central theme of the book. Kahn begins his analysis by suggesting that loss of employment makes the multidimensional nature and intensity of work attachment even more apparent. If attachment can be understood in terms of the three dimensions of pay and status, work routines and activities, and the social group or organizational context, then the health effects of job loss can be understood in terms of these same dimensions. While Kahn takes the initial steps toward the development of a multidimensional theory of job loss, he fails to use it to critique the existing literature on unemployment. Kahn uses his review of the research literature only to substantiate his conclusion that job loss is damaging to health and well-being.

An impressive longitudinal study by Cobb and Kasl, spanning a two-year period of the closings of two industrial plants in Michigan, serves as the focus for Kahn’s analysis of the effects of job loss on physical health. These researchers used multiple indicators of both physical health and psychological well-being for a sample of men studied from the earliest stages of anticipation of the closing, at the time of the closing, and after the closing at 6-month, 12-month, and 24-month intervals. The consequences of job loss were substantial in three interdependent domains: economic, mental health and well-being, and physiological functioning. On the average, worker financial losses over the two years due to unemployment, employment instability, and lower wages in new jobs were almost a year’s wages. Men who experienced more difficulty finding stable reemployment were more depressed, tense, and angry and reported more psychosomatic symptoms, including insomnia and dizzy spells. From the time of the anticipated closing to the time of actual job loss the men showed elevated cholesterol levels, pulse rates, and blood pressure. Physiological functions returned to more normal levels at the time of stable reemployment. The author’s analysis illustrates the severity and range of damaging consequences of unemployment, but it does not cast the problem in a comprehensive theoretical framework or address the pragmatics of intervention.

After reviewing the evidence on the damaging effects of unemployment, Kahn turns to methods for improving the quality of the work experience. The theoretical framework guiding Kahn’s specific recommendations is the model of the person-environment fit. Optimal fit as reflected in employee health and satisfaction is achieved when the employee’s skills and abilities are sufficient for meeting the demands of the work environment and the environment provides sufficient opportunities for the employee to satisfy needs and goals. Kahn’s recommendations for creating an optimal fit between the worker and his or her job contribute little that is new to the existing literature on task redesign and organizational change. He simply identifies two loci of change—people and environments—and proceeds to describe strategies for modification (such as profit sharing and Scanlon plans) and comment on their limitations. Practitioners may be disappointed by the application of a framework for change that is based exclusively on the psychology of the individual and fails to acknowledge the role of unions or to address directly management’s goals of reducing personnel costs while increasing productivity.

The principal weakness of the book is its conceptual and empirical narrowness. Several examples will serve to illustrate this criticism. One is the author’s very heavy reliance on a social-psychological perspective and measures of health as psychological well-being. While the author’s decision to focus primarily on mental health and survey indicators of well-being may enhance the book’s appeal to psychologists, this decision will limit its value to the broader research community concerned with understanding occupational differences in rates of disability, disease, and alcoholism. The second example concerns the book’s empirical base. Throughout the volume, conclusions rest primarily on research sponsored by the University of Michigan’s Survey Research Center. Although this is not surprising, given that the author is the center’s Program Director, the failure to survey more broadly the empirical literature weakens the author’s conclusions. For these reasons, I cannot recommend this book to serious researchers or practitioners.

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Working Women in Japan: Discrimination, Resistance, and Reform. By Alice H. Cook and Hiroko Hayashi. Ithaca: New York State School of Industrial and Labor Relations, Cornell University, 1980. 124 pp. $12.50 hardcover, $7.50 soft.

This brief monograph focuses on the well-known, but little documented, lack of equality for women in the Japanese employment system. The book describes the norms that shape women’s unequal employment opportunities and then provides evidence of women’s opposition to these norms by documenting court cases of women protesting their role in the employment system.
There are four main parts to the book. Part I, which focuses on the way the legal system affects women, describes the Labour Standards Law, the Working Women's Welfare Law (adopted by the Diet, 1972), and relevant articles of the constitution. While these laws do not explicitly forbid discrimination by sex, their basic principles do. Part I also questions why the common post—World War II bimodal pattern of women workers found in most industrial countries—working to the time of childbearing, leaving the labor force, and returning when their school-age children no longer need full-time mothering—does not prevail in Japan. The authors note that the Japanese lifetime employment system makes such a pattern very difficult, because it informally requires women “voluntarily” to quit a company upon marriage, childbearing, or reaching the age of 35 and to receive their pensions in a lump sum. When women then return to the labor force, they do so as part-time or temporary workers, at low pay and without the many fringe benefits so important in Japanese firms.

Part II, the most important section of the book, presents cases—based on interviews with lawyers and plaintiffs and on documentary research—of women protesting unequal pay, early retirement, unfair transfers, limited maternity leave, and other forms of discrimination. A prominent example involves Miyo Nakamoto, whose long and complex court case lasted from 1949 to 1981. Discharged from an aircraft company where she worked as a tracer, Nakamoto was reinstated in 1950 after a court decision; but the company appealed the case, an appeal that continued until 1978. Meanwhile, in 1969, she launched another court case to protest forced early retirement at age 50 (men then retired at 55). Her case received a final favorable Supreme Court verdict in 1981. Nakamoto and her husband, a former coworker, supported by their union, have thus spent their lives in litigation. Her case is likely to reverberate throughout Japan in the area of early retirement for women. The authors contend that these cases of litigation, not easy to conduct in a society that places such high value on loyalty to the group, are an index of women's self-consciousness and determination to achieve the equality that the constitution and statutory law state is theirs.

The third section of the monograph, “What Lies Ahead?” considers implications of these cases for state and industrial actions concerning women's labor-force participation in the future. The book also contains an appendix, which in thirteen tables summarizes labor-force participation data on many variables, a bibliography, and an index. Cook and Hayashi are a team well-qualified to write this book: both have studied labor unions, labor law, and women's position in the labor force. In addition, Cook has previously lived in and written about Japan, and her comparative studies on women's employment conditions are also well known.

The Cook and Hayashi volume is not complete as a study of Japanese industrialization; its length precludes such an attempt. It contains neither a theoretical analysis of the economic role of women's low-wage labor in the "Japanese miracle" nor a comparison of Japan's apparently unique means of creating a flexible "reserve army of labor" with the means employed in other countries. Such considerations would have deepened the impact of the volume. I would also have enjoyed more extended case studies of the impact of protesting on these women's lives (work, family, and politics) or a study of a single workplace, to match the case studies described in the major English-language books on Japanese male workers. Nevertheless, this volume is a must for any college reading list on work conditions or industrialization in Japan.

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Work Performance and Satisfaction

Manufacturing Consent: Changes in the Labor Process Under Monopoly Capitalism. By Michael Burawoy. Chicago: University of Chicago Press, 1980. xvii, 267 pp. $20.00.

Michael Burawoy's Manufacturing Consent examines the labor process within the machine shop of an engine manufacturing company. The central concern of the book is to explain why workers cooperate with and consent to a system which, in Burawoy's view, is fundamentally inimical to their interests. Readers who do not take this proposition as self-evident (and Burawoy, writing within the Marxist tradition, makes no effort to defend it) may still find the book of interest from an industrial relations perspective. Burawoy's methodology is perhaps the strongest point of the book. He worked in the machine shop and hence the study is essentially ethnographic although the observations are continually placed (forced, I will argue) into a theoretical framework. By a happy coincidence, this machine shop was the same one Donald Roy worked in and described in his (1940s) classic series of papers on output restriction. Burawoy is thus