to their own VSE-informed motivation. Due to the socially ingrained nature of the VSE, not only will some workers be unable to object to this degradation, some may even be unable to detect it. The paper will report the findings from 3 case studies focussing on care-providing voluntary sector organisations, which examine the impact of changes to the employment relationship caused by both austerity and the public sector reform agenda. The analysis which highlights the reality that, where shortfalls in service provision do occur, front-line staff are faced with the unenviable decision of working beyond their explicitly stated terms and conditions, or allowing service users to go without adequate care. To put their own needs ahead of those of service users is regarded as at odds with the ethical nature of their role, and this tension places untenable stress on the nature of their employment relationship. Particular attention is paid to the commitment, engagement and motivation of employees, contributing to on-going debates surrounding the degradation of the terms and conditions of employment in the voluntary sector, and the corresponding impact on work and the delivery of care.

Yu Zheng (School of Management, Royal Holloway, University of London)
Chris Smith (Royal Holloway University of London)

The Stuff that Matters: Workers’ Accounts of Cross-Country Transfer in the Case of Chinese MNCs in Canada

Stream: Reconfiguring work
Date: MONDAY, 4 April 2016
Time: 14.00 – 15.30
Room: Maritim 16

Studies of the impact of Chinese MNCs on work and employment relations outside China are very rare in the existing literature. This paper aims to address this research gap by examining workers’ responses to a Chinese take-over and the subsequent ‘production process upgrading’ attempted by the Chinese parent firm. The so called ‘upgrade’ had various implications for employment relations at the subsidiary, and the workers’ responses were a mixture of adoption and resistance. Applying the System, Society and Dominance (SSD) framework

Our single case study uses data collected through multiple sources: interviews with the current and ex-employees at both headquarters and subsidiary levels; documents, such as published union reports and meeting minutes; and employees’ stories and discussion on an online platform community. Content analysis was conducted to examine how workers used ‘system’, ‘society’ or ‘dominance’ as underlying frame in response to changes to employment relations that the parent firm planned to introduce.
From our preliminary analysis we suggest Chinese MNCs may be bringing new developments to the existing transfer literature:

Firstly, the ownership advantage, which derives from the system effect, is eroding as a result of cross-country take-overs becoming both more common and more frequent. Sector effect, which also derives from the system effect, in contrast, is strong. Both managers and workers play with the influences of the up-stream suppliers and competitors, and down-stream clients in order to advance their agenda. Confrontation between management and workers was often articulated using such system discourse as ‘quality’, ‘customer care’ or ‘health and safety’. The notion of economic cycle within the industry also created the ground for resistance towards the pressure of ‘rationalisation’ to address production efficiency.

Secondly, and surprisingly, when compared with other studies of MNCs from the so-called ‘global South’ moving North (Aguzzoli & Geary, 2014), antagonisms derived through the idea of societal differences between home and host countries were largely absent. In fact some ‘Chinese ways’ were welcomed and embraced by the local workers, despite that these practices were deemed ‘unfamiliar’. More often, locational (the parent plant being located in an industrial cluster, whereas the subsidiary is located a single factory town); and relational (parent plant running a ‘migrant worker regime’ whereas subsidiary being enclosed by the local community) logics were used to justify workers’ resistance to the parent firms change programme. We therefore argue that the ambiguity in what constitutes ‘a Chinese model’ or ‘a Canadian model’ in the case led to downplaying a robust idea of society effects.

Finally, the case of Chinese MNCs highlights the emerging or developing-country effect, which is absent in the standard transfer literature on MNCs from developed economies to other regions, as in Americanisation and Japanization research. The relative strength of ‘successful practices’ rather than any sense of the absolute strengths of dominant models underlines employees’ responses to changes in work and employment the parent firm introduced.

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