

# Workplace innovation and the role of work organisation and HRM: results of the 3<sup>rd</sup> ECS and 5<sup>th</sup> EWCS

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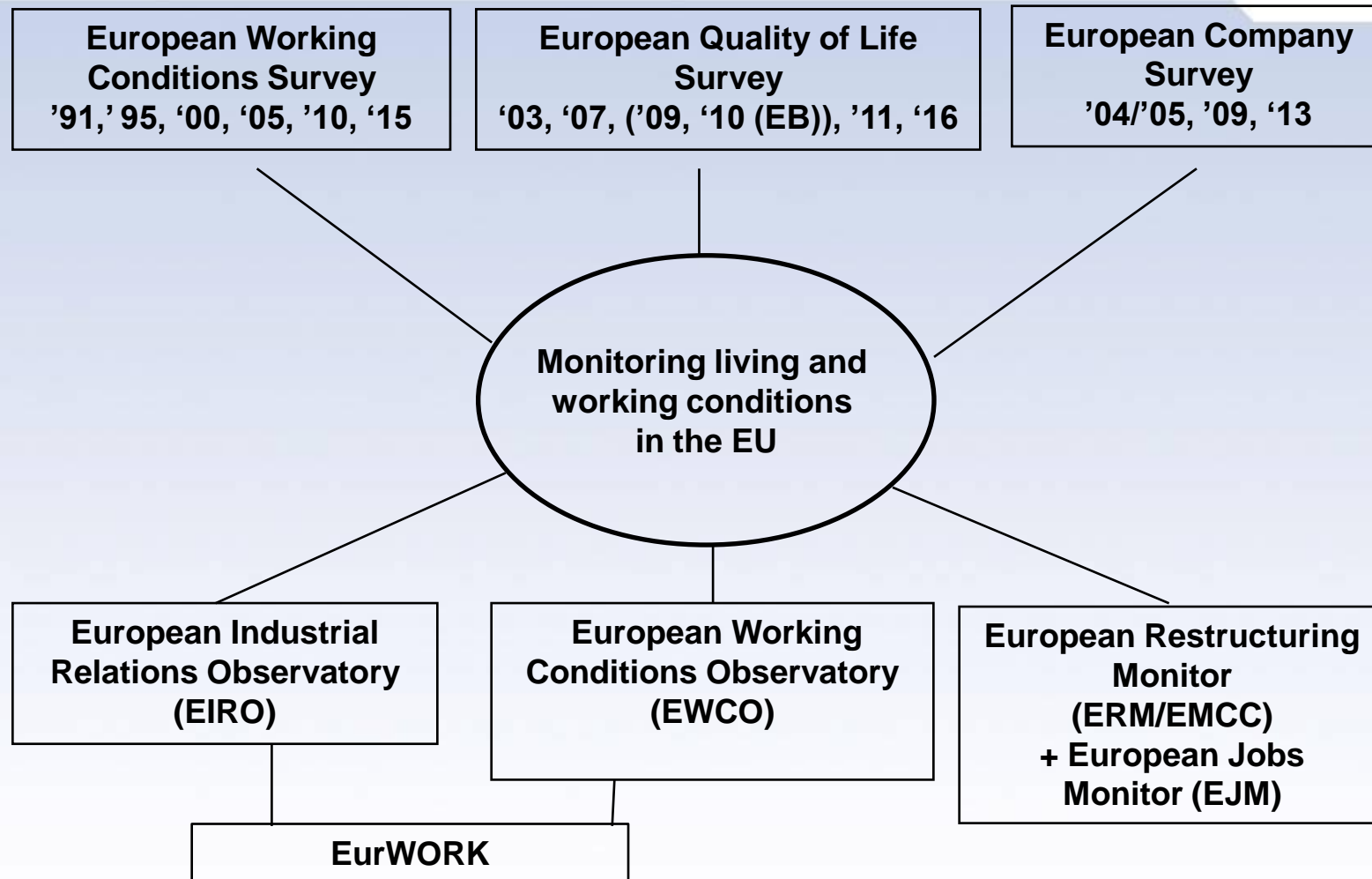
*How can we achieve health and satisfaction of workers thorough better  
organisation of work and better leadership*

*Brdo, 14 October ber 2014*

- Sustainability of work
- Tackling demographic change: more people at work for longer?
  - ▶ Sustainable work over the life course: try and ensure that more people can participate in the labour market and are **able and willing** to do so until a later age
  - ▶ It's the combination of different elements which make jobs sustainable
    - > multidimensional aspects of quality of work and employment
  - ▶ Changes throughout the life course
    - >Critical life events: child bearing and rearing, unemployment spells,...
    - >Needs can change throughout life (need for transitions)
  - ▶ The impact of work organisation and HRM



# Eurofound : comparative policy relevant research on living and working conditions



# What happens in Europe? Putting it into numbers...

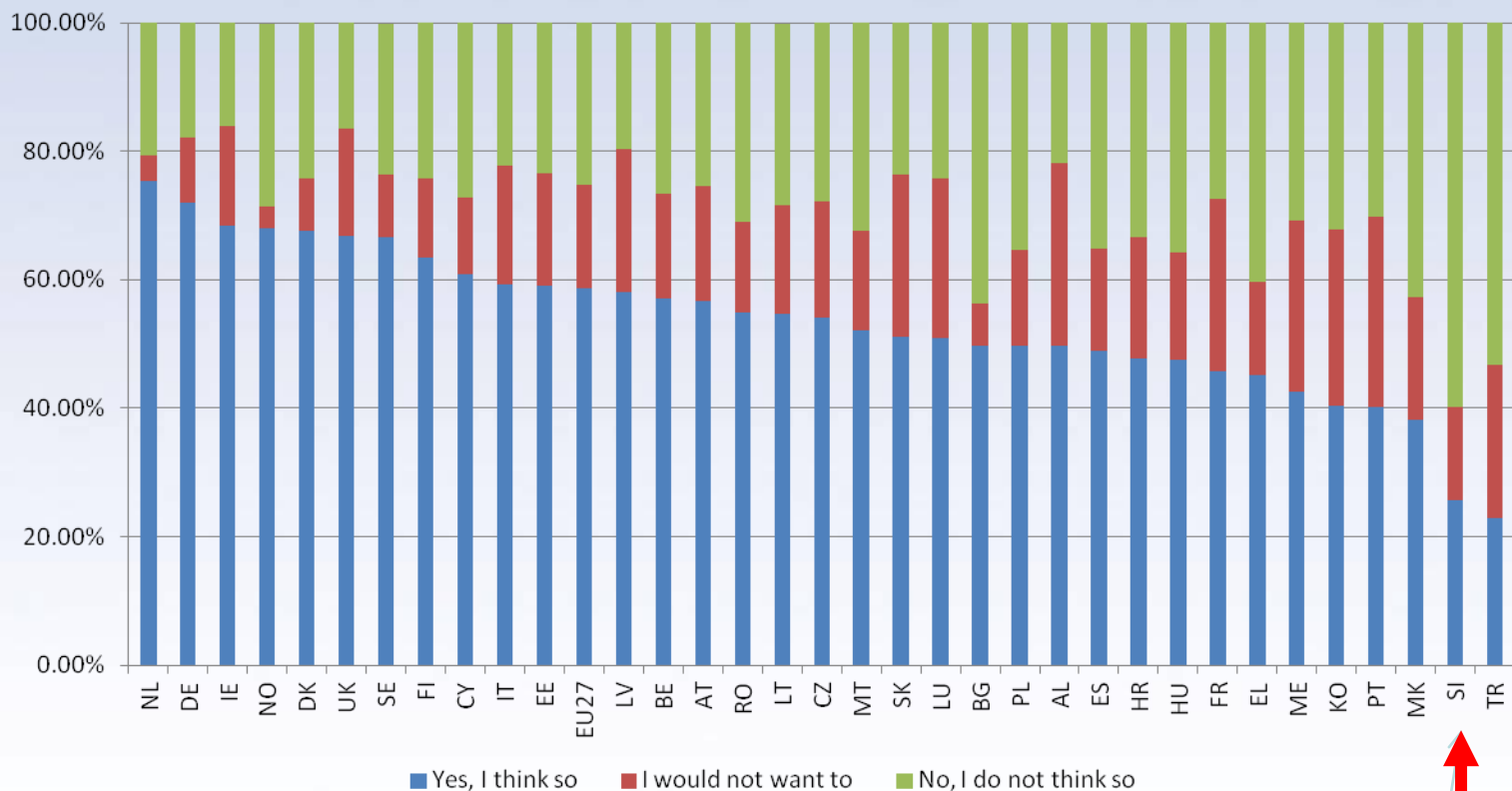
Knowing what happens in the different European countries, sectors, companies of different size and for different groups of workers :

- EWCS (2010) : survey of 43000 workers (face to face)
  - ▶ A wide range of aspects related to working conditions
  - ▶ work organisation, task rotation, (autonomous) team work, autonomy, work intensity, workplace involvement, training, working time, pay, physical and psychosocial risks, outcomes ...
  - ▶ Secondary analysis (Gallie/Zhou, 2013) on work organisation and employee involvement
- ECS (2013) : survey of 30000 managers and where possible official employee representatives (telephone)
  - ▶ Workplace practices and how they are discussed at local level
  - ▶ Work organisation, workplace innovation, (direct) employee involvement, social dialogue

## but going deeper: triangulation and debate

- Case studies : qualitative interviews
  - ▶ Case studies on ‘work organisation innovation’ (Cox, 2012)
  - ▶ Follow-up interviews in European establishments with both managers, employee reps as well as employees (TNO & IKEI)
    - > Identified through ECS : 60 case studies
  - ▶ Trying to dig deeper into workplace innovation
    - drivers of change ...
    - every story is unique : there is not a single ‘full success story’
    - it is about learning about the ups and downs, process of change & the ingredients which are conducive to make it work
- Debate
  - ▶ Between all policy actors and researchers in a multilevel environment
  - ▶ Reflection on the roles and possibilities of different actors : how can they complement each other, including subsidiarity

## Able and willing to do the same job at 60 ?



# Sustainable work?

## Factors which play a role (EWCS 2010)

- being able and willing to do the job until 60

Important determinants:

- autonomy plays its protective role, work intensity its deterrent role.
  - ▶ Karasek is important (job strain - / active jobs +)
- work-life balance
  - ▶ Incl working time autonomy
- cognitive dimensions of work
- involvement in workplace organisation/innovation
- social support from colleagues and managers
  
- But also important : intrinsic rewards
- violence and harassment, exposure to ergonomic risks, job insecurity associated with lower levels of job sustainability

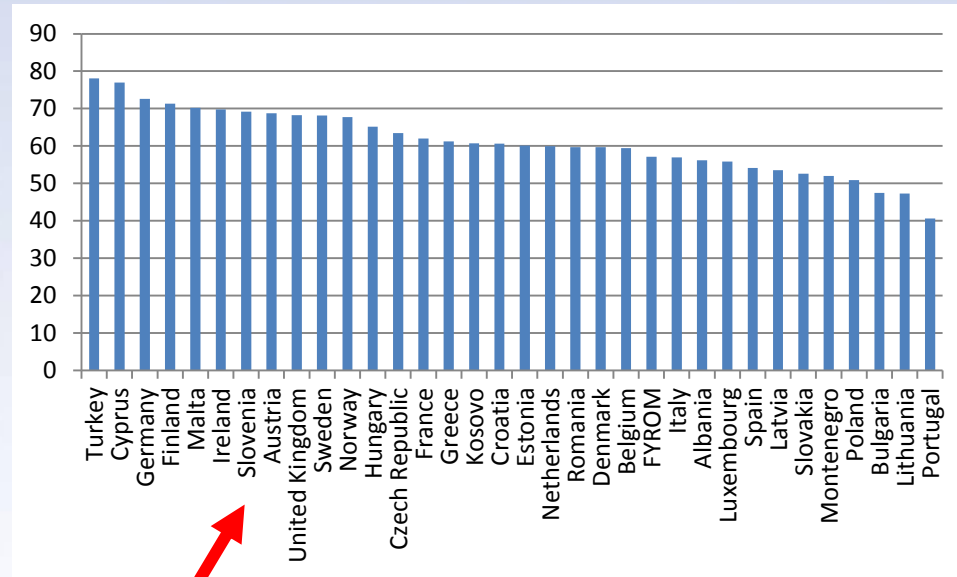
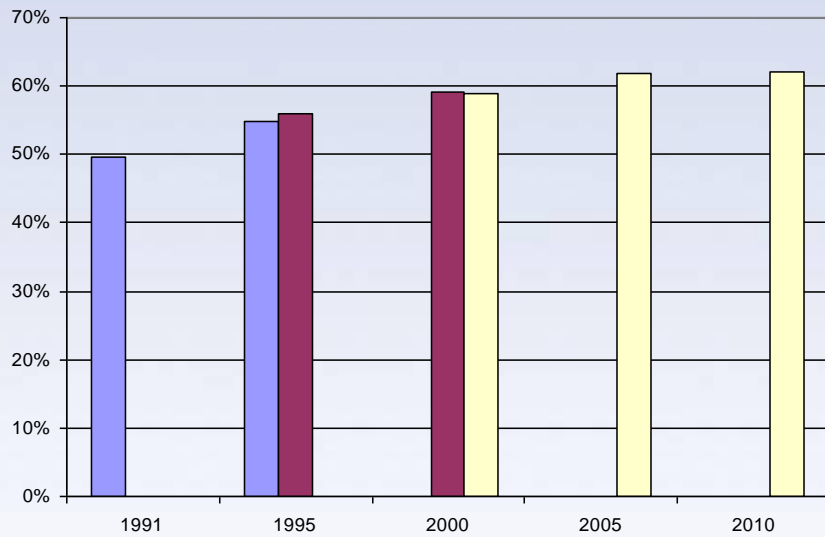


		Male	Female			Male	Female
<b>Autonomy</b>	Low	48	46	<b>Posture related index</b>	Low	77	69
	High	72	67		High	39	35
<b>Work intensity</b>	Low	64	61	<b>Career development possibilities</b>	Low	49	49
	High	51	50		High	66	64
<b>Worker participation</b>	Low	46	47	<b>Work life balance</b>	unfit	47	42
	High	70	65		fit	62	62
<b>Work well done</b>	Never	43	44	<b>Learning new things</b>	Low	49	49
	Always	63	60		High	63	60



# Trends and country comparisons in work intensity

## -Tight deadlines (at least 1/4 of the time)



# Employee participation – secondary analysis of the 5<sup>th</sup> EWCS by Gallie and Zhou

- *Task Discretion :*

**Task Discretion Index = being able to choose or change :  
order of tasks + methods of work + speed or rate of work**

- *Organisational Participation :*

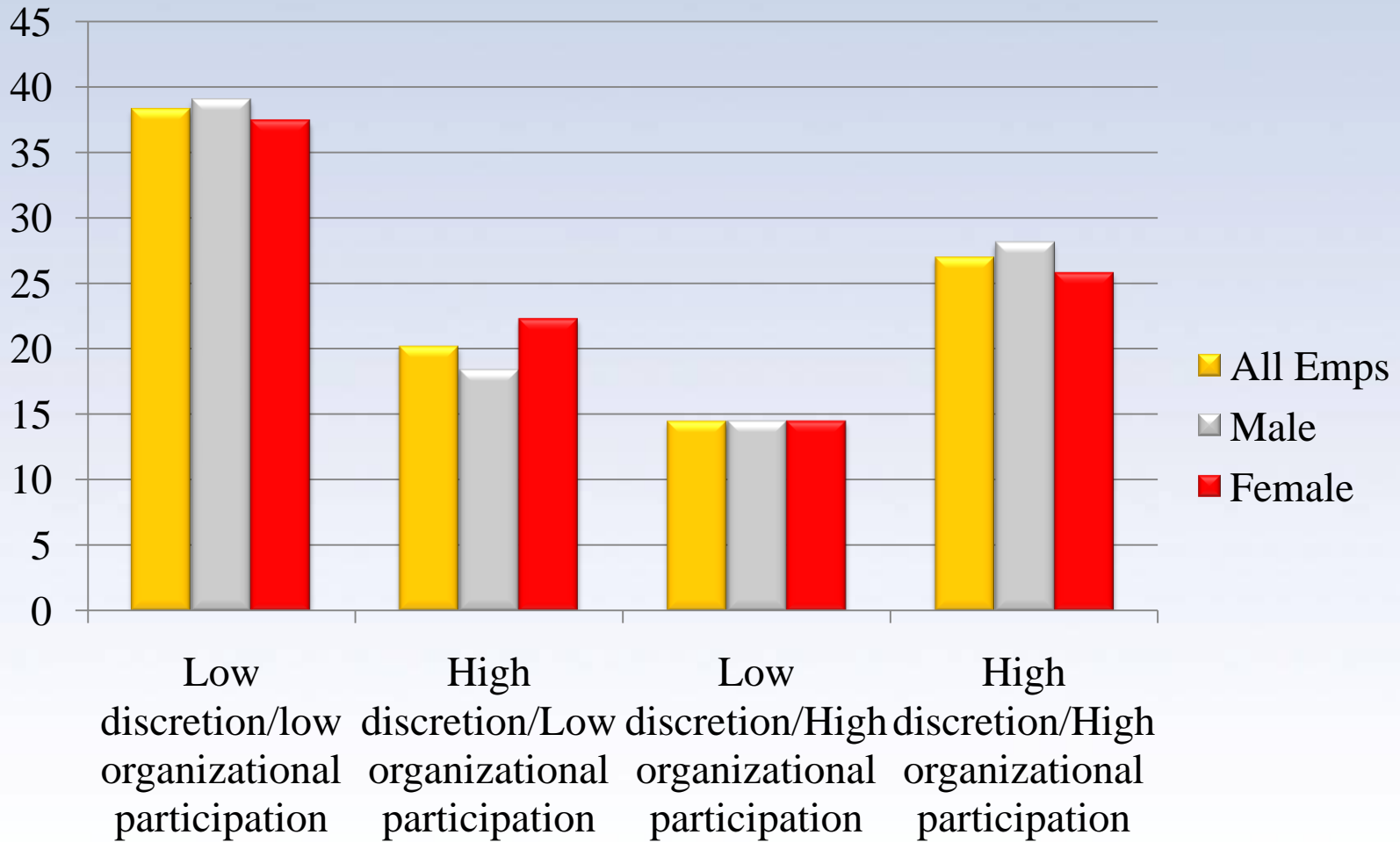
**Organizational Participation Index = being involved in improving the  
work organization + able to influence decisions important for your work**

- *Types of employee Involvement:*

- **High involvement organizations (high TD and high OP)**
- **Consultative organisation (low TD and high OP)**
- **Discretionary organisation (high TD and low OP)**
- **Low involvement organisation (low TD and low OP)**



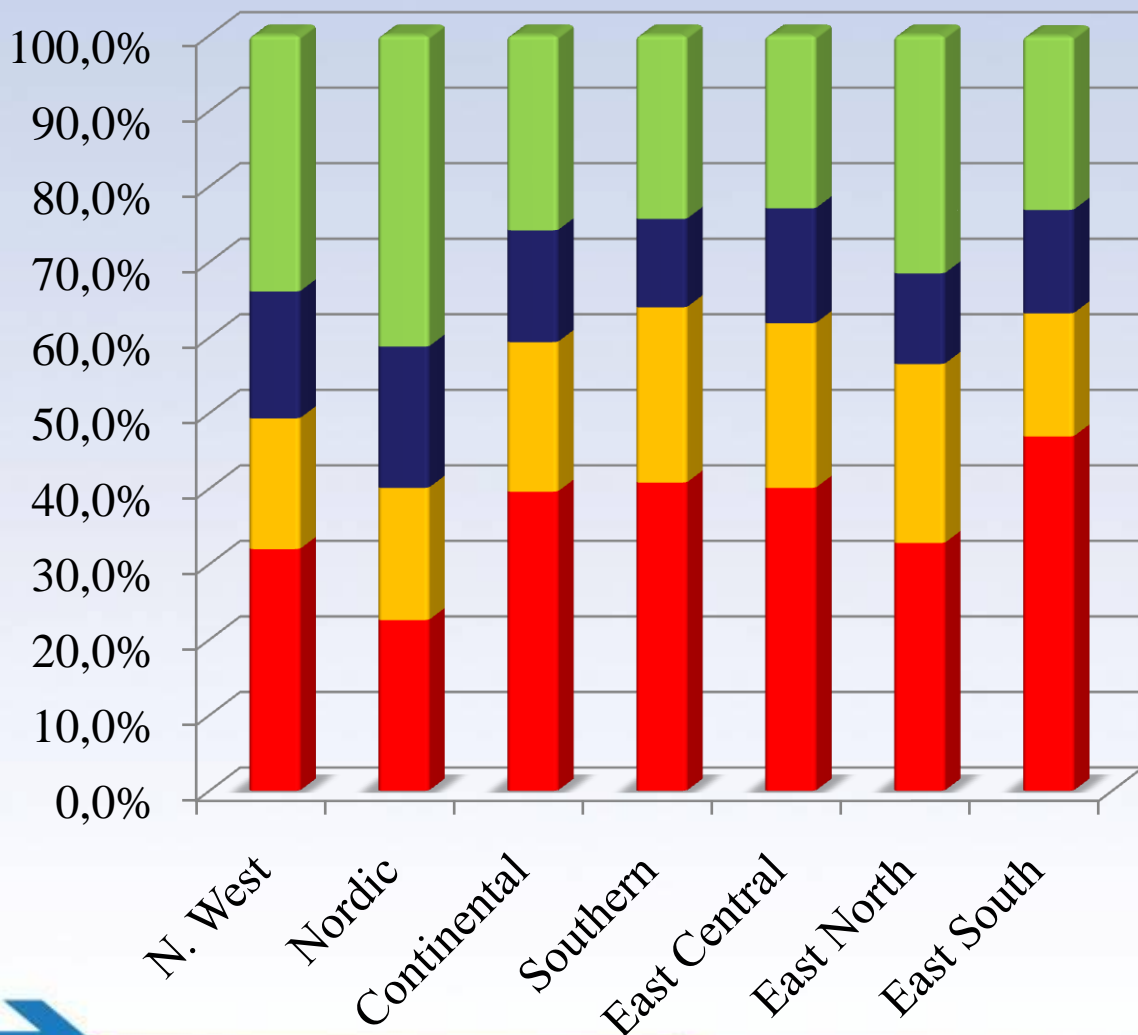
# Percentage of Employees in Organisations with Different Types of Employee Involvement – EU27





Euroforum

# Types of Employee Involvement by Country Group



- High discretion/High organizational participation
- Low discretion/High organizational participation
- High discretion/Low organizational participation
- Low discretion/low organizational participation

Country Groups	
<b>Nordic/Scandinavian</b>	Denmark, Finland, Sweden
<b>Continental</b>	Germany, France, Austria, Belgium, Netherlands, Luxembourg
<b>South West</b>	Greece, Italy, Portugal, Spain
<b>North West</b>	UK, Ireland
<b>Central East</b>	Czech Republic, Hungary, Slovakia, Slovenia, Poland
<b>North East</b>	Estonia, Lithuania, Latvia
<b>South East</b>	Bulgaria, Romania

# Employee Involvement: some determinants for employee involvement

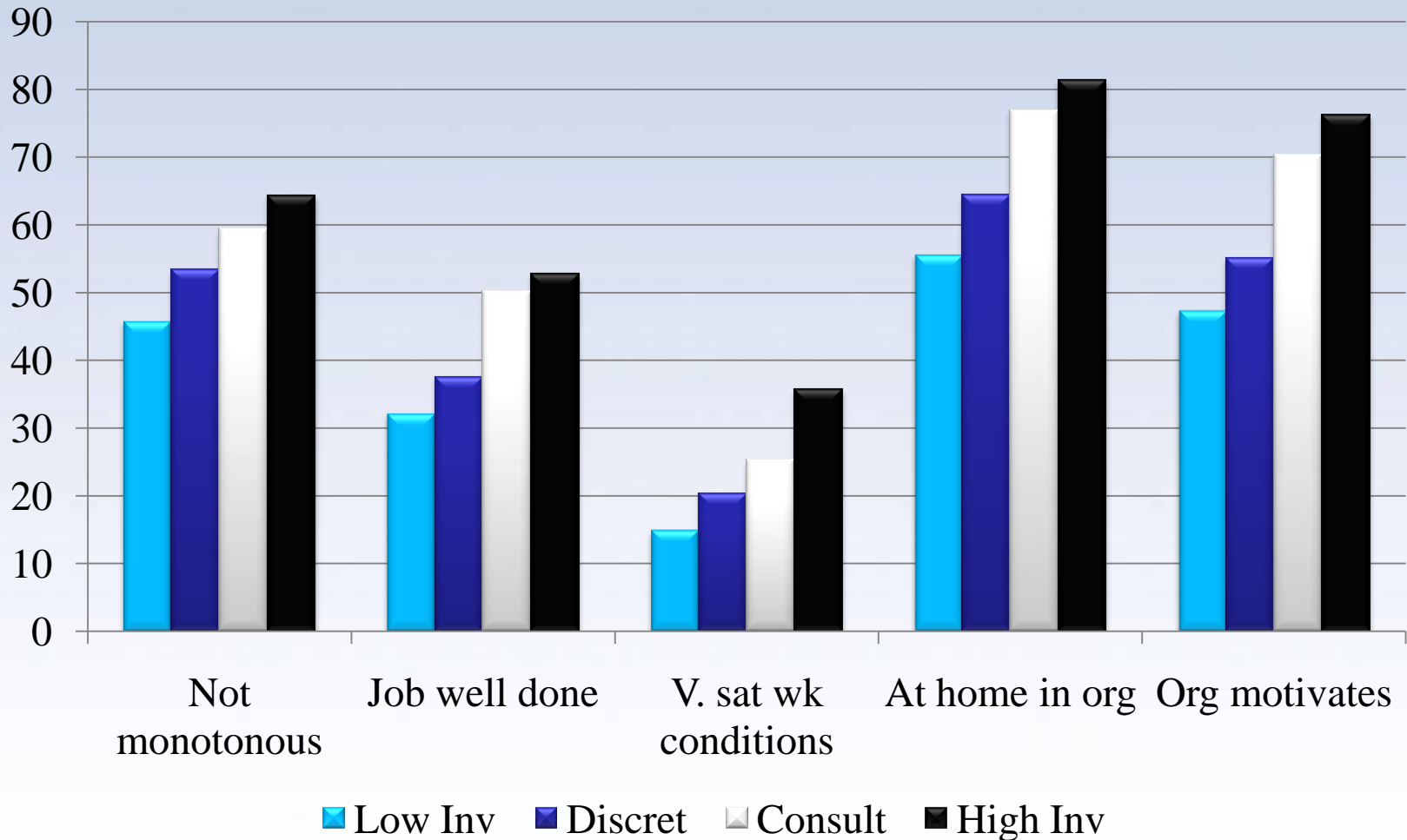
- Differences between different groups of workers / types of work / HR practices
  - ▶ More for workers who work with computers and who work with people
  - ▶ Less prevalent for workers who do routine work
  - ▶ More for workers who have jobs with functional flexibility (who have more task flexibility),
  - ▶ Less for workers with job insecurity (numerical flexibility) (who experience more job insecurity)
  - ▶ More prevalent in companies with
    - supportive supervisory styles
    - career management (formal assessment, good career prospects)
    - more autonomous team work
    - financial participation





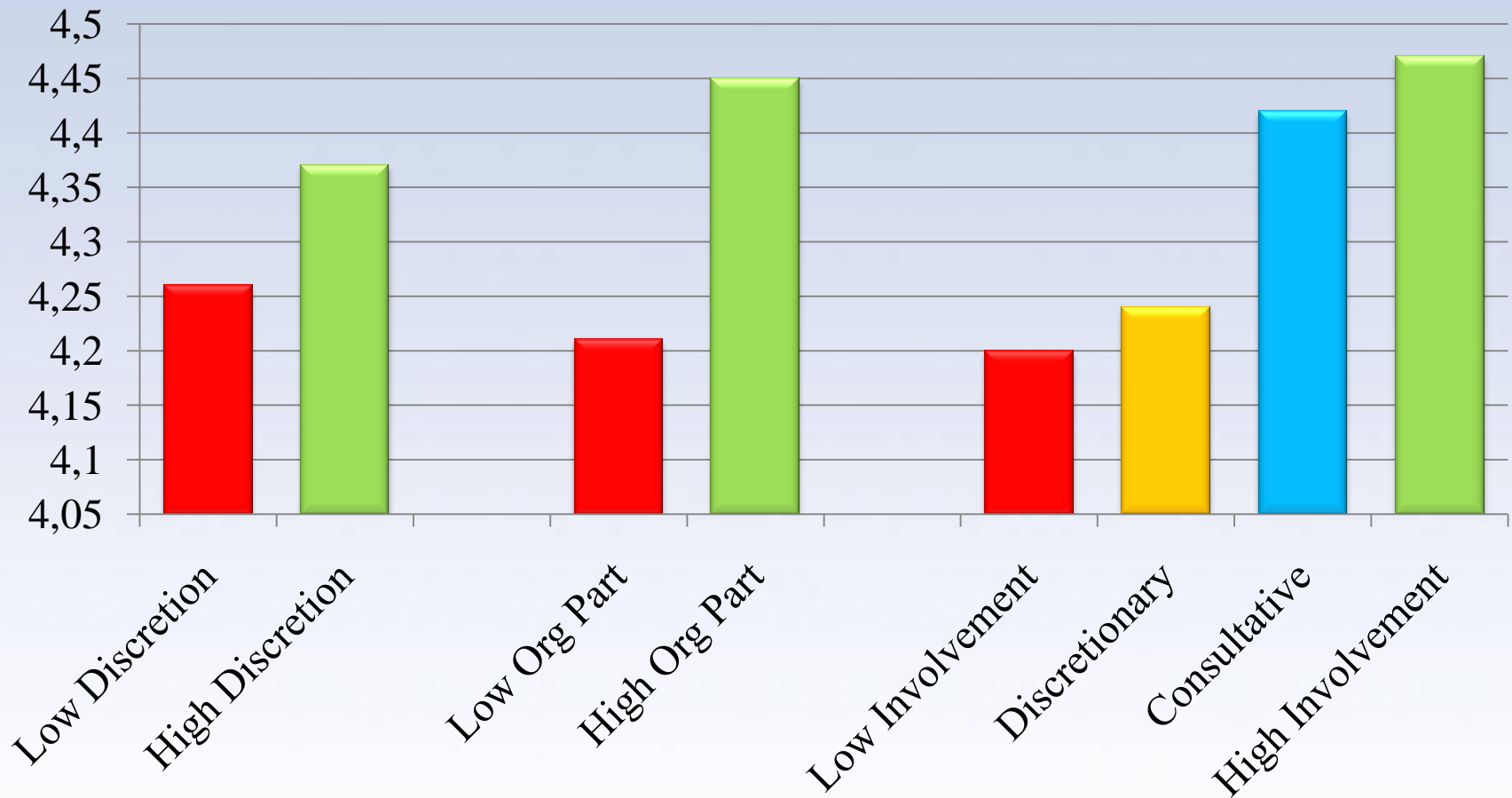
Eurofound

# Task Commitment and Organisational Commitment by Types of Employee Involvement





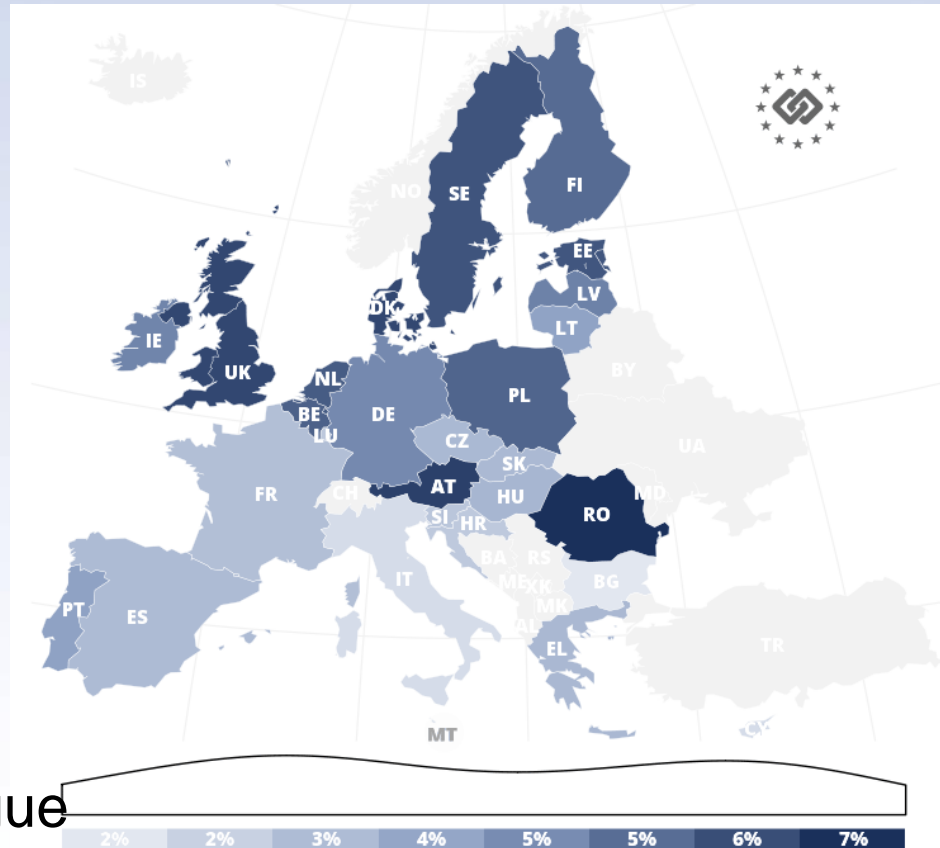
# Employee Influence and Psychological Well-Being (WHO) Scores



## ECS surveys managers and official employee representatives

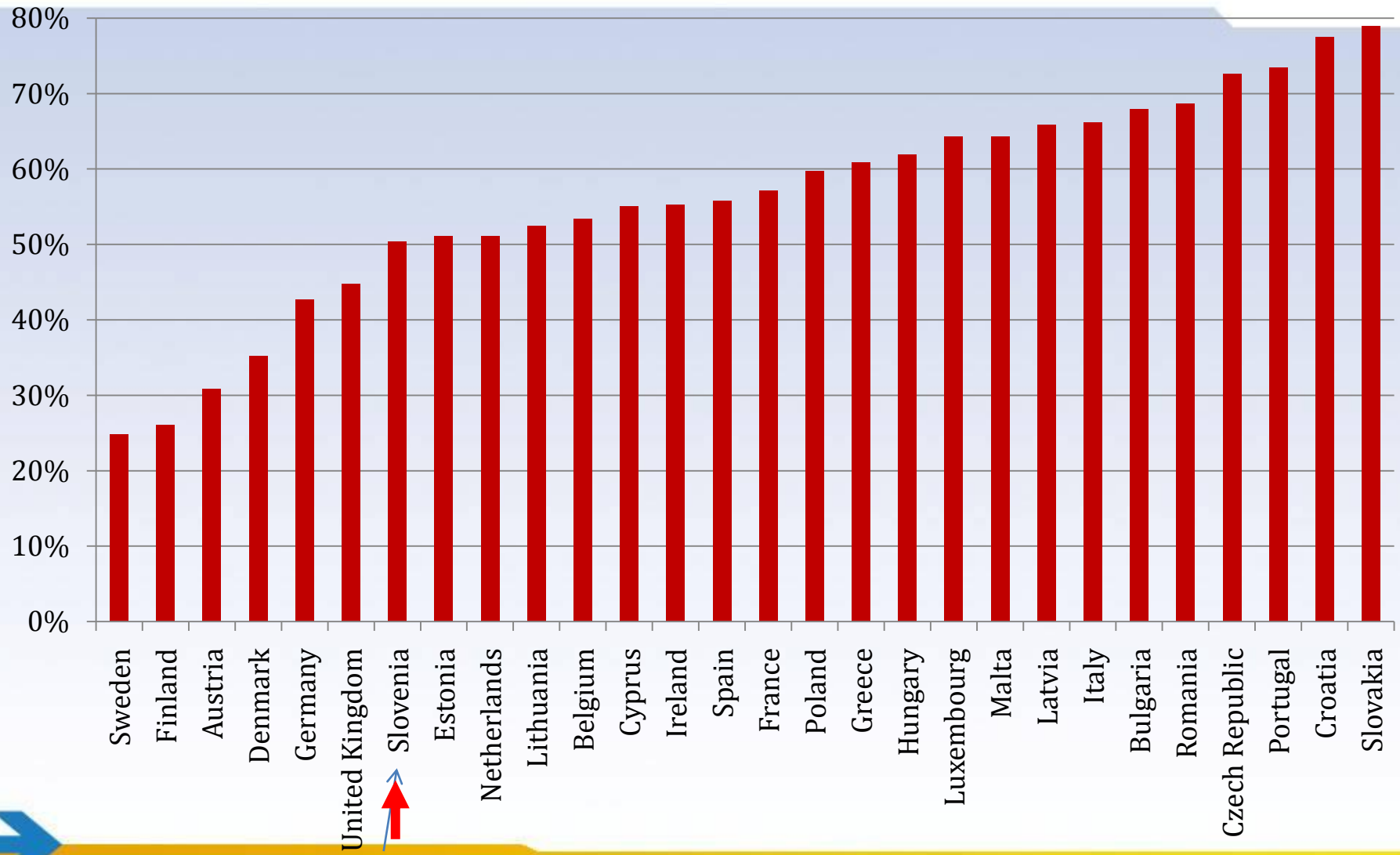
- establishments with 10+ employees
- 30,113 establishments
- 32 countries: 300-1,650 establishments per country
- CATI (manager: 25 min, employee rep: 15 min)
- questionnaire translated in all languages

Mapping workplace practices on work organisation, HRM, employee participation, social dialogue



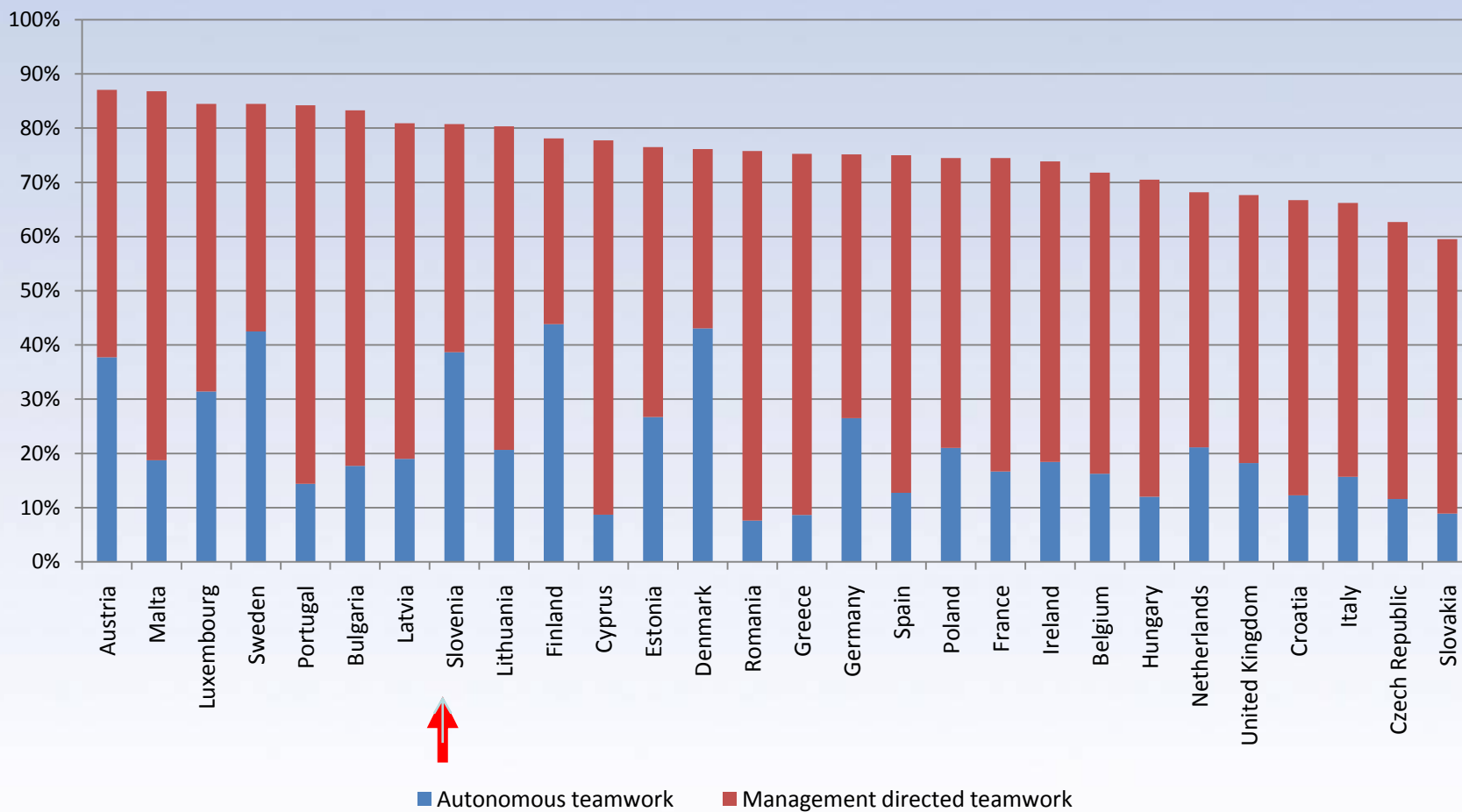


# 54% of managers/supervisors decide on daily planning of employees' work

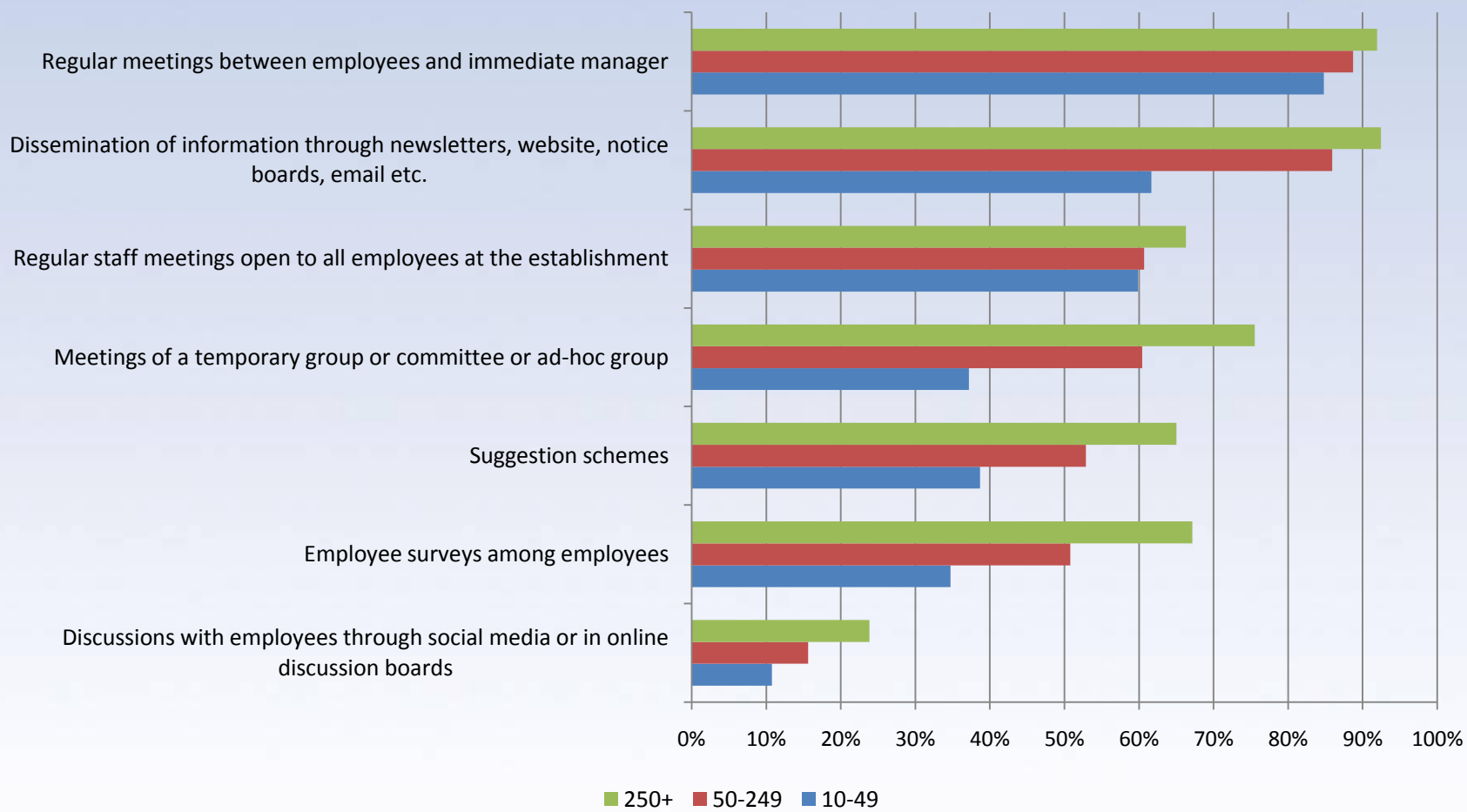




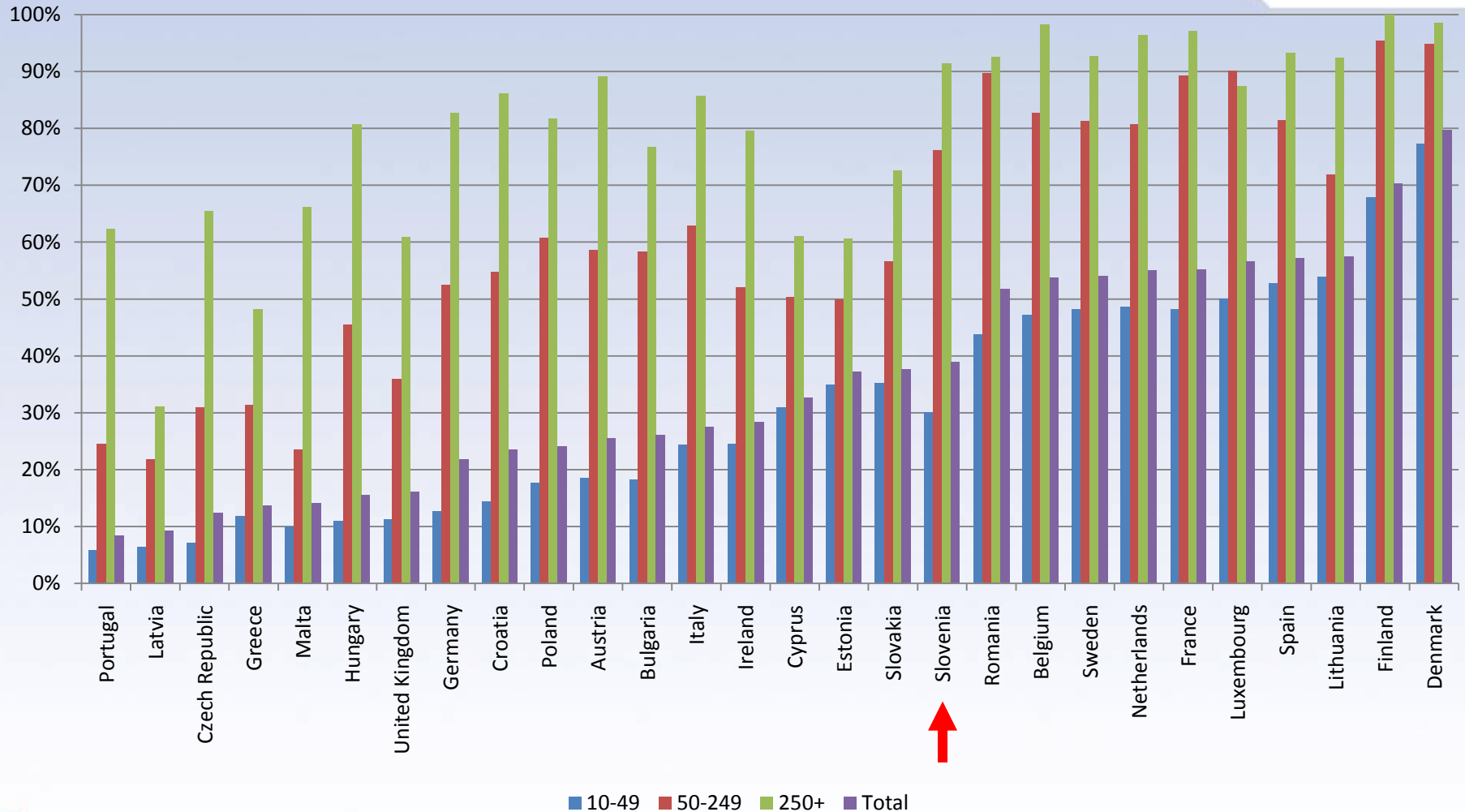
# Team work and autonomous team work : way of developing together



# Direct employee participation



# Employee representative structures in European establishments



- 40% of all EU companies still have difficulties in finding workers with right skills (despite recession)
  - One-in-seven companies report high levels of sick leave
    - ▶ large companies and where financial situation is rated badly
    - ▶ 17% needed to reduce staff numbers
    - ▶ 38% had to do so since 2010
  - 10% have difficulties in retaining employees
  - 17% deal with problems of motivation
- BUT**
- 84 % indicate that general climate is good/very good
    - ▶ Since 2010, 13% say it worsened / 31% say it improved

## Some final reflections

- Sustainable work for men and women: important challenge for Europe (and EU2020 strategy) & for European countries (incl Slovenia)
  - ▶ There are high costs associated with the exhaustion of labour for all of society
  - ▶ There are benefits in developing capabilities of individuals and organisations
- Good job quality is key
  - ▶ Job quality – multidimensional – is very important
  - ▶ Tackle issues esp for those workers who combine negative elements in all dimensions
- Changes in work organisation and HRM practices may be necessary
  - ▶ Employee participation and workplace involvement, learning, ...
  - ▶ Tackling psychosocial and physical risks, work intensity
  - ▶ Support for the win-win argument (and even win-win-win)
  - ▶ Existence of forms of work organisation that benefit work performance and quality of work, with impact on working conditions and well-being.
  - ▶ Differences between countries but also over different groups of workers (knowledge workers, high skilled workers)
- Coherence of the actions and policies matter
  - ▶ Multiple actions needed
  - ▶ Role for all actors: governments, companies, social partners, EU

# Thank you!

More info: [www.eurofound.europa.eu](http://www.eurofound.europa.eu)  
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Reports can be downloaded from website or be sent on request



# Work-related health outcomes ...

my work affect my health negatively

