

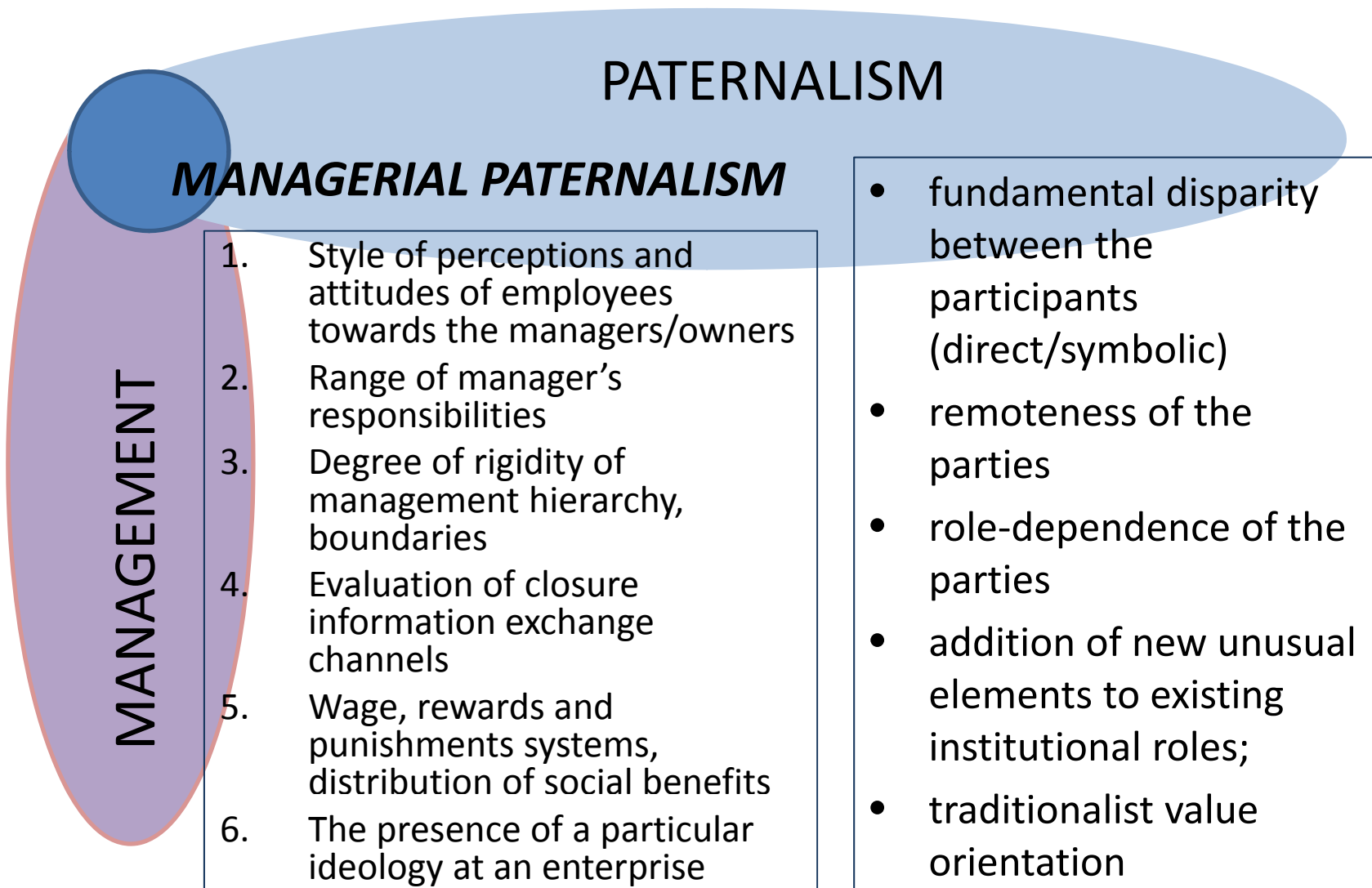
MANAGERIAL PATERNALISM: CULTURAL GROUNDS AND SOCIAL FUNCTIONS. CASE STUDIES OF INDUSTRIAL ENTERPRISES

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Latent variable and its operationalisation



Research questions

- What is the main features of managerial paternalism on post-soviet enterprises?
- Could contemporary managerial paternalism be characterized as care for workers?
- What is its (cultural) origins in economic context?
- Whether managerial paternalism is functional or not?
- What is social functions of paternalism's usage?

Hypothesis: Weak horizontal ties between employees promote paternalism at post-soviet enterprises

- Weak ties = no sharing of information
- Weak ties = no resources to resist for rights' violation
- But: need to operate together while working and demand for protection from becoming too complicated outside economic life.
- Thus: coordination through leader and dependence position

Data massive

Both enterprises:

Survey (stratified sampling, personal at work): workers, engineers, linear manager; $N(A) = 105$; $N(B) = 400$.

“Social settings at the plant” and “Managerial settings at the plant”

Semi-structured Interview with owners/CEO

Personal unstructured observation while collecting survey data

Enterprise A:

Sociometry on top-management (18 persons);

Enterprise B:

Data, collected from the set of Problem-oriented work seminars with plant’s top management, 1998 and public interviews of plant’s owners.

Enterprises comparing

Small oil firm.

Established in mid-1990th.
Managed under supervision
of American partner.
Hired new managers based
on relative/friendship
relationship

Large-Scale Cords Enterprise.

*Established in 1960th, been
privatized.
Several times had to change
principal owner.
Hired new managers based on
friendship relationship*

Both:

Have no reason for bankrupt.

Localized in community: majority of employees live in the neighborhood, with poor transport links from the city center.

Employees fearing of being fired.