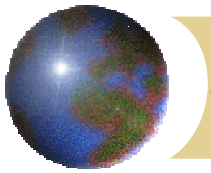


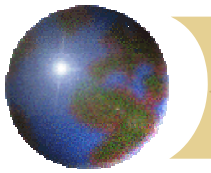
Chp. 12: Unions

- At the center of ER general theories:
 - Collective barg., unions & employee rights
- Management Styles
 - Prerogative & employee influence
 - Dimensions: individualism & collectivism
- Unions – multiple versions & roles:
 - difference within and across countries, industries, organisations (see p. 306)



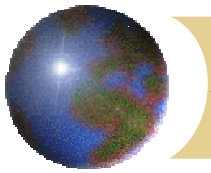
Unions- roles & types

- Chapter 12: why do people join unions, what do unions do (*), union structures
 - (*) includes union strategies & activities
- Theory starts with: orientation to work, outcome influence & employee rights
 - Historically, it starts with guilds
 - Unions and economic impact – a long standing discussion (see chp. 7)



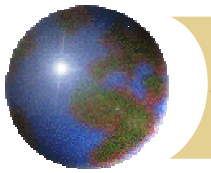
Unions – general remarks

- Unions rights, as democratic rights, were once unlawful in OECD countries
- 'The appropriate perspective for examining unions and union behaviour is an interest group perspective.' (281)
- A mixture of centripetal and centrifugal forces in ER => convergent & divergent interests across & within unions



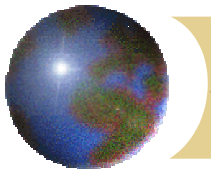
Orientation to work

- Two critical distinctions re: work
 - Economic & socio-cultural dimensions
 - Instrumental/extrinsic & intrinsic values
 - What values are most important for union decision?
 - Mix of factors for most: see fig 12.1
- Union membership as a rational choice
 - If you have limited bargaining power
 - If you were not victimised
 - If 'free-riding' could be avoided



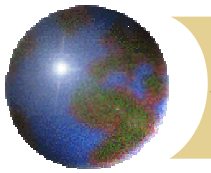
Union membership options

- How can 'free-riding' be avoided?
 - Positive and negative incentives
 - Pos: 'security' benefits & 'goods' benefits
 - Neg: compulsory unionism & 'closed shops'
 - M. Olson: negative > positive incentives
- Why join or leave unions?
 - Hirschman: exit, voice & loyalty
 - Plus: apathy & sabotage



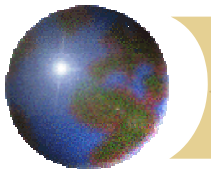
Why do people join unions?

- Differs re: work organisation attitudes
=> different attitudes to unions
- Motivations for joining unions
 - Instrumental, utilitarian, ideological
 - Vall (1970): personal needs, social environment, image of union(s)
 - Vall model rework – see fig. 12.2
 - Added angle: image of employers (experience?)



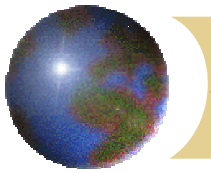
Theories of unionism

- Market & political theories
 - Market: regulating the market for labour
 - Supply & demand, working conditions
 - Political: organising centres, develop of class-consciousness, political influence
- NZ unions: 'pragmatism', immediate economic demands, assertion of employee rights & influence.



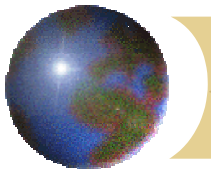
Employee rights

- The right to information, consultation and shared decision-making
 - Involvement in managerial decision-making can be uncomfortable for many unions
- Employee rights vary across countries, organisations & managerial functions
- Freedom of association/choice & voluntary unionism



Union density & strategies

- Factors facilitating high union density
 - Visser's explanations
 - Additional labour market factors
- Strategic unionism: a wider union role
 - See key characteristics – p. 297
 - Is this the union strategy under the ERA?
- Patterns of NZ union strategic choices under the ECA (fig. 12.3)



NZ union structures & practices

- CTU – Council of Trade Unions
 - Private & public sector unions
 - Amalgamation with TUF in 2000
 - Co-ordinating and public policy role
- Finsec – financial sector union
 - Successful (?); but faced with adverse changes in firm structures & ownership
 - Relies on workplace representatives