

## Contents

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

viii	<i>Contents</i>	
	Responses to Mismanagement	105
	Social Group Differences	110
	Conclusions	113
5	Avoiding Overwork	115
	Assembly Work	119
	Monotony, Exit, and Resistance	124
	Lost Opportunities for Citizenship	131
	Social Group Differences	134
	Conclusions	138
6	Defending Autonomy	140
	Professional and Craft Autonomy	141
	The Experience of Professional and Craft Work	146
	Citizenship in Professional and Craft Work	152
	Resistance in Professional and Craft Work	157
	Organizational Size and Outside Ownership	161
	Social Group Differences	165
	Conclusions	168
7	Negotiating Employee Involvement	171
	The Varieties of Participation	172
	Work Life under Employee Involvement	181
	Employee Involvement and Resistance	187
	Employee Involvement and Citizenship	189
	Social Group Differences	193
	Conclusions	195
8	Coworkers – For Better or Worse	200
	The Social Context of Work Life	200
	Coworkers and the Meaning of Work	203
	Solidarity and Infighting	205
	Coworker Relations under Bad Management	213
	Coworkers in Assembly Jobs	220
	Job Autonomy and Workplace Relations	222
	Participation and Coworker Support	225
	Conflict and Tension in Service Work	228
	Coworker Relations across Social Groups	230
	Conclusions	231
<b>Part III The Future of Dignity</b>		
9	Worker Dignity and Well-Being	237
	A Synthesis	237
	Infighting, Resistance, and Citizenship	241

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