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LABOR AND EMPLOYMENT RELATIONS IN SPAIN AND THE DOMINICAN
REPUBLIC: A COMPARATIVE ANALYSIS ON THE DEVELOPMENT OF GLOBAL
WORKPLACES

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ABSTRACT

This paper seeks to analyze the importance of comparative employment relations in the global marketplace between the Dominican Republic and Spain. Comparative employment relations' focuses on understanding how labor, management, unions, collective bargaining and benefits affect the economic structures within different countries. Aspects such as culture, geographic location, and employment opportunities also strongly result in different standards within countries. Overall, comparative employment relations help establish the clear similarities and differences among countries regarding their labor practices and opportunities.

The two countries that are analyzed within this document are the Dominican Republic and Spain. The Dominican Republic is an island in the Caribbean Sea with a strong Hispanic history, culture and presence. Throughout its history, the Dominican Republic experienced many interactions with its colonizer, Spain, and thus Spain influenced Dominican labor practices. In comparison to the Dominican Republic, Spain is a country located in the Western European continent. During its imperialism within Latin America, the Spanish government maintained large settlements that provided the empire with large resources. The Spanish in turn helped establish initial employment relations through the settlers in their colonies, along with slavery. The Dominican Republic was one of the islands under Spanish control during two different eras in the 16th and 19th centuries. Therefore, one of the main arguments in this paper is that labor and employment relations in Spain and the Dominican Republic contain a strong historical connection based on Spanish imperialism.

Along with recognizing the long held historical relationship between Spain and the Dominican Republic, another focus of this study is to analyze differences and similarities in their

modern employment relations systems. Since these two countries share a long history dating back hundreds of years, it is important to understand whether their labor structures still appear very similar, or rather different. The main variables that are incorporated into the study include unions, labor relations, market structure, wages, and modern influence. These aspects of comparative employment relations reveal many current trends among workers in each country. Additionally, they help describe how both Dominican and Spanish employees experience employment opportunities.

The last major component within this study is the results regarding whether employment relations systems between these two countries appear more similar or different. Overall, the labor structures and perceptions seem to be more different than similar in that both the Dominican Republic and Spain have undergone significant changes in their economies since Dominican independence in the 19th century. Therefore, while Dominican and Spanish workers may experience certain similarities in their employment systems, it is evident that their economies and workforce changed significantly since the era of Spanish colonization.

Overall, the analysis conducted within this paper focuses on understanding and comparing employment relations between the Dominican Republic and Spain. As globalization continues to affect employment and economic conditions within countries, it is important to recognize different specific labor systems that affect the workplace and market systems.

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Chapter 1

Introduction and Overview

A working knowledge of comparative employment relations systems is necessary to understand developments among global labor structures. Spain and the Dominican Republic are two countries that contain very different labor relations practices. Concerning the overall economic infrastructure, Spain is much more developed while the Dominican Republic is still developing its economy. Similarly, labor standards in Spain are much different from those found in the Dominican Republic concerning unions.

However, employment relations in Spain and the Dominican Republic influence ways in which employees experience their respective workplaces. For instance, unionization indicates similarities between the two countries, through different labor trends. **Figure 1** reveals how the Dominican Republic and Spain are the two countries analyzed in this study to understand their historical and modern connections. Overall, Spain and the Dominican Republic appear to contain many differences in their overall employment relations; however, there is a strong historical connection between the two countries involving colonial power. Comparative employment relations in turn demonstrate how specific aspects within countries cause changes within labor systems.

The differences in labor between these two countries are extremely important in describing how the Dominican Republic has maintained employment practices in comparison with Spain. This also makes it necessary to examine the historical relationship between the two countries to show that the Dominican Republic emerged through Hispanic history and culture.

The main cultural link between these countries is the long history of Spanish imperialism within the Dominican Republic. Historically, the Dominican Republic was a Spanish Colony in

the 19th century; however, it ultimately gained independence in 1865 (López, 2009, p. 7). The Spanish influence and poor treatment in the Dominican Republic helped shape the country's overall labor practices at the time.

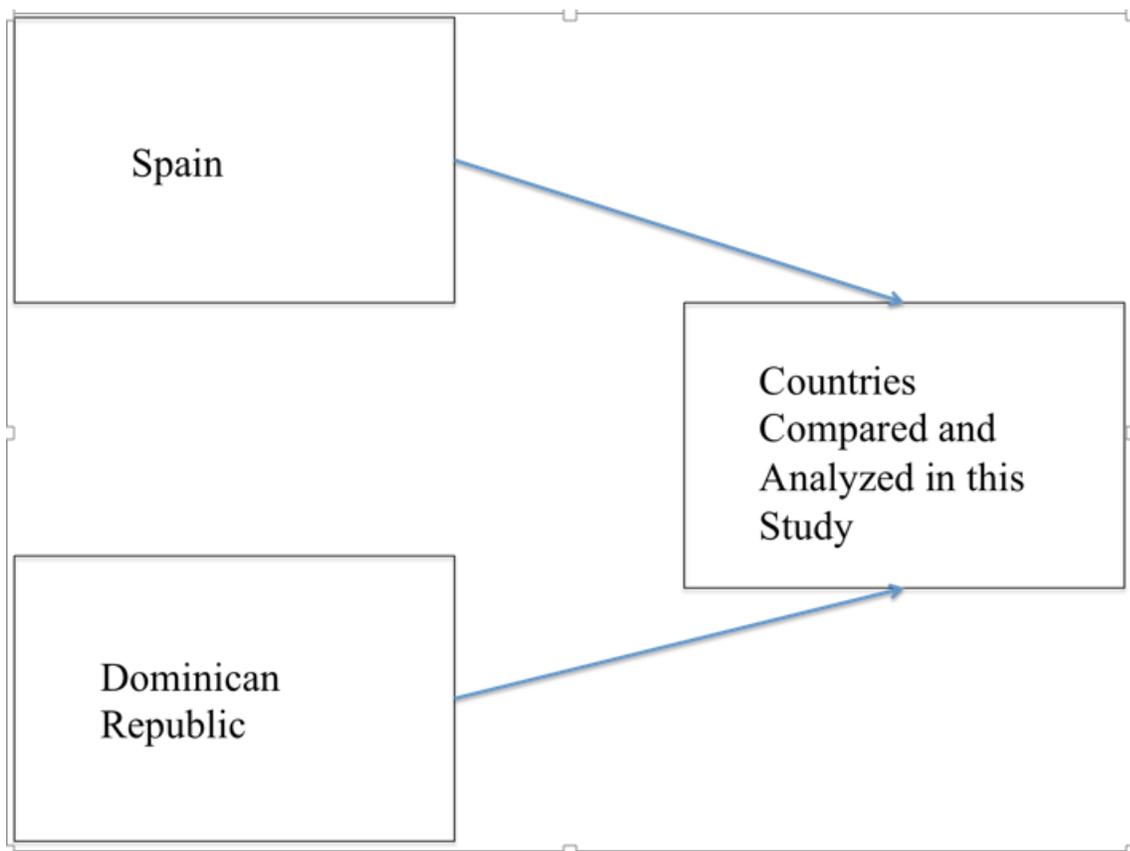


Figure 1 Spain and the Dominican Republic, Countries Analyzed in this Study

Slavery played a crucial role in the original developments of employment relations systems between the Dominican Republic and Spain. The Spaniards can trace economic perceptions of it in the Dominican Republic back to its original colonization of the island of Hispaniola in the sixteenth century (Persinal, 2012). Millions of slaves were originally sent to the Dominican Republic and other regions in the Spanish Caribbean in the early 1500's. They originated from many different regions of Africa, and Spain, and were sent to work for Europeans in the Caribbean's sugar plantations (Persinal, 2012). Interestingly, many of the slaves

sent to the Dominican Republic through the Slave Trade were not solely of African descent. Regardless of location, the Spaniards viewed slaves similarly on Hispaniola. Hence, Spanish colonialism produced the initial political system and its reliance on slavery contributed to the growth of employment relations within the Dominican Republic over centuries.

By sending Africans to the sugar plantations in the Dominican Republic, Spain clearly economically benefited from African slave labor. The three main sources of goods that Dominicans were initially responsible for included “sugar, cinnamon, and cotton” (Persinal, 2012, p. 30). However, many Spaniards did not originally understand how their authority in the Dominican Republic provided Spain many economic benefits. Spaniards were more interested in trying to use imperial power to find gold in the Dominican Republic (Persinal, 2012), and their overall perception of African slaves reflected this desire.

Additionally Spain did not directly participate in the African Slave Trade within Europe. This indicates how they did not originally believe the Dominican Republic would be profitable from sugar (Persinal, 2012). Hence, the Spanish at very cheap rates could obtain Dominican Labor through slavery to pursue their original goals of finding gold. Rather than import slaves from Africa, the Spanish simply bought slaves that were already sent to the Caribbean through the European slave trade (Persinal, 2012). Overall, in the original employment relations between Spain and the Dominican Republic, the Spanish did not originally view slave labor on the island as profitable.

It is also clear that Spain denied rights and freedoms to African slaves in Hispaniola. Despite Dominican labor positively contributing to the Spanish economy, Spain combatted resistance to their authority from slaves. In the Dominican Republic in the mid 16th century, African slaves performed the very first black uprising in the Caribbean, in which the

Spanish killed many Dominican slaves (Persinal, 2012). **Figure 2** takes these two countries and describes how their initial interaction was through Spanish imperialism. The uprising among Dominican Slaves suggests how they did not receive fair treatment by the Spaniards due to their status as slaves. While the Spanish were often not directly responsible for the slaves' migration to the Dominican Republic, they did not treat Africans equitably. The initial interactions and employment relations systems between the Dominican Republic and Spain were unequal based on the Dominican social class as slaves.

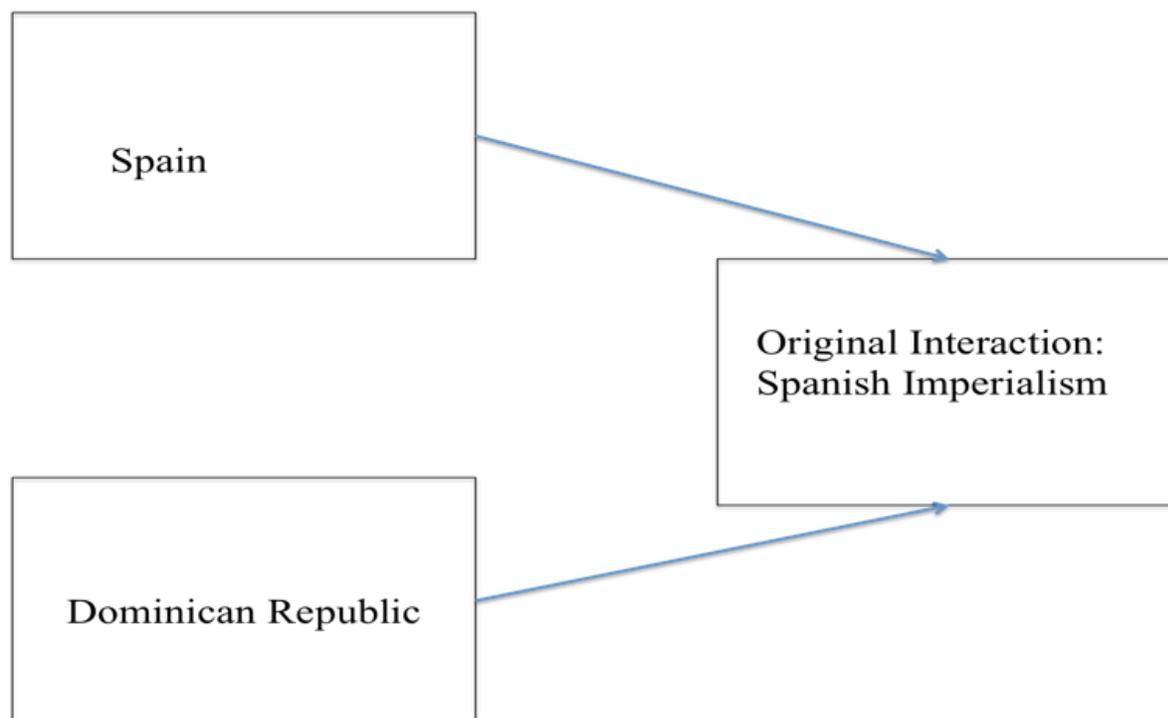


Figure 2 Original Historical Interaction Between the Dominican Republic and Spain, Spanish Imperialism

Additionally, the treatment of blacks in Spain during the 16th century also contributes to understanding initial labor relations in the Dominican Republic. In Spain, Africans were more seen through “servitude” (Persinal, 2012) rather than slavery. African slaves were more seen as indebted and under the control of Spanish authority through labor, rather than specifically as slaves. However, through the period of sugar plantations and Dominican uprisings, the Spanish

received advantages through the buying of slaves on Hispaniola. Overall, employment relations between the Dominican Republic and Spain meant that slave labor economically benefited Spanish colonists in the New World.

The Spanish treatment of Dominican workers resulted from their goals for monetary gains and profits. Additionally, the Spaniards wanted to “whiten the Dominican Republic” through European ideologies, such as Christianity (López, 2009, p. 10). By focusing on taking advantage of Dominican labor, Spain did not help the country prosper economically. This in turn affected the Dominican Republic’s growth with respect to labor and their own economy. **Figure 3** describes how the initial-interrelated Labor and Employment Relations System between Spain and the Dominican Republic consisted of Spanish colonialism and Slavery.

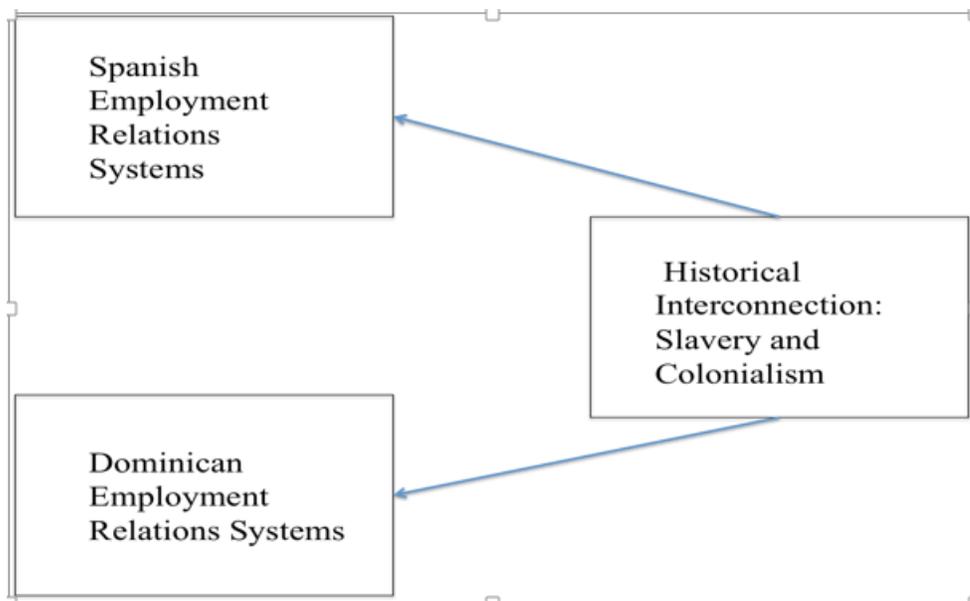


Figure 3 Historical Employment Relations System between the Dominican Republic and Spain, Slavery and Colonialism

There is a strong lack of literature comparing Spanish and Dominican labor and employment relations and their historical connection dating back to Spanish colonization and

slavery. Therefore, **the main research question** I will be asking in this document is to what extent the historical impact of Spain's authority in the Dominican Republic is still evident in the Dominican Republic's labor and employment relations system. The Dominican and Spanish historical relationship demonstrates how connections between countries affect the growth and development of employment relations. **Figure 4** presents the main argument regarding modern employment relations systems between the Dominican Republic and Spain, specifically regarding modern similarities and differences.

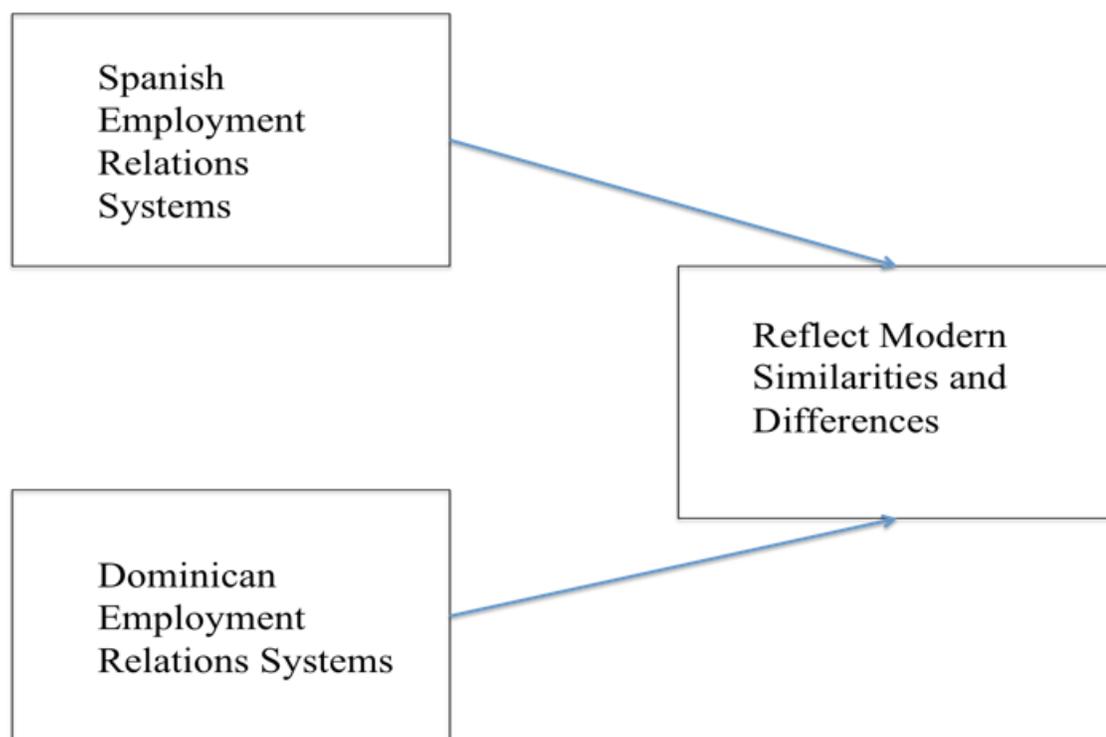


Figure 4 Modern Spanish and Dominican Employment Relations System Reflect Both Similarities and Differences

There are several variables that will be used in the study to analyze the historical link between the Dominican Republic and Spain and its affect on the developments of their modern employment relations systems. The first variable will be the historical relationship between the Dominican Republic and Spain during both eras of the Spanish colonialism on the island of

Hispaniola. The first of these eras occurred during the end of the 15th century and at points in the 16th century. The importance of these historical eras is that they established the initial employment relations standards in the Dominican Republic and Spain, through slavery and imperialism. Additionally this variable is important because it focuses on the specific roles workers play in Spanish and Dominican modern employment relations' structures. The responsibility of employees in both countries demonstrates how the roles of workers changed since colonialism.

Along with the history and role of workers, two other variables within this comparative analysis are the specific similarities and differences found within Spanish and Dominican labor structures. These structural elements consist of unions, market structure, labor relations, migration, and wages. These specific variables and comparisons are vital in understanding how Dominican and Spanish employees experience the workplace along with specific opportunities. **Figure 5** incorporates these specific variables seen I will use to analyze modern Spanish and Dominican Employment Relations that are different from the countries' initial interactions. Lastly, an interview with an American academic professor will also be incorporated into the data. The interview is necessary in order to describe the extent to which the initial relationship between the Dominican Republic and Spain is still prevalent in their respective labor systems. Overall the variables within this study are used to demonstrate the evolution and formation of employment relations between the Dominican Republic and Spain.

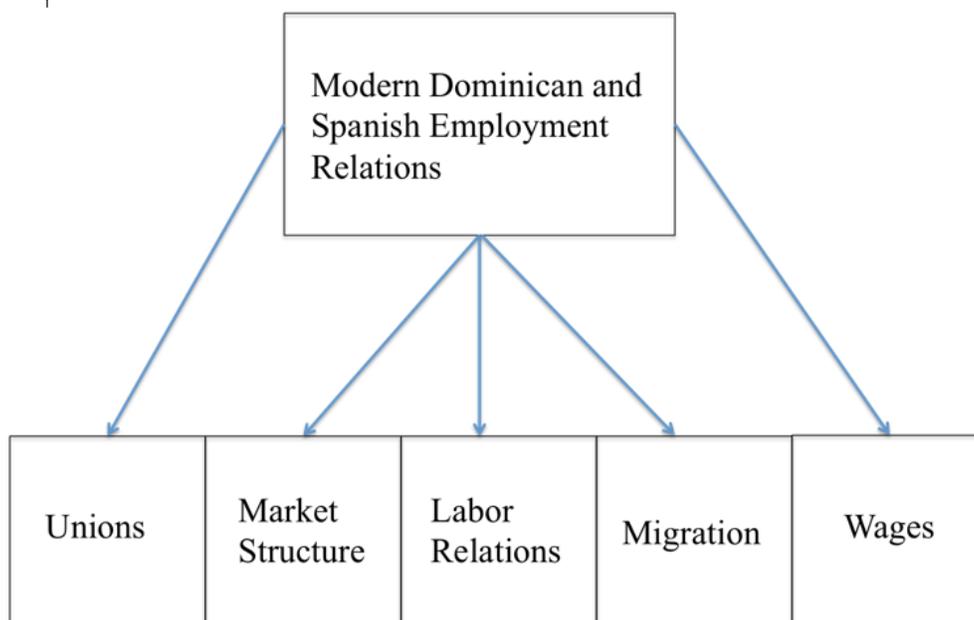


Figure 5 Aspects of Modern Dominican and Spanish Employment Relations

Chapter 2

The Importance of Understanding the Role of Workers in Dominican and Spanish Employment Relations

Understanding the perceptions of employees is vital in comparing modern employment relations systems between the Dominican Republic and Spain, in that it demonstrates how employment develops over long periods of time. Additionally, political systems are also crucial in understanding labor systems. By focusing on these labor ideologies, we learn a great deal about the Dominican and Spanish employment systems. These standards relate to unions, wages, benefits, and workplace conditions. Through these aspects of employment relations, it is evident that these countries contain unique systems that affect workplace conditions for employees.

Similarly, employment relations in the Dominican Republic and Spain pertain to specific residents in each country and their own unique experiences. Spanish and Dominican workplace standards help specific labor standards and benefit the employees along with companies (Sridhar and Kayak, 2013). Thus, we must understand the goals, workplace conditions and opportunities for Dominican and Spanish workers in understanding similarities and differences between both countries. Comparing labor relations between the Dominican Republic and Spain indicates the goals of workers through employment.

Along with specifically analyzing the perspectives of workers in Spain and the Dominican Republic, we will examine how the countries' labor relations' practices describe both limitations and opportunities within the workplace. Wages and benefits in both countries are a result of specific employment opportunities. Dominican and Spanish workers rely on different factors, such as domestic or international businesses, to establish salaries within their

communities. Additionally, Dominican and Spanish workers are affected by specific economic changes and developments within their countries.

Understanding how workers in both countries respond to economic changes involves gender within employment relations. Spanish and Dominican men and women respond to economic shifts based on their occupation and roles within family life (Filipski, Taylor and Msangi, 2011). Similarly, the role of unionization within both countries reveals how Dominican and Spanish workers experience representation and employee voice. Unions perform specific functions within the Dominican Republic and Spain. Therefore, union practices within both countries help to determine whether workers maintain limitations on their employers, along with the ability to achieve benefits. Overall, recognizing the points of view among Dominican and Spanish workers describes whether their attitudes about modern employment relations appear more similar or different.

Comparing Dominican and Spanish labor standards shows how employment systems developed since their initial economic relationship. Understanding the developments in both countries since Spanish imperialism demonstrates how the power for workers has steadily grown in the Dominican Republic. Similarly, the roles of management, as originally played by Spanish masters', suggest how authority in Dominican employment relations shifted from international to a more domestic focus. Within Spain, understanding how the role of workers and authority has developed since colonialism also describes how modern labor standards formed.

The importance of recognizing the role of workers in the Dominican Republic and Spain corresponds to the overall relationship with labor and employment relations in each country. Dominican and Spanish human resources as well as employment relations focuses on how the workplace is developed, organized, and maintained within companies through policy

enforcement. Additionally, talent acquisition and staffing also analyzes the hiring process within the Dominican Republic and Spain.

Within the Dominican Republic human resource practices affect workers specifically through developing specific strategic practices (OECD, 2015). Certain techniques that human resource specialists implement within the Dominican Republic pertain to productivity, specific costs, and results (OECD, 2015).

Since the Dominican Republic's economy primarily focuses on exports and foreign relations, productivity in turn often corresponds with jobs in the manufacturing sector. Dominican workers in turn experience human resource policies that affect their overall productivity in the workplace. Similarly, another aspect of the strategic approach to human resources in the Dominican Republic focuses on lowering costs. When the Dominican human resource managers limit expenses within Dominican employment, it points out that workers are specifically affected within their occupations (OECD, 2015). Overall, Dominican human resources argues that employees experience improvements and enhancement within their employment relations structures.

As within the Dominican Republic, Spanish employment relations also depict how specific approaches towards the workforce affect managerial policies. As in the Dominican Republic, Spanish human resources correspond to the development, retention and policy enforcement among workers. Additionally, human resources in Spain maintain a very high focus on the results of production within the workplace. Therefore as with the Dominican Republic, Spanish workplaces with a productivity rate contain large concentrations of human resources specialists (Domínguez, 2012). Human resources in Spain describe how workers with high production rates appear to be managed more. Similarly through its emphasis on productivity

Spanish human resources also focuses on the specific wellbeing of their employees. The overall “health” of workers (Domínguez, 2012, p. 9), plays an active role determining productivity within Spanish human resources. Spanish human resource management understands that the health of workers affects how workers perform within their jobs. Lastly, Spanish human resources also retain a strong focus on ethical principle (Domínguez, 2012). Interestingly, organizations that produce the greatest economic results in Spain incorporate human resource policies that take the experiences of workers into consideration (Domínguez, 2012). Spanish and Dominican employment relations coincide with human resource practices, as a result of common strategies and approaches.

In essence, the perspective of workers is crucial in comparing employment relations between the Dominican Republic and Spain. Workers are responsible for productivity and efficiency, two key factors to maintaining high levels of economic success for businesses and management. Employees also experience different forms of success based on their conditions within the workplace. Among Dominicans and Spaniards, aspects such as wages and unionization influence how they perform while on their jobs. Benefits and protections among workers also affect the relationship with management in each country by identifying employee voice. Dominican and Spanish workers with strong employee voice are able to collectively bargain, and advocate for better workplace opportunities in comparison to non-unionized staff. Comparative employment relations between the Dominican Republic and Spain demonstrate how workers in each country respond to workplace conditions. **Figure 6** describes key stakeholders within both the Dominican Republic and Spain’s employment relations systems.

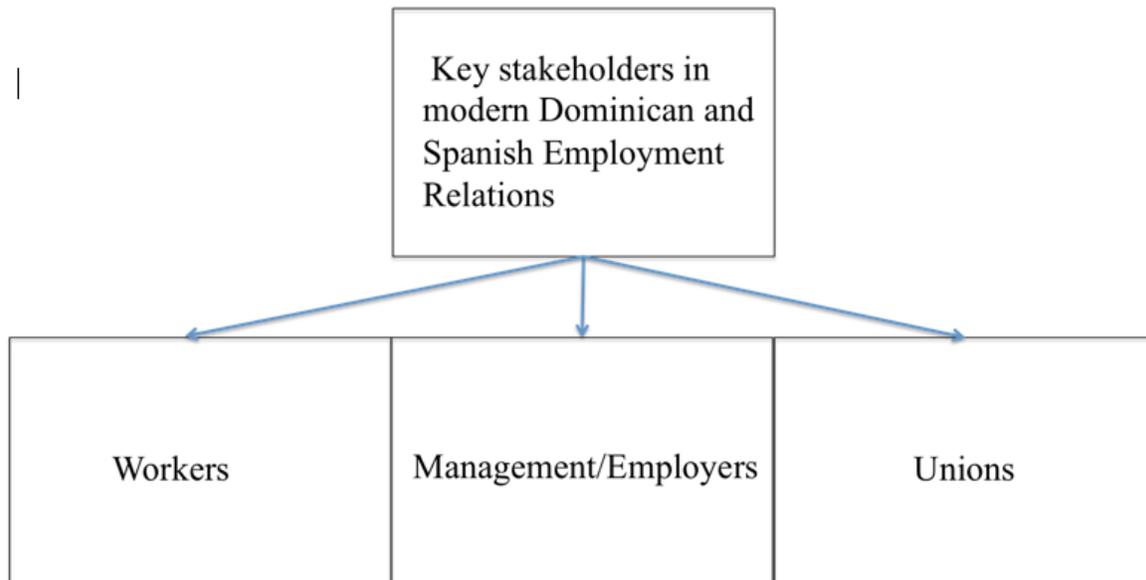


Figure 6 The Key Stakeholders in Dominican and Spanish Employment Relations Systems

Labor relations and unions are important aspects in understanding comparative and international employment relations systems. Employment relations pertain to “unions [and] collective bargaining,” over wages, hours and workplace conditions (Holly, Wolters & Jennings, 2012, p. 118). Unions represent workers who come together to negotiate grievances between employees and management. Unions focus on collective bargaining to enhance worker rights, protections, hours, and workplace conditions. Internationally, employee voice takes on many forms. For instance, in the European Union, work councils allow worker representatives to discuss grievances regarding employment. Additionally, other forms of unions include company unions, trade/craft, general and industrial unions. Regardless of location, labor unions affect the conditions and opportunities of employees. Overall, I will discuss how labor and employment relations in the Dominican Republic and Spain are similar and in different modern workplaces.

Historical connections between the Dominican Republic and Spain are important to understand whether the two countries still contain similarities in their modern labor relations practices. Therefore, it is important to understand the historical link between these two countries to understand how Spain's colonialism and imperialism affected modern market structures in the Dominican Republic. By analyzing the Dominican Republic's labor standards after it gained independence, it will become clear as to how the country's labor practices developed differently than Spain. I will then compare growth and changes in the Dominican Republic and Spain to indicate whether the two countries still maintain aspects of their long held historical connection. Overall, I propose to incorporate *the labor theory of value* along with the key similarities and differences in labor between the Dominican Republic and Spain to analyze modern human resource practices. **Figure 7** describes the main activities of employment relations systems performed by both Dominican and Spanish stakeholders. The evidence will explain how Spain originally established and treated the Dominican labor structure based on their desire to maximize profits and resources.

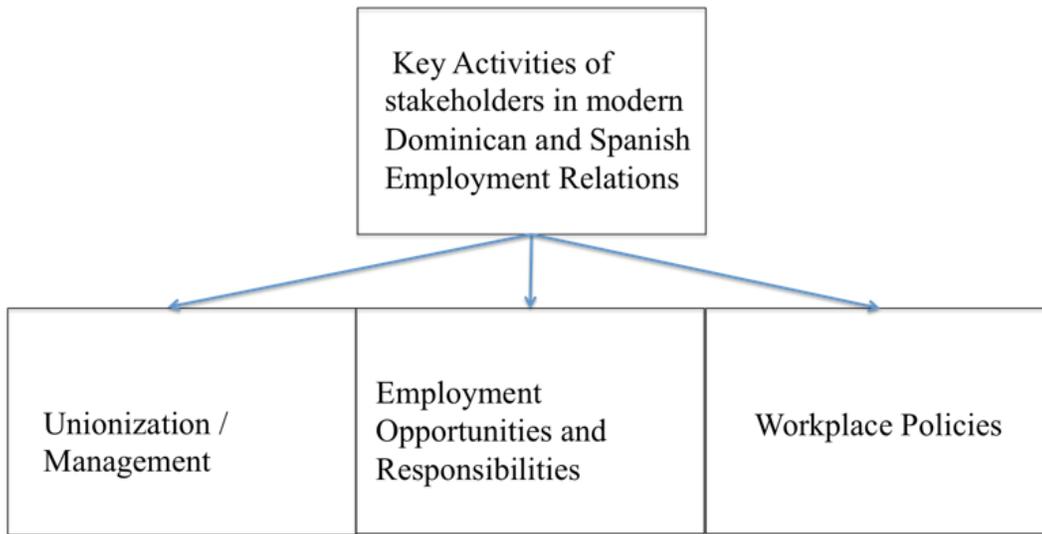


Figure 7 The Key Activities of Stakeholders in Modern Dominican and Spanish Employment Relations Systems

Chapter 3

Theoretical Framework, Labor Theory of Value

Comparing economic developments between the Dominican Republic and Spain is vital in understanding changes in labor relations in both countries. The Labor Theory of Value focuses on the growth of different economic markets and productivity within a country. Economic values consist of people's motivation for productivity (Fuchs, 2017). As a country produces more products or is capable of manufacturing, its overall market values increase. Additionally, the Labor Theory of Value also describes how the value of workers reflects the price an organization or entity pays for their overall wellbeing (Fuchs, 2017). The wages, and employment opportunities, that workers receive stem from the worth or value that organization pays for (Fuchs, 2017). The economic relationships between the Dominican Republic and Spain describe an imperialist country and a colony, regarding labor commodities and economic sustainability.

The Spanish originally regained control of the island of Hispaniola from the French in the mid 1800's; however, the Spanish quickly allowed the Dominicans to gain independence. The Spanish originally re-colonized the Dominican Republic for its "[farmland], tobacco and cattle" (López, 2009, p. 10). The goal of the Spaniards corresponded with gaining wealth and resources. The initial goal of the Spaniards was to develop new modes of commerce (Fuchs, 2017). Spain's motive for colonizing the Dominican Republic corresponds with wealth and capitalism, as it originally believed it could benefit from Dominican labor.

It is also noted that the Spanish lost interest in the Dominican Republic after it failed to meet certain economic expectations. With respect to market profitability, the Dominican Republic was not a very strong economic power or exporter (López, 2009). The Spaniards in

turn recognized that the Dominican Republic would not be extremely beneficial in the global economy. This goes with another goal of the Spaniards in the Dominican Republic, which focused on the maximization of profits abroad (Fuchs, 2017). The Spaniards wanted to gain control of resources in the Dominican Republic; however, they were unwilling to accommodate Dominicans to increase their salaries.

The different goals between the Dominicans and Spaniards affected the original relationship between both countries. The Dominicans could not produce to the high standards of other Caribbean countries, which relates to the Labor Theory of Value. The Spanish did not consider their colony in the Dominican Republic a success (López, 2009) in the 1860s because the country became less economically valuable. The poor treatment of the Dominicans by Spaniards correlates with the Spaniards' goal of maximizing labor's value. Overall, the Spaniards' main goal in colonizing the Dominican Republic was to exploit Dominican resources (López, 2009); however, after the Dominican Republic gained independence, the Dominicans continued to develop their own labor standards.

Economic market structure corresponds to modern employment relations in both the Dominican Republic and Spain by focusing on how labor affects productivity. Concerning its labor market economy, the Dominican Republic is still a third world developing country that experiences high rates of poverty and unemployment (Schrank, 2013). Since Dominican workers are limited to certain industries for jobs, such as hotels, tourism, and sugar, (Ondetti 2012) the country limits economic development within the country. Additionally, another aspect with Dominican labor relations focuses on clear differences in opportunities. As production increases within a country, so do economic factors, benefits and wages (Fuchs, 2017) and market structures. However, since the Dominican Republic is very reliant on international

relations, overall economic “spending” in the country is not extremely high (Ondetti, 2012, p. 49). Rather than develop internal business practices that benefit workers, the Dominican Republic focuses on receiving international business investments that grow the economy. Hence, many Dominicans lack social and economic benefits because of the lack of local employment opportunities within the Dominican Republic.

As with the Dominican Republic, Spain too seems to develop between its labor relations and market structure. In comparison to the Dominican Republic, Spain appears much more corporate and industrial; however, Spain’s employment opportunities and market are also in development. As with Dominicans, Spanish workers experience very high levels of unemployment (Izquierdo, 2005). The main reasons for unemployment in Spain are due to the recent economic crisis in Spain. The Spanish economic crisis shifted labor relations in Spain by damaging family dynamics, lowering union membership, as well as limiting educational opportunities (Royo, 2014).

The high unemployment rates limit opportunities for Spanish workers to increase salaries and benefits, as their job opportunities become fewer. Among Spanish workers, employees in Spain lost nearly twenty percent of wages between “1993 and 2001” (Izquierdo, 2005, p. 556). This points out how Dominican and Spanish workers are unable to contribute as strongly to the market economy. Since the Dominican Republic is more dependent on international markets, low-spending ability within the country owes to and reinforces its high unemployment rate.

In comparison with the Dominican situation, the high unemployment rates in Spain affect individual workers’ purchasing power. The spending abilities among Spanish workers are a result of many Spanish workers being self-employed. As production and distribution change in

both Spain and the Dominican Republic, so do their overall economic values. Spain clearly sought economic benefits and resources by re-colonizing the Dominican Republic in the mid 19th century (López, 2009, p. 10). When the Dominican Republic sought independence from Spain, it likely allowed Dominicans to begin producing their own labor standards and employment relations not affected by imperialism. Therefore, the Dominican Republic's labor relations following the Spanish regime were very impoverished and economically insufficient.

The Labor Theory of Value focuses on the overall economic worth of workers in labor relations based on the salaries, or price, that management pays for them to remain sustainable in a business (Fuchs, 2017). As employment relations began to develop in the Dominican Republic, the initial treatment by the Spanish continued to affect market conditions and labor among Dominican workers even up to modern times. However, it is also clear that workers in the Dominican Republic and Spain experience similar stages of unemployment, wage inequalities and economic growth. Dominican and Spanish workers both experience high economic growth and employment rates when their economies contain manufacturing opportunities. Since both countries currently experience high unemployment rates, it in turn prevents them from maximizing their economic developments and growth.

Chapter 4

Similarities and Differences between the Dominican Republic and Spain

To understand the importance of employment relations in Spain and the Dominican Republic, analyzing the key similarities and differences between both countries is necessary. Similarities represent specific historical and modern trends in both countries that appear the same in certain regards. Differences are modern and historical aspects in the Dominican Republic and Spain that are very dissimilar. For instance, the Dominican Republic and Spain both contain very different market structures. The Dominican Republic is a developing economy while Spain is much more industrial. Concerning modern migration and exchange of Spaniards and Dominicans in each country, there is also a clear difference in power for both groups. Spaniards in the Dominican Republic maintain strong influence over the tourism and hotel industry. However, Dominicans in Spain lack economic power and are more reliant on Spaniards for economic success. Similarly, wages are different based on each country's economic statuses.

With respect to the key similarities between the Dominican Republic and Spain, both countries contain unions. However, both Dominicans and Spaniards do not have strong union influence or representation. Another important key similarity and difference between both countries is labor and employment relations. For example, Spain and the Dominican Republic both experience high unemployment rates, which describe how workers do not have many opportunities within employment relations. However, unemployment within both countries is for very different reasons. Spain's employment standards are due to the Economic Market structure and the strength of other member countries of the European Union. Job opportunities in the Dominican Republic reflect its dependency on global affairs and business. Additionally, both countries are striving to improve wages, hours and working conditions. **Table 1** is a key

summary table that consists of questions that ask how employment relations can compare between the Dominican Republic and Spain, answered through comparative analysis. Overall, labor and employment relations between Spain and the Dominican Republic contain key similarities and differences owing to their long held historical connections, and later divergent experiences.

Dominican Republic	Spain
<p>Unions: How do Unions Operate in both Countries and what are their influences in the workplace? Do unions provide additional benefits for workers? How likely unions are to form in each location? Do unions represent a large population of workers in each country?</p>	
<p>Labor Relations: How are labor relations operated in each country? Do workers have strong collective voice? Through unions, is there strong collective bargaining power in each country? How do workers and management communicate with each other? What is the role of human resources in each country?</p>	
<p>Market Structure: How are the economic market structures similar and different in both countries? How do both countries benefit economically? What forms of employment do workers depend on in each country? How do international affairs affect employment relations within both countries?</p>	
<p>Wages: How do wages in the Dominican Republic and Spain change over time? What causes wages to be higher or lower? How do workers negotiate for higher salaries? Do Dominicans or Spaniards receive higher wages based on gender? How do occupations affect wages in each country? How do economic changes or shifts specifically affect wages?</p>	
<p>Migration: What role do Dominicans play in the modern Spanish workforce and employment relations? How do Spanish employers and workers treat Dominicans? What occupations do Dominicans take on in Spain? What role do Spaniards play in the modern Dominican workforce and employment relations? How do Dominicans treat Spanish workers? What occupations do Spaniards take on in the Dominican Republic?</p>	

Table 1 Key Summary Table 1: Labor and Employment Relations Key Comparisons between the Dominican Republic and Spain

Section 4.1 Unions in the Dominican Republic and Spain

It is evident that the Dominican Republic and Spain maintain certain standards in union labor regulations. In analyzing Dominican and Spanish unions, it is important to understand that the unions contain similarities that come from very different trends and practices. One of the major influences on Dominican unions is its labor code. The labor code describes how unions in the Dominican Republic gear towards communications between workers and management (Dominican Republic - 9.2-Labor D.R. – Labor, 2017). This describes how there are official documentation surrounding worker’s rights in the Dominican Republic. Labor codes correspond with legal rights among workers not only in the Dominican Republic but throughout Latin America.

Additionally, Unions are legal in the Dominican Republic among workers; however, there is strong hostility toward them by management. Therefore, unions do play a key role in providing additional benefits to Dominican employees. According to the Dominican labor code, 20 employees are necessary to create a union. However, a majority of workers in the company is often necessary to develop a union’s voice in the Dominican Republic (Dominican Republic - 9.2-Labor D.R. – Labor, 2017). It is difficult for Dominican union members to garner support among their peers. While unions form in the Dominican Republic, they do not maintain strong collective bargaining practices. Unions are not always long lasting, nor do they represent a large range of details regarding employees’ working hours, wages and working conditions. Dominican policy states that employees cannot lose their jobs due to “trade union membership” (Dominican Republic - 9.2-Labor D.R. – Labor, 2017, p. 1). Overall, unions are an important aspect to worker representation and voice in the Dominican Republic.

In comparison to the Dominican Republic, Spain has very different approaches to and expectations of its trade unions. As in the Dominican Republic, Spanish union membership is not particularly strong. For decades, since the “1970s unions in Spain” have experienced “very low membership” (Meardi, Martín and Riera, 2012, p. 15) because of the influence of the federal government. However, Spain and “European countries” collectively bargain over salaries due to working conditions in a works councils (OECD, 2012: p. 10). This indicates a key difference with the Dominican Republic concerning worker voice, as many more Spanish workers have the opportunity to influence management due to the European Union, but may still experience weak union voice.

Union elections in Spain are also low and do not maintain strong worker representations. In Spain, workers at nearly eighty percent of Spanish firms are not even legally able to form unions (Duran and Corral, 2016). This demonstrates another key difference in union representation among Spanish workers in comparison to employees in the Dominican Republic, where all workers may form unions. However, according to polls conducted in 2016, nearly seventy percent of the Spaniard workers who are eligible to vote participated in union elections (Duran and Corral, 2016). Workers in Spain have much higher accessibility to unions despite only a small portion of the working population.

Additionally, union members in Spain concentrate on those parts of the economy that incorporate many migrant workers. This is different to unions in the Dominican Republic in that they provide Spanish workers an opportunity to balance power with employers and management. Spanish unions incorporate migrant workers into employment (Meardi, Martín and Riera, 2012). This also indicates how unions in the Dominican Republic specifically reflect

the needs of workers, in that Dominican labor relations are more directly dependent on international affairs and foreign direct investments.

Overall, unionization in the Dominican Republic and Spain represent a modern similarity; however, unionized workers experience very different outcomes to collective voice in each country. Both Spaniards and Dominicans experience a weak collective bargaining power which prevents them from experiencing the benefits of unionization. Additionally, workers in Spain and the Dominican Republic greatly differ based on participation in union elections and decision processes. Unions in the Dominican Republic and Spain demonstrate how different procedures regarding collective voice lead to similar outcomes with respect to labor organizations.

Section 4.2 Labor Relations in the Dominican Republic and Spain

Labor relations within the Dominican Republic and Spain are both essential to providing worker protections and benefits. However, the ways they address these benefits point to both similarities and differences in their employment relations systems. In the Dominican Republic, many workers rely on labor relations and collective bargaining to avoid labor exploitations. Many reforms are happening in the Dominican Republic regarding corporations in the clothing and manufacturing industries (Amengual, 2009). These reforms indicate how unions are vital to ensuring that Dominican workers remain protected against large international companies.

Additionally, many regions within the Dominican Republic are specifically devoted to free trade. In the Dominican Republic, over “50 free trade-zones” exist (“Dominican Republic's apparel sector: workers laid off, unions busted, but beacon of light emerges,” 2011, p. 1). The

Free-Trade Zones are important instead because they create employment opportunities in the Dominican Republic. Similarly, unions and labor protections are necessary in the Dominican Republic because the lack of proper labor legislation in Free Trade Zones allow Dominican workers to be potential victims of labor exploitations.

In understanding labor relations in the Dominican Republic, it is also important to recognize that Dominicans rely on their own employment structures and currency. In contrast to Spain's involvement in the European Union, the Dominican Republic's employment opportunities reflect its own internal labor laws and procedures. Similarly, a key difference that the Dominican Republic experiences relative to Spain is how labor relations affects commerce. The Dominican Republic's dependency on foreign trade (Amuedo-Dorantes & Pozo, 2006) also describes how employment opportunities result from communications with other countries, such as the United States or Spain. However, unlike Spain in the European Union (Royo and Manuel, 2005), the Dominicans do not directly rely on the strength of other countries' markets affecting employment standards. Hence, labor relations in the Dominican Republic reflect its ability to attract foreign investments, along with maintaining local business practices.

Due to the market structure in Spain, Spanish corporate workers are still improving the benefits they receive in the workplace. The Spanish market consists of workers communicating through a "tripartite system" which consists of workers, management and the Spanish state (Hamann, 2005, p. 76). Through the Tripartite system, Spanish workers continuing to improve the differences between their power and that of employers. Along with the tripartite system, Spanish workers are also fighting for additional workplace training during employment (Hamann, 2005). Training and development would allow Spanish workers to improve the

overall productivity and results within their occupations. Spanish labor relations allow workers many opportunities to improve workplace relations and communications.

As with management in the Dominican Republic, Spanish employers benefit from market structures giving it a strong advantage over employees. Within collective bargaining, employers can to change the procedures in how they communicate with workers at any time (OECD, 2012). Spanish management in turn controls standards they are willing to negotiate with employees. Therefore, the power of Spanish management is authoritarian in that management consistently changes workplace standards to suit their best interests (OECD, 2012). While this alone would be a challenge for employees, Spanish workers are also limited in what they can achieve from management. This prevents workers from fully enhancing hourly wages, hours worked, and even union benefits. Within Spain, there is a strong power difference between workers and employers, despite improvements with collective bargaining. As in the Dominican Republic, the Spanish economy contains many aspects that are still in development.

Spain's membership in the European Union also contributes to modern employment relations, different than in the Dominican Republic. The European Union focuses on connecting many countries throughout Europe, regarding political and economic factors. Within the European Union, one of the current key goals is to make economics and finance internal and structured (Aguilera, 2004). Hence, Spain is experiencing many changes in its internal operations in employment relations due to the European Union. Additionally, policies in the European Union also influence Spain based commitments made by the Spanish at the time of its initial integration into the organization. Spain originally did not join the European Union in 1962 because it was not a democratic state (Royo and Manuel, 2005). However, two decades later, in the mid-1980s the Spanish government joined the European Commission (Royo and

Manuel, 2005) allowing the country to become more integrated with European politics in employment relations. Interestingly, one of the major components that affect labor relations in Spain due to European Union is commerce. For instance, after Spain became more integrated with other European countries, the Spaniards traded more with the European Union than with Latin American countries, such as the Dominican Republic (Royo and Manuel, 2005). Therefore, the European Union strongly affects Spanish employment relations regarding commerce and market production of goods.

Along with its rules on trade, the European Union also affects the power of Spain's government within employment relations. Concerning Spain's internal structure, the country has a growing corporate sector in that many industries within Spain are becoming a part of the private sector (Aguilera, 2004). Therefore, as with the European Union, the Spanish government plays a large role in the standards of the workplace governing employment relations. Additionally, Spanish collective bargaining is also being shaped by the European Union's goal of making labor relations more internally structured. In Spain, collective bargaining benefits affect all workers regardless of "union affiliation" (Aguilera, 2004, p. 215). Spain's stance on collective bargaining in turn indicates how all employees experience the results from the bargaining accomplishments even if they are not union members. Spain's stance on collective bargaining also benefits the corporate sector as the government confines negotiations to the limited permissible subjects of bargaining (Aguilera, 2004). Overall, Spanish employment relations reflect the authority of the Spanish state along with policies developed by the European Union.

Labor relations in Spain and the Dominican Republic demonstrate both a key similarity and difference between both countries. Dominican and Spanish workers are both attempting to

increase workplace protections, benefits, and job opportunities. Spaniards and Dominicans in turn benefit from enhanced labor standards and policies. However, it is also clear that Dominican and Spanish labor relations strongly differ based on the varying levels of corporate authority and different exposure to foreign investments.

Section 4.3 Economic Market Structure in the Dominican Republic and Spain

The Dominican Republic is a third world developing country. Because they struggle in a growing economy, workers in the Dominican Republic cannot rely on unions for wage protections. For instance, in the Dominican Republic, Dominican workers have experienced backlash for attempting to develop minimum wage standards (Schrank, 2009). Dominican workers may have long hours without proper compensation, and often in poor working conditions. Additionally, labor relations in the Dominican Republic affect the treatment of workers. The Dominican Republic's economy often includes internationally owned factories, however many of the businesses in the country are based in the home (Amuedo-Dorantes & Pozo, 2006). Interestingly, in the Dominican Republic, over twenty-five percent of families are dependent on foreign ownership influence (Amuedo-Dorantes & Pozo, 2006). This demonstrates how the Dominican workplace and economy are still dependent on foreign aid and influence.

Within its overall market structure, Spain's economy is expanding. A key component in understanding markets in Spain is its unemployment rates. Interestingly, unemployment affects workers in Spain somewhat differently in that they are very self-sufficient. That is, many Spanish workers are also very independent and self-reliant (Cueto, Mayor, and Suárez, 2015),

which allows Spaniards to run their own local businesses. Self-employment affects management, because workers rely on their own work agenda rather than that of employers. In Spain, workers benefit from developing their own local companies (Cueto, Mayor, and Suárez, 2015), within their own communities. Through individual employment, the Spanish market influences how workers combat unemployment.

Self-employment is much different in the Dominican Republic as Dominicans rely on foreign companies to provide them jobs. In the Dominican Republic, self-employment also focuses on family business structures. However, the Dominican Republic's overall level of self-employment is lower than Spain's because Dominican employment opportunities depend so heavily on international relations (Amuedo-Dorantes & Pozo, 2006). Hence, as the number of global manufacturing units and factories increase in the Dominican Republic, it in turn affects and limits the number of self-employed or domestic workers.

In addition to its modern self-employment, Spain also recently experienced major market reform in 2012 to reform unemployment (OECD, 2012). The ability of Spanish workers to voice their opinions and concerns coincides with better treatment and employment. Interestingly, in 2012 the labor reform changed collective bargaining abilities for Spanish workers "by aligning labor costs" with the goals of employers (OECD, 2012, p. 10). The Spanish economy coordinates with employers, despite high unemployment rates.

Economic market structures are very different in the Dominican Republic and Spain. In the Dominican Republic, the economy is in development in terms of exports and free trade zones. In comparison, the Spanish economy is much more industrial, corporate and self-reliant. Both the Spanish and Dominican economies are involved in foreign affairs and commerce. The Dominicans also primarily rely on economic relationships with countries that it trades with, such

as with the United States. The Dominican and Spanish economic frameworks demonstrate a key contrast regarding market systems.

Section 4.4 Wages and Poverty in the Dominican Republic and Spain

Wages are another important factor within employment relations that help describe modern workplace practices between the Dominican Republic and Spain. Wages entail the amount of money per hour and annually that workers receive for their labor. Within both Spain and the Dominican Republic, employment rates, location and differences in poverty affect the amount of money that workers receive while in their factories.

Within Spain, wages are often determined based on specific regions and provinces (Maza and Villaverde, 2009). One of the most notable characteristics regarding wages in Spain refers to the specific occupation and job sectors of each worker. Within Spanish employment relations, wages are also determined whether the employee works for the state or government (Maza and Villaverde, 2009, p. 1971). This demonstrates how Spanish employment pays public sector workers based on their specific governmental roles within the workforce. Among workers outside government positions, the main factors that describe employment are local laws, the size and occupation of the business, (Maza and Villaverde, 2009) along with the length of employment. Similarly, another aspect that describes Spanish workers in the private sector is the specific location within Spain where the employee resides. Workers receive differences in salaries due to locations and cities, with workers in Madrid and Barcelona being among the highest paid workers in Spain (Maza and Villaverde, 2009).

In addition to occupation and geographic location, the overall Spanish poverty rates also impacts Spanish wages. Poverty in Spain corresponds with the country's high unemployment rates. With regards to recent poverty rates, the economic Crisis from 2008 is a contributing factor to the conditions currently faced by Spanish workers (Zapata, Navarro, and Peña, 2013). As the Spanish workforce experienced the effects of the crisis, their overall poverty rates continued to increase. Within the last 8 years, nearly 30% of the entire working population in Spain was living in or near poverty (Zapata, Navarro, and Peña, 2013). This indicates how a large percentage of all workers in Spain, regardless of their occupations were unable to provide food for their families or make a basic living.

Interestingly, certain aspects within Spanish society continue to contribute to the high poverty levels experienced within the country. As the government continues to "deregulate" the economy as well as reduce enforcement of labor laws (Zapata, Navarro, and Peña, 2013, p. 39), Spanish wages do not improve and poverty rises. This suggests a strong correlation between government monitoring, or lack thereof, and the overall conditions of the Spanish economy.

Another component responsible for low wages and poverty is gender. Gender and specific divisions of employment are essential in understanding how occupations shape wages within Spanish labor relations. In Spain, female employees experienced higher rates of poverty than male employees (Ángel, Oana and Pastor, 2013). Consistent with this, Spanish women received less overall wages than men. Additionally, the roles of women in domestic and household responsibilities help to reduce their higher poverty rates in Spain. However, Spanish women were much less likely to experience additional economic hardships upon separation or divorce in comparison to their male partners (Ángel, Oana and Pastor, 2013). This is likely due to Spanish women remaining fixed in their role within employment through household

tasks. Overall, gender influences the overall economic status and wages of Spaniards within their employment relations' structures.

As with Spain, so too in the Dominican Republic wages also represent a key feature of employment relations. However, in the Dominican Republic, differences in location, occupation, as well as the country's poverty rates are essential in understanding Dominican economic conditions. As with the wages of Spaniards, rising wages in the Dominican Republic correspond to jobs that help grow specific business sectors. For instance, some of the most profitable jobs are within development and "manufacturing" (Carneiro and Sirtaine, 2017, p. 3). Therefore, jobs such as in the apparel industry are beneficial for the Dominican Republic's growth in the private sector. Similarly, within the Dominican Republic, another sector that performs well with respect to wages are jobs within banking and technology (Carneiro and Sirtaine, 2017). Thus, jobs that coincide with money and technological growth provide Dominicans the greatest opportunity to make a living. However, as mentioned, the Dominican Republic depends significantly on foreign direct investments and business in order to economically succeed. This reveals that the pattern of development in the Dominican Republic limits the opportunity for workers to find occupations with strong wages.

As with Spain, the Dominican Republic also experiences the effects of high poverty with respect to wages and employment. Thus, in Dominican employment relations, certain occupations lead to poverty, as workers in many jobs do not receive living wages. In the Dominican Republic, the overall poverty rate is extremely high. In the year 2004, the percentage of all Dominicans living in poverty was nearly 50 percent, and that number only dropped to 40 percent ten years later in 2014 (Carneiro and Sirtaine, 2017). This indicates how in comparison to Spain, wages and employment opportunities are significantly different for Dominican

workers. Certain jobs maintain different poverty levels for Dominican workers. These occupations include customer service sector jobs primarily because the overall wages in these occupations are not increasing (Carneiro and Sirtaine, 2017). Although the number of Dominican service jobs continues to increase, poverty levels are not changing because workers are still not earning enough to improve their standards of living.

Other factors that contribute to low wages and poverty in the Dominican Republic consist of a lack of official jobs for certain sectors within the economy. Many Dominicans participate in “informal” occupations, which correspond to family businesses and self-employment (Carneiro and Sirtaine, 2017, p. 4), types of activity the Dominican government does not publically recognize. Informal jobs contribute to poverty in the Dominican Republic because they contribute little to the income and revenue. Since the Dominican Republic cannot tax these workers based on wages, it negatively influences the country’s overall economic status. Additionally, it is evident that domestic and unofficial jobs would also not earn a specific salary for each worker. Some Dominican workers may benefit from the informal economy; however, it is likely that many do not receive fair wages, protections or representation (Carneiro and Sirtaine, 2017). Overall, it is clear that high levels of poverty in the Dominican Republic contain occupations that prevent workers from earning a fair wage.

Dominican employment relations also describe how differences in wages based on gender also affects the standard of poverty within the country as well. As within Spain, it is clear that Dominican women experience changes in the economy differently in comparison to men. Dominican women, as with Spaniards, contain employment that corresponds to home life and family tasks (Filipski, Taylor and Msangi, 2011). Women are much less involved with public or private sector jobs within the Dominican employment relations systems. Similarly,

since Dominican women are expected to focus on domestic work, it in turn prevents them from earning as high a salary to support their family. When Dominican men experienced economic hardships, women did not experience as strong monetary loss (Filipski, Taylor and Msangi, 2011) because they are not as often employed as their spouses. Gender roles in the Dominican Republic coincide with wages and poverty because women do not receive the same employment opportunities as men.

Wages and poverty levels are important differences in employment relations between the Dominican Republic and Spain. Within both countries, it is clear that workers experience similar hardships. Spanish and Dominican workers receive higher or lower wages specifically based on their occupations (Maza and Villaverde, 2009). While some workers enjoy specific lucrative job opportunities, other Spaniards and Dominicans experience high poverty rates based on low wages. Interestingly, the two countries offer different explanations for their high poverty rates. In Spain, less government interference influences poverty rates (Zapata, Navarro, and Peña, 2013), while in the Dominican Republic, the informal sector affects equitable wages (Carneiro and Sirtaine, 2017). Lastly, a key similarity between Dominican and Spanish workers is the role of gender explaining the extent of responsibilities for women in the home. Rather than participate in jobs that could stimulate the economies in both countries, Dominican and Spanish women are socially expected to focus their attention on their families (Filipski, Taylor and Msangi, 2011 & Ángel, Oana and Pastor, 2013, p. 78). Overall the determinants of wages and poverty in the Dominican Republic and Spain indicate how both countries are different in their employment standards and in their labor relations systems.

Overall, wages and poverty within Spain and the Dominican Republic result from different economic infrastructures within both countries. In Spain, different regions experience

higher rates of low salaries and poverty (Maza and Villaverde, 2009), while they are more stagnant throughout the Dominican Republic. Similarly, Spanish and Dominican employment rates and wages greatly differ based on both global and local business practices.

Section 4.5 Migration Between the Dominican Republic and Spain

While Spain and the Dominican Republic share long held historical connection, there are also strong influences of Dominican culture in Spanish labor relations. The Spanish language connects Dominicans with Spaniards. Spanish allows both groups of workers to communicate with each other. Interestingly in Spain, over “12 percent” of modern immigrants consist of Dominicans who immigrated to Europe in the 1980s and 1990s (Fitzpatrick, 2013, p. 31). Therefore, Dominicans make up about one in eight of modern Spanish migrants.

Dominicans originally immigrated to Spain to obtain new job opportunities for their families. However, Spaniards hold racial prejudices about Dominicans. When the Spanish colonized the Dominican Republic in the 1860s, Spanish-Dominicans experienced discrimination due to their African heritage. Dominican stereotypes from Spanish imperialism are still prevalent among Spaniards (Fitzpatrick, 2013). Upon their arrival in the 1980s, many Spaniards originally viewed Dominicans as cheap forms of labor and even regarded Dominican women as “prostitutes” (Fitzpatrick, 2013). The perception among the Spaniards is important in understanding how employment relations are still uneasy between the Dominican Republic and Spain. Spain continues to view Dominican workers as inferior, which correspond with their original treatment of Dominican citizens during Spanish imperialism.

Along with maintaining their long-held opinions about Dominicans from colonialism, Spaniards uphold other long held stereotypes regarding Dominican workers. Many Spaniards view Dominicans and other immigrants as responsible for taking jobs away from Spanish employees. Dominican women retain many negative connotations, arising out of “feminization and racialization” in Spain (Fitzpatrick, 2013, p. 36). Spanish perceptions of Dominican workers in turn restrict employees from advancing in their fields.

Correspondingly, Dominicans are at a disadvantage in Spanish employment relations because they often cannot economically succeed on their own. Dominican workers, especially women, often depend on Spanish partners to achieve success in the workplace (Fitzpatrick, 2013, p. 36). This demonstrates how Dominican workers rely on Spanish influence to enhance their careers in Spain’s workplaces. Overall, Spanish Dominicans experience many disadvantages in Spain, regarding employment opportunities and advancements. Analyzing the treatment of Dominicans in Spanish employment relations is important in understanding modern interactions between these two distinct groups.

In comparison to the Dominican Republic, Spanish influence in the Dominican Republic does not owe to modern migrant workers. The original migration of Spaniards to the Dominican Republic corresponds with the original arrival of the Spanish regime and Christopher Columbus at the end of the 15th century. The initial Spanish influence in the Dominican Republic strongly shaped employment and labor relations in the 16th century through slavery. Spanish Slavery strongly influenced Dominican labor relations as thousands of Africans were originally transported to the island to grow sugar (Howard, 2001, p. 23). Spaniards affected the market economy of the Dominican Republic by exploiting African labor through slavery.

In addition to shaping the Dominican economy through slavery, the Spaniards also had a strong impact on workplace culture in the Dominican Republic. The Spanish imperialists also affected how Dominican workers viewed each other, as well as Spaniards. Many Dominicans viewed societal superiority based on “lighter skin, catholic beliefs, and overall Spanish heritage” (Howard, 2001, p. 23). By treating Dominicans as inferior through slave culture, the Spanish migration affected how Dominican workers interacted with each other in the mid-16th century. Spanish imperialism in the Dominican Republic introduced racial ideology to Dominican employment relations. Along with originally influencing the Dominican workplace and culture through imperialism, the Spaniards still maintain unfair treatment in the Dominican Republic.

Interestingly within labor relations, the Spanish influence benefits the Dominican market structure. One of the major industries within the Dominican Republic that Spain contributes to is the hotel industry (Fitzpatrick 2013). Since the Dominican economy primarily focuses on foreign industry influence, Spanish firms benefit from international business opportunities in the Dominican Republic (Fitzpatrick 2013). By investing in Dominican companies, Spain acquires its economic power over employment relations in the Dominican Republic. Additionally, long held Spanish ideologies about race and ethnicity continue to influence the Dominican workplace. The belief about “*la Hispanidad*” from the Spanish era of Francisco Franco focuses on racial superiority of European Spaniards in Dominican society and the workplace (Fitzpatrick 2013). In sum, Spain continues to influence the Dominican Republic’s employment Relations through investments and prejudices regarding race in the workplace.

Along with analyzing the modern economic and political interactions between the Dominican Republic and Spain, it also makes sense to consider Dominican labor relations with

the United States if one is to understand modern Dominican employment systems.

Understanding commerce between Dominican Republic and Spain describes how the countries are not as economically connected as during Spanish imperialism. Overall, the United States generally maintains stronger economic influences with the Dominican Republic in modern times, rather than Spain.

The Dominican Republic and Spain affect each other in different ways through migration and modern influences between both countries. Dominicans born in Spain experience hardship and prejudice in the workplace, as well as difficulties advancing their careers, and their disadvantage reflects the long held relationship dating to Spanish imperialism (Fitzpatrick 2013). Spaniards that interact with the Dominican Republic primarily view the country as an economic investment (Fitzpatrick 2013). Hence, Dominicans and Spaniards share a complex level of economic influence and migration influences on each other.

Chapter 5

Comparison Summary: Similarities and Differences in Dominican and Spanish Employment Relations Systems

Labor and employment relations appear very different between the Dominican Republic and Spain. However, the long held historical connection between the countries still impacts their overall market economies. **Figure 8** describes the key analytical ways that compare employment relations practices in the Dominican Republic and Spain. In comparison to Dominicans, Spaniards still contain many economic advantages in the Dominican Republic. **Table 2** is another Key Summary Table describing the Similarities and Differences in Spanish and Dominican Modern Employment Relations Systems. Since markets in the Dominican Republic depend on international influence, the Spanish invest in growing Dominican industries (Fitzpatrick, 2013). Additionally, the Spanish also maintain influence in the Dominican Republic with respect to racial ideologies in the workplace. Overall, Dominican and Spanish influences affect modern labor relations within both countries.

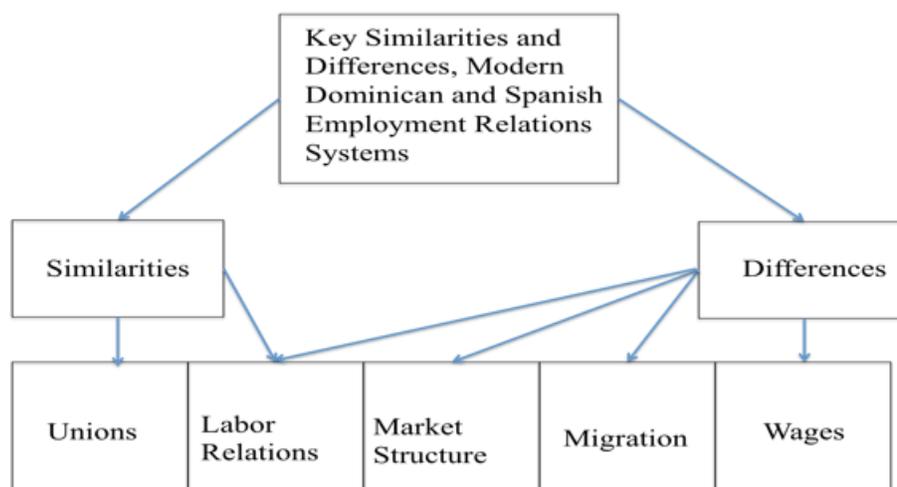


Figure 8 Key Analytical Comparisons between the Dominican Republic and Spain

Spain	Dominican Republic
Similarities	
<i>General Similarities</i>	
Historical Connection: Spanish Colonialism, Imperialism, Slavery from the 16th Century	
Minimal Opportunities to advance Modern Labor and Employment Relations; Workers in both countries are attempting to improve collective voice and workplace conditions	
<i>Unions</i>	
Limited and Low Union Representations; however Unionization is Legal and utilized by certain groups of employees	
Weak Collective Bargaining Power among employees	
Unions attempt to create a balance in power between workers, employers, and management	
Collective Bargaining is enhanced by specific European Union Works Councils	Collective Bargaining corresponds to Dominican Labor Codes
70 Percent of eligible Spanish workers vote in union elections	Union elections occur in the Dominican Republic however participation is moderately low
<i>Labor Relations</i>	
Workers are attempting to reduce the differences in power with employers	
Employees are also working towards specific workplace reforms and changes, within either the corporate or manufacturing industries	
Workers primarily utilize the “Tripartite” System that represents employees, management and the Spanish Government	Dominican Employment Relations consist of employees, and management, along with governmental policies
Generally High Unemployment rates due to the Spanish Economic Recession from 2008	Generally High unemployment rates due to the Dominican Republic’s current economic state as a Third World Developing nation
Differences	
<i>General Differences</i>	
Spain is a very Industrially developed nation	The Dominican Republic is a developing Economy
Historically Spain was a colonist and imperialist country in the Dominican	As seen with the <i>Labor Theory of Value</i> , the Dominican Republic was not the most

Spain	Dominican Republic
Republic	productive or economically beneficial Spanish-Caribbean territory
Spain is more self-reliant and corporate	The Dominican Republic is very dependent on global affairs and international relationships
Spain's workplace productivity affects its own market structure	The Dominican Republic's workplace productivity affects its own market structure
<i>Labor Relations</i>	
Spanish Unions correspond with global affairs and policies, such as through the European Union	Many regions in the Dominican Republic are Free Trade Zones, and are influenced by the government
The Spanish economy allows management to maintain a strong amount of control over workers	In the Dominican economy, some employers to maintain less direct control as many occupations are home based
Spanish employers are very authoritarian and focus on policies that specifically benefit their businesses	Dominican Employers are less Authoritarian and corporate, and in turn focus more on communal and family businesses
The European Union is also very beneficial in contributing to specific employment relations in Spain	The Dominican Republic is dependent on its foreign relationships with countries such as the United States in shaping employment relations practices
<i>Market Structure</i>	
Economy is growing and expanding for new opportunities	Third World and Developing Country, limited unions and wage protections/benefits
Unemployment affects Spanish workers who are very self-reliant / individualistic	Specific internal employment relations affect the overall treatment of Dominican employees
<i>Wages and Poverty</i>	
Wages correspond to specific regions, locations and Spanish provinces	Wages are more stagnant throughout Dominican provinces, and are more beneficial within certain business occupations
Wage differences result from whether the employee works within the private or	Wage Differences correspond to international relations and affairs; this

Spain	Dominican Republic
public sector, specifically the Spanish government	dependency on global relations limits occupations in the Dominican Republic with high wages
Significant deregulation within the Spanish economy and less legal protections from employment laws	Very high unemployment rate, low wages, and high poverty
Women experienced higher unemployment rates and lower wages than men within the same occupations	Women are in occupations that correspond more with home life rather than industrial/corporate sectors
<i>Migration and Modern Influences</i>	
Dominican Immigrants in Spain migrated to the country and Europe in the 1980's and 1990's	Dominicans mainly arrived in Spain during the end of the 20 th century; hundreds of years after the arrival of the Spaniards in Hispaniola
Original Migration of the Spanish to the Dominican Republic focuses on the arrival of the Spaniards in Hispaniola at the end of the 15 th century	Dominican Slaves were brought to the island in the 16 th Century as a cheap source of labor
Spain maintains economic influence in the Dominican Republic by investing in projects, such as the hotel industry	Both Dominicans and Dominican-Born Spaniards maintain a hierarchy of social superiority resulting from lighter skin and Catholic beliefs; this originates from Spanish and European culture
Spanish-Born Dominicans experience little authority in the workplace; they also are often subject to prejudice, discrimination in the workplace due to their African heritage / culture	As described, the Hotel Industry in the Dominican Republic represents Spanish authority; the Spaniards use the Dominican Republic as an investment opportunity

Table 2 Key Summary Table 2: Similarities and Differences between the Dominican Republic and Spain's Employment Relations Systems

Chapter 6

Methodologies

The methods conducted in this analysis of employment relations between the Dominican Republic and Spain correspond with the variables analyzed in this study. The first main form of methodology was through available data and academic articles. These articles all contained large amounts of key information pertaining to the historical link between Dominican and Spanish workers. By reviewing current academic journals through the Penn State Library Database, it became apparent that the initial link between the two countries was employment relations dating to Spanish colonialism.

Additionally through these academic articles, another component of the methodology section was finding and analyzing key similarities and differences between Dominican and Spanish employment relations' structures. The main way these comparisons were developed was recognizing key components of employment relations' structures. Aspects such as unionization, market structure, wages, collective bargaining and employee voice, were essential in comparing international labor structures.

Another way that employment relations systems between the Dominican Republic and Spain were analyzed was by examining slavery as the initial economic connection between the two countries. Slavery represents the initial interactions between the Dominican and Spanish. Analyzing the conditions of Dominican slavery was necessary in understanding how both Spain and the Dominican Republic evolved their labor systems to modern times. Additionally, slavery was used in comparison to aspects within employment relations, such as unions, wages, and economic conditions. Slavery described how the Dominicans worked for Spanish masters who benefited from free labor. This in turn also laid a basis for how the original employment and

labor standard between the Dominicans and Spaniards evolved toward in their current in their interactions.

Another component of the methodology consists of an interview with an American professor with expertise regarding labor systems. The interview consisted of simple questions that allowed the professor to describe their knowledge on the comparative employment relations structures between the Dominican Republic and Spain. The interview was about twenty minutes in length and provided the primary investigator an opportunity to learn more about Spain and the Dominican Republic with an academic focus. Similarly, the interview provided a basis for the researcher to understand more about the modern and historical connections that shape employment relations in each country. It became evident through the interview that the Dominican Republic and Spain became more dissimilar since Spanish imperialism, mainly due to political, legal and economic developments. Hence, the interview with an American professor regarding employment relations in Spain and the Dominican Republic provided a basis for analyzing the growth in each country's labor structures.

Chapter 7

Results

The results from an interview with an American Professor of expertise indicate how employment structures in Spain and the Dominican Republic are interconnected. The interview questions focused on how employment relations systems in these two countries are seen both through their long historical connection and in modern times. By analyzing the results from the interview, it is evident that labor and employment structures between the Dominican Republic and Spain developed and became their own unique systems.

Concerning employment relations' factors, the results from the interview indicate that perceptions on labor relations develop over time. The American Professor described how employment relations systems change due to “economic factors, political factors, cultural factors, legal factors and historic factors.” In understanding the connection and changes within Dominican and Spanish employment relations, it is important to analyze these components.

Economic factors relate to market structure, along with commerce between the Dominican Republic and Spain. Political factors focus on government, such as how the Spanish regime interacted with Dominicans during imperialism and colonialism. Cultural factors depict how customs and beliefs between the Dominican Republic and Spain interact through commerce and intercommunications. Legal factors focus on how employment law, unionization and workplace protections affect Dominican and Spanish management. Additionally the ability among workers to protest in both countries is affected by legal components. Lastly, the historic factors also influence changes in comparative employment relations systems. Historic aspects indicate how cultural beliefs, politics, and economics led to developments regarding employment within Spain and the Dominican Republic. Employment relations changed and grew between the

Dominican Republic and Spain due to factors that affected the internal labor systems between the two countries.

The data also reveals how Spanish imperialism corresponds to the development of labor standards in the Dominican Republic. The American professor stated how Spanish “imperialism” influenced economic conditions between the Dominican Republic and Spain, “which shaped employment relations” between the two countries. Therefore, Spain’s authority in the Dominican Republic affected the initial role of Dominicans as slaves within Hispaniola. Furthermore, the American professor noted how there was “a long period of colonization” between the Dominican Republic and Spain. The length of interaction between Dominicans and Spaniards between the 15th and 19th centuries is important in recognizing that the countries were economically and politically connected for hundreds of years. Therefore, it is clear from the interview that employment and labor between Spain and the Dominican Republic describes imperialism until Dominican independence.

Along with the length of interaction between the Dominican Republic and Spain, the results also show that specific economic and legal components corresponded with Spanish imperialism. The American professor mentioned that one of the key exports from Spain during colonialism was the “textile industry.” The professor further stated how the Spanish government wanted to avoid economic “competition” from rival countries, including its “own colonies.” Therefore the monetary goals among the Spaniards were notable influences in how they dealt with Dominicans. The interviewee also mentioned that the Spanish developed a legal system that attempted to prohibit industrial growth within its territories throughout the Americas. Hence, rather than allowing the Dominican Republic to grow economically through its sugar plantains, it is clear that Spain limited exports from Hispaniola. Thus, economic growth within

the Dominican Republic related to Spanish influences based on the historical legal systems implemented by the Spaniards.

The Dominican Republic and Spain also differ based on levels of industrialization and economic development. Historically, Spain is often viewed as much more developed and industrial than its former Latin American colonies, such as the Dominican Republic. The American professor noted that “modern employment relations systems” correspond specifically with their “levels of development.” In the Dominican Republic, the dependence on foreign investments affected the country’s overall economic and market growth in comparison to Spain. The American professor further quoted that the “legal systems in a developed European country” would not reflect the same business practices of an “underdeveloped Latin American” nation. In the Dominican Republic, the informal sector of the economy also contributes to market enhancement as workers often produce goods and exports. Hence, market conditions within the Spanish and Dominican economies coincide with industrial differences between the two countries.

The results from the study also primarily describe modern differences, rather than similarities, between the Dominican Republic and Spain developed since the era of Spanish colonialism. In understanding the modern differences between the two countries, it is necessary to analyze different forms of growth between the countries. The American professor described how differences in the two countries relate to specific “levels of development.” Development relates to market structure and economic growth within the two countries, along with political systems. The professor further remarked how it is unbeneficial to take the “legal system” from a “Latin American country” and apply the customs towards a developed European nation. In the case between the Dominican Republic and Spain, it is evident that these two countries contain

this exact difference in legal systems. The Dominican Republic is far less economically developed in comparison to Spain. Hence, the data helps further describe how the “Dominican labor systems differ from those of Spain. Interestingly, the American professor also argued that the Dominican Republic interacted economically and through commerce more with the United States than Spain. The professor stated that the “Dominican Republic is closer to the United States” geographically. This allows the American economy to maintain a greater influence in the Dominican Republic in current affairs.

The results from the interview also further describe how the current economic conditions and poverty within the Dominican Republic reflect a key modern similarity between the Dominican Republic and Spain within employment relations. Originally, Spain’s industrial and economic conditions were much more advanced than the Dominican Republic, especially during its colonialism within the island of Hispaniola. The interviewee mentioned this is again due to the authority Spain maintained over “textiles” and the “garment” industry in the Dominican Republic and throughout Latin America. However, due to the modern recession in Spain, it is evident that Spanish economic strength has diminished towards a level similar to the Dominican Republic.

The professor quoted how prior to the “Spanish 2008 economic crisis,” Spain was a “European country” with many “formal protections and benefits.” However, following the crisis, Spain’s economy changed and reflected a much more informal market structure, as in the Dominican Republic. As with Dominicans, Spanish poverty grew due to changes in employment opportunities. Most importantly, the interviewee depicted how “informality” reflected modern employment systems in both countries. Due to the Spanish Economic Recession from 2008, it is clear that the overall economic and market structure is not as efficient as it previously was. The

growing informal sector of the Spanish economy increasingly corresponds with the structure found within the Dominican Republic. In understanding the modern key similarity between Dominican and Spanish employment systems, informality and market structure reflect labor relations in both countries.

The information collected from the interview revealed the importance of unionization on employment relations systems in the Dominican Republic and Spain. Within comparative labor relations, it is evident that unions relate closely to political, economic, and legal components within corresponding countries. Regarding Dominican and Spanish employment standards, the results from the interview depicted how unions influence “wages, benefits, working time” based on laws and collective bargaining agreements. Hence, unions play a key role in understanding how collective voice affects the role of representatives in employment relations from the Dominican Republic and Spain.

Along with simply enhancing the benefits and protections for Dominican and Spanish workers, unions also affect workers both locally within their respective countries and globally. The interviewee mentioned that unions can influence employment relations in Spain and the Dominican Republic both at a “workplace and national level.” The workplace primarily corresponds to the benefits that workers receive based on union legislation and protections. The national level, as the data reveals, represents “mobilizations” among unions for better collective bargaining standards and voice. Therefore, the role of unions are important in Spain and the Dominican Republic as they specifically lead to growth and development in employment relations systems. The American professor in turn argued that union workers are also specifically responsible for changes in Dominican and Spanish employment relations. The power of unionized workers indicates how collective bargaining can change labor laws and

policies. Overall, the results from the study depict how Dominican and Spanish union workers affect how employment relations grow.

The results from the interview study help understand comparative employment relations systems between the Dominican Republic and Spain, and confirm my findings as well. Spain and the Dominican Republic maintain a long held historical connection from Spanish imperialism up until modern times, as demonstrated from the study. Factors such as the legal context, economic market structure, and unionization supplement the historic relationship between Dominican and Spanish workers. Additionally both the growing differences, and certain similarities, are clearly seen among Dominican and Spanish employees. While it is evident that the development in market structure and job opportunities cause labor systems to appear more different in both countries, the informal sector and poverty rates also contribute to similar infrastructure in Spain and the Dominican Republic. Hence, understanding different factors among Dominican and Spanish social, political and economic spheres from the data indicate how employment relations are growing in each country.

Chapter 8

Discussion: Why Employment Relations between Spain and the Dominican Republic Appear More Different than Similar

After reviewing the results from the interview with the American professor, it became evident that the results from the data regarding Dominican and Spanish employment relations align with those found in the literature review. Hence, employment relations systems are much more different than similar between the two countries. In order to understand the data from the interview, it is important to review how the key components presented in the study connect with the opinions of the participant. These five variables are once again unions, labor relations, market structure, migration, along with wages and poverty found in the Dominican Republic and Spain.

With respect to unionization, the results from the study describe how unions are legal and beneficial both in the Dominican Republic and in Spain. As unions are one of the key similarities between Dominican and Spanish employment relations systems, the data from the interview corresponds with how workers utilize collective voice. As described by the American professor in the interview, the “Iberian tradition” found within “Spain and the Dominican Republic” affects “the role unions play through negotiations.” Therefore, the traditions within Spanish and Dominican culture reflect similar opinions surrounding unionization and how collective bargaining is incorporated into workplace agreements. The interview demonstrated how unions play a central role in both the Dominican Republic and Spain’s modern employment relations’ practices.

Additionally, the data from the interview describes how labor relations between Spain and the Dominican Republic establish the connection between the two countries’ similarities and

differences. Regarding labor relations, the interviewee's opinions depict how the two countries are similar specifically due to the "informal sector" of their economies. Given the informal sector within Dominican and Spanish labor relations indicate how both countries rely on local business structures but for very different reasons. As mentioned earlier, Spain experienced the effects of the Economic Crisis from 2008, which significantly affected the private sector of the economy. In contrast to Spain, the Dominican Republic's informal sector is primarily due to its developing economy along with its dependence on global trade. This corresponds with the American professor's view on differences in Dominican and Spanish labor relations systems, as he noted that "employment relations are dynamic and change." Labor relations between the Dominican Republic and Spain indicate how their employment systems are historically and culturally interconnected, yet both countries are currently developing their own structures.

Along with employment relations, the results from the interview describe how modern Spanish and Dominican market structures are much more different than similar. The main concept from the literature review regarding Dominican and Spanish market structures is that Spain is much more industrial while the Dominican Republic is a developing country. The viewpoints from the American professor coincide with these market-based conditions, as he mentioned, "the underdevelopment of the Dominican Republic relative to Spain" creates "considerable differences in employment relations' practices." Thus, the data from the interview recognized that the Dominican Republic is not as mature as the system found within Spain. The current economic market structures, as described by the interviewee, indicate that employment practices vary when comparing the Dominican Republic with Spain.

The information presented from the interview related also to differences in wages and poverty for Dominicans and Spaniards. Along with the growing informal sector found in Spain

due to the Economic Recession of 2008, Spanish wages were also affected by this economic change. The American professor described how “Spain was one of the hardest hit countries” following the Economic Crisis of 2008, which affected “unemployment” and in turn wages. Therefore, the economic conditions within Spain affected salaries and employment for Spanish workers.

Similarly, the professor also noted how wages in Spain changed because, after joining the European Union, Spaniards lost “their own” specific “currency.” Understanding the Euro is necessary in understanding differences in wages between the Dominican Republic and Spain, as the Spanish are dependent on how the European Union performs globally. Unlike Dominicans, Spaniards are reliant on the Euro’s strength when it comes to inflation and the minimum wage. Concerning Dominican wages, the American interviewee also mentioned that wages and employment opportunities are based on “garment exports.” In the Dominican Republic, exports reflect the strength of wages, as Dominicans are more dependent on foreign markets and free trade zones. Overall, wages and poverty in the Dominican Republic and Spain were reflected in the results from the interviews based on very different economic dependencies.

Lastly, as with wages, the results from the interview also reveal how Spain and the Dominican Republic contain different migrations and levels of influence with each respective country. As described, Dominicans in Spain contain much fewer economic opportunities than Spaniards do in the Dominican Republic. Interestingly, the professor went along with this idea of different influences by bringing in the United States. The American professor confirmed that the United States maintains stronger influences in the Dominican Republic “through stronger economic” means than Spain. The role the United States plays concerning migration and modern influence is important in understanding the employment relationship between the

Dominican Republic and Spain as Dominicans are more likely to interact with the United States due to geographic location. Hence, migration and modern influence between Spaniards and Dominicans corresponds with the data from the interview in that neither country maintains strong modern economic influences in the other.

It is also evident that the results from the interview correspond with the literature review on the Labor Theory of Value, specifically regarding the importance of Dominican and Spanish employees in the workplace. The interviewee noted how the “type of labor market” specifically affects employment relations for workers in countries, such as in Spain and the Dominican Republic. As the Dominican and Spanish market structures continue to develop, each country develops its own system for productivity. Therefore, the American Professor’s perspective demonstrated how different economic market structures affect production in both countries (Fuchs, 2017).

Similarly, the American professor described that employees are important in that “mobilization and collective” bargaining can immediately affect “millions of workers.” The Professor’s opinion regarding the importance of workers corresponds with Dominican and Spanish unionization. Since Spanish and Dominican are legally allowed to unionize, it demonstrates how certain employers recognize and invest in the value of their staff (Fuchs, 2017). Overall the results of the study align the Labor Theory of Value with the specific role Dominican and Spanish workers play in modern market structures and unionization.

The results from the data, along with information presented in the literature review, suggest that employment relations systems between the Dominican Republic and Spain are more dissimilar in modern times. The American interviewer’s perspective was crucial in understanding how Spaniards and Dominicans maintain fewer similarities and more differences

in their employment structures. As mentioned, the main research question is whether the long held historical link between the Dominican Republic and Spain still affects modern employment practices in both countries. The overall results demonstrate how employment relations between the Dominican Republic and Spain historically developed and now contain many more differences.

Chapter 9

Conclusion

Comparative employment relations describe how labor structures result in different labor systems based on specific locations. As demonstrated with the Dominican Republic and Spain, employment systems contain unique aspects based on geographic, cultural and historical components. Comparing the Dominican Republic with Spain depicts the relationship between a former imperialist nation and its colony. Understanding Spanish control over the Island of Hispaniola during its two occupations of the Dominican Republic reveals how Spain set labor standards that influenced the overall development of the country. Additionally, today's Dominican labor standards also describe how the country developed its own employment following Independence from Spain. Therefore, comparative international employment relations systems also depict how countries develop similar and different aspects partially based on specific historical interactions.

Labor and employment relations strongly affect workers in both the Dominican Republic and Spain. Concerning wages, hours and working conditions, the Dominican Republic is a third world developing country, while Spain is more developed and industrial. The Dominican Republic relies on exports, foreign relations and economic affairs. Spain is much more self-employed and self-reliant. Additionally, in the Dominican Republic and Spain, unions can form; however, they face limitations on their efficiency and effectiveness. Despite unions being legal in both countries, it is clear collective bargaining and voice are limited in providing workers the opportunity to share their grievance and improve their standing. Labor unions could be beneficial to the Dominican Republic and in Spanish companies in that they will help balance differences in power between employers and employees.

Overall, the Dominican Republic's current employment relations system relies on foreign influence as well as minimal union voice and opportunities, while Spain's labor relations are self-reliant and based within their country. By analyzing the unique views from both groups of people, it becomes clearer that the Dominican Republic and Spain still share common modern employment relations practices, but also at the same time many more differences.

As the long held historical link between the countries continues to fade in modern times, it is evident that Spain and the Dominican Republic differ in many aspects relating to labor and employment relations. However, it is clear both countries have similarities regarding union perception, interactions with management, and in certain respects market structure. These similarities between the Dominican Republic and Spain are important in understanding how culturally the two countries potentially align in their modern labor and employment relations practices.

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