

Contents

	List of Figures and Tables	page x
	Preface	xiii
Part I	Dignity and Its Challenges	
1	Four Faces of Working with Dignity The Quest for Dignity Safeguarding Dignity Denials of Dignity Conclusions	3 5 16 19 20
2	Toward a Theory of Dignity Alienation, Anomie, and Bureaucratic Rationality Modern Industrial Society Obstacles and Opportunities Working with Dignity Conclusions	22 22 29 34 41 49
3	Measuring the Subtle Realms of Work Organizational Ethnographies A New Method and New Insights Strategies for Safeguarding Dignity Denials of Dignity Conclusions	50 51 53 59 73 80
Part II	The Practice of Dignity	
4	Deflecting Abuse and Mismanagement A History of Mismanagement and Abuse Direct Personal Supervision Workplace Norms against Mismanagement and Abuse Responses to Abuse vii	83 83 87 e 91 99

VIII	Contents

		Responses to Mismanagement Social Group Differences Conclusions	103 110 113
	5	Avoiding Overwork Assembly Work Monotony, Exit, and Resistance Lost Opportunities for Citizenship Social Group Differences Conclusions	115 119 124 131 134 138
	6	Defending Autonomy Professional and Craft Autonomy The Experience of Professional and Craft Work Citizenship in Professional and Craft Work Resistance in Professional and Craft Work Organizational Size and Outside Ownership Social Group Differences Conclusions	140 141 146 152 157 161 165
	7	Negotiating Employee Involvement The Varieties of Participation Work Life under Employee Involvement Employee Involvement and Resistance Employee Involvement and Citizenship Social Group Differences Conclusions	171 172 181 187 189 193
	8	Coworkers – For Better or Worse The Social Context of Work Life Coworkers and the Meaning of Work Solidarity and Infighting Coworker Relations under Bad Management Coworkers in Assembly Jobs Job Autonomy and Workplace Relations Participation and Coworker Support Conflict and Tension in Service Work Coworker Relations across Social Groups Conclusions	200 203 205 213 220 222 225 228 230 231
Part	Ш	The Future of Dignity	
	9	Worker Dignity and Well-Being A Synthesis Infighting, Resistance, and Citizenship	237 237 241

	Contents	ix
	Dignity and Well-Being Conclusions	246 256
10	Dignity, Agency, and the Future of Work What Have We Learned? Theoretical Implications The Classics Revisited Implications for Organizations Ethnographies as Data Conclusions	259 259 264 268 269 270 273
	References	274
	Appendix A A Brief History of the Workplace Ethnography (W.E.) Project	299
	Appendix B Workplace Ethnography Data Set	303
	Appendix C Supplemental Tables	307
	Index	311

Tables and Figures

Tables

1.1	Dignity at Work	page 17
3.1	Resistance Measures	61
3.2	Worker Citizenship Measures	69
3.3	Direct Supervision and Resisting Mismanagement	
	and Abuse	74
3.4	Production Technology and Excessive Work Demands	75
3.5	Management Control and the Defense of Autonomy	76
3.6	Organizational Participation and the Pursuit of	
	Meaningful Involvement	78
4.1	Working under Direct Supervision	88
4.2	Management Abuse Measures	94
4.3	Mismanagement Measures	97
4.4	Working under Reduced Hours	103
4.5	Working under Incompetent Management	109
4.6	Abuse, Mismanagement, Worker Resistance, and	
	Citizenship across Social Groups	111
5.1	Assembly Work	119
5.2	Monotony, Exit, and Resistance on the Assembly Line	125
5.3	Reduced Citizenship in Assembly Work	132
5.4	Work Experiences, Resistance, and Citizenship across	
	Social Groups	135
6.1	Autonomy in Professional and Craft Settings	147
6.2	Pride and Citizenship in Professional and Craft Work	152
6.3	Resistance and Conflict in Professional and Craft Work	158
6.4	Employment Size and Alienation	162
6.5	Citizenship and Resistance in Locally Owned	
	Enterprises	163
6.6	Autonomy, Resistance, and Citizenship across	
	Social Groups	166
7.1	Employee Involvement and Working Conditions	182

	List of Figures and Tables	xi
7.2	Resistance under Employee Involvement	187
7.3	Citizenship under Employee Involvement	190
7.4	Employee Involvement, Resistance, and Citizenship	
	across Social Groups	194
8.1	Worker Solidarity Measures	207
8.2	Coworker Conflict Measures	210
8.3	Coworker Relations under Abusive Management	213
8.4	Coworker Relations under Mismanagement	217
8.5	Coworker Relations and Assembly Work	220
8.6	Coworker Relations under Various Forms of	
	Workplace Control	223
8.7	Coworker Relations and Worker Participation	225
8.8	Coworker Relations and Customer Service Work	229
8.9	Coworker Relations across Social Groups	231
9.1	Regression of Worker Infighting, Resistance, and	
	Citizenship on Workplace Characteristics	242
9.2	Regression of Worker Well-Being on Workplace	
	Characteristics and Worker Agency	247
App	endix 1 Resistance Scale	307
	endix 2 Citizenship Scale	307
	endix 3 Management Abuse Scale	308
	endix 4 Mismanagement Scale	308
App	endix 5 Worker Solidarity Scale	308
	endix 6 Coworker Conflict Scale	309
	Figures	
3.1	Resistance as strategy	67
3.2	Citizenship as application of knowledge	71
4.1	Management abuse, worker resistance, and citizenship	100
4.2	Mismanagement, worker resistance, and citizenship	105
5.1	Absenteeism and assembly work	126
5.2	Extra effort and assembly work	133
6.1	Creativity in professional and craft work	149
6.2	Insider knowledge and peer training in professional	- 17
0.2	and craft work	155
6.3	Work avoidance and social sabotage under outside	100
0.3	ownership	164
7.1	Skill and autonomy in participatory workplaces	183
7.1	Mismanagement and abuse in participatory workplaces	185
7.2	Cooperation in participatory workplaces	192
7.3 8 1	Worker responses to management abuse	216

xii	List of Fi	igures and Tables	
-----	------------	-------------------	--

8.2	Coworker relations in mismanaged workplaces	219
	Group discipline under various forms of worker	
	participation	227
9.1	Conceptual model of worker dignity and well-being	239
	Job satisfaction	250
9.3	Creativity at work	253
9.4	Meaningful work	255