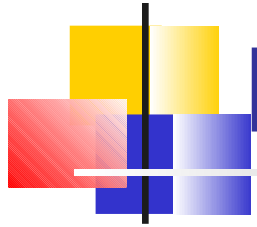




Industrial Relations & Human Resource Management

Learning objectives:

- to draw attention to the importance of the human factor in organisations
- to develop the conceptual skills needed to understand the nature of the employment relationship



More learning objectives?

- to examine the nature, objectives and processes used by the principal actors in the employment relationship
- to draw attention to Irish employment legislation and to examine at least one Act in detail



Industrial Relations

What I intend to cover:

- The nature of the employment relationship
- The evolution of Industrial Relations
- The roles of the key players
- The nature of conflict and its resolution
- Collective bargaining
- Employment legislation



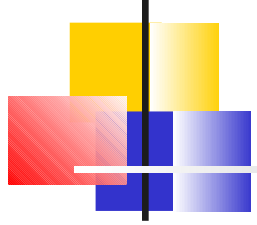
Human Resource Management

- **What I intend to cover:**
 - Management Styles
 - The HR Function
 - Recruitment & Selection
 - Performance Management



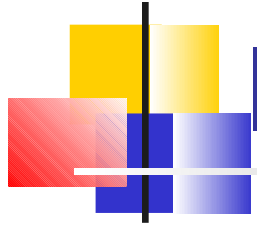
Introduction to Industrial Relations

- Definitions
- Relevance
- Key Players
- Frames of reference
- Historical Milestones
 - Key Processes
 - Change



Industrial Relations

‘the regulation of the relationship
between employers and
employees’



Industrial Relations is –

the consecrated euphemism for the permanent conflict, now acute, now subdued, between capital and labour.

(Blyton & Turnbull, 1998)



The Employment Relationship

‘an economic, social and political relationship in which employees provide manual and mental labour in exchange for rewards allotted by employers’.

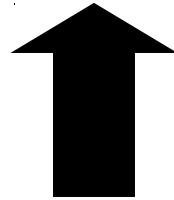
(Gospel & palmer 1993)

- permanent/temporary/full-time/part-time/casual
- Private/public/voluntary sector
- Unionised/non-unionised

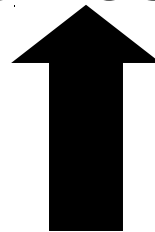


Industrial Relations Affects:

- Economic Performance



- Business Success



- Employees Experience of Work



Industrial Relations:

...has acquired a deserved reputation for being dull

...because it has too often failed to relate in any meaningful way to the reality of people's working lives, how these were formed, how they are constrained and how they might be changed.

(Blyton & Turnbull, 1998)



IR versus ER?

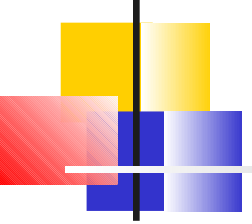
Using terms such as employee relations rather than industrial relations reflects a redrawing of the boundaries of the subject to include all employment relationships, rather than just those involving unionised, male, manual workers in manufacturing.

(Blyton & Turnbull, 1998)



Some Basic Facts

1. **Work dominates the lives of most men & women.**
2. **Vast majority of those who work are employees rather than employers**
3. **Of central importance to employers are:**
 - market exchange
 - managerial relations

- 
-
- 4. Management of employees is a central feature of organisational success over:**
 - product innovation
 - technological change
 - efficient utilisation of energy/materials

 - 5. Common interest between management and workforce cannot be assumed. Interdependence does not equate with common interest.**



Every employment relationship:

- Economic exchange
- Power relationship
- Continuous & open-ended
- Interdependent
- Asymmetrical

Employers cannot rely on coercion or even compliance to secure high performance.
Need active consent & co-operation.



An Exchange Relationship

- **Rewards**

- economic
- social
- psychological

- **Effort**

- Skilled/unskilled
- controlled/free



Different Interests

- **Employer**

- efficiency
- productivity
- profit

- **Employee**

- pay
- job security
- career development

These interests are not assumed to be equal.

Therefore will lead to conflict



Disputes



Workers Are Subordinates!

Through the employment contract:

- The worker agrees to sell his/her labour in return for payment
- The worker submits him/herself to the authority of the employer



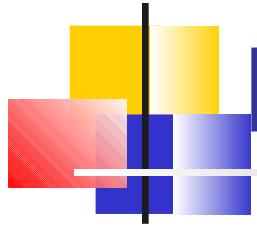
The Employment Relationship

- Continuous
- Dynamic
- Open-ended
- all subject to managerial prerogative

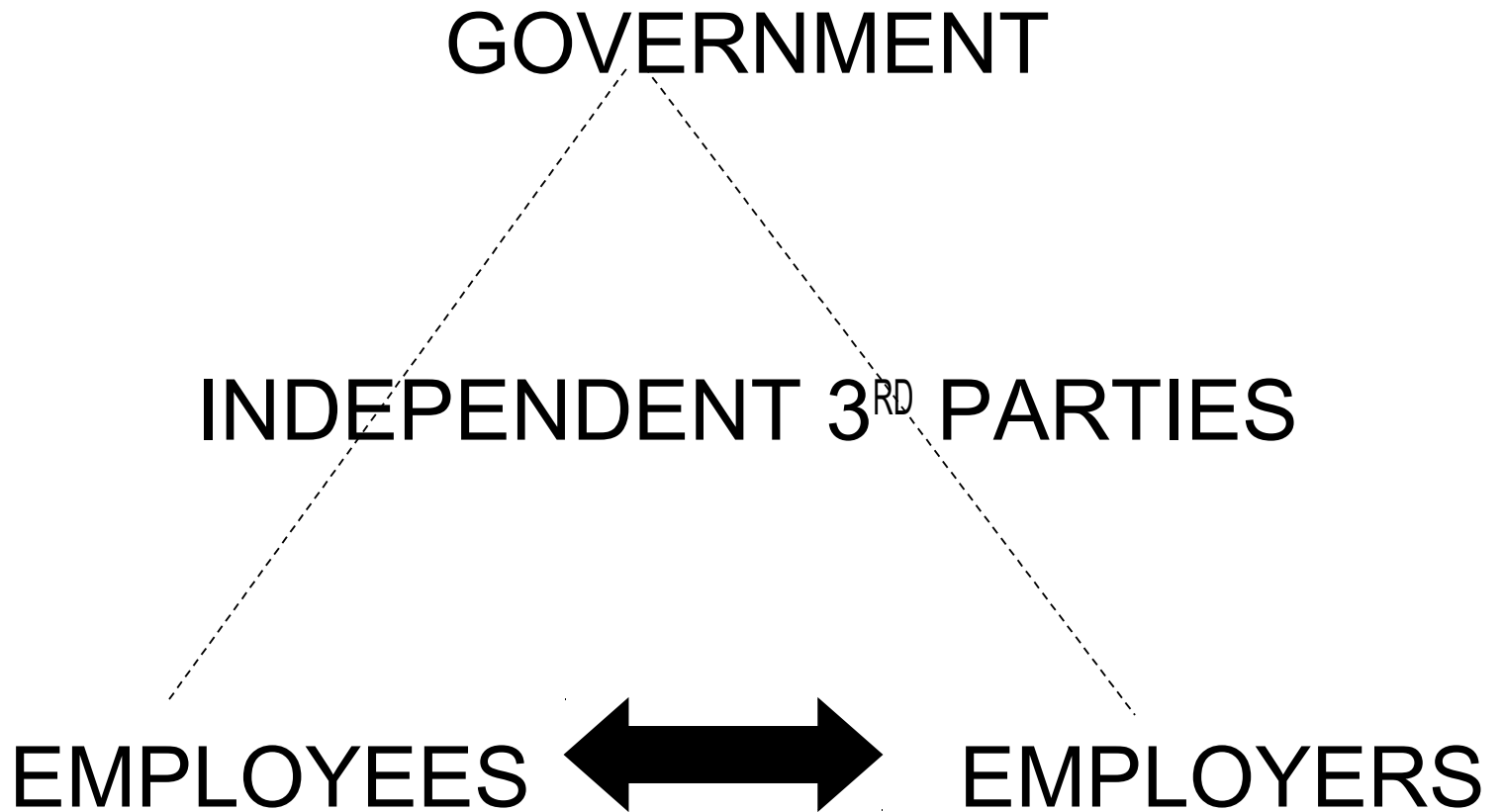


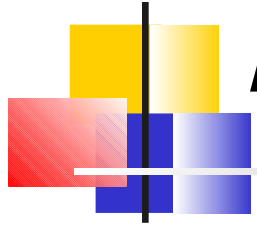
The Power Factor

- Unequal distribution
- Tipped in favour of the employer
- Workers can organise themselves collectively
- Exercise of power \Rightarrow resistance \Rightarrow conflict
- Exercise of power \Rightarrow accommodation \Rightarrow co-operation



Key Players



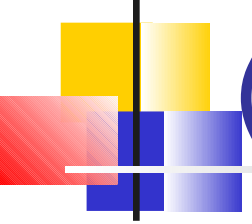


In the past workmen have thought that if they could secure higher wages and better conditions they would be content. Employers have thought that if they granted these things the workers ought to be contented. Wages and conditions have been improved; but the discontent and the unrest have not disappeared.



Workers interests in employment :

1. How much s/he gets
 2. What's it for
 3. How s/he is treated
 4. What s/he actually does
- (Goodrich – 'The Frontier of Control')



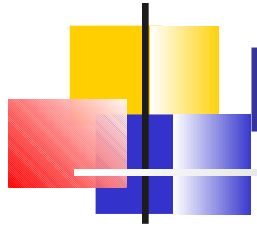
Basic Assumptions (employee)

- I'll get a fair days pay for a fair days work.
- If I treat people with respect I'll be respected
- Most capable person will get the job
- My employer will make the workplace safe.
- I'll be judged by my competence



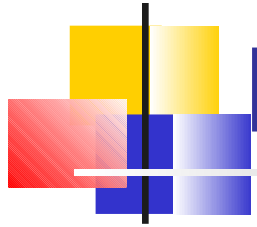
Trade Unions

*Continuous association of wage earners
for the purpose of maintaining and
improving the conditions of their
working lives.*



Basic Assumptions (employer)

- Workers will do the job they're paid for
- I will be allowed to manage the business
- We're all in this together
- Profit is the bottom line



Employer Associations

Formal groups of employers set up to defend, represent or advise affiliated employers and to strengthen their position in society at large with respect to labour matters as distinct from commercial matters.

(Oechslein 1985)



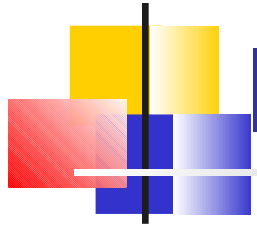
Collective Bargaining

the process through which agreement on pay, working conditions, procedures and other negotiable issues are reached between organised employees and management representatives.

(Gunnigle et al 1995)

“The resolution of conflict through compromise.”

(Hawkins 1979)



Industrial Action

Any temporary suspension of normal working arrangements in order to express a grievance or enforce a demand.

(Gunnigle, 1998)



Theoretical Perspectives

(Frames of Reference)

... are extremely valuable in explaining the actions, statements and behaviours of employers and trade unionists.

(Rose 2001)



Unitarism

- Management & staff work for common purpose
- One source authority
- Harmony & co-operation
- Conflict – pathological
- Unions unwelcome



Pluralism

- Company made up of different interest groups
- Organisation \Rightarrow miniature democracy
- “Negotiated order”
- Conflict inevitable, legitimate & accepted
- Unions – recognised negotiator



Marxism

(Radical Perspective)

Opposing interests of different classes.

Asymmetry of power based on ownership.

An employer can survive longer without labour than an employee can survive without work.

However, employer can never secure total control or achieve complete power.



Implications

- Interests
- Decision making
- Conflict
- Collective organisation



Perspectives on conflict

- An important element in the maintenance of stability within the work system
- A direct challenge to the internal order and stability of the work system
- A necessary prelude to the development of a new work system



So Where Are We?

- Employment Relationship
- Different Interests
- Key Players/representatives
- Conflict
 - Resolved or not (through negotiation)
 - Resolved or not (industrial action)
- Theoretical perspectives