

English abstract

Institutional logics and allomorphism in an organizational field. Temporary Work Agencies in Italy

di Luigi Moschera, Stefano Consiglio, Alessia Berni, Mariavittoria Cicellin

This paper analyses the interaction among organizations and societal-level logics, in order to understand how and why organizations adopt different or similar forms and practices. Institutional logics are taken for granted practices and beliefs concerning the institutions of modern societies. Organizational forms, behaviours and managerial practices are manifestations of institutional logics.

Through the study of the rise and evolution of the Temporary Work Agencies (TWAs) field, we aim to study the mutual interaction among field actors and institutional logics.

Many studies focused on the influence of a dominant logic on practices and organizations of a field. This paper contributes to better comprehend how multiple institutional logics coexist in an organizational field. In particular we discuss the impact of multiple competing logics on the almost “young” TWAs’ field. Our work brought out a new element: as a matter of fact the empirical research shows that institutional logics are not always consistent with related institutional pressures and with their effects on the organizational field and on organizational forms and managerial practices of the field’s organizations.

Keywords: institutional logics, events, managerial practices, temporary work agency

Empowerment and intensification? The effects of the new work systems on workers di Edoardo Della Torre

The debate about the effects of new work systems – the so-called High Performance Work Systems (HPWS) – in terms of improving economic performance and productivity of the enterprise is rich in contributions and a substantial convergence is recorded in saying that, in the presence of a well thought-out and properly implemented system, the effects are positive. More neglected and controversial are the effects that these practices have for the well-being of workers. Through a review of theoretical and

Studi organizzativi n. 2, 2011 – English abstract

empirical literature on the topic, this paper analyses the traditional opposition between supporters of the “empowerment view” and supporters of the “intensification view”. The former consider the HPWS such as win-win solutions for enterprises and workers, while the latter believe that the HPWS are a managerial expedient that aims to intensify the pace of work and the efforts required to workers. The results show that both positions are sustainable and attach to internal tensions related to HPWS (i.e. control/discretion, responsibility/stress, etc.) the uncertainty of the results found from the literature. This interpretation finds in the intermediate “sceptical view” the more careful position to adopt and suggests to pay greater attention to the measurement adopted to analyze these relationships and to the characteristics of the employees and of the context in which HPWS are introduced. Finally, some directions for the development of future researches in this area are drawn.

Keywords: empowerment, work intensification, well-being, job satisfaction, job stress, control, discretion, high performance work systems, human resource management.

Knowledge workers and network - based ambivalence

di *Emiliana Armano*

The aim of this paper is to summarize the findings of a qualitative research on subjectivity of knowledge workers with reference to the main organizational studies. The analysis takes as its main methodological references Bourdieu’s “Practical Reason” and the Italian tradition of social enquiry and co-research and is based on interviews with knowledge workers who make of knowledge creation, development and transmission their own strengths, with particular reference to jobs in the field of the new media and information technologies in Turin.

The substantive categories of the narratives revolve around the informal nature of relations what has proved crucial for an understanding of the *modus operandi* and the organizational implications. There is a sort of compulsive, lively and coercive sociality, in which the norm is to be in the network. Knowledge work often informally connects people and objectives in a porosity of fluid roles among various projects. Being in the network, an informal area of temporary roles with temporary rights and duties, seems to be the typical condition. Elevated informality, self-exploitation, but also immediate demerit. The jobs are insecure but with substantial motivational and emotional rewards, and lower pay is accepted even when great commitment is demanded.

It is a type of working condition which, with its characteristics, would appear nowadays as typical in an upper level of work, that of knowledge working, as were long-term relationships, high salaries, proceduralisation, repetitiveness of tasks and alienation in the type of work prevalent in the large enterprise in the Fordist phase.

Keywords: knowledge work, network, risk society, postfordism, subjectivity

The institutionalization of new organizational forms: from organizations to action-nets

di *Francesco Miele*

In the last years, organizational studies have developed a growing interest about institutionalization processes of new organizational forms, in order to understand the

ways through which innovative organizations, inter-organizational networks or organizing processes become stable and legitimized. The aim of this paper is to underline the potentialities of the action-nets approach (Czarniawska, 2004) in the study of institutionalization processes of innovative organizing forms. Firstly, the article focuses on the concept of action-nets, reporting two studies (Odds, 2005; Czarniawska, 2009) which have reconstructed the institutionalization processes of the same organizational form: The London School of Economics. Secondly, it underlines the innovations brought by action-nets approach in front of new institutionalism, the main current of studies that has contributed to understand the institutionalization's dynamics of new organizational forms. Finally, it concerns the development perspectives of action-nets, suggesting some useful directions to refine the theoretical and conceptual tools of this approach.

Keywords: action-nets, institutional theory, institutionalization, new organizational forms.

Regeneration and innovation of organizations as a national policy issue *di Federico Butera*

The economic crisis in Italy, as in Europe, affects heavily private companies and Public Administrations. In a few cases, however, organizations displayed an admirable capability of coping, due to innovation in design and management.

An Italian Way of Doing industry is emerging.

The paper advocates a new stream of policy oriented researches about cases and new paradigms Italian production system and Public Administration made in cooperation among institutions, universities, companies, associations: the basis for a new industrial policy.

Collaborative projects of innovation and change management in specific companies and administrations should be fostered and supported, by developing best cases, new paradigms and communities of innovators.

Innovation and changes in the organization may have a relevant impact upon macro dimensions of economy. Our society of organizations requires to all of them an improved capacity for coping dramatic changes. On the other hand, new forms of organizations may have a decisive impact on productivity and regulation. New products and services, new processes and a new model of consumption are part of a destructive creation that should be managed.

The proposal is to cope the crisis by raising a strong scientific, cultural, professional movement oriented to invent a regenerate organization in private and public sector. Criteria drawn by our recent research are suggested.

An agenda includes research and actions and the following areas of design and development: networks of territories and enterprises opened to the international market; integral enterprises as a basis of the Italian Way of Doing Industry; Public Administrations doing more with less; high reliability organizations; sustainable organizations; organization for social defence; new model of consumption; enterprises web 2.0.; broad professions.

Keywords: organizational innovation, change management, organizational capabilities, new model of organization, broad profession

Policy report of research, innovation and training system in northern Italy
di Paolo Perulli

The paper analyzes the supply of research and innovation of Northern Italy in the context of European standards. Weaknesses are the average small size of firms and the incremental innovation of SMEs; strengths are the ability to create networks of cooperation among firms in R&D and the good integration among firms, the urban creative class and Universities.

Research and innovation have been developed mostly through incubators, science parks, technology centers distributed in many Northern Italy cities and regions. Their structures are largely disconnected and a lack of integration among different research clusters emerges. The next European Union 'Horizon 2020' framework programmes for R&D ask for a great capacity of Nations to build cooperation and integration among their R&D and innovation structures, as well as to develop cross-countries and trans-border strategies and joint initiatives. Italy is lagging behind: only the creation of a Research and Innovation Field integrated at Northern Italy's scale and scope will make Italian Universities and research structures able to compete at European level.

Keywords: industrial organization, research and innovation policies, Northern Italy.

Steve Jobs' lesson: an Italian view
di Giorgio De Michelis

In this paper we discuss the lesson that the legacy of Steve Jobs as an entrepreneur leaves to us, with a particular attention to what we, in Italy, can learn from it.

Three are the issues we take into consideration: innovation, organization and sustainability. With respect to the first of them, we compare the way Apple has created its innovative products with the innovation done by other companies like Google and Facebook, to argue that Jobs was practicing at a very high quality level interaction design. With respect to organization, we stress that Jobs has paid great attention to the creation of durable company and we suggest a parallel between him and Adriano Olivetti. Finally, we show that sustainability has been considered as important, but after the quality of products.

We conclude the paper with two provoking claims: first, we claim that Apple can be considered as a representative of the Italian Way of Doing Industry; second, we suggest a new perspective to create innovative applications of ICT, beyond Apple, called *situated computing*.

Keywords: innovation, management, organization, sustainability, interaction design, Steve Jobs, Apple.

Notizie sugli autori

Emiliana Armano è dottore di ricerca in Sociologia economica. Partecipa alle attività di ricerca del Dipartimento Studi del Lavoro e del Welfare dell'Università degli studi di Milano. I suoi interessi riguardano i nuovi diritti nella società dell'informazione, i modelli di welfare state, la flessibilità e la precarietà nel mondo del lavoro. Ha collaborato con Romano Alquati e Sergio Bologna. Ha pubblicato diversi saggi in Italia e in Germania sui temi della soggettività e del lavoro. Recentemente ha pubblicato il volume "Precarietà e innovazione nel postfordismo. Una ricerca qualitativa sui lavoratori della conoscenza a Torino" con Odoya editore, Bologna.

E-mail: emi_armano@yahoo.it

Alessia Berni ha conseguito il titolo di dottore di ricerca in Organizzazione, tecnologia e sviluppo delle risorse umane presso l'Università degli studi del Molise. Tra i suoi interessi di ricerca rientrano i temi collegati allo studio delle logiche istituzionali in campi organizzativi appartenenti a diversi settori. Da diversi anni partecipa a ricerche sul tema della flessibilità e delle Agenzie per il Lavoro.

E-mail: alessia.berni@uniparthenope.it

Federico Butera è professore ordinario di Sociologia dell'organizzazione, fondatore del Corso di Laurea Scienze dell'organizzazione – Università di Milano Bicocca e, prima, titolare per 15 anni della stessa cattedra all'Università di Roma "La Sapienza". È stato Visiting Scholar alla Sloan School of Management del MIT. È fondatore e presidente di Irso (Istituto di Ricerca Intervento sui Sistemi Organizzativi) dal 1974, oggi trasformato in Fondazione Irso. È direttore di Studi Organizzativi. Ha diretto vasti cantieri di progettazione e cambiamento organizzativo in imprese private e Pubbliche Amministrazioni.

E-mail: federico.butera@irso.it

Studi organizzativi n. 2, 2011 – Notizie sugli autori

Mariavittoria Cicellin ha conseguito il titolo di dottore di ricerca presso l'Università di Napoli Federico II. Tra le sue principali aree di impegno scientifico rientrano i temi collegati al Neoinstituzionalismo e alla nascita di nuovi campi organizzativi. Ha partecipato a diverse ricerche sul tema della flessibilità del lavoro e della gestione dei lavoratori in somministrazione in diversi settori.
E-mail: mariavittoria.cicellin@unina.it

Stefano Consiglio è professore ordinario presso la Facoltà di Lettere e Filosofia dell'Università di Napoli Federico II dove insegna Organizzazione aziendale. Tra le sue principali aree di impegno scientifico rientrano il tema della flessibilità del lavoro. È autore insieme a Luigi Moschera di numerosi lavori sul tema della flessibilità del lavoro e da oltre 10 anni segue con diverse ricerche la crescita e i cambiamenti del comparto italiano delle Agenzie per il Lavoro.
E-mail: stefano.consiglio@unina.it

Giorgio De Michelis è professore di Tecnologie per l'organizzazione e Interaction Design all'Università di Milano – Bicocca, dove ha diretto il Dipartimento di Informatica, Sistemistica e Comunicazione dal 2002 al 2007. La sua attività di ricerca riguarda: i modelli dei sistemi distribuiti, il workgroup computing, i community systems, il knowledge management e l'interaction design. Su questi temi ha pubblicato su riviste a volumi collettivi oltre centoquaranta articoli scientifici, prevalentemente in lingua inglese e quattro libri in italiano. È vice-presidente della Fondazione IRSO.
Nel 2008 ha fondato ITSME, una start-up che ha l'obiettivo di progettare e realizzare un sistema operativo per workstation di nuova concezione basato su Linux.
E-mail: gdemich@disco.unimib.it

Edoardo Della Torre è ricercatore presso la Facoltà di Economia dell'Università degli studi di Bergamo. I suoi attuali interessi di ricerca comprendono le nuove forme di organizzazione del lavoro e le relazioni tra pratiche di gestione delle risorse umane, sistemi di relazioni industriali e performance organizzative.
E-mail: edoardo.dellatorre@unibg.it

Francesco Miele è dottorando di Sociologia e Ricerca Sociale, indirizzo Information System and Organizations, presso l'Università degli studi di Trento. Attualmente i suoi interessi di ricerca riguardano le forme organizzative innovative e, in particolare, le imprese ad alto contenuto tecnologico e i servizi innovativi all'infanzia e alla famiglia.
E-mail: francesco.miele@soc.unitn.it

Luigi Moschera è professore ordinario di Organizzazione Aziendale presso il Dipartimento di Studi Aziendali e il Centro di Ricerca Interdipartimentale in Sviluppo Economico e Istituzioni dell'Università degli studi di Napoli Parthe-

nope. Da oltre dieci anni si occupa di mercato del lavoro con studi sul comparto delle agenzie per il lavoro in Italia e in Europa.

E-mail: moschera@uniparthenope.it

Paolo Perulli è ordinario di Sociologia economica nell'Università del Piemonte Orientale e insegna nell'Accademia di Architettura di Mendrisio (CH). È stato visiting scholar nel MIT e professore invitato nell'Université de Paris Sud.

E-mail: paolo.perulli@irso.it