Index

ACFTU. See All-China Federation of Trade Unions activism. See cellular activism All-China Federation of Trade Unions (ACFTU), 2, 56, 98–9, 194 Labor Contract Law (LCL) and, 175, 180 American Motor Corporation (AMC), 27, 29–30 An Gang Constitution, 24–5 departure from the “one-man rule” management, 25 as socialist experiment of democratic management, 25 Andreas, Joel, 25 aspirations of younger formal workers, 116 assembly line production. See also shop floor, production organization on body shop, 83–4 composition of workforce in, 60–2 factory autoworkers and, 7, 10 formal workers and, 63–4 labor force dualism and, 45 minimum efficient scale standards, 27 modular, 84 optimum efficient scale standards, 27 paint shop, 84 in press shop, 83 restrictions on foreign ownership, 8 skill level of workers with, 62–5 student workers and, 70–1 Taylorist/Fordist influences on, 21, 24–5, 39, 82 temporary workers and, 69–70, 153 wages in, range of, 75–6 working hours with, 91–2 associational bargaining power for autoworkers, 10 automation, in Chinese automobile industry. See also automobile industry, in China, mechanization of; just-in-time mass production; shop floor, production organization on capital-intensive industry, 89–92 changing demand for worker skills, due to, 64–6, 89–90 human wave tactics, 91 lean production and, 93, 131–2 mechanization, distinction from, 88 standardized operations, 89–90 technique control, 89–90 technology upgrading, 88–9 workers’ marketplace bargaining power, affected by, 65–6, 89–90 workers’ workplace bargaining power, affected by, 89–91 automobile factories ethnography inside, 4–8 factory regimes, 12–13 labor force dualism in, 76 automobile industry, in China. See also development strategies, during the economic reform era; production, in Chinese automobile industry annual growth rates for, 73–4 auto-assembly sector, 7–8, 28–33, 35, 42, 59–60, 74, 76, 80, 82, 90–1, 125 automation in, 90–1 auto-parts sector, 59–60, 76, 189 blue-collar production in, 60–1 central government intervention and policy for, 8 consolidation in, 27, 36 during Cultural Revolution, 25 demographics of, 26 development strategy, from 1986–2006, 26–8 domestic private enterprises in, 8 dominant ownership types in, 8 early innovators in, 14 expansion of, 40–2, 191 exponential growth of, 3, 79
Index

exports, 18–9
factory hierarchy within, 99–100, 104
FAW, 24
under Five-Year Plans, 26–7
gender dynamics in, 61
in global markets, 190
government stimulus package, 27–8
during Great Leap Forward period, 24
imports, 38–9
industrial dynamics of, 14–15
industrial policy, 28
integration into global markets, 39
interventionism in, 42
job classifications in, 99–100
JVs in, 3, 6
labour force dualism in, 12–14, 48
labour market in, 59–61
latecomers in global automobile production, 14
licensing requirements for, 29
market competition within, 34–9
mechanization of, 88–9
national political dynamics for, 179
PCM for, 183 See also product cycle as pillar industry, 26–7, 60, 128
pre-reform development of, 24–6
private car ownership and, 191
product cycle for, 12
profitability in, 34, 36–8
protectionism for, 28, 32–4, 47–8
by region, 8
restructuring of, 34–9, 48
sales and market shares in, 33–6
sales prices in, competition for, 37
Second Auto Works, 24
segmentation of, 60
selected auto assemblers in, 7–22
shop floor processes in, 188–9
skilled trades classifications for, 64
socialist legacy on shop floor and in factory in, 18–19, 24–6, 96
Soviet Union as influence on, 24–5
state and regime legitimacy as influence on, 15–17
state-led restructuring of, 12, 14–15
status of position and, 99–100
as strategically important, 60
Taylorist/Fordist production strategies for, 21, 24–5, 39
under Toyota Production System, 26
TPS in, 82
wage conditions in, 161
working conditions in, 91–4
WTO accession as influence on, 35–48
Automotive Industry Development Policy, 27
Automotive Industry Policy Statement, 27
Automotive Industry Revitalization Plan, 191
autonomy of state, 16
autoworkers. See factory autoworkers
BAIC, 31
bargaining power, for workers. See associational bargaining power, for autoworkers; legitimacy leverage; marketplace bargaining power; workplace bargaining power
Beijing Jeep, 33
“Big Four”, 27, 31
foreign partners for, 30
Blecher, Marc, 14, 126
blue-collar workers in Chinese automobile industry, 60–1
discrimination against, 103–4
as formal workers, in labor markets, 63
in ILM, 108
job classifications for, 103
performance appraisals for, 105–11
social status of, 103–4
as team leaders, 105–10
body shop, 83–4
Bohai Sea region, wages in, 76
bonuses, with performance appraisals, 106
boundary-drawing, 52, 57, 68–9, 71, 117–18, 148, 177–80, 185
Burawoy, Michael, 12–13, 126
“game” metaphor, “making out” in the labor process, 137–8
Business Week, 23
BYD, 8, 30, 37
CAAM. See China Association of Automobile Manufacturers
cadre-managerial personnel system, 95–8
career paths and incentives of, 97
under Company Law, 95
increasing profitability under, 97–8
maintenance of legitimacy with workers and, 97–8
pragmatic philosophy of, 97
SASAC and, 96
shop-floor experiences, 96
SOEs and, 95–6
state management of, 29, 95–6
Index

Canadian Auto Workers (CAW), 47
Capitalism, in China
contradictory state and regime legitimacy as
influence on, 15–17
crisis of profitability and, 11, 34, 37–8
profitability- legitimacy contradiction and,
13–14, 16
CATRC, 7–22, 28, 30, 35–6, 40, 59–60, 73–4
CATS. See China Automotive Talents Society
CAW. See Canadian Auto Workers
CCAG. See Chang’an Motors
CCP. See Chinese Communist Party
CEIN. See China Economic Information
Network
cellular activism, 9–10
Central region, wages in, 76
Chang’an Motors (CCAG)
as “Big Four”, 31
as centrally-controlled SOE, 31
Chen, Feng, 98, 180, 194
Chery, 30, 37
as “Small Four” SOE, 31
China.
See also automobile industry, in China
accession to WTO, 34–5
ACFTU in, 2, 56, 98–9
auto market in, expansion of, 3
autoworker unrest in, as new global
epicenter, 11
CCP in, 15
conditions of stability in, 16
corporate culture as concept in, 127
dormitory labor regime in, 149
economic reforms in, 16
employment compensation statistics for, 71
FDI in, government leverage in, 30
General Motors in, 4
Great Leap Forward period, 24
labor agencies in, 57
labor compensation statistics for, 71
labor dispatch in, 56
labor dispute statistics in, 175
labor force dualism in, 12–14, 51
as primary profit generator for automobile
multinationals, 4
protest tradition in, 18
revolutionary legacy in, 16–18
state socialist legacy in, 16–18
TPS in, 82
VTE in, 57–9
worker militias in, 17
China Association of Automobile
Manufacturers (CAAM), 63
China Automotive Talents Society (CATS), 103
China Economic Information Network
(CEIN), 37–8
China Labor Statistics, 61
China Labour Bulletin, 186–7
Chinese Communist Party (CCP), 15
centrality of maintaining stability of, 15–16,
18–19, 22, 53–4, 56, 176, 184, 186, 194
contradictions and divisions within, 16
credible threats of disruption and, 18
Leninist Party-state led by, 15
“mass line” and participatory role of
population, 17–18
monopoly of political power, 16
political legitimacy of, 15
revolutionary legacy under, 16–18
state socialist legacy under, 16–18
Chinoy, Ely, 116
Chossudovsky, Michel, 127
Chrysler, 27, 29–30
Citroen, 27, 29–30
closed social relationship, 151
CNHTC, 31
collective acts of defiance, 138–9
Collinson, David, 103
Company Law, 34
 cadre-managerial personnel system under, 95
SOE restructuring under, 34
competition, within automobile industry,
34–9
central government industrial policy shifts
within, 38
corporate, 32–40
management strategies influenced by, 115
compliance, of workers, 136–46
exit category, 143–6
as negotiated, 115, 146
voice category, 111, 144–6
compulsory overtime, 119–21
through comprehensive work time
 calculation system, 120
through daily planned production quota,
120
to evade overtime regulation of Labor
Law, 120

corporate culture
as concept, in China, 127
eliciting workers’ hegemonic consent
through, 127–10
lean management principles as part of, 129
as management labor control strategy, 127
Cui, Zhiyuan, 25
Cultural Revolution, temporary workers
during, 172
Index

Daihatsu, 29–30
daily planned production quota (DPPQ), 120
danwei system, 33
despotic factory regimes, 12–13
development strategies, during the economic reform era, 26–8
Automotive Industry Development Policy, 27
Automotive Industry Policy Statement, 27
consolidation as, 27, 36
decontrolled competition, 34–9
decentralization and, 27–8
development of national champions, 27
during Five-Year Plans, 26–7
FDI as part of, 29–31
industrial restructuring, 14–6
joint ventures between large SOEs and foreign auto multinationals, 27
Plan on Adjusting and Revitalizing the Auto Industry, 27–8
protectionism and, 28, 33–4, 47–8
SOE reform, 34–6
state-led triple alliance as, 28–34
support for large SOEs, 27, 31, 38
taylorist/fordist production strategies as part of, 21, 24–5, 39
WTO accession, 34–5, 38–9
Dongfeng Motor (DFM), 24, 31
as centrally-controlled, 31
relocation of production bases, 189
dormitory labor regime, 149
DPPQ. See daily planned production quota
Drucker, Peter, 83
dual labor regime, 12–13, 40, 48, 187–8
Duara, Prasenjit, 127
education levels. See also vocational and technical education
as boundary-drawing criterion, 57, 71
of formal workers, 63–4, 115–16
as recruitment criterion, 67
of temporary workers, 71
wage grades influenced by, at GER-1, 101–2
Edwards, Richard, 107, 126
effort bargaining, 137–8
employment. See factory autoworkers; temporary agency work; temporary workers
Employment Promotion Law, 173
enterprise party committees (EPCs)
conflict mediation with, 132–3
functions of, 131–3
hegemonic consent with, 130–3
rationalization suggestion programs and, 131
enterprise union, 98–9, 130–60, 169, 184
EPCs. See enterprise party committees
Evans, Peter, 28
exit category, of worker compliance, 143–6
external labor markets, 66–7
factory autoworkers. See also automobile industry, in China; bargaining power; compliance, of workers; formal workers, in labor markets; labor markets; resistance, of formal workers; skilled workers; student workers; temporary workers
aspirations of, 116
assembly line production as influence on, 7, 10
under CCP, 15
Chinese automobile industry production influenced by, 24
formal organization of, 10
under An Gang Constitution, 24–5
garbage mobilization of, 10
during Great Leap Forward period, 24
hourly compensation costs for, 71–4
in JVs, wages for, 33
under Labor Contract Law, 13–14
labor force dualism and, 12–14, 45
legitimacy leverage of, 18–20
under Maoist socialism, 25
under market reform, 42, 51, 80–1
marketplace bargaining power of, 65, 89
monthly monetary pay of, 75
in post-restructuring era, 39–47, 125, 169–71
skilled trades classifications for, 64
social composition of, 50
unrest among, historical development of, 10–11
wage increases for, 1, 9–10, 74
workplace bargaining power of, 10–12
factory regimes, 12–13
despotic, 12–13
hegemonic, 33
factory social order, 94–100
for blue-collar workers, 103–4
cadre-managerial system and, 95–8
through factory hierarchy, 99–100, 104
HRM and, 113
ILM and, 113
job classifications and, 103, 113
meritocracy systems and, 104–7
organizational structure as influence on, 113
performance appraisals and, 104–7
position-merit wage system and, 104–7, 113
social status in, 103–4
FAW. See First Automobile Works
FDI. See foreign direct investment
INDEX

FESCO. See Foreign Enterprises Service Corporation

First Automobile Works (FAW), 24
acquisition of SOE-2, 35
auto city, FAW, 122–4, 189
“Big Four,” one of, 31
centralized control, 31
SOE culture, 124
staff reductions in, 33–6
systems of skills appraisal and certification, 64–5
Toyota Production System and, 55–6
workplace bargaining power in, 122–46

Fishman, Ted, 127

5S organization principles, originated in Japan, 132

Five-Year Plans, 26–7
flexibilization of labor, 42, 51
construction of flexible labor markets, 21
definition of, 43
intensification of, 54–5
in labor markets, 80–1
with temporary agency work (TAW), 55–6

flexible accumulation, 43

Ford, Henry, 71
Ford Motors, 38
FDI by, 30
Fordist production strategies. See Taylorist/
Fordist production strategies
foreign direct investment (FDI)
“actually used,” 29–30
by AMC, 27, 29–30
central government leverage in, 30
by Chrysler, 27, 29–30
by Citroen, 27, 29–30
by Daihatsu, 29–30
for economic growth, 30–1
first wave of, 29–30
by Ford, 30
by General Motors, 30
by Honda, 30
by Hyundai, 30
through JVs, 28
by Kia, 30
as market-seeking, 30
second wave of, 30
by Toyota, 30
in triple alliance, 28–31
types of, 31
by Volkswagen, 4, 27, 29–30

Foreign Enterprises Service Corporation (FESCO), 56
formal workers, in labor markets.
See also compliance, of workers; resistance, of formal workers
aspirations of, 116
bargaining power of, 118–22
blue-collar employees as, 63
collective characteristics of, 115–18
core talent in, 61–3
demographics of, 63
education levels for, 64–5
hiring standards for, 66–8
intergroup relationship with temporary workers, 161–9
job security of, 122–6
labor force dualism and, 122–6, 164
morale of, 125–6
non-regular, 54
normal resistance of, 139
open-term contracts for, 177
recruitment strategies for, 66–8
by segments, 60
by size of enterprise, 60
skill levels of, 64–5
social composition of, 61–8
social distance from temporary workers, 165
technology as influence on, 65–6
at USA–1, 101
veteran workers as, 116–18
wages of, 75–9
white-collar employees as, 63
workplace grievances of, 118–22
younger workers as, 115–16

Geely, 30, 37
gender dynamics, in Chinese automobile industry, 61

General Motors
China as market for, 4
FDI by, 30
GER–1, 47
benefits at, 77–8
employee population, 43
social insurance at, 77–8
wage grade by education level at, 101–2

GER–2, 47
career paths of team leaders at, 112
labor contract terms at, 102

Germany, automobile industry practices in
Sino-German JVs, 6, 43
temporary workers in, 46
Gramsci, Antonio, 126

Great Wall, 37
Index

- grievances, in workplace of formal workers, 118–22
- from increased intensity of work, 12, 82
- from inferior status of blue-collar workers, 114, 121–2
- from lean production system, 92–3
- from long working hours, 91
- from managerial arbitrary exercise of authority, 118, 121
- from speedups, 119, 122–46
- from strict codes of conduct, 121
- of temporary workers, 150–2
- from unpaid compulsory overtime, 119–21
- from wages, 12, 78–9, 183
- from working on assembly line, 118
- from workplace injuries, 119

- hegemonic consent, labor control through, 126–36
- by corporate culture, 127–30
- through EPCs, 130–3
- in JVs, 128–9
- through labor unions, 130–3
- as management strategy, 114–15
- in SOEs, 128
- through team leaders, 133–6
- with work groups, 133–6
- hegemonic factory regimes, 12–13, 53
- transition to dual labor regimes, 187–8
- hegemony, as concept, 126
- hiring standards, for formal workers, 66–8
- Hodson, Randy, 137
- Honda Motors, 30
- assembly worker wages at, 78
- parts worker wages, 78
- Honda strike, 2–3
- auto parts workers, 2
- media coverage of, 3
- public support, 2–3
- wage increases as result of, 3
- as worker-centered, 2–3
- workplace bargaining power, as demonstrated in, 122–46
- household registration system. See hukou system
- HR. See human resources
- HRM practices. See human resource management practices
- hukou (household registration) system, 52
- See also boundary-drawing
- boundary-drawing, as criterion of, 52–3, 57, 68–9, 71, 165
- discrimination against rural residents, 52, 57
- dual labor force, as result of, 53
- formal-temporary worker relations, influenced by, 163–4
- legitimation of, 53
- market-oriented labor contract systems and, 53
- peasant workers and, 53, 69
- rural migrant workers and, 57
- temporary workers and, 68–9, 163–4
- human capital management, 4
- human resource management (HRM) practices, 82, 94–100
- cadre-managerial system, 95–8
- development of, 94
- factory social order and, 113
- Japanese management practices as influence on, 94
- Western influences on, 94
- human resources (HR)
- in China, 57
- management practices, 46
- human wave tactics, 83–91
- Hundred Flowers Campaign, 172
- Hyundai, 30
- ILM. See internal labor markets
- injuries, in workplace, 119
- innovation
- in Chinese automobile industry, 190–1
- in JVs, 32
- integrated just-in-time production system, 67
- internal labor markets (ILM), 107–13
- blue-collar workers in, 108
- bureaucratic control as facet of, 108
- career development for formal workers and, 108
- factory social order and, 113
- at large automobile factories, 108
- temporary workers excluded from, 113
- internships, student workers and, 57–9
- iron rice bowl system, 52
- market-oriented labor contract systems compared to, 53
- replacement of, 51
- under state socialism, 52–3
- Japan
- compensation costs in, 73
- organization principles in, 132
- foreign trade liberalization in, 29
- hourly compensation costs in, 73
- as influence on Chinese automobile industry, 26
Japan (cont.)
- as influence on corporate culture, 103, 129–30
- as influence on HRM practice, 94
- job classifications in, 99–100
- lean production systems in, 81, 93
- lean-and-dual model, 40
- performance appraisals in, 105
- production statistics in, 26
- satei system in, 104
- Toyota Production System in, 1
- just-in-time mass production

job classifications
- in Chinese automobile industry, 99–100
- in comparison to US automakers, 99–100
- as different from skilled trade classifications, 64, 100
- distinctions between blue-collar and white-collar workers, 103
- factory social order and, 103, 113
- performance appraisals and, 100
- at plant level, 100
- at USA-, 100–4

job insecurity
- for formal workers, 123–5
- labor contracts and, 53–4
- for temporary workers, 131

job security
- for formal workers, 122–6
- in SOEs, 123–5
- joint ventures (JVs)
  - in auto assembly sector, 8, 29–30, 32
  - auto market share, 30
  - Beijing Jeep, 33
  - in Chinese automobile industry, 3
  - under danwei system, 33
- FDI through, 29
- government approval of, 29
- hegemonic consent in, 128–9
- historical development of, 23
- innovation in, 32
- interventionism in, 42
- layoffs in, 33
- profitability of, 32–3
- restructuring of auto industry and,
  - 42, 48
- Sino-American, 43, 76, 84, 92, 99, 140
- Sino-German, 6, 43, 69, 79, 89, 117, 123–5, 128–9, 147
- Sino-Japanese, 43, 67, 88–9, 91, 123, 140

Index

- SOEs and, 29, 31
- SVW, 32–3, 38
- in triple alliance, 28–30
- wages for workers in, 33
- wages in, range of, 76–8
- worker benefits, 33

- JPN-, 37–45, 75–7, 88–9, 91, 103, 110, 123, 129–30, 132
- June Strike, 114–7
- just-in-time (JIT) mass production, 83–5
  - assembly shop, 83
  - body shop, 83–4
  - kanban method, 84–5
  - paint shop, 84
  - press shop, 83
  - temporary workers and, 133
- JVs. See joint ventures
  - kanban method, 84–5
  - Kia, 30
  - Koo, Hagen, 103
- labor agencies, 57
  - Labor Contract Law (LCL), 13–14, 53–5
  - ACFTU and, 175, 180
  - agency employment regulation under, 162
  - amendments to, 179
  - employer’s responses to, 176
  - labor dispatch under, 57, 174–5
  - making of, 174–7
  - National Labor Relations Act and, 181
  - objectives of, 173–4
  - open-term contracts under, 177
  - pro-capital/pro-labor negotiations under, 177
  - resistance of temporary workers and, 159–60
  - state boundary-drawing strategy, 177–80, 185
  - temporary agency workers under, 161–3, 169
  - unintended consequences of, 174–7
- labor contracts, 53–4
  - at GER-, 102
  - job insecurity with, 53–4
  - non-fixed See open-term contracts
  - open-term, 177
  - short-term, 54
  - at SOE-, 124–5
  - at USA-, 101, 130
- labor dispatch, 55–7
  - in China, 56
  - expansion of, 56
  - FESCO, 56
  - flexibilization of labor, 57
Index

governmental role in, 56–7
under LCL, 57, 174–5
national context, 57
as non-regular employment, 56
report by ACFTU, 56
social background as influence of, 57
temporary workers and, 161–2
triangular employment relationship, 55
Labor Dispute Mediation and Arbitration Law, 162, 173
labor force dualism. See also boundary-drawing in assembly plants, 45
in automobile factories, 76
in China, 12–14, 51
within Chinese automobile industry, 12–14, 48
development of, 42–7
evolution of, 21
factory autoworkers and, 12–14, 45
flexible accumulation and, 45
formal workers and, 122–6, 164
historical development of, 23–4
in Japan, 40
labor union responses to, 169–71
limitations of, 169–71
management responses to, 169–71
management strategy, 47
in new factories, 45
in PRC, 12–14
profitability-legitimacy contradiction and, 13
by select companies, 37–44
in South Korea, 183
state policy as influence on, 52
temporary workers and, 43–5, 164
transition from hegemonic factory regimes, 187–8
worker divisions in, 55
Labor Law, 53. See also labor contracts
compulsory overtime under, 120
empowerment effects of, 162–3
temporary workers under, 150–1
labor leasing, 55. See also labor dispatch
labor markets. See also formal workers, in labor markets; internal labor markets; labor reform, goals of; temporary workers blue-collar production in, 60–1
in Chinese automobile industry, 59–61
construction of, 50
dualization of, 50, 52, 80–1, 186
external, 66–7
flexibilization of, 80–1
segmentation of, 60
split, 163, 172
labor reform, goals of, 53
despotic, 12–13
labor regimes, 39–42. See also flexibilization of
labor; Socialist labor system
dual labor regime, 12–13, 40, 48, 187–8
hegemonic, 28–34, 40, 47–8
lean-and-dual model, 40
lean-and-mean model, 40
market-oriented labor contract system, 51
replacement of iron rice bowl system, 51
Taylorist/Fordist production techniques and, 39–42
labor strikes, 2–3
by autoworker, historically, 11
as credible threats of disruption and, 18
Honda strike, 2–3, 75, 122–46
June Strike, 154–7
media coverage of, 3
October Strike, 157–9
sit-down strikes as, 143
wildcat strikes, 1, 159
labor unions. See also All-China Federation of
Trade Unions; enterprise union; trade unions
conflict mediation with, 132–3
functions of, 131–3
hegemonic consent through, 130–3
during Honda strike, 2–3
responses to labor force dualism, 169–71
strike waves by, in U.S., 181
temporary workers’ resistance and, 169–71
in U.S. auto industry, 11
layoffs
in JVs, 33
in SOEs, 33
LCL. See Labor Contract Law
lean production systems, 93. See also Toyota
Production System
as corporate culture, 129
Taylorism and, 82
team leaders and, 135–6
lean-and-dual model, 40
lean-and-mean model, 40
Lee, Byoung-Hoon, 183
Lee, Ching Kwan, 9, 16–17
legitimacy leverage
as bargaining power, 18–20, 193
distinction from rightful resistance, 19
of factory autoworkers, 18–20
as ideological power, 56
labor-capital conflicts and, 19
over the CCPs political legitimacy, 18, 187
as perceived structural power, 18
Index

236

management strategies. See also cadre-managerial personnel system; corporate culture; human
resource management practices
competition as influence on, 115
through EPCs and unions, 130–1
hegemonic consent as, 114–15
HR and, 46
of human capital, 4
labor force dualism as, 169–71
negotiated compliance of workers, 115
one-man rule, 25
pragmatic philosophy, 97
socialist legacies, 19, 25–6, 94, 96–8, 130, 133
in SOEs, 96
for temporary workers’ resistance, 169–71
by work groups and team leaders, 133–6
manufacture equipment sectors, 65–73
annual growth rates for, 80
market-oriented labor contract systems, 51
hukou systems and, 53
introduction of, 53
iron rice bowl system compared to, 53
under Labor Law, 53
SOE restructuring and, 53–4
transition from Socialist labor regimes, 51
worker protections in, 53
marketplace bargaining power, 65–6, 89–90
mass line, 13–14, 17, 24
mergers and reorganization, 35
meritocratic system, 104
minimum efficient scale standards, 27
Ministry of Human Resources and Social Security (MOHRSS), 178–9
modular assembly line production, 84
MOHRSS. See Ministry of Human Resources and Social Security
monopolies, with triple alliance, 47
Moody, Kim, 193
National Labor Relations Act (Wagner Act), 181
Naughton, Barry, 97
negotiated compliance, 115, 146
Nissan, China as market for, 4
normal resistance, of formal workers, 139
Northeast region, wages in, 76
O’Brien, Kevin, 19
October Strike, 157–9
one-man rule management, 24–5
An Gang Constitution after, 25
open-term contracts, 177
optimum efficient scale standards, 27
overtime. See compulsory overtime
paint shop, 84
parent auto group, 5–6
PCM. See product cycle model
Pearl River Delta, wages in, 76
Pearson, Margaret, 32–40
peasant workers, 68
hukou system and, 53, 69
as old temp, 71, 148
selection criteria for, 181
wages for, 69
People’s Republic of China (PRC)
dual labor system in, 12–14
legislative history of, 180
populist self-confidence under, 17
performance appraisals
for blue-collar workers, 105–11
bonuses with, 106
components of, 105
critiques about, 111
factory social order and, 104–7
in Japan, 105
job classifications and, 100
position-grade wage systems in, 106–7
for team leaders, 105–11
permanent employment. See iron rice bowl system
Perry, Elizabeth, 17, 147, 192
personnel systems, 94–100. See also cadre-managerial personnel system
Peugeot, 27, 29–30
pilgrage, as resistance, 46
Plan on Adjusting and Revitalizing the Auto Industry, 27–8
position-grade wage systems, 106–7
position-merit wage system, 104–7, 113
PRC. See People’s Republic of China
press shop, 83
product cycle model (PCM), 183
production, in Chinese automobile industry.
See also automation, in Chinese
automobile industry; just-in-time mass
production; shop floor, production
organization on; Toyota Production System
ACFTU and, 2, 56, 98–9
annual growth rates for, 73–4, 80

O’Brien, Kevin, 19
October Strike, 157–9
one-man rule management, 24–5
An Gang Constitution after, 25
open-term contracts, 177
optimum efficient scale standards, 27
overtime. See compulsory overtime
paint shop, 84
parent auto group, 5–6
PCM. See product cycle model
Pearl River Delta, wages in, 76
Pearson, Margaret, 32–40
peasant workers, 68
hukou system and, 53, 69
as old temp, 71, 148
selection criteria for, 181
wages for, 69
People’s Republic of China (PRC)
dual labor system in, 12–14
legislative history of, 180
populist self-confidence under, 17
performance appraisals
for blue-collar workers, 105–11
bonuses with, 106
components of, 105
critiques about, 111
factory social order and, 104–7
in Japan, 105
job classifications and, 100
position-grade wage systems in, 106–7
for team leaders, 105–11
permanent employment. See iron rice bowl system
Perry, Elizabeth, 17, 147, 192
personnel systems, 94–100. See also cadre-managerial personnel system
Peugeot, 27, 29–30
pilgrage, as resistance, 46
Plan on Adjusting and Revitalizing the Auto Industry, 27–8
position-grade wage systems, 106–7
position-merit wage system, 104–7, 113
PRC. See People’s Republic of China
press shop, 83
product cycle model (PCM), 183
production, in Chinese automobile industry.
See also automation, in Chinese
automobile industry; just-in-time mass
production; shop floor, production
organization on; Toyota Production System
ACFTU and, 2, 56, 98–9
annual growth rates for, 73–4, 80
Index

blue-collar, 60–1
in body shop, 83–4
during Cultural Revolution, 25
evaluative norms in, 25
expansion of bases for, 143
factory hierarchy and, 99–100, 104
5S organization principles, 132
under An Gang Constitution, 24–5
human wave tactics in, 83–91
international standards, 32–3, 35
job classifications and, 99–100
lean production systems as influence on, 93
mechanization of, 65, 88–91
organization of, 83–94
output increases, 40–2
in paint shop, 84
in press shop, 83
as result of industrial restructuring, 40–2
scale and concentration of, 122
for SOE-2, 32
for SOEs, 31–2
standardization of, 88–91
statistics of, 26
status of position and, 99–100
transformation of, 42–7
worker masses as influence on, 25
worker’s input, 24–5
protectionism
as central government policy, 32, 34
as local government policy, 28, 47–8
for SOEs, 31–2
Qiang, Xiao, 161
rationalization suggestion programs, 131
recruitment strategies
for formal workers, 66–8
for student workers, 57, 70–1
for temporary workers, 66–9
resistance, of formal workers, 136–46
as collective acts of defiance, 138–9
effort bargaining in, 137–8
everyday form of, 115, 136, 153, 163
legitimacy leverage and, 139
normal, 139
pillage as, 46
sabotage as, 46
sit-down strikes as, 141–3
worker participation programs and, 138
resistance, of temporary workers, 153–63
enterprise union and, 159–60
June Strike, 154–7
under Labor Contract Law, 159–60
labor union response to, 169–71
management response to, 169–71
October Strike, 157–9
organization strategies for, 160–1
Russian Bolshevik Party, 17
sabotage, as resistance, 46
SASAC. See Shanghai State-owned Assets Supervision and Administration Commission
satei system. See meritocratic system
Schumpeter, Joseph, 32
Scott, James, 18
Second Auto Works, 24
semi-skilled workers, 66
Shanghai State-owned Assets Supervision and Administration Commission (SASAC), 96
Shanghai Volkswagen (SVW), 32–3, 38
workshop bargaining power in, 122–46
shop floor, production organization on, 83–7
in Chinese automobile industry, 188–9
off-line sections on, 87
training for, 96
work groups, 85–7
short-term labor contracts, 54
Shue, Vivienne, 16
Silver, Beverly, 10–11
Sino-German JVs, 6–22, 43, 66–9, 79, 89, 117, 123–5, 128–9, 147, 161, 167
temporary workers in, 43
sit-down strikes, as resistance, 141–3
skilled workers
in labor markets, 64–5
marketplace bargaining power of, 66
skilled trade classifications of, 66
skills appraisal and certification, 64–5
technological change, impact on, 64–6
unskilled compared to, 64–5
Skocpol, Theda, 16
“Small Four”, 31
Smith, Vicki, 169
social exclusion, 151
social status
of blue-collar workers, 103–4
exclusion and, 151
Socialist labor system
hukou system under, 52
iron rice bowl, 52
as state-administered, 52–3
temporary workers under, 52–3
transition to market-based labor contract system, 53
Index

Socialist labor system (cont.)
work units, 52
SOE-1, 60–2, 76, 75–7, 89, 153
SOE-2
acquisition by FAW, 35
production statistics by, 32
socialist tradition, 131–3
truck production by, 8
SOEs. See state-owned enterprises
soft-budget constraints, 32
South Korea
foreign trade liberalization in, 29
labour force dualism in, 185
moral exclusion in, 166
Southwest region, wages in, 76
Soviet Union
Chinese automobile industry influenced by, 24–5
one-man rule management in, 24–5
split labor markets, 163, 172
State Assets Supervision and Administration Commission of the State Council, 31
state boundary-drawing strategy, 171–80, 185.
See also boundary-drawing
state-owned enterprises (SOEs), 3
"Big Four," 30, 31
cadre-managerial personnel system, 93–8
under Company Law, 34
development strategies for, 27
distribution of workers in, 60
gender dynamics in, 61
generational changes of workers in, 42
guaranteed employment in, 33
job security in, 123–5
JVs and, 29
managers in, 46
market-oriented labor contract systems and, 53–4
production statistics for, 31–2
protectionism and, 28, 31–2
reforms of, 34
restructuring strategies for, 34, 48
"Small Four," 31
state interventionism in, 42
in triple alliance, 31–4
VTEs through, 58
wages in, 33
Stone, Katherine, 43
structural bargaining power, for autoworkers, 10
student workers, 57–9
in assembly line production, 70–1
through internships and, 57–9
labor turnover, 153
strikes by, 147–55, 157
wages for, 80
SVW. See Shanghai Volkswagen
TAWs. See temporary agency work
Taylorist/Fordist production strategies, 21, 24–5, 39, 82
An Gang Constitution and, 25
lean production and, 82
wage policies and, 71
team leaders
benefits of, 114
blue-collar workers as, 105–10
at GER-2, 112
hegemonic consent through, 133–6
labor control through, 87, 133–6
lean production systems and, 135–6
performance appraisals for, 105–11
pivot role of, 86, 133–6
technical training, 127
temporary agency work (TAW), 55–7.
See also labor dispatch
core features of, 55
flexibility of, 55–6
global expansion of, 55–6
temporary workers, 50.
See also resistance, of temporary workers
assembly line production and, 69–70, 153
collective characteristics of, 148–9
during Cultural Revolution, 172
demographics of, 71
evolutionary use of, 68–9
in German automobile industry, 46
"Huak system and, 68–9, 163–4
Hundred Flowers Campaign and, 172
intergroup relationship with formal workers, 163–9
JIT production systems, 153
job insecurity for, 151
under Labor Contract Law, 161–3, 169
labor dispatch and, 161–2
labor dispute resolution systems for, 162
labor force dualism and, 43–5, 164
under Labor Law, 150–1
labor market of, 68
lack of regulation for, 152
lack of training for, 151
management divide and control strategies for, 167–8
moral exclusions for, 166–7
peasant workers as, 68–9, 181
perceptions of injustice by, 152
public perceptions of, 148
Index

in Sino-German JVs, 43
social composition of, 68
social distance from formal workers, 165
under Socialist labor system, 52–3
in SOEs, 52–3, 56
statistics for, 43, 45
student workers as, 58
visual control methods for, 167–8
wages of, 75–7
workplace bargaining power of, 152–3
workplace grievances of, 150–2
Thun, Eric, 28, 96
Toyota
FDI by, 30
Production System, 26
Toyota Production System (TPS), 82.
See also lean production systems
trade unions. See also All-China Federation
of Trade Unions; enterprise union; labor
unions
dualist functions of, 98
workers’ confidence in, 88
training
through apprenticeship, 57–8, 64, 66
through internship, 58–9
for line operators, 64, 87
on-the-job, 87
on shop floor, 96
technical, 127
for temporary workers, 151
through vocational and technical education,
57–9, 66, 108–10
in work groups, 87–8
transport equipment manufacture sectors,
65–73
hourly compensation costs, by select nation,
73
triangular employment, 55. See also labor
dispatch; TAW
triple alliance
automobile multinationals as part of, 29–31
development of, as concept, 28
FDI and, 28–31
JVs in, 28–30
monopolies as result of, 47
as post-economic reform development
strategy, 28–34
SOEs in, 32–4
as state-led, 28

United Auto Workers (UAW), 47, 99–100, 193
United States (U.S.), automobile industry
practices in, 46
classification of workers in, 46–7
labor militancy and, 11
National Labor Relations Act in, 181
split labor markets in, 163
strike waves in, 181
two-tier system in, 186, 193
USA-1
double pay, 106
job classifications at, 100–4
labor contract terms at, 101
regular working schedules at, 92
skill levels, 67–9
Vietnam, market-oriented economic
reform in, 15
vocational and technical education (VTE), 57–9
decline of, 58
through SOEs, 58
voice category, of worker compliance, 111,
144–6
Volkswagen, 4, 27, 29–30
SVW, 32–3, 38
VTE. See vocational and technical education
VW Santana, 33
wage increases
annual growth rates for, 73–4
for factory autoworkers, 1, 9–10, 74
after Honda strike, 3
wage policy, Fordist production strategies
and, 71
wages
for assembly line workers, 7
in Bohai Sea region, 76
in Central region, 76
in Chinese automobile industry, 163
enterprise ownership type and, 75–6
of factory autoworkers, 75
of formal workers, 75–9
at GER-1, by education level, 101–2
at Honda Motors, 78
in JVs, 33
in Northeast region, 76
in Pearl River Delta, 76
for peasant workers, 69
regional influences on, 75–6
in SOEs, 33
in Southwest region, 76
for student workers, 80
of temporary workers, 75–7
workers’ opinions on, 80
in Yangtze River Delta, 76
Wagner Act. See National Labor Relations Act
Index

Walder, Andrew, 52
Walker, Cathy, 47
Weber, Max, 151
white-collar employees, 63
job classifications for, 103
work groups, 24, 85–7
hegemonic consent with, 133–6
rotation of workers in, 87–8
on shop floor, 85–7
skill training in, 87–8
work units, 52
worker participation programs, 138
workplace bargaining power.

See also bargaining power, for workers of auto parts workers, 189
in factories of enormous size, 122–46
of factory autoworkers, 10–12
of formal workers, 118–22
grievances and, 118–22
without labor unions, 187
legitimacy leverage as, 18–20, 193
semi-skilled workers and, 66

of skilled workers, 66
structural, 10
of temporary workers, 132–3
workplace grievances. See grievances, in workplace
workplace practices, 39–42
generational replacement of workers, 21
labor force dualism, 43–5
lean-and-dual model, 40
lean-and-mean model, 40
transformation of, 42–7
World Trade Organization (WTO)
China in, 34–5
Chinese automobile industry influenced by, 35–48
Wright, Eric Olin, 10
WTO. See World Trade Organization
Xiaoping, Deng, 97
Yangtze River Delta, wages in, 76