

REVIEWS

John Deeks and Peter Enderwick (eds). Business and New Zealand Society. Auckland: Longman Paul, 1994. 317pp. ISBN: 0582-86050-4.

This collection of essays revisits the subject of the 1973 work of the same name edited by George Hines. Given the great changes to the business environment over the past decade it provides a suitably updated New Zealand text for undergraduate courses on business and society or business ethics.

The book is divided into three main sections. The first covers the historical context of New Zealand business. These chapters describe the workings of the pre-European and colonial Maori economy as well as the history of European business in New Zealand. This provides a notable improvement on the earlier work where Maori business issues and approaches were ignored.

The chapters focusing on the contemporary context of business are the most problematic of the collection. The editors contribute three chapters which review issues relating to: business ethics and social responsibility, the post 1984 restructuring of the economy, the impact of business ideologies on society. The first topic was covered in Hines's collection while the latter are topical. While for the most part these chapters provide useful description and analysis, at times the authors indulge themselves in sweeping statements predicated on their own assumptions and bias. Statements like "the Freidmanite view of business as operating strictly within an economic domain is both simplistic and false" belie the attention devoted by the writer to discussing such views. Moreover emotive language utilising terms such as "savagely demeaned" and "propaganda blitz from the New Right" detracts from the more reasoned discussion of the impact of business ideas on our society.

The following chapter describes the issues involved in the internationalisation of business with particular focus on the impact of inward and outward investment on New Zealand. The final entry in this section is Ella Henry's comprehensive account of the legal and institutional origins of contemporary Maori business. The strength of the Maori business theme in this work may well leave readers hungry for a still greater focus on Maori issues as an alternative to our European and American management influences. In particular attention to how Maori businesses can reconcile different stakeholder interests in the form of employment for *iwi* members, return on investment, all without risking further alienation of land through mortgage sales, would be a worthy subject.

The eight chapters comprising the section which examines "current issues" is the standout part of this book. Some are more concerned with description than analysis but nevertheless they provide a New Zealand context to wider issues concerning the interrelationship between business and society. The highlights include Selinkoff's chapter on business and government. Selinkoff provides an incisive view upon recent shifts in the role of the state

before going on to examine this relationship using the metaphor of New Zealand Inc. Sharp's chapter on business and the environment covers the Resource Management Act and provides an overview of environmental economics theory. He then goes on to discuss the practical application of such theory in the form of polluter pays, tradable rights, and other related issues. The topic of sport and business is addressed by Trenberth and Love. They provide an excellent review of the implications of rising inter-sport competition and the resulting impetus for professional management within the sports "industry". Although an example not raised in this chapter, the "poaching" of gifted players from amateur rugby union to the professional code of rugby league is an indication of the relevance of the issues raised.

As is usually apparent in collections with a variety of authors, the need to divide a subject into "bite sized bits" tends to emphasise description at the expense of analysis. Given the lack of New Zealand material on this subject this must remain a minor quibble, as is the absence of a discussion on the influence of small businesses in our society. All in all this collection provides an important (and indeed at \$44.95 a cost effective) resource for anyone interested in examining the multifaceted relationship between business on society in contemporary New Zealand.

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Margaret Hosmer Martens and Swasti Mitter. Women in Trade Unions: Organizing the Unorganized. Geneva: International Labour Office, 1994. 205pp. ISBN 92-2-108759-X.

Material from international organisations about work or women is usually diplomatically dry. Aggregation on a global scale tends to produce platitudes rather than information of interest.

Not so with this book, however, which results from the ILO's Interdepartmental Project on Equality for Women in Employment. It suggests principles for "organizing the unorganized" drawn from case studies in both developing and industrialised countries. These are grouped to provide insights into situations and strategies in areas of work in which women are marginalised: domestic work, home work ("outwork"), the rural sector, self-employment in informal economies, and export processing zones.

As the introduction notes, women are generally excluded from secure and bargainable jobs in the formal economy, in which unionism developed. As production is decentralised through subcontracting, changing technology and global relocation, women are increasingly pushed into casualised and "flexible" forms of employment. There are commonalities between the precarious employment of women in developing countries and of migrant and other women in industrialised countries.

The focus of the studies is strategies for organising among women. Methods geared to employees in large factories are largely irrelevant to isolated and impoverished workers. For historical reasons, mainstream trade unions have:

... not sufficiently addressed the needs of working women ... (who) remain either unorganised or mobilise themselves in informal, unregistered associations that are free of daunting bureaucratic procedures (p.7).

Organising is made difficult by domestic workers' isolation, extremely long hours of work and lack of information about legal rights. Case studies of Domestic Workers Unions in Brazil, Mexico and Namibia and among migrant women in Europe note successful alliances with women's organisations as well as with other unions. Strategies include drop-in centres, union education and skills training, and getting domestic work recognised as "real employment" - by Government, by other unionists, and by domestic workers themselves.

In local contexts decentralised production means subcontracting and considerable growth in outwork, not just in clothes manufacturing but in many industries. Low earnings from home work supplement benefits or the incomes of other family members. Home work by women is linked with family responsibilities, but may result from discrimination. Research in Holland showed Turkish women had not chosen home work - none had been able to find regular employment. Strategies included changing home work's legal status and organising through ethnic communities in Australia; consumer boycotts and a Homeworkers Local of the garment workers' union in Toronto; research and Home Work Support Centres organised by the Women's Union, a non-industrial affiliate of the Netherlands Trade Union Confederation. Although unionisation of home workers has been limited, unions have made a fundamental shift in working with these women instead of against them.

Although three-quarters of the world's farmers are women, in the mid 1980s the International Federation of Plantation, Agricultural and Allied Workers realised the "near-invisibility" of women leaders in its rural organisations. Successful training programmes were established for women unionists at local and national level in African and Asian countries. Drawing on oral traditions, African members' dramatic skills were developed; one union troupe has become very well known in Uganda. Women's committees were set up, many organising social events and income-generating projects, as well as union education.

In selecting "the unorganised" for study, the ILO recognised that some ways in which women make a living are excluded from legal protections by narrow definitions of employment. Domestic work and home work generally fall outside labour legislation. Their organisations often struggle to be recognised as unions. This was the case for the Self-Employed Women's Association organising impoverished and low-caste women in India, which raised the issue of home workers to union notice in other countries. In South India, the Working Women's Forum - simultaneously a trade union, a credit union, a powerful women's lobby and a non-violence movement - organises small neighbourhood groups of 225,000 low caste women on the basis of "solidarity and boldness". Other examples of "informal sector" organising were market women in two West African countries and skilled women working in Northern Italian cottage industries - though the

meaning of "informal" in each case was unclear.

The "nimble fingers" of young Asian women are the prime attraction of export processing zones (Elson and Pearson 1981), where unions are often actively discouraged. Organising in the Philippines, the Dominican Republic, Jamaica and Sri Lanka is contrasted with failure in Mauritius, partly because labour shortages led to a 55 hour week, with no change in the domestic division of labour. Community based organising, particularly where employment in EPZs draws young women away from home, has been successful.

The case studies show that women will organise around a common objective of concern to them. With outside support and an achievable first goal, they are ready to take on other efforts as a group. For the most impoverished, that first project may need to be income-generating. Many case studies showed organisation beginning in community or women's groups, or through unions using the innovative strategies developed by such groups. Activities planned around training, literacy, safety, leisure or income-generation become forums for consciousness-raising and for collective action which continues to go beyond simple wage bargaining. Union education may then encourage women's active participation in unionism, but education and recruitment in these areas of work require long term commitment.

Some of these strategies - women's committees, addressing wider issues specific to women - increased union activism by New Zealand women in the 1980s. Other strategies could be relevant to our own unorganised sectors. "Outwork" was protected by occupational awards until the late 1970s. Since the collapse of manufacturing in the mid 1980s, subcontracting has become rife in the clothing industry. Has there been the increase in outwork experienced in New South Wales and Victoria? Recent research has focused on middleclass "telework" (Armstrong, 1992).

Domestic service in private homes was exempted from regulation in 1908 and largely disappeared in the economic resurgence and "manpowering" of World War II (O'Donnell, 1992: 174; Montgomery, 1992: 189). However, personal servicing - "under the table" or the self-employed - is on the increase, and was proposed by Infometrics economists as the "solution" to unemployment in a bi-polar society (Hyman, 1994: 61). The hardest-to-organise, lowest-paid end of "formal" service work employment has been deunionised under the Employment Contracts Act - along with several other areas of low paid work for women (Sarr, 1993). The organisation of working women in the Third World provides not just useful strategies, but cautionary tales.

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Stephen Deery and Richard Mitchell (eds). Labour Law and Industrial Relations in Asia. Melbourne: Longman Cheshire, 1993. 302pp. ISBN 0-582-86902-1.

Greg J. Bamber and Russell D. Lansbury (eds). International and Comparative Industrial Relations: A Study of Industrialised Market Economies. Second Edition. Sydney: Allen and Unwin, 1993. 374pp. ISBN 186373-370-1.

One of the more surprising comments of our Prime Minister in 1994 was his claim "I am an Asian." Bolger was referring, of course, to New Zealand's new place in the economic order - away from Britain and Europe and more focused on Asia as a source of trade. As New Zealand deals (and competes) more with Asia, knowledge of their labour relations systems has its place. In the university context, our colleges attract more and more students from Asia at both undergraduate and MBA levels. The inclusion of material about Asia in courses is both desirable and demanded. Deery and Mitchell's *Labour Law and Industrial Relations in Asia* is a very useful contribution to an area which has been traditionally neglected.

Deery and Mitchell identify three models of labour law in east and south-east Asia: that resembling the British model of labour law (Singapore, Malaysia and Hong Kong); that modelled on the systems of the USA and Canada (Japan, South Korea and the Philippines between 1953-1974); and the traditional Australian and New Zealand models of compulsory arbitration (Philippines since 1974). The two other countries reported, Thailand and Taiwan, fit less easily into any of these models - Thailand, with no history of colonial rule, has remained more immune to outside influences while Taiwan's labour laws reflect concepts prevalent in China prior to the Second World War.

Deery and Mitchell's eight country study is neatly formatted and well introduced. Each study reports the formal labour law system of the country and basic labour statistics. More importantly, each country study reports the actual practices of labour relations - non-

compliance with the formal systems is prevalent and accordingly it is critical to identify the practice from the legal requirements. Each study is well written and interesting. Comprehensive bibliographies for each country enable the reader to source other material.

It is always difficult to edit a book of this type - the authors have done a thorough job. I have concerns about the currency of the chapters as the 1980s and 1990s have been periods where deregulatory industrial relations policies have been prevalent throughout the world. The data presented in many of the country studies is dated: often relating to the 1986/87 years, commonly reporting for the 1988 and 1989 years and only occasionally being reported for the 1990 and 1991 years. The foreword for the book was written in 1992, the book published in 1993 and I'm reviewing it in 1995. If there had been a chapter on New Zealand and that had reported the industrial relations system based on that prevailing up to 1990 it would have been severely misleading. Timeliness is a difficulty and it is to be hoped that the authors update the studies and produce a second edition shortly.

A final quibble regarding the misleading title of the book. This is not a book about Asia - if it had been it would have included countries from South Asia (India, Pakistan, Nepal, Sri Lanka, etc). This is acknowledged by the authors in their introduction where they focus correctly on the systems in east and south-east Asia.

Bamber and Lansbury's edition focuses on the more traditional industrialised market economies: Britain, the USA, Canada, Australia, Italy, France, Germany, Sweden and Japan. The authors of each chapter are familiar academics; the writing is professional; and the frameworks within which the studies are reported develop the traditional theoretical approaches to the study of industrial relations. Also published in 1993, Bamber and Lansbury have been able to provide more up-to-date data, with most studies reporting the state of industrial relations in the various countries up to and including 1991. As New Zealanders grapple with the Employment Contracts Act, and our Courts take a more dynamic approach to interpreting the procedural vacuum in bargaining left by the legislation, the focus shifts to countries like us - the other industrialised market countries. This edition provides an excellent reader and starting point for further exploration of their systems and acceptable forms of bargaining practice in the developed countries.

Both editions are warmly endorsed.

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Peter Boxall (ed). The Challenge of Human Resource Management Directions and Debates in New Zealand. Auckland: Longman Paul, 1995. 315pp. ISBN 0-582-86138-1.

When this book arrived in the mail with a letter asking me to review it, there was a solid feeling in my stomach. It had to do with the thought of another text on how to manage Human Resources.

Immediate questions that came to mind were:-

- I. What new fad would be advocated?
- II. Would this have a true New Zealand base?
- III. How academic would it be?

Well, like any normal book fan I read the content and preface and then the back cover. The first thing that caught my eye was that this book was made up of a selection of writers rather than one person. The second piece of bait was:-

The Challenge of Human Resource Management adopts a most robust theoretical approach, examining the international debates in all the central areas of human resource management They avoid inappropriate prescriptions but do pinpoint key challenges that need to be faced.

Okay, I admit it, they had me hooked. The question you will want answered in this review is did I get the fish from the book or just another bunch of loose chips in the package.

My general impression of the book is that a genuine attempt has been made to attract readers interested in the area of Human Resource Management and to force those readers to question their strategies, goals and applications of basic Human Resource principles. I enjoyed the aspects of the book that directly or indirectly challenged my thinking and appreciated the effect it had on my current analysis of practical application in the workplace. Whilst reading the text I found myself consciously and at times unconsciously nodding my head in agreement over many comments and issues raised.

The book is divided up into four parts:-

1. Conceptual Foundations of Human Resource Management.
2. Major Policy Choices and Evolving Practices.
3. Selected Contemporary Issues.
4. The Search for Integration in Human Resource Management.

Part One set the scene to challenge the reader to use the text as a tool to review the way Human Resource Management should be viewed and studied. It set the framework of debate and deliberation as opposed to slavishly following a set regime. I found this to be a refreshing change and looked forward to my continued reading. It continued by discussing the challenges facing us with the changing nature of our population and its flow on effects to the workforce. This section clearly emphasised a New Zealand flavour to the book. So far, so good.

Part Two began by discussing the area of Workforce Governance. This was a difficult subject area to make interesting, however many valuable points were raised. I found the style of writing in this chapter frustrating as it had a large number of references in the text and I kept thinking I needed to be in a library to gain maximum understanding of the discussion.

Work Design was a short pithy summary of classic theorists and discussion on their current relevance. Again I found myself nodding my head and quietly reinforcing to myself. "At last a pragmatic analysis of the theories' implications in today's Human Resource Management."

The section on Staffing set out in its conclusions the critical question we as practitioners continue to debate "Why do we allow ourselves to be less than professional in our approach to recruitment and selection?" I would challenge any practitioner to read this chapter and determine how well they answer the challenges set out. The gap between research and practice is really not being adequately recognised. We have to do better than just state there is a gap.

What did I just say? Yes, the book now had me more than hooked, I had become snared. I was finding it harder to put down.

In the chapter on Employee Development, the challenges focussed on our ability to face change in developing human capital, within an organised and ultimately a society which is constantly changing.

I found the chapter on Reward Systems a little disappointing in the context of the book. It laboured the background theory too much for a book aiming at discussion and debate. The chapter did, however, provide an interesting table with good basic information on pay types but lacked the incisive debate this topic promised.

Part Three of the book went on to deal with Selected Contemporary Issues.

The chapter on Equal Employment began by addressing the key difference between equity and equality. This was a well balanced section which managed to provide sufficient depth to challenge thinking whilst not proposing any clear direction or push to value one approach against another. This showed a maturity of writing in this area which hasn't often been apparent in other books.

I wondered in chapter nine if I might have chosen an inappropriate analogy of fish and chips when the chapter started with quotes on diets. It was a good catch point but in the context of New Zealand Labour Relations I felt it was a rather superficial coverage of what are meaty and significant debating points in contemporary Human Resource Management. It relied on statistics to establish a base but didn't progress from that base enough to hold my interest.

As a Human Resource practitioner I'd love a magic wand to overcome the challenges associated with Managerial Competence and Leadership. This was an excellent chapter on a difficult area. It provided enough pieces of bait to entice me to go on a bigger fishing

trip. There is no doubt that this area will become one of the key performance indicators for New Zealand business in the future.

I didn't think it would be possible to have a chapter which ties together what appears on the surface to be two contradictory tools of Human Resource Management. There was a good analysis of the two tools and a pragmatic summation. If there was a disappointing aspect in this chapter on Total Quality Management and Performance Appraisal it was the continued reliance on American data in a New Zealand book.

Part Four concluded what had been an interesting journey with a pithy end. Peter Boxall's conclusions summed the concept of the book up well.

My overall impression is that the book would be an asset in the book shelves of anyone who has an interest in the practice of Human Resource Management. More care could have been taken in checking the text as a number of spelling errors were noted.

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International Labour Office. Visions of the Future of Social Justice: Essays on the Occasion of the ILO's 75th Anniversary. Geneva: International Labour Office, 1994. 328pp.

This work constitutes the response to an invitation by the Director General of the ILO for key figures to reflect upon the future of social justice, of the problems of work and employment, and of the future of the ILO. The list of contributors is impressive, including by way of example, Boutros Boutros-Ghali, Bob Hawke, Helmut Kohl, Nelson Mandela and Lech Walesa.

Perhaps the best possible review of this collection of essays can be given merely by emphasising the themes and issues raised in the preface by Michel Hansenne. He notes that contributors stress the inadequate response of government policies and labour institutions to fundamental changes in the nature of employment. For example, there has been a move away from traditional methods of mass production toward flexibility as the result of technological change and the associated rise of knowledge intensive jobs. Traditional models of employment are changing so that no longer can work be automatically identified with a regular, full time, paid job. However, the articles also emphasise that the need to cope with this change must be accompanied by continued recognition of the ILO's major principles. Hansenne suggests that, "Workers' basic rights and tripartism are core values which must continue to inspire the ILO and its constituents." One contributor sees as the guiding tenet that, "Social justice should prevail over the need for economic efficiency."

Other contributors identify new forms of social vulnerability with which the ILO must be concerned. For example, the ability of transnational corporations to wield increasing power in terms of their ability to relocate production and thwart social regulation. The threat of such power exerts downward pressure upon social protection instruments. Nelson Mandela is among the many contributors who warn that, "Poverty should never be the competitive edge," and that trade agreements should have a social dimension to ensure that economic development does not come at the expense of social justice. Other contributors emphasise that social exclusion remains between rich and poor individuals and countries. Hansenne suggests that these and similar issues will form the future agenda of the ILO.

Hansenne ends the preface with a sobering reminder that despite the advancements made by the ILO since its inception in 1919, social injustice has not disappeared. "Unless there is a miraculous discovery of an economic system which automatically ensures both growth and equity, social justice will remain a constant struggle."

This work contains 67 essays with an average length of five pages. The collection provides an opportunity for the interested reader to be exposed to the views of prominent world figures on issues of social justice and equity and the role of international bodies, governments and individuals in achieving goals associated with these issues. Whether the book is read from cover to cover or selected authors perused, the overriding impression will be one of pride in the advancements made by the ILO to date, tempered with trepidation at the immense task that still lies ahead in the search for social justice, and a belief that the goals of the ILO and its constituents are achievable, a belief exhibited in the strength and conviction of the views of contributors. An invaluable read.

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Len Richardson. Coal, Class and Community: The United Mineworkers of New Zealand, 1880-1960. Auckland: Auckland University Press, 1995. 344pp with illustrations, maps, charts, appendices, notes, and bibliography. ISBN 1-86940-113-1.

An elegantly written, carefully documented, and lavishly illustrated history of the United Mineworkers of New Zealand delivers more than the title promises. Len Richardson, who lectures in history at the University of Canterbury, has interwoven the history of the mineworkers with an economic, industrial, social, and political history of New Zealand during the period covered by his monograph. Scholars and students of industrial relations will find that subject, as it involved the mining industry, as embedded in a historical narrative of a union whose members frequently favoured a more militant and political stance than could safely be accommodated within the framework of the arbitration system. Alongside the watersiders and the seamen, Richardson places the mineworkers as exemplars

of union militancy who gave coherence and structure to the major periods of "labour unrest" (p.298).

Combining the "old" labour history with the "new", Richardson describes the family, community, gender, and cultural characteristics of the mining towns while also describing the formation of unions, labour federations, strikes, and political activities. Women, despite their exclusion from the mines, thus receive a degree of recognition for their contributions that would have gone unsaid in a more traditional version of labour history. Yet, true to tradition, the political emphasis overrides the social with particular emphasis on the confrontation with mining companies and with hostile governments from the 1880s and culminating 1951 dispute that spelled the end to a tradition of militancy as the future, in the form of open-cast mining, began to accelerate the decay of "traditional mining communities" and their class-conscious traditions (p.301).

As the author signals by his reference to "state fascism" as being expressed in the 1951 conflict and by his elegiac tone, this is a history that is deeply engaged with its subjects rather than discussing its topics in the technical language of the social scientist. Following in the traditions of E.P. Thompson, the emphasis is on activity and self-making, on the effort to "maintain dignity and independence in the workplace" as against the inexorable demands of technology or the market. It is labour history as an expression of the humanities rather than the labour history of the technocrat or the dismal scientist.

The book's strength lies in its careful exploration of the political history of a group of workers and working class women from initial unionisation in the 1880s through the new radicalism to socialism, syndicalism, and communism that culminated in the struggle against the Emergency Regulations of 1951. Tracing the union's long-enduring opposition to conscription and to nationalism, Richardson reveals a dissenting tradition that fell victim to the exigencies of the Cold War, government repression, and new technologies in the 1950s without being totally extinguished. So long as readers do not seek a detached, neutral, or bloodless history that emphasises economic imperatives, the employers' perspective, or the futility of working-class radicalism, they will not be disappointed.

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J.E. Thurman, A.E. Louzine and K. Kogi. Higher Productivity and a Better Place to Work - Practical Ideas for Owners and Managers of Small and Medium-Sized Enterprises - Trainers Manual. International Labour Office, Geneva, 1990. 76pp. ISBN 92-2-106410-7.

This Trainers Manual is the first part of a two part set which includes an Action Manual. The Trainers Manual describes in great detail how to organise, set-up and run a comprehensive training course on how to improve productivity and working conditions in small manufacturing companies. The course is designed for owner managers of small enterprises and includes visits to other firms and group training, discussions and exercises in a class situation. The actual checklists and exercises are included in the Action Manual which unfortunately was not sent for review.

The practical advice and instructions in the Trainers Manual on how to set up a training course are very detailed and comprehensive. They would be very useful to someone wishing to organise and run a training course for small manufacturing company managers for the first time. The Trainers Manual would probably be considered to be quite basic by a Trainer or Training Manager experienced in organising and running supervisory training courses or basic management training.

Some of the practical advice and exercises could be useful for someone setting up and running training for quality or productivity improvement team members. They would need both the Trainers Manual and the Action Manual to evaluate all the exercises properly.

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OECD Societies in Transition: The Future of Work and Leisure. Paris, OECD. 1994. 124pp. ISBN 92-64-14256-87.

This is a short collection of papers that were first presented at an OECD "Forum for the Future" conference in 1994. The objective was to assess the likely long term prospects for employment and unemployment in OECD societies and to explore the possible implications of such developments for social cohesion in these countries. After an introductory overview by members of the OECD secretariat (Stevens and Michalski) the collection focuses on, in turn; the overall outlook for growth and employment in the OECD area over the next 10 to 15 years (Fontela); likely changes in occupational composition and their implications for government policies in general and educational policies in particular (Reynolds); changes in work and changes in cultural values (Lenk); and finally, the future prospects for social cohesion (Lutz).

With so wide a remit and within so brief a compass, it is hardly surprising that there are problems of slippage as between the purported aims and the actual achievements of this collection. First of all, there is the question of whether "the OECD countries" represent something more than an administrator's fiction; whether they are, or can be made into, a coherent category of inquiry. My own view is that they can, but that this requires an explicit awareness that the nominal subjects of investigation (i.e. the OECD countries themselves) are in no way equivalent to those conceptual categories and theoretical approaches through which they might effectively be studied. From such a perspective the membership and composition of the category is not to be regarded as simply a "given" of the investigation, but rather it is to be seen as a problem for investigation, as the puzzle from which it might start.

Put another way, an appropriate beginning to the task of getting leverage on the future prospects for individual member states depends upon the recognition of their places within a larger system. Since its foundation as a combined Euro-American agency at the beginning of the 1960s, OECD membership has expanded to include Japan, Finland, Australia, New Zealand and most recently Mexico. There are, no doubt, a couple of Asian tigers presently rattling the club's entrance gates, several steps ahead of a small group of Eastern Europeans who are determinedly adjusting their credentials, while a still distant, but attentive, mainland China watches and waits. From this point of view, the shifts in OECD membership, the changing relations between its member states, and their changing relations to non-member states are all to be understood as obliquely registering transformations of the world economy. It is this latter which is effectively hegemonic.

The book's contributors vary markedly in the extent to which they recognise how this system impacts upon the substantive topic of the conference. For example, in Christian Lutz's paper on social cohesion (the best of the collection) it is effectively foregrounded through the associated theme of globalisation, whereas in Hans Lenk's paper on value changes (the most insular and weakest contribution) it is wholly neglected. Lutz's analysis moves easily across a wide range of sources - which makes the absence of a bibliography both exasperating and inexplicable. Dahrendorf, Friedman, Gergen, Luhmann and Olson are among the names invoked and there are also recognisable but unacknowledged debts to Appadurai and to Habermas. Given so varied a pedigree the paper, not unexpectedly, features a number of large leaps and some contentious claims. Lutz is consistently provocative in his development of a line of reasoning that is sympathetic to markets, sceptical of centralised control but supportive of new modes of participative decision making.

By contrast, Lenk's paper is distinctly lack-lustre. It does have a bibliography (19 items) of which more than half are references to his own publications. It offers a laboured and pedestrian discussion of the prospects for a "positive culture of achievement". This is a theme which David McClelland's *The Achieving Society* explored over 30 years ago with much greater methodological ingenuity and rather more cross-cultural awareness. (Such a motif had, of course, been signalled some 90 years ago - albeit in a rather more oblique fashion - in Max Weber's classic essay on the protestant ethic and the spirit of capitalism). Recent attempts to recycle such approaches, by positing that "the Confucian Ethic" offers a way of getting leverage on East Asian economic achievements, have been subject to telling and authoritative criticism by, for example, Gary Hamilton. But their limitations

notwithstanding, such studies did at least signal a (somewhat Eurocentric) awareness that a wholly Eurocentric view of economic development was open to question. No trace of this disturbs Lenk's parochialism.

Alan Reynold's paper is also parochial, but in that much more self-consciously partisan and explicitly combative fashion characteristic of the economic Right. He interrogates and disaggregates recent data on US employment, productivity and the educational background and demographics of the workforce. He argues against the contention that the US record on employment growth during the last decade (much better than in Europe) was achieved at the cost of low productivity and wages. He contests the conventional wisdom that an aging workforce or a decline in the manufacturing workforce represent problems. He is optimistic about the future of the American economy, scathing about federal training programmes and hostile towards European taxation policies. Reynold's line of argument is underpinned by a conventional human capital account of labour markets. This may have the virtue of theoretical clarity (at least for economists) but it is both politically regressive and descriptively inadequate for any attempt to understand those processes of labour market segmentation which derive from institutionalised racism. Reynolds is caustic about states and celebratory of markets, but he has nothing to say on the idea of the social and the notion of civil society on which the functioning of both the state and the economy depends. One effect is that ethnic division and systematic employment discrimination is thus defined out of consideration as a theoretically random "externality" rather than a structured social reality.

The implications of this kind of neglect are also signalled in Stevens and Michalski's otherwise useful introduction by their conflation of "paid employment" with "work". Those forms of unpaid work (as in the household) which sustain the operation of the formal economy are excluded from consideration. This is echoed in Fontela's presentation of a life cycle model of the relation between family, work, education and leisure, which not only identifies the first two terms as mutually exclusive but also ignores the differential positioning of men and women. It is precisely Lutz's willingness to rethink such conventional conceptual frames that separates his essay out from the others in this collection.

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