

SAMF Jahrestagung
Neue Regulierungsmuster von Arbeit
Berlin, 26. – 27. Februar 2015

**Mitarbeiterbeteiligung und sozialer Dialog in
Unternehmen im europäischen Vergleich –
Praktiken und ihre Auswirkungen auf
Unternehmensergebnisse und Wohlbefinden der
Mitarbeiter**

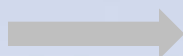
**Dr. Erika Mezger
Vizedirektorin Eurofound**

- Conducted in 2013
- Data at establishment level from managers and employee representatives
- Workplace practices with regard to
 - ▶ work organisation
 - ▶ human resource management
 - ▶ direct employee participation
 - ▶ social dialogue

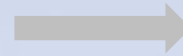
- What is the **incidence** of different workplace practices in European companies and how does it differ across countries and in terms of size, type, sector, etc.?
- How do different workplace practices **bundle** together?
 - ▶ What **types of organisations** can be identified with similar sets of characteristics?
- How are different types of organisation distributed across countries, sectors and size classes?
- What is the **relationship** between different types of workplace practices and **establishment performance and worker well-being**?

Results for workplace practices examined

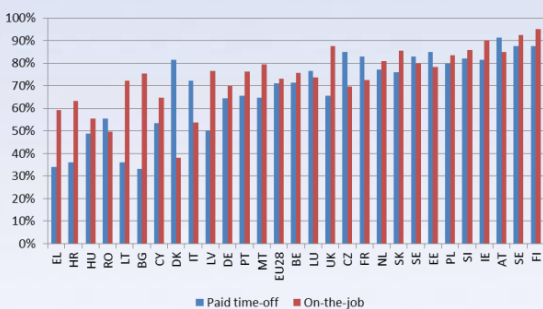
Incidence of individual practices



Bundles of practices – Types of establishments



Outcomes of different types

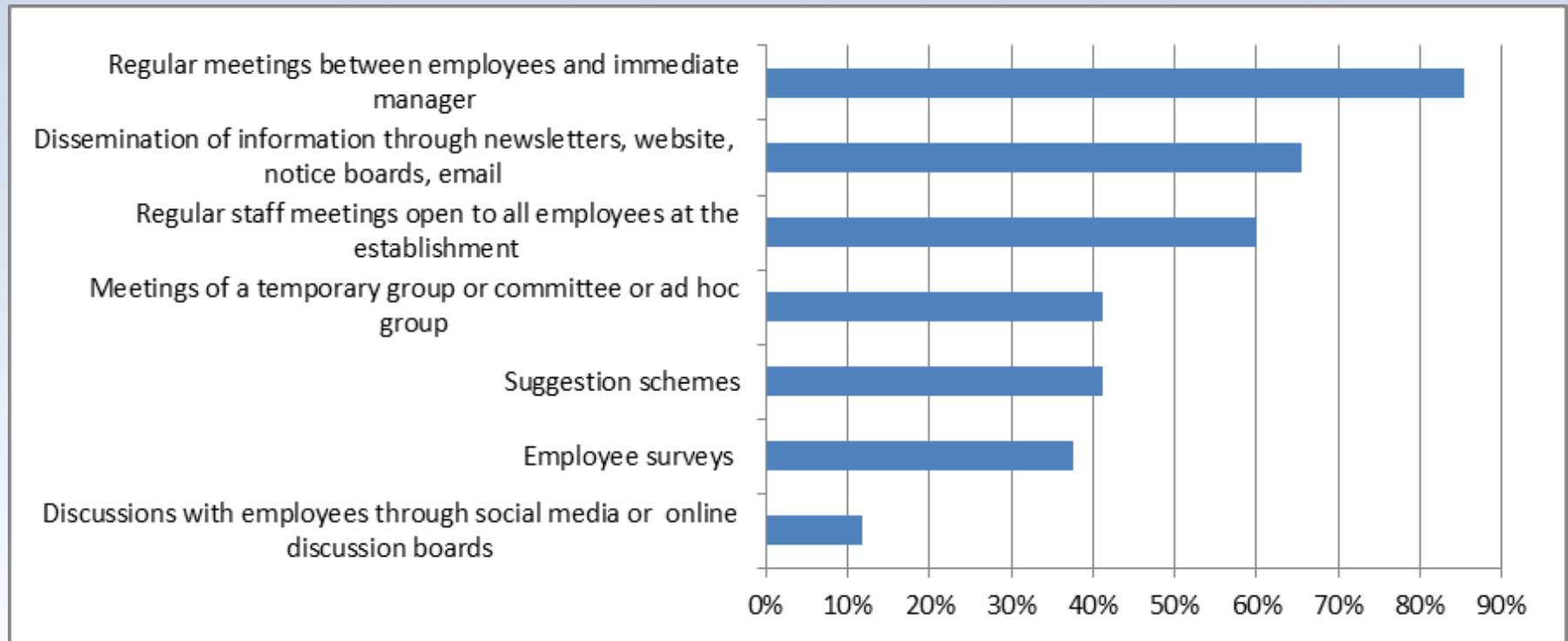


	'Selective'	'Encompassing'	'No training'	'On-the-job only'
Proportion of establishments	63	21	10	5
Time-off provided by the employer for training				
None at all	21	7	100	83
Low (less than 20% of workforce)	30	15	-	15
Medium (20% to less than 80%)	36	33	-	1
High (80% of workforce or more)	14	45	-	-
On-the-job training				
None at all	26	-	98	-
Low (less than 20% of workforce)	29	-	2	-
Medium less than 80%	43	14	-	2
High (80% of workforce or more)	2	86	-	98



DIRECT EMPLOYEE PARTICIPATION AND SOCIAL DIALOGUE

Instruments for employee participation (%)



- *Interactive* instruments are most prevalent, followed by *top-down* instruments, and finally *bottom-up* instruments
 - ▶ All instruments are used more widely in larger establishments than in smaller ones.
- In 48% of establishments employees are involved in joint decision-making and in a further 18% they are consulted
 - ▶ Involving employees in joint decision-making is more prevalent in larger establishments.
- The use of ad hoc groups is reported in 26% of establishments.
- Attitudes of management and the employee representation towards direct employee participation are generally positive, and tend to coincide.

Extensive and supported

57%

- Large number of instruments used
- Employees likely to be involved in joint decision-making
- Management attitudes very positive

Low effort and little change

28%

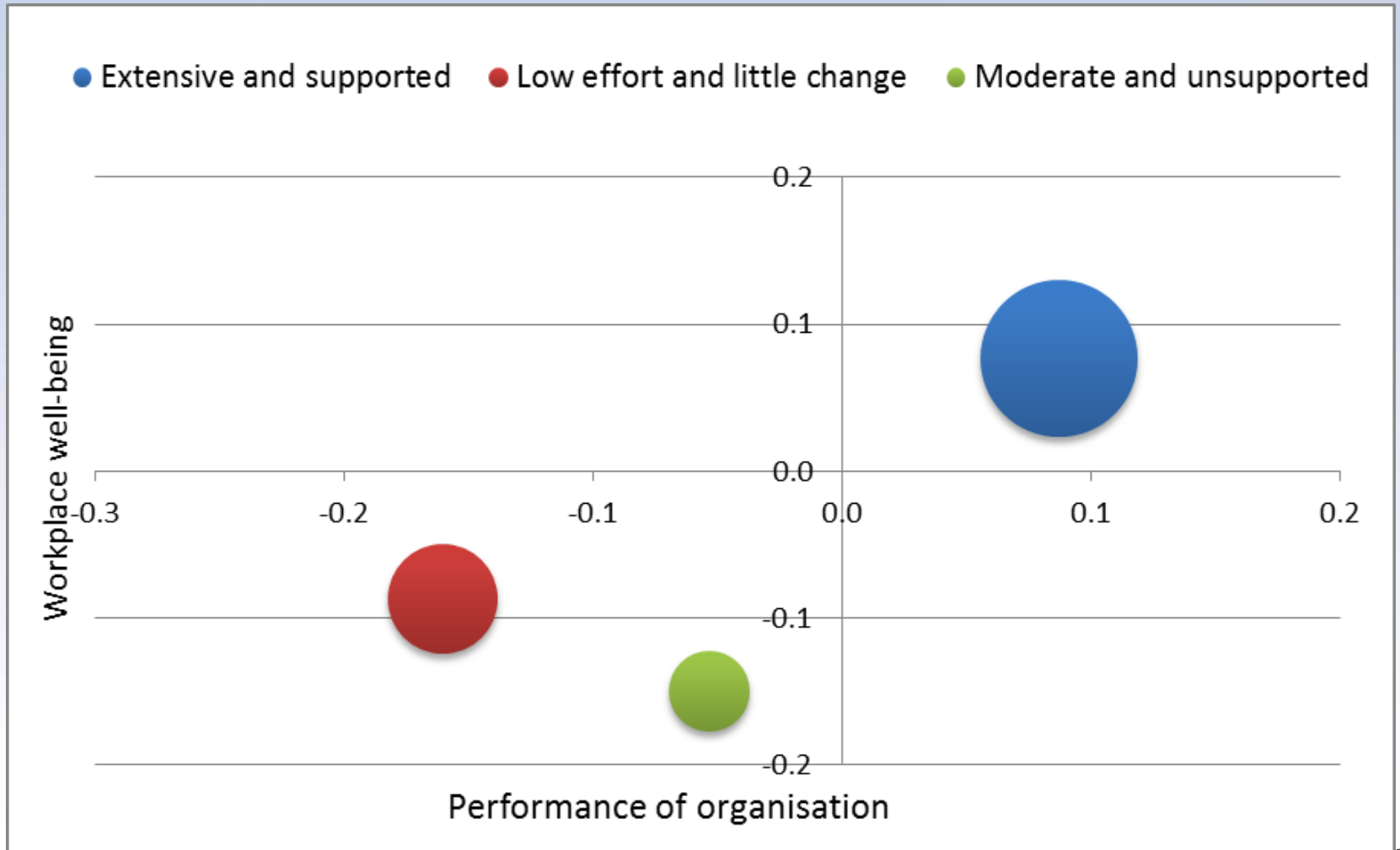
- No major change took place – no opportunity to involve employees
- Informed, not involved, where change took place
- Limited effort to enable involvement
- Management attitudes predominantly positive

Moderate and unsupported

15%

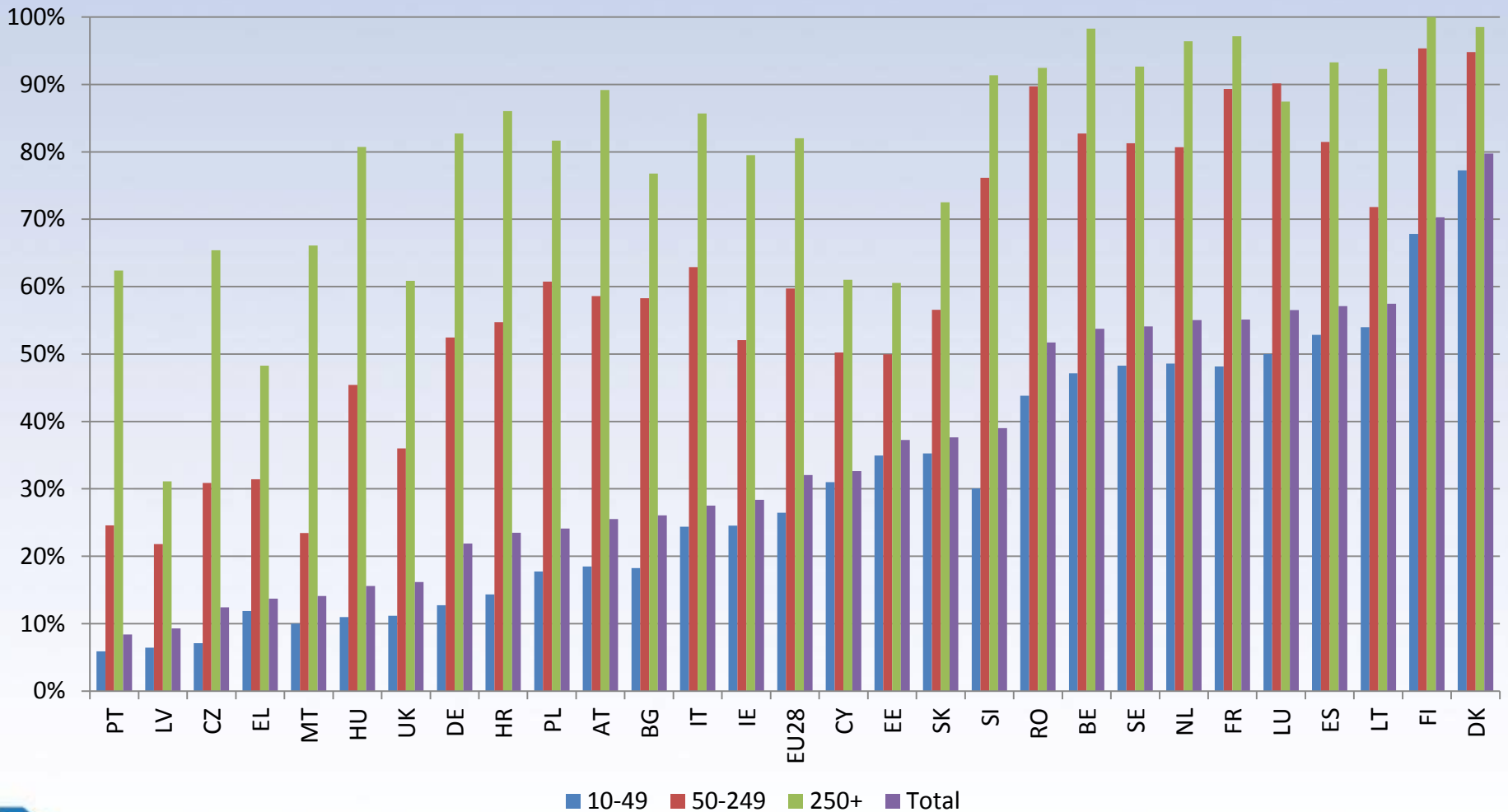
- Moderate effort to involve employees
- Management attitude often not very positive
- Consultation in 25% of establishments; joint decision making in 24%

Worker well-being and establishment performance of different types of organisation in terms of direct employee participation

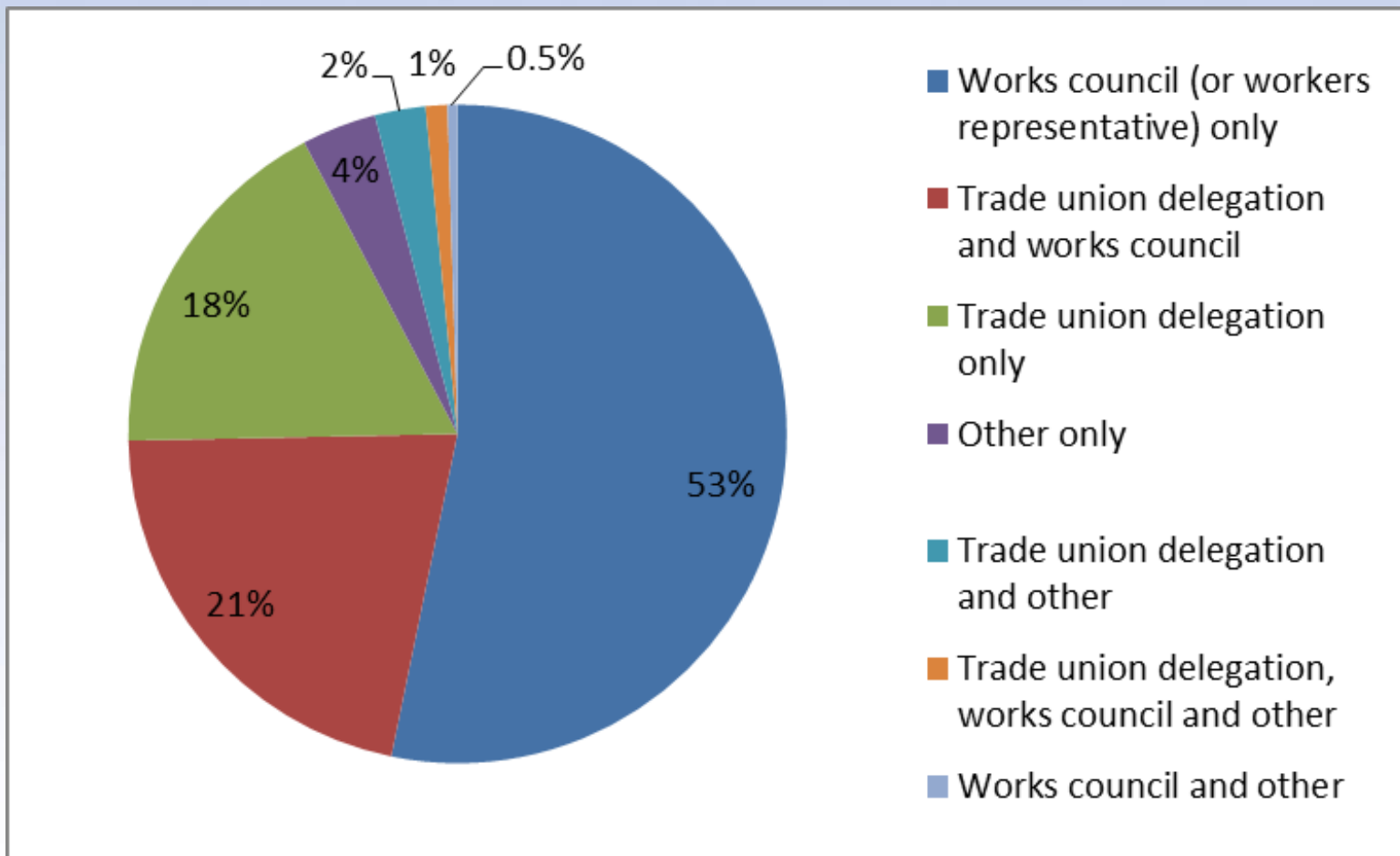


- Official structure for employee representation present in about one-third (32%) of establishments
- Large differences between establishments of different sizes, in different sectors and in different countries.
- 82% of large establishments have official structure, compared to 60% of medium-sized establishments and 26% of small establishments
- Structures for employee representation are most prevalent in establishments in financial services (44%) and industry (37%).

Presence of an official employee representation



Configurations of employee representation structures (%)



Resources of the employee representative

- 5% have insufficient time and another 6% are not to be allowed to use working time.
- 32% have received training
- 37% have access to external advice
 - ▶ Both the availability of training and of external advice varies greatly between countries.

Availability of information

- 75% received information on the financial situation
- 80% received information on the employment situation
 - ▶ Information provision is better in larger establishments
 - ▶ Country differences are quite pronounced.
- Employee representatives tend to be satisfied with the timeliness and quality of the information provided.

Level of involvement

- The employee representation is involved in joint-decision making in 58% of establishments (54% according to employee representatives)
- In around 30% of establishments the employee representation is not involved or informed only

Level of influence

- 50% report to have had some or a strong influence (17% reporting this) on the most important decision taken in the establishment in recent years.
 - ▶ Most influence on decisions with regard to occupational health and safety and working time arrangements and least influence on issues with regard to recruitment and dismissals and restructuring.

Trust

- 83% of employee representatives report to trust management
- 91% of managers report to trust the employee representation
 - ▶ In 76% of establishments mutual trust exists between management and the employee representation.

Work climate

- 84% of managers and 67% of employee representatives report a good or very good work climate.
 - ▶ Improvement reported by 31% of managers and 24% of employee representatives, deterioration reported by 13% and 26% respectively
 - ▶ Work climate tends to be better in smaller companies, and large country effects occur.

- In 16% establishments some type of industrial action took place in the three years preceding the survey
- 9% reported strikes lasting one day or longer
- 7% reported shorter work stoppages
- 6% reported work-to-rule
- 1% reported blockades
 - ▶ More prevalent in larger establishments
 - ▶ Most prevalent in the countries that have been hit particularly hard by the crisis (Portugal, Spain and Greece)

Extensive and trusting

39%

- Employee representatives comparatively well resourced
- High level of information provision and involvement in decision making
- High levels of trust
- Low incidence of industrial relations

Moderate and trusting

25%

- Not as well resourced and less information than in 'Extensive and trusting'
- Perceived level of influence on key decisions dramatically lower
- Less involved in organisational change
- Relatively high levels of trust and low levels of industrial action

Extensive and conflictual

24%

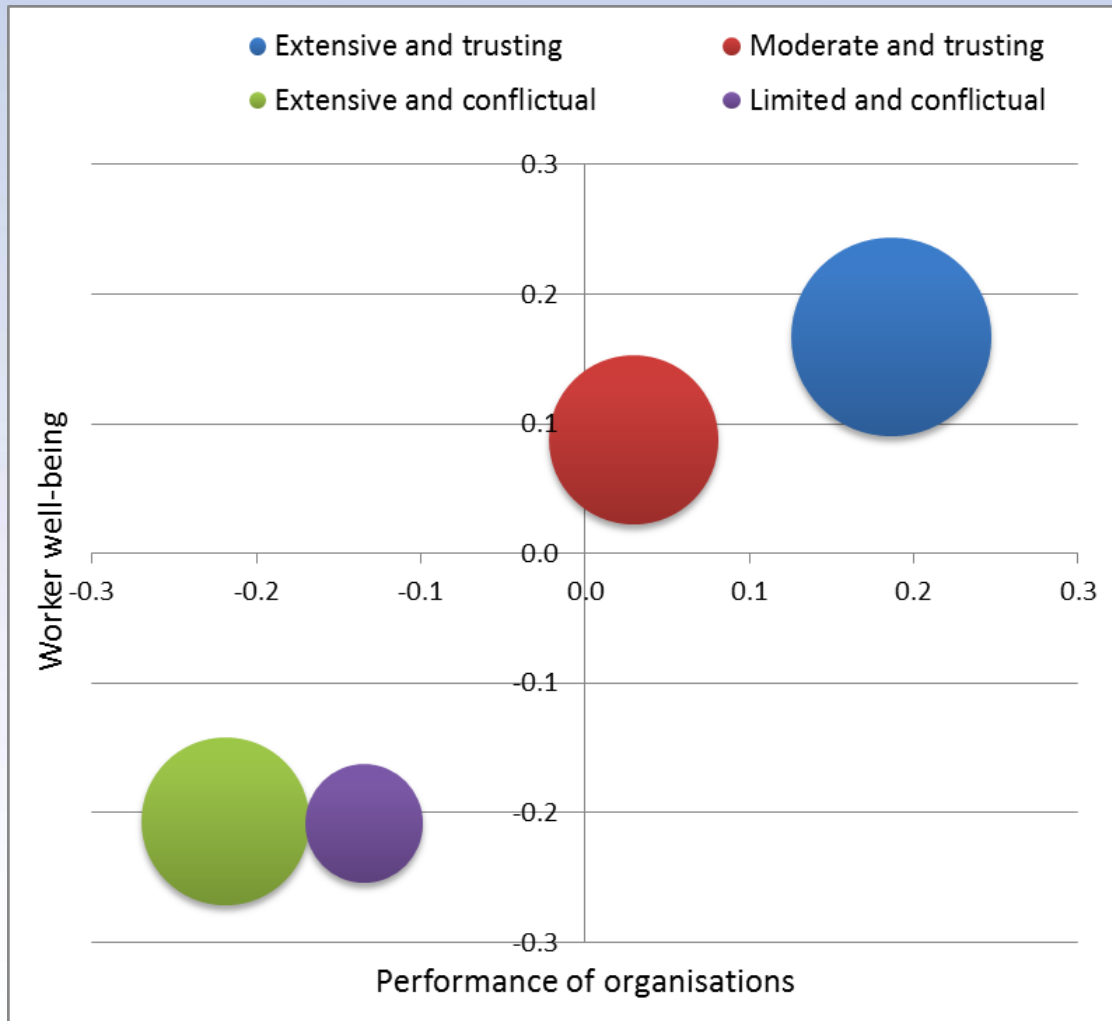
- Comparatively well resourced and same level of information as in 'Moderate and trusting'
- Involvement in decision making substantial, but lower than in 'Extensive and trusting'
- Trust in management second lowest; trust of management in employee representation lowest
- High level of industrial action in three years preceding survey (42%)

Limited and conflictual

12%

- Rather badly resourced and extremely low level of information
- Influence perceived as very limited
- Employee representatives trust management less than management trusts them
- Relatively high level of industrial action in three years preceding survey (34%)

Worker well-being and establishment performance of different types of organisation in terms of social dialogue



CONCLUDING REMARKS

- Despite the crisis, most managers (84%) and employee representatives (67%) report a 'good' or 'very good' work climate
- The vast majority of establishments have at least some instruments for direct employee participation in place.
- A majority of employee representatives report to have sufficient time to carry out their duties, 32% received training and 37% have access to external advice.
- The availability of resources for employee representatives varies greatly between countries.

- Just over half of establishments have a large number of instruments for direct participation, a high level of employee involvement as well as positive management attitudes toward employee participation.
- In line with previous research it is found that both performance and wellbeing are highest in this group.
- Social dialogue is functioning well in a fairly large proportion of establishments
- There also is a sizable group where a lack of resourcing and a lack of trust go hand-in-hand with a high likelihood of industrial action.
- Both this variability in the functioning of social dialogue and the uneven geographical spread of social dialogue structures across European countries are reasons for concern.



Launch of overview report: 30 March 2015



3rd
European
Company
Survey
2013



European Foundation for the
Improvement of Living and
Working Conditions



Third European Company Survey: First findings

> **résumé** <

"The crisis has only confirmed the necessity for change in the way we approach our social and economic challenges... If we are prepared to adapt to our fast-changing world, if we address today's social and economic challenges in a smart way, if we have the potential to unleash fresh waves of creativity and innovation and create new sources of sustainable growth and jobs, that's why innovation is a cornerstone of our Europe 2020 strategy for growth and jobs."

Joel Manuel Barros, at the launch of the Social Innovation Europe initiative, March 2014



Introduction

European companies have a key role to play in helping the EU reach the Europe 2020 targets of smart, inclusive and sustainable growth. How companies organise their work is important in facilitating innovation, improving performance and ensuring good job quality. Workplace innovation is increasingly recognised as a key source of growth, contributing as it does to developing human capital and boosting both creativity and productivity. The flagship initiative "Innovation Union" – part of the Europe 2020 Strategy – sees workplace innovation as complementary to technological innovation and a prerequisite for achieving smart growth. Industrial relations systems are crucial in shaping how companies meet these challenges. Countries with well-established social dialogue and industrial relations institutions tend to have better economic and social situations, and to be more competitive.¹

The third European Company Survey (ECS) maps practices in establishments with 10 or more employees across the EU28, and in the Former Yugoslav Republic of Macedonia, Iceland, Montenegro and Turkey. In all, over 30,000 establishments were surveyed by Gallup Europe, with a target sample size per country ranging from 300 to 1,650. Topics comprise work organisation, human resources (HR) practices, employee participation and social dialogue, and how these practices support "smart growth". Interviews were conducted in spring

¹ László Andor, European Commissioner responsible for Employment, Social Affairs and Inclusion, "Social dialogue – the cornerstone of European social model, not a luxury", speech, 10 April 2013.

Key findings

- Some countries have a high incidence of both innovative work practices and social dialogue structures
- Variable pay – in 63% of establishments
- Employees document good practice – in 62%
- Sick leave – 13% report high levels
- Innovation – 63% of companies reporting a good financial situation have innovated
- Skills – 30% of companies have difficulty finding staff with the required skills

2013 with HR managers, and with employee representatives (wherever possible). The third ECS provides new data on how organisations are organised – in particular, how employees and their representatives are involved in improving work organisation and work processes. In doing so, it aims to contribute to a better understanding of how to facilitate economic growth for Member States and better outcomes for employees. This résumé mainly describes the survey's first findings of practices in establishments dealing with market activities – mostly commercial, private-sector activities, excluding fisheries and agriculture. Practices in establishments managing specific public services (health, education and public administration) are described at the end of the résumé. Further analysis will examine whether and how specific bundles of establishment features combine and are associated with performance.

For more information
www.eurofound.europa.eu