Handbook of Research on Employee Voice

Edited by

Adrian Wilkinson
Professor of Employment Relations, Griffith University, Australia

Jimmy Donaghey
Reader of Industrial Relations and Personnel Management, University of Warwick, UK

Tony Dundon
Professor of HRM and Employment Relations, NUI Galway, Ireland

Richard B. Freeman
Professor of Economics, Harvard University and National Bureau of Economic Research, USA

Edward Elgar
Cheltenham, UK • Northampton, MA, USA
Contents

About the editors ix
List of contributors xii
Acknowledgements xv

PART I PERSPECTIVES AND THEORIES OF VOICE

1 Employee voice: charting new terrain 3
   Adrian Wilkinson, Tony Dundon, Jimmy Donaghey and Richard B. Freeman

2 Employee voice before Hirschman: its early history, conceptualization, and
   practice 17
   Bruce E. Kaufman

3 Hirschman and voice 36
   Matthew M.C. Allen

4 Employee voice and the transaction cost economics project 52
   Paul Willman, Alex Bryson, Rafael Gomez and Tobias Kretschmer

5 Industrial democracy in the twenty-first century 66
   Janice Foley

6 High performance work systems and employee voice 82
   Bill Harley

7 Labour process perspectives on employee voice 97
   Abigail Marks and Shiona Chillas

8 Employee voice and silence in organizational behavior 114
   Chad T. Brinsfield

PART II ACTORS

9 Employers and voice 135
   Peter Holland

10 The role of line managers in employee voice systems 155
    Keith Townsend

11 Union voice 170
   Sarah Kaine

12 The missing employee in employee voice research 188
    Dionne M. Pohler and Andrew A. Luchak
13 Civil society organizations and employee voice
   Edmund Heery, Brian Abbott and Steve Williams

PART III FORMS

14 Collective bargaining
   Virginia Doellgast and Chiara Benassi

15 Works councils
   Werner Nienhüser

16 Joint consultative committees
   Amanda Pyman

17 Individual voice: grievance and other procedures
   David Lewin

18 Task-based voice: teamworking, autonomy and performance
   Stephen Procter and Jos Benders

19 Workplace partnership
   Stewart Johnstone

20 Voice in the mutual gains organization
   Ariel C. Avgar and Stacey Owens

21 Non-union employee representation
   Tony Dobbins and Tony Dundon

PART IV EVALUATING VOICE

22 Regulation of employee voice
   Paul J. Gollan, Glenn Patmore and Ying Xu

23 Voice across borders: comparing and explaining the dynamics of
   participation in a context of change
   Maria González Menéndez and Miguel Martínez Lucio

24 Employee silence
   Niall Cullinane and Jimmy Donaghey

25 Employee voice in the SME context
   Muhammad Sameer and Mustafa F. Özbilgin

26 Diversity management and missing voices
   Jawad Syed

27 E-voice: how network and media technologies are shaping employee voice
   Nikola Balnave, Alison Barnes, Craig MacMillan and Louise Thornthwaite

28 Being psychologically present when speaking up: employee voice engagement
   Jamie A. Gruman and Alan M. Saks
29 The future of employee voice
John W. Budd

Index