
Summaries

'Decentralisation, deconcentration and empowerment in Dutch Industrial Relations'

In this article three processes in the devolution of functions from higher to lower levels in industrial relations systems are distinguished. *Decentralisation* concerns a formal process of delegating competencies, while *deconcentration* concerns actual, autonomous processes at the local level. Further, *empowerment* of actors at the local level by procedural rules at the central level is a third dynamic.

In order to examine these dynamics, a longitudinal analysis of changes in Dutch labour law and the contents of collective agreements from 1982 to 2001 in 5 case-studies is undertaken. Further, the study is supported by interviews with 52 employers' and employees' representatives at the industry and enterprise level.

The first conclusion is that the degree of decentralisation was limited and was strongly organised by the government and the employers and employees at the national and industry level. The facts also reveal the centralisation of the formation of wages and other payments from enterprise to industry level. The second conclusion is that less centralised industrial relations is mostly forced by intensified and extended consultation and rulemaking at the local level. In the cases-studies this *deconcentration* has occurred at the company level and at the individual workers' level in areas like working hours, education and career planning. Finally, a trend of *empowerment* is signalised. The government and the collective bargaining parties give local management, works councils and individual employees more means of power in decision processes at the local level.

Trust in the platoon commander. The effect of leadership style and damage potential on subordinates' trust in their platoon commander in the Royal Netherlands Army

Trust is in general important for smooth co-operation within organizations. This is also

true for trust within hierarchical relations. Among several factors that can enhance trust, leadership style is seen as an important element. Previous research points out that the combination of leadership style and damage potential adds extra weight to the effect on trust. Within the Royal Netherlands Army a study has been done into the impact of task-oriented leadership under conditions of high damage potential and relation-oriented leadership under conditions of low damage potential on subordinates' trust in their platoon commander. A task-oriented leadership style under conditions of high damage potential appears to have high impact on subordinates' trust in their platoon commander, however a relation-oriented leadership style under conditions of low damage potential appears to have no effect on subordinates' trust in their platoon commander. This can be explained in the light of high task orientation in military assignments. Trust should rather be considered as confidence in the platoon commander's capabilities than as trust in the platoon commander as a person.

"The driven belt in the nineties: back in full force"

Experiences with belt-decoupled alternatives in the Belgian car assembly industry

From the very beginning of the mass-production of cars, the driven belt has been applied on a wide scale in this sector. Yet changes in the labour and product market have urged car assembly plants from the seventies onwards to reconsider the driven belt. This has given way to a number of alternatives of which the most famous have been implemented by Saab and Volvo in Sweden. Alternatives that held the promise to combine a better quality of working life with a better organisational performance. However, in the nineties these alternatives received a major setback due to the emergence of

'lean production'. Lean production explicitly states that the most performant car assembly plants apply short-cycled work on the driven belt. In this article, the belt-decoupled processes are investigated that have been implemented to a moderate extent in the Belgian car assembly industry. The analysis is focused on the way these belt-decoupled processes operate, which are their strong and weak aspects and what results these have delivered. This allows the authors to pinpoint the reasons for the rise and fall of such belt-decoupled processes more accurately and underpin these empirically.

Ambitions without a chance? Gender differences in career expectations, ambitions and career effort of PhD-candidates at the University of Amsterdam

In this article we answer the question to what extent male and female graduate students differ in their career expectations, ambitions and career effort, and to what extent we can explain these differences with individual characteristics and characteristics of their work environment. We use data that were collected since 1999 from PhD-candidates of the University of Amsterdam. The results show that there are large gender differences in career expectations, small differences in ambitions and no differences in career effort. Furthermore, our results suggest that the importance that graduate students attach to their private life, in particular having a preference for a part-time job, is at odds with the effort that is thought necessary for an ambitious scientific career. Finally, two characteristics of the university have an impact on the effort that graduate students will put into a university career. Encouragement from their supervisors, having a regular job contract instead of a student status and the number of female university professors increases career effort. Encouragement from supervisors is the only factor that could explain the expectation to become a university professor.

The participation of women, elderly workers and lower educated workers differs significantly between organisations.

This article analyses which factors determine these differences. Branch, and accordingly type of work, is by far the most important ex-

plaining variable. Differences within branches are explained by different variables per target-group. The participation of women is best predicted by the results of the organisation, opportunities to work part-time, and the absence of a personnel department and policies for payment and training. The participation of older workers is, apart from branch, best predicted by the absence of employment growth and the presence of a policy on absenteeism. The participation of lower educated people can again be predicted best by branch, and by the presence of a policy on reintegration and the absence of opportunities to work part-time and the absence of a personnel department. The large differences between branches and between target groups suggest that a successful policy aiming at increasing the participation of target groups must differentiate between target groups and branches.

Internal mobility and ethnic minorities: Human capital, job characteristics and discrimination

This article describes and analyses differences in internal mobility of ethnic minorities and indigenous Dutch.

A major focus is whether these differences can be attributed to differences in human capital, job characteristics or discrimination. The results of a questionnaire survey showed that these three factors play a significant role in this field. Upward internal mobility does not often occur when workers have low level and temporary jobs. These findings stress the relevance of 'structural effects' which are embedded in the characteristics of the job structure. Not only insufficient human capital and discrimination hinder the career of ethnic minorities, the position of many migrant workers in secondary segments of the labour market is important as well. As a consequence we suggest that ideas derived from labour market segmentation theories should be incorporated into further empirical research of careers of ethnic minorities and women.