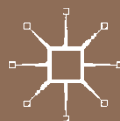


PALGRAVE  
HANDBOOKS



# THE PALGRAVE HANDBOOK OF WORKERS' PARTICIPATION AT PLANT LEVEL

Edited by  
Stefan Berger, Ludger Pries, Manfred Wannöffel



The Palgrave Handbook of Workers' Participation  
at Plant Level

Stefan Berger • Ludger Pries  
Manfred Wannöffel  
Editors

# The Palgrave Handbook of Workers' Participation at Plant Level

palgrave  
macmillan

*Editors*

Stefan Berger  
Institute for Social Movements and  
Department of History  
Ruhr University Bochum  
Bochum, Germany

Ludger Pries  
Department of Social Sciences  
Ruhr University Bochum  
Bochum, Germany

Manfred Wannöffel  
Department of Social Sciences  
Ruhr University Bochum  
Bochum, Germany

ISBN 978-1-137-48191-7      ISBN 978-1-137-48192-4 (cBook)  
<https://doi.org/10.1057/978-1-137-48192-4>

Library of Congress Control Number: 2018956184

© The Editor(s) (if applicable) and The Author(s) 2019

This work is subject to copyright. All rights are solely and exclusively licensed by the Publisher, whether the whole or part of the material is concerned, specifically the rights of translation, reprinting, reuse of illustrations, recitation, broadcasting, reproduction on microfilms or in any other physical way, and transmission or information storage and retrieval, electronic adaptation, computer software, or by similar or dissimilar methodology now known or hereafter developed.

The use of general descriptive names, registered names, trademarks, service marks, etc. in this publication does not imply, even in the absence of a specific statement, that such names are exempt from the relevant protective laws and regulations and therefore free for general use.

The publisher, the authors, and the editors are safe to assume that the advice and information in this book are believed to be true and accurate at the date of publication. Neither the publisher nor the authors or the editors give a warranty, express or implied, with respect to the material contained herein or for any errors or omissions that may have been made. The publisher remains neutral with regard to jurisdictional claims in published maps and institutional affiliations.

Cover Photo © Jon Feingersh

This Palgrave Macmillan imprint is published by the registered company Springer Nature America, Inc. The registered company address is: 1 New York Plaza, New York, NY 10004, U.S.A.

## ACKNOWLEDGMENTS

The editors of this volume would like to address their sincere thanks to a number of persons and institutions without whom this volume would not have appeared. First of all, we would like to thank the Hans-Böckler Foundation of the German trade union movement for generously funding the conference, at which first drafts of all the chapters in this volume were presented. The Foundation subsequently also financially supported the English-language editing of those chapters not written by native speakers of English. This language editing was done very professionally and generously by Sascha Möbius to whom we would also like to express our thanks for his patience and his excellent work. The editors would also like to thank the Friedrich Ebert Foundation who financially supported the conference and also helped generously with finding authors for this volume.

During the conference, we spent one day at the Volkswagen University in Wolfsburg, where we also had a tour of the company and a seminar on workers' participation at plant level in the Volkswagen company. We would like to thank all those at Volkswagen who made this possible.

In the final stages of this project, some of our young research assistants helped with ensuring that all chapters were in line with the Palgrave style guide. They corresponded with the authors over queries, and they also compiled the index to this volume. We would like to thank in particular Anna-Katharina Conrad, Alessandra Exter, Lena Spickermann, and Melanie Wieschalla for all their hard work on the completion of this manuscript.

It is with great sadness that we note the untimely death of one of our contributors, Funmi Adewumi, who wrote the chapter on Nigeria. Professor Funmi Adewumi was born 2 September 1960. He had his primary and secondary education in the southwest of Nigeria. He completed his bachelor's degree in Education and History in 1981 from Obafemi Awolowo University, Ile-Ife, Osun State. He completed his master's degree and doctoral degree from the University of Ibadan in 1988. He began his working career at Michael Imoudu Labour Institute, Ilorin, Kwara State, as a research assistant. Later he moved to

teach at the Department of Adult Education of the University of Ibadan, Ibadan, Oyo State. He served as a Project Manager with the Friedrich-Ebert-Stiftung in Lagos from March 1996 to June 1998 from where he moved to Harare, Zimbabwe, to become the Director at African Regional Labour Administrative Centre from July 1998 to 1999. As a Professor of Industrial Relations, he taught at the University of Lagos, Crawford University Agbara, and Elizade University, Ilara-Mokin, Ondo State. Until his death, he was the provost of the College of Human Resources Development and Lifelong Learning, Osun State University, Nigeria. As a working-class intellectual, he contributed to the improvement of the working class by addressing the capacity of the trade unions and civil society organization to meaningfully engage the development process as a proactive stakeholder. He made valuable contributions in defense of the working-class struggle through research conducted by him and was very passionate about workers' education. Little wonder, he was a known guest speaker at trade union meetings, conferences, and trainings. He was an active member of the International Labour and Employment Relations Association (ILERA) and has delivered several papers at international conferences. We, alongside many of our colleagues, shall miss him and remember him with great fondness.

Finally, we would like to express our thanks to all our contributors. Putting this collection together has been a long and arduous process, but we hope that everyone is happy with the end result. We certainly thank our contributors for their patience and their willingness to revise their pieces according to our feedback.

Bochum  
March 2018

Stefan Berger  
Ludger Pries  
Manfred Wannöffel

# CONTENTS

<b>1 Introduction</b>	<b>1</b>
Stefan Berger, Ludger Pries, and Manfred Wannöffel	
<b>Part I Overviews</b>	<b>11</b>
<b>2 Workers' Participation: Comparative Historical Perspectives from the Nineteenth Century to the End of the Cold War</b>	<b>13</b>
Stefan Berger	
<b>3 Workers' Participation at Plant Level in a Comparative Perspective</b>	<b>37</b>
Ludger Pries	
<b>4 Workers' Participation at Plant Level: Conflicts, Institutionalization Processes, and Roles of Social Movements</b>	<b>63</b>
Manfred Wannöffel	
<b>Part II Classic, Theoretical and Historical Perspectives on Workers' Participation</b>	<b>89</b>
<b>5 Gustav Schmoller: A Socialist of the Chair</b>	<b>91</b>
Nils Goldschmidt and Matthias Störring	
<b>6 Fabians, Guild Socialists and 'Democracies of Producers': Participation and Self-Government in the Social Theories of the Webbs and Their Successors</b>	<b>113</b>
Kevin Morgan	

<b>7</b>	<b>Works Councils as Crucial Social Institutions of Labor Regulation and Participation. Friedrich Fürstenberg's Concept of Works Councils as 'Boundary Spanning Institutions'</b>	<b>131</b>
	Ludger Pries and Russell D. Lansbury	
<b>8</b>	<b>Workers' Participation: Concepts and Evidence</b>	<b>149</b>
	Thomas Haipeter	
<b>9</b>	<b>Workers' Participation in Yugoslavia</b>	<b>167</b>
	György Széll	
<b>10</b>	<b>Participation and Nationalization: The Case of British Coal from the 1940s to the 1980s</b>	<b>187</b>
	Jim Phillips	
<b>11</b>	<b>Mondragon: Cooperatives in Global Capitalism</b>	<b>205</b>
	Joseba Azkarraga and George Cheney	
<b>12</b>	<b>Workers' Participation and Transnational Social Movement Interventions at the Shop Floor: The Urgent Appeal System of the Clean Clothes Campaign</b>	<b>221</b>
	Jeroen Merk and Sabrina Zajak	
<b>Part III</b>	<b>Country Chapters</b>	<b>241</b>
<b>13</b>	<b>Workers' Participation in Australian Workplaces: Past Legacies and Current Practices</b>	<b>243</b>
	Russell D. Lansbury	
<b>14</b>	<b>Workers' Participation at the Shop Floor Level and Trade Unions in Brazil: Economic Crisis and New Strategies of Political Action</b>	<b>263</b>
	José Ricardo Ramalho	
<b>15</b>	<b>Emergence of Shop-Floor Industrial Relations in China</b>	<b>283</b>
	Bill Taylor	
<b>16</b>	<b>Workers' Participation in Czechia and Slovakia</b>	<b>301</b>
	Jan Drahokoupil and Marta Kahancová	



<b>17</b>	<b>Workers' Participation at Plant Level: France</b>	<b>323</b>
	Udo Rehfeldt	
<b>18</b>	<b>Workers' Participation at Plant Level in Germany: Combining Industrial Democracy and Economic Innovation?</b>	<b>343</b>
	Ludger Pries	
<b>19</b>	<b>Workers' Participation at Plant Level in India</b>	<b>363</b>
	Pravin Sinha	
<b>20</b>	<b>Workers' Participation in Indonesia</b>	<b>377</b>
	Michele Ford and George Martin Sirait	
<b>21</b>	<b>Workers' Participation at the Plant Level: The Case of Italy</b>	<b>393</b>
	Volker Telljohann	
<b>22</b>	<b>The Rise and Fall of Labor Management Consultations (<i>Roshi Kyogisei</i>) in Japan</b>	<b>419</b>
	Albrecht Rothacher	
<b>23</b>	<b>Labor-Management Council in Korea: A Look at the Past, Contemporary Trends, and Challenges for the Future</b>	<b>437</b>
	Jungwoo Kim and Minsu Song	
<b>24</b>	<b>Employee Participation at Plant Level in Mexico: Features and Possibilities</b>	<b>459</b>
	Graciela Bensusán and Willebaldo Gómez Zuppa	
<b>25</b>	<b>Workers' Participation in Management at Plant Level in Nigeria</b>	<b>479</b>
	Funmi Adewumi	
<b>26</b>	<b>Workers' Participation at Plant Level in Russia</b>	<b>491</b>
	Elena Gerasimova	
<b>27</b>	<b>Workers' Participation in Spain</b>	<b>515</b>
	Holm-Detlev Köhler	
<b>28</b>	<b>Workers' Participation at Plant Level: The South African Case</b>	<b>537</b>
	Edward Webster, Themba Masondo, and Christine Bischoff	

<b>29</b>	<b>Workplace Participation in Britain, Past, Present, and Future: Academic Social Science Reflections on 40 Years of Industrial Relations Change and Continuity</b>	<b>557</b>
	Peter Ackers	
<b>30</b>	<b>Workers' and Union Participation at US Workplaces</b>	<b>575</b>
	Harry C. Katz and Arthur Wheaton	
<b>Part IV</b>	<b>Workers' Participation at Plant Level and Its Future</b>	<b>595</b>
<b>31</b>	<b>Workers' Participation at Plant Level: Lessons from History, International Comparison, and Future Tendencies</b>	<b>597</b>
	Stefan Berger, Ludger Pries, and Manfred Wannöffel	
	<b>Index</b>	<b>621</b>

## NOTES ON CONTRIBUTORS

**Peter Ackers** is Visiting Professor in the History of Industrial Relations within the School of Business and Economics and the School of Social, Political, and Geographical Sciences at Loughborough University. He is also Adjunct Professor at the Centre for Work, Organization and Wellbeing, Griffith University, Brisbane, and a Visiting Scholar at the Oxford Centre for Life-Writing, Wolfson College.

**Funmi Adewumi** completed his master's degree and doctoral degree from the University of Ibadan in 1988. He began his working career at Michael Imoudu Labour Institute, Ilorin, Kwara State, as a research assistant. Later, he moved to teach at the Department of Adult Education University of Ibadan, Ibadan, Oyo State. He served as a Project Manager with the Friedrich-Ebert-Stiftung in Lagos from March 1996 to June 1998 from where he moved to Harare, Zimbabwe, to become the Director at African Regional Labour Administrative Centre from July 1998 to 1999. As a Professor of Industrial Relations, he taught at the University of Lagos, Crawford University Agbara, and Elizade University, Ilara-Mokin, Ondo State.

**Joseba Azkarraga** (Ph.D. in Sociology) teaches in the Department of Sociology at the University of the Basque Country (UPV/EHU). Previously, he was member of the cooperative movement of Mondragon for 14 years (Mondragon University), and he did social consultancy work for MONDRAGON Corporation. He received the Basque Social Reality Research Award from the Basque Government for his research on the Mondragon cooperatives. He is also interested in socio-ecological transitions and contemporary subjectivity.

**Graciela Bensusán** is Research Professor (full time) at the Universidad Autónoma Metropolitana in Mexico City since 1976 and Research Professor (part time) at the Facultad Latinoamericana de Ciencias Sociales since 1989. She is author or co-author of 15 books and 130 book chapters and articles in labor policy, institutions, and organizations in a comparative perspective.

**Stefan Berger** is Professor of Social History and Director of the Institute for Social Movements at Ruhr-University Bochum, where he is also Executive Chair of the Foundation History of the Ruhr. Since 2016, he is additionally honorary Professor at Cardiff University. He has published widely in comparative labor history; the history of social movements; the history of deindustrialization and industrial heritage; the history of historiography, nationalism, and national identity; and British-German relations. Amongst his most recent books are *The Transnational Activist* (edited with Sean Scalmer, Palgrave Macmillan, 2017) and *The History of Social Movements in Global Perspective* (edited with Holger Nehring, Palgrave Macmillan, 2017).

**Christine Bischoff** is Manager of the Wits City Institute at the University of the Witwatersrand. Her main areas of research are trade unions, employment, and transformation. She is working on her Ph.D. at the University of Pretoria.

**George Cheney** (Ph.D., Purdue University, 1985) is Professor of Communication at the University of Colorado at Colorado Springs, USA. Working solo or collaboratively, he has published 10 books and more than 100 articles and chapters on topics including organizational identity, democracy, participation, and sustainability. George has been conducting research on the Mondragon cooperatives and collaborating with colleagues from the Basque Country since 1992, including publishing the award-winning book on the cooperatives, *Values at Work*, in 1999 and 2002.

**Jan Drahokoupil** is Senior Researcher at the European Trade Union Institute (ETUI) where he coordinates research on digitalization and the future of work. Jan also directs projects related to multinational corporations and foreign direct investment. His broader expertise lies in European political economy. His book publications include *Chinese Investment in Europe: Corporate Strategies and Labour Relations* (ETUI, 2017); *Transition Economies: Political Economy in Russia, Eastern Europe, and Central Asia* (with Martin Myant), Wiley-Blackwell, 2011; and *Globalization and the State in Eastern Europe: The Politics of Foreign Direct Investment*, Routledge, 2009.

**Michele Ford** is Director of the Sydney Southeast Asia Centre and an Australian Research Council (ARC) Future Fellow. Her research focuses on Southeast Asian labor movements, labor migration, and trade union aid. Michele's work has been supported by a number of Australian Research Council Discovery Project grants related to these and other topics. She has also been involved in extensive consultancy work for the International Labour Organization (ILO), the international labor movement, and the Australian government.

**Elena Gerasimova** is Head of the Department of Labor and Social Law at the National Research University Higher School of Economics (HSE) in Moscow and is a Fellow of the Nantes Institute for Advanced Study (2017–2018). She heads the Centre for Social and Labour Rights and is Chairman of the Lawyers

for Labor Rights Association in Russia. She is a Deputy Chair of the Public Council of the Labour and Social Welfare Ministry of the Russian Federation. She has co-authored draft labor legislation, serves as an expert for Russian state governmental bodies and international trade unions and organizations, and has participated in various research projects for national and international institutions.

**Nils Goldschmidt** is Professor of Contextual Economics and Economic Education at the University of Siegen. He is Director of the Aktionsgemeinschaft Soziale Marktwirtschaft and co-editor of *Schmollers Jahrbuch: Journal of Contextual Economics*. His main research interests are constitutional economics, contextual economics, economic methodology, history of economic thought, and social policy.

**Thomas Haipeter** is Head of the Research Department ‘Working Time and Work Organisation’ at the Institute for Works, Skills, and Training of the University of Duisburg-Essen. His areas of interest are unions, works councils, collective bargaining, digitalisation, and transnational interest representation.

**Marta Kahancová** is Senior Researcher and Managing Director of Central European Labour Studies Institute (CELSI). With more than ten years of experience, her expertise lies in labor market research and research in industrial relations, social dialogue, and collective bargaining in the EU, especially in the Central and Eastern Europe. She has published in the *European Journal of Industrial Relations*, *International Journal of Human Resource Management*, *Comparative Labour Law & Policy Journal*, *Industrielle Beziehungen*, and *Transfer*. She is the author of the book *One Company, Diverse Workplaces: The Social Construction of Employment Practices in Western and Eastern Europe*, Palgrave Macmillan, 2010, and the editor of *Beyond the Crisis: Strategic Innovation Within CEE Trade Union Movements* (with Magdalena Bernaciak), ETUI, 2017.

**Harry C. Katz** is the Jack Sheinkman Professor of Collective Bargaining and Director of the Scheinman Institute on Conflict Resolution at the School of Industrial and Labor Relations (ILR), Cornell University. He is President of the Labor and Employment Relations Association (LERA). He served as the Dean of the ILR School from 2005 to 2014 and Interim Provost at Cornell University from 2014 to 2015. He received his Ph.D. in Economics from the University of California at Berkeley in 1977. His major publications include *Converging Divergences: Worldwide Changes in Employment Systems* (with Owen Darbishire), ILR Press; *Shifting Gears: Changing Labor Relations in the U.S. Automobile Industry*, MIT Press; and *An Introduction to US Collective Bargaining and Labor Relations*, 5th edition (with Thomas Kochan and Alexander Colvin), ILR Press. Since 2006, Katz has been a member of the United Automobile Workers (UAW) Public Review Board.

**Jungwoo Kim** completed his Ph.D. in Economics from Inha University in Korea. He is a senior researcher at the Korea Labor Institute. His research fields are labor economics and industrial relations. One of his latest publications is a paper regarding the ‘Impact of Labor Union on Changes in the Direct and Indirect Employment of Nonstandard Workers: Panel Analysis Study’, Working Paper (2016) 2, Korea Labor Institute.

**Holm-Detlev Köhler** is Professor of Sociology at the University of Oviedo (Spain) and part of the PROMEBI (Promoviendo el Empleo y el Bienestar en Europa/Promoting Employment and Welfare in Europe) research group dedicated to promoting employment and welfare in Europe. His main research interests and extensive publications include comparative industrial relations, management and innovation in transnational corporations, and local and regional development.

**Russell D. Lansbury** is Emeritus Professor of Work and Organisational Studies at the University of Sydney, Australia. He holds a Ph.D. from the London School of Economics. He has been a Senior Fulbright Scholar at MIT and Harvard University. He is a Past President of the International Labour and Employment Relations Association (ILERA). He is the joint editor of *International and Comparative Employment Relations* (Sage 2017), now in its sixth edition.

**Themba Masondo** is a doctoral candidate in the Department of Sociology and a former Ph.D. fellow in the Society, Work, and Development Institute (SWOP) at the University of the Witwatersrand, Johannesburg. His research interests are in the areas of labor studies, work restructuring, and development.

**Jeroen Merk** is a lecturer at the Vrije University of Amsterdam. His research interests lie at the crossroads of international relations, political economy, social movements, and the governance institutions of global industrial relations.

**Kevin Morgan** is Professor of Politics and Contemporary History at the University of Manchester and the author of numerous works on socialist movements and ideas including *The Webbs and Soviet Communism* (2006). His most recent book is *International Communism and the Cult of the Individual: Leaders, Tribunes and Martyrs under Lenin and Stalin* (2017).

**Jim Phillips** is Senior Lecturer in Economic and Social History at the University of Glasgow and co-editor of Scottish Labour History and is part of the editorial committee of Historical Studies in Industrial Relations. He is the author of *Collieries, Communities and the Miners' Strike in Scotland, 1984–85* (Manchester University Press, 2012), and his recent writings include articles in *English Historical Review* (2017) and *Contemporary British History* (2018).

**Ludger Pries** is Chair for Sociology at Ruhr-Universität Bochum. His recent publications include *A Solution for Transnational Labour Regulation?: Company Internationalization and European Works Councils in the Automotive Sector*, New York et al.: Peter Lang 2016, and *Cross-Border Staff Mobility*.

*German and Mexican Profit- and Non-Profit-Organisations Between Centre-Periphery and Transnationalization*, Houndmills: Palgrave 2014.

**José Ricardo Ramalho** is Professor of Sociology at the Institute of Philosophy and Social Sciences, Federal University of Rio de Janeiro (UFRJ). His research interests are in sociology of work, trade unions, and the history of the Brazilian working class.

**Udo Rehfeldt** is a political scientist and senior researcher at the Institute for Economic and Social Research (Institut de Recherches Economiques et Sociales; IRES) in Noisy-le-Grand near Paris. He is the French correspondent of the ETUI network on Worker Participation in Europe and has taught industrial relations at the University of Paris X. His research fields are comparative and transnational industrial relations.

**Albrecht Rothacher** born in 1955, studied social sciences in Berlin, Konstanz, and Bridgeport and at Yale University (Connecticut), at European University Institute (EUI) in Florence, and at International Christian University (ICU) in Tokyo. He completed his Ph.D. in Economics at the London School of Economics. Since 1984, he has been in the diplomatic service of the European Union (EU), i.a. in Vienna, Singapore, and Paris, last as Minister Counselor in charge also of social policy cooperation at the EU Delegation in Tokyo. He has to his credit 20 book publications on the politics, economy, and history of East Asia, Eastern Europe, and the EU.

**Pravin Sinha** holds a Ph.D. in Political Economy and began his professional career as a researcher of Business Economics. He was Labour Adviser at the India Office of the Friedrich Ebert Stiftung and is Secretary General of the Indian Industrial Relations Association. His teaching and research interests focus on labor and its organization, especially labor law enforcement, labor law reforms, and global instruments protecting rights at workplace.

**George Martin Sirait** is lecturer in Business Administration Program in the Faculty of Economics at the Atma Jaya Catholic University of Indonesia and Ph.D. candidate at the Department of Indonesian Studies at the University of Sydney. Martin's research focuses on Indonesia's modern retail driven economy. His research falls within the intersection of industrial relations, political economy, and international business, particularly the globalization of retail.

**Minsu Song** is Senior Researcher at the Korea Labor Institute. His research interests focus on industrial relations and human resource management. His recent publications in this field were two papers: 'The effects of work environment characteristics on workplace bullying in Korea', *Dispute Resolution Studies Review* 22, no. 3 (2017), and 'Industrial Relations. Labor Inspector's Job Characteristic and Job Performance', *Korean Journal of Labor Studies* 15, no. 2 (2016).

**Matthias Störning** is Research Assistant at the Chair of Contextual Economics and Economic Education at the University of Siegen. His main research interests are contextual economics, (new) institutional economics, and history of economic thought.

**György Széll** was born in Budapest in 1941. He studied social sciences in Frankfurt a.M., Aix-en-Provence, Muenster, Cologne, and Algiers. He graduated in Sociology in 1965 and doctor of political sciences since 1967, and since 1973 he is Professor of sociology at the University of Osnabrueck, Germany. He was Visiting Professor at 60 universities in 30 countries. His main research areas are participation and self-management, democratization, international comparative studies, and socio-ecological modernization.

**Bill Taylor's** research focuses on management of labor and workplace industrial relations in China but also covers regulatory environments, labor rights, collective labor, and operation of multinationals generally, with projects in Bangladesh, Cambodia, Japan, UK, US, and Vietnam. Bill undertakes advocacy in the area of labor rights, involving NGOs and governments, including the EU.

**Volker Telljohann** is Senior Researcher at IRES Emilia-Romagna. He is responsible for the area of European policies. His research activities center on working conditions, new trends in local, national, and European industrial relations as well as on the role of social dialogue in local development policies.

**Manfred Wannöffel** is Director of the Office of Cooperation Ruhr-University Bochum/Industrial Metal Union. His recent publications in this field include *Learning Factories' Trainings as an Enabler of Proactive Workers' Participation Regarding Industrie 4.0* (2017), in *Procedia Manufacturing*, Vol. 9, p. 354–360, and *Learning Factory for Management, Organization and Workers' Participation* (2015), in *Procedia Manufacturing*, Vol. 321, p. 115–119.

**Edward Webster** is a Research Professor in the Society, Work and Development Institute (SWOP) and the interim director of the Southern Centre for Inequality Studies (SCIS) at the University of Witwatersrand. He is the author of 9 books and over 100 academic articles. He was a Senior Fulbright Scholar at the University of Wisconsin (Madison) and the first Ela Bhatt Professor at the International Center for Development and Decent Work (ICDD) at Kassel University in Germany. His co-authored volume, *Grounding Globalisation: Labour in the Age of Insecurity*, was awarded the American Sociological Association award for the best scholarly monograph published on labor. He recently published two co-edited volumes: the first on the *Unresolved National Question: Left Thought Under Apartheid* and the second on *Crossing the Divide: Precarious Work and the Future of Labour*.

**Arthur Wheaton** is an extension faculty member of the Scheinman Institute on Conflict Resolution and the Worker Institute at Cornell University. Arthur has been a faculty member at Cornell University ILR School since 1998 with research and training experience in automotive and aerospace industrial relations.



**Sabrina Zajak** is junior professor for “globalization conflicts, social movements and labor” at the Ruhr University Bochum. She works at the Institute for Social Movements on issues of transnational movements and activism; trade unions and NGOs; and globalization, governance, and labor standards. She is head of the research group “transnational alliances between social movements and trade unions in Europe”. Her most recent book *Transnational Activism, Global Labor Governance, and China* (Basingstoke: Palgrave Macmillan, 2017) investigates how trade unions and labor rights NGOs have mobilized together along different pathways while attempting to influence labor standards in Chinese supply chains since 1989.

**Willebaldo Gómez Zuppa** is a doctor in Social Sciences specialized in Labor Studies awarded by Autonomous Metropolitan University, which included topics as production models, labor relations, labor flexibility, work organization, and workers’ rights in the automotive industry in Mexico. He is currently a professor at the Faculty of Economics of Universidad Nacional Autónoma de México (UNAM), teaching Political Economy courses.

## LIST OF ABBREVIATIONS

ACFTU	All-China Federation of Trade Unions
ACTU	Australian Council of Trade Unions
ALP	Australian Labor Party
AMMA	Australian Mines and Metals Association
ASO	Association of Independent Trade Unions
AWA	Australian Workplace Agreement
AWIRS	Australian Workplace Industrial Relations Survey
BCA	Business Council of Australia
BDA	German Employers' Associations
BOAL	Basic Organization of Associated Labour
CAI	Confederation of Australian Industry
CBWE	Central Board for Workers Education
CCP	Chinese Communist Party
CDU	Christian Democratic Union (Germany)
CEC-CEDA	China Enterprise Confederation and China Enterprise Directors Association
CEE	Central and Eastern Europe
CFE-CGC	Confédération française de l'encadrement-Confédération générale des cadres
CFTC	Confédération française des travailleurs chrétiens
CFTD	Confédération française démocratique du travail
CGIL	Confederazione Generale Italiana del Lavoro
CGT	Confédération générale du travail
CISL	Italian Confederation of Workers' Unions
CLT	Consolidação das Leis do Trabalho
ČMKOS	Czech-Moravian Confederation of Trade Unions
CPC	Communist Party of China
CPSU	Communist Party of the Soviet Union
CSP	Christian Social Party (Austria)
CSR	Corporate Social Responsibility
CUT	Central Única dos Trabalhadores
DGB	German Trade Union Confederation
ECCHR	European Centre for Constitutional and Human Rights

EEC	European Economic Community
EFA	European Framework Agreement
EFQM	European Foundation for Quality Management
ENI	Ente Nazionale Idrocarburi
EPI	European Participation Index
ETUC	European Trade Union Confederation
ETUI	European Trade Union Institute
EWC	European Works Council
FDI	Foreign Direct Investment
FIOM	Federazione Impiegati Operai Metallurgici
FLA	Fair Labor Association
FO	Force Ouvrière
GDP	Gross Domestic Product
GFTU	Guangdong Federation of Trade Unions
HAL	Hindustan Antibiotics Limited
HRM	Human Resource Management
IG Metall	Industrie Gewerkschaft Metall
ILC	Indian Labor Conference
ILO	International Labour Organization
ILRF	International Labor Rights Forum
IMF	International Monetary Fund
IRI	Istituto per la ricostruzione industriale
ISO	International Organization for Standardization
ITUC	International Trade Union Confederation
JCC	Joint Consultative Council
JDC	Joint Departmental Council
JMC	Joint Management Council
JPC	Joint Production Committee
JWC	Joint Works Councils
KDS	Christian Democratic Party (Czechia)
KMT	Kuomintang Federation
KOK	Christian Trade Union (Czechia)
KOVO	Czech Metalworkers' Federation
KOZ SR	Confederation of Trade Unions of the Slovak Republic
KSČM	Communist Party of Bohemia and Moravia (Czechia)
KUK	Confederation of Art and Culture
LMC	Labor Management Council
MNC	Multinational Corporation
NCB	National Coal Board
NGO	Non-governmental Organization
NJACWER	National Joint Action Campaign for Women's Equal Rights
NKOS	Independent Christian Trade Unions of Slovakia
NOLA	Networks of Labour Activism
NTUF	National Trade Union Federation
NUM	National Union of Mineworkers
NUVB	National Union of Vehicle Builders
OECD	Organisation for Economic Co-operation and Development
OPEC	Organization of the Petroleum Exporting Countries

OSČMS	Trade Union Association of Bohemia, Moravia and Silesia
OSE	Spanish Syndicate Organization
OSZSP ČR	Trade Union Federation of Healthcare and Social Work Czech Republic
OUR Walmart	Organization United for Respect at Walmart
PCB	Brazilian Communist Party
PILER	Pakistan Institute of Labour Education and Research
PP	People's Party (Spain)
PPHIP	Pancasila Industrial Relations
PSI	Socialist Party Italy
PSOE	Socialist Workers' Party (Spain)
PTB	Brazilian Labour Party
RINA	Registro Italiano Navale
RKP	Russian Communist (Bolshevik) Party
ROH	Revolutionary Trade Union Movement
RPA	Rappresentanze Sindacali Aziendali
RSU	Rappresentanze Sindacali Unitarie
SAI	Social Accountability International
SC	Shop Councils
SE	European Company
SEIU	Service Employees International Union
SME	Small or Medium Enterprise
SMU	Social Movement Unionism
SNCF	Société nationale des chemins de fer français
SOE	State-Owned Enterprise
SWRC	Staff and Workers Representative Committee
TCA	Transnational Company Agreement
TISCO	Tata Iron and Steel Company
TUC	Trades Union Congress
TVE	Township and Village Enterprise
UA	Urgent Appeal System
UAW	United Automobile Workers
UFCW	United Food and Commercial Workers
UIL	Union of Italian Workers
USPD	Independent Social Democratic Party (Germany)
VSÖZ	General Free Trade Union Association (Slovakia)
WCA	Works Constitution Act (Germany, 1952)
WRC	Worker Rights Consortium

## LIST OF FIGURES

Fig. 9.1	Structure of Yugoslavian self-management. (Horvat 1983, p. 282)	171
Fig. 16.1	Inward FDI stocks in % of GDP. (Source: UNCTAD statistics ( <a href="http://unctadstat.unctad.org/wds">http://unctadstat.unctad.org/wds</a> ))	303
Fig. 16.2	Labor market participation rates in Czechia and Slovakia, compared to the EU average (1998–2015). (Participation rates of population aged 20–64). (Source: Eurostat (data code: t2020_10))	304
Fig. 23.1	Number and proportion of self-employed workers, 2001–2015. Statistical data: National Statistical Office ‘Economically Active Population Survey’ for each year. (Source: Korea Labor Institute 2016, p. 33)	443
Fig. 23.2	Gini coefficient: more than 10 people, 1995–2014. Statistical data: Ministry of employment and labor ‘Labor Conditions Survey by Employment Type’ for each year. (Source: Korea Labor Institute 2016, p. 59)	443
Fig. 29.1	The escalator of participation	565
Fig. 31.1	EU-Initiatives concerning digitalization of work (2017). (Source: European Commission. DG Connect ( <a href="http://ec.europa.eu/digital-single-market/en/news/european-co-operation-innovation-digital-manufacturing">ec.europa.eu/digital-single-market/en/news/european-co-operation-innovation-digital-manufacturing</a> ))	617

## LIST OF TABLES

Table 3.1	Dimensions of the form of workers' participation at the plant level	44
Table 3.2	Configuration of workers' participation at the plant level: China and Germany	52
Table 4.1	The development of institutionalized structures of workers' participation in Germany as a form of social compromise	72
Table 4.2	The Feminist Movement (1960s–70s) in England and the institutionalization of workers' participation	76
Table 4.3	Labor conflicts in the United States and the institutionalization of workers' participation	80
Table 4.4	Institutionalization of social participation structures as a process of social learning in Germany, England, and the United States	84
Table 16.1	Strictness of employment protection: individual and collective dismissals (regular contracts), 1990–2013	304
Table 16.2	Percentage of employees with temporary and part-time contracts	305
Table 16.3	Collective bargaining coverage, %	310
Table 16.4	Trade union density, %	310
Table 16.5	European participation index—Czechia and Slovakia compared with major European economies (2010)	312
Table 16.6	Works council regulations in Czechia and Slovakia	313
Table 18.1	Distribution of works councils in Germany 1996, 2014, and 2016	351
Table 18.2	Distribution of different types of representation bodies at the plant level in 2005	352
Table 20.1	Indonesia's working population by industry, 2004–2014 (%)	379
Table 23.1	Changes in Korea's economic growth rate	440
Table 23.2	Change in major employment indicators of Korea (unit: %, 1000 people)	442
Table 23.3	Change in union organization rate by the type of employment (unit: %)	444
Table 23.4	Types of LMCs categorized based on the presence of a trade union and the degree of how much an LMC represents the interests of workers	445

Table 23.5	Labor-management council establishment in unionized workplaces (%)	447
Table 23.6	Labor-management council establishment in non-unionized workplaces (%)	448
Table 23.7	Does the labor-management council discuss wage increases? (%)	449
Table 23.8	Decision-making method in wage increase discussions (%)	450
Table 23.9	Number of sessions dealing with wage increases (%)	450
Table 23.10	Dynamics of labor-management council determination of wage increase rates (%)	451
Table 23.11	Degree of labor-management council participation in management issues (non-unionized workplaces)	452
Table 23.12	Does the labor-management council have the right to engage in wage bargaining? (%)	453
Table 23.13	Does the labor-management council have the right to engage in collective bargaining? (%)	453
Table 23.14	Degree of labor-management council participation in management issues (non-unionized workplaces)	455
Table 24.1	Dimensions and features of employee participation at plant level	464
Table 24.2	Types of workers' participation in single institutional frameworks	472
Table 24.3	Levels and issues of participation in selected examples	474
Table 26.1	The number of collective agreements at the plant level (thousands), per year, Russian Federation, 2011–2013	504
Table 26.2	Total and average number of labor protests (per year), Russian Federation, 2008–2016	509
Table 27.1	Types of involvement and participation	516
Table 27.2	Content and degree of consultation and delegation in Spain/Europe, 1997 (% of companies that implemented participation schemes)	523
Table 27.3	Representative participation in Spanish companies	526
Table 27.4	Results of works council elections in Spain	527
Table 27.5	Trade union representation in Spanish workplaces (2010)	527
Table 28.1	State of play of CCMA applications for workplace forum (by 1999)	542
Table 28.2	Reasons why workplace forums not established (by 1999)	542
Table 28.3	State of play of CCMA applications for workplace forum (by 2014)	544
Table 30.1	US structure of economy and labor density in 2014 at a glance	576
Table 30.2	US Automotive manufacturing employment	585



# Introduction

*Stefan Berger, Ludger Pries, and Manfred Wannöfffel*

Most people in the world spend the greater part of their life at their workplace. Globalization brings employees and workers from all over the world closer together—through direct value chains or indirect competition. Considering the very different regions of the world of labor, there are great varieties of labor regulation and labor conditions. Therefore, it becomes increasingly important to develop an overview of the extent and mechanisms of workers' participation at plant level. It is crucial to understand and analyze the conditions under which people around the world are able to participate in the day-to-day working process and strategic decision making of the companies that employ them. This is still a neglected topic in the area of industrial and labor relations that requires further research, especially from a global perspective. We therefore decided to organize the publication of an original handbook with new material that reflects the global dimension of different modes of workers' participation at plant level.

The scope and organization of this handbook accounts for the international dimension of this topic in developing interdisciplinary perspectives. It is particularly concerned with the analysis of the mechanisms and practice of workers' participation in the definition, control and enforcement of their working and employment conditions as well as their participation in work-related and

---

S. Berger (✉)

Institute for Social Movements and Department of History,  
Ruhr University Bochum, Bochum, Germany  
e-mail: [Stefan.Berger@ruhr-uni-bochum.de](mailto:Stefan.Berger@ruhr-uni-bochum.de)

L. Pries • M. Wannöfffel

Department of Social Sciences, Ruhr University Bochum,  
Bochum, Germany  
e-mail: [ludger.pries@rub.de](mailto:ludger.pries@rub.de); [manfred.wannoeffel@ruhr-uni-bochum.de](mailto:manfred.wannoeffel@ruhr-uni-bochum.de)



company-strategic decisions. It aims at documenting and comparing different formal regulations and practices of workers' participation at the workplace level in a carefully chosen selection of country case studies from all over the world.

A comprehensive handbook on this theme is important because the empirical findings and conceptual approaches concerning workers' participation at plant level have varied tremendously over time and space. Some researchers have argued that workers' participation has hindered management flexibility and introduced rigidity in times of increasing needs of companies to cope with more volatile and changing economic environments. For others, however, workers' participation has been not only an indispensable precondition for democracy in society but also a way of facilitating workers' integration, motivation and participation in production. Similarly, some scholars have viewed legally regulated workers' participation as standing in stark opposition to any direct, individual and practical participation in work processes. For others, by contrast, new 'Innovative Human Resource Management Strategies' in search of greater involvement of employees should not be seen as contradictory to formal ways of workers' participation and collective representation at plant level. Some also hold that workers' participation and collective representation by unions is contradictory to direct democracy and participation of individuals at the workplace, whereas others argue the opposite: collective representation by unions and alternative mechanisms of direct and indirect participation at the workplace, plant and company levels are not mutually exclusive but reinforcing.

The development of workers' participation at plant level has been greatly dependent on the specific cultural context and institutional tradition of the country concerned. Whereas in Western Europe and in Latin America there exists a long tradition of formalized collective workers' participation at plant level, in many English-speaking countries individual and informal forms of participation at the workplace have prevailed. In Asia, Eastern Europe and in Africa a mix of bureaucratic and formalized collective participation could be found in some sectors, while research on other sectors has shown the complete absence of actual workers' participation at plant level. In a global comparative view, the specific forms and patterns of workers' participation at plant level vary significantly: from workers' direct participation and decision making at the team level in many countries all over the world up to the model of cooperatives like Mondragón in Spain, from the German system of co-determination up to the formalized Staff and Workers Representative Councils in China. There is also a broad scope of the dominant functions of workers' participation at plant level. It could channel inter- and intra-group conflicts in the working area; give work a voice and especially protect weaker groups in a given plant; stabilize the development of establishments and companies, triggering long-term perspectives (e.g. innovation, sustainability); increase motivation and commitment of workers at the workplace level; harmonize the conditions of competition by controlling the compliance of legal, legitimate, collective bargaining and tacit norms; control and delimit economic power; and combine economic efficiency with democracy in economic life.

Although many studies on workers' participation in the member states of the European Union have been produced, other important regions of the world have hardly been dealt with at all. This volume comprises the study, documentation and comparison of workers' participation around the world and thereby meets the challenge of offering a global perspective on this research area. Value chains and economic life in general, but also inter-cultural exchange and knowledge as well as the mobility of persons and ideas, increasingly transcend the horizons of nation-states and regions. In the era of knowledge societies, the active participation of workers in organizations is of crucial importance for sustainable and long-term innovation and growth. This volume offers a unique opportunity to learn from the global experiences in workers' participation at plant level.

With regard to Europe, it would have been possible to include many more chapters, but the editors consciously restricted the number of chapters to make space for more non-European case studies, as these comprise countries and areas about which our knowledge is quite restricted—at least in comparison to Europe. Of course, our selection here also depended on who was available to write such a chapter and for which countries there exists enough information to produce a survey article. Hence the case studies selected here should not be seen as a definitive selection but rather as indicative of global trends. They fill in some dots on the global map which still need to be connected in future through more studies on more countries providing more comparative and transnational perspectives.

The volume is organized in four parts. In the first one, the editors offer a more extensive introduction to the volume's topic. First, Stefan Berger opens with a historical view on workers' participation at plant level in a comparative perspective. Berger explores the 'Varieties of Capitalism (VOC)' approach (Hall and Soskice 2001) as an explanatory tool to understand varieties of workers' representation. He argues that a multi-factor explanation is necessary to understand the relative success or failure of models of social partnership. These factors include characteristics of the state but also the political culture and the influence of ideas, values and norms. This he illustrates by reconstructing historical trajectories from the first half of the twentieth century via the era of the Cold War towards the 1980s. He distinguishes between the authoritarian traditions of, for example, formerly fascist Germany, Italy and Spain and the liberal traditions of the US, the UK and Australia as well as the Nordic models. While the idea of a 'social partnership' came to fruition in Western Europe after the Second World War, the varying political cultures, state systems and established norms and values in European societies contributed to different developments of the participation of workers. Before 1945 the traditions of social liberalism and social Catholicism played a greater role than in the second half of the century. Prior to the collapse of the Soviet Union, the ideas of promoting 'capitalism with a human face' and 'social partnership' were more popular in Western Europe than they have been since the 1990s. Interesting ideas of participation and teamwork at plant level have also been developed outside of Europe, for example, in cooperatives, which shall also be discussed in this volume.

In following Berger's historical analysis, Ludger Pries provides a novel analytical framework for comparing different forms of contemporary worker participation at plant level. Even though the twentieth century witnessed a significant growth of social rights, he argues that we are still facing great challenges regarding the implementation and extension of participative democracy at the workplace, especially since the end of the Cold War. Pries demonstrates how globalizing economies have contributed to the need to reconceptualize labor relations and for new institutions beyond the national levels. He also shows how different modes of workers' participation have developed across the world, for example, on the basis of a more direct involvement through teamwork and indirect involvement through councils. This chapter introduces a number of crucial issues, including arenas of collective bargaining, dominant actor groups, labor regulation, sources of power, shared ideology, cognitive maps and different types of conflict resolutions. In comparing the paradigmatic examples of China and Germany, Pries refers to the structural tensions among the key actors in labor relations. Moreover, he compares in some detail a number of European Union member states. In his conclusion, he summarizes the opportunities as well as challenges of workers' participation. In terms of opportunities, workers' participation could help, for instance, to channel inter- and intra-group conflicts in the working area, stabilize the development of companies or increase motivation and commitment of workers. On the downside, workers' participation will challenge unions and other external collective actors by raising an intra-labor conflict on the question of who controls what or could stabilize unbalanced distributions of resources. Pries proposes that new dynamics and social mechanisms might help to counterbalance such challenges. For instance, new social movements or non-governmental organizations (NGOs) could function as external monitors.

Manfred Wannöffel subsequently emphasizes the particular role of social movement processes concerning the institutionalization of workers' participation at plant level. He pays particular attention to the role of social conflicts and the social practice of conflict solution as a driver for the process of institutionalization within three different cases including Germany, England and the US, thereby drawing upon the methodological framework set by Anthony Giddens in his structuration theory. At the core of Giddens' theory lies his thesis that structure and social action mutually mediate and constitute each other. As structure acts to influence and shape certain actions, it is exactly those actions that re-shape the fundamental principles of structure. With that theory in mind, the chapter tries to find an answer to the question if and to what extent social movements can actually set in motion legal adjustments and how those legal adjustments eventually achieve social implementation. Overall, Wannöffel concludes that, despite significant national differences, social movements are increasingly important in supporting conflict resolution strategies at plant level. He points to the changes in the regulation and structuring of labor and participation opportunities, which have always been connected to deep social conflicts and social movement mobilization.

The second part of the volume is dedicated to classic theoretical and historical perspectives on workers' participation. It concentrates on an analysis of

seminal authors and crucial texts on workers' participation and highlights the distinct traditions of theorizing workers' participation at plant level and providing arguments in favor of such participation. Over the course of more than a century, many 'classic' writings on workers' participation at plant level are reviewed to familiarize the reader with a canon of such texts before delving into the empirical observations on how workers' participation at plant level functioned in different countries around the world. In three chapters the conceptual grounds of workers' participation at plant level are summarized in a historical perspective. First, Kevin Morgan deals with the writings of Beatrice and Sidney Webb who laid the ground for the idea of participation and self-government in their social theory. The Webbs traced back the concepts of participation, self-government and democracy in the economy up to the medieval guilds and their socialist thinkers and to philosophical concepts of a 'democracy of producers'. In the second chapter, Nils Goldschmidt and Matthias Störing introduce Gustav Schmoller and the German Historical School of Economics whose thinking included important ideas about workers' participation at plant level. Schmoller and his associate perceived in workers' participation an important element of social reform that would avoid the socialist revolution and allow capitalism to thrive. In the third chapter, Ludger Pries and Russell Lansbury present the idea of works councils as a crucial social institution of labor regulation and participation as developed by scholars like Friedrich Fürstenberg who approached works councils as boundary-spanning institutions.

The following four chapters of part two offer insights into specific historical experiences of workers' participation at plant level. Thomas Haipeter presents Western European experiences of employees' participation tracing back the origins of this concept. He discusses varying definitions and meanings of participation and summarizes some classical comparative studies of participation up to current developments. György Széll presents the special case of Yugoslavia where workers' participation within the Socialist Federal Republic was a central pillar of the overall economic and societal model as such. James Phillips summarizes the British experiences of nationalization, mainly of the coal and mining industry, and its impact on workers' participation. The following chapter of this second part is dedicated to the unique experience of Mondragon, a cooperative experiment that is working more or less successfully in the Basque region. Joseba Azkarraga and George Cheney show how Mondragon could develop and survive as a conglomerate of cooperatives in global capitalism. In the final chapter of this second part, Jeroen Merk and Sabrina Zajak highlight how at the beginning of the twenty-first century transnational social movement interventions at the shop floor are of increasing importance for labor regulation. They use the example of the so-called urgent appeal system of the Clean Clothes Campaign to identify the conditions under which cross-border activist networks can present an alternative path for workers' participation through transnational channels, which becomes relevant in particular for production sites of global supply chains in the Global South. They show that the effective

transnationalization of workers' voice thought social movement networks depend on knowledge and ability of workers to access such networks, enough resources and capacity of networks to mobilize, and a combination of criteria which help to explain the responsiveness of the targets. They argue that while on occasion such transnational interventions can be very helpful to get workers' demands met in cases of labor disputes, they have very limited impact on the long-term institutionalization of workers' participation at plant level.

The third part of the companion offers country studies. Each of them follows a structure to sketch out historical grounds and developments and analyze the current situation of workers' participation in general and especially at plant level.

Russell Lansbury from the University of Sydney uses the 'favorable conjectures model' by Poole et al. (1986) to analyze how institutional forces have influenced forms of workers' participation in Australia over time. He shows how recent changes in the Australian industrial relations system and the decline of the union movement have weakened and hindered labor market institutions and the development of formal systems of workers' participations.

José Ricardo Ramalho (Federal University of Rio de Janeiro) examines the political experience of shop floor workers' participation by looking at the example of Volkswagen, especially in the context of globalization and concomitant processes of flexibilization.

Bill Taylor (City University of Hong Kong) examines the organizational structure of workplaces and its destruction in the context of early post-Mao reform and the attempts of the state to control workplace relations through macro-level regulatory instruments as well as the counter-worker responses.

Jan Drahokoupil and Marta Kahancová review the formation of workers' participation and its current regulation and practice in Czechia and Slovakia. They introduce the historical development and main features of the Czech and Slovak economies, labor markets and industrial relation systems and analyze trade unions and works councils as the most important manifestations of workers' participation. They reveal how the different forms of participation remain more or less insignificant due to a decline in union membership and power struggles between the different institutions of participation used by the management to limit workers' influence.

Udo Rehfeldt analyzes the historical development and present state of the system of workers' participation in France which is determined by decreasing unionization rates and struggles of trade unions to maintain their power positions within companies. He concludes that although the French model based on mistrust and conflict is no longer appropriate, it has not experienced a necessary replacement oriented at social dialogue and consensus yet.

Ludger Pries presents historical factors explaining the foundation and stabilization of the system of participation and co-determination and the dual structure of collective bargaining and workers' direct participation in Germany. He integrates current structures and different types of participation in the broader context of the German labor regulation system and also examines how this system has coped with recent economic and societal developments.

Pravin Sinha from the Indian Industrial Relations Association shows how the Indian concept of collective bargaining has been influenced by the British colonial government and how labor laws have developed. In addition, he analyzes India's attempts to create an environment for the active engagement of workers in business matters.

Michele Ford and George Martin Sirait look at the development of workers' participation at the enterprise level in Indonesia, especially over the last 15 years.

Volker Telljohann (IRES Emilia-Romagna, Bologna) presents the development and current structure of the Italian economy, especially in the context of the economic and financial crisis. He shows that the Italian industrial relations are hardly based on institutionalized rights of participation due to a general skepticism towards participation and how the implementation of EU directives has contributed to the establishment of a general framework for information and consultation of employees.

Albrecht Rothacher examines the Japanese labor-management consultation system and the role and power of unions by particularly focusing on the development of the last 40 years.

Jungwoo Kim and Minsu Song (Korean Labor Institute) examine the specific features and the transition processes of South Korean labor-management councils (LMCs) in non-unionized workplaces.

Graciela Bensusán and Willebaldo Gómez Zuppa (Autonomous Metropolitan University Xochimilco) deal with the segmented structure of the Mexican labor market and the dimensions and characteristics of the system of participation.

Funmi Adewumi (Elizade University) examines how the concept of industrial democracy, that is, the involvement of employees in the daily decision-making processes, has gained increasing attention in African countries such as Nigeria. After introducing the characteristics of the Nigerian economy and institutional and legal framework of workers' participation, evidence from the field concerning workers' participation is given. Although there is a labor policy promoting workers' participation in management, it is exposed that participation remains limited and restricted.

Elena Gerasimova from the Center for Economic and Social Rights in Moscow gives an overview of the development of the Russian system of workers' participation and later focuses on the current model particularly characterized by the role of workers' participation in the negotiations and conclusion of collective agreements.

Holm-Detlev Köhler (University of Oviedo) uses a multivariate approach to analyze direct and indirect types of workers' participation in Spain, the institutional and normative framework as well as the development and main characteristics of the Spanish economy, labor movement and corporate governance system.

Edward Webster, Themba Masondo and Christine Bischoff (University of the Witwatersrand) examine the attempt to transfer the German system of co-determination to the South African industrial relations system by using a case study of a Volkswagen plant. They show how instead of German-inspired