



UvA-DARE (Digital Academic Repository)

Balancing roles: bridging the divide between HRM, employee participation and learning in the Dutch knowledge economy.

van der Meer, M.; Buitelaar, W.

Publication date

2009

Document Version

Final published version

[Link to publication](#)

Citation for published version (APA):

van der Meer, M., & Buitelaar, W. (2009). *Balancing roles: bridging the divide between HRM, employee participation and learning in the Dutch knowledge economy*. (AIAS working paper; No. 69). Amsterdam Institute for Advanced labour Studies, University of Amsterdam. <http://www.uva-aias.net/publications/show/1181>

General rights

It is not permitted to download or to forward/distribute the text or part of it without the consent of the author(s) and/or copyright holder(s), other than for strictly personal, individual use, unless the work is under an open content license (like Creative Commons).

Disclaimer/Complaints regulations

If you believe that digital publication of certain material infringes any of your rights or (privacy) interests, please let the Library know, stating your reasons. In case of a legitimate complaint, the Library will make the material inaccessible and/or remove it from the website. Please Ask the Library: <https://uba.uva.nl/en/contact>, or a letter to: Library of the University of Amsterdam, Secretariat, Singel 425, 1012 WP Amsterdam, The Netherlands. You will be contacted as soon as possible.



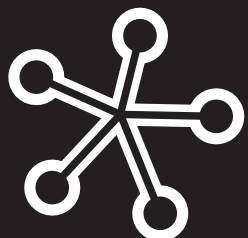
AIAS

Amsterdam Institute for
Advanced labour Studies

Balancing roles

Bridging the divide between HRM,
employee participation and learning in the
Dutch knowledge economy

Marc van der Meer and Wout Buitelaar



Working Paper 09-69

February 2009

Acknowledgement:

We are grateful to Jan Kees Looise who invited us to write this paper, to Evert Smit, Paul Sparrow, Jelle Visser and to the participants of the Dutch-HRM Network (November 2007) and Inscope (December 2008) conferences, where an earlier draft of this paper has been presented. Only the authors can be held responsible for the views expressed in this paper.

For communication: marc.vandermeer@ecbo.nl and w.l.buitelaar@uva.nl.

February 2009

© Marc van der Meer and Wout Buitelaard, Amsterdam

Information may be quoted provided the source is stated accurately and clearly.

Reproduction for own/internal use is permitted.

This paper can be downloaded from our website www.uva-aias.net under the section

Publications/Working papers.

Balancing roles

**Bridging the divide between HRM,
employee participation and learning in the
Dutch knowledge economy**

Marc van der Meer

*Amsterdam Institute for Advanced Labour Studies (AIAS)
University of Amsterdam*

Wout Buitelaar

*Amsterdam Business School (ABS)
University of Amsterdam*

WP 09/69

Summary

In the literature on learning organisations, too little attention is paid to HRM and employee-participation. The opposite is also true, most of the debate on co-determination disregards the learning cycle as applied to works councils. This paper discusses the historic relationship between human resources management (HRM) and employee participation, situated in the Dutch ‘services industry’. Based on an evolutionary analysis of labour relations, management and organisation, the paper will address the need for an interactive relationship between HRM and employee participation, converging in the learning organisation. After comparing and weighing various roles, HRM is considered as a complex intermediary function: as a ‘knowledge broker’. This requires, on the one hand, a knowledge coalition between HRM and the works council, and, on the other hand, an employee-participation coalition between the works council and work-progress meetings.

Key-words: HRM, employee-participation, learning organisation, roles, the Netherlands.

‘Samenvatting’

In de literatuur over lerende organisaties wordt weinig aandacht besteed aan de betekenis van personeelsbeleid en van medezeggenschap. Het tegenovergestelde gaat ook op, in het debat over medezeggenschap wordt nauwelijks aandacht besteed aan de noodzaak tot leren van bijvoorbeeld ondernemingsraden. Deze tekst bespreekt de historische relatie tussen personeelsbeleid (HRM) en medezeggenschap, die wordt gesitueerd in de vrijwel permanente organisatieveranderingen naar een moderne ‘dienstenindustrie’ in Nederland. Op basis van een evolutionaire analyse van arbeidsverhoudingen, management en organisatie wordt de noodzaak aangegeven van een interactieve relatie tussen HRM en medezeggenschap, samenkomend in de lerende organisatie. Dit vereist enerzijds een ‘kenniscoalitie’ tussen de personeelsafdeling en de ondernemingsraad, en anderzijds een ‘medezeggenschapscoalitie’ tussen de ondernemingsraad en andere vormen van werkoverleg.

Table of contents

SUMMARY.....	5
1. HRM AND EMPLOYEE PARTICIPATION: AN EVOLUTIONARY APPROACH.....	9
2. TAYLORIST' VERSUS NEW PRODUCTION CONCEPTS IN THE PERSPECTIVE OF ORGANISATIONAL LEARNING	11
3. THE EMERGENCE OF THE SERVICE FACTORY AND THE MULTIPLE CHAIN	15
4. THE MISSING LINK BETWEEN KNOWLEDGE MANAGEMENT AND LEARNING	17
5. THE ROLES OF HRM AND EMPLOYEE PARTICIPATION IN ORGANISATIONS.....	19
6. HRM IN THE NETHERLANDS: INNOVATION OR LEAN MANAGEMENT?	21
7. FACTS AND FIGURES OF HRM	25
8. THE DIVIDE BETWEEN HRM AND EMPLOYEE PARTICIPATION	29
9. HRM , EMPLOYEE PARTICIPATION AND THE LEARNING ORGANISATION	33
10. CONCLUSIONS: TUNING HRM AND EMPLOYEE PARTICIPATION TOWARDS LEARNING AND DEVELOPMENT	41
BIBLIOGRAPHY	43
AIAS WORKING PAPERS.....	47
INFORMATION ABOUT AIAS	53

1. HRM and employee participation: an evolutionary approach¹

Employment relations are deeply rooted in history. This paper uses an evolutionary approach to personnel management and employee participation, which will be contrasted to the post-modern view where HRM is seen as a new form of personnel management originating from the 1980s (Legge, 1995: 286-327). The evolutionary conception of HRM, on the other hand, sees the HRM practice as a learning process for both management and labour (Kaufman, 2004).

This paper uses the following working definition of HRM: ‘a specific form of personnel management that tries to benefit competitively by strategically using involved and competent workers, through the use of an integrated spectre of cultural, structural and personal techniques’ (Doorewaard and De Nijs, 2003: 41).² In recent years, various authors have argued that HRM-professionals should play a more prominent role in strategic and knowledge management of organisations (Storey, 1992; Ulrich, 1997, Sparrow, 2007). We will apply such typologies to the evolution of Dutch personnel management and employee participation in this paper.

Regarding the term ‘employee participation’, we distinguish between indirect, structural forms and more direct, situational forms of participation. Indirect employee-participation refers to the opportunities for employees, with a subordinate position in the work relation, to influence the decision-making process in representative bodies. In 1994, the European Union adopted a directive on information and consultation in multi-national companies, whereas in 2002 a European framework directive on information and consultation has been issued. In the Netherlands, representative works councils dispose of legally laid-down rights to information, consultation and negotiation (Looise et al, 1996; Kluge, 2005; Goodijk and Sorge, 2005; Goodijk, 2008; Van het Kaar et al, 2007; Krieger and Sisson, 1997; Visser, 1995). Direct participation refers to the opportunities for employees to participate in the decision-making in every form, enabling deliberations about the right to directly take decisions and to organise the work process. Starting from the principle of correcting power imbal-

¹ A briefer version of this paper is also available in Dutch: Wout Buitelaar and Marc van der Meer, ‘Nieuwe rollen voor HRM en medezeggenschap in de kenniseconomie’ (Tijdschrift voor HRM, 2008, nr.3, pp.70-89).

² All quotations from Dutch language presented in this paper are translations from the actual texts.

ances and the possibility to offer employees a platform for presenting their thoughts and ideas, we also relate the notion of co-determination to the learning organisation and knowledge economy. In doing so, we base the analysis on the theoretical debate on the question where employee participation only works on a voluntary basis (Jensen and Meckling, 1979; Freeman and Lazear, 1995; Bovenberg and Teulings, 2008), or that a substantial development of employee participation requires that the government grants legal rights. The argument is that such formal institutions create an equal playing field for all companies and impose a commitment for developing real employee participation (Rogers and Streeck, 1995). Therefore, we distinguish between indirect employee participation in the form of works councils, and representative bodies with voluntary, more or less ad hoc employee participation, like in the form of work progress meetings.

Accordingly, this paper takes up a position in the debate on the modern services industries in the Netherlands, where knowledge and qualifications increasingly are seen as crucial (despite the fact that low-skilled labour still exists). The paper addresses how the HRM practice relates to the practice of employee representation and contrasts the role of the HRM professional with that of the works-councillors. We try to provide an answer to the question as to what are the roles and responsibilities of the two categories of professionals, and to what degree are their activities mutually tuned into the learning of organisations?

2. Taylorist' versus New Production Concepts in the perspective of organisational learning

In the debate on work organisation and organisational learning, many researchers have addressed a dichotomy between Taylorist and New Production Concepts. In his recent exhaustive historic overview of developments in the study of labour relations and HRM, the American professor Bruce E. Kaufman stresses that the pioneering work of Frederick W. Taylor, a mechanical engineer, initiated an increasing attention in firms for both their employees and their organisation. Kaufman poses that the application of social Taylorism in workplace reforms can be seen as the start of what we now call 'strategic HRM'. During that period, famous industrialists like John D. Rockefeller and prominent economists like John R. Commons, both Americans, also emphasized the pluralistic nature of personnel management, and that HRM refers not only to the management but also to the relations between the organisation and the employee (Kaufman, 2004).

Taylor's scientific way of management was a modern form of integration of various mechanisms of regulation by introducing a standardisation of tasks in combination with a system of monitoring and intricate control of the shop floor. Standardisation was also a means of communication here. For example, in the average American workplace some twenty languages were spoken. Taylor promoted in-company training and thus commitment to the company and enlargement of job-related knowledge, to prevent turnover of personnel. The two key-notions were selection and training or retraining, and he considered the ability to adapt as 'an essential labour requirement' (Taylor, 1913; Sierksma, 1991).

The debate on new production concepts (NPC) and differentiated HRM has been introduced in the Netherlands in 1981, through the work of Ulbo de Sitter. The main characteristics of the NPC involve an as minimal as possible horizontal and vertical division of labour, through job expansion and job improvement. Starting from the formula 'from simple tasks in a complex structure,

to complex tasks in a simple structure', the work is carried out in regulating circles and autonomous working groups.

It can be added that, although joining tasks like regulation, quality control, preventive and (partially) curative maintenance as well as certain specific administrative and / or preparatory activities within a group did indeed make for a broader parcel of tasks for the employees involved, but also resulted in increased workloads on the shop floor. In this respect, De Sitter correctly pointed at the tension arising in the modern work organisation as a result of its increasing management capacity on the one hand (from 'managing by index numbers' to workflow software) and the simultaneous increase in the regulating capacity of employees (intervention and adjustment, repairing technical failures, et cetera) (De Sitter, 1981).

The synthesis of TPC and NPC

Ikujiro Nonaka and Hirotaka Takeuchi (1995), two Japanese experts on business administration, find that, from an empirical point of view, the value of the dichotomy between the TPC and the NPC is relatively limited. For reasons of knowledge development and knowledge transfer, these authors argue in favour of combining the two forms of organisation, thereby re-evaluating the business hierarchy of the TPC and combining it with the task group or project team of the NPC. From the perspective of knowledge development, both the TPC and the NPC have a supporting role – the former for the organisation and transfer of knowledge, and the latter for the exploration and creation of knowledge. TPC and NPC thus complement one another: 'the flat organisation needs hierarchy'. According to these scholars, firms are not successful enough in transforming individual knowledge into collective knowledge. The 'flat' organization, the upside-down pyramid and the overall much prized network organisation all run the risk of knowledge evaporating. As is also argued in recent literature on open innovation, employees at the borders of the company, in quality circles and communities of practice and networks that transcend the boundaries of the company, as exist for example in the IT-industry, can have the inclination to keep information secret (Stone, 2006).

Such risks are limited by a business organisation that combines the strong points of both horizontal and vertical articulation. The Japanese authors moreover contend that two kinds of knowledge are crucial in the development of an organisation. First, explicit knowledge as laid down in rules,

.....

manuals, business literature and business procedures, and, second, the individual ('tacit') knowledge, in the form of (practical) experience, metaphors and value systems. Apart from the fact that this latter kind of knowledge is increasingly recognized and valued, the interaction between the two kinds of knowledge is a precondition for innovation. This way, firms build up their core competences. Furthermore, it is important to let the subject expertise of the employees – so, both their explicit and their tacit knowledge – interact with the professional knowledge of experts. Accordingly, the materials for developing both the personnel and the organisation are created.

This synthesis found by Nonaka and Takeuchi is sometimes called the learning organisation. Freely translated, it concerns an organisation's capacity to create, transfer and implement knowledge. A firm or an institution is conceived as a learning environment with a learning cycle. The bureaucracy, in the original meaning given it a century ago by the German sociologist Max Weber, then stands for transparency and sustainability, not for the often-used caricature of opacity and rigidity. The exploration and creation of knowledge together constitute the variety in the form of co-operations of a more or less temporary nature. Knowledge organisations and the transfer and implementation of knowledge are their opposite numbers, through more or less permanent organisations.

3. The emergence of the service factory and the multiple chain

Next to the TPC-NPC dichotomy, the notion ‘post-industrial era’ with regard to the development of organisational forms is inadequate. Manufacturing is in the process of becoming a ‘tertiary sector’, where production organisations transform to sales and distribution or to R&D centres, and where industrial concepts like ‘tourist industry’, or ‘inguinal hernia street’ (in a hospital) are used to indicate services. For today’s plants in the manufacturing industry we prefer to apply the term ‘services factory’.

Manufacturing industry and the services sector together have transformed into the services industry. In the modern services industry, the conveyor belt of mass production has become a multiple chain: it has both lengthened and broadened. This chain constitutes a logistical chain, a value-chain of an economic nature, as well as an ecological and an information chain: ‘from the soil to the client’s door’. In the health-care sector, the chain is called client logistics; banks, hospitals and social services have data chains consisting of various networks with clients, suppliers and commissioners.

As a result of all this, business organisations show an increasingly varied image. Because of outsourcing, spatial division and the resulting thinning out of the work force, new enterprises emerge and existing enterprises size down. At the same time it can be observed that, when outsourcing activities to de jure independent firms, their dependency in fact increases. The firm ASML, with 1200 employees in Veldhoven, is an example of this. In the Netherlands alone, at least 10,000 other people are active for this firm, dispersed over some 100 establishments that are all orchestrated by this ‘champion of outsourcing’ (de Volkskrant, 19 January 2006).

One of the side effects of outsourcing is the redistribution of knowledge between organisations. Due to insourcing and outsourcing, the mutual relations between firms multiply and become more complex; they can then be characterised as ‘networks’ or ‘chain structures’. Moreover, due to modern information technology the character of these networks is increasingly internationalised. In everyday practice, these ‘new factories and new offices’ – to paraphrase the title of De Sitter’s book – hardly exist, and the traditional production concept still has not disappeared but has been modified instead, as is shown by many studies (see Krieger and Sisson, 1997; Salverda et al, 2008). More in general,

it could be contended that, although self-steering teams or (semi) autonomous groups have indeed been introduced, they were an unintended form of work consultation within the regulating ring (the chain) rather than a socio-technical organisational change. It became clear that the NPC had the following construction problems:

- an approach to change that focused too much on devising and too little on developing
- too little attention for the work relations
- an undefined role for HRM, development and learning.

From exploitation to exploration

We have thus argued that the boundaries between manufacturing industry and the services sector have become blurred. Because of the variety in business models, the work relations have become more complex and, in the case of continuous outsourcing and sourcing-in, HRM has to switch between the internal and the external labour market as well as between a variety of contract relations and labour conditions. When viewed from the perspective of labour, they are faced with the ever-returning question of how to transform variety into standard, and vice versa. Firms, services and institutions, each in their own specific ways, are in search of a balance between standard and flexibility. This balance can then differ for each of the various phases of the production process and/or the services process. The right transfer of information within the chain or chains has become a vital human asset, which formerly used to take place ‘face-to-face’ but now is taking place ‘file-to-file’. Where the conveyor belt involved a certain physical charge (keeping up), the chain structure means a psychological burden (staying ahead of things): the just-in-time supply procedure, last minute planning, late arrivals and deadlines. In modern career-track policy, aimed at permanent employability, HRM has to consider the ‘trouble sensitivity’ of the workplace as well as the ‘trouble insensitivity’ (or anticipation capacity) of the employee involved.

Henk Volberda (2005), the Rotterdam professor of strategic management, characterized this synthesis, paraphrasing James March, as ‘the exploration of new opportunities to balance the exploitation of existing routines’. Kang, Morris and Snell (2007) combine in a similar vein, the exploration of ‘new’ knowledge to create value added with the exploitation by ‘refinement and deepening’ of existing knowledge.

4. The missing link between knowledge management and learning

In theory, HRM amounts to managing the learning cycle of organisations outlined above, with special attention for both the explicit and implicit ('tacit') accumulation of knowledge by the employees. In recent years, a number of papers have been published on the alignment of HRM with the framework or architecture of knowledge management. Most contributions underline the potential value added of HRM ('a key critical resource') for strategic management and networks of innovation (Iles et al, 2001; Scarbrough, 2003; Sparrow, 2007). Kang, Morris and Snell (2007) argue that the HR-architecture is relevant for allocating the stocks and flows of knowledge of employees in and between organisations. Sparrow (2007) nuances such views by underlining the contribution of HRM to the dynamics of cognitive and organizational change. In his perspective, knowledge management contributes to issues such as value creation and generation, value improvement and leverage, and value protection and preservation. The author contends that much can be expected from the development of learning communities within the organisation to uncover both intuitive and implicit knowledge (Sparrow, 2007).

Notwithstanding the increased attention to knowledge management, the literature on the learning organisation pays too little attention to HRM from an employee participation perspective. In the theoretical studies on knowledge management referred to above, no references have been made to employee participation. And also empirical studies neglect this issue. For instance, based on the results of a study among 500 firms, Arie de Geus, a former Shell executive, sketches organisational change as a pattern of survival, where organisational learning consists of the ability to deal with change by changing oneself (De Geus, 1999). He argues that the learning organisation consists of four components: sensitivity to the environment, coherence and identity, tolerance and decentralisation, and a long-term policy, with profit as the means to survive. The third component means tolerating mistakes, to provide people with the opportunity to learn from their errors. Striking in De Geus's study is that the living organisation does have many people who are knowledge factors, yet it hardly pays any attention to labour relations and employee participation. The opposite also holds. Most of

the literature and the research on employee participation disregard the learning cycle as applied to the works council as an institution. True, certain stages are distinguished in the growth of the works council, from reactive to strategic, but the works council as part of a learning organisation is mostly neglected.

In such rare cases that these issues have been coupled, no more than prospective considerations are presented, as Bolwijn en Kumpe (1991) do, who speculated about the growth of larger companies at the end of their book on continuity and renewal in Dutch business, from the 'efficient company' in the sixties, to the 'quality company' of the seventies, to the 'flexible company' of the eighties, finally to the 'innovative company' of the nineties. Such an innovative company will be characterised by 'participation and democratisation' (p.87), and this 'not due to ideological predisposition or infatuation, but due to sensible observation of reality' (quoting the former professor Cees Zwart in Bolwijn and Kumpe: 116). The latter state that innovative companies reach competitive advantage by people, and increasingly less by machines or technical systems. According to them, over time organisations become less bureaucratic and develop into learning organisations (...) implying that 'a culture emerges, known by risk-seeking behaviour, tolerance in case of errors, an experimental attitude, and openness and dialogue' (Bolwijn and Kumpe, 1991: 117).

5. The roles of HRM and employee participation in organisations

What does the new focus on knowledge management mean with regard to the relationship between HRM and employee participation? In the debate on HRM and employee participation, the core of the debate on the synthesis of TPC and NPC is that both functions have to contribute to the development of knowledge within a firm, both from the position of the management and from that of the representation of the employees' interests. This gives the HRM department large responsibilities, as this department should not only take position as the management's long arm, with emphasis on the practice of 'human resource control' or 'human resource accounting' but also has to develop activities on behalf of employee training and development. The latter is especially important when viewed in the context of the mobility (sometimes enforced) of employees within and outside the organisation. In the current period of flexible specialization, this mobility has become characteristic for work organisations.

In recent years, various authors have argued that HRM-professionals should play a more prominent role in strategic and line management. In 1992, Storey distinguished four roles performed by HRM professionals in British work organisations: that of the 'advisor', that of the 'handmaiden' (later also called 'service provider'), that of the 'regulator', and that of the 'change-maker'. In 1993, Ulrich and colleagues argued with regard to the United States that HRM professionals might well be able contribute less marginally to performance. Contrary to Storey's empirical analysis, Ulrich's study presented a blueprint of possible roles for HRM. Ulrich (1993; 1997) poses that, if HRM is to supply such an added value, four strategic positions can be distinguished in a business organisation. Each strategic position can be linked to a specific HRM role: executing strategy ('strategic partner'), building infrastructure ('administrative expert'), ensuring employee contribution ('employee champion'), and managing transformation and change ('change agent'). Based on an extensive survey research, the various prescriptive roles are also further defined in relation to each other, where the authors conclude that the strategic role and the role of the change manager strongly overlap. We presume that these kinds of roles for HRM are not universally valid and that generalisations are hard to make, especially when viewed in the context of an evolutionary perspective on developments in the business

organisation. Given the requirements set by the production process to both the management and the employees, some of the roles are at loggerheads with each other. These ambiguities within and between roles can cause tensions and conflicts (Caldwell, 2003). In the figure below, we apply the role typology to the issue of Dutch personnel management and employee participation in this paper.

When looking back to the roots of social Taylorism, an important similarity can be observed with the current innovation debate, viz. the strategic importance of the shop floor. Nowadays, however, the human being in an organisation is not only a factor of production but also a factor of innovation. With that, modern HRM is expanding to also include knowledge management. Where Taylor focused on the division of knowledge, however, it now is about both accumulating and (re)assembling knowledge. Put differently, the roles of HRM and of authority evolve according to time and place. The HRM professional is then confronted by two challenges:

1. to be the change-maker, yet to stay involved in the execution in order to monitor the plan and the pattern of change; and
2. to also share the mentioned roles in various horizontal and vertical work relations with other officials and/or co-workers.

Figure 1. (Theoretical) roles for HRM and employee participation

	Pro-active	Active	Reactive
Strategic	Strategic change-maker	Partner	Adviser
Tactical	Supporter		Monitor
Operational	Implementer		

Based on Storey (1992) and Kooij and Buitelaar (2004).

6. HRM in the Netherlands: innovation or lean management?

Personnel management in the Netherlands, which before World War II received important impulses from the management of ‘the Big Four’ (Philips, PTT, DSM and Hoogovens), was continually provided with new ideas and knowledge from American social sciences. The role of group dynamics constituted an important input. Contrary to what Taylor and many others before him thought, group-work does not hamper productivity; it rather stimulates productivity, provided there is an effective leadership. And - thus argued Douglas McGregor of the Massachusetts Institute of Technology in the late 1950s – leadership can only be effective when certain authorities are delegated, thereby focusing on bringing together the objectives of individuals, groups and the organisation. These ideas joined in well with those of Ernst Hijmans, an engineer from TU Delft, who established the first Dutch management consultancy agency in 1921. He was one of a group of TU students who called themselves ‘social engineers’ and who then applied an integral approach to mechanical engineering: ‘technical economics, social hygiene and social technology’ (Buitelaar, 1993). During his career from 1920 to 1970, Hijmans (1949) focused on the learning capacity of people in the company, thereby virtually combining Taylor’s ideas (the ‘strategic’ shop floor) and those of McGregor (a ‘delegating’ management).

An important body in this process was the ‘Contactgroep Opvoering Productiviteit’ (COP, a contact group for increasing the productivity level) of the SER, the Social-Economic Council (a tripartite body in which independent crown members met with employers’ associations and trade union unions to advise the government). In 1982, the COP was renamed the ‘Commissie Ontwikkeling Bedrijven’ (COB, the commission on the development of firms). Until its discontinuation in 1994, the COP/COB-SER operated as an innovation platform way ahead of its time, where both employers’ organisations and labour organisations had their input. For example, in 1957 the COP-SER pub-

lished the report ‘Hoe morgen hier?’ (‘How will it be here tomorrow?’), in which the social partners were called upon to think about innovating the business organisation and labour relations.

More generally, after World War II, the traditional field of personnel management was defined broader in large enterprises: it became ‘social affairs’ (sociale zaken). This conveys that, on the one hand, the human factor in an organisation is an important source of productivity, and on the other hand that social developments have to be integrated into the management. The controlled income policy, the classification of functions and ‘human relations’ together constituted the post-war mix of personnel management, to which in 1950 a new institution was linked: the works council. Thus, a trilateral relationship came about between the personnel department (later also called P&O, personeel en organisatie), the works council, and the collective labour agreement, which had strongly flourished in this post-war period. Currently, there are about 15,000 works councils and some 1,000 collective labour agreements, together involving about 84% of the Dutch labour force. The majority (85%) has a sector-linked collective labour agreement, whereas a minority (15%) comes under a company-linked collective labour agreement.

Whereas Personeel & Organisatie, in the context of the post-war reconstruction period, largely followed a national consultation agenda, since the 1980s modern HRM rather focuses on the organisation and the environment, in relation to the sector, the firm, the civil service or the care institute involved. In particular as of 1982, the year in which the now famous Wassenaar Agreement was reached, the nationally organised consultations were decentralised step by step. After 1993, this resulted in more tailor-made consultancy as to the employees and the organisation at the micro level, in which the government refrained from direct interventions in the wage base determination. This division of labour resulted in a broad strategic agenda in the field of HRM. Employers’ associations and labour unions in the Netherlands, in particular within the Foundation of Labour, reached concrete agreements on the level of flexibility as to the work hours and the opening hours, the importance of continuous availability (‘employability’), the exchange between flexibility and security, the modernisation of the pension schemes, company management (‘corporate governance’), the career-track

arrangement and the 'à la carte' collective labour agreement. These national themes are to be further elaborated in sectors and firms.

It has become clear, however, that for HRM professionals it is not in the least self-evident how to concretise issues from the national consultations agenda at the level of the firm and the institutions. There is a considerable distance between the national agenda and the HRM professionals in firms and institutions (Van der Meer and Smit, 2000; Van den Toren, 2003). At the beginning of the new century, the idea took root that wage restraint and cost control, as a macroeconomic notion, are no longer a sufficient precondition for economic growth, and in January of 2005 an agreement with the heading 'Op weg naar een meer productieve economie' ('Towards a more productive economy') was reached by the Foundation of Labour. In the application for a Maatschappelijk Topinstituut Sociale Innovatie (a national top-institute for social innovation), this was phrased as follows: 'Over the last years, firms have one-sidedly and collectively focused on restructuring, cost reduction and short-term results, while neglecting long-term profitability and the capacities to innovate' (Volberda et al, 2005: 5).

In this context, the National Innovation Platform, established by the Dutch government in 2003, has on various occasions requested that attention should be paid to the relationship between social innovation and the work organisation. Social innovation means to work more 'smartly' by employing all available competences. Elsewhere it is quoted as follows: 'Whereas technological innovation is about creating new knowledge and technologies (inventions), social innovation is about changing the organisation, the management and labour in such a way that knowledge is more rapidly recognized, diffused and applied for new products and services. Without these social innovations, technological innovations would not pay a profit.' (Wijffels and Grosveld, 2004).

For example, as was customary for Heijmans, there is a reference to recent research indicating that considerable improvements can be realised that influence the shop floor. The Innovation platform argues that this can be achieved by, for instance, flatter organisational structures and forms of interactive management where the management makes a better use of the available human possibilities (knowledge and skills, 'eyes and ears'). Here, organisation strategy is meant not only for modernizing organisations; this HRM agenda also means an alternative for the business practice of 'lean

and mean management'. In 1999, the business economist Arjen van Witteloostuijn of Groningen University, coined the latter strategy the 'anorexia strategy'.

A large-scale inquiry among 9000 Dutch firms, carried out by the Rotterdam Erasmus University, confirms the above findings. Social factors, like the delegation of authorities ('empowerment'), prove to be decisive for new innovations (Volberda et al, 2005). Phrased differently, an integral innovation is needed where technical and non-technical aspects go together. In fact, this means the continuation and extension of an 'old' technology debate from the 1970s, which at that time was cranked up by the Rathenau Committee. Partly also because of learning experiences from the (HRM) business practice, technology is still being influenced but this is now linked to a 'dynamic knowledge economy' (cf. the EU-Lisbon consultations in the Spring of 2000).

7. Facts and figures of HRM

An estimated 30 to 40 thousand HRM professionals are employed in the Netherlands.³ According to a HRM survey published by Berenschot (2006), as a rule there is one HRM professional per 72 employees. In small businesses, often one official is appointed who is first of all responsible for the business administration and who also does HRM work, as a secondary task ordered by the owner-director. Larger organisations have HRM executives at various levels, supported by advisers, work experts and training staff. When compared to 2004, efficiency has improved by 25%; where every HRM professional then worked for 54 employees, this number has now increased to 72. However, in the case of E-HRM (or ‘HRM with the mouse’), where intranet and Internet applications are used for personnel deployment, the proportion of 1 to 100 is already called ‘classical’ (Kreffer and De Lange, 2002). Operational and administrative HRM functions in particular are bound to become obsolete in the future.

These changes are partly the result of centralised activities and/or outsourcing; for another part they are the result of integral management where HRM tasks are executed by the line management, and of the increased internal advisory function. In larger (international) companies, HRM policy strongly emphasizes management development, international recruitment and selection, and sharing the values and standards as well as the ethical awareness, whereas the implementation is shaped on the shop floor of the various parts of the company (Kahancova, 2007; Van der Meer and De Boer, 2009).

Novel is that larger corporations and institutions can organise their ‘HRM knowledge management’ partly from a ‘shared services centre’ (SSC). The Berenschot survey mentioned earlier also showed that about 15% of all companies in the Netherlands⁴ use a human resources SSC (for strategic aspects like function and evaluation systems and competences management), whereas a further 6% has its own system of ‘employee self service’ (for tactical aspects like training, time-management,

³ These figures are based on various estimations made by experts we consulted for the renewal of our HRM-programme in Amsterdam.

⁴ Recent numbers indicate a rapid SSC-increase up to between 30-50 % in the last years (HRMdesk-Newsletter, 8 February 2009).

recruitment and selection and assessment) (Berenschot, 2006). The outsourcing of HRM activities mainly encompasses recruitment and selection, and efflux practices that are increasingly placed with headhunters, recruiters, and mobility and outplacement agencies, which not only provide employability-scans of the organisation but also help to foster internal mobility. In those cases, the HRM professional acts as the internal personnel advisor of an external partner. Apart from that, he or she remains involved, as advisor, in the annual assessments, personnel audits and career-track evaluations and in that function is the internal partner of the line manager.

In a recent trend study, TNO Arbeid observes that, in practice, the mobility policy needs more attention from HRM professionals (Houtman et al, 2004). It may be expected that this function's importance will increase in the context of the career-track planning, age-conscious HRM and the individual development plan (Biemans, 2008). These are all issues that are high on the various strategic agenda's, because of the necessity of the permanent employability of workers. The earlier quoted Berenschot survey shows that a mere 22% of all companies apply a diversity policy, and less than 20% use a HRM scorecard. However, approximately 55% of the companies who participated in the questionnaire use a HRM planning and monitoring cycle. Not surprisingly, the Berenschot agency points at the fact that a further professionalization of the HRM function (the 'knowledge management' in the terminology of this paper) is required.

Summarising, a major trend in HRM is that the role of 'personnel management' is becoming more complex while the role of the organisation developer is gaining weight (Schuiling et al, 2008). Implementation of the personnel function is often placed in the line, and issues such as recruitment and selection, internal mobility and efflux are increasingly placed with 'shared services centres' (SSC) and are outsourced to recruitment, mobility or outplacement agencies. Apart from this, an increasing diversity can be observed in the forms of contracts and in the social composition of the work force (Visser and Van der Meer, 2007). At the same time, the HRM professional is expected to play an initiating role in organisation development, in close co-operation with the management. The changing profile of the profession also illustrates the complex intermediary position of the future HRM function between the micro and the macro level of our services industry. For example, in March 2005 the Directorate Personnel of the Rabobank Group started the project 'Nieuwe Arbeidsverhoudingen' (New Employment Relations). The Directorate, together with external experts, has had an inventory of the views and scenario's on the banking organisation and on the future relationship between em-

ployer and employee. The idea is that the company is to become more entrepreneurial, more digital, more vital, with still fewer boundaries, less safe (or: with more uncertainties), and more sustainable, for both the employee and the client. These issues constitute a translation of the innovation agenda discussed earlier. The role of HRM in this project is worth mentioning: as the initiator, the knowledge organiser, the strategist, and the socio-economic scenario writer. And, more in general, when added to the observed broadening of the profile, the operational aspects of the profession will diminish, while those on the tactical and especially those on the strategic level will increase. The future role of HRM then shifts from (ever less) executor to (ever more) change-maker. At the same time the following tendency can be observed: qualitatively the function has grown, but quantitatively it will dwindle.

8. The divide between HRM and employee participation

Just like organisations and HRM, employee participation also can be analysed by using a turning-point approach or an evolutionary approach. The view of the turning-point approach is that employee participation came into being with the first ‘Wet op de Ondernemingsraden’ (WOR, the Dutch law governing works councils) in 1950, whereas the evolutionary approach considers ‘1950’ to be as a phase in the development of the Dutch labour relations. One of the forerunners of the works council is the ‘kern’ (the core meeting), which was established at the end of the 19th century by the Delftse Gist- en Spiritusfabriek (a factory engaged in the production of yeast and methylated spirits, located in Delft). Gradually, more firms (e.g., Stork, Philips and Leerdam Glas) had their core consultations, in which the managing director and a number of workers’ mediators participated.

When compared to the paternalistic form of employee participation that existed during the first decades after World War II when the manager still was the chairman of the works council (Visser, 1995), the legal tasks and responsibilities have greatly been expanded by the consecutive amendments to the law in 1971, 1979, 1995 and 1998. Since 1995, organisations with over 50 employees, both in the private and in the public sector, are obliged to institute a works council, whereas firms with 10 to 50 employees have to have employee representation. Apart from this, 1998 saw the introduction of the possibility to conclude a ‘company agreement’ between the management and the works council regarding subjects brought forward by both parties. These agreements could then be settled in a legal contract. A typical example of such an agreement is the working up of particular stipulations of collective agreements that have to be further discussed and completed by the works council (Van den Hurk, 2003).

Although there are substantial differences between sectors, employee participation has now become the accepted practice in the Netherlands (Van het Kaar and Looise, 1999). Representative studies show that 76% of the companies obliged to institute a works council have indeed done so (Engelen and Kuiper, 2006). Over time, this percentage has gradually increased. Of these, about 15% are the frontrunners – the companies where consultations in employee participation are serious and constructive. These are followed by a middle group of about 35%, involving the organisations where employee participation is one of the standard operating procedures, and often is limited to a ritualistic dance of mutual talks. The remaining group of about 50% constitutes the tail group, encompassing the organisations where employee participation has not substantially got off the ground (Cremers, 2007). Stated differently, co-determination contains some investment costs for the company and may even delay decision-making, however when alternatives have been weighted and decisions have been taken, as a general rule stronger legitimacy may accompany the decision and implementation becomes more fluid. As such employee participation may reduce the uncertainty in and improve the quality of decision-making, though with substantial variation between companies.⁵

Notwithstanding, employee participation does not function without problems. Several surveys show that the practice of employee participation brings to the fore various bottlenecks, part of which are mutually connected (Van het Kaar and Looise, 1999; Bruin et al, 2003; Van het Kaar and Smit, 2007):

- The work load for the works council, which relatively often has to discuss complex problems with relatively limited means. For example, every year each of the about 15,000 works councils receive on average five requests for advice, on which decisions have to be reached. Each of these 75,000 issues is a potential source for conflict.⁶
- The large distance between the works council and the other employees and, at the same time, the one-sided composition of the employee representation, which makes membership unattrac-

5 The effect of the functioning of works councils on the performance in companies is difficult to prove in research, due to problems of self-selection in the research design and endogeneity of a number of performance variables. The issue of the productive contribution to company innovation and performance is best studied in panel studies with a cross-sectoral research design where the evolution of several companies is followed over time, distinguishing both the role of both company and HRM management, and that of individual work councils. In Germany, the IAB provides in a number of such case studies (see Vitols, 2005; Howard and Pendleton, 2005 for overviews). In section nine of this paper, we present the evolution of two cases in industry and transport to support our claims.

6 Lou Sprenger suggested this argument.

tive for many employees. Besides, Teulings (1981) pointed out in 1981 already that in particular those works councils with a unionist representation have much influence, resulting in the fact that, because of the declining rate of union membership (down to less than 25% in the market sector), the influence of the works councils also decreases.

- The lack of expertise among the members of the works councils for discussing complex legal and organisational issues. Only few works councils succeed in being a serious party in strategic consultations, and especially in the debate on ‘corporate governance’ the works councils are often the underdog vis-à-vis the management (Van der Meer and Van den Toren, 2001; Van der Meer and De Boer, 2009; Vitols, 2005; SER, 2008). At the same time it can be observed that works councils do not fully use their legal possibilities for training and advice (Bruin et al, 2003; SER, 2008).
- The manager’s attitude towards employee participation. Based on 14 extensive case studies, Brenda de Jong (2007: 47-73) reports on the difficult relationship between the manager and the works council. Sometimes the consultations are constructive; the works council provides basic support for the decisions and acts as a sounding board. However, there is also evidence to the contrary, when the mutual relationships are difficult and the consultations are without content.

De Jong (2007) poses that the both parties’ views as to their roles in the consultations are often unclear:

- Managers, more often than the works council itself, are of opinion that the works council tends to let the employee interests prevail. Works councils, to the contrary, find more often than the manager that it is especially them who try to balance the interests of the firm and those of the employees, in accordance with the legal objective.
- Managers consider the works council as an expert opponent on only a few issues. Works councils themselves have a higher estimation of their expertise, but that varies with the issue involved.
- There also is disagreement as to how the tasks should be interpreted. Managers find that works councils mainly should be evaluating (procedural) rules of company policies, whereas works councils find that, apart from the testing, they also can play an active role in policy development.

- About half of the 14 works councils that participated in the inquiry find that they are insufficiently informed, whereas another 40% finds that they sometimes are and at other times are not sufficiently informed. On the other hand: 80% of the managers argue that they do provide the works council with sufficient information.
- The works councils' estimate of the involvement of their fellow employees is somewhat below the manager's estimate. Works councils tend to value their own contributions higher than those of their fellow employees.

In this context, Jan Kees Looise (2007) recently argued that there is a 'divide' between HRM and employee participation, which in his view is caused by two central developments. First, he argues that the personnel management of the 1960s and 1970s has transformed into becoming the current HRM, where the 'hard' management carries more weight than the 'soft' aspects of human resources development. Second, he mentions that the character of employee participation has become more strategic, because of which HRM and employee participation have grown apart.

In our view, the conclusions concerning the role conception of the manager/HRM and that of the works council cannot be generalised, yet it would be wise to distinguish between the various kinds of practices that each have their own division of roles between the manager and the works council. We differ from De Jong (2007) and Looise (2007) in that we will here further elaborate the various role conceptions in terms of the debate on knowledge development and the learning organisation.

9. HRM, employee participation and the learning organisation

In this paper we have explained that we conceive the notion of the learning organisation as a correction to the organisational structures of the ‘new production concepts’, which counted too little with the actual change processes of companies and with their labour relations. In the ‘learning organisation’, the generation and application of new knowledge and the development of the employees is central, in combination with a renewed appreciation for managing and adjusting the business processes. This means that we arrive in a new stage of the modern services industry, viz. the knowledge-intensive services industry, mainly because the boundaries of the organisation shift as a result of the network-like structures and more or less permanent co-operations that, together, undergo a certain dynamic.

When connecting to the debate on changing organisations, we are still faced with the question as to how the creation and enhancement of knowledge takes place, and how organisations then adjust to their environment. In line with the arguments presented by Nonaka and Takeuchi, we argue that organisational changes and learning processes – like political processes – go hand in hand with power relations. This is inspired not only by the idea of ‘single’ and ‘double’ learning processes within independent organisations (Argyris and Schön, 1996), but we especially look for the learning dimension in the networks within and between organisations, which together develop strategic policy. Here, we connect to an idea about the ‘puzzling’ and ‘powering’ of and between actors, which originates from the political science literature (Hecló, 1974; Visser and Hemerijck, 1997), but also seems to be important in employee participation. The first notion then stands for cognitively analysing the problems, the second notion for normatively finding the social support to implement the proposed solutions. This approach of ‘policy learning’ shows substantial similarities with the views of De Geus on learning: bringing about change by also changing oneself.

In the literature, this general idea has been elaborated by pointing at the conventions, feedback mechanisms and the phasing through time by actors involved in the evaluation and feedback of innovative decision-making processes (Sabel, 1996). In a study commissioned by the Dutch Ministry

of Social Affairs and Employment, we have looked at the ‘learning industrial relations’ where actors, depending on the definition of the problem, look for solutions in either a more adaptive or a more reflexive way (Van der Meer, Visser and Wilthagen, 2005). In a very similar way, the staff members of the Finnish innovation programme Tykes distinguish between ‘adaptive learning’ and ‘generative learning’ (Aloisini et al, 2006). In their view, adaptive learning stands for incremental decision-making procedures in which the underlying values and basic assumptions are not under discussion, whereas generative learning processes involve the realisation of more radical breakthroughs. Van der Meer et al also distinguish an intermediate form, ‘learning by monitoring’, which is potentially interesting for employee participation (cf. Sabel, 1996). This notion refers to the reflexive study of developments and ‘best practices’, which enables social partners or groups of actors to better respond to one another and subsequently reach better results as to the management of the firm. Until now, these studies on learning organisations and ‘learning industrial relations’ did not make a connection between the work-progress meetings/works council and the role of HRM. Through the above-mentioned forms of ‘learning by monitoring’, which function as a means of policy learning, we explicitly do wish to make this connection. The aim of adaptive learning processes is the standardization of the business processes, which adapt themselves to the changing external circumstances. In cases where the final aim is not defined but is rather left open, reflexive learning processes become of greater importance. Examples are the flexibilization of business processes, forms of sourcing-in and outsourcing, and new patterns of voluntary and non-voluntary mobility. It is exactly at this point where we look for empirical renewal.

Illustration 1a.

The learning organisation and indirect employee participation: the case of DSM

An application of the concept of policy learning to DSM can illustrate this (Buitelaar, 2002). Over a period of one century, this company has adjusted its business form by changing itself as well: from coal to plastics, and subsequently from polyethylene to vitamins. From a state enterprise it became a privately owned company with a stock market quotation, and it converted from bulk chemicals to fine chemicals. From subterranean it became surface, and from national it became global: ‘Where DSM used to revolve around Geleen, nowadays Geleen revolves around DSM’. This of-old energy-intensive enterprise transformed towards a knowledge-intensive management by means of a

web and a maze of consultation forms at various levels. As a mining company, DSM traditionally had the safety consultations; after 1945 ‘consultation councils’ were introduced and on the shop floor a new phenomenon appeared: the ‘unit mediator’, who took care of the work progress meetings between the workers and their superiors, and between the shop floor and the consultation council. The position of the unit mediator still exists in the Limburg environment, and the consultation council is now called ‘onderdeel-OR’ (litt: works council subsidiary).

One important body in the long-term development of the organisation was and still is the ‘Commissie Extern Overleg DSM’ (CEOD, DSM’s commission for external consultations), in which the labour unions and members of the regional works council and those of the local works council details meet. The members of the last-mentioned details also have close contacts with representatives from the work progress meetings. The CEOD (a study committee) acts as a brainstorm group where, in informal consultations, all kinds of ideas and concept plans are ‘put to soak’ and where the input of HRM is considerable.

Sometimes a form of consultation emerged where various management levels and people in staff positions were represented, on a temporary basis or otherwise. Together, these made for a ‘Maaslandian socio-dynamism’ resulting in integral innovation. In this process, the course of change of the company was mostly clear, but various routes were left open for the business departments. This process of ‘puzzling’ and ‘powering’ did not follow a straight course but rather went in some zigzag pattern. It was accompanied by tensions, accidents and insecurity as to the training opportunities (‘the ability to keep up’) and job security (‘the permission to keep up’). Policy learning also shows the components of the vital enterprise as outlined by De Geus: environment sensitivity, coherence, tolerance and financially a long-term policy. As to the last-mentioned item, immediately after the ‘9/11’ price-fall until the current financial crisis, DSM was virtually the only company with a constantly increasing market value quoted at the AEX. A further remarkable aspect is the central role of P&O / HRM as a facilitator, project changer and sometimes knowledge broker, the latter in a joint effort with R&D and Strategy Department.

This learning trend is utilised until today, for instance at DSM in Delft (the old ‘Gist Brocades’).⁷ After a dispute between the employer and the works council a few years ago, the new approach ‘A New Elan’ has been developed in employee participation: a journey in which the works council is able to act faster and at a higher-level. Project groups with people from all levels within the organisation were invited to boost the employee participation, which led to a redesign of advice and consent pathways. When the company starts a new decision-making process, the works council and employees are informed immediately. The works council starts following up with a small team to give advice, before the actual moment of advice or consent application. By doing so, an advice can be given within a week after the formal advice request. The quality of decisions is getting higher due to this cooperation and the works council attracts members from all levels within the organisation much easier than before. Essential to this approach is that a small team together with the manager prepares the application, while the whole works council remains connected to the policy preparation, for instance by using the intranet. This allows the entire works council to swiftly propose a formal advice.

This case study thus shows that elements of ‘powering’ (as in ‘A New Elan’), go together with a continuous attempt to ‘puzzling’ (the constant search for solutions to new problems). Interestingly, at the moment the effects of the international financial crisis became clear, a Dutch DSM topmanager said to this: ‘We are in a constant change in a changing world around us. There are limits in maintaining existing structures: Who does not want to change, will also loose what he wants to retain. DSM is globalising, diversifying and is now in an innovation drive. The existing forms of consultation have their limitations therein. This is our road ahead’ (personal communication, October 15th. 2008).

7 Information based upon a presentation of the company at the NCSI-seminar series in Amsterdam on November 15th 2007 and Rotterdam on May 27th 2008.

*Illustration 1b.**The learning organisation and indirect employee participation: the case of the Rotterdam seaports.*

The development trajectory of HRM, works council and the company itself can also show a different pattern. That is why we now present the example of the transformation of the Rotterdam harbour in the period after World War II: from a harbour for general cargo to a container terminal (Buitelaar, 1990). From working ‘in the pit’ (the hold) with one team on board and one team on shore, supervised by the boat overseer, to one-man stations electronically supervised by the shift leader. During this process of modernisation, knowledge coalitions emerged that, from various disciplines and interests, covered the ‘chain’ of harbour activities: the ship broker, the shipping company, the stevedore and the monitoring firm and the forwarding business. In combination with and as a reaction to this, various employee participation coalitions developed from this chain: the labour unions, action committees, works councils and forms of informal consultation during the break, with meetings on shore or in the canteen. The Municipal Harbour Organisation, with both a general strategic and a specific HRM input (‘Harbour of the Future’) in both kinds of coalitions, was the spider in the web. Many labour conflicts erupted during this process of modernisation (1970, 1979, 1984), but there was also a more or less continuous flow of innovations in technology and labour as well as in the organisation. Furthermore, a process of restructuring came about, which was supported by the various interested parties and which resulted in a reduction in the number of jobs. The regional consultation chains of employers, employees, government and experts focused especially on the learning components of identity development and tolerance (or rather: conflict regulation). Whereas DSM showed rather more ‘puzzling’ (a ‘tinkering culture’), the picture presented by the Rotterdam harbour was rather one of ‘powering’ (‘putting the shoulder to the wheel’). To speak with the words of Schumpeter (1934), in both cases ‘new combinations’ of human and organisational development have been created.

Illustration 2.

The learning organisation and direct employee participation: The case of work progress meeting in organisations.

Apart from the consultations in the works council, there is another form of employee participation: a more direct form of (situational) participation in work progress meetings. Where before World War II this was merely a form of work information, in the post-war period it became a regular form of consultations between the workers and the manager or the supervisor. Work progress meetings are a precondition for change in the labour organisation, as Joop Ramondt concluded already in the mid 1970s in his evaluation of various experiments of work structuring (Ramondt, 1974). He argued that in the design of work restructuring, work-progress meetings were often non-existent or underdeveloped, leading to the non-consideration of the individual ('tacit') knowledge of the employees. Work progress meetings thus should not be constricted to consultation about implementation and explicit knowledge of new work procedures. Learning experiences in change processes were mentioned as a basic condition for successful change. Ramondt also argued in favour of an active HRM input and a differentiated structure of employee participation.

Research has shown that 70% of all firms now have a form of work progress meetings that can be described as regular, more or less structured consultations between the manager of a work unit and the group of employees in that work unit, about all matters concerning the work and the work situation, and where the group is not only informed but also given the opportunity to influence the decision-making on the organisation department concerned as well (Looise et al, 1998). According to the Works Councils Act, work progress meetings are in the domain of the works council. Where at first, during the period of restructuring, the work progress meetings formed a channel for communication in growing companies, since the 1980s it has become a platform for knowledge input and knowledge exchange: first top-down and gradually both top-down and bottom-up: from suggestion box to knowledge platform. Work progress meetings also take place in small companies: in the category of between 20 and 100 employees it even doubled in the period 1985-1992. As to the themes discussed, the work progress meetings increasingly involve more issues: they address not only the direct work situation but also individual and general issues. A careful conclusion might be that the work progress meetings became more manifest when the

business management decentralised and as a result of recent developments like insourcing and outsourcing.

Put differently: the work progress meeting in the modern services industry has begun a new life (see also Goodijk and Sorge, 2005; Goodijk, 2008). Apart from the regular consultations mentioned above, in practice a new set of micro arrangements has been added in the form of temporary or ad hoc consultations – cooperative relations between HRM, employee delegations and management levels with regard to issues like employment and reorganisation, the quality of (health) care, new products or services, educational or care leave, outsourcing, performance pay, company ethics, operational excellence, tele-working, et cetera (whether or not in the presence of other stakeholders like the union, the employers' association or the branch organisation).

In addition to the existing forms of work progress meetings and the works council, search conferences, improvement cycles, brainstorm sessions, scenario meetings, round tables, sounding-board meetings, project consultations, websites and web logs, have emerged in the business practice, with the employees as participants. Sometimes these consultations take place in the canteens or in the company's meeting rooms, sometimes even in hotels, conference centres or 'in the heath lands'.

These meetings have a different nature than consultations in the works council. One characteristic is that difference of opinion between participants on a subject does not necessarily constitute a barrier for reaching consensus in the group on a different platform. Work progress meetings have a varying mix of informality and formality. No one is by definition controlling the information and knowledge exchange; and problem or issue involvement prevails. Because of the strong emphasis on innovation and on making the best possible use of human talents, there has been a vast increase in the various forms of direct participation. Employees are actively asked for their opinion, but also temporary and more permanent forms of organisation are developed, with more authorities at the executive level. In some variant, this may result in the fact that part of the staff does not feel represented, or that institutional employee participation becomes obsolete, as the participation of employees is effectuated through forms of direct participation. Another variant can be that the works council seizes the opportunity to present itself as a partner in the development of the organisation. They then focus on creating the right preconditions for the

process, so that the employees will have faith in the fact that the changes will be effectuated in a careful, socially responsible manner, effectively influenced by them.

10. Conclusions: tuning HRM and employee participation towards learning and development

We have discussed in this paper a number of institutional preconditions that enable and facilitate knowledge creation and diffusion in companies. We cannot presume that this process of dissemination emerges out of a sudden, especially in horizontal alignment of organisations in chains and networks, employees at the borders of the company may have the inclination to keep information secret. We therefore presume that HRM and employee play a role in the process of knowledge management. When taking an evolutionary perspective on TPC and NPC, HRM and employee participation in the modern services industry should not be about solely the job description and the deployment of personnel, rather it should foster a coherent development of the employees and the organisation. The literature highlights the necessity to relate technological innovations to knowledge management and labour relations, so that knowledge can more rapidly be recognized and distributed, and be applied for the exploration of new products and services. However, social factors like the delegation of authority and interactive management, which are considered crucial for achieving this aim, are insufficiently present in Dutch HRM and employee participation. In the empirical section we have pointed at the various shortcomings in both fields. We also share Looise's view that there is a divide between these actors, and we conclude that they are insufficiently tuned to and incorporated into the learning dimension of organisations.

Therefore, it is our opinion that the technological innovations, the increase in financial and organisational scale and the almost continuous reorganisations that can be observed in many firms and institutions, give cause for a new perception of the tasks and roles of both the HRM professional and employee participation – a perception in which these two roles are more related to one another. These actors should redesign employee participation and organisation development, either in the form of structural employee participation with regular consultations, or by means of stimulating situational employee participation. From our empirical material it can be concluded that, apart from the regular form of indirect employee participation, a wide spectre of new forms of temporary and

ad hoc forms of consultations is developing, with many kinds of parties involved and about a large number of issues. These new forms of consultation are crucial for creating the 'learning organisation'.

Every organisation thus has its own 'iceberg' of participation, with its own characteristic knowledge architecture. Our concern is that this involves more systematic monitoring of and learning from what happens within and between organisations. That would lead to the adaptive and reflexive learning processes that have been introduced in this text. HRM could perform a special function in this process, as liaison between the various forms of participation at the level of the shop floor and in the works council. HRM would then support the various 'knowledge coalitions' between the employees, the management and the various internal and external experts or interested parties. This would involve both the exploration and the transfer of knowledge. Training and employability have become more crucial since companies cannot longer guarantee life long employment of its staff. Apart from this, the works council has its own position in this process, especially where the knowledge organisation (the 'memory of the organisation') is concerned.

Furthermore, referring back to the job descriptions and the roles of HRM, the following conclusions can be drawn. In the future, HRM can be a 'synthesizer' and a 'change agent' in the development of both the organisation and the employees. HRM and the works council could develop a partnership (an 'employee participation' coalition) to facilitate a diversity of innovation coalitions in a firm, a service or an organisation. That way, the HRM professional, as a real 'employee champion', can once more prove his or her value added.

Bibliography

- Aloisini, T., T. Hanhike, M. Lahtonen, E. Ramstyd, M. Rouhiainen, (2006) Learning networks as forums for knowledge creation- a new in the search for workplace innovation. Paper International ProAct conference. Tampere, March 2006.
- Argyris, C. en D.Schön, (1996) *Organizational Learning II: Theory, Method, and Practice*. Reading, Mass: Addison Wesley.
- Berenschot (2006) *Ken- en stuurgetallen personeelsbeleid 2005-2006*. Deventer: Kluwer.
- Biemans, P., (2008) 'Veranderingen in het beroepsprofiel van HRM in de praktijk'. In *Tijdschrift voor HRM*, lente, pp.5-31.
- Bolwijn, P.T. and T. Kumpe, (1991) *Management van continuïteit en vernieuwing*. Assen/ Maastricht: Van Gorcum.
- Bovenberg, L. and C.N.Teulings, (2008) *Rhineland exit? CPB Discussiepaper nr.101*, The Hague: CPB.
- Bruin, E. et al, (2003) *Verslag van een uitgebreid OR-onderzoek*. Utrecht: GBIO.
- Buitelaar, W.L., (1993) *Bedrijfsorganisatie en arbeidsverhoudingen*. Bericht aan Th. Limperg en E. Hijmans uit 1993. Amsterdam: Amsterdam University Press, (inaugural speech).
- Buitelaar, W.L., (1990) *Zwischenbetrieblichen Vernetzung im Rotterdamer Hafen*. Fragen der Technikfolgenabschätzung und Mitbestimmung. Paper Bremer Symposium Arbeit und Technik, 17-18 juni.
- Buitelaar, W.L. ed., (2002) *DSM. Portret van een Maaslandse reus*. Amsterdam: Mets & Schilt.
- Caldwell, R., (2003) 'The changing role of personnel managers: Old ambiguities, New uncertainties'. In *Journal of Management Studies* 40(4), June, pp. 983-1004.
- Connor, J. and D. Ulrich, (1996) 'Human resource roles: Creating value, not rhetoric.' In *Human Resource Planning* Vol.19, pp. 38-49.
- Cremers, J., (2007) *Medezeggenschap in beeld*. The Hague: Reed Business.
- Doorewaard, H. and W. de Nijs, (2003) *Organisatieontwikkeling en human resource management*. Utrecht: Lemma.
- Engelen, M. and R.Kuiper, (2006) *Naleving Wet op de Ondernemingsraden, Stand van zaken*. Werkdocument 359. Den Haag: Ministerie SZW.
- Freeman, R.B., and E.P.Lazear, (1995) *An economic analysis of works councils*, in J. Rogers and W. Streeck (eds.) *Works councils, consultation, representation, and cooperation in industrial relations*. Chicago: Chicago University Press, pp. 27-50.
- Geus, A. de, (1999) *De levende onderneming. Over leven en leren in een turbulente omgeving*. Schiedam: Scriptum.
- Goodijk, R., (2008) *Herwaardering van de Rijnlandse principes: Over governance, overleg en engagement*. Assen: Van Gorcum.
- Goodijk, R., and A.Sorge, (2005) *Maatwerk in overleg: kiezen voor passende overlegvormen*. SMS-studies. Assen: Van Gorcum.

- Hecló, H., (1974) *Modern Social Politics in Britain and Sweden: From Relief to Income Maintenance*. New Haven, Conn: Yale University Press.
- Hijmans, E., (1949) *Hoofddlijnen der toegepaste organisatie: bestemd voor hen die leiding geven in het bedrijf, accountants en studerende*. Deventer: Kluwer.
- Houtman, I.L.D., P.D.W. Smulders, and D.J. Klein Hesselink, (2004) *Trends in Arbeid 2004*. Hoofddorp: TNO Arbeid.
- Howard G. and A.Pendleton, (2005) *Corporate governance and labour management*. Oxford: Oxford University Press.
- Hurk, H., van den, (2003) *De ondernemingsraad en arbeidsvoorwaarden*. Den Haag: SDU.
- Iles, P, M.Yolles and Y.Altman, (2001) 'HRM and knowledge management: responding to the challenge'. In *Research and Practice in Human Resource Management*, vol.9, nr.1, pp 3-33.
- Jensen M., and W.C.Meckling, (1979) 'Rights and production function, an application to labor-managed firms and co-determination'. *Journal of business*, vol.52, pp. 469-506.
- Jong, B. de, (2007) *OR en CAO*. Amsterdam: Reed Business.
- Jong, B. de, H. van den Hurk, and S. Stoop, (2001) *Grensverleggend vakbondswerk. Werknemersvertegenwoordiging en multinationale ondernemingen in Nederland*. FNV Utrecht.
- Kaar, R.H. van het, E.Smit (eds), W.Buitelaar, R.Colard, M.van der Meer, J.Popma and F.Tros (2007), *Vier scenario's voor de toekomst van de medezeggenschap*. Delft: Eburon.
- Kaar, R.H. van het, and J.K. Looise, (1999) *De volwassen ondernemingsraad*. Alphen a.d. Rijn: Samson.
- Kahancova, M., (2007) *Making the most of diversity*. Amsterdam: ASSR, Ph.D-dissertation.
- Kang, S.C., S.Morris, and S.Snell, (2007) 'Relational archetypes, organizational learning, and value creation'. In *Academy of Management Journal*, vol. 32, nr.1. pp. 236-256.
- Kaufman, B.E., (2004) *The global evolution of industrial relations- events, ideas and the IIRA*. Gèneve: ILO.
- Kluge, N., (2005) 'Corporate governance with co-determination, a key element of the European social model'. In *Transfer*, vol. 11, nr.2, pp.163-178.
- Kooij, D. and W. Buitelaar, (2004) 'HRM bij fusies en overnames: in opmars?'. In *Tijdschrift voor HRM*, Spring, pp. 47-59.
- Kreffer, G.W. and W.A.M. de Lange (eds), (2002) 'HRM met de muis'. In *Tijdschrift voor HRM*, winter, pp. 3-125.
- Krieger, H. and K. Sisson (ed.), (1997) *New Forms of Work Organisation. Can Europe realise its potential? Results of a survey of direct employee participation in Europe*. Loughlinstown/ Dublin: European Foundation for the Improvement of Living and Working Conditions.
- Legge, K., (1995) *Human Resource Management. Rhetorics and Realities*. Londen: Macmillan.
- Looise, J.C. (2007), 'Hoe overbruggen we de kloof? Verwijdering tussen medezeggenschap en HRM'. In *OR Informatie*, nr. 8, pp. 34-37.

- Looise, J.C., J. de Jong en M.A.G. Thunnissen, (1998) 'Organisatievernieuwing en directe werknemersparticipatie. Een tweede leven voor het werkoverleg'. In *Tijdschrift voor Management en Organisatie*, Vol. 52, nr. 6, pp. 9-28.
- Looise, J.C., J. de Leede, and M. Van Beusecom, (1996) *De ondernemingsraad van de toekomst: de toekomst van de ondernemingsraad*. Amsterdam: Welboom, Wetenschappelijk Publicaties Vakbondsmuseum.
- McGregor, D., (1960) *The Human Side of Enterprise*. New York: McGraw-Hill.
- Meer, M. van der, and E.Smit, (2000) *Innovatie of imitatie: CAO-vernieuwing op ondernemingsniveau*. Doetinchem: Elsevier.
- Meer, M. van der, and J.P. van den Toren, (2001) 'Wordt de zeggenschap uitbesteed? De veranderende institutionele posities van belanghebbenden in het Nederlandse ondernemingsmodel'. In *Tijdschrift voor Arbeidsvraagstukken*, vol. 17, nr. 1, pp. 95-110.
- Meer, M. van der, J. Visser, T. Wilthagen, (2005) 'Adaptive and reflexive governance: the limits of organised decentralisation'. In *European Journal of Industrial Relations*, nr.3, pp.347-365.
- Meer, M, van der, R.van Os van den Abeelen and J.Visser, (2009) 'The focus of the new trade union: opinions of members and non-members regarding social differences and trade union priorities in the Netherlands'. In *Transfer*, nr.3., forthcoming.
- Meer, M. van der, and R. de Boer, (2009) 'Handlungsoptionen von Gewerkschaften und Betriebsräten in multinationale Unternehmen: Das Beispiel der Niederlande'. In *WSI-Mitteilungen*, 62 (2), pp. 86-93.
- Nonaka I. and H. Takeuchi, (1995) *The knowledge creating company. How Japanese companies create the Dynamics of Innovation*. Oxford: Oxford University Press.
- Ramondt, J., (1974) *Bedrijfsdemocratisering zonder arbeiders. Een evaluatie van ervaringen met werkoverleg en werkstructurering*. Samsom: Alphen a.d. Rijn/Brussel.
- Rogers J. and W.Streeck, (1995) *Works councils, consultation, representation, and cooperation in industrial relations*. Chicago: Chicago University Press, pp.3-26.
- Sabel, Ch.F., (1996) *Learning by monitoring: the institutions of economic development*, in Neil J.Smelser, and Richard Swedberg, 'The handbook of economic sociology'. Princeton: Princeton University Press & New York : the Russell Sage Foundation
- Salverda, W., M. van Klaveren and M. van der Meer, eds., (2008) *Low-wage work in the Netherlands*. New York: Russel Sage Foundation.
- Scarbrough, H., (2003), 'Knowledge management, HRM and the innovation process'. In *International Journal of Manpower*, Vol. 24, nr.5, pp.501-516.
- Schuiling, G, W.Heine, H. van de Boogaart, M. Keuzenkamp, (2008) 'De toekomst van Human Resource Management'. In *Tijdschrift voor HRM*, Spring, pp.34-50.
- Schumpeter, J., (1934) *Theory of economic development*. Cambridge: Harvard University Press.
- SER, Sociaal-Economische Raad, (2008) *Evenwichtig ondernemingsbestuur: externe consultaties en onderzoeksrapportages*. Den Haag.
- Sierksma, R.S., (1991) *Toezicht en taak. Arbeidsbeheer tussen utilitarisme en pragmatisme*. Amsterdam: Socialistische Uitgeverij Amsterdam.

- Sitter, L.U. de, (1981) *Op weg naar nieuwe fabrieken en kantoren. Productieorganisatie en arbeidsorganisatie op de tweesprong*. Deventer: Kluwer.
- Sparrow, P, (2007) *Aligning HRM with the knowledge management issues: understanding the micro processes of value creation, improvement and protection*. Paper presented at the Dutch HRM-network meeting at Tilburg University, November.
- Stone K.V.W., (2006) 'Thinking and Doing – The regulation of workers' human capital in the United States'. In *Socio-Economic Review*, 4 (1), pp.1-33.
- Storey, J., (1992) *Developments in the Management of Human Resources: An analytical review*. Oxford: Blackwell Publishers.
- Taylor, F.W., (1913) *The Principles of Scientific Management*. New York: Routledge.
- Teulings, A.W.M., (1981) *Het eind van een tijdperk, de positie van de sociale wetenschappers bij PTT in de jaren tachtig*. Den Haag: PTT, September, paper to internal seminar.
- Toren, J.P. van den (2003) 'CAO en HRM: zoeken naar nieuwe arrangementen'. In: Nagelkerke, A.G. en W.F. de Nijs, *Sturen in het laagland: over continuïteit en verandering van de Nederlandse arbeidsverhoudingen*. Delft: Eburon, pp.53-68.
- Ulrich, D., Jick, T. and M.A. von Glinow, (1993) *High-impact learning: Building and diffusing learning capability*. In *Organizational Dynamics*, vol. 22, nr.2, pp. 52-66.
- Ulrich, D., (1997) *Human resource champions: the next agenda for adding value and delivering results*. Boston: Harvard Business School Press.
- Visser, J., (1995) 'The Netherlands: From paternalism to representation', In: J. Rogers and W. Streeck (eds.), *Works councils, consultation, representation, and cooperation in industrial relations*, Chicago: Chicago University Press, pp.79-114.
- Visser, J. and A.Hemerijck, (1997) *A Dutch Miracle: Job growth, welfare reform and Corporatism in the Netherlands*. Amsterdam: Amsterdam University Press.
- Visser, J. and M.van der Meer, (2007) 'Mobiliteit, interne arbeidsmarkten en arbeidsverhoudingen: naar een nieuwe dynamiek?' In Scheele, D., J. Theeuwes, en G.J.M. de Vries (red.) *Arbeidsflexibiliteit en Ontslagrecht. WRR voorstudies*, Amsterdam: Amsterdam University Press, pp. 17-46.
- Vitols, S., (2005) 'Prospects for trade unions on the evolving European system of corporate governance'. Brussels: ETUI-REHS.
- Volberda, H., S. Vaas, J. Visser, F. Leijnse, J.P. van den Toren and S. Akkerman, (2005) *Aanvraag maatschappelijk topinstituut sociale innovatie*. Den Haag: Innovatieplatform.
- Weber, M., (ed. 1956) *Wirtschaft und Gesellschaft. Grundriss der verstehenden Soziologie*. Keulen/Berlijn: Kiepenheuer & Witsch, pp. 703-738.
- Wijffels, H.H.F and Th. Grosveld, (2004) *Vitalisering van de kenniseconomie, het beter kunnen ontwikkelen en benutten van de mensen als sleutel voor een dynamische kenniseconomie*. Den Haag: Innovatieplatform.
- Witteloostuijn, A. van, (1999) *De anorexiastrategie. Over de gevolgen van saneren*. Amsterdam/Antwerpen: De Arbeiderspers.

AIAS Working Papers

Recent publications of the Amsterdam Institute for Advanced Labour Studies. They can be downloaded from our website www.uva-aias.net under the subject Publications.

- 08-68 [From Policy to Practice: Assessing sectoral flexicurity in the Netherlands](#)
Forthcoming – Hester Houwing, Trudie Schils
- 08-67 [The first part-time economy in the world. Does it work?](#)
June 2000/August 2008 – Jelle Visser
- 08-66 [Gender equality in the Netherlands: An example of Europeanisation of social law and policy](#)
May 2008 - Nuria E. Ramos Martín
- 07-65 [Activating social policy and the preventive approach for the unemployed in the Netherlands](#)
January 2008 - Minna van Gerven
- 07-64 [Struggling for a proper job: Recent immigrants in the Netherlands](#)
January 2008 - Aslan Zorlu
- 07-63 [Marktwerking en arbeidsvoorwaarden – de casus van het openbaar vervoer, de energiebedrijven en de thuiszorg](#)
July 2007 - Marc van der Meer, Marian Schaapman & Monique Aerts
- 07-62 [Vocational education and active citizenship behaviour in cross-national perspective](#)
November 2007 - Herman G. van der Werfhorst
- 07-61 [The state in industrial relations: The politics of the minimum wage in Turkey and the USA](#)
November 2007 - Ruĳa Gökhan Koçer & Jelle Visser
- 07-60 [Sample bias, weights and efficiency of weights in a continuous web voluntary survey](#)
September 2007 - Pablo de Pedraza, Kea Tjildens & Rafael Muñoz de Bustillo
- 07-59 [Globalization and working time: Work-Place hours and flexibility in Germany](#)
October 2007 - Brian Burgoon & Damian Raess
- 07-58 [Determinants of subjective job insecurity in 5 European countries](#)
August 2007 - Rafael Muñoz de Bustillo & Pablo de Pedraza
- 07-57 [Does it matter who takes responsibility?](#)
May 2007 - Paul de Beer & Trudie Schils
- 07-56 [Employment protection in dutch collective labour agreements](#)
April 2007 - Trudie Schils
- 07-54 [Temporary agency work in the Netherlands](#)
February 2007 - Kea Tjildens, Maarten van Klaveren, Hester Houwing, Marc van der Meer & Marieke van Essen
- 07-53 [Distribution of responsibility for social security and labour market policy – Country report: Belgium](#)
January 2007 - Johan de Deken

- 07-52 [Distribution of responsibility for social security and labour market policy – Country report: Germany](#)
January 2007 - Bernard Ebbinghaus & Werner Eichhorst
- 07-51 [Distribution of responsibility for social security and labour market policy – Country report: Denmark](#)
January 2007 - Per Kongshøj Madsen
- 07-50 [Distribution of responsibility for social security and labour market policy – Country report: The United Kingdom](#)
January 2007 - Jochen Clasen
- 07-49 [Distribution of responsibility for social security and labour market policy – Country report: The Netherlands](#)
January 2007 - Trudie Schils
- 06-48 [Population ageing in the Netherlands: demographic and financial arguments for a balanced approach](#)
January 2007 - Wiemer Salverda
- 06-47 [The effects of social and political openness on the welfare state in 18 OECD countries, 1970-2000](#)
January 2007 - Ferry Koster
- 06-46 [Low Pay Incidence and Mobility in the Netherlands- Exploring the Role of Personal, Job and Employer Characteristics](#)
October 2006 - Maite Blázquez Cuesta & Wiemer Salverda
- 06-45 [Diversity in Work: The Heterogeneity of Women’s Labour Market Participation Patterns”](#)
September 2006 - Mara Yerkes
- 06-44 [Early retirement patterns in Germany, the Netherlands and the United Kingdom](#)
October 2006 - Trudie Schils
- 06-43 [Women’s working preferences in the Netherlands, Germany and the UK](#)
August 2006 - Mara Yerkes
- 05-42 [Wage Bargaining Institutions in Europe: a happy Marriage or preparing for Divorce?](#)
December 2005 - Jelle Visser
- 05-41 [The Work-Family Balance on the Union’s Agenda](#)
December 2005 - Kilian Schreuder
- 05-40 [Boxing and Dancing: Dutch Trade Union and Works Council Experiences Revisited](#)
November 2005 - Maarten van Klaveren & Wim Sprenger
- 05-39 [Analysing employment practices in Western European Multinationals: coordination, industrial relations and employment flexibility in Poland](#)
October 2005 - Marta Kahancova & Marc van der Meer
- 05-38 [Income distribution in the Netherlands in the 20th century: long-run developments and cyclical properties](#)
September 2005 - Emiel Afman
- 05-37 [Search, Mismatch and Unemployment](#)
July 2005 - Maite Blazques & Marcel Jansen

- 05-36 [Women's Preferences or Delineated Policies? The development of part-time work in the Netherlands, Germany and the United Kingdom](#)
July 2005 - Mara Yerkes & Jelle Visser
- 05-35 [Vissen in een vreemde vijver: Het werven van verpleegkundigen en verzorgenden in het buitenland](#)
May 2005 - Judith Roosblad
- 05-34 [Female part-time employment in the Netherlands and Spain: an analysis of the reasons for taking a part-time job and of the major sectors in which these jobs are performed](#)
May 2005 - Elena Sirvent Garcia del Valle
- 05-33 [Een Functie met Inhoud 2004 - Een enquête naar de taakhoud van secretaresses 2004, 2000, 1994](#)
April 2005 - Kea Tijdens
- 04-32 [Tax evasive behavior and gender in a transition country](#)
November 2004 - Klarita Gërzhani
- 04-31 [How many hours do you usually work? An analysis of the working hours questions in 17 large-scale surveys in 7 countries](#)
November 2004 - Kea Tijdens
- 04-30 [Why do people work overtime hours? Paid and unpaid overtime working in the Netherlands](#)
August 2004 - Kea Tijdens
- 04-29 [Overcoming Marginalisation? Gender and Ethnic Segregation in the Dutch Construction, Health, IT and Printing Industries](#)
July 2004 - Marc van der Meer
- 04-28 [The Work-Family Balance in Collective agreements. More Female employees, More Provisions?](#)
July 2004 - Killian Schreuder
- 04-27 [Female Income, the Ego Effect and the Divorce Decision: Evidence from Micro Data](#)
March 2004 - Randy Kesselring (Professor of Economics at Arkansas State University, USA) was guest at AIAS in April and May 2003
- 04-26 [Economische effecten van Immigratie – Ontwikkeling van een Databestand en eerste analyses](#)
Januari 2004 - Joop Hartog & Aslan Zorlu
- 03-25 [Wage Indicator – Dataset Loonwijzer](#)
Januari 2004 - Kea Tijdens
- 03-24 [Codeboek DUCADAM Dataset](#)
December 2003 - Kilian Schreuder & Kea Tijdens
- 03-23 [Household Consumption and Savings Around the Time of Births and the Role of Education](#)
December 2003 - Adriaan S. Kalwij
- 03-22 [A panel data analysis of the effects of wages, standard hours and unionisation on paid overtime work in Britain](#)
October 2003 - Adriaan S. Kalwij
- 03-21 [A Two-Step First-Difference Estimator for a Panel Data Tobit Model](#)
December 2003 - Adriaan S. Kalwij

- 03-20 [Individuals' Unemployment Durations over the Business Cycle](#)
June 2003 - Adriaan Kalwei
- 03-19 [Een onderzoek naar CAO-afspraken op basis van de FNV cao-databank en de AWVN-database](#)
December 2003 - Kea Tijdens & Maarten van Klaveren
- 03-18 [Permanent and Transitory Wage Inequality of British Men, 1975-2001: Year, Age and Cohort Effects](#)
October 2003 - Adriaan S. Kalwij & Rob Alessie
- 03-17 [Working Women's Choices for Domestic Help](#)
October 2003 - Kea Tijdens, Tanja van der Lippe & Esther de Ruijter
- 03-16 [De invloed van de Wet arbeid en zorg op verlofregelingen in CAO's](#)
October 2003 - Marieke van Essen
- 03-15 [Flexibility and Social Protection](#)
August 2003 - Ton Wilthagen
- 03-14 [Top Incomes in the Netherlands and The United Kingdom over the Twentieth Century](#)
September 2003 - A.B. Atkinson & W. Salverda
- 03-13 [Tax Evasion in Albania: an Institutional Vacuum](#)
April 2003 - Klarita Gërxhani
- 03-12 [Politico-Economic Institutions and the Informal Sector in Albania](#)
May 2003 - Klarita Gërxhani
- 03-11 [Tax Evasion and the Source of Income: An experimental study in Albania and the Netherlands](#)
May 2003 - Klarita Gërxhani
- 03-10 [Chances and limitations of "benchmarking" in the reform of welfare state structures - the case of pension policy](#)
May 2003 - Martin Schludi
- 03-09 [Dealing with the "flexibility-security-nexus: Institutions, strategies, opportunities and barriers](#)
May 2003 - Ton Wilthagen & Frank Tros
- 03-08 [Tax Evasion in Transition: Outcome of an Institutional Clash -Testing Feige's Conjecture](#)
March 2003 - Klarita Gërxhani
- 03-07 [Teleworking Policies of Organisations- The Dutch Experience](#)
February 2003 - Kea Tijdens & Maarten van Klaveren
- 03-06 [Flexible Work- Arrangements and the Quality of Life](#)
February 2003 - Cees Nierop
- 01-05 [Employer's and employees' preferences for working time reduction and working time differentiation – A study of the 36 hours working week in the Dutch banking industry](#)
2001 - Kea Tijdens
- 01-04 [Pattern Persistence in European Trade Union Density](#)
October 2001 - Danielle Checchi & Jelle Visser

- 01-03 Negotiated flexibility in working time and labour market transitions – The case of the Netherlands
2001 - Jelle Visser
- 01-02 Substitution or Segregation: Explaining the Gender Composition in Dutch Manufacturing Industry 1899 – 1998
June 2001 - Maarten van Klaveren & Kea Tijdens
- 00-01 The first part-time economy in the world. Does it work?
June 2000 - Jelle Visser

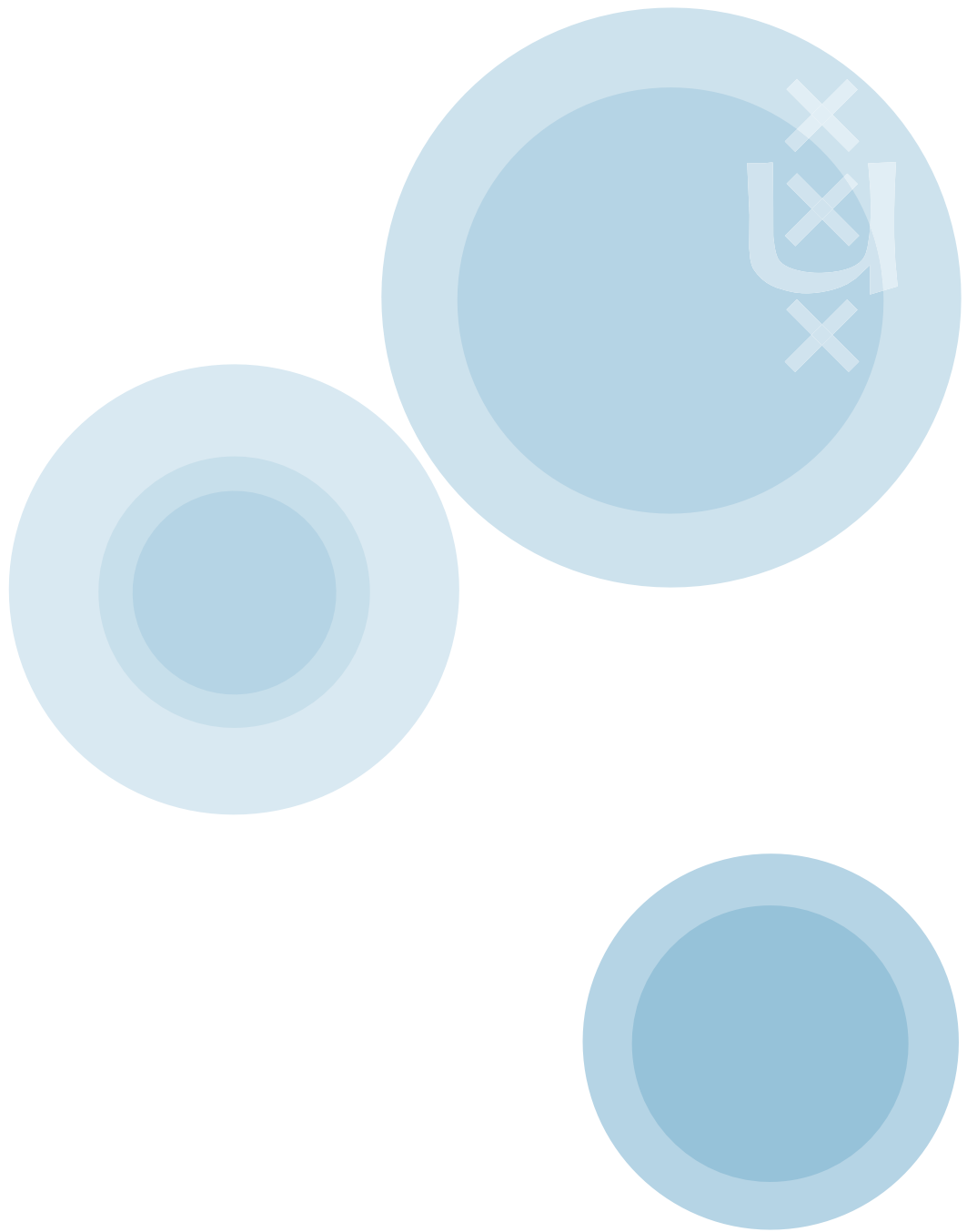
Information about AIAS

AIAS is a young interdisciplinary institute, established in 1998, aiming to become the leading expert centre in the Netherlands for research on industrial relations, organisation of work, wage formation and labour market inequalities. As a network organisation, AIAS brings together high-level expertise at the University of Amsterdam from five disciplines:

- Law
- Economics
- Sociology
- Psychology
- Health and safety studies

AIAS provides both teaching and research. On the teaching side it offers a Masters in Comparative Labour and Organisation Studies and one in Human Resource Management. In addition, it organizes special courses in co-operation with other organisations such as the Netherlands Centre for Social Innovation (NCSI), the Netherlands Institute for Small and Medium-sized Companies (MKB-Nederland), the National Centre for Industrial Relations ‘De Burcht’, the National Institute for Co-determination (GBIO), and the Netherlands Institute of International Relations ‘Clingendael’. AIAS has an extensive research program (2004-2008) on Institutions, Inequalities and Internationalisation, building on the research performed by its member scholars. Current research themes effectively include:

- Wage formation, social policy and industrial relations
- The cycles of policy learning and mimicking in labour market reforms in Europe
- The distribution of responsibility between the state and the market in social security
- The wage-indicator and world-wide comparison of employment conditions
- The projects of the LoWER network



Amsterdam Institute for Advanced labour Studies

University of Amsterdam

Plantage Muidersgracht 12 • 1018 TV Amsterdam • The Netherlands

Tel +31 20 525 4199 • Fax +31 20 525 4301

aias@uva.nl • www.uva-aias.net