

SAMUEL B. BACHARACH

McKelvey-Grant Professor
Department of Organizational Behavior
School of Industrial and Labor Relations, Cornell University

EDUCATION

Ph.D., 1974, University of Wisconsin.

Dissertation Topic: Structure of and Processes in Organizational Power.

M.S., 1970, University of Wisconsin.

Thesis Topic: Organizational Recruitment.

B.A., 1968, New York University.

ACADEMIC POSITIONS

McKelvey-Grant Professor of Labor Management Relations, School of Industrial and Labor Relations, Cornell University. 1998-present.

Professor, Organizational Behavior, School of Industrial and Labor Relations, Cornell University, 1983-present.

Associate Professor, Organizational Behavior, School of Industrial and Labor Relations, Cornell University, 1978-1983.

Assistant Professor, Organizational Behavior, School of Industrial and Labor Relations, Cornell University, 1974-1978.

ADMINISTRATIVE POSITIONS

Director, Smithers Institute for Alcohol-Related Workplace Studies, Cornell ILR, 1992-present.

This New York City-based institute is dedicated to the pursuit of research and education in the field of alcoholism in the workplace by pursuing research trying to identify predictors of alcoholism in the workplace, workplace alcohol intervention and prevention programs, and best practices. The institute competes for and has been awarded academic grants from NIAAA, NIDA, and Lilly Foundation. Current research tracks the college-to-work transition and drinking behavior.

Director, Master of Professional Studies, Cornell ILR, 2000-2016.

Director, Institute for Workplace Studies, Cornell ILR, 1998-2016.

Faculty Member, Advisory Council, Cornell ILR. The Council includes eminent Cornell alumni interested in the School's future.

Member, Dean's Advisory Committee on Distance-Learning Strategies, 1998. This committee developed a strategy that allowed the ILR School to deliver courses using emerging technology.

Member, Board of Advisors, Cornell-PERC (Foundation for the Prevention and Early Resolution of Conflict), Institute on Conflict Resolution, 1996-2002.

Chairman, Special Subcommittee on Establishing ILR Graduate Education in New York City, 1994-1995. Strategic planning for the implementation of a new Master's Program to be offered in New York City, beginning in the Spring 2000, to be offered to practitioners.

Chairman, Department of Organizational Behavior, School of Industrial and Labor Relations, Cornell University, 1982-1985.

Chairman, Academic Standards Committee, 1981-1984.

School of Industrial and Labor Relations Extension Program Committee, 1979-1981.

School of Industrial and Labor Relations Planning Committee, 1976-1978.

PROFESSIONAL ACTIVITIES

Member, Executive Council, National Council on Alcoholism & Drug Dependence. January 2005-2006.

Lady Davis Scholar, Israel Institute of Technology (Technion), Faculty of Industrial Engineering and Management. Fall 1997.

Visiting Professor, School of Business, Comenius University, Bratislava, Slovakia. Spring 1995.

Editor, *Research in the Sociology of Organizations*, JAI Press, 1981-2002.

Editor, *Monographs in Organizational Behavior and Industrial Relations*, JAI Press, 1982-present.

Member, *Industrial and Labor Relations Review*, Editorial Board, 1981-1994.

Senior Scholar in Residence, Sackler Institute, Center for Advanced Studies, University of Tel Aviv, Israel, Spring 1991.

Member, Advisory Board, *Negotiation Journal: On the Process of Dispute Settlement*, 1986-1990.

Visiting Professor, School of Management, Hebrew University, Israel, Spring 1983.

Administrative Science Quarterly, Editorial Board, 1975-1982.

Book Review Editor, *Administrative Science Quarterly*, Editorial Board, 1976-1980.

RESEARCH

The College-to-Work Transition & Alcohol Misuse: An Etiologic Study

NIH/NIAAA; 1 R01 AA022113-01A1

March 5, 2014-February 28, 2019

This funded NIAAA research examines the drinking behavior of at-risk graduating seniors as they move from the campus environment into the workplace. To that end, we assembled a team of researchers from the University of Washington, University of Michigan, and University of Florida. Funded for \$2.2M.

Retirement-eligible but not Retiring: A Longitudinal Study of the Organizational- and Job-related Factors Associated with the Retention of an Older Workforce

Society for Human Resource Management

2008-2010

Using a national probability sample of soon-to-be retirement-eligible workers, we propose to examine: (a) The degree to which job-and organizational-factors may reduce the risk of exit among retirement-eligible workers, (b) the role played by social integration in mediating these effects, and (c) the extent to which these effects are robust given individual differences. The proposed research contributes to the literature by integrating fine-grained, organizational, job and individual-level measures into a single moderated-mediation model, and by testing this model using longitudinal data. The findings are expected to highlight those evidence-based policies and practices associated with the retention of an aging workforce. Funded for \$165,000.

New York City Transport Workers Working Conditions and Wellbeing

Smithers Institute

2005-2007

New York City Transport Workers Working Conditions and Wellbeing. This is a membership survey of the Transport Workers Union (TWU) to get a better understanding of the work conditions and work-related challenges faced by TWU members; the impact that such conditions and challenges have on the overall well-being of members and their families; and members' perceptions of their union and its actions on their behalf.

New York City Firefighters, Traumatic Stress and Workplace Conditions, and Wellbeing: 9/11 and Beyond

Smithers Institute

2003-2004

This is a study of 4,000 firefighters to identify the impact of trauma and work conditions on stress, emotional wellbeing, substance abuse, etc.

Work, Retirement and Drinking Among Blue-Collar Workers

NIH/NIAAA; R01AA011976

1999-2010

This study examines the transition from work to retirement among 1,200 blue-collar workers in the manufacturing, service and construction industries. Funded for \$2.4 million.

Workplace Risk Factors and Substance Abuse

NIH/NIAAA; R01AA008955

1994-1997

A study of work conditions among blue-collar laborers and their relationship with problems of substance abuse. The study will also examine the unique emotional problems that workers face in a variety of occupations, including assembly-line workers, bus drivers, iron workers, steamfitters, retail workers, nurses' aides, etc. Funded for \$840,000.

Caring in Organizations: An Oxymoron

Lilly Foundation

1994-1995

This study concentrates on caregivers and care-seekers in inner-city organizations. Funded for \$43,000.

ILR Helping Conferences

Pierce Memorial Fund.

A grant by the School of Industrial and Labor Relations to conduct a series of conferences on the topic of helping in organizations. Funded for \$10,000.

Generating Criteria for the Comparative Evaluation of Member Assistance Programs

NIH/NIDA

1990-1993

Co-principal investigator with William Sonnenstuhl. The purpose of this study is to develop criteria for the comparative evaluation of Member Assistance Programs (MAPs). These programs are a form of work-based peer intervention and support for deterring substance abuse and for motivating addicted workers to seek help and remain abstinent. In order to develop criteria for comparative evaluation, we propose to study two different MAPs within the transportation industry. Funded for \$425,000.

A Study of New York State Management Confidential Employees

1983-1984

A survey of 1,300 key state managers examining the promotion process, work conditions, mechanisms of control, and job aspirations. Funded for \$105,000.

The Quality of Working Life: A study of Professional, Scientific and Technical Personnel in the Public Sector

The Joint Committee State of New York/Public Employee Federation
1981-1982

A study of the quality of working life in the public sector consisting of a survey of 4,000 public sector personnel. Funded for \$120,000.

Interest Group Politics in Selected Districts: A Comparative Study of Local Teachers' Unions
The Spencer Foundation

1980-1982

Structured case study research on the internal dynamics of sixteen local teachers' unions to specifically examine the mobilization of union coalitions and its impact on school district policy and educational outcomes. Funded for \$85,000.

Power Dependence and Bargaining

National Science Foundation
1979-1981

Co-principal investigator with Edward J. Lawler, University of Iowa, Department of Sociology. Experimental laboratory research to examine the social psychology of power and tactics in bargaining. Funded for \$80,000.

Consensus and Power in School Organizations

National Institute of Education
1978-1980

Research used survey methodology combined with case study and participant observation to determine the relationship between organizational structure and the politics of decision making. The survey included 4,200 teachers, 300 school board members, 70 superintendents, 120 principals, and 180 administrative assistants in 80 school districts in New York State. The case studies took place over a two-year period in six selected school districts. Funded for \$220,000.

BOOKS

The Agenda Mover. Cornell University Press, 2016.

Retirement and the Hidden Epidemic (with P Bamberger). Oxford University Press, 2014.

Keep Them On Your Side. Platinum Press/Adams Media, 2006.

Get Them On Your Side. Platinum Press/Adams Media, 2005.

Mutual Aid in Union Renewal: Cycles of Logics of Action (with P Bamberger & W Sonnenstuhl). Ithaca, NY: Cornell University Press, 2001.

Member Assistance Programs: Labor's Role in the Prevention and Treatment of Substance Abuse (with P Bamberger & W Sonnenstuhl). Ithaca, NY: ILR Press, 1994.

Tangled Hierarchies: Teachers as Professionals and the Management of Schools (with J Shedd). San Francisco: Jossey-Bass, 1991.

Paying for Better Teaching: Merit Pay and Its Alternatives (with D Lipsky & J Shedd). OAP Inc., 1984.

Bargaining: Power, Tactics and Outcomes (with EJ Lawler). San Francisco: Jossey-Bass, 1981.

Power and Politics in Organizations (with EJ Lawler). San Francisco: Jossey-Bass, 1980.

EDITED BOOKS

Research in the Sociology of Organizations: Organizational Politics, XVI (with EJ Lawler). Greenwich, CT: JAI Press, 1999.

Research in the Sociology of Organizations: Cross-Cultural Analysis of Organizations, XIV (with P Bamberger & M Erez). Greenwich, CT: JAI Press, 1997.

Research in the Sociology of Organizations: Special Issue on The European Tradition, XIII (with P Gagliardi & B Mundell). Greenwich, CT: JAI Press, 1995. Italian translation: *Il Pensiero Organizzativo Europeo*. Milan, Italy: Istituto Studi Direzionali, 1996.

Images of Schools: Structures and Roles in Organizational Behavior (with B Mundell). Corwin Press, 1995.

Research in the Sociology of Organizations: Special Issue on Collective Bargaining and Labor Relations, XII (with R Seeber & D Walsh). Greenwich, CT: JAI Press, 1994.

Advances in School Management and Educational Policy, I (with R Ogawa). Greenwich, CT: JAI Press, 1993.

Research in the Sociology of Organizations, XI. Greenwich, CT: JAI Press, 1993.

Research in the Sociology of Organizations: Reviewing Organizational Demography, X (with P Tolbert). Greenwich, CT: JAI Press, 1992.

Research in the Sociology of Organizations, IX. Greenwich, CT: JAI Press, 1991.

Education Reform: Making Sense of It All. Boston, MA: Allyn & Bacon, 1990.

Advances in School Management and Educational Policy, I. Greenwich, CT: JAI Press, 1990.

Research in the Sociology of Organizations: The Issue of Participation, VII (with R Magjuka). Greenwich, CT: JAI Press, 1989.

Research in the Sociology of Organizations, VI (with N DiTomaso). Greenwich, CT: JAI Press, 1988.

Research in the Sociology of Organizations, V (with N DiTomaso). Greenwich, CT: JAI Press, 1987.

Research in the Sociology of Organizations, IV (with S Mitchell). Greenwich, CT: JAI Press, 1985.

Research in the Sociology of Organizations: The Social Psychological Processes, III (with E.J. Lawler). Greenwich, CT: JAI Press, 1984.

Research in the Sociology of Organizations, II. Greenwich, CT: JAI Press, 1983.

Research in the Sociology of Organizations, I. Greenwich, CT: JAI Press, 1982.

Organizational Behavior in Schools and School Districts. Praeger, 1981.

Reward Systems in Organizations: Searching for Solutions (with T Hammer). Ithaca, NY: ILR Press, 1974.

PAPERS

The prevalence and distribution of aging-friendly human resource practices (with D Segel-Karpas & P Bamberger). *International Journal of Aging*, 81 (1-2), 120-148, 2015.

The dark side of socialization: A longitudinal investigation of newcomer alcohol use (with S Liu, M Wang, P Bamberger & J Shi). *Academy of Management Journal*, 58(2), 334-355, 2014.

Predicting retirement upon eligibility: An embeddedness perspective (with P Bamberger). *Human Resource Management*, 53(1), 1-22. 2013.

Workforce disengagement stressors and retiree alcohol misuse: The mediating effects of sleep problems and the moderating effects of gender (with E Belogologsky & P Bamberger). *Human Relations*, 65: 705-728, June 2012.

The effects of job control and situational severity on the timing of help-seeking (with D Vashdi & P Bamberger). *Journal of Occupational Health Psychology* (with D Vashdi & P

Bamberger), 17 (2), 206-219, Apr 2012.

Social support and wellbeing among blue-collar workers: The conditioning effects of perceived patterns of supportive exchange (with I Nahun-Shani & P Bamberger). *Journal of Health and Social Behavior*, 52, 1: 123-139, Mar 2011. PMID: 21362616

Alcohol consumption and workplace absenteeism: The moderating effect of social support (with P Bamberger & M Biron). *Journal of Applied Psychology*, 95, 2,:334-48, Mar 2010. PMID: 20230073.

Perceived agency in retirement on retiree drinking behavior: The moderating effects of pre-retirement of job satisfaction, (with P Bamberger, M Biron & M Horowitz-Rozen). *Journal of Vocational Behavior*, 73,3, 376-386, Dec 2008. PMID: 19956364.

Retirement and drug abuse: The conditioning role of age and retirement trajectory, (with P Bamberger, W Sonnenstuhl & D Vashdi). *Addictive Behaviors*, 33, 1610-1614, Dec 2008. PMID 18771858.

Firefighters, critical incidents and drinking to cope: The adequacy of unit-level performance resources as a source of vulnerability and protection (with P Bamberger & E Doveh). *Journal of Applied Psychology*, 93(1), 155-169, Jan 2008.

Aging and drinking problems among mature adults: The moderating effects of positive alcohol expectancies and workforce disengagement (with P Bamberger, D Vashdi & W Sonnenstuhl). *Journal of Studies on Alcohol and Drugs*, 69,1, 151-159, 2008. PMID: 18080075

Organizational context and post-event distress: 9/11 and the New York City Firefighters (with P Bamberger). *Academy of Management Journal*, 50, 4, 849-868, 2007.

Retirement, social support and drinking behavior: A cohort analysis of males with a baseline history of problem drinking (with P Bamberger, A Cohen & E Doveh). *Journal of Drug Issues*, 37, 3, 2007.

9-11 and NYC firefighters' post-hoc unit support and control climates: A context theory of the consequences of involvement traumatic work-related events (with P Bamberger). *Academy of Management Journal*, 50, 4, 849-866, 2007.

Harassing under the influence: Male drinking norms and behaviors and the gender harassment of female coworkers (with P Bamberger & V McKinney). *Journal of Occupational Health Psychology*, 12, 232-250, 2007.

Abusive supervision and subordinate problem drinking: Resistance, distress and the moderating effect of personality (with P Bamberger). *Human Relations*, 59, 723-752, 2006.

Diversity and homophily at work: Supportive relations among white and African-American Peers

(with P Bamberger & D Vashdi). *Academy of Management Journal*, 48, 4, 619-644, 2005.

The power of labor to grieve: The impact of the workplace, labor market and power-dependence on employee grievance filing (with P Bamberger). *Industrial and Labor Relations Review*, 57, 518-539, 2004.

Retirement, risky alcohol consumption and drinking problems among blue-collar workers (with P Bamberger, W Sonnenstuhl & D Vashdi). *Journal of Studies on Alcohol*, 65, 4, 537-545, 2004.

Diversity and the union: The effect of demographic dissimilarity on members' union attachment (with P Bamberger). *Group and Organization Management*, 29, 385-418, 2002.

Driven to drink: Managerial control, work-related risk factors and employee drinking behavior (with P Bamberger & W Sonnenstuhl). *The Academy of Management Journal*, 45, 4, 637-658, 2002.

Boundary management tactics and logics of action: the case of peer support providers (with P Bamberger & V McKinney). *Administrative Science Quarterly*, 45, 4, 704-736, 2000.

Logics of transaction in the market for corporate control: from social to financial accountability (with B. Mundell). *Research and the Sociology of Organizations*, 1999.

Organizational politics, dependence and coalition formation (with EJ Lawler). In R Kramer & M. Neale (Eds.), *Power and Influence in Organizations*, Sage Publications, 1998.

The organizational transformation process: Dissonance reduction and the alignment of logics of action in the aftermath of deregulation (with P Bamberger & W Sonnenstuhl). *Administrative Science Quarterly*, 41, 3, 477-506, 1996.

Member assistance programs: an emergent phenomenon in industrial relations (with P Bamberger & W Sonnenstuhl). *Industrial Relations*, 35, 2, 261-275, 1996.

When working smarter isn't enough: Job resources inadequacy and individual performance at work (with P Bamberger). *Human Resource Management Review*, 5, 2, 79-102, 1995.

Strategic and tactical determinants of managerial decision criteria: Power and decision making in public sector organizations (with P Bamberger & B Mundell). *Human Relations*, 48, 1-22, 1995.

Institutional theory and the politics of institutionalization (with WF Masters & B Mundell). In R Ogawa (Ed.), *Advances in the Theory and Practice of Educational Policy*, Greenwich, CT: JAI Press, 1995.

Collective bargaining amidst education reform (with D Lipsky & J Shedd). In R Thornton & A O'Brien (Eds.), *The Economic Consequences of American Education*, Greenwich, CT: JAI

Press, 1993.

Organizational politics: micro, macro, and logics of action (with B Mundell). *Educational Administration Quarterly*, 29, 4, 423-452, 1993.

Causal models of role stressor antecedents and consequences: the importance of occupational differences (with P Bamberger). *Journal of Vocational Behavior*, 41, 13-34, 1992.

Status inconsistency in organizations: from social hierarchy to stress (with P Bamberger & B Mundell). *Journal of Organizational Behavior*, 14, 21-36, 1992.

Describing organizations by their members: Alternative approaches to the examination of demography in organizations (with P Bamberger). In P Tolbert (Guest Ed.), *Research in the Sociology of Organizations: Special Issue on Organizational Demography*, X, 85-111, 1992.

Work processes, role conflict and role ambiguity: The case of elementary and secondary schools (with P Bamberger & S Mitchell). *Educational Evaluation and Policy Analysis*, 12, 4, 415-432, 1990.

Human resource planning in high technology entrepreneurial startups (with P Bamberger & L Dyer). *Human Resource Planning*, 13,1, 37-44, 1990.

Human resources management and organizational effectiveness: High technology entrepreneurial startup firms in Israel (with P Bamberger & L Dyer). *Human Resource Management*, 28,3, 349-366, 1989.

Organizational theories: some criteria for evaluation. *Academy of Management Review*, 14, 4, 496-515, Oct 1989.

Power and empowerment: the constraining myths in emerging structures of teacher unionism in an age of reform. In R Crowson & J Hannaway (Eds.), *Handbook of the Politics of Education*, 1989.

Comparison of dependence and punitive forms of power (with EJ Lawler). *Social Forces*, 66, 446-462, 1987.

Collective bargaining in higher education. In D Lipsky & C Donn (Eds.), *Collective Bargaining in American Industry*, Lexington Books, 1987.

Environmental influence on authority and consensus in organizations (with M Aiken). *Sociology of Organization*, IV, 1986.

Dependence and power in bargaining (with EJ Lawler). In D Lipsky & D Lewin (Eds.), *Research in Industrial Relations*, 1986.

Paradoxes in negotiations (with EJ Lawler). *Negotiation Journal*, 2, 167-174, 1986.

Theory and practice in organizations: schools as political systems (with S Mitchell). In J Lorsch (Ed.), *Handbook of Organizational Behavior*, Prentice Hall, 1986.

Bargaining in organizations. In M Bazerman & R Lewicki (Eds.), *Negotiations in Organizations*, Sage Publications, 1983.

Political action and alignments in organizations (with EJ Lawler). *Research in the Sociology of Organizations*, II, Greenwich, CT: JAI Press, 1983.

Organizations and expectations: organizational determinants of union membership demands (with S Mitchell). In D Lipsky (Ed.), *Advances in Industrial Relations*, Greenwich, CT: JAI Press, 1982.

Power and tactics in bargaining (with EJ Lawler). *Industrial and Labor Relations Review*, 1981. Reprinted in J Baderschneider, R Block & J Fossum (Eds.), *The Collective Bargaining Process: Reading and Analysis*, Dallas: Business Publishers, Inc., 1982.

Role allocation processes in public bureaucracies: external political pressures, internal differentiation, and the perception of recruitment and promotion (with J French). *Administration and Society*, 12, 4, 399-426, 1981.

Organizational structure, work process and proposal making in administrative bureaucracies (with M Aiken & L French). *Academy of Management Journal*, 23, 4, 631-652, 1980.

Communications in administrative bureaucracies (with M. Aiken). *Academy of Management Journal*, 1977. Reprinted in D Katz, R Kahn & JS Adams (Eds.), *The Study of Organizations*, San Francisco: Jossey-Bass, 1980.

Autonomy and dependence: the maze of local government review (with J Reader & G Rolleston). In D Ashoford (Ed.), *Urban Choice and State Power*, New York: Methuen, Inc., 1980.

The impact of alienation, meaninglessness and meritocracy on supervisor and subordinate satisfaction (with M Aiken). *Social Forces*, 57, 3, 853-870, 1979.

Power dependence in individual bargaining: The expected utility of influence (with EJ Lawler). *Industrial and Labor Relations Review*, 32, 2, 196-204, 1979.

Morphologie et processus: une critique de la recherche intra-organisationnelle contemporaine. *Sociologie du Travail*, 1978.

Culture and organizational structure and process: a comparative study of local government administrative bureaucracies in the Walloon and Flemish regions of Belgium. In D Hickson & CJ Lammers (Eds.), *Organizations Alike and Unlike*, London: Routledge and Kegan Publishers,

1979.

The urban system, politics and bureaucratic structure: a comparative analysis of 44 local governments in Belgium (with M Aiken). In L Karpik (Ed.), *Organizations and Their Environment: Theory, Issues and Reality*, London: Sage, 1978.

Structural and process constraints of influence in organizations: A level specific analysis (with M. Aiken), *Administrative Science Quarterly*, 20, 165-176, 1976.

Outcome alternatives and value as criteria for multi-strategy evaluations (with EJ Lawler). *Journal of Personality and Social Psychology*, 1976.

Perception of power (with EJ Lawler). *Social Forces*, 1976.

Perception of power in conflict situations (with H Michener & EJ Lawler). *Journal of Personality and Social Psychology*, 1973. Reprinted in A Cresswell & M Murphy (Eds.), *Education and Collective Bargaining: Readings in Policy and Research*, Berkeley: McCutchan Publishing Corporation, 1976.