

Contents

<i>Preface</i>	<i>page</i> vii
<i>Abbreviations</i>	x
Part one Theories in conflict	1
1 Automation and social integration within the capitalist enterprise	3
The transformation of industrial technology	5
Automation and social integration	8
Automation and the emergence of new forms of class conflict	16
The quality of the evidence	25
Technology, managerial power and the unions	29
Technology, social structure and cultural values	34
The focus of the research	36
2 The research strategy	39
The refineries	41
Method	45
Part two The attitudes and aspirations of the work force	53
3 Salaries	55
The salience of salary grievances	57
Sources of dissatisfaction with salary levels	61
The salary structure as a focus of discontent	63
4 Work and work organization	73
Sources of dissatisfaction	73
The work task and the immediate work environment	77
Shift work	87
Reorganization, manning and security	97
5 The perception of management	106
Types of criticism of management	106
Technical criticism	107
Relational criticism	113
6 The legitimacy of managerial power	120
Problems of method	120
Perceptions and ideals of power in the five issue areas	122
The level of allegiance	131
Attitudes to industrial authority: a closer look	134
Implications for theories of Mallet and Blauner	145

	Part three The structure of managerial power	149
7	The machinery of participation	151
	The French pattern	151
	The British pattern	164
	The refineries and the national patterns	176
8	Participation and the image of management: interpretation	182
	Managerial strategies and the institutional system	182
	Salaries	185
	Organizational change	191
	The level of participation, cultural values and the image of the firm	206
9	The control of work performance	212
	Mechanical control?	212
	The status structure	216
	The work team in the control system	220
	The disciplinary system	224
	The control system and social distance	229
	Part four The unions	237
10	The theory and strategy of the trade unions	239
	Conceptions of unionism	239
	The principles of union strategy	247
	The flow of influence within the union	257
	The formulation of demands	264
11	Union strength and coercive power	274
	Membership	274
	The pattern of union division	275
	Relations with the base	281
	Coercive power	288
	Part five Conclusion	293
12	Managerial strategies, the unions and the social integration of the work force	295
	The transformation of worker attitudes and aspirations?	295
	The formal structure of power, the unions, and the social integration of the work force	300
	Appendix 1. Claude Durand, <i>Conscience ouvrière et l'action syndicale</i>	319
	Appendix 2. The questionnaire	323
	<i>Notes</i>	327
	<i>Bibliography</i>	342
	<i>Index</i>	345