

REVIEWS

Windmuller, John *Collective bargaining in industrialised market economics* I L O Geneva, 1987. Price: 35 Swiss Francs.

This volume is an up-date of Windmuller's 1973 volume of papers which provided a comparative overview of methods and practices in collective bargaining in developed capitalist economies coupled with a series of short country-based case studies. The 1987 format includes a long (160 pages) introductory essay by Windmuller, looking at the participants, the structures and the procedures of bargaining, followed by ten short country studies - Australia, Belgium, France, West Germany, Italy, Japan, the Netherlands, Sweden, the United Kingdom and the USA - drawn from the *International Labour Review*.

The meat of the text lies in Windmuller's introductory essay. The ensuing case studies are likely to be familiar to the comparative industrial relations specialist and may be less useful for the neophyte as they generally presume a knowledge of the context in which bargaining has traditionally been practiced in each country. The specialist may find the collection of ILR papers useful in teaching an advanced bargaining class or in providing a brief resume of national bargaining reforms in the mid-1980s, but for more general purposes, one of the collections of contemporary country-based studies is probably more appropriate.

Windmuller's essay has a narrow collective bargaining focus, and consequently will excite both admiration and criticism. The narrow focus is entirely orthodox, rooted clearly in the systems and job regulation traditions of anglo-saxon labour relations analysis. It eschews an overtly theoretical analysis, choosing instead a characteristic descriptive approach to changes in structures, procedures and actors. At times its orthodoxy is couched in the simplest of terms, suggesting that Windmuller had in mind readers new to the field of labour relations. Thus the first chapter on the origins and nature of collective bargaining would not look out of place in a basic text book. The second chapter follows this style, dealing with employees and employers and their respective institutions in the bargaining process. Basic data for these actors is laid out for various countries, and there is a small section on works councils inserted to cover that particular phenomenon.

The coverage of employers illustrates the style of the text. Data on membership of employer organisations is followed by an orthodox listing of these organisations' functions, in turn followed by a discussion of distinctions to be made between industry-based and regional associations and a final comment on a perceived trend towards decentralisation in employers' organisations. Essentially there is little analysis of employers' organisations offered. Instead insights and description are strung together in an ad hoc style beloved by the labour relations orthodoxy. The reader finishes the section on employers aware that he/she has gained from the experience in factual terms but remains perplexed by the question: Why is what has been outlined happening?

Chapter 3 and 4 on rules and procedures in bargaining and on the bargaining structures are equally frustrating. Commonplaces like 'verbatim transcripts of negotiations are not kept' may be accepted on the grounds that the newcomer may not know this fact. But the discussion on government policies on bargaining (pp.90-92) notes the example of the UK government's lack of involvement in the bargaining structure without discussion of the

strategic policy of government towards labour relations in the UK. This same omission is made in pages 101-103 in a detailed discussion of the UK case where, for example, the furore about single union deals is discussed in the mildest of terms, wherein the UK's high rate of unemployment and the country's need for foreign investment are invoked as an implied impetus to such 'untraditional' arrangements.

The coverage of the UK is symptomatic of the great weakness in Windmuller's text. It is so bargaining-based, so technicist, so descriptive in its approach that it excludes the contextual discussion, explicitly demanded by Dunlop, for example, which situates the bargaining process in the wider political and economic sphere. Adjustments to bargaining traditions derive only partly from internal reform. Equally important are the contextual factors - economic performance, technological change, ideological shifts and so on - which impinge directly and consistently on the bargaining process. Chapter 5 on the role of government might have been expected to fill the 'contextual gap' but, apart from a schematic and undeveloped section (pp.139-144), it fails to grapple with the wider world, returning instead to a traditionalist overview of tripartism, voluntary approaches and the like.

There will be a contented readership of this text, who, having worked their way through Windmuller's essay and the case studies, will feel their factual knowledge to be greater and their faith in the labour relations orthodoxy reinforced. The clarity of Windmuller's exposition will reinforce in this group a sense of intellectual well-being. Many readers, however, will be less sanguine, feeling that the ILP has missed an opportunity to set changes in bargaining structure in the major capitalist economies against the background of economic and political realities in the 1980s. The demand for such a text remains unfulfilled.

Nigel Haworth
University of Auckland

Tyson, S., Ackermann, K.F., Domsch, M., and Joynt, P. (eds) *Appraising and exploring organisations* London: New York: Sydney, Croom Helm, 1988.

This edited book is about survey techniques, and their use for studying the varied phenomena of organisational life. In short, the major concern is with measurement and here, measurement provides the data for statistical analysis. Traditionally the method of measurement is the standardised questionnaire because it offers well known advantages; it incorporates the researchers viewpoint and is managerialist. The reader is faced then with the old problem of "value free" research in which the managerialist assumptions are hidden. Indeed one author quotes Sir Arthur Conan Doyle with approval: "It is a capital mistake to theorise before one has data" (p.209).

From the outset the task of appraising and explaining organisations may be seen to be undertaken with a partial perspective. Having said this it must also be said that the problems of objective versus subjective, quantitative versus qualitative research are addressed to some degree in some of the early papers, which renders the collection somewhat uneven in terms of quality and sophistication. A fault not untypical of conference paper collections.

The book is organised under three main headings: organisation culture (which is really about organisation climate), employee relations and personnel policies. The editors argue that they do this to show the papers in juxtaposition to each other, so that different approaches are illustrated to the solution of similar problems. In a broad sense this may be the case, in that papers are subsumed under particular headings, but within any one category there is such a variety of theoretical assumptions and different levels of analysis that readers may find it difficult to know in what ways the problems are actually similar.

There are eleven papers in all, plus an introduction. The introduction attempts to draw the themes together, by discussing surveys. There are several sections on validity, one on the value of surveys and one on organisational effectiveness. Much is claimed for the survey, for example that it is a "very democratic instrument". Given the highly objectivist discussion of validity which precedes such a statement, the reader is left feeling that the authors are somewhat naive, a feeling which is reinforced by their use of organisational effectiveness and organisational productivity interchangeably. The debate on effectiveness which has developed over the past decade seems to have passed them by.

Chapters 2 through 4 examine the "climate" aspects. Chapter 2 by Conrad and Sydow is the most informed in the book and attempts to show the importance of theory in the measurement of organisational climate. Here the question of climate is discussed as a hypothetical construct and the authors doubt the validity of questionnaires when dealing with such constructs. They do not support the proposition that questionnaires should be abandoned or that empirical findings are invalid, but take a critical attitude towards their exclusive use. Their position is well established in the philosophy of the social sciences, in that they believe there should be a search for alternative methodologies which are theory informed, and chapters also display some sensitivity to alternative approaches for the analysis of organisations, but are more managerial in attempting to suggest understanding for organisation control. Chapter 3 builds a model for organisation effectiveness and chapter 4 presents a case study of the development of a "culture" in an organisation.

The second section, on employee relations (chapters 5 through 8) examines participative management and the quality of working life through questionnaire approaches. The idea seems to be that completing a questionnaire involves the worker in decision making. Provided managers are sensitive to this they can build models which leave them better informed. The authors of these chapters seem oblivious to the assumptions underlying such an approach. The attitude is psychologistic in that the unit of analysis is the individual and the statistically sophisticated model demonstrated in chapter 7 reflects a basic psychology text more concerned with the conditioning of "rats" than participative management.

The final section is straight "personnel". Chapter 9 is on management development, chapter 10 deals with management training needs, chapter 11 with management career planning, and the last chapter with incentive payment systems. These are straightforward enough and hold no surprises for anyone familiar with such approaches.

This volume is a collection of conference papers presented under the aegis of the European Institute for Advanced Studies in Management, Brussels. Although the editors claim that the book is aimed at managers, the contributors are mostly academics and the articles reflect academic rather than management level perspectives. It is possible that personnel managers, with some background in the social sciences, and with an appreciation of survey techniques may find the book useful, as would organisational researchers, but it is unlikely to appeal to managers as such.

Overall, the book is somewhat patchy, as may be expected from a collection of papers dealing with measurement in organisations. In particular, the problem relates to the uneven degree of theoretical sophistication, which is high in chapter 2, but which tends to be ignored in later chapters. It is disconcerting to read a book in which particular problems are approached at the outset, but in which the theoretical issues raised do not form a part of any later discussion.

This disjointedness may also reflect the mix of authors, most of whom are European, i.e. German, Belgium or Scandinavian. In addition, some are from business schools and are often practitioners (consultants). Hence the theoretical and the atheoretical perspectives. For the most part the book reflects that functionalism is alive and well, and within its limitations may be of use to students of organisations who are new to organisation analysis in terms of "how others do it". The European organisation examples may also be of interest.

The major problem with the book may be summarised by rearranging the quotation by Conan Doyle: "It is a capital mistake to collect data before one has a theory".

Malcolm Lewis

Bray, Mark and Rimmer, Malcolm *Delivering the goods, a history of the Transport Workers' Union in New South Wales 1888-1986* Sydney, Allen & Unwin, 1987 ppxii and 297. Price: A\$24.95 paperback.

Bray and Rimmer, lecturers in industrial relations at the Universities of Wollongong and New South Wales respectively, joined forces to write this history. It is published as part of a series of Australian Studies in Industrial Relations, sponsored by the Industrial Relations Centre at the University of New South Wales.

The book spans almost a century of the union's history, from its foundation in 1888 to mid-1985, with a brief summary of the 1986 developments in a foreword by the union's current secretary-treasurer. The union had its origin on the Sydney waterfront, where carters set up a Trolley and Draymen's Union in July 1888. It had a few hundred members and virtually collapsed after the defeat of the 1890 Maritime Strike. Attempts to reform it in 1892 were unsuccessful, but the union was revived in 1901 as the Sydney Trolley, Draymen and Carters Union, with the assistance of W. M. Hughes, the secretary of the Wharf Labourers Union. Hughes, who later became Australian Prime Minister, remained president of the union from 1901 to 1916.

In 1901 the new union had about 1100 members, today it has more than 35,000 and has grown into one of the most powerful unions in Australia. The authors cover this development in great detail, focussing on outstanding leaders, the union's experiences with the arbitration system, the effects of the depression of the 1930s, the bitter internal struggles of the 1940s and 1950s, state-federal conflicts, and more recent problems such as the increasing use of shiftwork, wage indexation and the Prices and Incomes Accord.

The New Zealand reader is struck by the many similarities with the development of driver unionism in this country. Here too the earliest unions were formed shortly before the 1890 Maritime Strike and were based on the waterfront, as shown in their name of Wharf Carters and Expressmen's Unions. Here too they collapsed in the early nineties and were not revived until the turn of the century (1899 in Auckland and Wellington, 1901 in Christchurch and Dunedin). The revived unions, as in Australia, operated within the framework of the arbitration system and they rarely took strike action, though the Sydney union had a decade of militancy, 1901 to 1917, influenced by New Zealand "Red Fed" ideology. On both sides of the Tasman membership was decimated in the 1930s depression, but in New Zealand recovery was much quicker, thanks to the compulsory unionism legislation of 1936, which pushed membership in the Auckland drivers' union from 104 in 1934 to 2657 two years later.

After the second world war the growing importance of motor transport in the economy gave drivers' unions a bargaining power which they were slow to exercise at first. Bray and Rimmer blame faction-fighting which diverted the energy of activists, and they illustrate the intensity of the struggle by quoting a judicial finding of 1953 of systematic ballot-rigging. A complicating factor, fortunately absent in New Zealand, was the conflict between federal and state legislation; as a result of these rifts the Sydney union was not able to restore internal stability until 1959.

In the early 1960s drivers' unions embarked on more aggressive bargaining, backed up by industrial action, and before long the drivers' award became one of the key trend-setting awards in both countries. Unlike New Zealand, however, the Sydney leadership, standing on the right wing of the Labour Party, reverted to a policy of moderation in industrial relations in the later 1960s. It opposed over-award (we would say, ruling rate) payments,

avoided strikes wherever possible, and committed the union to working within the arbitration system.

The authors had access to the master carriers' records and, while the focus is of course on the union, this history also provides much detail on the progress of the road transport industry in New South Wales: changes in vehicles from horse-drawn carts to articulated tankers and other road monsters, concentration of ownership through the squeezing out of small family-owned firms, and attempts to control drivers through time-study methods and tachometers. The authors' account of how the union sought to regulate contract labour will be of particular interest in New Zealand, where a government committee is now investigating "dependent contracting".

Herbert Roth

Davis, Ed and Lansbury, Russell (eds) *Democracy and control in the workplace* 1986, Longman Cheshire.

This volume follows on a 1980 volume entitled *Democracy in the workplace*. The current volume is really two books in one. The first book is a collection of Australia-based case studies and conceptual articles organized around the topic of industrial democracy. The second book is a survey of industrial democracy experiences in a number of nations.

Book one is organized into two parts. Part I consists of three chapters. The first chapter begins with the editors' competent description of the Australian industrial relations context and moves on to a brief description of the various sorts of programs that come under the industrial democracy banner. In Chapter 2, Edward Vaughan presents a very harsh indictment of the state of industrial democracy research and practice in Australia. Part I concludes with Harvie Ramsay's review of control in capitalist society and workplaces. He is very critical of attempts to identify worker participation programs as manifestations of, or intermediate steps toward, industrial democracy. Unfortunately these rather negative assessments are not answered by any of the more optimistic scholars who contribute to this volume. A lively debate would have benefitted the reader by sharpening both the criticism and the advocacy.

Part II of the book is entitled "Australian Experiences." Three of the 8 chapters present case materials regarding concrete examples of industrial democracy in action. John Alford presents two cases involving the Victorian Railway and the Australian Railway Union. Ron Callus describes a short term project at the Sydney Water Board which involved release time to allow a team of Water and Sewerage Employees Union (Salaried Division) members to develop a union position on industrial democracy. Diana Shaw reports on worker participation in four very different types of superannuation schemes.

The remaining 5 chapters present data and opinions on various aspects of industrial democracy. Breen Creighton discusses the legislative route to industrial democracy for the area of occupational health and safety. Ed Davis expands on material in the introductory essay regarding "Unions and Industrial Democracy." John Hill paints a dreary picture of the potential for industrial democracy in the private trading bank sector of the Australian economy. Russell Landsbury and Peter Gilmour explore the relationship of the changing supervisory role to industrial democracy using both survey and case study data. Nick Ruskin describes the genesis and development of the Amalgamated Metal Workers Union position on industrial democracy.

The second book, Part III, provides an overview of the state of industrial democracy in Britain (Greg Bamber and Ed Snape), West Germany (Friedrich Furstenberg), Sweden (Winton Higgins), Yugoslavia (Robert F. Miller), Japan (David F. Plowman and Bill Ford), and the United States of America (George Strauss). Bamber and Snape provide a broad, historical survey of industrial democracy in Great Britain. They contrast the worker

initiatives of the '70s with the employer-initiated "employee involvement" programs which have dominated the '80s. Furstenburg reports on the theory and practice of codetermination in West Germany. Those with no background knowledge of the West German scene may have to work a little harder to understand this article than the others in the collection. Higgins does an excellent job of explaining and exploring the confrontation of LO, the peak labour organization, and Capital in the social-democratic political context of Sweden. Miller describes the world's most thorough industrial democracy - the Yugoslav worker management system. His evaluation is generally positive, though the system operates in an unfavourable bureaucratic, economic and ethno-political context. The Japanese experience is surveyed by Plowman and Ford. Strauss, as usual, provides a lucid account of development in the United States of America under the headings of shop-floor participation, indirect participation via representation, and worker ownership.

No rationale is offered for the choice of this particular group of international comparisons. However, the selection includes the major Western national economies and the interesting cases of Sweden and Yugoslavia. The comparative exercise inherent in reading these essays side-by-side is an interesting one. The role of the state, the nature of labour organisation and bargaining structures, and the balance of labour/management power come through as major variables.

Overall, the quality of the international offerings ranges from adequate to excellent. As a set, they would provide a good supplement to a comparative industrial relations course.

In conclusion, I return to my comment on Part I. The critics raise an important issue. Democracy is a magic word with exclusively positive emotional connotations of equality, fairness, goodness and graciousness. A label claimed by the Western multiparty systems, the Communist one-party systems, the South African minority government system and most small-time dictators. Similarly, the title of this book is claimed by authors' concerned with a variety of phenomenon including consultation, information sharing, joint decision making, ownership, work design, etc. While in the botanical world a rose by any other name may smell as sweet, in the social world our labels are not as arbitrary or as neutral. Perhaps the next volume will tackle this issue.

Dr. Ralph Stablein
University of Otago

Hernes, Tor (edited by Derek Miles) *Training contractors for results: a guide for trainers and training managers* International Labour Office, Geneva, Switzerland. Price: 20 Swiss Fr (No NZ price given).

This ILO publication is the result of a four year practical assignment by the author, predominantly in Norway, Sweden and Denmark, to develop and test a successful training programme for the construction industry.

Earlier studies by this international organisation had argued that building contractors, particularly in developing countries, were constrained by regulations and, perhaps more than many other industries, were affected by national economic fluctuations that inhibited them from becoming an effective sector. To that end the ILO initially provided a Contractor Development Agency (CDA) to channel assistance to local contractors in an effort to assist them in improving their performance. Following ongoing support to the industry it became apparent that training programmes transposed from other sectors had disappointing results due to the unique features of the industry.

This book is the culmination of a lengthy investigation by the author to establish a successful training programme specifically for constructors. The outcome has been ITC, or Interactive Contractor Training. This programme emphasises training constructors for

results and offers a practical guide to preparing and running a successful training programme in the construction industry. ITC modules actively encourage participants to focus on the results of learning in measurable terms, thereby providing improved performance in quality, time and cost on the construction site.

While acknowledging that this book was written to fit the special features of this precarious and demanding industry, the basic philosophies behind ITC could easily be readily adopted by other sectors.

This is a thoroughly sensible guide; extremely well researched and clearly written. It provides, in nontechnical language, a systematic process that could easily be followed by trainers, policy makers and training managers in the development of a training programme. It does not claim to have definitive answers to the myriad of problems facing domestic construction in developing countries, but rather considers that successful training can provide measurable benefits.

The uncluttered layout and logical sequence of topics allow the trainer or policy maker instant access to key factors that may determine the success of training. The reader is asked to analyse information presented and relate it to their own experience and the needs of trainees. It is intended that this text be used to facilitate examination by trainers of the ways in which they can increase their effectiveness. Using this process the trainer is seen more as a catalyst and organiser of learning as opposed to a teacher.

This is a particularly worthwhile acquisition for trainers and policy makers alike. It is not the type of book that once bought remains untouched on the shelf. This is an elite "how-to" text based on the author's extensive practical research in the construction industries of developing countries. It is also supported by an organisation that has, as its primary objective of publication, the aim of spreading knowledge about managerial and vocational training. This is a valuable contribution to the contracting industry and those involved with training its members, however, it should be stressed it has much wider applicability.

L.E. Williams
University of Otago

Loucks, Kenneth *Training entrepreneurs for small business creation: lessons from experience* Management Development Series No. 26, Geneva, I.L.O., 1988, 137 pp, 22.50 Swiss francs.

This publication is essentially a handbook for those involved in the training and development of entrepreneurs in developing countries. The author is a professor in the Faculty of Administrative Studies of Brock University in St. Catherine's, Ontario, Canada, working on contract as a consultant to the I.L.O.

For a number of years the Small Enterprise Development section within the I.L.O. has assisted developing countries with programmes of entrepreneurial development and training. Kenneth Loucks provides a timely description and review of some of these activities and seeks to identify the principles and practices of successful programmes. His report contains information on nine programmes, four of them in India, one in Bangladesh, and one in Uganda, but it is the other three programmes described that are likely to be of most interest to the New Zealand reader. They are the programmes of the Entrepreneurship Institute in Columbus, Ohio; the Manpower Kingdom; and the programme of the Hawaii Entrepreneurship Training and Development Institute (HETADI) in Honolulu. HETADI was the model for the Maori Affairs Department's "Tu Tangata" Business Development programme, run in New Zealand in co-operation with Massey University.

For each programme the report outlines the nature of the training organisation; the way in which trainees are identified, recruited and selected; the curriculum topics; and the

extent of guidance in the identification of business opportunities and the establishment of business ventures.

At a more analytical level Loucks draws a useful distinction between small business development programmes, particularly for the manufacturing sector, that rely predominantly on economic incentives for new business starts (e.g. tax holidays, tariff protections, special loan facilities from development banks) and those programmes that also seek to stimulate the supply of indigenous entrepreneurial and managerial talent. Loucks argues that the real challenge for those concerned with entrepreneurial development in developing countries:

lies in identifying people from a traditional non-market oriented, non-industrial background who are able to undertake the risk of a change in their way of life, to acquire the habits of saving, reinvestment, dedication to their business and customers, and to venture into a world of unknowns - suppliers, bankers, government officials, time schedules, money values and competition. Programmes to build desire, competence and confidence are required.

In more advanced market economies, in contrast, the emphasis is less on the motivational make-up of entrepreneurs and would-be entrepreneurs and more on the provision of skills in management and administration.

Notwithstanding its concern with entrepreneurial motivation, Loucks' report is surprisingly silent on the cultural constraints that might inhibit people in traditional societies from accepting the challenges of these brave new entrepreneurial opportunities. The entrepreneurial programmes described and prescribed are remarkably homogeneous in their values and content. In none of the examples discussed is there any evidence of the carryover or integration of traditional indigenous commercial or business practices into the programmes offered. There is clearly a presumption among the trainers that there is one right way of small business management, a way that is thoroughly grounded in the Western scientific management literature and in American texts on how to run a small business. The role of the training organisations themselves as agents of social change in developing countries goes largely unexamined.

Measuring the 'success' of such programmes is, then, clearly fraught with difficulties. By and large Loucks accepts the self-assessments of the individual institutions in the evaluation of their programmes. From the institutional perspective the success rate of a programme is generally measured in terms of the number of participants who start their own businesses. Even with this simple index the data is not systematically collated. As to information on business survival, or growth, or on employment generation, the data is totally inadequate. As Loucks recognises, without such information it is impossible to make useful judgements about the relative worth of the component parts of entrepreneurial development programmes or about the value of the programmes as a whole. Certainly entrepreneurs can be trained, but to what purpose?

John Deeks

University of Auckland