

the sociology of work; and, perhaps more important, the authors allow themselves greater creative latitude in assembling their material. In short, *The Nature of Work* incorporates well-thought-out statements by senior scholars about their specialties. An additional strength of the book is that it is exceptionally well written, beginning with Kai Erikson's eloquent introductory piece on alienation.

The eighteen essays are grouped under five topics: work and personality; work as it relates to the broader culture; irregular work; unemployment; and high technology, the future of unions, and worker participation. I will not review all of the articles but will only discuss the ones that best represent the volume. Besides these, *The Nature of Work* also includes essays by Rose Coser (sex equity), Lewis Coser (forced labor), Cynthia Epstein (occupational communities), Arthur Stinchcombe (occupational communities), Stanton Wheeler (avocations), Eliot Freidson (volunteer work), Theda Skocpol (work and welfare), Rosabeth Kanter (workplace participation), and Amitai Etzioni and Paul Jargowsky (high-tech jobs).

Melvin Kohn offers a succinct summary of the conclusions now well established by the long line of research he has pioneered on work and personality: work and personality have reciprocal effects, and substantive complexity is the central job characteristic in this regard. Kohn also offers his thoughts on the theoretically peripheral nature of job satisfaction and on the role of group relations at work. Louis Ferman tours the irregular economy, first establishing its economic significance and then detailing its diverse forms. He argues that modern complex societies tend to constantly recreate an irregular sector.

Seymour Bellin and S. M. Miller discuss the history of government job creation efforts in the United States and outline current political forces limiting the spread of such programs. Bellin and Miller then outline a variety of proposals that could be used to generate more "good" jobs. Reading their essay, one cannot but be distressed by the meagerness over the decades of U.S. efforts at industrial planning and labor force training. Elijah Anderson reviews government training and employment policies oriented toward minority workers and the reasons they have failed. The increasing poverty of the black underclass heightens the need for such programs while making their success even more difficult.

The article by Fred Best discusses worksharing programs as possible mechanisms for spreading work, increasing income equality, and increasing leisure. Such programs include

reduced hours of work, early retirement, and worker training sabbaticals. Herbert Gans compares worksharing programs in the United States to those in Europe, which have had slightly better records of enactment. Finally, an article by Bill Form argues that the potential for resurgence in the labor movement rests on the ability of unions to organize female and minority workers in the service sector and other low-wage industries and occupations. All the articles mentioned are overviews, not original research, but I was impressed by their coherence and by the solid reasoning behind their conclusions.

The closing essay, by Steven Vallas, summarizes the articles but also identifies some emergent issues in the sociology of work that go unaddressed by these essays. In particular, Vallas sees the issue of worker agency as a key underdeveloped research agenda.

The essays in this volume provide little that will be news to practitioners in the sociology of work. Their contribution consists of highly coherent statements about the nature of work in 1990 and the state of research about work. I would seriously consider using this book in a graduate seminar on work and I will keep it on my bookshelf as a research tool.

Randy Hodson

Professor of Sociology  
Indiana University-Bloomington

*Strategic Pay: Aligning Organizational Strategies and Pay Systems.* By Edward E. Lawler III. San Francisco: Jossey-Bass, 1990. xvii, 308 pp. \$26.95.

Lawler says that "*Strategic Pay* is aimed at managers who are interested in pay system issues" (p. xii)—a potentially large audience. Many books have been written on pay system issues, but the concept of pay strategy is of 1980s vintage, and few books have dealt with it in the detail found here. This book could thus contribute significantly to managers' understanding of pay strategy.

Lawler defines pay strategy as strategy aligning an organization's pay objectives with its larger purposes. Specifically, the individual and organizational behaviors needed to accomplish the organization's strategic mission must be identified and translated into pay system objectives. Once these objectives are set, a pay system can be developed by selecting the

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# Strategic Pay Aligning Organizational Strategies And Pay Systems

**Zur Shapira**



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organizational design ranging from the work of management gurus and journalists to that of sociologists and behavioural scientists most organizations remain profoundly unhealthy In this fully updated 2nd edition of *The Healthy Organization* Brian Dive reveals that the unhealthy features of both large and small organizations all stem from the same source namely the lack of true decision making accountability DMA and he introduces a totally new approach to leadership development Based on the author s experience at Unilever and Tesco and more recently at Amersham B Q and Marks Spencer and covering research in over 50 countries *The Healthy Organization* answers the recurring questions that dog an organization s development How many people should there be in this organization How many layers of hierarchy are necessary What are the most effective professional development steps for employees What career paths should individuals follow to reach fulfilment By following the steps outlined in the book Brian Dive reveals that healthy organizational management will lead to greater competitiveness spark innovation and increase employee empowerment and commitment

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Motivation Goal Setting Social Loafing and Social Facilitation through the unique format of a give and take conversation between leading academics from each

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