THE WAGE-LABOR RELATIONSHIP IN THE CENTER, KEY TO UNDERSTAND THE DP-CSR¹ (DISCOURSES & PRACTISES, CORPORATE SOCIAL RESPONSIBILITY)

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¹We formalized the companies’ strategies in terms of « Discourses and Practices in terms of Corporate Social Responsibility” (DP-CSR) because these two forms do co-exist: discourses (content in particular in the annual reports) and practices (implementation of the discourses. It is often hard to distinguish what deals with the effective practice and what deals with incantatory discourse, the two aspects being tightly linked (Bardelli, 2005). So no reliable element (in particular accountable) permits to check if discourses are followed by real practical decisions. We can even suggest the hypothesis according to which the DP-CSR function as an ideology which vocation is to persuade employees and consumers of the interest of actions from which existence has never been proved.
THE WAGE-LABOR RELATIONSHIP IN THE CENTER, KEY TO UNDERSTAND THE DP-CSR² (DISCOURSES & PRACTISES, CORPORATE SOCIAL RESPONSIBILITY)

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In Science, our only certainty is our uncertainty
Michel Brunet – paleontologist discoverer of the Toumaï

Preamble:
In this paper, we suggest to explain the development of DISCOURSES AND PRACTICES AS FAR AS CORPORATE SOCIAL RESPONSIBILITY IS CONCERNED (DP-CSR) differently than with the executives’ behaviors. Taking distance from the explanations with are based on ethics and rationality (even limited rationality) of the deciding agents, we chose a determinist approach. Thus we subscribe to the idea that some mechanisms exist, they over-determine strategic choices of companies as far as CSR and Sustainable Development is concerned.

Our approach is based on several postulates:

- The company is not a knot of contracts around which the human activity would structure, first because company is not the exclusive center of men’s activities, secondly because the human resources are principally social relations (and not inter-individual relations). So contractual theories cannot explain the general functioning of the companies and of the society. At most, they give a partial explanation of the contractual relations between the Stakeholders who accepted explicitly or implicitly the contracts. So these theories can only give a partial explanation of the DP-CSR.

- It is not the procedures of the generalized market which regulate the economic system, but the States and the dominant companies. The respective position of the States and of the oligopolistic companies in the regulation process evolved with time. The state control regulation gave its place to the oligopolistic regulation (Michalet, 2004).

²We formalized the companies’ strategies in terms of « Discourses and Practices in terms of Corporate Social Responsibility” (DP-CSR) because these two forms do co-exist: discourses (content in particular in the annual reports) and practices (implementation of the discourses. It is often hard to distinguish what deals with the effective practice and what deals with incantatory discourse, the two aspects being tightly linked (Bardelli, 2005). So no reliable element (in particular accountable) permits to check if discourses are followed by real practical decisions. We can even suggest the hypothesis according to which the DP-CSR function as an ideology which vocation is to persuade employees and consumers of the interest of actions from which existence has never been proved.

³In our analysis we won’t use the term « Stakeholders », too connoted by the contracts theories which is its foundation and which reduces the relations between social actors to inter-individuals, with a contractual nature, denying the fundamentally collective character of these relations and occulting the incidence of the politic power relationship (exogenous) and the social power relationship (endogenous and exogenous) on the evolution of employment relation.
Today, the oligopolistic companies (multinationals) play an essential role in the regulation of the system (Aglietta, 1976; Lipietz, 1988, 1995), in a New World characterized by the formal disengagement of the States. The DP-CSR articulate themselves to regulation mechanisms (Bardelli, 2005).

- The company cannot be represented in the theoretical analysis as a general homogeneous form. Indeed, companies differentiate themselves by a multiplicity of factors (size, business sector, management style, technology used, social capital structuralization modalities, the type of shareholding, etc.). For the rest, they organized themselves in a hierarchy in function of the domination effects which emerge from the competition relations. But this competition only represents one of the inter-companies relations. Competition and cooperation are the two antagonist terms of this relation, even if they jointly exist. The relation inter-companies is spotted by various phenomena of which the main is the power relation. The power relation can be explained in a big part by the strength, resulting from the size (Perroux, 1964), from the favored access to information (Tépaut, 2002), from the companies’ positions in the production channels, from capital movements, from the power of work exploitation which confers the possession of the capital (Marx).

In the lack of a homogeneous form and of equality in front of the competition, the DP-CSR are not presented in a similar (normalized) form, even if they articulate themselves around a basis common to all companies. The existence of such a basis attests that the determinist trends (from a macro-economic nature) converge to this phenomenon.

These postulates are based on the result of researches that we previously conduct on this topic.

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We add to these postulates some epistemological precepts (Bardelli P, 2005) :

- The real is a structured whole (a structure of structures) and a relation system, not an elements system. The whole is a complex whole from which we must start to understand each part. The structures are organized into a hierarchy (existence of dominating structures)
- The real exists independently of the perception that we can have from it. It is not generated by human thinking, but, moreover, the perceptions of the actors are all different. They have a social connotation.

These precepts have consequences on the analysis :

- First of all several decisions are over-determined by elements coming from structures. For instance the exhaustion of the productivity earnings in the Ford model, incite actors to find (collectively) technical solutions (for instance the improvement of equipments), organizational solutions (for instance re-organization of the workshops) and social
INTRODUCTION

We recently enounced that CSR was “the singular expression of the competitive fight between the international firms in the new world, expression inflected by the pressure of the trade-union, of the international organisms, the altermondialists’ movements, the CSR rating agencies, the dominating States, etc” (Bardelli, 2005). With this definition, that we will explain further, we wanted to break off with the behaviorists explanations. According to this, the DP-CSR problematic is seen as a specific strategy of the big company, confronted to the constraints imposed by the new international competition and to the pressures from collective social actors. Two dimensions are determining in the process of development of the CSR strategy: one is both historic and economic, the other is social. It leads us to suggest an inversion of the classical problematic in Management Sciences, and to start from the macro – economic dimension before defining the strategy modalities.

Coming back to the essential: the companies confronting on the world market implies the set up of costs cut process (and/ or increase of the work productivity), consecutively to the depressive effect of the unrestrained competition on market prices. The efforts of price cutting (and/or of productivity increase) principally deal with the dimensions the companies control the most: production technologies (based on research and development effort), the organization restructuring (which implies reforms of the productive and administrative structures) and the employment relation and wage-labor relation control (which allows the global employment cost control).

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solutions (for instance questioning the modalities of wages increasing, which was until then indexed on the productivity earning increase).

- Then, decisions have a sensitive impact on the system; they take place in the trends over-determined by the structures.
- Then, the decision has a collective feature: they escape, for a big part, to the free will of the decider agents, from which the behaviors are strongly marked by the social representations. We completely agree with the point of view developed by Gendron C, Lapointe A and Champion E, according to which “…dominating social representations are social constructions which highlight the present hegemonies in a given society” (Gendron C, Lapointe A and Champion E, communication at the colloquium about “the CSR, reality, myth or mystification”, Grefige Nancy 2, march 17th and 18th 2005). But not only perceptions are induced by structures, but the “support-agents” of the structures act in conformity to their requirements. By a mechanism of social representation, they reproduce the structures that frame and define them. Finally, even if regulation can have strong politic dimensions (resulting from the agents’ will) nothing enables to declare that these dimensions are enough, on their own, to inflect the trends that affect them and which result from structures.

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The World Trade Organization largely contributes to the liberalization of the world trade, based on the multilateralism principle. The recent fail of negotiations of the « Doha cycle », concerning the agricultural markets, does not fundamentally call into question the development of the world market. Indeed, even if, beyond the agricultural sector, it is the whole of the mechanism of multilateralism which is affected, the more powerful States envisage developing bilateral or regional agreements. It means that for the big multinational companies, the expansion of the World Trade will go on.

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In the Analysis of the Regulation Theories (ART) the employment relation and the wage-labor relationship are major concepts. We suggest to define the terms of employment relations and wage-labor relationship from the point of view of Boyer R (2004):

- The employment relation describes the “modalities according to which each company manages the components which are the work organization, its length, the wages, the career perspectives, the social advantages and the others elements of indirect wages”, Boyer R, “Théorie de la régulation, I – les fondamentaux”, éd. Repères la Découverte, Paris, 2004. The
According to this, the DP-CSR represent one of the intervention media of the oligopolistic firms: the intervention on employment relation and wage-labor relation. It became an essential stake in the post-Ford period. The employment relation is one of the major institutional forms of capitalism, which keeps the model regular (Aglietta, 1976, Boyer, 2004). It is in relation to this macro-economic regulation that the economic and social stake is defined and that the strategic attitude of the oligopolistic groups is determined in fine. So the employment relation and the competitive intensity⁹ are determining as far as the strategic position of the oligopolistic groups is concerned.

The DP-CSR, major strategic tools regarding to this stake, represent a micro-regulation element that is set up by oligopolistic companies in the process of post-Ford mutation¹⁰ (Bardelli, 2005).

We must remark that the Ford model lasted taking on the employment compromise insuring its stability and the regularity of its development. The post-Ford mutation is characterized by a break off with this compromise. For the moment, no major crisis is resulting from it, due to the endemic weakness of the traditional trade-union forces (no major resistance to the new exploitation model) and to the relative success of the liberal ideology (withdrawal of the employees on individual rather than collective solutions). But, in middle-term, the stability of the model needs a new compromise to replace the Ford compromise. The DP-CSR contribute to it, even if the conditions of such a compromise are far from being gathered.

I – THE CSR, A MACRO-ECONOMIC AND MICRO-ECONOMIC STAKE

1.1. The post-Ford transition, a regulation crisis:

For reasons that we will not develop here, the out of breath Ford-model, knew a deep transformation (in Europe since the seventies) (Bardelli P, 1996).

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employment relation includes all the modalities of the direct and indirect salary, the working conditions (hygiene, safety, working time, work intensity, modalities of the work in assembly lines). The employment relation deals with the social relation between employers and employees (salary is here a particular way of economic and social relation).

• The wage-labor relationship deals with the capital-work relation, that is to say the relations between the work organization, the way of life of employees and the modalities of reproduction of the working force. It illustrates the articulation between the elements of the employment relation (employees-companies) and the institutional system (and juridical) which detailed the employees rights and employers rights, the modalities to manage conflicts.

But these concepts also concretely refer to costs. The control of the employment relation and of the wage-labor relationship by companies has an impact on the generated costs (master of the direct and indirect salaries).

⁹ The shapes of competition represent one of the institutional forms insuring the model regularity.

¹⁰ Of course other elements of micro-regularities exist (ex. company agreement, the participative management, the competences management, the kaišen, etc.).

MESD, Strategic Tool For Competitiveness Pierre BARDELLI
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Due to this, what used to stabilize the Ford model became out of order. Indeed they were based essentially on two aspects:

- An economic one, the growth, which insured a support to the demand on market and so which was the main element of the economic success of a “pushed” production model\textsuperscript{11}.
- The other social, resulted from an (historic) agreement between employees’ trade-unions and employers, agreement on salaries with in consequence a “not very aggressive” behavior of trade-unions as regards a model which insured them a stable work and high wages.

The transition from the Ford-model to the post-Ford model\textsuperscript{12} is made through deep mutations. The term of crisis is usually used to characterize them. In this conception, a crisis is not a serial of negative effects resulting from the disequilibrium, but the form and the means of the mutation.

And so new modalities of functioning emerge (post-Ford model), we can summarize them in three points:

- The production instrument, the organization and the employment conditions (competences and wages) are becoming more flexible,
- The softening of the activities financing modalities by the “finiciarization” of the model,
- The search for a new social compromise aiming at insuring the social stability of the model.

\textbf{1.2. The DP-CSR, an arbitrage between market constraints and volontarist action}

The Fordist stability broke since the sixties and seventies with the emergence of a New World. This New World is particularly characterized by the extension of international trade\textsuperscript{13} and its consequence, an increase competitive fight between companies able to access to this world market (world oligopolies). The economic result is the contest of the price structure and

\textsuperscript{11} The pushed production is a feature of the Ford model, which guaranteed high productivity earnings thanks to the scale effects and thanks to lasting technologic progresses. This virtuous circle conducts to the auto-maintenance of the economic growth.

\textsuperscript{12} Model in the large meaning and not reduced to the productive aspect.

\textsuperscript{13} We won’t mention in this paper the other aspects of this internationalization, that is to say the mobility of the industrial capital and the liberalization of the capital markets (finiciarization).
the production costs of companies. The social result is the contest of the Ford compromise which guaranteed in particular high wages (driving force of the growth).

The New World that emerges is filled out with constraints which are imposed to firms (Bardelli P, 2005). It deals in particular with “mechanic constraints” resulting from the market. These constraints not only influence prices and production costs, as we have pointed out, but they also influence the quality of the products (which is, from now on, an argument in the competitive fight as the prices are) and the social and environmental content in the companies’ activities. None of the companies bound to the new world competition norms can ignore the consequences of their activities. The consumers and Non Governmental Organizations’ watchfulness bring them to define a “Sustainable development” and “Corporate Social Responsibility” strategy. These two dimensions become, as prices and quality of the products, competitiveness arguments (Bardelli P, 2005).

This reasoning, that we suggest, must not conduct to early conclusions. Indeed, the existence of these constraints does not imply that the companies’ strategies are purely defensive. The multinational companies, in search for competitiveness, develop proactive strategies indeed (particularly in terms of CSR), of course inflected by their belonging to one business sector, but nevertheless defined on their own, in conformity with the interests of the capital that controls them. That is in this aspect that CSR represents “the singular expression of the competitive fight between the international firms in the new world” (Bardelli P, 2005). But this formula is insufficient and does not explain either the reasons for which the CSR phenomenon is developing, or the reasons for which it takes these particular forms in the various companies, or the reasons for which this movement has known a particular dynamism for several years (as the set up of this strategy is necessarily expensive). To understand this movement, it is necessary to know the collective play of the social actors who interfere in the mechanisms. Indeed, lots of companies’ decisions and interferences, as CSR is concerned,

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14 The opening of the markets to the international trade has a depressive effect on prices, but with differences according to the business sector. These distortions generate distortions on the production costs. That is the costs and prices structure in the whole that is being changed, with induced effects on the power relationship between companies. For the companies, the former are established according to their business sector, their capacity to intervene on the international markets and their ability to master their own production conditions.

15 We clearly speak about the companies susceptible to intervene in this international game, that is to say the oligopolistic companies with an international configuration.

16 The empirical research (content analysis) conducted by Manuela Pastore suggests interesting tracks on the DP-CSR development factors. One of the important hypotheses of her work is the existence of specificities due to the business sector as far as CSR strategies are concerned. These research tracks are exposed by Bardelli P and Pastore M in “The discourses and practices about Corporate Social Responsibility (DP-CSR), new components of multinational companies’ strategies and element of micro-regularities in the post-Ford model: the illustration with French multinational companies.,” communication at the colloquium “Multinational enterprise and sustainable development – strategic Toll for Competitiveness” op. cit.

17 The usual explanations bump off on the lack of economic rationality of these strategies. The arguments which deal with ethics were developed to level the lack of the explanations which try to bind these new strategic decisions to the rationality principle.
result from various pressures. They result from very many and sometimes disparate collective actors: world trade-unions, international organisms, altermondialists movements, CSR rating agencies, dominating States, etc. This observation incited us to formulate a more complete definition of the CSR, as being “the singular expression of the competitive fight between the international firms in the new world, expression inflected by the pressure of the trade-unions, of international organisms, altermondialists’ movements, CSR rating agencies, dominating States, etc.” (Bardelli, 2005).

But this “mechanic” explanation, tough attractive as a first approach, it rapidly seemed insufficient to us. Indeed, the intervention field of CSR is not a technical field as just any other. It deals with human being, more precisely with the existing conditions, work, social conditions, environment, and culture. This incited us to explore a complementary hypothesis: the existence of a link between the DP-CSR and the “management” of the employment relation and the wage-labor relation.

II - THE CENTERED POSITION OF THE WAGE-LABOR RELATION: KEY TO UNDERSTAND THE CSR PHENOMENON

Formalized by the ART (Analysis of the Regulation Theories), the wage-labor relation globally deals with the relation between capital and work, that is to say the relations between the work organization, the employees way of life and the modalities of reproduction of the working force (Boyer R, 2004), as we are going to explain it. This relation includes a series of aspects relatives to companies and States.

2.1. The wage-labor relation, determining institutional form of the capitalist system

The capitalist system, as particular way of relation between work and capital, is subjected to long-term evolutions and knows long periods of stability. This relative stability is characterized by mechanisms related to the regularities that we discover in other sciences, as
biology. These mechanisms recover the existence of forms whose lack would conduct to deep crisis (big crisis).

These forms characterizing capitalism at a given moment of its evolution were called institutional forms (Boyer) or structural forms (Aglietta). They represent the dominating structures of the system, insuring its stability. So it exists given combinations of the institutional forms which are particularly effective, insuring this stability, complex combinations articulating the economic and social dimensions. We are interested in these dimensions, symbolized by the wage-labor relation concept, because they provide a logical explanation of the DP-CSR phenomenon.

2.2. The wage-labor relation, a stake for the oligopolistic firms

As we pointed it out, the wage-labor relation concerns on one hand the remuneration system (and the way of control of it) set up by the company, and on the other hand, some institutionalized elements which deal with all the employment and social dimensions managed by the State, in particular in the nations which have adopted Keynesians politics after the second World War.

The concept of wage-labor deals at the same time with the modalities of the (historic) relation between those who have the capital and the employees, and with concretely the costs aspects (social costs). It deals with direct costs (salaries, working time, hygiene and safety conditions characterizing the wage-labor relation) and indirect costs (disease, unemployment and old age compensation). These costs have an immediate impact on the competitiveness of companies.
The existence of this mechanism, very typical of Europe, conducts companies concerned on competitiveness (multinationals) to focus their attention on social and environmental topics.

**Since then, the wage-labor relation is a central element of the oligopolistic companies.**

### 2.3. The DP-CSR or the set up of micro-regularities

The Ford model found stabilization tools based in particular on a discerning balance between the employment advantage given by companies (the Ford model with high productivity brought high wages\(^{25}\)) and the concession agreed by the trade-unions (lack of major contestation of the system). Some enounced the concept of *employment compromise*\(^{26}\). The post-Ford model in gestation cannot guarantee this advantage to the employees anymore, moreover the high wages that insured the economic growth became, for the companies in competition, determining elements of the costs part of the prices composition. This inversion (the “wages-demand” that companies agree to increase become the “wages-costs” that companies want to decrease) is part of the major phenomenon of the eighties. The employment strategy of the companies has been fully dismayed.

The Ford context was characterized by the massive economic State intervention, where as now, these States deliberately try to withdraw from their social involvements, to escape from the social budget management whose deficits become huge. They progressively renounced to their prerogatives in the domain of social management and financing.

The observation that the CSR strategies have been developed jointly to this State withdrawal brought us to establish the link between the two phenomena (Bardelli, 2005). So the CSR strategies of oligopolistic companies correspond to their new will to manage the wage-labor relation as a whole, in a perspective of regulation of the social costs, especially those who have an impact on production costs.

In this topic we must notice the contradiction which exists between the aimed goal (decreasing the costs) and the means used (the CSR strategy which generates costs). It is

\(^{25}\)To which we must add all the related advantages: social protection, old age insurance, unemployment insurance, etc.

\(^{26}\)The employment compromise concerns the existence of a general agreement between employees and employers on general working conditions, with the State guarantee in the case of the Ford compromise. It concerns the work organization and particularly the working time, the qualifications, the jobs, the direct wages, the social protection. The employment compromise stabilizes on long-term the wage-labor relation. It is a determining factor for economic and social stabilization. Some authors even evoke the concept of institutionalized compromise (Boyer R.) in reference to the role played by the State who guarantees the content of the compromise. For Boyer R., the institutionalized compromises are “founders of institutional forms” because, each business sector define “the monetary regime, the professional relations which shape the employment relation, the regulation and the firms’ strategies (which) condition the competition form.”.
possible that, in order to reduce this antagonism, the companies concerned will do arbitrages and will search for a discerning equilibrium that should not be related to a problematic of optimization yet under constraint. This last restrictive point of view does not seem the most convenient to us to explain the arbitrages from which the “politic” dimension is determining. These companies’ strategies can finally be interpreted as support of micro-regularities, whereas the macro-regulation resulted from the State intervention. However we should notice that the micro-regularities enounced here did not completely remove the State practices. So is the situation in Europe these days characterized by a singular duality where State interventions and companies interventions are combined. For the rest, in France, a law exists (called the NRE law, law relative to the New Economic Regulations) which defined the frame of the companies’ intervention as far as CSR is concerned. But the combination “macro-regulation – micro-regulation” is not only related to rules aspects, it covers in particular the interferences between State intervention concerning social issues and the companies’ strategies.

III – THE DP-CSR, A TYPICAL EXPRESSION OF THE “LIBERAL MOMENT”  

The financial management by the States of the social dimension of the salaries was a feature of the “Keynesian moment”, particularly in Europe. It lasted several decades and was a factor

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27 Indeed it is clear that the decision taken in terms of CSR will be the result of the power relationship between, on the one hand, the companies submitted to competition (constraint of first order), and, on the other hand, the protestor social forces (or not) of the development model (constraint of second order). The decision process has nothing mechanic, it is social and it is globally determined in function of the moving power relationship between the social protagonists. For the rest the decision being punctual, whereas the « confrontation » process is going on, its content is susceptible to evolve considerably.
28 We should note that the mechanisms set up by the company on terms of retributions system and control (characterizing the employment relation) can be in contradiction with the institutionalized elements through the wage-labor relationship. For instance, now the modalities of the working time management are more flexible and the wages are frequently in contradiction with the Ford modalities about collective management of the wage-labor relationship (business sector agreement, general feature of the work rights, etc.) Since some years contradictions are more and more frequent. It results a serial of politic pressures, extremely strong, aiming at a progressive withdrawal of the States in the institutional regulation of the wage-labor relationship. That is here that we can observe, in our view, the emergence of a soft law (unilateral and conceded) for which the behavior codes and DP-CSR are the premises. In front of this trend, the employees’ trade-unions require a negotiation of the CSR practices, that they could “control” this way (Descolonges M. et Saincy B., “Les entreprises seront-elles un jour responsables ?”, éd. La dispute, coll. Comptoir de la politique, 2004.
29 This expression was borrowed from Yvon Pesqueux (conference in front of the “Société Française de Management”, march 14th 2006) and we give to it a historic dimension. We think that this moment of exacerbation of the liberal practices, in a macro-economic view and on a strategic view (productive, commercial and social strategies) of the companies is characterized by four economic dimensions :

- The fundamental modification of the competition relations condensed in the internationalization (Michalet, 2002)
- The radical modification of the wage-labor relationship, consequence of the Ford crisis (Bardelli, 1996)
- The deep mutation of the Ford productive model, searching for productivity bearings (Bardelli, 2006)
- The emergence of a major role of the big international companies in the economic regulation, which gives a new dimension to the strategies of the oligopolistic groups. (Michalet, 2002)
of stabilization of the model. It is hard to say, now, that it will be the same as far as the DP-CSR are concerned, which seem to be characteristic of the “liberal moment”

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3.1. The CSR: between search for a new economic performance and search for a new employment compromise

As we have precised it, there is a direct link between the DP-CSR and the economic constraints linked to the competitiveness of the oligopolistic companies on the world market. For the rest, these DP-CSR aim at enabling the stabilization of the economic model. They appear with a double and contradictory face: a support to performance which implies to reduce the social costs, and a support to the social stability that implies to relax those costs. Contrary to what appears, this contradiction does not conduct to the logical impossibility of our explanation, on the contrary. This double-nature of the DP-CSR allows us to interpret their movement: the DP-CSR are mechanisms in perpetual evolvement, “sailing” between the two imperatives just enounced, the whole being inflected by the intervention of social actors, external to the companies (altermondialists, world trade-unions, ecologists, etc.) or having a technical vocation (various agencies, particularly CSR rating agencies).

Such a context can lead to two situations: either a recurrent instability, by exacerbation of the stresses resulting from strategies of flexibilization (or even reducing) of the salaries (jointly to the flexibilization of the production model), or a lasting stabilization resulting from an agreement between the partners interfering in the context.

3.2. CSR: Are there perspectives of stabilization of the model?

The stabilization of the post-Ford model is not achieved yet. It is indeed conditioned by several factors as for instance the “advantages” that can be given by the companies to employees if they accept the model. This context is being complicated by the interference of social actors with divergent interests, or even opposite (altermondialists, world trade-unions, CSR rating agencies, etc.). It is also being complicated by the lack of supranational regulation

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30In our interpretation, the « liberal moment » is composed like a historic period (we can determine its end) characterized by ideological components (supremacy of the market model with eviction of the alternative models – socialists and auto-managing), economic components (international exchange generalized by a progressive destruction of the economic and non-economic barriers) and politic components (supremacy of the American model). In the practices, the « liberal moment » is illustrated by a politic of progressive withdrawal of the States from the management of the social budgets, with the excuse to lighten the public budgets and charges (costs) which have a weight on the companies.

31For each company, they change form and content, but keeping a common basis with the other companies.

32Directly in terms of wages, working time adjusting, safety, etc, and indirectly in terms of respect of the employees’ environment, ecologic and cultural environment, even adjustment of this environment.
authorities and by the lack of negotiation frame, which could guarantee at the same time the procedure of a possible discussion between the involved actors and the respect of the result. Finally, to summarize this context, we will say that the power relationship between social protagonists interfering in the topic that will determine the evolvement of the model. We must add that it deals with collective and organized actors, and not lonely individuals.

It really seems that DP-CSR, as micro-regularities elements, cannot be the factor of regulation of the model alone. Indeed, this regulation implies a certain number of conditions to be gathered:

- a shared will (between multinational companies and the various social protagonists – world trade-unions, altermondialists) to obtain a definition, a content and some procedures of construction of the CSR,
- a “State” intervention insuring (with texts, obligations) a frame of negotiation, precise obligations for companies and sanctions in case of non-respect these obligations,
- a clarification of the respective role of the State and of the companies as the managing of the wage-labor relation is concerned,
- a procedure of negotiation between the social partners, which would come to an agreement and a clarification of its juridical force (if it was obtained).

CONCLUSION:

The DP-CSR are really elements of micro-regularities set up by oligopolistic firms. But they cannot guarantee, on their own, the searched compromise. Such a compromise implies the contents CSR to be discussed and the suggestions to become negotiated agreements. But we must recall that the originality of the DP-CSR is in the fact that they are conceded-granted by the companies (and inflected by their belonging to one business sector, their culture, the personality of their chairman33). The negotiation of the DP-CSR, or even their regulation, would lead to a questioning of its own concept.

Moreover, the DP-CSR would lose their specificity regarding the previous Ford forms, which where precisely negotiated and regulated.

The situation is the following34: the historic dynamic of the capitalist economy regulated by the world oligopolies can take one of the two following forms, fundamentally opposed:

33These hypotheses were posed by Bardelli P, Pastore M., op.cit.
34This point of view was developed in “Nouveau Monde et Responsabilité de l'Entreprise”, communication to the colloquium in Québec «Travail, transformation de l’organisation et de la société », Association Internationale de recherche MESD, Strategic Tool For Competitiveness Pierre BARDELLI
October 19-20 2006, Atlanta
• **Either a regulation by the market.** Here the DP-CSR appear (among others) as part of the global strategy of markets penetration, or even of preservation of the existing market shares for companies in a defensive position. They attend to conquer favors of the consumers nowadays sensitive about the responsible attitude of the company making and/or selling the products. Finally they settle some elements of micro-regulation of the post-Ford model in search for stabilization,

• **Or a negotiated regulation coming off to a new employment compromise.** Here we join the perspective of a new social contract (based on the integration model of Perez)\(^35\), retaining the social dimension as a determining data and non-residual of the managerial practice, watched by the CSR rating agencies.

The inflexion toward one or the other model will largely depend on the weight of the international organizations, of the Non Governmental Organizations, of the big altermondialists movements and of the strength of the intervention made by the CSR rating agencies.

Finally, we will recall that the DP-CSR developed by oligopolistic firms are micro-regularities elements (codes conceded and communicated by Medias by multinationals or negotiated company agreements) from a future social model integrated to the general economic model. This social model will have universal features imposed by the general conditions of competition (trend of homogeneity of the contents presented by companies due to competition) and particular features for instance due to the culture or to the business sector (trend of heterogeneity of the contents). This double trend illustrates the singular dynamic of this model, always in renewal.

A question remains, which, for now, it is not possible to give an answer to: which will be the level of stability of the model?

\(^{35}\)Roland Perez distinguishes two management models: the dissociation model, inspired on the liberal land Anglo-Saxon practices and the integration model inspired on the paternalists practices as in France or Japanese solidarity experiences. The dissociation model makes clearly the difference between the business and non-business, and “Push back” the social and environmental outside of the preoccupation and the economic logic (the intervention forms are here sponsoring, charity and assistance actions of the company). The integration model considers the social and environmental as entire variables of the strategic decision (for instance the social dimensions of the paternalist company) Perez R., « A propos de responsabilité globale en management », in « Une mondialisation apprivoisée ? », 9th annual day François Perroux, Lyon, 2002, éd. Iseor.
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