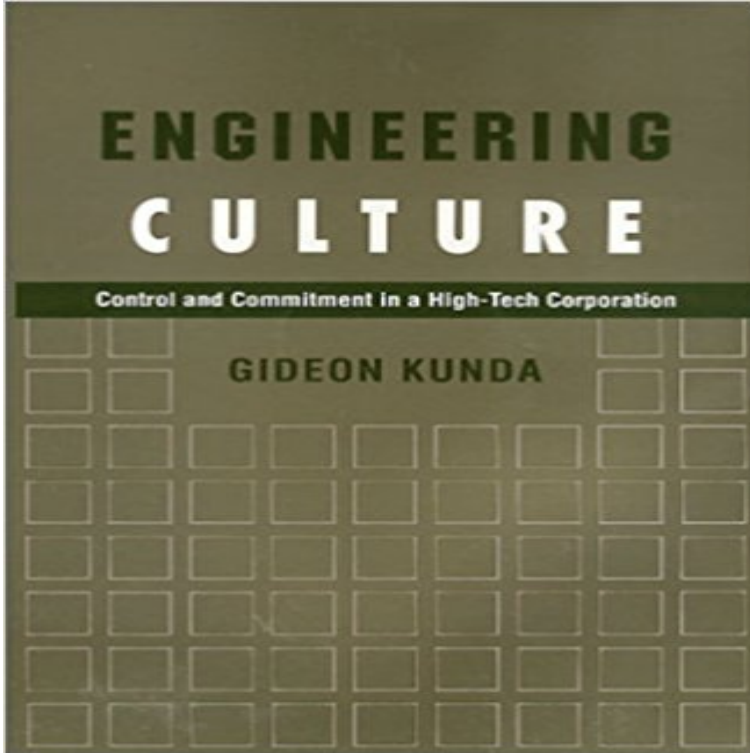


Engineering Culture: Control and Commitment in a High-Tech Corporation (Labor and Social Change)



In this intriguing ethnography of a large American high-tech corporation, Gideon Kunda offers a critical analysis of its much celebrated corporate culture. In his extensive study of the companys engineering division, Kunda uses detailed descriptions of everyday rituals and interactions in which the culture is brought to life, excerpts from in-depth interviews and a wide variety of corporate texts to vividly portray managerial attempts to design and impose the culture and the ways in which it is experienced by members of the organization. The companys management, Kunda reveals, uses a variety of methods to promulgate what it claims is a non-authoritarian, informal, and flexible work environment that enhances and rewards individual commitment, initiative, and creativity while promoting personal growth. The author demonstrates, however, that these pervasive efforts mask an elaborate and subtle form of normative control in which the members minds and hearts become the target of corporate influence. Gideon Kunda is a Lecturer in Sociology and Labor Studies at Tel Aviv University.

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