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研究成果の概要(和文)：現代の組織は、メンバーの多様な利益と価値観によって、ますます多面的になりつつあります。したがって、組織にとっては、組織内の異質性を調整し、そこから生じる可能性のある紛争を管理することが重要です。この文脈では、私の研究プロジェクトは、多様な価値を持つ専門家が共通の目標を作り、大規模な集団行動を組織するプロセスに焦点を当てました。また、労使間の集団行動の後、集団行動の参加者の間で紛争と不信を研究する。

研究成果の概要(英文)：Contemporary organizations are becoming increasingly pluralistic with the diverging interests and values held by their members. Therefore, it is important for organizations to coordinate the heterogeneity inside them and manage conflict which might arise from it. In this context, my research project focused on the process by which professionals with diverse values create common goals and organize a large-scale collective action. I also studies conflict and distrust in the aftermath of collective action between labor and management, as well as among collective action participants. My colleagues in Korea, Australia and the United States and I presented the outcomes of this project in the international conferences and published articles in major scholarly journals in the field of organizational theory and industrial relations.

研究分野：Management

キーワード：Workplace conflict Professionals Organizational pluralism Collective action

1 . 研究開始当初の背景

Although we have seen a sharp decline in the number of strike activity over the past three decades, there have emerged changing patterns in recent industrial actions, which revitalized research on industrial action and, more generally, labor movement.

Most notably, while traditional strike actions aimed at securing the economic interests of union members or resisting managerial initiatives like outsourcing or mass layoffs, contemporary collective disputes at work have increasingly become marked by the varied, broad public goals such as impeding neo-liberal government policies or protecting LGBT's rights at work.

In a broader sense, this change reflects a growing trend of 'workplace activism' which have features like broader political or public causes, a bottom-up mobilization, the extensive use of ICT and a loosely coupled network of actors within and across organizational boundaries. Going hand in hand with the broadening of issues over which people take collective action is a significant shift in the work contexts where industrial action takes place. Specifically, contemporary organizations grow pluralistic as they incorporate into their operations multiple professional groups with distinct work ideologies and practices.

The growing pluralism in contemporary organizations adds complexity and variation to conflict management in the workplace. However, little is known about the complex nature of recent industrial actions which resemble in part social movement and in part a traditional strike having management and trade unions as key players. Filling this gap in literature, this research project aims at developing a new theoretical framework for the process of collective action in complex, professional organizations, as well as providing practical implications into conflict management in those organizations.

2 . 研究の目的

This research project investigates organizational dynamics leading to strike action and perpetuating distrust between labor and management in *professional organizations*. Despite its detrimental effects on the functioning of an organization, the scholarly attention to strike activity is still scattered and, especially, we do not have a comprehensive understanding of

the new patterns emerging in recent collective action organized by professional workers. I believe that an enhanced understanding of the development and outcome of such collective actions will help practitioners de-escalate grievances before they develop into costly intractable conflict in contemporary professional organizations. Specifically, the purpose of this project was threefold.

First, this project highlights the role of various types of non-union employee representation (NER) in the process of collective action at work. A growing number of non-union companies, for reasons of efficiency, justice or union avoidance, have been adopting a wide array of NERs ranging from direct (e.g. self-managing team) or indirect worker participation (e.g. joint labor-management committees) and alternative dispute resolution procedures that serve as individual and collective voice channels. My previous studies shed light on only one type of them, dispute resolution procedures, which I found play a critical role in keep individual-level grievances from evolving into strike. This research project attempted to extend the insights from previous studies on conflict escalation by illuminating a wider array of NERs. In particular, I planned to take a close look at the role of in-house collective entities such as professional employee associations and diversity networks that may engage in an active dialogue with management to deal with issues outside the areas covered by collective bargaining.

Second, my previous research could not examine the relationship among different forms of individual-level conflict expression such as sabotage, absenteeism and shirking and how the grievance procedure or other managerial practices affect the relationship because of the difficulty in collecting such data. Since they are hidden and covert in nature, in this project, I used in-depth case studies to explore the frequent, yet understudied forms of conflict and their relationship with collective-level conflict expressions such as job actions and strike activity.

Third, my previous studies and most research in the field of industrial relations and social movement have focused primarily on the

antecedents of and mechanisms leading to strike activities. In contrast, there is still lack of theoretically informed work on the consequences of collective action at work. In this light, one of the goals of this project was to explore the short- and long-term effects of strike activity on intra-organizational conflict, as well as individual workers' attitude toward their organizations. In particular, I focused on whether workplace conflict would continue to escalate or deescalate after it manifests itself in the most collective and disruptive manner through strike activity

3 . 研究の方法

This research project combined a longitudinal case analysis with grounded-theory building (Glaser and Strauss, 1967). A case study appeared to be the most appropriate approach since it allows researcher to capture the complex and dynamic mechanism of strikes with a sensitivity to the richness, subtlety and nuance of the phenomena studied (Pettigrew, 1992). In addition, this project deployed a multiple case design, which enables researchers to incorporate variations in organizational and institutional characteristics (Lee, 1999). This is particularly important in the study on workplace conflict because the way conflict is handled among organizational members is embedded in organizational culture, and thus varies significantly across organizations (Van Maanen, 1992).

I chose research settings that have several characteristics that make them suitable for studying the dynamic interplay between various forms of conflict expressions: public broadcasting networks. Practically, they usually have highly transparent and standardized processes for producing programs, which make it easier for me to identify key actors and issues that may generate work-related grievances and conflicts among organizational members. Also, journalists are often more reflective about their jobs and their profession than workers in some other fields. This introspective tendency makes themselves a rich source for interviews (Gardner, Csikszentmihalyi, & Damon, 2002).

For my doctoral dissertation, I had a rare opportunity to observe in real time the unfolding of one of the longest strikes in the broadcasting

industry from beginning (Jan. 9th) to end (July 17th, 2012). Using evidence drawn from an inductive multiple-case study involving two South Korean public broadcasting corporations, which have jointly undergone a recent lengthy strike, I, first, analyzed how highly diverse occupational grievances and discontents escalate into organization-wide collective actions (FY2016). In parallel, I plan to collect and analyze more data from the two organizations to explore their post-strike situations (FY2016~2017). I, as the sole Principal Investigator, conducted most of the work on collecting, processing and analyzing data independently through FY2016~2017

4 . 研究成果

Through multiple field trips, I interviewed a large number of journalists at KBS and MBC, two major public broadcasters in South Korea to understand the process of conflict escalation leading to the Media Strike in 2012, as well as what happened to them after the end of the strike. My colleagues in Korea, Australia and the United States and I presented the outcomes of analysis of the interviews in several international conferences and published five articles in major scholarly journals. The major findings of this research project are as followed.

(1) Abusive human resource management process: My colleagues and I found a systematic abusive HRM practices imposed on journalists at MBC after the end of the strike and its far-reaching implications for individuals and the organization. In the article, we first illustrate the process of counter-mobilization that took place across management hierarchy: i) appropriating professional discourse as counter action frame, ii) mobilizing HR policies, and iii) implementing abusive supervision to classify, measure, order and fix resisting journalists. Then, we then examined how the abusive HR process led to bureaucratization of journalistic work process and the spread of workplace incivility among the journalists. The article concludes with a discussion of these findings in terms of theory and practice.

(2) Maintenance and transformation of professional hierarchy in a news organization

under external threats. In this paper, we develop a process model to explain how a form of professional hierarchy can be reproduced or transformed into another one in relation to external threat to professionalism. Drawing on a longitudinal, qualitative case study of a newsroom in a large public broadcaster in South Korea, we first formalize the social dynamics of 'struggle for recognition' across the formal journalistic hierarchy, marked by the recursive relationship between three community practices: depriving, extending and policing of recognition. Then, we demonstrate how collective resistance to the external threats to journalistic integrity was intertwined with the struggle for recognition and eventually led to the emergence of the alternative social dynamics of 'the struggle for position'. The resulting process model advances our understanding of the relational dynamics of professional hierarchy, offering new insight into how professional logic can be enacted, reproduced or transformed in the hierarchical structure. We also discuss the double-edged role that informal coordination plays in professional hierarchy

Overall, the findings of this research project made several important contributions to the literature on workplace conflict and conflict resolution. First, each of various types of employee voice channel have potential to benefit organizational efficiency and productivity in its own way. Thus, a particular type of voice channel for conflict resolution need to be implemented on the basis of a full theoretical understanding of the nature of workplace conflict. However, in most cases, the choice of voice channels tended to be made by management, labor, or policymakers in a theoretical vacuum. Thus, the outcome of this research project will provide insights into the use of an appropriate type of voice channels at work and effective dispute resolution in contemporary organizations which are becoming more pluralistic and increasingly specialized.

Further, my project will also make significant contributions to the burgeoning literature on Non-union Employee Representation by situating it in the context of conflict management.

Third, one of the changing patterns in recent

industrial actions is the increase of softer forms of collective action such as slowdowns, work-to-rule actions, noon-hour picketing and wildcat strikes. In particular, the large number of non-union job actions I found in my previous study (Noh & Hebdon, 2013) directly challenges a fundamental Industrial Relations tenet that for the occurrence of workplace collective action there must be a union acting as a mobilizing agent. It also challenges the singular Organizational Behavior focus on individual or interpersonal conflict in organizations. However, little is known about mechanisms behind the development of these soft forms of collective action at work which do not necessarily require the presence and operation of a powerful union. By highlighting soft form of industrial action which has been largely glossed over in the existing literature, this project will contribute to our understanding of the interrelationship between individual- and collective-level conflict expressions and the theoretical integration of OB and IR approaches toward conflict.

5 . 主な発表論文等

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6 . 研究組織

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