

9 Title	New Organizational Practices and Working Conditions : Evidence from France in the 1990's
Author	Philippe Askenazy, Eve Caroli and Vincent Marcus
Source	Recherches Économiques de Louvain / Louvain Economic Review
Pub Date	2002
Keywords	
Abstract	<p>1 Introduction</p> <p>During the last decade, many firms have experienced a reorganization of their workplace. New work practices have been adopted such as job rotation, delayering, self-directed work-teams, just-in-time and total quality management. This phenomenon first appeared in the United-States and has then expended over to Europe¹. While massive investments in information and communication technology reflect the physical equipment dimension of the “new economy”, these workplace changes characterize, both for ICT producers and in traditional activities, the organizational dimension of the new productive paradigm. An important literature, first developed in management and more recently in economics, has studied the consequences of these organizational changes on firms performance and skill requirements². Using either industry or firm-level data, most of these work display a positive impact of new work practices upon productivity especially in connection with information technologies³, with some authors underlying the importance of introducing clusters of complementary practices⁴. In parallel, several papers provide evidence that, at least during the initial phase of reorganization, new work practices are biased against unskilled labor thus leading to an upskilling of firms’ occupational structure⁵.</p>