

MANAGEMENT AND ORGANIZATIONAL STUDIES ON BLUE- AND GRAY-COLLAR WORKERS

Diversity of Collars

Joanna Paliszkievicz, Demet Varoğlu

INTERNATIONAL PERSPECTIVES ON
EQUALITY, DIVERSITY AND INCLUSION

VOLUME 8

MANAGEMENT AND
ORGANIZATIONAL STUDIES
ON BLUE- AND GRAY-COLLAR
WORKERS

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INTERNATIONAL PERSPECTIVES ON EQUALITY,
DIVERSITY AND INCLUSION VOLUME 8

**MANAGEMENT AND
ORGANIZATIONAL
STUDIES ON BLUE- AND
GRAY-COLLAR WORKERS:
DIVERSITY OF COLLARS**

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INVESTOR IN PEOPLE

To my best friends: Magda, Marzena, Kasia, Dominika, Lucy
J.P.

To my mother and father: Zerrin and Kadri Bacacı
D.V.

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FOREWORD 1

We are going through times when blue- and gray-collar workers are experiencing wide-scale precarity and denigration of their terms and conditions of work internationally. There is an urgency to study the root causes of the decline of conditions for these two colors of the collar. Blue- and gray-collar workers are sidelined in business and management literature while focusing predominantly on white-collar workers. Further, collar diversity is not considered part of the literature on equality, diversity and inclusion at work, even though collar diversity presents a salient division among workers in terms of symbolic, material and affective experiences and outcomes of work. This edited volume centers its focus on the blue- and gray-collar workers with a view to closing this significant knowledge gap. The volume offers interdisciplinary and multifaceted insights that flesh out the symbolic and societal value of blue- and gray-collar workers and ways to improve their wellbeing and welfare. I am honored to write the foreword for this edited volume which addresses a critical need in the literature to attend to the changing conditions of work for blue- and gray-collar workers.

Professor Mustafa F. Özbilgin
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FOREWORD 2

More recent COVID-19 demands showed that blue-collar jobs are necessary for a vital economy and an integral part of the workforce in an organization. While people have stayed at home and turned to online shopping, the demand for manual work has played an essential role during the pandemic. Furthermore, in this period most businesses have experienced loss but the service industries such as delivery, transportation, or warehouses have made profits. These new developments have caused researchers and practitioners to focus their attention on blue- and gray-collar workers.

This well-written monograph provides coverage of many important issues related to blue- and gray-collar workers. By bringing together the theory and practice of management of blue- and gray-collar workers, in this book, readers can find various topics for management and take action in making the most effective way to motivate blue- and gray-collar workers. The book also offers a look at the current state of this topic, including a comprehensive global overview of the research and practical applications by presenting research from six countries (i.e., Australia, Canada, Hungary, Iraq, Turkey, and the United States). All these topics can be of interest to a wide audience, ranging from practitioners (managers of medium-sized enterprises) to researcher and students.

Professor Fatih Çetin
Department of Management and Organization
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PREFACE

This book discusses management and organizational studies on blue- and gray-collar workers. The subject of diversity of collars is relevant to both practitioners and researchers. It is widely recognized and confirmed that this kind of study is needed because the gap in the literature has been identified. Readers will gain from this book theoretical and practical knowledge on the diversity of collars, especially about blue- and gray-collar workers. Most authors have taken innovative approaches to consider issues highlighting a selected aspect of the core theme of this book. The international multidisciplinary team of authors ensures the content's diversity, versatility, and quality. The chapters' authors come from six countries: Australia, Canada, Hungary, Iraq, Turkey, and the United States.

The aim of this book is to bring together the theory and practice of management of blue- and gray-collar workers.

This book has three parts. The first part of the book describes the new perspective in research on blue-collar workers. The second part presents a new view on research on gray-collar workers, and the third part presents the issues and challenges of blue- and gray-collar workers.

Part I is entitled "The New Perspective in Research on Blue-collar Workers." It consists of six chapters. The aim of Chapter 1 is to present the intellectual structure of academic studies on blue-collar workers. Chapter 2 focuses on the relationship between negative ties and blue-collar employees' performance and ethical voice. Chapter 3 describes the role of gender in assessing employees' psychological risks to work. Chapter 4 presents the role of job crafting in the effect of job passion on job satisfaction. Chapter 5 aims to answer the question: how can blue-collar workers enhance their negative social identity? Chapter 6 is entitled "What Goes Around Comes Around: Sentiments of Couriers During COVID-19 Pandemic." This chapter sheds light on the courier industry.

Part II is entitled "The New Perspective in Research on Gray-collar Workers." It consists of three chapters. Chapter 7 presents the organizational mnemonics of gray-collar workers: implementing SNA, ABM, and ANT. Chapter 8 describes the effect of social ties versus nature on the self-leadership of gray-collar workers. Finally, Chapter 9 aims to examine gray-collar disabled arts workers.

Part III is entitled "Blue- and Gray-collar Workers – Issues and Challenges." It consists of eight chapters. Chapter 10 describes the nature of the collar. Chapter 11 shows the implications of employee empowerment on COVID-19 cases in high Medicaid nursing homes. Chapter 12 aims to describe organizational culture, human resource management practices, and blue- and gray-collar workers' turnover using the case of underresourced nursing homes in the USA. Chapter 13 presents the neglected role of blue- and gray-collar workers. Chapter 14 aims to reveal the representation of the worker in TV advertisements. Chapter 15 shows

the role of creative labor as a value in the creation of perfumes. Chapter 16 is related to creativity and labor in a digitally driven market. The authors present the case of a freelance illustrator. Finally, Chapter 17 shows the importance of the government's role and its interaction in the sharing economy.

The primary audiences for this book are practitioners and managers. They can use the book as a toolbox to improve understanding and opportunities for appropriate management of blue- and gray-collar workers. The book will additionally be of value for students studying business. The editors believe that the theoretical and empirical results presented in these chapters will be useful for researchers and Ph.D. students as well. The book can inspire and motivate researchers for new studies. The authors try to diagnose the situation and propose future directions to explore deeper knowledge of blue- and gray-collar workers.