

organizations—to provide the requisite community services, but above all to restore the bonds of community and a sense of active citizenship.¹⁶⁶

By placing knowledge workers further along the spectrum toward communitarian concerns and activities, the U.S. corporate agenda could achieve higher productivity levels in a knowledge society. Such a realization would entail corporate governance in the U.S. evolving in the direction of the EU-Japan communitarian model.¹⁶⁷

• The EU

In the EU, integration of the European market has been an overarching objective. The harmonization of government regulations and intervention in achieving this goal is accorded a significant role. Consequently, the communitarian markets in the EU are not driven by the U.S. style emphasis on economic efficiency. However, once the EU accomplishes economic integration, it is likely to shift from its relatively inward-looking market attitude to a wider, global marketplace perspective.

A fenced-in internal EU market may offer profit and job security to insiders over the short and medium term. It is hardly a sustainable scenario in the long run. The extent of market growth is limited by demand growth. Earlier in this century, an integrated and seemingly self-sufficient U.S. had coasted along by trading only a small proportion (7% to 9%) of its GDP. U.S. participation in the world economy since then has expanded considerably (to over 20% of its GDP in the early 1990s).

To spruce up corporate growth and profitability, EU corporations would have to scour markets outside the EU to score commercial success and source

¹⁶⁶Peter F. Drucker, *Post-Capitalist Society*, New York: Harper Business, 1993, pp. 173-8.

¹⁶⁷Derber, "Individualism Runs Amok in the Marketplace", *Utne Reader* (111), 1994, p. 116:
...at Saturn, the General Motors subsidiary [and joint venture between GM and Toyota] in Springhill, Tennessee... Saturn vests employees with a version of lifetime employment and empowers workers to co-manage and share decision-making power from top to bottom of the company while also making an unequivocal commitment to quality, which gives employees a sense of responsibility to customers. Social economics is thus good for business.