

Summaries

Between rational choice and interaction: commitment to the union and membership resignation in trade unions

A.L.M. van Teeffelen and P.G. Klandermans

Commitment is not integrated in the present theories on union-participation.

Based on earlier research a dynamic model is constructed with commitment to the union as key-variable to predict membership resignation. The variables of the rational choice and the interactionist theories are supposed to influence commitment; they determine membership resignation only by influencing commitment.

Data from a recent survey among members (n=625) of a large Dutch union of civil servants and public officers in health and welfare organisations support the constructed model. Commitment to the union proves to be the best predictor for the intended resignation of membership. Path-analysis shows that rational choice variables do predominantly and interactionist variables do only to a lesser extent account for the intended resignation by influencing commitment.

Furthermore the data show that active and passive members differ qualitatively in the rational considerations which account for their commitment.

Decentralisation of negotiations on collective agreements

K. Korevaar en H. Noten

According to Huiskamp, a leading participant in the discussion on decentralisation of negotiations on collective agreements in the Netherlands, negotiations should, more than in the present situation, be conducted on the company level. The authors, employed at two labour unions, react to the main theses put forward by Huiskamp. With several theses they agree, but there remain differences

of opinion with regard to employers' strategies, the role of the government and the issue of co-ordination within the trade-union movement.

To reach a new and effective model of negotiations on collective agreements in the coming years, the trade-union movement should aim at a balanced distribution of attention over the three levels: central – industry – company.

Decentralisation and renewal of industrial relations

M.J. Huiskamp

Reacting to Korevaar and Noten's article in this issue of the *Tijdschrift voor Arbeidsvraagstukken*, the author deals with four topics concerning the decentralization of negotiations on collective agreements. Firstly some experiences with decentralized negotiations are presented. Secondly, the expected developments in the coming years are discussed, taking account of developments in industrial relations. Thirdly, the decentralisation of negotiations is connected with an integral and comprehensive renewal of industrial relations. The linking up of decentralisation and renewal of industrial relations prevents a one-sided view on the structure of collective agreements at the cost of the contents of the negotiations and the behaviour and goals of those who are involved.

Human Resource Management: fabulous fiction or a giant leap?

F. Kluytman

Different definitions of the term Human Resource Management (HRM) are discussed.

In the first place, HRM is often used as a *synonym for personnel management*.

Secondly, HRM is used to show that the day of

personnel administration has definitely ended and that *the development of human resources* in an organization is becoming increasingly important. In the operational sense, the focus rests specifically on the relationship that arises between an organization's personnel development policy and the functioning of the enterprise.

Finally, HRM is seen as *a specific management strategy* that attempts to realize a different relationship between people and other means of production (particularly technology). This far-reaching definition connects HRM closely to the discussion concerning the rise of New Production Concepts. These new production concepts assign a different role to work, thereby demanding a different approach. In this sense HRM becomes part of a far-reaching qualitative change (a quantum-leap) of an organisation.

Workers' influence on the design of a new factory: the Covecocode

Th. Bouwman

In the fourth article in a series on the relation between sociotechnical design and the labour process approach, the efforts of the works' council to influence the design of a new factory and a new production organisation are described. The main results are an improvement of labour conditions, improved logistics and the creation of a starting point for broader and richer tasks by an adjustment of the production structure. Several goals, however, could not be reached: work pressure remains far too high and many labour conditions need further improvement. The Coveco-case shows that the process of influencing a new design is very complicated, because of the complexity of a concrete situation. So far the so-called integral design methods can hardly take account of this complexity, but they are inspired by the sociotechnical or the labour process approach.

A research project for training and demonstration in the bakery branch

A. van Asch and R. Kayzel

The fact that new technology affects product quality and workmanship in bakeries, several examples of mismatch between new technology and existing organizational structures and a lack of a close fit between vocational training and the

changing vocational practice have led the Foundation for the Restructuring of Bakeries to initiate a project for schooling and demonstration of new technology. Research for this project included economical, technological, social and organizational developments in large, medium-sized and small bakeries. So far the project has resulted in the design of a technological advanced bakery, which is a starting-point for a schooling- and demonstration-centre, equipped with new technology. A framework for training programmes, to be offered at the centre and by the regional educational infrastructure, is developed.

Job search and future expectations

K. Sanders and J. van Doorne-Huiskes

Several research projects show that men more often than women find a job via informal channels. The difference is usually explained by reference to the job-search-theory, according to which men value a job higher and are willing to use more expensive (i.e. informal) job research methods. The differences between categories of women, however, cannot be explained in this way. In this article women's job search methods are explained by taking future expectations into consideration. The hypotheses that are derived from a theoretical model are empirically verified. They prove to be confirmed: the more women expect to have a full-time job in ten years, the more intensive is their job search behaviour, the more they use informal channels and the less they use formal job search channels.

The labour market flexibility of university disciplines

A. de Grip and J.A.M. Heijke

The discussion on the relation between vocational training and the labour market may have implications for the co-ordination between education/training and the labour market. An important issue in the discussion is the degree of exclusivity in the relations between vocational training and occupation. In this article the relations are pointed out for several university disciplines, with special attention for labour market flexibility and empirically observed occupations of graduates.

Towards a comprehensive view of the relationship between technological, socio-economic and political developments

D. Jacobs

The article reviews two synthesis reports of recent surveys on the relationship between technological, socio-economic and political developments which were published in 1988 by the Office of Technology Assessments of the American Congress and by the FAST II programma of the EC. The OTA study provides a better overall view, be-

cause the different elements of the socio-economic system are connected by a new approach, based on input/output tables. There remain, however, some flaws in this method and moreover, the political scenario-building is somewhat simplistic. The FAST report is sometimes more concrete and practical and based on more sophisticated political scenarios. Nevertheless, the report cannot smooth over the fragmented character of the programme. So the synthesis does not really have a surplus value over its constituting parts.

DE TOEKOMST VAN DE ARBEIDSVERHOUDINGEN IN EUROPA

Conferentie ter gelegenheid van de 65e verjaardag van Prof. dr. W. Albeda

Op donderdag 7 en vrijdag 8 juni 1990 vindt er in Maastricht een internationale wetenschappelijke conferentie plaats over de toekomst van de arbeidsverhoudingen in Europa. De conferentie wordt georganiseerd door de Wetenschappelijke Raad voor het Regeringsbeleid en de Economische Faculteit van de Rijksuniversiteit Limburg. De Advies- en Arbitragecommissie en de Nederlandse Vereniging van Arbeidsverhoudingen verlenen medewerking. Het programma bestaat uit plenaire bijeenkomsten en parallel-sessies. De voertaal is Engels. Sprekers in de plenaire bijeenkomsten zijn onder andere:

- Prof. R. Blanpain (B): The future of industrial relations in Europe
- Prof. J. Windmuller (USA): The future role of employers associations in Europe
- Prof. T. Treu (I): The future of conflict resolution in Europe
- Prof. M.G. Rood (NL): European integration and the Dutch public service labour relations

De thema's van de parallelsessies en de inleiders zijn:

- The Swedish model: an example?; Prof. R. Meidner (S)
 - A European model of industrial relations; Prof. L.A. Geelhoed (NL)
 - The future of industrial relations as a field; onder voorbehoud Prof. J. Barbash (USA)
 - Reorganization and training: the challenge for industrial relations; Prof. W. Streeck (FRG)
- Zij die een schriftelijke (Engelstalige) bijdrage willen leveren met betrekking tot één van de bovenstaande vier thema's worden gaarne hiertoe uitgenodigd. Deze "communications" dienen niet langer te zijn dan tien pagina's en zullen aan de deelnemers van de parallelsessies ter beschikking worden gesteld. Tijdens de discussies kunnen de auteurs van de "communications" hun bevindingen en standpunten toelichten. De papers op uitnodiging en een selectie van de "communications" zullen na afloop van de conferentie worden gepubliceerd.

Inschrijfformulieren zijn verkrijgbaar bij mevr. M. van Zutphen, Rijksuniversiteit Limburg, Postbus 616, 6200 MD te Maastricht, tel. 043-888802. U kunt hier ook een "communication" aanmelden en richtlijnen hiervoor opvragen. De kosten van deelneming aan de conferentie bedragen f 250,-. Programmacoördinator is Dr. W.J. Dercksen, WRR, Postbus 20004, 2500 EA 's-Gravenhage, tel. 070-3564470 of 3564466.