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Labor Relations and Human Resource Management in the Airline Industry¹

Jody Hoffer Gittell, Andrew von Nordenflycht, Thomas A. Kochan,
Robert McKersie and Greg J. Bamber

Labor relations (LR) and human resource (HR) management are two aspects of the employment relationship, reflecting the ways that firms relate to their employees. The employment relationship is especially important in the airline industry, given its service-intensive nature, its high ratio of labor costs to total costs, and the high level of union representation in the industry. Employees have the ability to affect airline performance in significant ways, both positively and negatively. Through collective bargaining, employees can achieve higher wages and employment security but this can leave firms with higher costs and less operating flexibility. Furthermore, employees can impose additional costs in the process of setting those wages and employment conditions, through strikes or other service disruptions. At the same time, employees can also add significant value, with the potential to play a major role in lowering unit costs through their coordinated and committed efforts and through their productivity-enhancing ideas, and a major role in delivering high-quality service through their friendly, responsive interactions with customers.

Evidence shows that front-line employees play a critical role in achieving quality and productivity outcomes in the airline industry (Gittell, 2003). As a result, airlines around

¹ For much more information and analysis of the issues in this chapter, see Bamber *et al.* (2009). The authors of this chapter participate in the Airline Industry Council's international research network. They acknowledge that this chapter draws on the work conducted by many others in the network. A series of articles from this network will be published in 2009 in the *International Journal of Human Resource Management*.

Human Research And Labor Relations

Michael Barry, Adrian Wilkinson



Human Research And Labor Relations:

Research Frontiers in Industrial Relations and Human Resources David Lewin, Olivia S. Mitchell, Peter D. Sherer, 1992
Comprises 16 chapters subsumed under four major subject areas unions collective bargaining and dispute resolution human resources management labour market research and the regulation of labour management relations The Ethics of Human Resources and Industrial Relations John W. Budd, James G. Scoville, 2005 Moral philosophy business ethics and the employment relationship John W Budd and James G Scoville The social welfare objectives and ethical principles of industrial relations Bruce E Kaufman Kantian ethical thought Norman E Bowie Non western ethical frameworks implications for human resources and industrial relations James G Scoville John J Lawler and Xiang Yi Globalization and business ethics in employment relations Hoyt N Wheeler The technological assault on ethics in the modern workplace Richard S Rosenberg The ethics of human resource management Elizabeth D Scott Ethical challenges in labor relations John T Delaney Ethical practice in a corporation the Allina case Jonathan E Booth Ronald S Heinz and Michael W Howe Ethical practice in a labor union the UAW case Linda Ewing The critical failure of workplace ethics Gordon Lafer Personnel Literature, 1983 *Handbook of Research on Employee Voice* Adrian Wilkinson, Jimmy Donaghey, Tony Dundon, Richard B. Freeman, 2020-06-26 This thoroughly revised second edition presents up to date analysis from various academic streams and disciplines that illuminate our understanding of employee voice from a range of different perspectives Exploring the previously under represented paradigm of the organizational behaviour approach new chapters take account of a broader conceptualization of employee voice Written by expert contributors this Handbook explores the meaning and impact of employee voice for various stakeholders and considers the ways in which these actors engage with voice processes such as collective bargaining individual processes mutual gains task based voice and grievance procedures *Advances in Industrial and Labor Relations* David Lewin, Paul J. Gollan, 2019-11-19 Volume 25 of *Advances in Industrial and Labor Relations* AILR contains eight new peer reviewed papers highlighting key aspects of employment relations from a global perspective Topics discussed include union organizing in an informal economy workforce training for older workers and right to work law effects on the stock market **Public Service Management and Employment Relations in Europe** Stephen Bach, Lorenzo Bordogna, 2016-07-07 Has there been a transformation of public service employment relations in Europe since the crisis *Public Service Management and Employment Relations in Europe* examines public service employment relations after the economic crisis including analysis of more than thirty years of public service and workforce reform and addresses the interplay between an emerging post crisis public service sector and the consequences for the state employers and trade unions in core public services Written by leading national experts this book places the economic crisis in a longer timeframe and examines how far trends in public sector employment relations were reinforced or reversed by the crisis It provides an up to date analysis of the restructuring of public service employment relations in 12 major European countries including

analysis of little studied central and Eastern European countries This book will be vital reading for researchers academics and PhD Students in the fields of Public Management Public Administration Employment Relations and Human Resource Management **The Routledge Companion to Employment Relations** Adrian Wilkinson,Tony Dundon,Jimmy Donaghey,Alexander Colvin,2018-05-11 Comprising five thematic sections this volume provides a critical international and interdisciplinary exploration of employment relations It examines the major subjects and emerging areas within the field including essays on institutional theory voice new actors precarious work and employment Led by a well respected team of editors the contributors examine current knowledge and debates within each topic offering cutting edge analysis and reflection The Routledge Companion to Employment Relations is an extensive reference work that offers students and researchers an introduction to current scholarship in the longstanding discipline of employment relations It will be an essential addition to library collections in business and management law economics sociology and political economy

Frontier Computing Jason C. Hung,Neil Y. Yen,Jia-Wei Chang,2023-05-24 This book gathers the proceedings of the 12th International Conference on Frontier Computing held in Tokyo Japan on July 12 15 2022 and provides comprehensive coverage of the latest advances and trends in information technology science and engineering It addresses a number of broad themes including communication networks business intelligence and knowledge management Web intelligence and related fields that inspire the development of information technology The respective contributions cover a wide range of topics database and data mining networking and communications Web and Internet of things embedded systems soft computing social network analysis security and privacy optical communication and ubiquitous pervasive computing Many of the papers outline promising future research directions and the book benefits students researchers and professionals alike Further it offers a useful reference guide for newcomers to the field **Employment Relations in South Korea K.** Bae,2014-11-26 Employment Relations in South Korea provides readers with an overarching view of Korean employment relations and insight into recent changes and also to help the general public understand more easily the various phenomena and changes in Korean employment relations **Employment Research and State Traditions** Carola Frege,2007-09-06 Contemporary employment research tackles an increasingly globalized subject much of it using empiricist and a theoretical methods increasingly embedded in a market economic paradigm However this stands in stark contrast to employment research s historical roots Exploring these roots Carola Frege traces how employment research was born out of the industrial and also democratic transformations of the 19th century and shows that the variations of employment research can be traced back to nation specific state traditions In particular how countries conceptualized their relationship between political and industrial democracy to what extent their labour movements were more state oriented and what influence the state had on the organization of higher education and scientific research and shaped research topics methods theories and paradigms The book argues that these different research cultures are still with us today despite increasing globalization of the subject

matter and growing internationalization of the academic world Based on a comparative historical analysis of research characteristics in Britain Germany and the US this book investigates how employment research developed in different ways in different countries A longitudinal cross country comparison of publications in the main journals of the field reveals that employment research is still deeply embedded in longstanding country specific institutional and ideational traditions Frege makes the case for embracing this diversity and rejuvenating the subject of employment research through a rediscovery of its policy oriented research traditions and a reinstatement of its relevance for society

Labor Relations in a Globalizing World Harry C. Katz, Thomas A. Kochan, Alexander J. S. Colvin, 2015-06-04 Compelled by the extent to which globalization has changed the nature of labor relations Harry C Katz Thomas A Kochan and Alexander J S Colvin give us the first textbook to focus on the workplace outcomes of the production of goods and services in emerging countries In Labor Relations in a Globalizing World they draw lessons from the United States and other advanced industrial countries to provide a menu of options for management labor and government leaders in emerging countries They include discussions based in countries such as China Brazil India and South Africa which given the advanced levels of economic development they have already achieved are often described as transitional because the labor relations practices and procedures used in those countries are still in a state of flux Katz Kochan and Colvin analyze how labor relations functions in emerging countries in a manner that is useful to practitioners policymakers and academics They take account of the fact that labor relations are much more politicized in emerging countries than in advanced industrialized countries They also address the traditional role played by state dominated unions in emerging countries and the recent increased importance of independent unions that have emerged as alternatives These independent unions tend to promote firm or workplace level collective bargaining in contrast to the more traditional top down systems Katz Kochan and Colvin explain how multinational corporations nongovernmental organizations and other groups that act across national borders increasingly influence work and employment outcomes

Research Handbook of Comparative Employment Relations Michael Barry, Adrian Wilkinson, 2011-01-01 Besides a well written introduction by the two editors the book presents seventeen other chapters some by well known writers on the subject or related social sciences This is a substantial resource book for scholars and students of comparative ER especially for those who look towards the evolution of ER in the new economic world that is in formation and in a comparative perspective the book contains intellectually stimulating analyses of employee relations realities across the globe Scholars belonging to different disciplinary perspectives from which ER has been studied in the past will also find in it a good reference material of comparative analyses The publishers too deserve accolades for their professionalism and first rate copy editing and production Debi S Saini Vision the Journal of Business Perspectives The book is a comprehensive volume of studies on employment relations in a wide variety of settings an enriching compendium Silvia Florea Management of Sustainable Development The Research Handbook of Comparative Employment Relations is an essential resource for those

seeking to understand contemporary developments in the world of work and the way in which employment relations systems are evolving around the world Special consideration is given to the impact of globalisation and the role of multinational corporations including their consequences for the fate of workers rights under existing national systems of employment relations ER regulation This Handbook is unique in taking an explicitly comparative approach by discussing ER developments through a series of paired country comparisons These chapters include a wide selection of countries from all regions looking beyond those that are frequently discussed The expert contributors also examine comparative issues from a range of perspectives including industrial and employment relations political economy comparative politics and cross cultural studies These impressive features make this important reference tool the most comprehensive of its kind Academics and students in final year undergraduate and postgraduate courses interested in employment relations will find this compendium enriching and insightful *International and Comparative Employment Relations* Greg J. Bamber, Fang Lee Cooke, Virginia

Doellgast, Chris F Wright, Author, 2021-03-17 Established as the standard reference for a worldwide readership of students scholars and practitioners in international agencies governments companies and unions this text offers a systematic overview of international employment relations Chapters cover the UK USA Canada Australia Italy France Germany Denmark Japan South Korea China India and South Africa Experts examine the context of employment relations in each country economic historical legal social and political They consider the roles of the major players and outline the various processes of employment relations including collective bargaining and arbitration consultation and employee involvement The seventh edition has been thoroughly updated with new examples and discussion questions to engage students and encourage critical thinking A revamped set of online resources includes PowerPoint slides for lecturers to use in their teaching as well as useful web links to enhance learning The Palgrave Handbook of Workers' Participation at Plant Level Stefan Berger, Ludger

Pries, Manfred Wannöf, 2019-01-21 Comprising the study documentation and comparison of plant level workers participation around the world this volume meets the challenge of offering a global perspective on workers participation representation and models of social partnership Value chains economic life inter cultural exchange and knowledge as well as the mobility of persons and ideas increasingly cross the borders of nation states In the knowledge age the active participation of workers in organizations is crucially important for sustainable and long term growth and innovation This handbook offers lessons from historical global accounts of workers participation at plant level even as it looks forward to predict forthcoming trends in participation Perspectives on Organizational Fit Cheri Lee Ostroff, Tim Judge, 2007 Publisher description

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the various challenges and solutions in the functional areas are being integrated via information technology With a total of 27 chapters this book examines several functional areas marketing financial services accounting manufacturing and logistics research and development human resources all within the context of today's international business enterprise

Employment Relations Cecilie Bingham, 2016-03-26 Shortlisted in the Management and Leadership Textbook Category at CMI Management Book of the Year Awards 2017 In this new original book Cecilie Bingham puts fairness trust organisational justice and power at the heart of employment relationships in a variety of settings This thought provoking text provides academic practical and theoretical insights into the contested nature of contemporary work and employment relations at workplace level It should become essential reading for students scholars practitioners and policy makers in the field Professor David Farnham University of Portsmouth UK Mapped to CIPD learning outcomes at level 5 and level 7 Employment Relations Fairness and Trust in the Workplace critically reflects on current research commentary evidence and practice in the employment relationship with a unique focus on organizational justice Combining theoretical concepts tools and models with practical examples it is packed with innovative learning features designed to help students to engage with the subject including Extracts of recent news items linked to chapter content Insights to help link theory and practice supported by podcast interviews on the book's companion website A series of case study snippets activities and revision exercises The book is complimented by a companion website featuring a range of tools and resources for lecturers and students including PowerPoint slides Instructors manual multimedia links podcasts and free SAGE journal articles Suitable for Undergraduate and Postgraduate students on Employment Relations Industrial Relations or HRM courses National Criminal Justice

Thesaurus, 1982 *Critical Issues on Changing Dynamics in Employee Relations and Workforce Diversity* Yadav, Radha, Panday, Priyanka, Sharma, Naman, 2021-02-05 The past four decades have seen unprecedented social and economic changes that have demanded a transformation in existing employee relation practices Shifts in demographics gender diversity and an increased mobility of the workforce across the board has changed the landscape in which organizations operate Against this backdrop attitudes towards work and careers have changed leading to different expectations of the workplace These and other contextual changes mean that existing strategies of employee relation may no longer be effective *Critical Issues on Changing Dynamics in Employee Relations and Workforce Diversity* is a collection of pioneering research that addresses the challenges and issues pertaining to the changing dynamics of employee relations and provides additional support to better deal with critical issues related to people management While highlighting topics including employee engagement workplace culture and diversified workforce this book is ideally designed for human resource managers managers executives researchers business professionals academicians and students seeking current studies on critical matters in employee relation techniques and practices *Survey of Research in the Field of Industrial Relations* Social Science Research Council (U.S.). Advisory Committee on Industrial Relations, Herman Feldman, 1928

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