# INDUSTRIAL RELATIONS RESEARCH ASSOCIATION SERIES

Proceedings of the 55th Annual Meeting

January 3-5, 2003 Washington, D.C.

Adrienne E. Eaton, Editor

#### PROCEEDINGS OF THE 55th ANNUAL MEETING

Copyright © 2003 by Industrial Relations Research Association. Printed in the United States of America. No part of the book may be used without written permission, except in the case of brief quotations embodied in critical articles and reviews.

First Edition ISBN 0-913447-85-4 ISSN 0277-7347 Price: \$29.95

#### INDUSTRIAL RELATIONS RESEARCH ASSOCIATION SERIES

Proceedings of the Annual Meeting Annual Research Volume Membership Directory IRRA Newsletter (published quarterly) Perspectives on Work (published biannually)

Inquiries and other communications regarding membership, meetings, publications, and general affairs of the Association, as well as notice of address changes, should be addressed to the IRRA national office.

INDUSTRIAL RELATIONS RESEARCH ASSOCIATION
University of Illinois at Urbana-Champaign
121 Labor & Industrial Relations Bldg.
504 East Armory Ave.
Champaign, IL 61820
Telephone: 217/333–0072 Fax: 217/265–5130

Telephone: 217/333–0072 Fax: 217/265–5130 Internet: www.irra.uiuc.edu E-mail: irra@uiuc.edu

<UNION BUG HERE>

# **PREFACE**

The 55th Annual Meeting of the Industrial Relations Research Association took place in Washington, D.C., on January 3–5, 2003. A busy pre-conference day on January 2 included committee, board, and interest section meetings; three full days of idea exchange through practitioner panel discussions; followed by paper presentations, poster sessions, refereed papers, and workshops. Distinguished guest speakers included John Monks of the Trade Union Congress in the United Kingdom and John J. Sweeney, president of the AFL-CIO. IRRA president John Burton delivered the presidential address at the annual IRRA Luncheon.

Chapter representatives from all over the country met and shared ideas with each other. Labor and management advocates who normally sit across the bargaining table from one another sat side by side at luncheons or on panels. Over five hundred people attended or participated in thirty-nine sessions and seventeen meetings over the four days, the largest number of participants since this administrator has been keeping records. Of those attendees, nearly 40 percent were practitioners—management, labor, neutral, and public. Together with academic members, they participated in discussions on new research, best practices, and current workplace topics.

Organized around the theme *Improving Policies and Approaches to Employment Relations*, a sample of session topics in the program included alternative forms of employee representation, social capital and human resource practices, labor market institutions and economic outcomes, high-involvement work systems, and witness credibility. In this proceedings volume, we focus on papers from sessions on welfare capitalism, union revitalization in comparative perspective, employment relations for health care workers, the future for manufacturing, United States and United Kingdom comparisons of labor-management partnerships, and more.

Especially appreciated are the efforts of Suzanne Millas of the national office for coordinating this volume with its ninety contributors. Thanks also to Joe Parsons and Meghan Krausch from the University of Illinois Press for their expert editing.

For fifty-five years, we have met to exchange research, interpretations, perspectives, and beliefs to help shape our workplace; for as many years, this volume has represented a collection of the many ideas and dialogues pre-

sented there. You are invited to experience the meeting yourself. Join us in San Diego, January 2-5, 2004, for our 56th meeting on *Industrial Relations and Democracy*.

Paula Wells IRRA Executive Director

# **CONTENTS**

| Officers of the IRRA  | Co   | over 2 |
|---|--|--------|
| Preface   |  | iii    |
| Alphabetical List of Authors  |  | 367    |
| IRRA Membership Information   |  | 369    |
| I.  |  |        |
| PRESIDENTIA PRESIDENTIA   | AL ADDRESS   |        |
| Paula B. Voo  | s, Presiding   |        |
| Improving Policies and Approaches to<br>Protecting Workers and Their Fami<br>Insecurity |  | 1      |
| II  |  |        |
| WORK AND OLD  | ER AMERICANS   |        |
| Lorraine Schm   | nall, Presiding                                      |        |
| Who Benefits from Increasing Contrib<br>Contribution Plans?                             | oution Limits for Defined<br>Howard Wial             | 12     |
| Employment Policies to Increase the I<br>Older Workers                                  | Labor Force Participation of Jeffrey S. Petersen     | 20     |
| Discussion  | Susan J. Stabil e                                    | 29     |
| Discussion  | Robert J. Thornton                                   | 31     |
| III   | I.   |        |
| WELFARE CAPITALISM I<br>POLICIES, PRACTICES   |  |        |
| Sanford Jacob   | oy, Presiding  |        |
| What Might Have Been: Earl Warren's<br>Based Health Insurance                           | s Alternative to Employer-<br>Daniel J. B. Mitchel l | 34     |
| The Mind of the Mill Owner: Welfare in Southern Cotton Textiles                         | Capitalism and Child Labor<br>Hugh D. Hindman        | 42     |

| Ourselves: Welfare Capitalism in the Larkin C  | ompany, 1900–1939<br>Howard Stanger    | 50  |
|--|--|-----|
| Welfarism or Paternalism: Making Sense of S.I<br>Its Nonunion Era, 1854–1967                                   | D. Warren's Path in<br>Michael Hillard | 59  |
| Discussion   | Sanford M. Jacoby                      | 67  |
| Discussion   | Jonathan Rees                          | 71  |
| IV.  |  |     |
| LABOR MARKETS, HUMAN RESOURCE<br>REFEREED PAPI   |  | NAL |
| Morris Kleiner, Presi  | ding                                   |     |
| Networks That Matter: The Impact of Recruit<br>Organizational Demography on Turnover<br>Mary E. Taber and Mary |  | 74  |
| The Labor Market for Female Corporate Dire<br>Changes in Board of Director Composition                         |  | 85  |
| The Link between the Stock Market and Retir C  | ement Income<br>hristian E. Weller     | 95  |
| V.   |  |     |
| UNION REVITALIZATION IN COMPA  | RATIVE PERSPECTIVE                     | Ξ   |
| Ruth Milkman, Presi  | ding                                   |     |
| Union Revitalization through Political Action?<br>Five Countries Kerstin Hama                                  | Evidence from<br>ann and John Kelly    | 105 |
| Structural Change and Union Transformation<br>Richard Hurd an  | nd Martin Behrens                      | 113 |
| Comparative Coalition Building and the Revita Movement   | alization of the Labor                 |     |
| Carol a Frege, Edmund Heery, a   | and Lowell Turner                      | 122 |
| Twists and Turns of the High Road: Labor-Mar<br>Partnerships and Union Strategy in the Uni                     |  | 131 |

|  | ٠, |  |
|--|----|--|
|  |    |  |
|  |    |  |

### IS THERE A FUTURE FOR MANUFACTURING?

# Eileen Appelbaum, Presiding

| The Visible Hand of U.S. Deindustrialization       | dam S. Hersh  | 141 |
|--|---------------|-----|
| The Stock Market Boom and Manufacturing Investm    | nent          |     |
| Christi  | ian E. Weller | 148 |
| The Hidden Microlevel Crisis in U.S. Manufacturing |               |     |
| Noil Cladetoin and I                               | Roth Almoida  | 156 |

#### VII.

## ALTERNATIVE FORMS OF EMPLOYEE REPRESENTATION OR INVOLVEMENT

### Janice Bellace, Presiding

| <b>Returning Members-Only Collective B</b> | argaining to the American |     |
|--|---------------------------|-----|
| Workplace                                  | Charl es J. Morris        | 165 |
| A Competitive Market for Workplace F       | Representation Services   |     |
|  | Samuel Estreicher         | 177 |

#### VIII.

177

#### ADOPTION AND OPERATION OF HIGH-INVOLVEMENT **WORK SYSTEMS**

# Larry Hunter, Presiding

Workplace Innovation and Union Status: Synergy or Strife? Anil Verma and Tony Fang 189

#### IX.

#### EMPLOYMENT RELATIONS FOR HEALTH CARE WORKERS

#### Robert E. McGarrah, Jr., Presiding

| Serving the Medicaid | and Medicare | Populations: | Nursing I | ∟abor |
|----------------------|--------------|--------------|-----------|-------|
| Market Dynamics      |              |              |           |       |

| Matthew Bodah, John Burkett, and Leonard Lardaro 19 | Matthew Boda | h, John Burket | t, and Leonard | Lardaro | 199 |
|---|--------------|----------------|----------------|---------|-----|
|---|--------------|----------------|----------------|---------|-----|

| Does Collaborative E | Sargaining Make a Difference in Nursing |     |
|----------------------|---|-----|
| Agreements?          | Karen Roberts and Catherine Lundy       | 206 |

| Union-Management Negotiations over N<br>Hospitals Benjamin Wol ki           | lurse Staffing Issues in<br>nson and Victor Nichol                         | 214 |
|---|--|-----|
| X.  |  |     |
| LABOR MARKET INSTITUTIONS A   | ND ECONOMIC OUTCOM   | ES  |
| Rebecca Blank,  | Presiding  |     |
| Collective Bargaining Institutions and De<br>Patterns Guiseppe Ber          | emographic Employment<br>tol a, Francine D. Bl au,<br>and Lawrence M. Kahn | 222 |
| XI.   |  |     |
| BUILDING HEALTH AND SAF<br>RELATIONSHIPS IN THE CON                         |  |     |
| John T. Dunlop,   | Presiding  |     |
| Construction Site Regulation and OSHA                                       | Decentralization Al ison Morantz   | 232 |
|   | truction<br>-Rad, Peter Phil ips, and<br>ndine Thompson-Dawson             | 240 |
| The Risk of High Cholesterol among Con<br>Employment Relations or Behavior? |  |     |
| Norman J. Wai   | tzman and Ken R. Smith   | 248 |
| The Construction Industry and Uncomp  | ensated Health Care<br>C. Jeffrey Waddoups                                 | 256 |
| XII.  |  |     |
| LABOR STUDIES/LABOR UNIONS,<br>DISPUTE RESOLUTION AND LAB<br>REFEREED       | OR AND EMPLOYMENT LA   |     |
| Mary Ellen Shea   | , Presiding  |     |
| Bargaining through Cooperation: The In<br>Management Teams on Steward Iden  |  | 264 |
| Short Circuiting <i>Circuit City?</i> Judicial E<br>Employment Arbitration  |  | 274 |

| Union Organizing Commitment: Rhetoric a<br>Jack Fie                                      | nd Reality<br>Orito and Paul Jarley             | 283 |
|--|---|-----|
| Discussion   | Michael H. Belzer                               | 294 |
| Discussion   | Susan J. Stabil e                               | 296 |
| XIII.  |   |     |
|  | DOLLING ILC AND LLIV                            |     |
| LABOR-MANAGEMENT PARTNE<br>COMPARISO   |   |     |
| Thomas Kochan, P   | residing  |     |
| Phoenix from the Ashes? Labor-Manageme<br>Simon Deakin, Maria Hudson, S                  |   | 299 |
| XIV.   |   |     |
| ECONOMETRIC CASE STUDIES ON ORGANIZATIONAL PEI   |   | ND  |
| Edward Lazear, Pr  | residing  |     |
| Motivating Employee-Owners in ESOP Fir<br>Policies and Company Performance               | ms: Human Resource<br>Dougl as Kruse, et al.    | 307 |
| XV.  |   |     |
| POSTER SESS  | ION   |     |
| Stephen Havlovic, I  | Presiding                                       |     |
| Labor Market Flexibility and Poverty Dyna  | mics  |     |
| Catal ina Amuedo-Dorantes and Ri   | cardo Serrano-Padial                            | 318 |
| The Relationship between Employee Involution   | vement and Workplace<br>Al exander J.S. Col vin | 318 |
| Labor-Management Conflict and Industrial from the Airline Industry William L. Dougan and |   | 319 |
| Effects of Joint Consultation Committee on Commitment: Evidence from Korea               | -   | 319 |
| New Voices at Work: Race and Gender Idea U.S. Labor Movement                             | 0 0   | 320 |

| Ramping Up the Organizational Learning C<br>Gainsharing Suggestions on Plant Perfor<br>Jeffrey B. Arthur and Chi | mance                                   | 320 |
|--|---|-----|
| Fairness, Risk Shifting, and the New Emplo<br>How Stakeholder Networks Can Bring A                               | yment Contract:                         | 320 |
|  | Iarry J. Van Buren, III                 | 321 |
| Two-Tiered Employment in the Global Eco<br>Maritime Industry   | nomy: The World<br>Cl ifford B. Donn    | 321 |
| The Survival of Gainsharing Plans: An Analy<br>Panel Data  | ysis of 1992–1999<br>Dong-One Kim       | 322 |
| Diversity in the Workplace   | Harry W. Holt, Jr.                      | 322 |
| Women in Men's Occupations: Reconstructi   | ing New Gender Identity<br>Haejin Kim   | 323 |
| Deauthorization and Decertification Electic<br>Comparison of Trends  | v                                       |     |
| Clyde J. Scott   | and Edwin W. Arnol d                    | 324 |
| The Role of Contingent Work in the War Aş<br>Catal ina Amuedo-Dorante  |   | 324 |
| Permanent versus Temporary Employment Determinants and Implications Cynthia I. Gramm                             | Contracts:  n and John F. Schnel l      | 325 |
| What Is European in the European Social N  |   | 323 |
| What is European in the European Social N  | J. Boyd H. Bl ack                       | 325 |
| Building a Better Future Through Mediatio<br>Survey of FMCS Mediators  | n: Insights From a<br>Patrice Mareschal | 326 |
| XVI.   |   |     |
| 2002 IRRA BEST DISSERTATION  | ON COMPETITION                          |     |
| Formal and Informal Dispute Resolution in<br>Hierarchical Work Sites El  | Cooperative and izabeth A. Hoffmann     | 327 |
| XVII.  |   |     |
| 2002 IRRA LIFETIME ACHIE   | EVEMENT AWARD                           |     |
| Lifetime Achievement Award Winner Comi   | ments                                   |     |
|  | Neil Chamberlain                        | 335 |
| Lifetime Achievement Award Winner Com  |   |     |
|  | George P. Shultz                        | 336 |

### XVIII.

# IRRA ANNUAL REPORTS

| Executive Board Meeting in Washington, D.C., June 21, 2002     | 341 |
|--|-----|
| Executive Board Meeting in Washington D.C., January 2, 2003    | 345 |
| General Membership Meeting in Washington D.C., January 4, 2003 | 353 |
| Annual Report for 2002   | 357 |