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Occupational Subcultures in the Workplace

Rosemarie Livigni
The Fielding Institute

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tive) rationality and one mention of Marx's contributions are located. Obviously the index should also have included the footnotes. (On the other hand, the bibliography of related works is useful.)

Undergraduate students, teachers (sociology, cultural anthropology, business school, social psychology, coordinators of student internships), organizational analysts, managers, and the concerned public will profit from this analysis. The avid reader and teacher will want to go on from here. Ritzer has written a readable monograph to get people started in lively discussion.

Occupational Subcultures in the Workplace, by Harrison M. Trice. Ithaca, N.Y.: ILR Press, 1993. 286 pp. \$16.95 paper. ISBN 0-87546-303-7.

Rosemarie Livigni

The Fielding Institute

Trice starts his book by discussing the now common belief that organizations form distinct cultures. He then goes on to state that organizational cultures are really made up of subcultures. These subcultures can be much stronger than an overall organizational culture.

Occupations are seen as subcultures. Occupations are designed to include any grouping of people that share common socialization, education, and shared knowledge to perform a specific task and the control over that knowledge. This knowledge base and control are "in a constant state of flux." Trice sees occupations moving through a life cycle, where some live, some change, and some die. Some occupations survive while others are "de-skilled" (i.e., die out because management or the administration fracture, reassign, or render the occupation obsolete).

In chapters One and Two there are some very basic definitions of "culture." Cultures share values, visions, practices, knowledge, "consciousness," and a primary reference group. Trice introduces a grid dimension as a tool to position an occupational subculture's adherence to its common values. The first position describes the subculture's adherence to group norms (i.e., the depth of identification). The second position reflects adherence to the norms relating to structure or interaction within the occupational subculture. The grid is split into four quadrants: weak/weak, weak/strong, strong/weak and strong/strong.

The main focus of Chapter Three is the ideology associated with specific subcultures. Two ideologies are discussed. These are unionism and professionalism. The author discusses how ideologies can be dysfunctional to the organiza-

tion as a whole. The next chapter deals with the myths, songs, symbols, and other trappings of ideology that are used to convey ideology to its members. The final chapter in the first section discusses the rites of passage in occupational subcultures. Rites of passage include those characteristics that attract people to a specific profession and the entry and acceptance criteria.

The second part of the book discusses how occupational subcultures impact the larger organizational culture. Trice focuses on the adaptation, assimilation, and forced tolerance that allow co-existence of subcultures with each other and with the larger organization. The next three chapters discuss the conflicts that emerge between subcultures and "management" or the "administration." Trice spends two chapters discussing the various forms of assimilation and adaptation that occur between subcultures and management. Finally, in the last chapter Trice discusses the relationship among leaders, management, and subcultures. Trice concludes by stating that any study of organizations must include a study of occupational subcultures.

As a reviewer I found that Trice made some interesting observations that he backed up with fact and detailed references and notes. Overall this book is a good summary of other works in the area of subcultures. It serves as a good introduction to organizational subcultures. As Trice points out, this field has seen a resurgence of interest in the last ten years.

What's a Mother to Do? by Michele Hoffnung. Pasadena, CA: Trilogy Books. 225 pp. \$14.95 paper. ISBN 0-9623879-1-6.

Ruth Harriet Jacobs

Wellesley College Center for Research on Women

Clinical sociologists who work with women and families will find quite useful this book by a psychologist with a sociological perspective on the expanded and stressful roles of mothers today. Dr. Hoffnung, a professor at Quinnipiac College in Hamden, Connecticut, starts the book with an excellent chapter reviewing changing ideas about motherhood linked to economic and technological changes in America and the increasing workforce participation of women.

She then gives in-depth portraits of eight mothers from different economic and social backgrounds, with different educations, career commitment, work histories, and proximity to kin. Reading the stories of these women is enlightening to clinicians who encounter similar women. The stories also make excellent background for discussion in family courses and women's studies courses. We