

**CONTROL, IDENTITY AND RESISTANCE: OLD AND NEW WAYS OF RIDING  
THE WAVE OF DEMOCRACY IN ORGANIZATIONS**

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**Abstract**

The tensions between control and democracy in organizations, and the shift from structures characterized by central planning and authoritarian control to solutions that foster greater forms of employees' participation and inclusion have been widely discussed in management literature. Nevertheless, those debates still offer scope for further reflection on the implications that a shift towards democracy can generate in terms of control, power dynamics, identity construction and resistance in organizations. At a first glance one might argue that in democratic organizations there is no space for discipline, control or, coercive domination of the employee and that greater initiatives aimed at involving employees, in turn, minimize the emergence of resistance. Though, with the shift to democracy, scholars suggest that organizational control and resistance are to be looked for at the margins of discourse and experience where enculturation, identification with company objectives, and processes of subjectification – as forms of control – are resisted through adaptation, subversion and re-inscription of the key ideas and values that originally inspired them.

From an interpretivist standpoint, the aim of this track is to consider the extent and nature of the influence exerted by greater employees' involvement on workplace dynamics such as organizational control, identity construction and workplace resistance. We welcome insights on aspects that span from organizations' attempts to enact a particular form of organizational experience for others (by defining interpretations and meanings that can become widely understood and shared by organizational actors), all the way to the emergence of forms of resistance clandestine in nature that aim at subverting power relations.