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

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Summer School **Designing research and writing papers on culture and behavior,** 15-20 June 2012 (Moscow)

Latent variable and its operationalisation

PATERNALISM

MANAGERIAL PATERNALISM

- Style of perceptions and attitudes of employees towards the managers/owners
- 2. Range of manager's responsibilities
- 3. Degree of rigidity of management hierarchy, boundaries
- Evaluation of closure information exchange channels
- Wage, rewards and punishments systems, distribution of social benefits
- 6. The presence of a particular ideology at an enterprise

- fundamental disparity between the participants (direct/symbolic)
- remoteness of the parties
- role-dependence of the parties
- addition of new unusual elements to existing institutional roles;
- traditionalist value orientation

MANAGEMENT

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.