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has supplied a rich source of variation. In effect, by placing research from many disciplines under an evolutionary rubric, this book may stimulate conversations across disciplines and, in the process, attract new adherents to an evolutionary way of thinking. I hope some of the variation generated by these processes will be selected and lead to new and interesting research directions. Thus, in the end, by taking a very eclectic approach, Aldrich has been true to the spirit of his evolutionary framework. Time (and future research) will tell whether the advantages of such a wide-ranging eclectic approach outweigh its disadvantages. Overall, then, this book will make a valuable addition to the libraries of organizational scholars. It should also be a valuable training aid for doctoral students because it will allow them to see how a prominent organizational scholar synthesizes and interprets the diverse research that makes up organizational studies.

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On the Job: Is Long-Term Employment a Thing of the Past?

David Neumark, ed. New York: Russell Sage Foundation, 2000. 527 pp. \$59.95.

On the Job, edited by David Neumark, provides the best available answers to the frequently asked question of whether the restructuring and resizing of American firms has decreased job security and increased the rate of job mobility for American workers. This book is based on a symposium at the Federal Reserve Bank of New York in 1996, at which a number of researchers, using different data sets and different methodologies, presented their findings. The book is divided into three main sections. The first one, "Job Stability," concerns whether the rate of separations for whatever reason from an employer or from self-employment has

increased, the second, "Job Security," concerns whether the rate of involuntary job loss has increased, while the third, "Understanding Behavioral Changes," attempts to understand why changes in the employment relationship have occurred.

The questions of whether job stability or job security have changed are not as straightforward as one might think and therefore are not easy to answer, despite the large quantity of available and relevant data. First, because job stability will generally depend on tenure with the employer, rates could change over time just because the distribution of job tenures in the work force changes. Furthermore, rates, and trends in rates, can vary by gender, race, and other attributes. Third, information on trends comes from sample surveys, and estimates from surveys always have a range of uncertainty due to sampling error. Fourth, estimates will generally be sensitive to question wording. It makes a difference whether workers are asked the month and year when they started working for their current employer, or whether they are asked how long they have been working continually for their present employer. One gets a different answer if one uses cross-sectional measures of tenure with the employer, longitudinal data on changes in employer, or cohort-based estimates of retention rates. Given the differences in data structure, question wording, sample size, and sampling frame among the relevant sources of data, the operative question for the collaborators in this project was whether estimates based on alternative data sources would present a consistent story. To a large extent, this question was answered in the affirmative.

The introductory essay by Neumark provides an excellent overview of the empirical chapters that follow. The introduction in fact presents just all about the information that non-specialist readers would need, both in the main text of the article and in highly informative summary tables of the chapter findings. Aside from summarizing the papers, Neumark does a nice job of evaluating and interpreting the findings and of attempting to reconcile conflicts where they exist.

The answers provided by the authors of individual chapters to the big questions of whether mobility and job insecurity increased in the 1990s can be quickly summarized, though such summaries necessarily miss much of the nuance that make these chapters interesting to specialists. Jaeger and Stevens found that the share of workers with low job tenure rose in the U.S. during the 1970s but has been stable since 1983. The finding of higher instability in the 1980s as compared with the 1970s was reinforced by Bernhardt Morris, Handcock, and Scott using different data and methods. Gottschalk and Moffitt, meanwhile, again using different data and methods, found no increase in instability between the 1980s and 1990s. At the other end of the age and tenure distribution, recent changes are more pronounced. Jaeger and Stevens found that the share of men with more than 10 years of tenure began dropping in the late 1980s, while Polsky, Hansen, and Neumark found that multiyear retention rates fell in the early 1990s. Detailed evidence for these

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claims, and the data and methodological procedures that support them, can be found in the individual chapters.

The second section of the book focuses attention on rates of involuntary job loss. Valetta provides evidence that dismissals became more common over the late 1980s and early 1990s for long-tenured workers, while Stewart, using a 30-year time series from the Current Population Survey (CPS) showed that certain groups of formerly secure workers (better educated, white collar, and long tenured) became more vulnerable to unemployment in the 1990s, even though overall flows into unemployment did not increase in this period relative to the 1980s. Stewart further argues that changes in the question wording in the Displaced Workers Survey supplement to the CPS may be the reason why research using these data suggested that job loss in the 1990s was greater than in the 1980s.

Authors of the final set of chapters in this volume attempt to understand why the changes that have occurred have occurred. In separate chapters, Levenson and Farber raise the question of whether the rise in temporary and contract jobs might be a voluntary response to the lower wages offered in jobs for low-skill workers and whether these jobs might be a vehicle for making a transition back into more secure jobs for those who have recently lost a job. Other chapter authors in this final section look more broadly at the reasons for corporate downsizings and for flexible staffing strategies (see the chapters by Cappelli and by Houseman and Polivka).

Neumark interprets the findings of this volume to imply a weakening of the bond between workers and employers, but he argues that the change is not huge and has not persisted long enough to constitute a trend, being instead possibly "a unique product of changes in the corporate world in the 1990s" (p. 23). Not all readers (and perhaps not even all the authors of the chapters in the volume) would necessarily agree with this characterization. Certainly it will take more data to see if these changes have persisted into the first years of the current decade. But any researcher working in the areas of job mobility, contingent work, or corporate downsizing needs to pay close attention to the excellent research reported in this volume.

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The Limits of Convergence: Globalization and Organizational Change in Argentina, South Korea, and Spain.

Mauro F. Guillén. Princeton, NJ: Princeton University Press, 2001. 282 pp. \$35.00.

Once again, Mauro Guillén has written an excellent book. A few years ago, he produced a thorough comparative analysis