

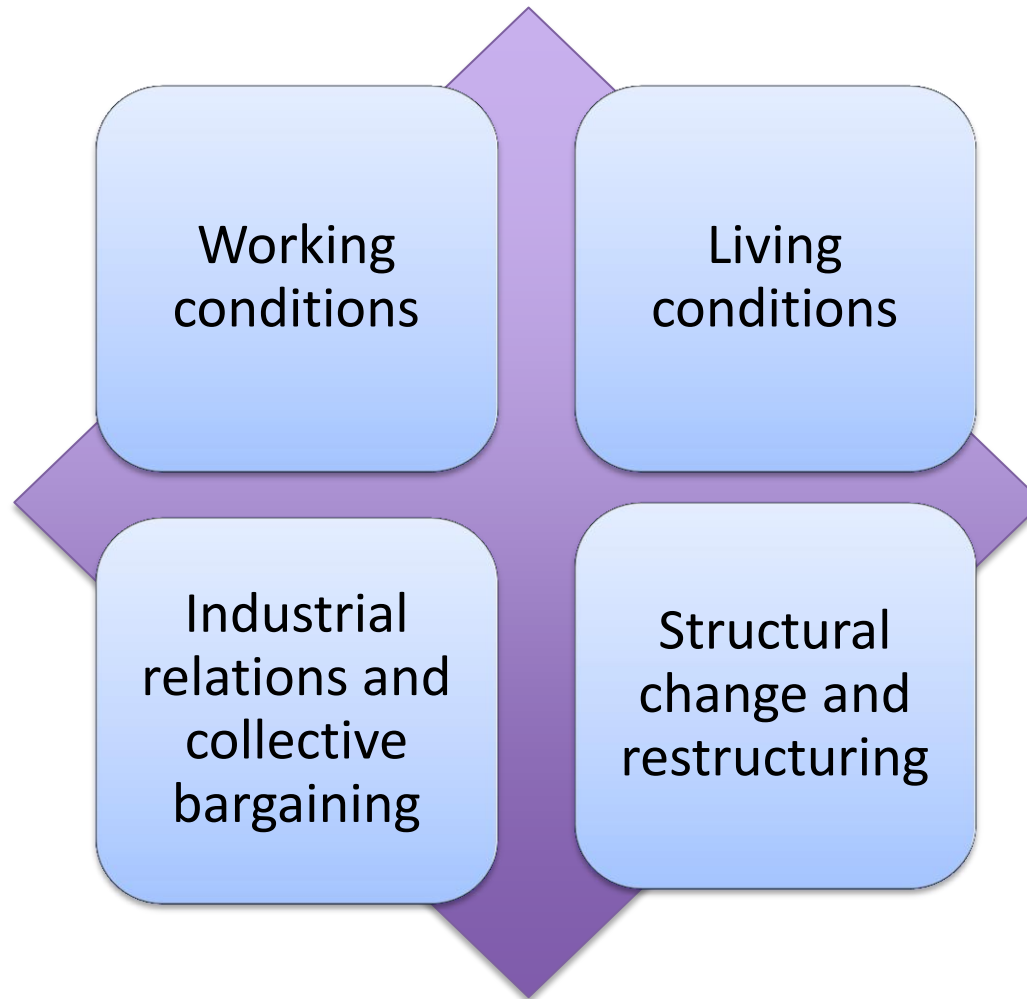
# **Workplace practices: Patterns, performance and wellbeing, the 3rd European Company Survey**

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**Galway, September 2015**

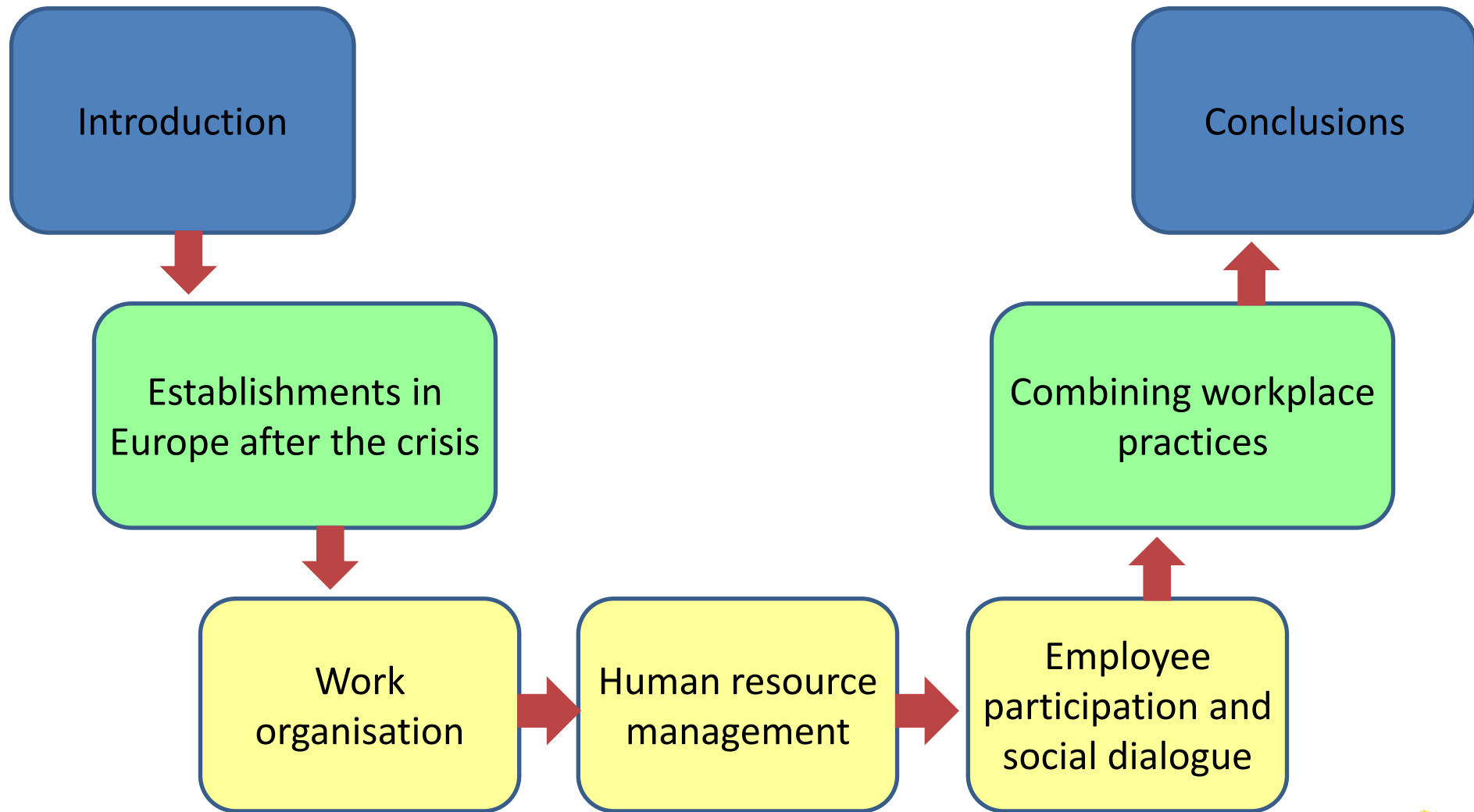
- A tripartite European agency
- Established in 1975
- Comparative socio-economic research
- Budget of ca. € 21m
- 115 people in Dublin and Brussels combined

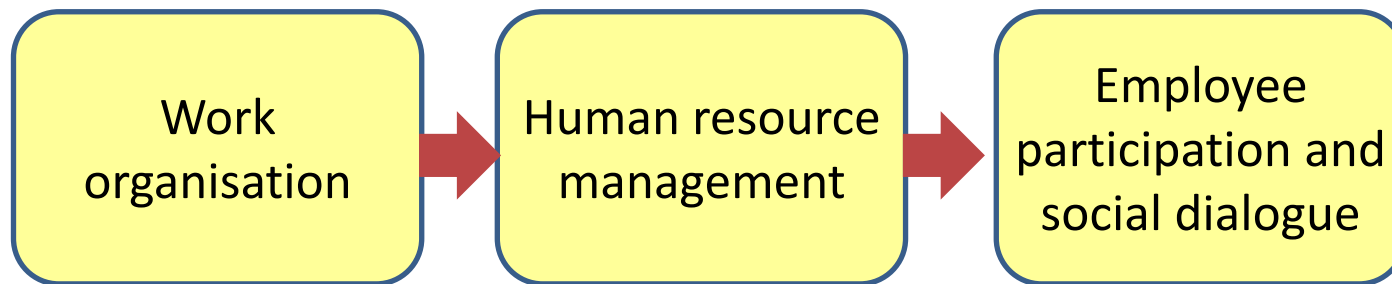




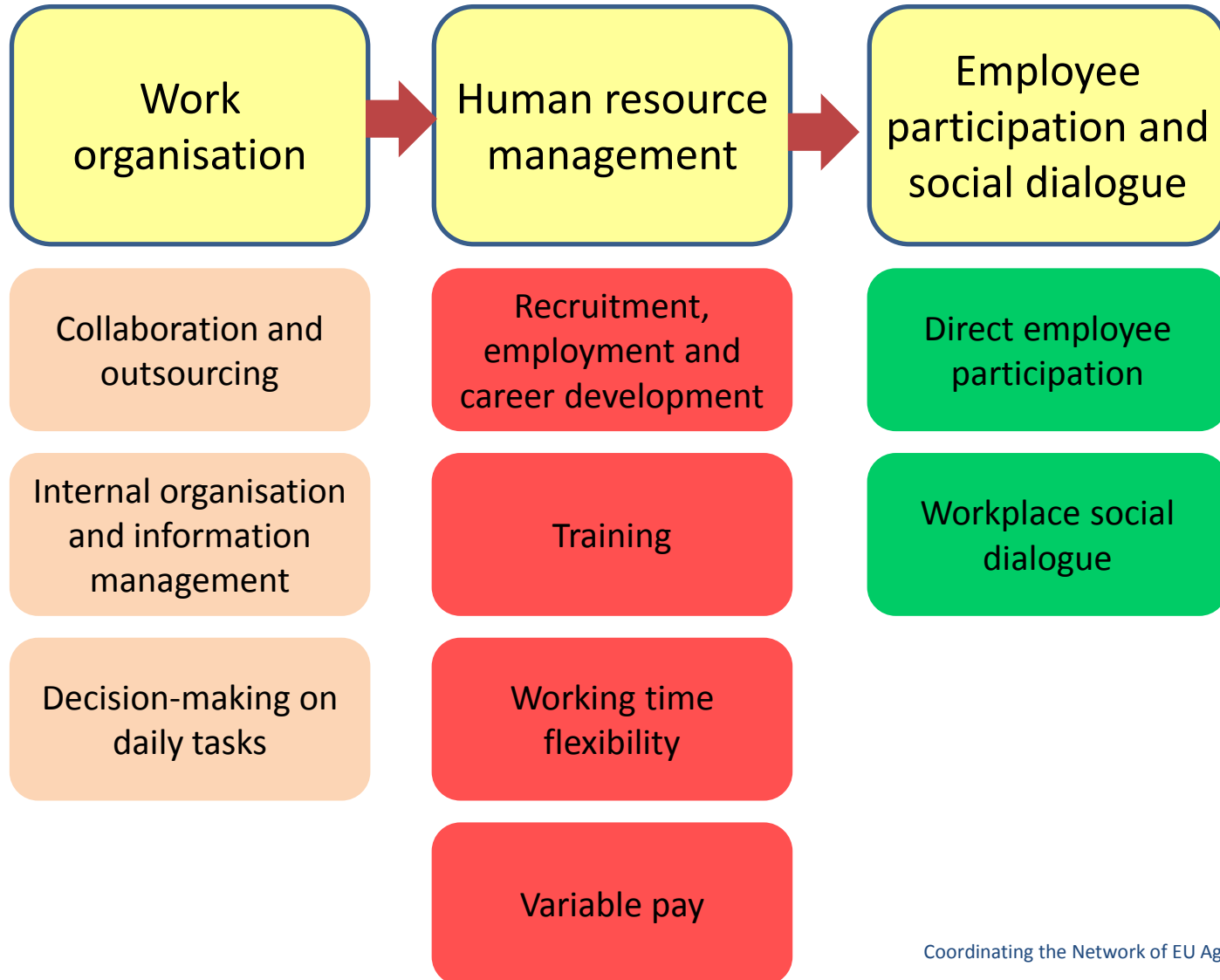
- Conducted in 2013
- Data at establishment level from managers and employee representatives
- Workplace practices with regard to:
  - work organisation
  - human resource management
  - direct employee participation
  - social dialogue

- 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 workplace well-being?



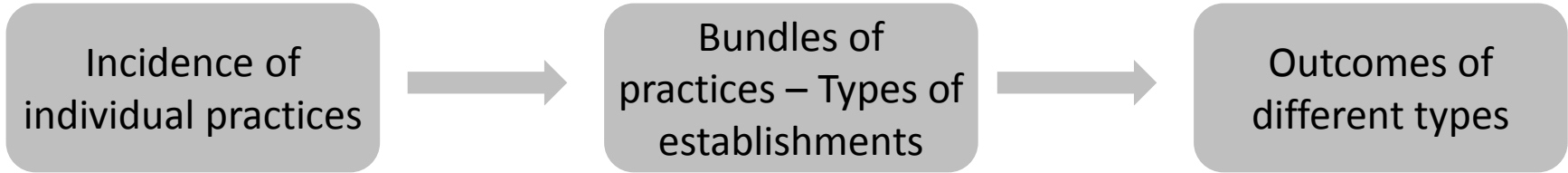


# Structure of the main chapters

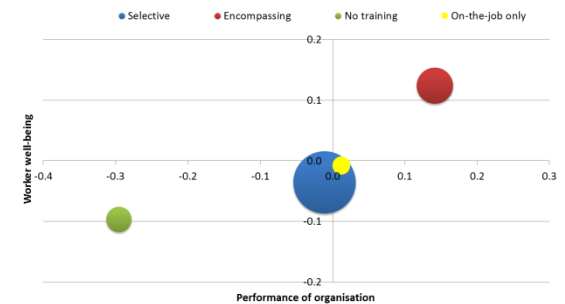




## Training



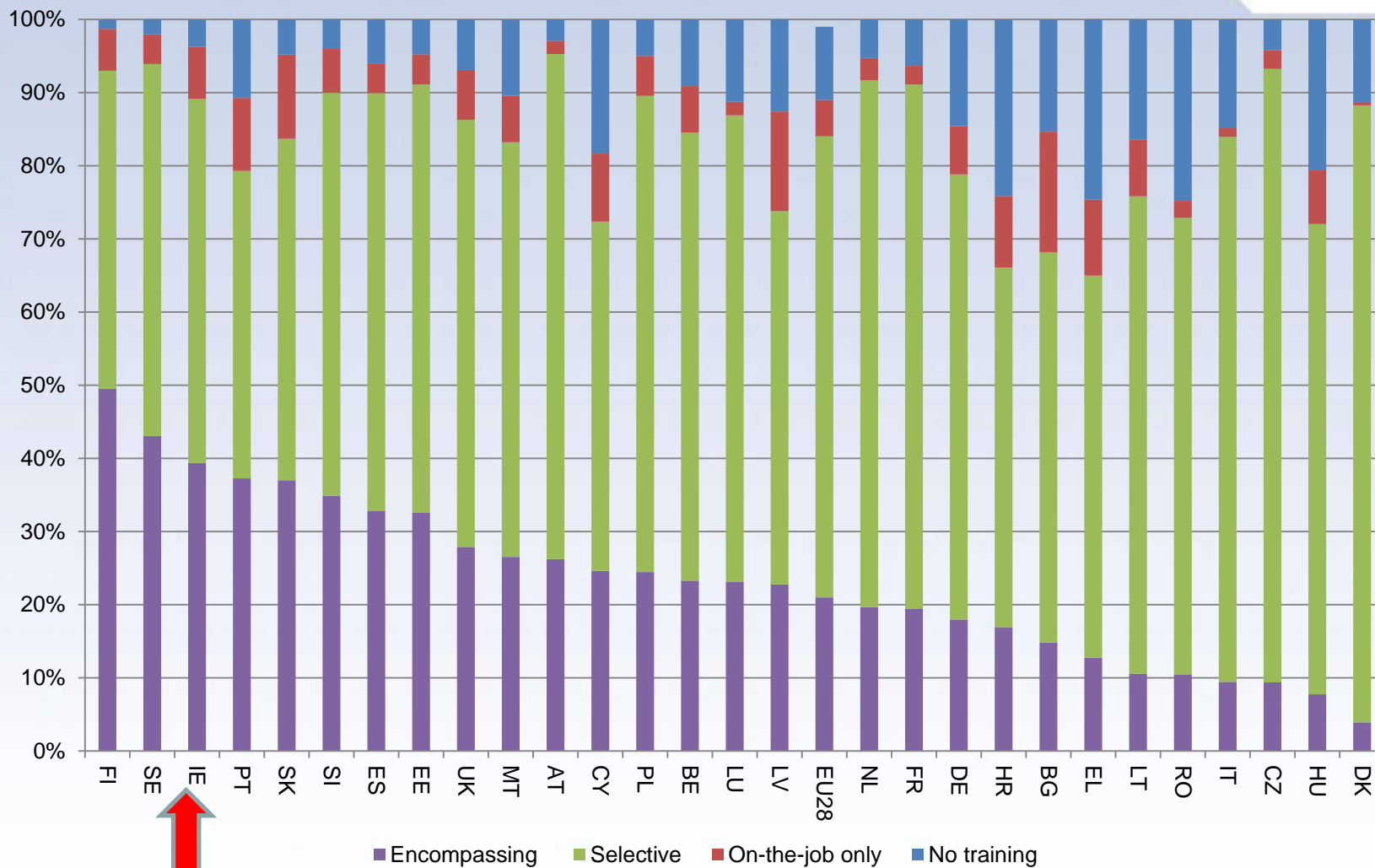
	'Selective'	'Encompassing'	'No training'	'On-the-job only'
<b>Proportion of establishments</b>	63	21	10	5
<b>Time-off provided by the employer for training</b>				
None at all	21	7	100	83
Low (less than 20% of workforce)	30	15	-	15
Medium (20% to less than 80%)	36	33	-	1
High (80% of workforce or more)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



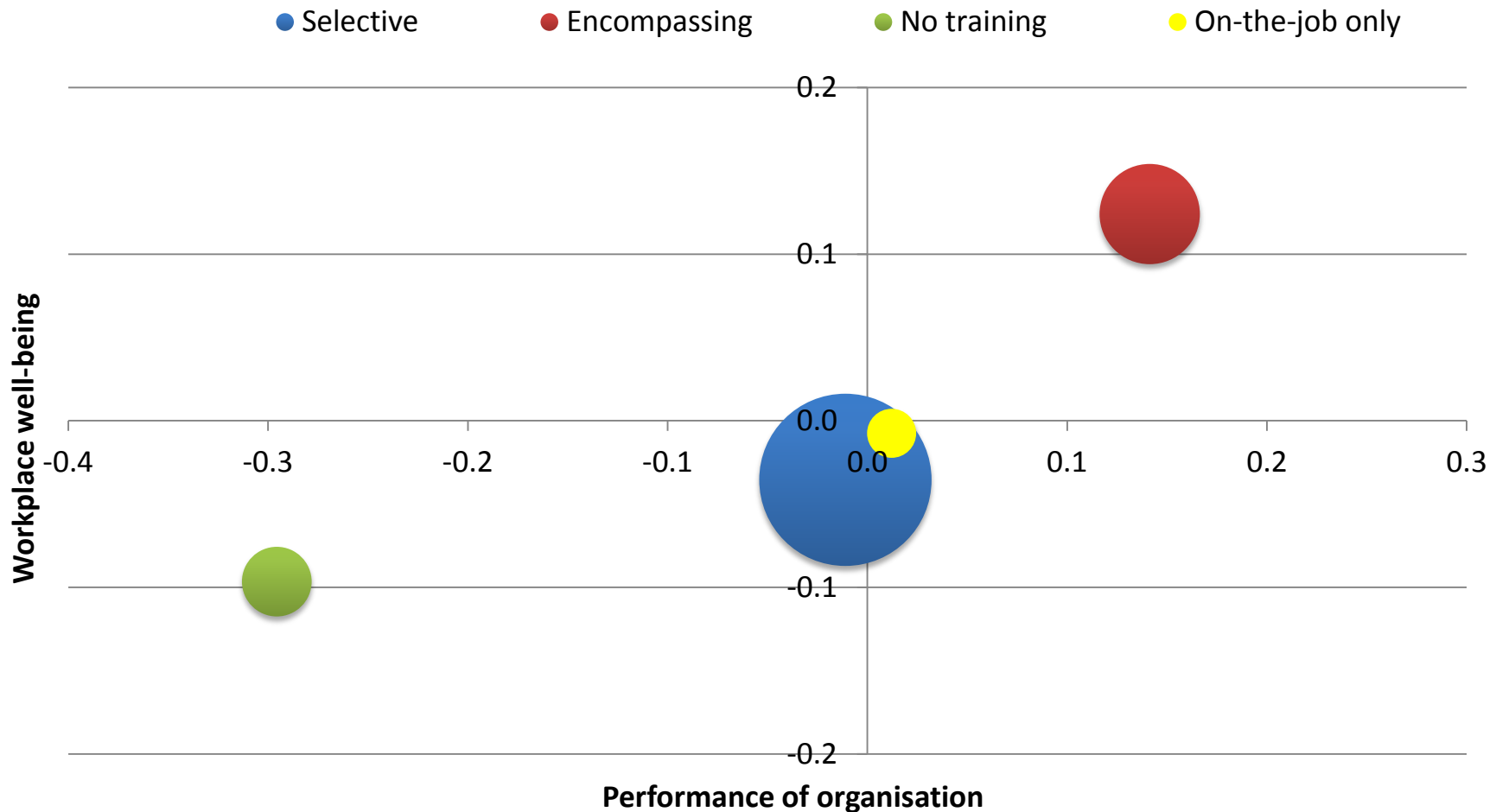
- Training provision can contribute to innovation and competitiveness
- Training enhances and extends workers' skills, improving performance, and employability
- 71% of establishments provide paid time-off for training
- 73% of establishments offer on-the-job training

	'Selective'	'Encompassing'	'No training'	'On-the-job only'	EU28
<b>Proportion of establishments</b>	63	21	10	5	100
<b>Time-off provided by the employer for training</b>					
<b>None at all</b>	21	7	100	83	29
<b>Low (less than 20% of workforce)</b>	30	15	-	15	23
<b>Medium (20% to less than 80%)</b>	36	33	-	1	30
<b>High (80% of workforce or more)</b>	14	45	-	-	19
<b>On-the-job training</b>					
<b>None at all</b>	26	-	98	-	27
<b>Low (less than 20% of workforce)</b>	29	-	2	-	19
<b>Medium less than 80%)</b>	43	14	-	2	30
<b>High (80% of workforce or more or more)</b>	2	86	-	98	24

# Training types by country

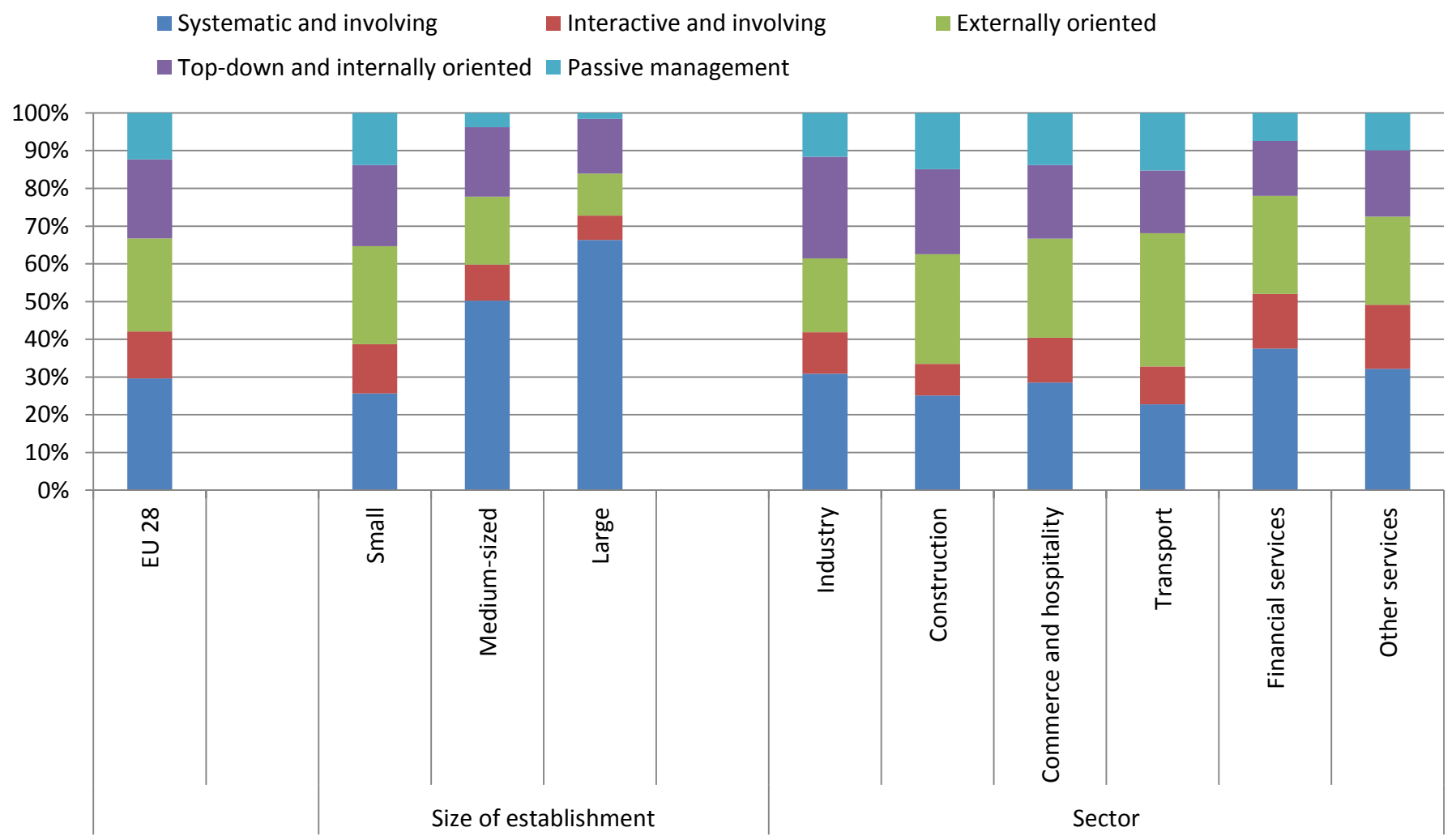


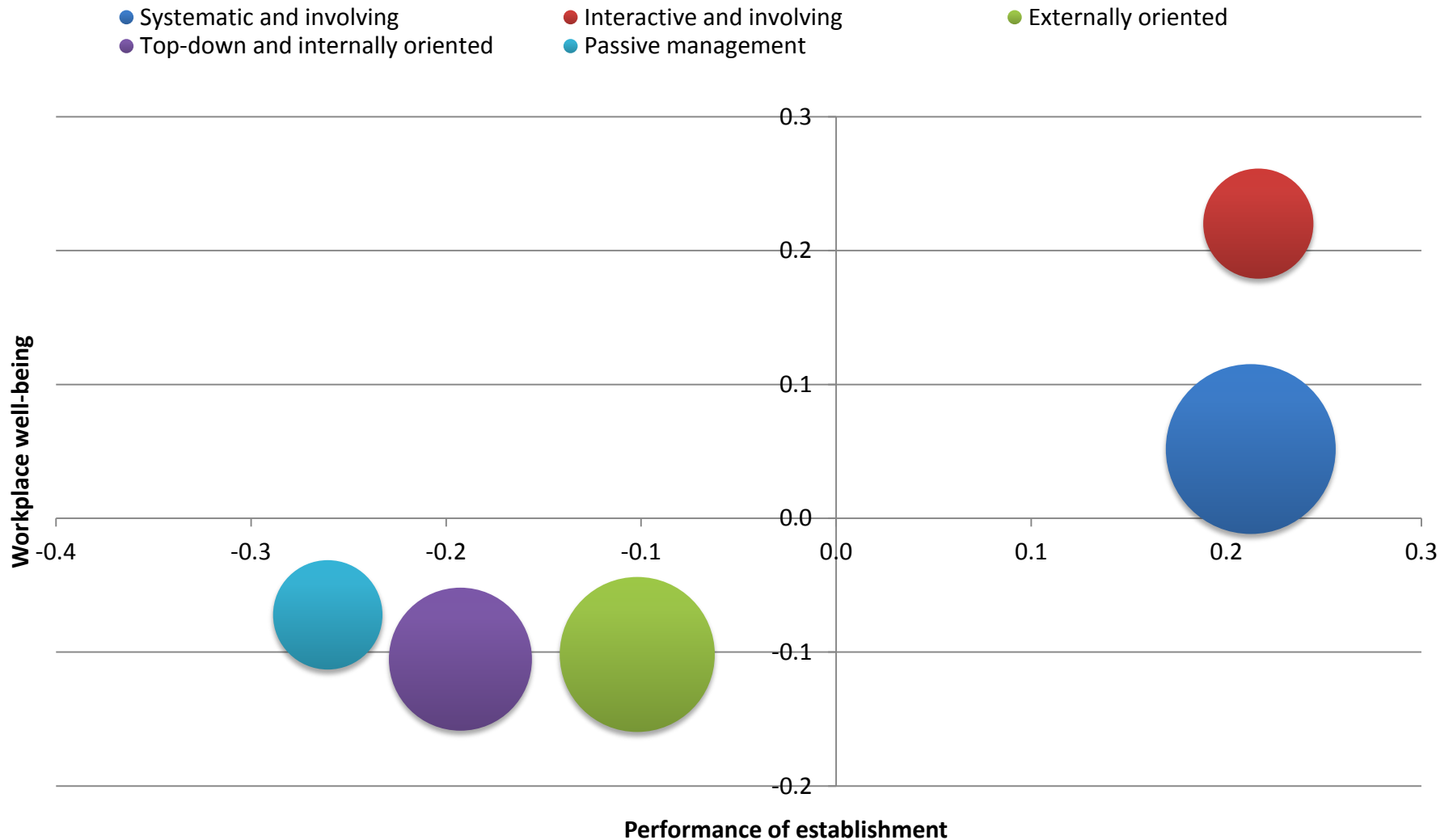
# Well-being and performance of workplaces with different training practices



- Systematic and involving (30%)
  - top-down, highly structured internal organisation, high investment in HRM, extensive practices for direct and indirect participation
- Externally oriented (25%)
  - top-down, moderately structured internal organisation, outward looking, moderate investment in HRM, little direct and indirect participation
- Top-down and autonomous (21%)
  - top-down, highly structured internal organisation, self-sufficient, moderate investment in HRM, moderately supported direct and indirect participation
- Interactive and involving (12%)
  - joint approach to decision-making, moderately structured internal organisation, limited investment in HRM but extensive practices for direct and indirect participation
- Passive management (12%)
  - top-down, moderately structured internal organisation, but hardly any HRM, and little direct and indirect participation

# Distribution of the five groups of establishments







- Economic crisis is likely to have had a major influence on the practices the establishments report (eg Performance, HR, ER bodies)
- Establishments with more extensive practices for direct employee participation score well in terms of performance and well-being
  - “Win-win” arrangements need to include practices that facilitate the optimal use of the tacit knowledge of employees
- Achieving ‘win-win’ outcomes is not a given even when favourable practices are in place.
  - Institutions and context matter

- 13% of establishments do not provide any training at all and only a small group of establishments follow an encompassing approach.
- Barriers to the provision of training by companies need to be addressed, paying attention to the ways in which workers learn and develop
- Only one in ten establishments offers a broad range of variable pay schemes.
- Social dialogue is functioning well in a fairly large proportion of establishments, but 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

## 51 ECS company cases

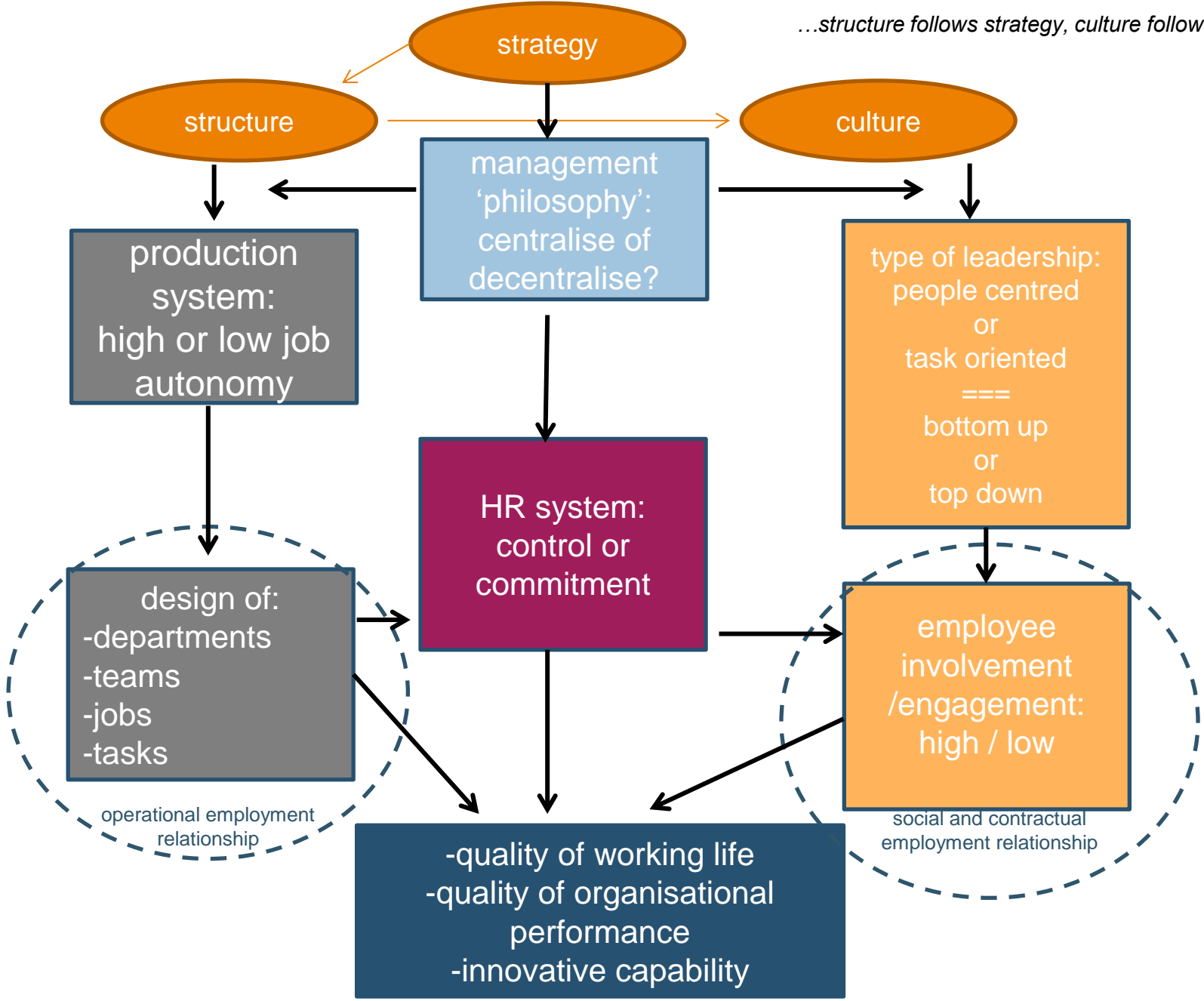
- Types of workplace innovation (WPI): empirical practices
- Paths to WPI: QCA analysis
- How and why companies adopt WPI practices

A workplace innovation (WPI) is a developed and implemented practice or combination of practices that

- structurally (division of labour) and/or
- culturally (empowerment)

enable employees to participate in organisational change and renewal and improve quality of working life and organisational performance

...structure follows strategy, culture follows structure...



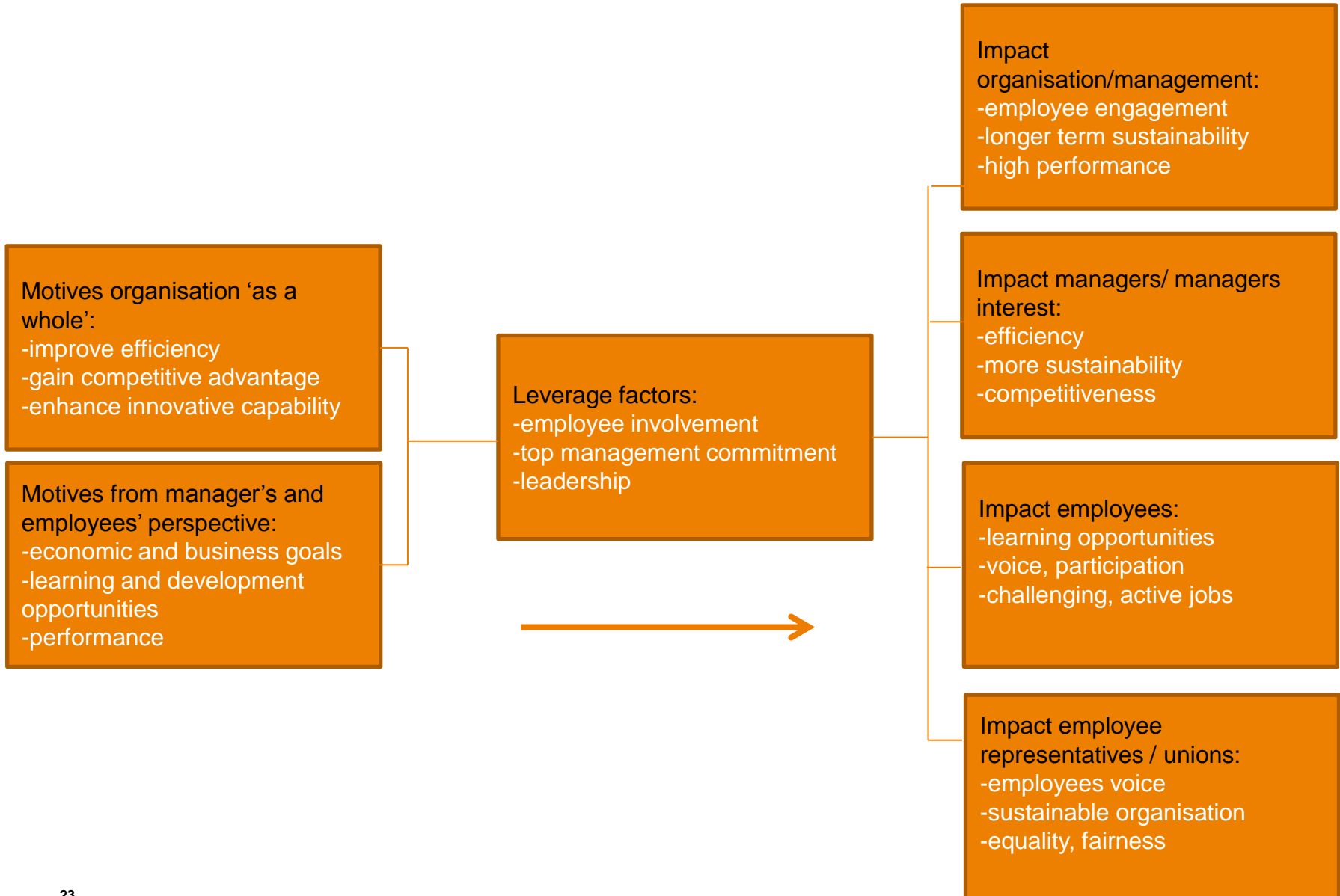
5 paths in data; but more paths would exist in practice

- Top guided
- Autonomy-driven
- Integral
- Employee-driven
- Innovative behavioural-driven

# Why and how companies adopt WPI practices



# AGREEMENT MANAGERS, EMPLOYEES AND EMPLOYEE REPRESENTATIVES



- More paths to WPI, but some better chances WPI
- Economic arguments are triggers, initiation is often top down, adoption and implementation is bottom up, WPI-practices are often a ‘bundle’ and a mix (structure, culture, non-WPI)
- Organisational choices matter: process leverage important
- Quality of performance and of working life can be achieved simultaneously
- Regardless of precise content WPI-practices, employee involvement does matter



# Thank you for your attention!

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