

Table 19.1 Industrial action

Factors that influence the success of industrial action	Problems of industrial action for employers	Problems of industrial action for employees	Benefits of industrial action
<ul style="list-style-type: none"> • Nature and strength of union • Workforce concentration (e.g. lots of union members in one firm compared with a few members in many firms) • Management tactics (e.g. if stocks are available to meet demand during a strike) • Economic and legal climate • Public support 	<ul style="list-style-type: none"> • Lost production, reduced revenue and lower profits • Continuing poor relationships and grievances with employees, that lead to poor motivation and communication • Shifts management's focus away from strategic planning for the future • Harms the firm's reputation with its customers 	<ul style="list-style-type: none"> • Reduced or lost earnings • Closure of the business and redundancies • Stress and friction between levels of the hierarchy • If unsuccessful, workers are in a weaker position • Support from the public may decline if action affects them • Must conform to legislation or be liable for damages 	<ul style="list-style-type: none"> • Resolves ongoing grievances and improves the atmosphere • Often leads to new rules about which all agree (e.g. regarding rates of pay or the need to consult) • Leads to greater understanding of employer/employee positions