INDEX

ACTU, 93	shareholder, 133–136, 149 <i>n</i> 16
Adverse selection, 24	Ceteris paribus, 11
Affective commitment, 18–19, 53	Cincinnati Union Cooperative
Agency theory, 24	Initiative (CUCI), 145
Andrews, Kevin, 94	Collective bargaining, 32, 78, 84, 129,
Anglo-Saxonization, 81, 82, 93–95	134
Associational democracy, 129, 142,	autonomy of (Tarifautonomie), 91
150 <i>n</i> 30	decentralization of, 91
Attitudes toward employee	Commitment, 16, 52, 61, 69, 73
ownership, 64	Commitment-focused attribution, 15,
Australia	52, 54, 62, 69
employment relations and financial	Commodification of labor, 147n2
participation, 93–95	Communication, 54, 111
Australian Workplace Agreements, 95	Confederation of Australian Industry
Autonomy, 61	(CAI), 94
of collective bargaining	Consensus orientation, 26
(Tarifautonomie), 91	Contextual model of HRM systems,
D 145	7–9
Basevi Law, 145	Control-focused attributions, 52
Basic Conditions of Employment Act (BCEA), 95	Cooperative behavior, 25
Beyster Symposium, 4	Cooperative Home Care Associates,
Black economic empowerment	146
(BEE), 95–97	Cooperatives, 129, 131-133, 145,
Broad-based black economic	146, 148 <i>n</i> 10, 148 <i>n</i> 11
empowerment (BBBEE)	Coordinated market economies
framework, 96	(CME), 86, 87
Broad-based employee ownership,	Corporate accountability, 126
131, 135, 140, 141	Corporate governance, 11, 87
Broad-based share schemes, 79–80,	Cost-benefit managerialism, 33
84-85	Cost reduction, 14, 52
Business Council of Australia (BCA),	Country, 78–82, 84–88, 90, 96–100,
94	104, 105
	differences, in sharing arrange-
Capitalism, 81	ments, 30–32
shared, 13, 17–18, 51, 54, 55, 135	CRANET/cranet, 35, 97

158 INDEX

Debt-to-equity ratios, 139	knowledgeability, 63, 64, 66-68,
Decision making, employee participa-	75–76
tion in, 8, 10, 12, 15–19	Employee Share Ownership
Democracy, 4, 125-150	Development Unit (ESODU),
associational, 129, 142, 150n30	94
direct, 129	Employee share ownership schemes
representative, 129	(ESOS), 35–37, 97, 98, 100–104
shareholder, 128	Employee stock ownership plans
Democratization of wealth, 94	(ESOPs), 6, 19, 33, 50, 79, 80,
Deutsche Bank, 140	85, 96, 131, 135, 140–142,
Dialogues, 91–92	144–146, 148 <i>n</i> 8, 150 <i>n</i> 27,
Direct democracy, 129	150 <i>n</i> 28
Direct participation, 26, 27, 29	Employee well-being, 14, 52
Distinctiveness, 14	Environmental fit, 2, 8, 20
Distribution, 51	European Commission, 87
of benefits, 55	European Union, 80, 87
Dominance effect, 81–82, 85	European Working Condition Survey
Dynamic efficiency, 27	(EWCS), 56
y 	Expectancy theory, 52
Efficiency, 7	Extra-role behavior, 16
Elsas, Michael, 146	
Embedded liberalism, 136, 139	Fairness, 7–8
Employee choices, 51–55	Financialization, 138–141
Employee exploitation, 14, 52	Financial participation, 23–34, 36,
Employee involvement, 18	38-42, 71-72, 80, 87-96
Employee involvement, 16 Employee ownership, 5–20, 53–54,	in Australia, 93–95
63	in France, 88–89
attitudes toward, 64	in Germany, 91–92
broad-based, 131, 135, 140, 141	in Netherlands, 92–93
Employee participation, 9, 17, 19,	in South Africa, 95–96
26–29	in United States, 89–90
	Flexibility, 7
Employee representation, 26–29	Fonds Communs de Placement
Employee Retirement Security Act	d'Entreprise (FCPE), 89
(ERISA), 140	Foreign direct investments (FDIs), 86
Employee shareholder associations	Formal ownership, 53–54
(ESAs), 141	401K plans, 80
Employee share ownership (ESO), 3,	France
23, 25–28, 31, 32, 35, 38, 42,	financial participation, develop-
53, 54, 57, 62, 63, 77–105,	ment of, 88–89
110-123, 131, 133, 141, 142	industrial relations, 88–89
attitude, 76	state orientation, 88–89
determinants of, 2	Free-rider problem, 29

Index 159

Gain sharing, 12, 17, 29 German codetermination, 136–137 Germany social partnership/dialogues and	Information sharing, 12, 83 Innovativeness, 7 Institutional duality, 85 Institutional isomorphism, 32
financial participation, 91–92	Institutional profiles, 87–96
Gift exchange, 15 Governance, 126–129, 132–134, 141,	Interessement, 89
142, 147, 150 <i>n</i> 30	Internal (horizontal) fit, 2, 6, 8, 11, 19 International Brother of Electrical Workers, and Pinefitters
High-performance ownership system,	Workers, and Pipefitters (IBEW), 145
High-performance work systems	Investment, 51 in training, 25–26
(HPWS), 6, 9–11, 63–64, 66–68, 75	Involvement, 27–29, 31, 36, 38, 42,
Homogenization, 32	Iron law of oligarchy, 130
HR process theory, 13, 52	
Human capital investments, 25–27,	Job control unionism, 138
36, 38, 42	Job satisfaction, 18
Human resource management (HRM), 1–2, 6–17, 19, 78,	Job security, 18
85–88, 97, 100, 104, 105, 111	
contextual model of, 7–9	Kelso Workshops, 4
"control" and "commitment",	Keynesian principles, 136
distinction between, 10, 11	Knights of Labor, The, 129–130
practices transfer, 80-82	Knowledgeability, 51, 55, 62, 69
sharing arrangements, strategies	ESO, 63, 64, 66–68, 75–76
for, 29–30	Labour Relations Act (LRA), 95
strategic. See Strategic human	Leadership style supervisor, 73
resource management	Legitimacy, 8
(SHRM)	Liberal market economies (LME), 86.
strategies, 29–30, 82–83	87
Identification, 52	Machiavallian managenialian 22
IG Metal, 91	Machiavellian managerialism, 33 Mainstream share ownership, 79
Incentives, 83	Managerial accountability, 132
Indirect participation, 26, 28, 29	Managerialism
Individual incentives, and sharing arrangements, 24–25	cost-benefit, 33
Industrial relations, 78–80, 84–89,	Machiavellian, 33
91, 95–97, 100, 104	sophisticated, 33
Industrial Workers of the World	Managerial view of firm, 127–128
(Wobbies), 130	Managers, financial participation
Inequality, 49, 50, 55, 57, 67–68	motivated by, 32–34

160 INDEX

Market economy, 78, 80, 81, 84–87,	financial. See Financial participation
98-100, 103, 104, 112-123	indirect, 26, 28, 29
Maryland Brush Company (MBC),	representative, 38
143-144	Peer monitoring, 29
Meidner plan, 144	Performance management, 78, 111
Mokken scaling, 97	Performance-related pay, 25, 36, 38, 42
Moral hazard, 24	Personal fit, 2, 6, 8, 13–15, 19
Multi-employer bargaining, 84, 104	Plan d'epargne c'entreprise (PEE), 89
Multinational enterprises (MNEs),	PMT dimension, of human resource
78, 80-82, 85-87, 97, 98, 100,	management, $1-2$, 7
103-105	Polder model, 92–93
	Political economy, 126
National Center for Employee	Powerful connections, 10
Ownership, 140, 143	Process voluntarism, 95
Nelson Committee, 94	Productivity, 52, 131
Neo-Fordist labor process approach,	Profit sharing (PS), 12, 17, 23, 24,
30	27-29, 32-35, 37, 38, 50, 54,
Neoliberalism, 138	56-61, 64, 68, 83
Netherlands	Psychological ownership, 2, 3, 15–16,
financial participation, develop-	18-19, 53-54, 62-64, 66-68,
ment of, 92–93	69, 76
Nordic market economies	Psychological well-being, 73–74
(NordicME), 86	
,	Quality, 7
Organizational capabilities, 27, 81	
Organizational citizenship, 16	Reagan, Ronald, 139
Organizational commitment, 53, 131	Reciprocity, 15
Organizational effectiveness, 7, 10,	Rehn-Meidner plan, 144
13–15	Representative democracy, 129
Organizational fit, 2, 8, 20	Representative participation, 38
Organizational life cycle (OLC), 8	Reuther, Walter, 138
Owners, financial participation moti-	, ,
vated by, 32–34	SCL dimension, of human resource
Ownership high-performing work sys-	management, 2, 7
tems, 11–13, 16	Service Employees International
Ownership rights, 11, 12, 15–16, 29,	Union, 146
83	Service quality, 14, 52
Ownership society, 140	Shared capitalism, 13, 17–18, 51, 54,
r	55, 135
Participation, 3, 49–69, 71–76, 78,	Shared Endeavours Report, 94–95
79	Shareholder capitalism, 133–136,
employee, 26–29	149 <i>n</i> 16
direct, 26, 27, 29	Shareholder democracy, 128

Index 161

Shareholder rights, 11	Tax-exemption regulations, 52
Shareholder view of firm, 128–129	Theories of firm governance,
Share-plan participation, 3, 49–69,	127–129
71–76	Trade unions, 81, 85–87, 91, 95
agency, 51	Training, 18
distribution, 51	Trust, 55, 63
distribution of benefits, 55	,,
employee choices, 51–55	Union(s/ization), 81, 85–87, 91, 95,
investment, 51	129–131, 133–146, 150 <i>n</i> 29,
Sharing arrangements by companies,	150 <i>n</i> 34, 150 <i>n</i> 35, 150 <i>n</i> 37
adoption of, 23–43, 47–48	postwar, 136–138
country differences, 30–32	United Auto Workers (UAW), 138
data and methods, 35–37	United Food and Commercial
employee participation and	Workers (UFCW), 144-145
representation, 26–29	United States
human resource management	ESO development, 89-90
strategies, 29–30	voluntarist employment relations,
investment in training, 25–26	89–90
motivated by managers/owners,	United Steel Workers (USW), 138,
32–34	145, 150 <i>n</i> 37
peer monitoring, 29	
relationship with individual	Varieties of capitalism, 13, 81, 127,
incentives, 24–25	133–136, 142, 148 <i>n</i> 13
results, 37–41	Verdi, 91
Single-employer bargaining, 84	Voice
Social capital, 27	defined, 26
Social partnership, 91–92	employee, 26
Social stratification, 50	Voluntarist employment relations,
Sophisticated managerialism, 33	89-90
South Africa	
employee share ownership, 95-96	Weak incentive effect, 42
industrial relations, 95-96	"WorkChoice" legislation, 95
Southern European market	Worker control, 125-150
economies (sEME), 86	compared with worker ownership
State orientation, 88–89	136-141
Stewardship, 16	future of, 141–147
Stock option (SO), 17, 23, 29, 32-38,	mapping, 127-136
79, 80, 82, 90, 92, 97, 98, 100,	Worker ownership, 125–150
112-115, 120-123	compared with worker control,
Strategic (vertical) fit, 2, 7, 8, 20	136-141
Strategic human resource manage-	future of, 141–147
ment (SHRM), 1, 2, 6, 7, 10	mapping, 127-136