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978-0-521-46719-3 - Willing Slaves? British Workers Under Human Resource Management

Andrew Scott

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Many people believe that industrial relations have been transformed. For some, current developments are the result of new human resource management techniques which have overcome adversarial workplace traditions. For others, old attitudes remain, their expression stifled by vigorous competition in product and labour markets. *Willing slaves?* explores these competing claims. It shows that managers have come to question past approaches to employee relations. Nowadays they believe that 'winning workers' hearts and minds' is a crucial part of successful management. Equally, however, managers have not yet found ways to make their new ideas work well. Workers continue to place little trust in management, inefficient working practices persist, and attempts to build a 'new industrial relations' have fallen short of the mark. *Willing slaves?* concludes by arguing that the best way forward is for organisations to commit themselves to long term labour relations policies which enable workers to participate in management decision-making.

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# Willing slaves?

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## Contents

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<i>List of tables</i>	<i>page</i> ix
<i>Acknowledgements</i>	x
<b>1 Co-operation at work?</b>	1
Market pressures and the growth of 'realism'	1
The traditional account: managers and workers as continuing adversaries	4
The alternative account: a 'new industrial relations'	8
Unanswered questions	14
Conclusions	24
<b>2 The shop floor revisited</b>	27
Introduction	27
Studying the shop floor	28
Fieldwork	33
<b>3 The frozen food works</b>	41
Introduction	41
The management approach: old problems, new ideas	42
Preparations for change	46
Workers' reactions to change (1)	48
Workers' reactions to change (2)	54
The resurrection of traditional views	58
Two years later	67
Conclusions	68
<b>4 The biscuit works</b>	71
Introduction	71
Twenty years before: from unitarism to pluralism	73
The present day shop floor	77
The politics of incorporation	91
Conclusions	93
<b>5 The chocolate works</b>	97
Introduction	97
	vii

Cambridge University Press  
978-0-521-46719-3 - Willing Slaves? British Workers Under Human Resource  
Management  
Andrew Scott  
Frontmatter  
[More information](#)

---

viii	Contents	
	A new style of management	98
	The character of management initiatives	104
	On the shop floor	106
	Conclusions	122
<b>6</b>	<b>Willing slaves?</b>	127
	Introduction	127
	Managers	128
	Workers	131
	Barriers to change	148
	Conclusions	155
	<i>Bibliography</i>	159
	<i>Index</i>	169

Cambridge University Press

978-0-521-46719-3 - Willing Slaves? British Workers Under Human Resource  
Management

Andrew Scott

Frontmatter

[More information](#)

## Tables

---

	<i>page</i>
3.1 How do you feel about the following features of the new working practices, compared to the way you worked before?	49
3.2 Since the introduction of the new working practices, do you feel that your job has become more or less interesting/enjoyable?	49
3.3 Do members of your workgroup ever do any of the following?	50
3.4 In your own experience of the new working practices so far, do you think that supervisors have more or less control over the following, in comparison with the way you worked before?	52
4.1 Which of the following comes closest to your feelings on the new technology being introduced at this factory?	86
5.1 Workers' grades under the new 'pay-for-knowledge' system	107
5.2 How often do you speak to the shift personnel worker about work, wages and conditions?	117
5.3 How often do you think that your views are taken into account when decisions are taken?	117
5.4 Of all the firms you have worked for, how does this one rate as far as wages (including shift and overtime payments) are concerned?	120
5.5 How secure do you think your employment is at the works during over the next five years?	120
6.1 Workers' views on their wages relative to those paid elsewhere	133
6.2 How much worry would it cause you if you were to lose your job at this factory?	134
6.3 How secure do you think your employment is at this factory over the next five years (all locations)?	135



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Management  
Andrew Scott  
Frontmatter  
[More information](#)

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