Contents

	List of Figures and Tables	xi
	Acknowledgements and Dedication Preface	xii xiii
Chapter 1	Introduction	1
•	Chapter overview	1
	Learning outcomes	2
	The employment relationship	2
	Defining employment relations	7
	Regulation and the employment contract	8
	Fairness and the psychological contract	17
	Managing employment relations in diverse organisations	20
	Summary	24
	Explore further	25
PART 1: COI	NCEPTUAL DEBATES AND CONTEXTUAL FACTORS	27
Chapter 2	The Main Players in Employment Relations: Trade unions,	
	employers and the state	29
	Chapter overview	29
	Learning outcomes	30
	The role of trade unions in the employment relationship	31
	Employers	45
	The state	53
	Other parties to employment relations: the role of	
	management consultants and NGOs	60
	Summary	60
	Explore further	61
Chapter 3	Theories of Employment Relations	62
	Chapter overview	62
	Learning outcomes	62
	The disciplinary underpinning of 'industrial relations'	63
	Approaches to organisations: unitarism, pluralism and	
	radical theories	65
	Approaches to employment relations	72
	Feminism	79
	Postmodernism	80
	Critical management studies	82

	Indeterminacy of the labour contract and structured antagonism Summary Explore further	83 84 84
Chapter 4	Employment Relations and Human Resource Management Chapter overview Learning outcomes The origins of industrial relations	85 85 86
	From industrial relations to employment relations Challenges to the study of employment relations: changes in the employment context and employment relationship	87 89
	Defining human resource management	91
	Employment relations, HRM and personnel management	94
	The development of HRM and HRM practices	95
	Employment relations, HRM and non-union firms	102
	Summary Explore further	102
	Explore further	103
Chapter 5	Local, National and Global Effects on the Practice of	
	Employment Relations	104
	Chapter overview	104
	Learning outcomes Globalisation and its impact on employment	105
	'Pestle' and employment relations	106 110
	Different varieties of capitalism	113
	Labour markets and the effects of different forms of	
	ownership Workforce diversity and migration	115 116
	The European Union and EU legislation	118
	International institutions	120
	International employment relations	122
	Summary	126
	Explore further	127
Chapter 6	Power and Authority	128
ond process	Chapter overview	128
	Learning outcomes	128
	Power and authority	129
	Co-operation and compliance	134
	Corporate governance	136
	Managerial legitimacy	138
	Change management and managerial control	141
	Power and authority in non-union firms	146
	Summary Explore further	146
	Explore further	147

PART 2: MANAGEMENT INTERVENTIONS IN EMPLOYMENT RELATIONS 14		149
Chapter 7	Voice	151
	Chapter overview	151
	Learning outcomes	151
	Communication	152
	Mechanisms for communication	152
	Defining the terms 'industrial democracy', 'participation'	
	and 'employee involvement'	154
	Legislation relating to involvement and participation	156
	Involvement and participation	158
	Constraints and opportunities for participation	160
	Collective bargaining	163
	The bargaining process	171
	The nature of voice in non-union firms	175
	The role of HR specialists and line managers in	
	establishing voice mechanisms	176
	Summary	177
	Explore further	177
Chapter 8	Employee Engagement	178
	Chapter overview	178
	Learning outcomes	178
	Defining employee engagement	179
	The origins of employee engagement	179
	Measuring employee engagement	181
	Employer branding	183
	High-performance work practices and employee engagement	184
	Organisational commitment and job satisfaction	186
	Employee health and well-being	188
	Performance and employee engagement	192
	Employee engagement and emotional labour	193
	Employee engagement in small and medium-sized	193
	enterprises and voluntary sector organisations	195
	The implementation of employee engagement surveys	195
	and practices	196
	Employee engagement in non-union firms	198
	Summary	198
	Explore further	198
Chapter 9	Pay and Reward	199
	Chapter overview	199
	Learning outcomes	200
	Pay determination	200

	Approaches to reaching pay awards/settlements	207
	Incentives and reward	212
	Individual and collective pay systems The critical role of employment relations specialists and	213
	line managers	214
	Summary	215
	Explore further	215
Chapter 10	Discrimination, Difference and Diversity	216
	Chapter overview	216
	Learning outcomes	217
	Justice and fairness	217
	Forms of discrimination	218
	Why does discrimination occur?	219
	Employment law and mitigating risk	225
	Policies and practices of diversity management	229
	Diversity, moral and business case arguments for	
	addressing discrimination in the workplace	230
	The critical role of employment relations specialists and	
	line managers in managing diversity and avoiding	
	discrimination	231
	Trade unions and equity	231
	Discrimination and non-union firms	233
	Summary	233
	Explore further	234
Chapter 11	Discipline and Grievance	235
	Chapter overview	235
	Learning outcomes	235
	A brief explanation of discipline, grievance and dismissal	236
	Causes of grievance	236
	Disciplinary policies and procedures	240
	Fairness and consistency	243
	Employee representation	245
	Discipline in small organisations	245
	Dismissal The four Leaff live in live	246
	The 'new' self-discipline	248
	Dealing with bullying and harassment	249
	Legal aspects of grievance and discipline	251
	The role of HR, line managers and trade unions in grievance and discipline	25/
	•	254 256
	Summary Explore further	256
	Explore further	257

Chapter 12	Conflict and Dispute Resolution	258
	Chapter overview	258
	Learning outcomes	258
	Conflict behaviours and industrial sanctions	259
	The causes of strikes, and trends in strike patterns	264
	Managing conflict in the workplace	269
	Third-party conciliation, mediation and arbitration	273
	Legislation governing industrial disputes	277
	Employment tribunals	279
	Managing conflict in non-union firms	280
	The role of employment relations specialists and line	
	managers in managing conflict	281
	Summary	282
	Explore further	283
Chapter 13	Downsizing and Redundancy	284
	Chapter overview	284
	Learning outcomes	284
	Definitions of downsizing and redundancy	285
	Flexibility, job security and 'flexicurity'	286
	The legal aspects of dismissal and redundancy, and the	
	mitigation of risk	294
	Collective redundancy consultation	297
	Dismissal and redundancy policies	298
	Negotiating redundancy agreements	300
	Managing 'survivor syndrome'	301
	Redundancy, downsizing and the role of trade unions	302
	Summary	304
	Explore further	304
Chapter 14	Conclusion: The Relevance of Employment Relations and	
Citaptor 14	Comparative Employment Relations	305
	Chapter overview	305
	Learning outcomes	305
	The crisis of employment relations	306
	The continued academic relevance of employment relations	307
	The continued applied relevance of employment relations	307
	Acknowledging the strategic importance of the	J=1
	management of employment relations	308
	The integration of employment relations processes and	,
	how they impact on policy, practice and organisational	
	outcomes	309
	The importance of an international perspective in	J-J
	employment relations	310

Comparative employment relations	310
Emerging issues from individual chapters	318
Summary	320
Explore further	320
Glossary	321
References, by chapter	328
Index	365