

## Relations industrielles Industrial Relations



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[Aller au sommaire du numéro](#)

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tains aspects nouveaux comme la rémunération basée sur les habiletés (skill based pay) et les impacts de la participation sur la rémunération (exemples traditionnels).

Pour ce qui est du chapitre 12 sur la formation, on remarque que les auteurs ne font pas de traitement distinctif entre la formation et le développement du potentiel. Une dimension qui prend de plus en plus d'ampleur et de popularité, le développement de la carrière, pourrait également faire l'objet d'un traitement particulier.

Le chapitre 13 sur la QVT et la productivité, comme nous l'avons souligné plus haut, est probablement une des faiblesses les plus importantes de ce volume. Finalement les chapitres 16 et 17 sur la syndicalisation et la négociation collective sont très traditionnels en terme d'approche et on y dénote certains points faibles comme l'explication relative aux raisons de la syndicalisation et aux comparaisons interprovinciales, tout comme les stratégies de négociation et la notion de règlement des griefs qui ne fait pas de distinction entre procédure interne et arbitrage.

Finalement on remarque que très peu d'importance est accordée à l'aspect évaluation, vérification et contrôle de la gestion des ressources humaines, si ce n'est quelques paragraphes sommaires dans le chapitre 18.

De même il y a absence de relations entre «l'organisation» et la gestion des ressources humaines, relations souvent caractérisées par des thèmes comme le développement organisationnel, le climat organisationnel, le changement et la culture, qui sont absents de ce volume.

Mais il ne faut quand même pas être trop exigeant face à un volume qui s'adresse à une clientèle étudiante de premier cycle universitaire et qui veut faire une bonne description de ce qu'on entend par «gestion des ressources humaines».

En terme de conclusion, nous pouvons avancer que ce volume est très bien fait aussi bien en terme de structure que de contenu et qu'il est voué à un grand succès surtout au niveau de l'utilisation académique dans les universités anglophones canadiennes.

De plus, les auteurs ont su ajouter un avantage compétitif à leur volume de base en le complétant par un «volume du professeur» qui explique comment aborder le contenu au plan pédagogique et qui inclut des questions d'examen (à développement et objectifs), des cas supplémentaires, des listes de films, etc.

Mentionnons également qu'une version canadienne-française sera disponible sur le marché en 1988.

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**Industrial Relations in a Decade of Economic Change**, Edited by H. Juris, M. Thompson, and W. Daniels, I.R.R.A. Series, Annual Research Volume, Madison, Wisconsin, I.R.R.A., 1985, vi, 407 pp., ISBN 0-913447-30-7

The book is a collection of eleven essays. Pierre Tabatoni in the introductory essay analyses the comparative economic performance and the general problems that major market economies have faced during the last decade. It is followed by an overview of the industrial relations system in nine industrialized countries: Australia, Sweden, U.K., U.S.A., Canada, France, Germany and Japan. Brazil was also included in this volume as an example of the pro-

blems faced by a major industrial power among the developing countries. In the last chapter the editors review the individual country responses and the patterns which emerged from the study of changes in industrial relations in these countries.

The major developments in the Australian labour relations system in the last decade have been described as «centralization», i.e. the waning influence of employees in an era of high unemployment and power and influence exercised by industrial tribunals. During periods of recession, many unions turned to industrial tribunals to seek protection from the rigours of the market. For example, the Australian Conciliation and Arbitration Commission has been able to operate a wage policy without the co-operation of the federal government, notwithstanding the latter's control over fiscal and monetary policies. It appears that the authors of this essay lay excessive emphasis on the role of tribunals without due attention to the value and degree of informal collective bargaining that occurs at the industry level in Australia.

According to Skidmore and Pastore, the Brazilian industrial relations system has long been known for its rigidity, i.e. «the government has been able to control unions through an interventionist labour Ministry, a net work of government appointed labour court judges, and direct repression when necessary». Despite these rigidities, the interactions between union and management has increased in the last five years. Brazil is becoming an industrial power. The past five years have seen changes in its political and economic framework. There has been a sharp increase in direct bargaining between unions and employers, especially at the plant level. Is Brazil ready for a pluralist labour relations system? According to the authors, «the key laws still favor a corporatist, not a pluralist system».

Roy Adams, in his paper on Canada, describes the divergent evolution of the Canadian and American industrial relations system in the last decade despite similarities in their frameworks and collective bargaining practices. He argues that uniquely Canadian changes in the last decade, such as greater co-operation among labour, management and government in search of consensus, expansion of worker's participation without undermining the union's representation role, a trend toward labour courts; and joint labour management committees to deal with issues such as occupational health and safety, human rights, technological changes, indicate a shift in the Canadian industrial relations system toward the European system. However, in my view, there has been little research on the widespread use of such committees or their actual effectiveness rendering unwarranted such a generalization as the author has contended. It seems that since 1980, Canada has been following American trends rather than the European trends. This is evident from «concession bargaining» prevalent in certain sectors of the economy, and unionized employers' tendencies (particularly in Western Canada) to set up non-unionized companies to lower wage costs. Furthermore, the tripartite consultative system in Canada has proven to be very fragile. The tripartite systems have served different purposes in different countries. They come and go.

It seems that Japanese and German industrial relations systems coped with the economic changes with the least disruption in the last decade. The Japanese developed a network of joint consultation among political, industrial and labour leaders at the national level, and also developed a form of worker participation at the plant level which increased employer-employee interactions without challenging the legitimacy of collective bargaining. Germany's success can be attributed to the existing social consensus among government, employers and banks, i.e. to promote national competitiveness through technological superiority and by involving trade unions in the change process.

In the past, the Swedish industrial relations system was capable of dealing with the changes effectively but did not do so in the last decade. It seems that the labour movements in-

sistence on «Wage Earner Funds» proved to be the ideological break from the old system which thrived on pragmatism, cooperation, consultation and commitment to collective bargaining.

In the last chapter the editors provide useful insights into emerging patterns of industrial relations in nine advanced countries. They put these countries on a spectrum between two models of industrial relations. The «Corporatist» model relies on the consensus among the major parties (labour, management and government) on basic economic and social policies. The «Market» model of industrial relations favours collective bargaining and accepts a degree of industrial conflict. According to the editors, «the Corporatist model best describes the industrial relations system in Germany, France, Australia, Sweden, with Japan and Canada evolving from the market model toward corporatism. The purest form of the market model are the U.S.A. and the U.K. with Brazil moving away from corporatism toward the market system».

Given the complexity of factors which influence the industrial relations system in a country and the highly uneven direction of the evolution of the two systems, this reviewer thinks that it is necessary to exercise caution in interpreting the emerging patterns of industrial relations. The evidence presented in this volume suggests that movement in the direction of the corporatist-model or market-model is influenced by a subtle interplay of politics, economics and industrial relations in each country rather than a formula applicable to all.

Given the objectives set out for this volume, the most successful chapters are the introductory and the last chapter which provide a comparative view and integrate most of the research presented in the nine papers. Students will find the material organized along logical and traditional lines for each of the nine countries. The only drawback, though not a very serious one, is the lack of a unifying theme. This is partly remedied by the editors who try to summarize and integrate the ideas presented in various papers.

It is a scholarly volume. The authors present factual and statistical data to support their arguments and provide a comprehensive review of the developments in industrial relations in the last decade. It can be recommended as a required reading for students of comparative industrial relations.

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**Les Technologies Nouvelles**, par Michel Poniatowski, Paris, Plon, 1986, 334 pp., ISBN 2-259-0143-9

Soucieux de mieux connaître pour comprendre et aimer davantage la société de production et de consommation, des ordinateurs et des télécommunications, où nous vivons en cette fin de siècle de révolution technologique, je me suis fait un devoir de lire, plume à la main, le plus récent ouvrage de M. Poniatowski, **Les Technologies Nouvelles**, qui a pour sous-titre significatif **La chance de l'homme**. Il est fascinant, voire passionnant, car il foisonne de renseignements de première main, est truffé d'idées personnelles et est marqué au coin de la prospective. Il est l'oeuvre d'un Parisien, qui se définit «financier d'origine et de formation» (p. 30). A vrai dire, il est aussi avocat de formation: cela se voit à sa façon d'argumenter, de démontrer et de plaider, son livre étant un vibrant plaidoyer pour le réveil de l'Europe face à ses concu-