abilities, motivation and opportunity (AMO) 162
Accenture
   LGBT Networks 429
advanced market economies (AMEs) 137–8
decline of unions in 142
Alexander, Marcus 25
All-China Federation of Trade Unions (ACTFU) 180
alternative dispute resolution (ADR) 200, 282, 290
   concept of 195–6
Amalgamated Clothing Workers of America 32
American Airlines 451
American Arbitration Association (AAA) 287
American Federation of Government Employees (AFGE) 450–51
UnionBlog.com 450
American Federation of Labor (AFL)
   members of 25
   personnel of 20, 31
Amnesty International 183
Apple, Inc. 39
Armstrong, Heather
   dismissal of 439, 445–6
Australia 6, 12, 40, 177, 249, 254, 265, 267–8,
   270, 273–4, 276, 300, 310, 364–6, 372–6,
   387, 421, 423, 445, 484
decline in collective bargaining in 172
   economy of 137
   enterprise bargaining in 365
Fair Work Act (FWA) (2009) 363, 366,
   369–73, 375
Fair Work Act Review Panel 371, 373–5
Fair Works Commission (FWC) 368, 371
High Court 369–70
   job satisfaction in 149
labor law reforms in 231
labor management cooperation 320–21
   NER in 372, 374
New South Wales 174
Queensland 320
Sydney 156
   unionization in 171
workplace partnerships in 320–21
Workplace Productivity and Partnership
   Pilot 320
   ‘Your Rights At Work’ 448
Australian Council of Trade Unions (ACTU) 180
   social media activity of 448
Australian Labor Party 181, 366
   Australian Best Practice Demonstration Program 321
   members of 181–2
Australian Worker Representation and Participation Survey (AWRPS)
   (2004) 375
   (2007) 270, 274
Austria 231, 250, 256
   NERs in 350
autonomous work group (AWG) 299–300
   concept of 302
   STS view of 304
BAE Systems
   personnel of 432–3
Barber, Brendan 319
Basset, William
   When the Workmen Help You Manage (1919) 52–3
Belgium 231, 250, 384
Bethlehem Steel 157
Blair, Tony 316
   administration of 318
Braverman, H.
   Labor and Monopoly Capitalism (1974) 8, 98
Brazil 249
Breman Group 73
   origins of 75
British Petroleum (BP)
   Deepwater Horizon oil spill (2010) 13, 455
Burawoy, M.
   Manufacturing, Consent (1979) 102
Canada 67, 76, 249, 255, 354, 374, 383, 387
   NERs in 259, 348
capitalism 18–19
   competitive 20
   free market 66
   inequality created by 318
   market 281
   welfare 29
centralized bargaining
concept of 228–9
Chicago Federation of Labor
‘Voice of Labor’ 19
China 10, 179, 440
government of 6
Sina Weibo 440
Citizens Advice 208–10
aims of 215
civil society organizations (CSOs) 11, 182–4, 211–13, 216–18, 220–22, 347, 352
advocacy 209–10
concept of 208–9
disability 211, 214
diversity 218
employee voice via 209–10
external 344
governance of 213–14
identity representation 211
‘impact’ legal cases 217
mediation of employment law 220
members of 213–14
relationship with employers 215–17
role in industrial relations 220
services provided by 213–15
state focus of 218–19
workplace focus of 210–13
Clarke, Nita
Director of IPA 433
Cold War 180, 182
as employee voice 477, 484
beneficial effects of 235–7, 239–40
concept of 227–8, 371
costs under 293
decentralization of 76, 239
decline of 172, 174–5
ERPs as form of 29
impact of Global Financial Crisis on 174
in labour markets 234
industry 32
institutions 227–8, 234, 238–9, 328
joint consultation 77–8
minimum voice rights 78–9
multi-employer bargaining 236
regulation of employer behaviour 72–3
strengthening of 77
collectivism 106, 111
decline of 108–9
Colorado Fuel and Iron Company
Ludlow Massacre (1914) 21
Columbia Conserve Company 32–3
committees
expense 28
grieving 28
piece-rate and profit-sharing 28
safety 28
special project team 28
welfare 28
Commons, John 24
Industrial Government 24
Communication Workers Union 451
Confederation of British Industry (CBI) 313, 319
coordinated market economies (CMEs) 179, 256, 266, 276
view of labour in 255
corporate governance
checks and balances in 483–4
corporate social responsibility (CSR) 94
corporatism 392
concept of 390
liberal 390
role of social learning and diffusion in 391
societal 390
critical management studies
shortcomings of 402
Cyprus 252
trade union representation in 350
Czech Republic 250

Daycare Trust 183
Deloitte LLP
Women’s Initiative (WIN) 426–7
Delta Airlines 150
personnel structure of 140
Denmark 68–9, 231, 276, 321, 384–5
economy of 237
trade union/work council balance of 350
distributive bargaining 227–8
diversity management 421, 425, 434
discrimination 428–9
ethnic minority 421, 424, 426, 429–32
HRM practices 433–4
lesbian, gay, bisexual and transgender (LGBT) persons 421, 424, 427–9, 435
management intervention 425
women 421, 425–7
division of labour
absence of 337–8
reduction of 136
Duchess Bleachers 32
DuPont 29
employee behaviour 36, 63, 354–5
aberrant 314
Index 491

positive 158
regulation of 445
Employee Direct Participation in
Organisational Change (EPOC) 386
employee engagement 460, 463–6, 471–3
attachment/detachment 459, 461
concept of 457–8, 461
psychological availability 464–6, 469–70
psychological capital (PsyCap) 470–71
psychological meaningfulness 464–7
psychological safety 464–9
relationship with dissent 459
voice frequency 462
voice quality 463
voice target 462
voice type 462
employee involvement and participation (EIP) 294
formal 294
informal 164–5
employee representation plans (ERPs) 29, 32
as form of collective bargaining 29
criticisms of 30–32
influence on industrial relations 29
membership of 29–30
employee silence 13–14, 56, 110, 114, 118, 120–21, 125, 200, 398–9, 404, 407, 456, 458
beneficial uses of 406–7
concept of 123–4, 126, 399–402, 405
motivation for 127, 479–80
obstruction 406
active 443
acquiescent 120
arrangements of 138–9, 144, 146–8, 150
as locus of mutual gains paradigm 333–5
collective bargaining as 477, 484
committees 28
concept of 4–8, 17–19, 22–4, 97, 119, 124, 126, 155, 188–90, 401, 411–12, 422, 455, 477–8
defensive 120
development of 25, 137
direct 89
embedded 273
employee loyalty 282–4
enhanced 301
exercise of 281–2, 286, 294
exit 478–81
grievance arbitration 287–9
grievance filing 196–7, 282–9, 291–5
independent labor union 30–31
management strategies for 355, 442
mechanisms of 118, 124, 264–5, 413, 415
non-union forms of 107
proactive 291
promotive voice systems 192–4
pro-social 120, 190–91
regulation of 363–6, 369–70, 372–3, 375–6
relationship with HPWS 82–7
relationship with LPT 97–8
relationship with trade unions 200–201
use in SMEs 410–14, 418
via CSOs 209–10
whistleblowing 197–8
employment contract 55
authority relationship 53, 55
contingent claims contracting 53
opportunism 56
perfunctory cooperation 56
spot contracting 53
employment relations (ER) 36, 52–3, 139, 144, 190, 221, 281, 320, 323, 327, 338, 351, 400
conflicts within 93
definitions of voice in 40–41
exit 43–4
individualizing of 104
loyalty 41–3
neglect 44–5
partnership 105
power dynamics 38–40, 44, 46–7
regulation of 311
trust 146
Endicott-Johnson Company personnel of 27
Ernst and Young
EYGLES network 429
establishment-level bargaining 229
Estonia 249
ethical leadership 191
European Economic Community 69–70
European Foundation for the Improvement of Living and Working Conditions
European Company Survey (ECS) (2009) 349–50
European Union (EU) 70, 150, 180–81, 194, 253, 381, 394, 413, 430
Information and Consultation of Employees Directive (ICE) (2002) 364
member states of 230
Fawcett Society 208
Federal Republic of Germany (West Germany) 68
Works Constitution Act (1952) 251
feudalism 18
Finland 68, 231, 252, 276, 321
decline in collective bargaining in 172
First World War (1914–18) 23–4, 29–30, 66, 68, 251
unemployment rates prior to 24–5
Ford, Henry
labor strategy of 27
Ford Motor Company
labor practices of 24, 26–7
France 17, 32, 68, 250, 257, 283, 286, 383
union membership in 178, 350
works councils in 253–4, 350
Freeman, R.B. 3, 17, 33, 38, 44–5, 53, 171, 173–4, 180
theory of collective voice (CVIR) 7–8, 10–11, 57, 194–5
Gary, Elbert
President of US Steel Corporation 27
gender theory 98–9
General Electric 29
Genovese, Kitty
murder of (1964) 121
Germany 17, 23, 32, 46, 70–72, 179, 229–31, 241, 249–51, 253–4, 257, 259–60, 276, 312, 364, 381, 383, 385, 403
Codetermination Commission (1998) 71
decline in bargaining coverage in 240–41
Federal Staff Representation Act 251
labour relations system of 251–2
Länder Staff Representation Acts 251
NERs in 350
works council in 250–52, 258, 260
Gillard, Julia
administration of 321
Global Financial Crisis (2007–09) 236–7
impact on collective bargaining 174
global framework agreements (GFAs) 182
concept of 182–3
global union federations (GUFs) 182–3
globalization 178, 182, 277
Goldman Sachs
STEP Leadership Development 430
Gompers, Samuel
President of AFL 20
Google Inc. 39
Greedy Associates (GA) Boards
establishment of 444
Green, William
President of AFL 31
Hayek, Friedrich 234
high involvement work system (HIWS) 143, 192–3
high performance work system (HPWS) 82–6, 88–90, 92–4, 137, 304, 313, 323
concept of 83
direct forms of voice in 84–5, 87, 90–91
performance effects of 89, 92–3
relationship with employee voice 82–7
representative forms of voice 86–7
theory of 7
voice mechanisms 90–92
Hirschkorn, Albert O. 52–3
definition of voice 7, 171
Exit, Voice and Loyalty (1970) 17, 36–8, 115
Howard, John
administration of 321
human capital 136, 272, 422
development of 7, 137, 141–2, 161
diversity management in 433–4
Harvard Business School model 104
high-involvement 282–3, 286, 290–91, 295
high performance 317, 422
micro 94
relationship with unionization 274
shortcomings of 388
soft 315
sophisticated 57, 313–14
strategic (SHRM) 291, 293
voice in 83, 97
Hungary 250
IDE International Research Group 71–2
Imperial Oil 354
independent labor unions 30–31
India 448
industrial democracy 33, 67–70, 73–6, 99–100
codetermination legislation 68–9
concept of 7–8
direct 32
labour directors 71–2
self-management 69
voice as 66
worker investment funds 69
works councils 67–71
Industrial Democracy in Europe International Research Group (IDE)
findings of 384–5, 387
industrial labor relations (ILR) 114, 118
industrial participation 99
industrial relations (IR) 24–5, 82, 84, 144–5, 158–9, 174, 192, 198–9, 267, 276, 328, 331–2, 363, 372, 375–6, 383, 389–90, 403, 410, 412, 477
concept of 23, 327, 393
emergence of 23
focus on collective voice 478
impact of JCCs on 275
influence of ERPs on 29
mutual gains paradigm 327–30, 332–9, 343, 383–4
pluralism 315, 317–18
role of CSOs in 220
shortcomings of 388
view of trade unions 422
view of work 482
Industrial Revolution 6, 18
industrialization 281
International Association of Machinists 32
International Brotherhood of Teamsters 450
‘clean rates’ campaign 177
International Business Machines Corporation (IBM) 13
international framework agreements (IFAs) 182
International Harvester Company 29
International Labour Process Conference 101
International Labour Organization (ILO) 228
Global Wages Report (2012/13) 172
International Trade Union Confederation 228
Involvement and Participation Association (IPA)
definition of workplace partnership 312
personnel of 433
Iraq
Abu Ghraib Prison 114
Irish Business and Employers Federation 320
Irish Congress of Trade Unions 320
Israel 384
Italy 67, 69, 383, 390, 414
trade union/work council balance of 350
Japan 17, 229, 231, 301
use of JCCs in 268–9
Japanization 98
management practices 103
working practices 103
job characteristics model (JCM) theory 305–6
John Lewis Partnership (JLP) 73–4, 313
constitution of 74
Johnson, George
President of Endicott-Johnson Company 27
joint consultative committees (JCCs) 38, 41, 248, 267–8, 270–73, 275–7
adjunct model of 268
as mechanism of employee voice 264–5, 413, 415
development of 265
hybrid 269
impact on industrial relations 275
marginal model of 268
non-union model of 268
structures of 265–6, 269
supporters of 271
use in information sharing 268–9
Judicial Arbitration and Mediation Services (JAMS) 287
Kelly, John 321
King, Mackenzie 21
Knights of Labor 32
Kochan, T.A.
Mutual Gains Enterprise, The 328
labour 53, 255, 384, 387, 390, 404
casual 54
demand for 53, 55
exploitation 440
prices of 54, 404
relationship with capital 315, 383
supply for 64
labour markets 53, 72, 106, 235, 281, 385
collective bargaining in 234
deregulation of 266
flexibility 47
fragmentation of 171
influence of institutions on 46–7
internal 258
Labour Party (New Zealand) 321
Labour Party (UK)
New Labour 181, 318–19
worker legislation proposals 69
Labour Process Theory (LPT) 8, 97–9, 105, 108, 110–11
concept of 97, 106
development of 98
relationship with employee voice 97–8
relationship with identity 107
LabourStart
activism of 440, 448
Latvia 250
leader-guided teams (LGTs)
concept of 302
leader-member exchange (LMX) 158
Leeds and Northrup 30
Leiserson, William 23–4
Lewis, Alex
HR Director of BAE Systems 432–3
liberal market economies (LMEs) 179, 195,
276, 320, 357, 387
cultural managerialism in 266
decline of trade unions in 240
management values in 275
view of labour in 255
voice in 12
Living Wage
support for 208
Luxembourg 250
management 10, 20–23, 33, 45–6, 109–10,
135–7, 140, 144, 150–51, 163–5, 248, 267,
288, 302, 311, 324, 352, 373, 468
employment 22
first-line 303
high-trust 301
influence of organized labour on 10
Japanese practices of 103
line managers 155–65
managerial relations 404–6
middle management 303
personnel 21, 23
recognition of 20
role of trust in 146–7
scientific 10, 22
self-management 302
senior 405, 442
Taylorist variants of 101
managerial unilateralism 142, 273, 277
market internationalization 240
market liberalization 240
Marx, Karl 3, 32, 98, 173
Das Kapital (Capital) 18–19
view of trade unions 101
Marxism 100, 108, 267, 318
political economy 98
Medoff, J. 3, 17, 33, 38, 44–5, 53, 171, 173–4,
180
theory of collective voice (CVIR) 7–8,
10–11, 57, 194–5
What Do Unions Do? (1984) 52, 142, 170–71,
194
mercantilism 281
Mexico 231
Mill, John Stuart 19
Mitchell, John
President of United Mine Workers (USA) 20
Monks, John
‘New Unionism’ 319
National Academy of Arbitrators (NAA) 287
National Centre for Partnership and
Performance (NCP) 320
Netherlands 46, 66, 68–70, 231, 249–50, 256–7,
383
trade union/work council balance of 350
New Zealand 231, 249, 310, 374, 387, 484
Partnership Resource Centre (PRC) 320–21
workplace partnerships in 320
New Zealand Public Service Association 321
Nike 183, 447–8
outsourced supply chains of 217
Nokia
internal social media applications used by 442
non-governmental organizations (NGOs) 182
non-union employee representative (NER)
systems 5, 140–43, 184, 193–6, 259, 283,
adoption of 342–3, 354
alternative 172
as promotive voice system 193
BritCo 344, 347
concept of 141, 282, 343–4
‘information and consultation’ function
characteristic of 175
voice 344, 354–6
voice mechanisms 350
voluntarist 355
Northwest Airlines 451
Norway 68, 384
decline in collective bargaining in 172
Norwegian Industrial Democracy Project 72
Obama, Barack 316
occupational health and safety (OHS) 161
management 364
Organisation for Economic Co-operation and
Development (OECD) 68, 172, 174, 230,
239, 394
collective agreement coverage in 231
trade union density in 231
unionization rates in 171, 178
organizational behavior (OB) 4, 7, 114, 124–5,
188, 198–9, 402–3
defeard ear syndrome 122–3
diffusion of responsibility 121, 125
employee silence 123, 125–6
group voice climate 120
grouptink 121–2, 125
implicit voice theories 124, 127–8
issue selling 118–19
‘MUM’ effect 121
pluralistic ignorance 120–21, 125
psychological safety 119–20
silence 114–15, 121–8, 174
spiral of silence 122, 125
sportsmanship 122
voice in 114–15, 124–6
organizational citizenship behavior (OCB) 119, 146, 150, 191
concept of 115, 118
civic virtue as 118
whistleblowing as 118
organizational governance 192, 315
organized labour
  influence on management 10
Osterman, P.
  *Mutual Gains Enterprise, The* 328
Owen, Robert 32
Pitt, Gwyneth 368
Poland 250, 383
Portugal 229, 231, 250
  decline in collective bargaining in 172
Public Concern at Work 183
Quality Circles and Total Quality Management 163
Quality of Employment Survey 270
Quality of Working Life (QWL) 85–6
  programs of 9, 163
Ramsay, Harvie 98–100
  concept of ‘cycles of control’ 8, 99–101, 106, 135–6
Reagan, Ronald
  labor law reforms of 234
Republic of Ireland 265, 310, 342, 351, 356, 387
  centralized bargaining system of 319–20
  trade union/work council balance of 350
  workplace partnerships in 320–21
Rockefeller Jr, John D. 21–2
Roosevelt, Franklin D. 29
  New Deal 26, 29–30
Roy, Donald
  ‘Banana Time’ (1959) 109
Saturn Corporation
  as example of mutual gains paradigm 332–4
Scott Bader Commonwealth 73
  establishment of (1921) 74
Second World War (1939–45) 66–7
Service Employees International Union (SEIU)
  ‘Justice for Janitors’ (JFJ) 176–7, 447
  Unite to Win blog 450
Singapore 321
Slichter, Sumner 24–5
small and medium-sized enterprises (SMEs) 410, 417–18
  competitive advantage in 416
  HR practices in 416–17
  non-unionized 415–17
  use of employee voice in 410–14, 418
  voice mechanisms in 417
Smith, Adam 3, 19
  *Wealth of Nations, The* (1776) 18
Snowden, Edward 13
social media/web-based technologies 439, 442, 447–8, 451–2
  as voice mechanism 441–2, 451
  blogs 443–4
  dissemination of information 440
  employee suspension/termination following use of 439, 444–5, 452
  Facebook 440–41, 443, 446, 485
  internal applications 442–3
  internal policies governing use of 445
  LinkedIn 485
  Twitter 440, 446
  use by trade unions 446–7, 450
  use for activism 440–41
socialism 391
  state 32
sociotechnical systems (STS) theory 302, 306
  development of 299
  view of AWG 304
sociotechnical systems design (STSD) 301
South Korea 257
Spain 229, 231, 383, 385
  NERs in 350
  union administered learning funds 391
Standard Oil of New Jersey 29
standard operating procedures (SOPs) 300–301
Stonewall
  Diversity Champions programme 220
Sweden 68–9, 179, 229, 231, 250, 276, 383–4, 391
  QWL programs in 9
  trade union representation in 350
  works council in 252–3
task-based voice 298
  autonomy 299–300, 303–7
  teamwork 299, 302–6
Taylor, Frederick 22, 157, 301
  management variants 101
  *Principles of Scientific Management, The* 157–8
Thatcher, Margaret
  administration of 100, 319
economic policies of 100
labor law reforms of 234
Toyota production system (TPS) 301
just-in-time (JIT) operations management principles 300
Trade Union Congress (TUC) 318–19
campaign for contingent workers 180
definition of workplace partnership 312
personnel of 319
as source of employee power 373
bargaining rights of 371
decline in power of 136, 142, 171, 175, 240, 269, 483–4
density of 30, 77, 184, 231, 247
IR view of 422
legal frameworks used by 229–30
opposition to 403
recognition of 365
relationship with employee voice 200–201
treatment of ethnic minority members of 431–2
union wage premium 59–60
use of web-based technologies 446–7, 450
transaction costs 61, 63–4
concept of 52
role of voice in 52
transaction costs economics (TCE) 55–6
concept of 8
exit-voice framework 63
framework of 57–9
use in voice trend analysis 8
voice regime 61
transformational leadership 191
Turkey
trade union representation in 350
union democracy
concept of 449–50
union voice 11, 31–2, 54, 60, 62, 142–3, 170, 173–8, 180, 182, 184, 294, 347, 451, 477
adoption of 59
concept of 10, 140, 171
decline of 63, 172
varieties of capitalism (VoC) 179–80, 240–41, 387–9
varieties of unionism (VoU) 179
Business Voice 440
Bullock Commission 69
collective bargaining in 218–19, 319–20, 374
decline in collective bargaining in 172, 174
economy of 137
ethnic minority populations of 430–31
Equality Act (2010) 426, 430
government of 102, 214, 313, 440
High Pay Commission 342
London 432
non-union representation in 342, 347–8
poverty rates of 430–31
steel industry of 305
Union Learning Representatives 391
unionization in 171
Whitley Councils 29
workplace partnerships in 318–19, 321
United Mine Workers (USA) personnel of 20
collective bargaining in 174, 365
Congress 30
Court of Appeals 177–8
economy of 137, 303
Financial Industry Regulatory Authority (FINRA) 289
military of 427
National Association of Securities Dealers (NASD) 289
National Labor Relations Board (NLRB) 371, 445
National Security Agency (NSA) 13
NERs in 259, 348
New York Stock Exchange (NYSE) 289
QWL programs in 9
Supreme Court 288, 368
Taft Hartley Act (1947) 69
unionization in 171
Worker Centers 208, 210, 212–13, 215–17
United Voice
‘CleanStart’ 177
US Steel Corporation personnel of 27

Valentine, Robert 22

Visser, Jelle
ICTWSS database 249
as industrial democracy 66
behaviour 458, 460–61, 463–4, 471, 473
channels of 12–13, 145
collective 4, 7–8, 10–11, 57, 266, 327, 336, 381, 387, 478
concept of 3–5, 7, 18, 40, 139–40, 162–3, 170–71, 386, 392, 410, 421–2, 456, 478
coordinated 381
development of 170
direct actors 393
direct forms of 84–7, 90–91, 140–43, 387
dual-channel 294
embedded 147–8
employer-made 60
hybrid 141, 143
in HRM 83, 97
in OB 114–15, 124–6
indirect actors 393–4
individual 26–7
information sharing 40
NER 344, 350, 354–6
no voice 26, 32, 402
non-union 25, 62, 107, 155, 412–13, 477
relationship with job satisfaction 148–9
representative forms of 86–7
role in transaction costs 52
role of occupational identity 107
role of power in 37–8
small-scale collective 27–8
two-way 450
worker 172, 385–6
voice mechanisms 4–6, 37, 39–43, 46–8, 52–3, 63–4, 84–6, 135, 139, 141, 143, 145, 147, 161–3, 180, 195, 294, 304, 387, 398, 402, 412, 416, 423, 484
collective 84
concept of 39–40
consultation 423–4
development of 163, 384, 387–8, 392, 423
direct 85, 87, 89, 104, 387, 411, 418
employee 57, 118, 125, 277, 354
HPWS 90–92
hybrid 150
impact on performance outcomes 88, 94
macro-level 391
management-initiated 38
NER 350
non-union 58, 142, 413, 422
social media/web-based technologies as 441–2, 451
use in SMEs 417
voluntary collective bargaining 10

Webb, Beatrice 227
Industrial Democracy 170, 180
Webb, Sidney 227
Industrial Democracy 170, 180
Weimar Republic 67, 251
Westinghouse 29
William Filene and Sons
Filene’s Co-operative Association (FCA) 30
Williamson, Olivier 53
work
as source of freedom 481
as source of personal fulfilment 481–2
conceptualizations of 480–82
IR view of 482
worker participation 101, 315
Workplace Employment Relations Survey (WERS)
findings of (1998) 411, 414–15
workplace cooperation/partnership 313, 321–3
actor relationships 313
compatibility with business success 316
concept of 310–11
definitions of 312–13
development of 318–20
influence of workplace-level factors on 322–3
international 321
pluralism 314–15
positive outcomes of 322
shortcomings of 317
support for mutual gains 316
unitarism 314
unitarist/pluralist hybrid 315
workplace health and safety (WHS) legislation 364
Workplace Innovation Fund 320
concept of 248–9, 255
dual-channel 250, 253–4
effects of 257–60 
European (EWCs) 344 
rights of codetermination 249–50 
single-channel 250, 252 
Workplace Employment Relations Survey (WERS) 89 
non-union representation in 342, 347–8 
workplace voice 381 
concept of 382–3 
Yugoslavia 69, 384