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***Contradictions of Employee Involvement in Organizational Change: The Transformation Efforts in NCJM, An Indian Industrial Cooperative*, by George M. Kandathil. Lexington Books, Washington DC, 2015, 192pp., ISBN: 978-1-4985-0567-3, Price \$80.00, hardback.**

*Contradictions of employee involvement in organisational change* makes for indulgent reading by offering an interesting study of the National Jute Mills Corporation that give an insight to the transformational efforts of workers over time. The book offers pragmatic discussion and critical analysis of the involvement of employees in organisational change in the context of industrial cooperatives in India. There is much to learn here from the example of NCJM about the historical underpinnings and future prospects of cooperatives in modern day economically-booming India. Outside this context, the book may offer useful contrasts and reflections to readers interested in transformational efforts of workers in industrial cooperatives in other developing economies such as Brazil and Mexico.

This is a well narrated account by the author and shows his deep involvement with the research study. The book offers a close interaction with the research subjects and the study is deeply ingrained with the fabric of the NCJM itself creating almost a social and anthropological insight for the reader. This remains an admirable quality of the book. Particularly, the reader is able to identify and come to terms with the challenges that worker cooperatives face and is able to gain an insight of how employee involvement may enable large cooperatives such as NCJM and others to sustain themselves in the future. The issues and complexities that arise in the relationship between management and employees in the transformation of family owned enterprises into worker cooperatives and the generational differences with respect to this are also fascinating to read in the context of India, in particular the detailed account of Industrial Work Cooperatives in and around West Bengal. Further to this, the great variety and polarity of industrial worker cooperatives in democratic India is well exemplified in the book.

The book provides a focus on key literature around cooperative movements and the ideology surrounding the takeover of companies by workers while addressing their democratic and capitalistic underpinnings. Some insightful literature is to be found in this book about the institutional implications that shared ownership and worker collectivism have had in transforming Industrial cooperatives. The theoretic underpinnings of the book lie within the employee involvement and participation literature while there are contributions being made to advancing organisational change theory. There is case-based learning here that will contribute to employment relationship debates and provide novel ideas on managerial control in the twenty first century. The text overall makes an attempt to theoretically participate in the evolution of employee involvement in the midst of organisational change.

The book is easy to read and knits together a diligent and inspiring research account. This is owed to the professional yet mellow writing style that accumulates interesting characters, incidents and antidotes. Simply put, the reader remains engaged throughout since the book has a story to tell apart from presenting an empirical investigation. A point worth noting however about this extensive study is that the findings are very grounded in the context of NCJM and its locality and may not be easily generalizable to other settings.

The research process is well described with a dedicated chapter which lays out in detail the case method used for the study, the detailed criteria of case selection and how the data was collected and analysed. This sits well with a strong theoretical framework established earlier on in the text. The appendices provided at the end of the book enable the reader to acquaint well with the NCJM case and its environment.

The book with its empirical examination of cases, makes an important contribution to the existing scholarship on employee involvement in organisational change: that of discovering and highlighting the contradictions resulting from the evolving nature of worker expectations, modern day information sharing and managerial expectations that create complexity and conflicting outcomes. The empirical study poses interesting questions that attempt to qualitatively examine variations in employee involvement across different ownership periods at NCJM and how these variations came about. Using an in-depth case approach to research, within-case and cross-case analysis alongside reductionist techniques for data analysis are applied to generate chronological case study reports.

From a management perspective, the study offers lessons about engaging with information sharing practices using both instrumental and institutional approaches. Moreover, the study also offers an insight to both the ideological and practical implications of using management-directed efforts compared with collaborative (between workers and managers) efforts of transforming organisations, in particular worker cooperatives. Essentially, the book remains true to its cause, which is that of establishing the contradictions of employee involvement in organisational change by examining transformation in an Indian industrial cooperative case study and then highlighting the lessons learnt from it for theory and practice.

The book contributes to better understanding and theorising employee involvement in organisational transformation, demonstrating that there is no hard science at play since the dynamics of people, groups and society are involved. Another important contribution of the book is its account of the struggles and opportunities of workers organising in a capitalist economy and the changing nature of industrial worker cooperatives in modern day India. This again may interest readers in developing countries that have a history of industrial relations and cooperatives and where globalisation is reshaping economies and altering professional collectivism.

This book will interest both students and academics alike who are interested in matters of industrial relations and modern day organisational change issues. It is also a useful text for researchers interested in designing and conducting case-based qualitative studies. The book showcases the shifting boundaries of labour collectivism and worker organisation in a growing economy with implication for how employee involvement can influence organisational change.

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