

REVIEWS

Hughes, John *Dismissal disputes: law, practice and procedure: a handbook for trade unions* Christchurch, Christchurch Polytechnic, 1982, 73 p. Price: \$5.00.

It is very pleasing to find a handbook which has been published to assist trade union officials in their very difficult vocation. And *Dismissal disputes – law, practice and procedure*: by John Hughes just fits the bill.

The handbook provides a comprehensive collation of the judgements of the Arbitration Court and its predecessors up to April 1982 in the areas of personal grievance and victimisation claims. But this handbook is no dreary collection of court judgements. Instead it is a working handbook divided into subsections which deal with the most common problems that arise under a personal grievance or a victimisation case. And within each subsection is a string of Court cases which provide the precedent. It is this list of precedent judgments which is extremely helpful, as they provide immediate access to legal authority and further study.

Trade union officials lead a very busy working life, one in which action is required immediately, and one which is constantly interrupted by telephone calls and more and more dismissals, redundancies and grievances. Union officials do not have the luxury of spending hours researching through court judgments to uphold their claims. So, when a personal grievance hearing or a court case must be actioned, quick and easy reference to court precedent is a very useful tool. This handbook provides such a tool.

The handbook is also useful in stating reference to areas of argument which have not yet been determined by court judgment, but which provide an avenue for the union to explore. In my opinion this is an area that future editions could usefully expand upon.

Of course, 98 percent of all union cases go nowhere near a grievance hearing or the Court, but still this handbook is very useful as it provides authoritative argument when dealing with employers.

Union officials are expected to be proficient in a wide range of advocacy work, yet traditionally they are given very little training in the formal advocacy role before the Arbitration Court. Although union officials are never ones to be daunted by procedures, the third major section of Hughes handbook provides a very helpful and comprehensive step by step approach to an Arbitration Court case. The initial information in this section on how to deal with members and employers is rather telling union officials how to suck eggs, nevertheless it provides a methodical summary of approach which is necessary to avoid the missing of vital procedures. The latter description of how the Court operates, the procedures of the Court hearing, the sequence of events in the hearing, and the list of "do's" and "don'ts" during the hearing is extremely helpful information to the union official.

The section in the handbook on victimisation is small, but it provides good information on the difficulties of progressing a victimisation case, and the options of pursuing such a case as a personal grievance rather than a victimisation claim. Unless union officials were avid readers of court judgments this information would not normally be available to them.

This handbook is already being used extensively by some union officials, and the only real criticism I have heard is that in some instances it extracts a principle from a court judgment which others view as less authoritative. All other comments about the handbook have been ones of praise.

This handbook is of immense practical help as it deals exclusively with industrial law in New Zealand. It does not waste the writer's and reader's time in discussing British and

American industrial law which is a long way removed from the day to day work of New Zealand trade unions. But of even more value is the handbook's concentration on legal problems under Awards and the *Industrial Relations Act*. Far too many textbooks in the field of industrial relations talk about the law of contract to the exclusion of law related to Awards. Unions spend 99.9 percent of their time arguing cases under their Awards, and legal precedents in this area are really the only ones of use to Unions.

Thank you John Hughes for writing this handbook which is of real practical help to unions, and I recommend that all union officials should hold at least one copy.

The handbook is available from Trade Union Studies, Christchurch Polytechnic, P.O. Box 22095, Christchurch.

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Frenkel, Stephen J. (Ed) *industrial action* Sydney, George Allen and Unwin, 1980, 176 p.

There are two aspects to the book under review. On the one hand it is comprised of a series of four case studies of industrial conflict each, in its own right, well written and informative. Frenkel and Coolican examine conflict in the New South Wales construction industry. Taylor analyses industrial action in shipbuilding and ship repair in Australia. Turkington provides a study of strikes on the New Zealand waterfront. Finally Muller offers some insight into industrial disputes in the Queensland division of Telecom Australia. In the introductory and concluding chapters however the editor endeavours to provide the book with a more sophisticated purpose by attempting to derive a theory of industrial action based upon the findings of the four studies. Although the undertaking never attains the full measure of this goal it does provide groundwork on which future efforts may be based.

Each of the studies is intentionally patterned in the same style. A sketch of the industry is given and this is followed by a brief description of the nature of industrial action in the industry. Finally each of the authors attempt to interpret the conflict evident and to highlight the major features. Perhaps not surprisingly, many of the features of industrial action are common to the four industries – short, autonomous strikes over pay in large metropolitan establishments. While noting the exceptions the editor proceeds from this basis in his attempt to construct a theory of industrial action.

It is not unusual for scientific investigation to proceed from real world observations especially when, as in the present case, there is a marked lack of existing theory on which to build. The studies reported succeed in bringing to the fore aspects of industrial action which deserve further, clear, and vigorous explanation. The editor contributes to such an analysis by providing a detailed discussion of the key variables considered germane to the understanding and explanation of industrial action and by outlining a framework within which a model of industrial action may be constructed. The editor, however, does not advance beyond this stage to establish a precise theory capable of being tested. To do so would require two steps. The first is the formulation of an hypothesis based on the case study observations. In the first chapter (p.15) the editor refers to an hypothesis that states that "the dominant industrial relations system in a society or industry and the nature of social relations at the point of production are likely to constitute the essential elements in an explanation of the industrial pattern of one or more industries". Although much of the

subsequent analysis is based on this hypothesis it is not capable of being refuted and therefore must be rejected as a basis for the development of the theory. At no other point in the text is there an attempt to frame a suitable hypothesis and readers are left to conjecture on the nature it should take for themselves. The second step would have been the construction of a model with a formal logical structure capable of being manipulated and analysed so as to tell us something about the phenomenon under study and within which an appropriate hypothesis can be tested. Again, no attempt is made to produce such a model. Similar schematic representations of what purport to be a model (p.49) and a theory (p.137) are produced however the discussion related to them tends to taxonomic and although the variables presented are analysed in considerable depth they are not formally connected in a manner that would permit the detailed testing of an hypothesis to take place.

The value of this book lies in the fact that it brings together four useful studies of industrial conflict, focuses on the pattern of observed conflict and encourages readers to consider potential explanations for the similarities found.

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Wilkinson, F. (Ed) *The dynamics of labour market segmentation* London, Academic Press, 1981. Price: \$A34.30.

This book contains a series of sixteen readings, grouped under five main sections, all of which are related to the current international debate on labour market segmentation. It is the first published product of the Second Conference of the International Working Party on Labour Market Segmentation held at the Freie Universitat, West Berlin, from 7 to 11 July, 1980.

The segmentation debate was initiated in the late 1960s by a group of United States labour economists and is now regarded as exerting a strong challenge to the orthodox neo-classical school of labour economics where the demand for labour is determined by marginal productivity theory and the supply of labour by utility maximization. The neo-classical framework also predicts that all workers have access to a very wide range of employment vacancies and that the wage rate is determined by competitive market forces so that in equilibrium there exists an "efficient" allocation of resources.

The opening reading by Ryan discusses and clarifies such basic concepts as segmentation, the internal labour market and duality, as well as detailing various problems (including those with econometric applications) encountered during research in the United States. Ryan emphasizes that segmentation is a process evoked by certain earlier established concepts such as "non-competing groups" and "balkanization", and that it is based on technology, skill and worker characteristics. A central theme of his argument is to distinguish between "pre-market" and "in-market" segmentation and show that when the latter occurs, individuals of similar achieved productive potential will receive very significant differences with respect to access to employment and job rewards including both pay rates and opportunities for on-the-job training, advancement and higher pay. When in-market segmentation takes place, providing the opportunity for some individuals to enhance their productive potential through, for example, on-the-job training, then (as Doeringer and Piore originally maintained) duality occurs, where the labour market is dichotomised into two sectors: the primary sector (of favoured workers) characterized by the higher pay, lower turnover jobs, those with good working conditions and opportunities for training and advancement; and the secondary sector (of unfavoured workers) characterized by lower pay, high turnover jobs, poorer working conditions and much less opportunity for

training and advancement. Ryan's essay, like the others then, underlines the unsuitability of any notion of equilibrium for use in an analytical framework for the study of labour markets.

Several interesting generalizations can be made from the contributions to the volume. Firstly, they illustrate the contemporary trend in the discussion of labour market segmentation towards emphasizing the analysis of dynamics in labour market structure rather than assuming a more or less static structure of pay and job inequalities. Dynamic analysis reinforces the importance of segmentation and this is brought out very clearly in the West German analysis by Kuhl. Kuhl mentions that for most of the decade commencing 1960, West Germany experienced a chronic labour deficit and relied upon "guest" workers for secondary sector jobs, generally reserving primary sector employment for the indigenous labour force; thus practising international segmentation. As a buffer in recessionary periods these guest workers tended to return home. The slowdown in economic growth and the emergence of unemployment within the indigenous labour force over recent years, however, has meant that German firms have become noticeably more selective in providing primary employment conditions. This has led to a shift in the boundary between the internal and external labour markets of West German firms which has in turn had the macro-economic effect of concentrating unemployment in the secondary sector, which now includes a significant proportion of domestic workers.

Secondly, the papers attach considerable relevance to historical experiences and the complex inter-relationships between economic and institutional forces in determining segmentation patterns. Thus, variations in factors such as industrial relations and other socio-economic systems, techniques of production, and product markets, are typically discussed where inter-country and inter-industry comparisons of labour market segmentation are made.

Thirdly, despite the variety of empirical testing reported within the papers, certain general tendencies are apparent. Notable in this respect is the trend towards casualization of the labour force in many metropolitan countries. For example, Bluestone and Stevenson — with reference to the United States retail trade — advance convincing evidence (in the form of earnings data in the department store sector) to suggest that the development of corporate and conglomerate forms of ownership and the introduction of new technology, have fundamentally altered the nature of the labour force in the retail sector. The combination of labour-saving merchandizing techniques, together with hierarchical forms of management and control, seems responsible for generating a clearly defined dual labour market within the industry. The structure contains at one end the top management and supporting technocratic posts, and at the other end the many thousands of low pay jobs that provide the vast majority of employment opportunities in the industry. The skilled sales jobs that at one time provided family incomes comfortably above the poverty line, for a substantial number of workers, have been sharply reduced.

The contributors do dispel some popular misconceptions. It is emphasized, for instance, that duality is not as restrictive as it is sometimes taken to be. In graphically representing job rewards (for labour of a given quality) against frequency of participants, a failure to find bi-modality and a distinct frontier between the segments does not mean the absence of segmentation; for as long as dispersion remains large, segmentation must still exist.

There is unfortunately no New Zealand contribution or reference to New Zealand in the volume. This is, however, hardly a criticism of the book, but rather a reflection of the lack of labour market research that has been undertaken in New Zealand. To date there has been no systematic attempt in this country to determine to what extent the labour market is segmented — although some of my recent research concludes that there is strong circumstantial evidence in support of the relevance of a dual labour market hypothesis. There is a general lack of information and research regarding the whole question of low pay employment.

If there is one area where the book does disappoint, it is in criticisms of segmentation theory. Wilkinson concludes, rather bluntly, in the preface to the text, that the non-equilibrium framework of analysis of segmentation theory "provides a basis for theoretical

and practical analysis of the structure and evolution of the labour market". It has, however, received considerable criticism within other literature, mainly on the grounds — it seems — that it is over-simplified, and insufficiently related to the structure of occupational groups; it being readily observable in virtually all Western country labour markets that there are various low pay jobs — particularly those associated with "family" employment and some public services — that offer security of job tenure and exhibit low turnover rates. One should also note that the neoclassical school has accused the segmentation school of being rather descriptive, somewhat disjointed and not at all rigorous.

The dualists have been motivated, clearly, chiefly by the social problem of poverty, and among the useful features of dual theory is that in emphasizing the demand side of the labour market it does provide a demand-oriented model of "low pay" when over the last two decades the majority of alternative models have emphasized factors on the supply side. Notable here is "human capital" theory which has come in for much recent criticism, particularly in the United States where the success of the manpower programs of the 1960s, which were endorsed by the human capital school, has been questioned.

Because this collection of readings is economic in content, a working knowledge of economic theory — particularly labour market theory — would benefit the reader. The volume is well set out, although an introductory note to each main section and a general index would be two useful additions. The author is to be commended for including a very comprehensive bibliography.

This book should prove of value to advanced students, economic and social researchers, and policy makers in both industry and government; particularly because there exist important policy implications from this type of research for dealing with both economic and social problems. For the New Zealand reader, in particular, it serves as a timely reminder of a variety of yet-to-be-resolved domestic labour market issues.

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Schultz, Duane P. *Psychology and industry today: an introduction to industry and organizational psychology* (third edition) New York, Macmillan, 1982, xiii and 509 p. Price: \$42.95.

Schultz's third edition of *Psychology and industry today* is intended as a text for undergraduate students enrolled in courses in industrial, business, applied and personnel psychology in departments of psychology or schools of business administration. It is not a graduate-level text. Indeed it is arguable whether any current single publication can do justice, as a graduate-level treatment, of the substantive areas within this particular tradition of applied psychology namely personnel psychology, organizational psychology, engineering psychology or ergonomics and consumer psychology.

Given the intended readership, Schultz has produced quite a good introductory text. He notes the inclusion of a number of changes from the second edition, the major one being a new chapter on stress at work, which covers the nature of stress, individual differences in response, common stressors, job effects and a brief section on stress management, but which omits competing models of stress. The other major changes include the general updating of referenced material, attention to recent developments (eg. employment legislation in the USA and the quality of working life movement in several countries) and the inclusion of newer topics such as behaviourally anchored rating scales, job involvement and behaviour modelling and action learning contributions to training.

The chapters covered within the four major areas are predictable. Following two introductory chapters, the first on the principles and the development of industrial psychology,

and the second on research methods, Schultz in his personnel psychology section includes two chapters on selection – really test and non-test predictors, and one chapter each on performance evaluation and training and development.

The three organizational psychology chapters deal successively with leadership, motivation, job satisfaction and job involvement, and “the organization of the organization”, this last chapter being a rather curious combination of organization theory, worker participation, quality control circles, problems of change and informal groups.

Chapters on conditions of work, engineering psychology, accidents, alcohol and drugs and stress at work form the next section, and the book concludes with an introduction to consumer psychology which is a good summary of this area, and which cites a number of recent research studies.

Introductory texts, regardless of their field are nearly always vulnerable to criticisms of omission. This book is no exception. Very little space is devoted to organizational development. The chapter on leadership gives little attention to leadership theories. Indeed Schultz’s approach, which makes no mention of the work of Fiedler (1967), Vroom and Yelton (1973) and House (1971) and the contributions to the more recent Southern Illinois University leadership symposia, has a particularly dated appearance. The chapter on motivation is heavily biased towards content or internal need theories while process theories such as expectancy – valence theories receive little attention. The job characteristics model also is given considerable attention but the recent research which has been very critical of this formulation is ignored. In the section on performance evaluation, behaviourally anchored rating scales are covered, but apart from a brief summary of General Electric’s work planning and review system there is no attention given to management by objectives per se.

Whether a course teacher chooses this text or one of the competing books (eg. McCormick and Ilgen 1980, or Wexley and Yukl 1977) or even one of the organizational behaviour books (eg. Rambo 1982) depends on the sophistication of the students and the teacher’s preferred emphases. In my view, McCormick and Ilgen handle the differential and traditional personnel area more effectively than does Schultz. Wexley and Yukl, although not as up to date, are preferable in both personnel and organizational areas, but have no material on consumer psychology or engineering psychology. And none of these authors approach Anastasi (1979) for the breadth and solidity of content in applied psychology.

Psychology and industry today is well presented. It is readable and will not be difficult for students without a background in basic psychology. However psychology students may not find it demanding enough. Schultz makes use of end of chapter selected bibliographies. Names mentioned in the text are contained within the general index but there is no separate index, nor general reference listing. These are limitations in a textbook and can be quite irritating.

In summary I feel that Schultz has produced in this third edition an adequate introductory text book. In his own words he attempted “to combine readability with thorough and accurate coverage”. I think that he has succeeded with the first and last of these aims. However the coverage is not as thorough as that in some of the competing texts.

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Hayes, J., and P. Nutman *Understanding the unemployed* Tavistock, London 1981, viii and 167 p. Price: \$11.95.

Understanding the unemployed is a standard example of that proliferating literary genre, the academic review of the research literature. Its authors, Hayes and Nutman, see a problem: too many publications about unemployment focus on social conditions and not on the individual. They have the answer – “redress the balance by placing the individual at the centre of the picture, in examining unemployment from the viewpoint of a psycho-social transition”.

Every unemployed graduate will by now have got the picture: Hayes and Nutman teach psychology in tertiary institutions, have noticed large numbers of unemployed about, and see fertile ground for a series of publications mining all those psyches.

Sinking the first shaft, they spend 150 pages re-organising such research as there is, padding it out with liberal doses of “dynamic personality theory” hypothesis.

The justification for all this effort is a desire to assist “the broad spectrum of those working in the helping professions”. What they are really after is obvious – the only group of people whose first contact with social problems is via the printed work. Harried teachers of social studies in polytechs and secondary schools may be seduced by the title into inflicting it upon their students.

No person who really wants to help unemployed people should be tempted to lash out on this book. In fact, this review was very nearly the shortest possible – just one letter, and not one of the first three in the alphabet.

But there is a pernicious side to this endless series of truisms dressed up with names and dates in brackets. Hayes and Nutman at one stage slip out of the “scientific” role and describe themselves:

“We both find it hard to conceive of our lives without work and we both share hopes that our children will be able to develop work careers of their own. We find it difficult to come to terms with the possibility that they may never work, and we have done little or nothing to prepare them for this possibility, largely, we suspect, because we do not really know what to do”.

That does not prevent them from delicately suggesting, time and again, that the most realistic role for the “helping professional” is to counsel those currently unemployed to accept and adjust to unemployment as a permanent feature of *their* lives.

Hayes and Nutman are perfect examples of professional academics defending their class interest in the face of endemic unemployment.

Research into their own condition, for the unemployed, is by definition impossible. They do not formulate the hypothesis, nor draw the conclusions, nor get paid for the work in between. But they do feel the effects, and Hayes and Nutman’s book will not do much for their depression.

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Hirszowicz, Maria *Industrial sociology: an introduction* Oxford, Martin Robertson, 1981, 303 p. Price: \$20.25.

What does one expect from an introduction to industrial sociology? The very fact that it is an introductory work implies that it is written for the market of general readers who may be interested in this field and of students taking courses in such disciplines as economics and, more especially, sociology. And the terms "industrial sociology" announce that a discipline with its own distinctive method is being used to illuminate a specific area of study. Given this orientation and focus, one expects that the envisaged audience for this book is going to be lucidly and insightfully informed about the types of question that industrial sociology asks, about the kinds of answer that it has given, and about the significance of the interrelated set of problems with which it deals. Finally, one expects that a book of this kind will provide the reader with a bibliography of the key sources and will stimulate him or her to articulate their own significant questions and, if the person eventually undertakes studies in this area, to produce their own adequate answers.

As an introduction to industrial sociology, it is certainly the case that Maria Hirszowicz has produced a lucid and useful book in what is a very competitive field. We already have introductory works by, for example, S.R. Parker *et.al.*, Tom Burns (editor), J.E.T. Eldridge, and Delbert C. Miller and William H. Form. All of these books on industrial sociology vary in their selection of themes and depth of treatment. In comparison with them, Hirszowicz does not follow Parker *et.al.* in discussing the relationship between industry and such spheres as the family and education; unlike Burns, she does not reproduce but, rather, summarises the findings of 19th and 20th century investigators; there is not the same thorough account of alienation and anomie that Eldridge provides; and she does not even set out to offer the kind of elaborate detail that one finds in Miller and Form's book. On the other hand, there is an overlap in the areas covered by Hirszowicz and these other authors. *Industrial sociology* thus contains chapters on: "industry and society", "man and technology", "small groups in industry", "motivations to work", "sociology of supervision; the foreman", "managerialism", "the changing image of the working class", "sociology of trade unionism", "industrial conflict", and "industrial democracy". And one way in which this book scores over these other works is by its more comprehensive discussion of such areas as the changing image of the working class and the issue of industrial democracy.

Throughout the book the sorts of question that industrial sociologists have asked are clearly set out. True, this work is written with special reference to Great Britain. But this does not prevent Hirszowicz from presenting the sorts of question that have been asked – or should be asked (and the author is not just a mouthpiece for other industrial sociologists) – about industrial life in the United States, Western Europe and Eastern Europe. The New Zealand reader can therefore gain knowledge of the questions that have been asked about other countries and apply similar questions to industrial life in this country. As for the answers to the questions, this book contains numerous analytical breakdowns of the empirical findings concerning, for example, group dynamics, job satisfaction, types of union members and the incidence of strikes; and provides clear outlines of the different theories on, for example, the convergence of industrial societies, the alienated worker, the character of the working class and the role of trade unions. This presentation, then, will enable the reader who is new to industrial sociology to say, "yes, these are the sorts of question that have been asked and these are the kinds of finding and theory that I must bear in mind." Some of these readers will then ask, "where do I go from here?"

This kind of interested and inquisitive reader will find this book specially helpful. For this work, unlike those by the previously cited authors, does not rest content with a bibliography, nor even with a select bibliography at the end of each chapter. No, one of the additional virtues of this book is that it concludes with a "guide to the literature" by Peter Cook. And just as a good guide should, this section charts the paths to follow in, and the points of interest on, the terrain of literature on industrial sociology. In fact, although

this "guide" comes at the end of the book, I would advise students taking courses in industrial sociology to consult it as they read the successive chapters of the book.

For all of these reasons, then, Hirszowicz's book is recommended as an introduction to industrial sociology. I, for example, will put it down as required introductory reading for students taking my course on work and society. Having said this, however, I must go on to express my reservations concerning the way in which this book, along with much industrial sociology, approaches its subject matter in such a way as to limit rather than expand our appreciation of the significance of the problems with which it deals and of the historical interconnections of these and other problems.

These reservations can be outlined in the light of the statement in the Preface that progress in industrial sociology consists in the use of an "open-minded approach that critically integrates historical, comparative and descriptive studies into meaningful generalizations" (p. vii). Although I shall go on to question the sufficiency of this statement, it does refer to the necessary elements of a satisfactory method and to a laudable aim. The trouble with Hirszowicz's book, though, is that it does not fully attain this aim and contains deficiencies in its approach.

To begin with, the book is insufficiently historical and comparative. Although the author adumbrates many of the distinctive properties of industrial societies, she, like the other authors cited above, does not provide a thorough account of the characteristics of pre-industrial societies. This is not a call for Braudel and Anderson-like undertakings on the times and succession of these societies, but rather an injunction to have a chapter in which their characteristics are presented and discussed in such a way as to illuminate the distinctiveness of industrial societies. J.H. Plumb, in his *Death of the past*, claims that "industrial society, unlike the commercial, craft and agrarian societies which it replaces, does not need the past". Whether or not this is true — in fact it is false, industrial sociologists cannot afford to ignore the past in their examinations of the present and likely future.

That this is so is even more evident when we consider the problems that are inherent in modern socio-historical formations. In capitalist societies 2 of the most fundamental of these problems concern the different cycles of economic activity and the relationship between the state and society. It is certainly true that Hirszowicz refers to aspects of the cycles of economic activity. We thus have a table on world industrial output (a figure on the early 1930s is not included!), data on unemployment among different occupational groups, discussion of the causes of poverty and mention of economic recessions, for example, of one following the 1973 oil crisis. But there is no discussion of how different waves of economic activity are inherent in the capitalist mode of production and of how these waves condition each and every aspect of social and political life. In this respect it is astonishing that neither Maurice Dobb nor Ernest Mandel gets a mention in this book. And lest it be thought otherwise, it is important to add that one does not have to be a Marxist or to engage in economism to recognise that accounts of changes in technology, supervision, classes and conflict must be preceded and informed by a chapter giving details of cycles of economic activity. Like many other industrial sociologists, Hirszowicz forgets E.M. Forster's remark, "only connect!". And when she does, occasionally, connect such institutions as property relationships, the authority structures in large-scale enterprises and the trade unions, she not only does not provide a sketch of the nature and role of the state (now it is O'Connor and Habermas who do not get a mention) but also makes the mistake of treating these institutions on a par and of giving undue attention to the trade unions. So, although it is necessary to emphasize the growing sectionalism of trade unions, this should not result in the obscuring — or, worse, the ignoring — of the facts and implications of the preponderance of wealth and power that is at the disposal of modern national and international capital.

If one wanted to use the expression "meaningful generalizations", one could say that this failure of *Industrial sociology* (and of much industrial sociology) to be sufficiently historical and comparative results in its production either of generalizations that are insufficiently meaningful (in relation to the social totality) or of meaningful statements

that are not examined as to their generalisability (in terms of historical processes).

This comment brings me to some methodological reservations concerning the declaration that "the emphasis in this book is on the importance of empirical studies for the understanding of industrial life and on the interactions between empirical findings and theoretical generalizations" (pp. vii-viii). Now it is undeniable that such studies and interactions are essential and important. But one must add that it is empirical findings, theoretical generalizations *and* theoretical presuppositions which imply that legitimate reference to "the relative nature of all theorizing" (p. 26) does not entail the conclusion that all theories are relative. In other words, that *theorizing* is relative to a time and place should prompt us to ask sociology of knowledge questions about empirical studies (e.g. the Hawthorne investigations), but that *theories* are not necessarily relative in the sense of just being the perspective of a person indicates the necessity of examining findings, generalizations and presuppositions (e.g. those concerning the waves of economic development). The introduction of this latter term, moreover, shows that theory is not just a matter of producing findings and generalizations but also the articulation of presuppositions concerning necessary properties of life in society and necessary requirements for certain developments to occur in history. In fact, although it is not used as a basis for dynamic analysis, Hirszowicz defines the concept of infrastructure in these terms (see p. 6).

As for empirical studies *per se*, it must be pointed out that they cannot be exclusive of philosophical considerations. (Just as some kinds of philosophy should not ignore the findings of sub-disciplines like industrial sociology). This is so in industrial sociology when terms like "rationality", "alienation", "equality" and "democracy" are used. Another weakness in this book is the absence of any reflections on the diverse meanings and implications of these – and other – concepts. This criticism stands even though Hirszowicz points out that industrial sociologists differ in their values of social justice, concludes a summary of Marcuse's ideas with his assertion that irrationality has become rational, and has a chapter on industrial democracy.

It is this concluding chapter which can be used to illustrate how the author fails to take the next progressive step of moving to a flexible method that integrates philosophical, historical, comparative and descriptive studies in an open-minded criticism of the status quo. For example, in discussing industrial democracy she accepts the terminology – "firms that are subject to the demands of the labour force may find it cheaper to solve their difficulties by further automation" (p. 238) – and parameters – industrial enterprises need to react to a changing and unpredictable environment and are similar in many respects to armies (p. 239) – of the (capitalist) status quo in a useful, though pessimistic *and* one-sided assessment of the possibilities of workers' control. In relation to the promise of the latter, one must ask what transformative and progressive changes are possible if, for example, information is made freely available, training and experience are rendered more democratic, and labour time is reduced for all. Industrial sociology does indeed help us to understand (existing) organizational constraints (see p. 124), but it is quite ahistorical to treat all of these as given determinants from which we cannot escape.

In conclusion, then, *Industrial sociology* ranks high on the list of introductory books on industrial sociology, yet it does illustrate the ways in which much industrial sociology must improve its approach to the study of industrial societies.

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