Identity at work: Control and commitment in postbureaucratic organisations

In this research account of the Dutch branches of humanitarian aid organisation Médecins Sans Frontières and international management consultancy firm Gold (a pseudonym), the popular concept of the postbureaucracy is scrutinised. Rather than heralding the open and nonhierarchical nature of the ‘postbureaucratic’ model as is done in popular management literature, this study moves close to the mundane, everyday realities of organisational life. Through observations and in-depth interviews light is shed on how managers try to regulate the identities and commitment of workers to the organization, and on how organisation members respond to this.