European Foundation for the Improvement of Living and Working Conditions

Improving job quality

– a contribution to performance

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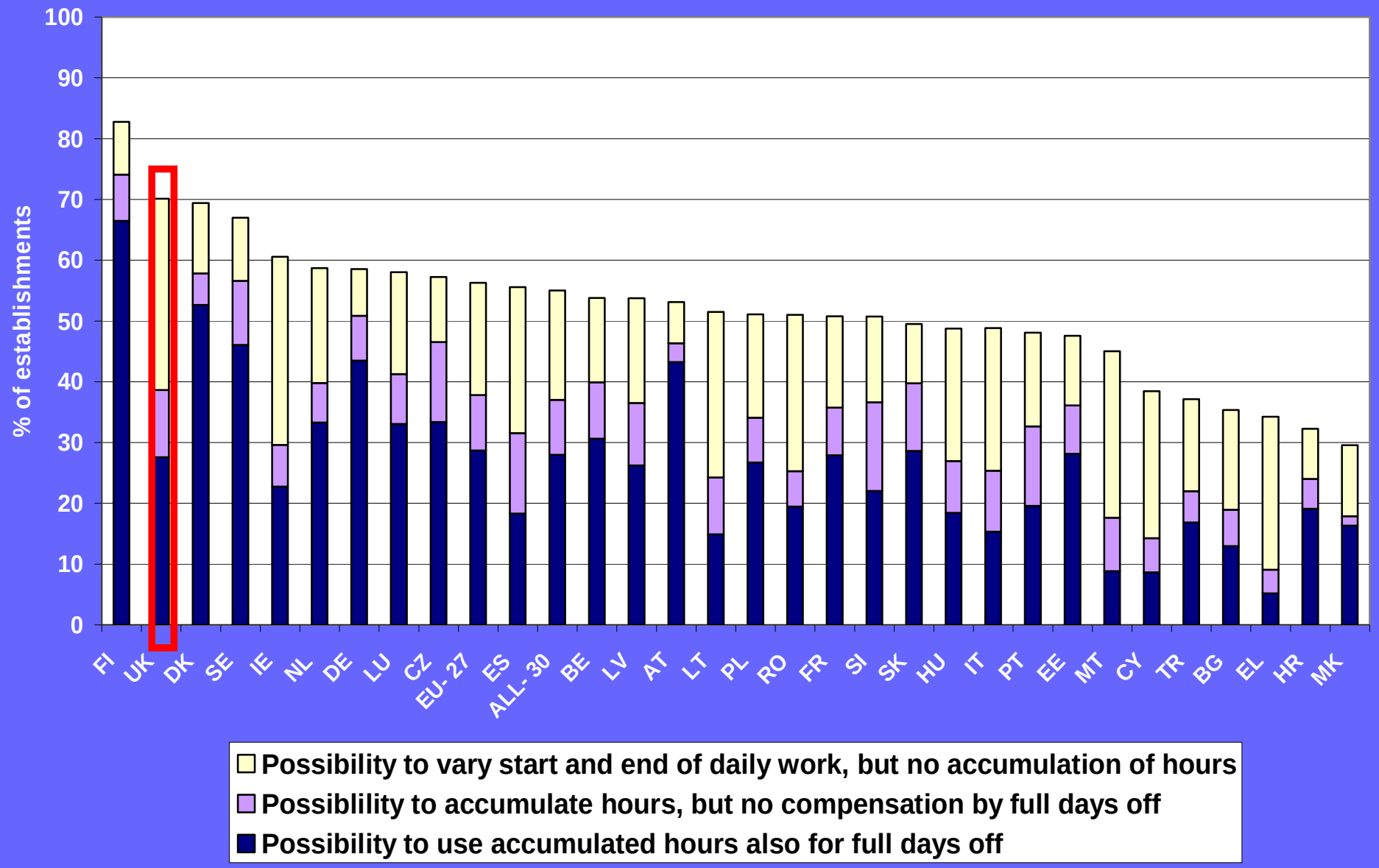
EUROFOUND

- Established in 1975, ca. 100 staff in Dublin
- Creating new knowledge through research, mainly comparative
- Communicating and sharing that knowledge
- Programmes agreed by the Governing Board (social partners, governments and the European Commission)

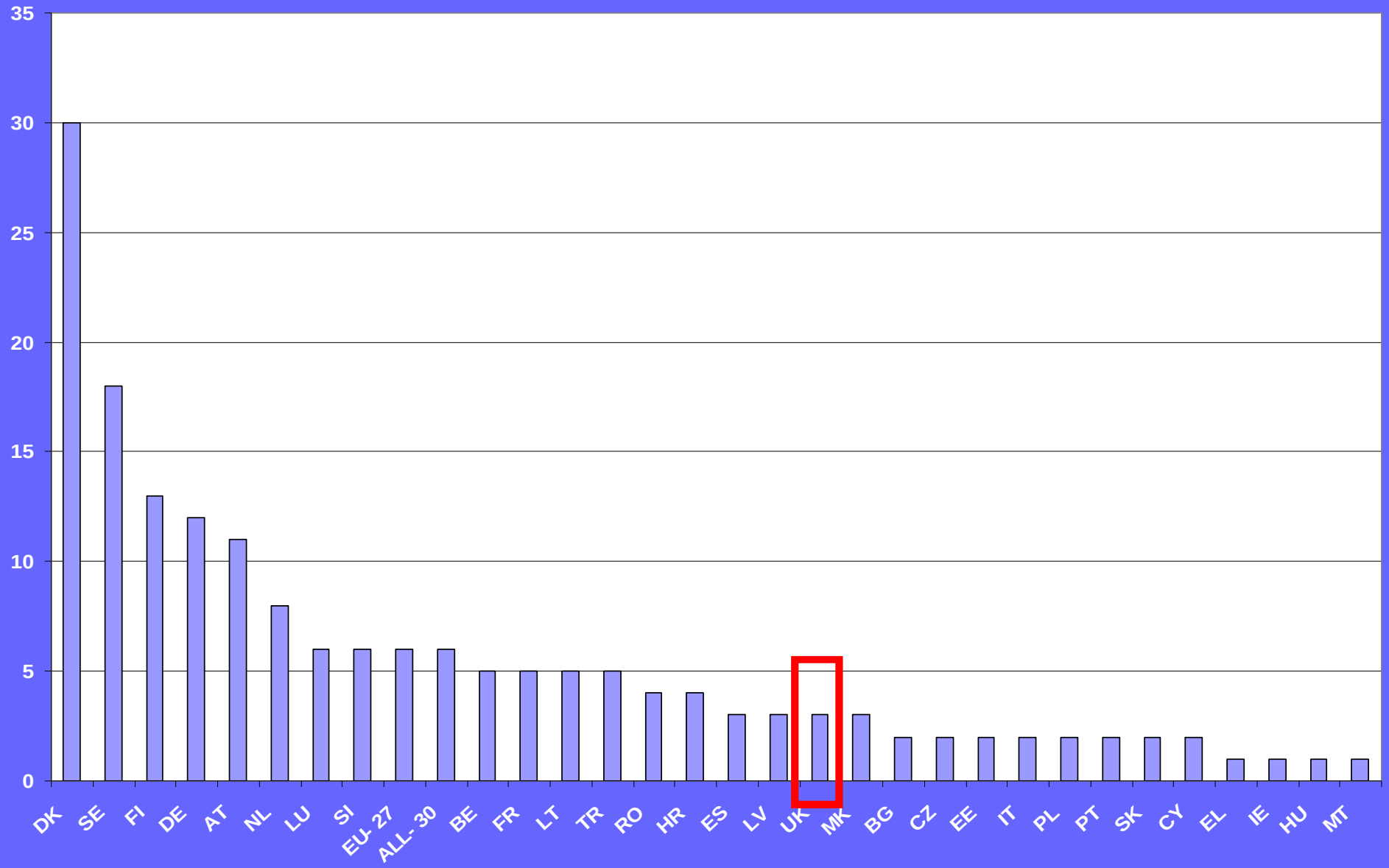
European Company Survey 2009

- 30 countries: the 27 Member states, Croatia, Turkey and FYROM
- Unit of enquiry : establishments 10+ (ex. agriculture and fishing)
- Sample size MM : 1500/1000/500 – in total: 27,160 establishments
- Phone (CATI) interviews: the most senior person responsible for HR
- Employee representative (6,569 interviews – av. response rate 24%)
- Fieldwork in spring 2009

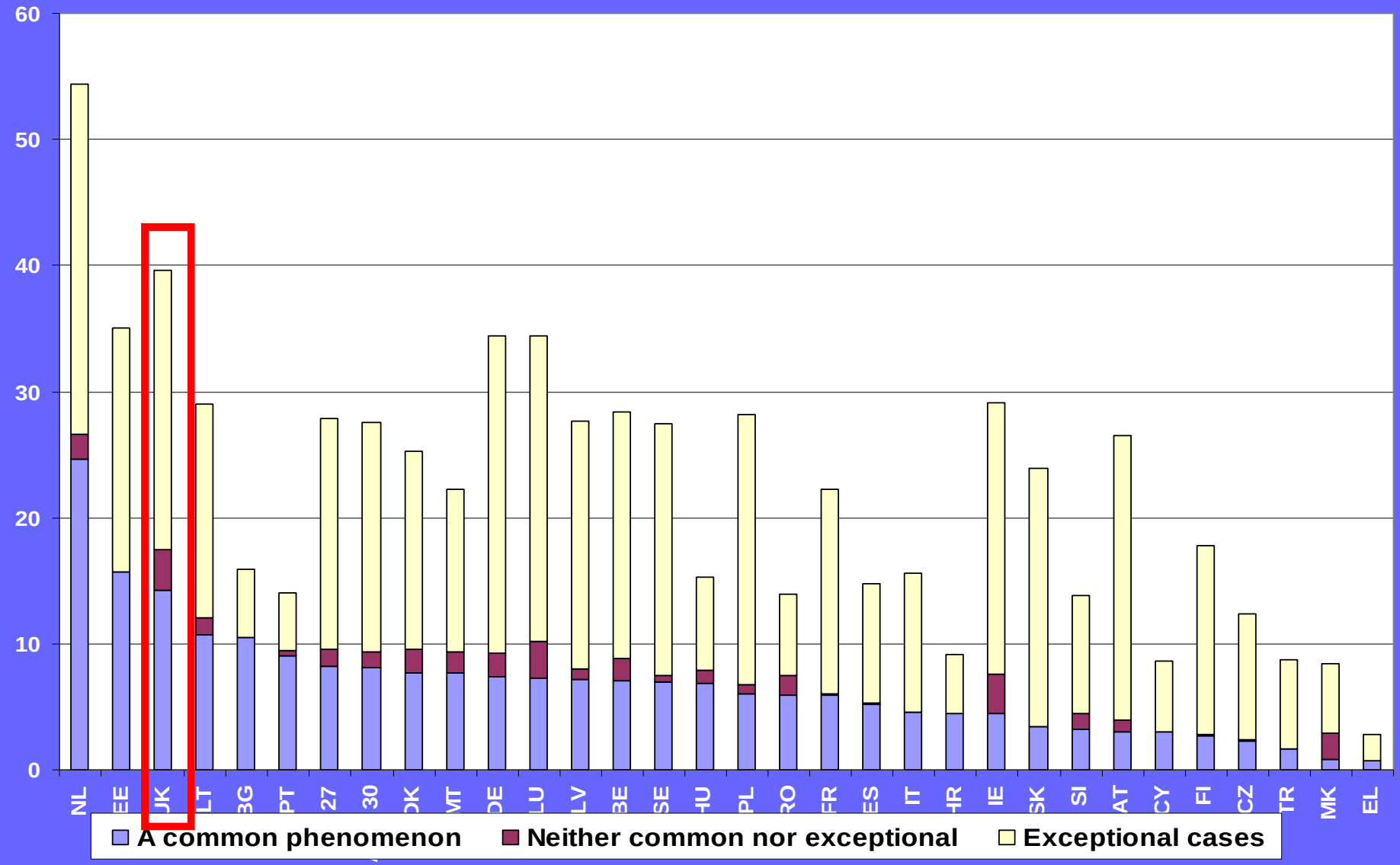
Different forms of flexi-time used in more than half of the establishments with more than 10 employees



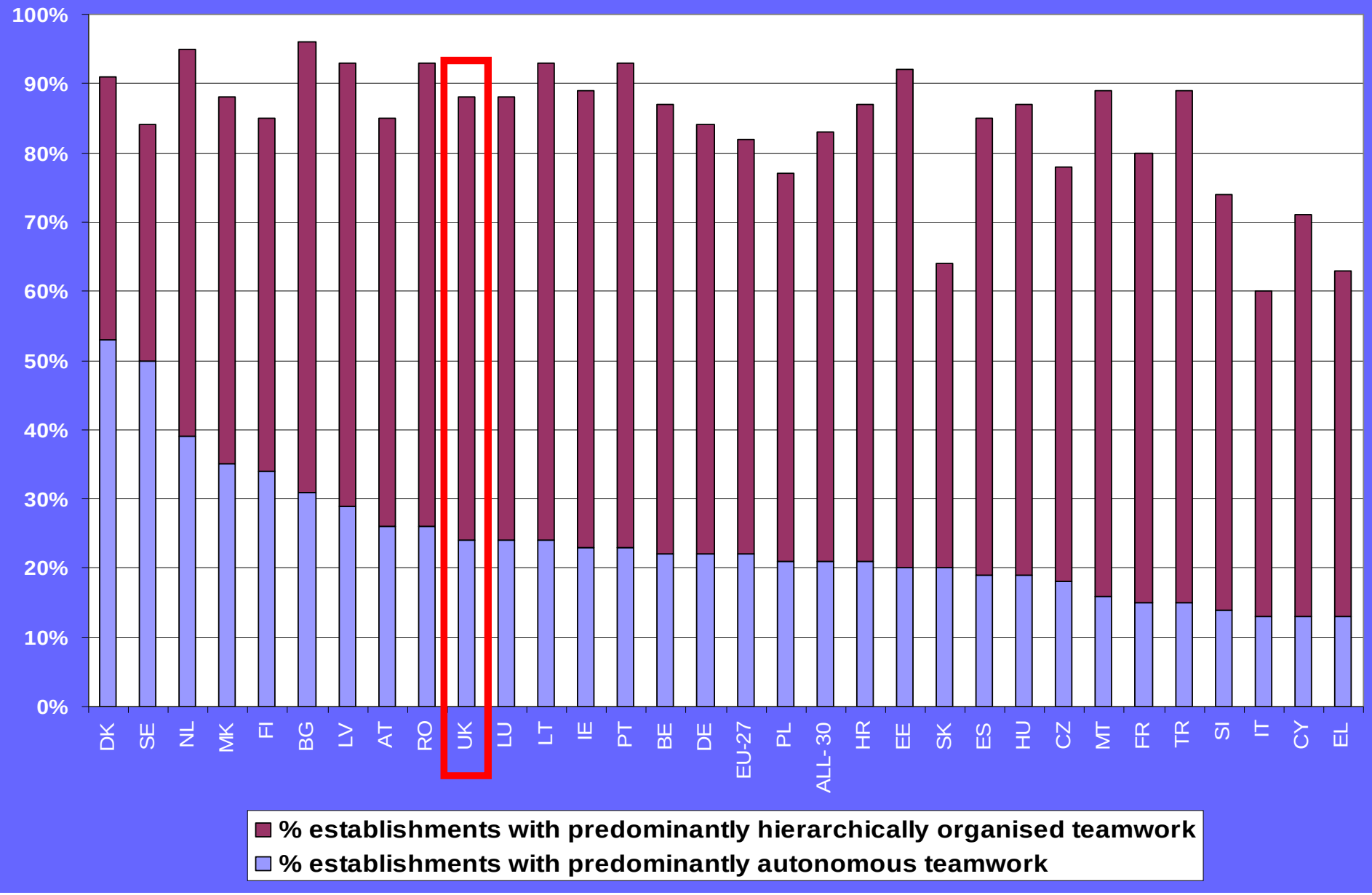
Long term time savings accounts remain an exception



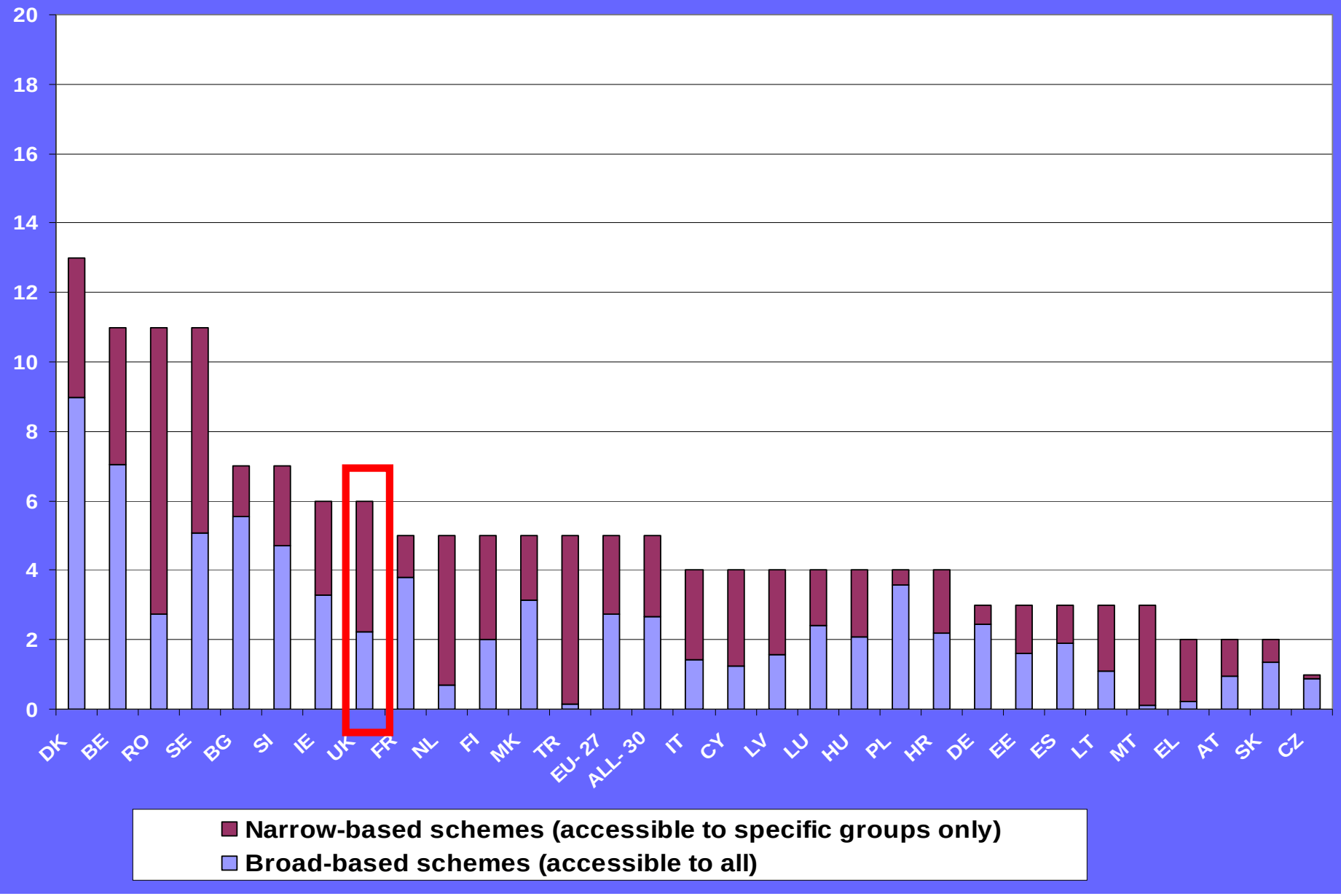
Proportion of managerial/highly qualified staff who are part-timers remain limited



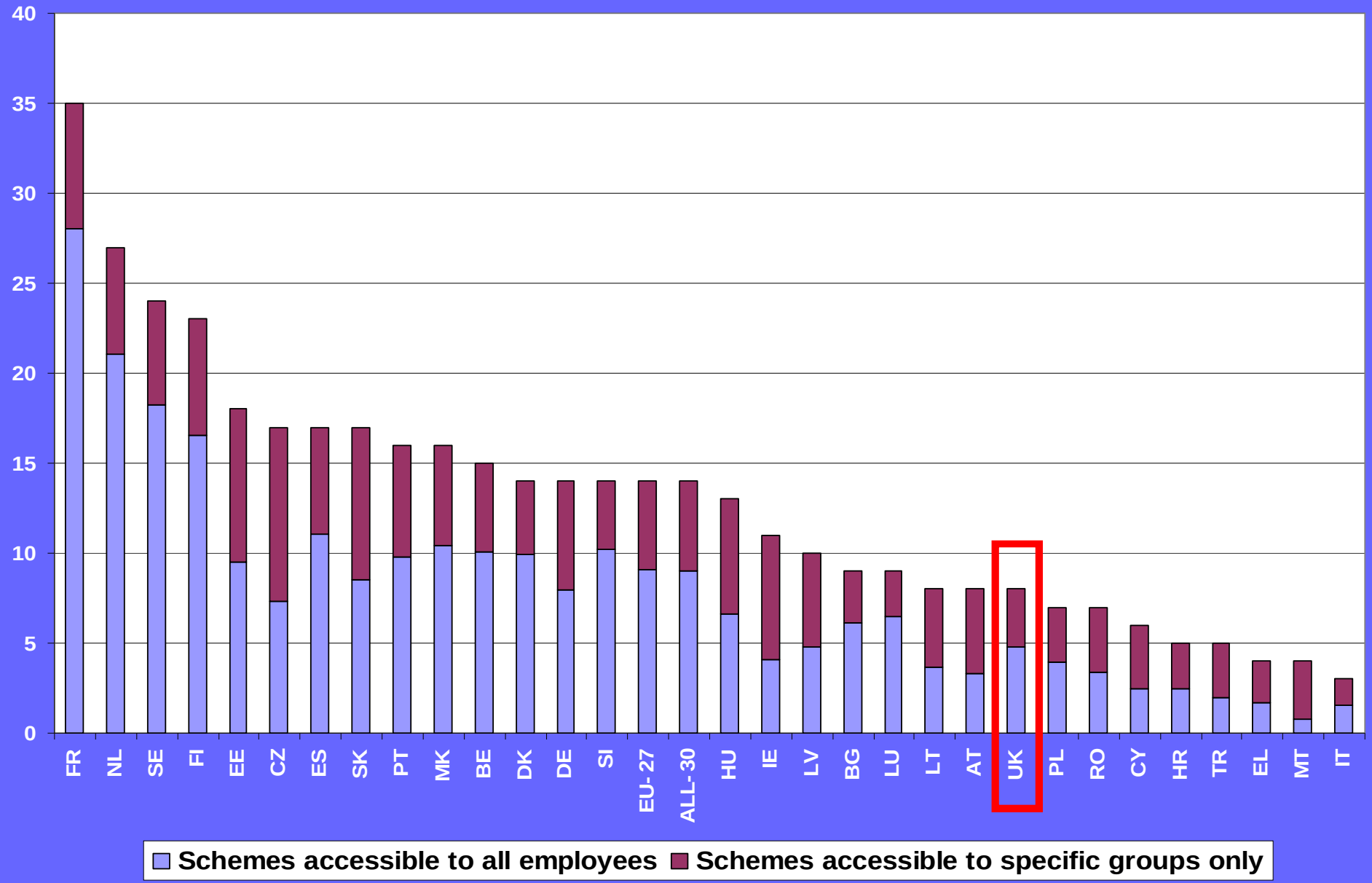
Team work in Europe



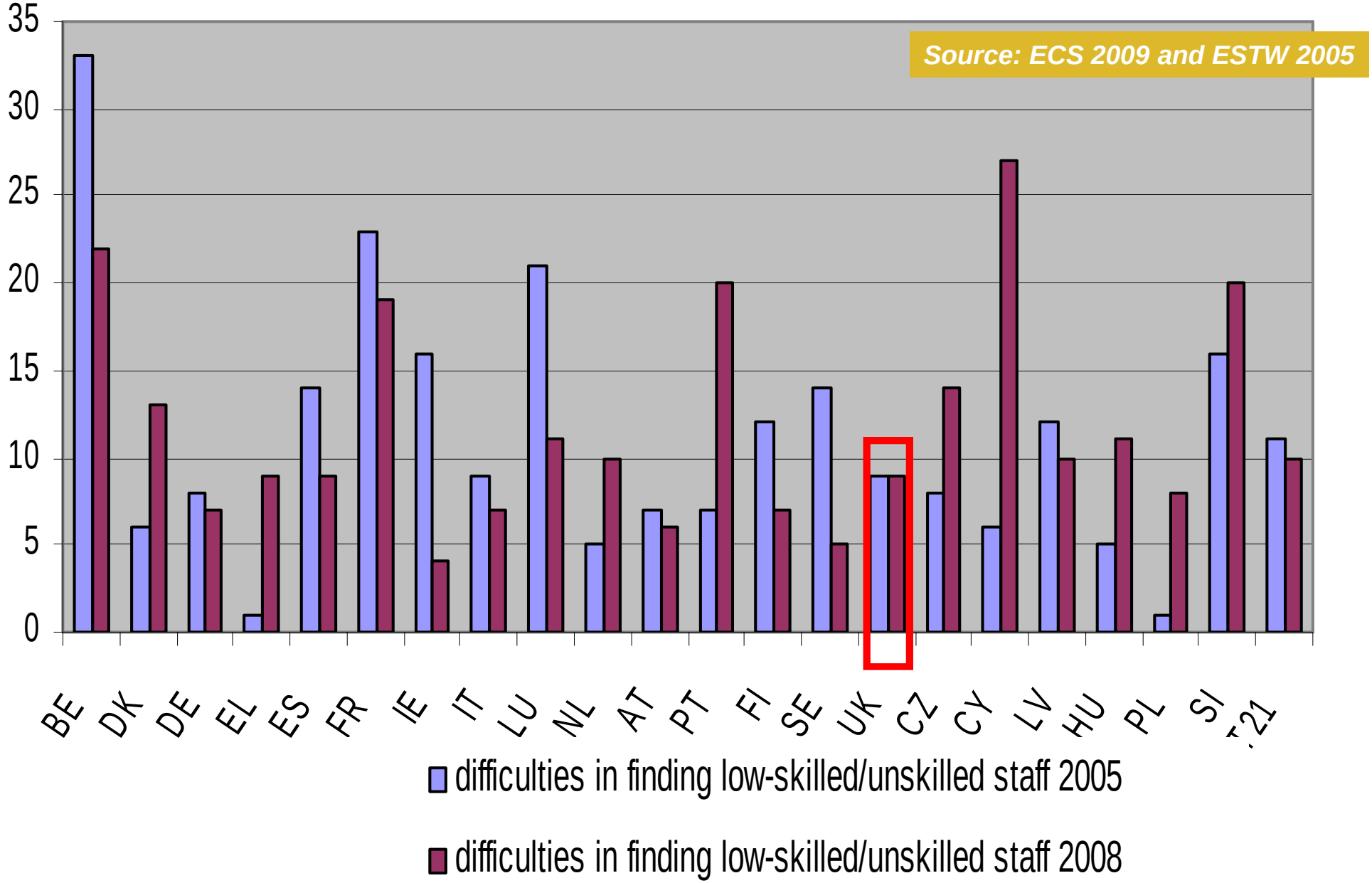
Share ownership schemes in private establishments



Profit sharing scheme per country



Percentage of establishments reporting HR- obstacles by country 2005-2008



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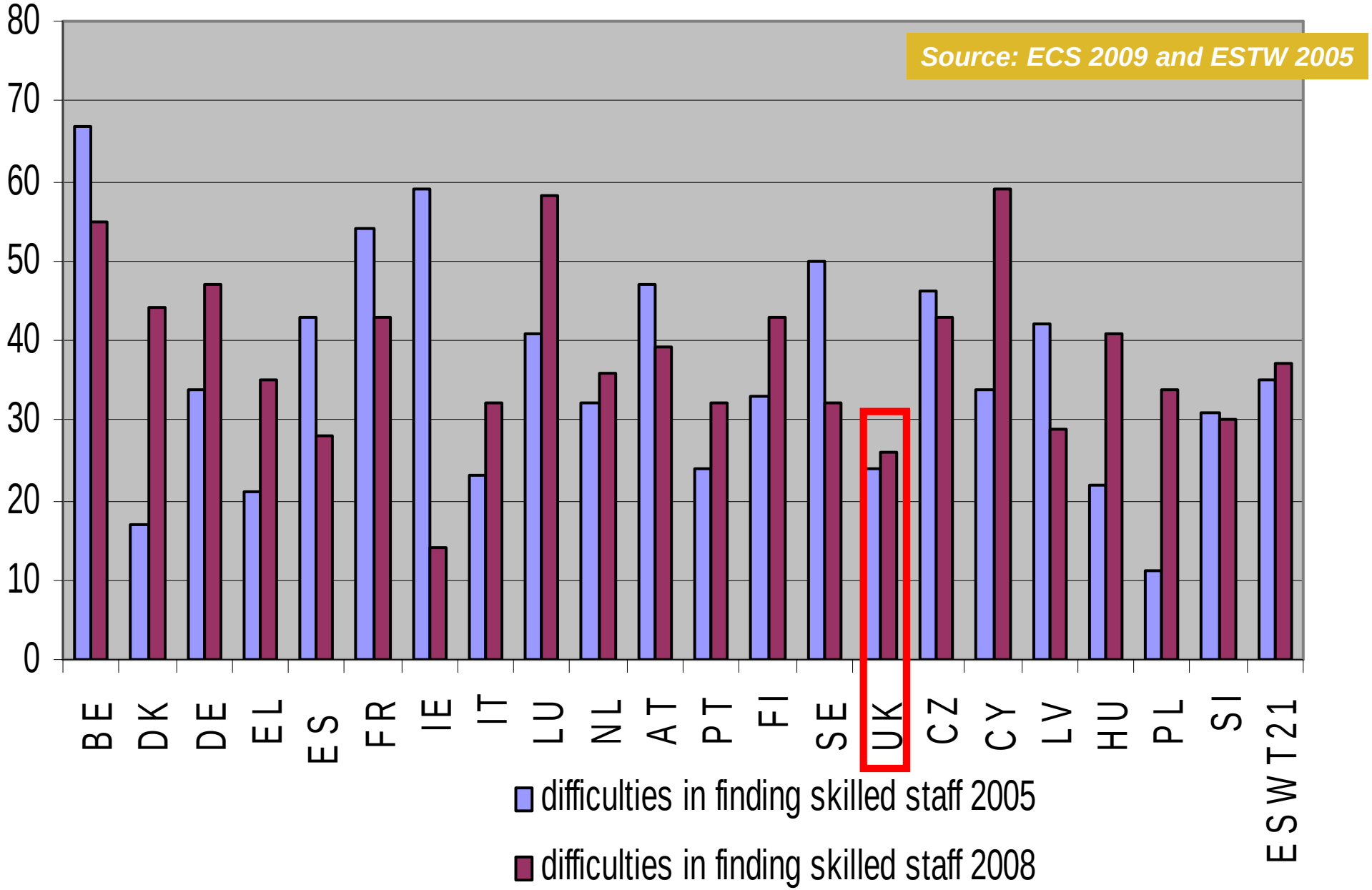

Flexibility practices – independent variables

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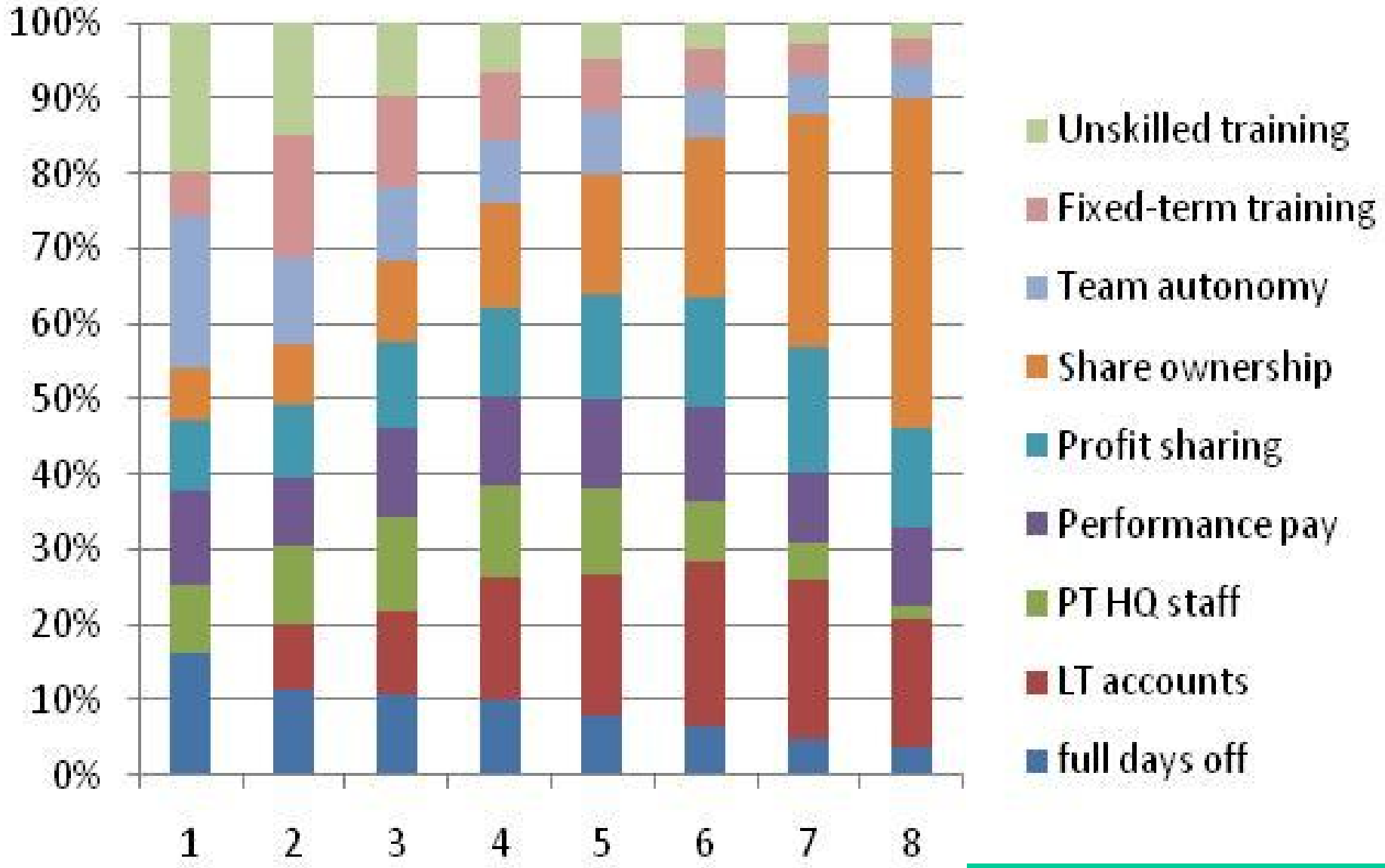
- Flexi-time to **full days off**
- Long-term time accounts to **more than one year**
- Part-timers in **high positions** as **common phenomenon**
- **Collective** performance pay for **at least 50% of employees**
- Profit sharing schemes **to all** employees
- Share ownership **to all** employees
- Work in **autonomous** teams
- Further training for employees with **fix-term contracts**
- Further training for **low-skilled**

Authors: Owczarzak and Jungblut, 2010

Number of establishments applying one to six or more flexible workplace practices ('000)

Relative shares of flexibility practices by total number of practices



Authors: Owczarzak and Jungblut, 2010

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Outcome variables – performance indicators

- General work climate in your establishment is **very good**
- Economic situation is **very good**
- Labour productivity compared with other establishments in the same sector of activity is it **a lot better**
- Labour productivity over last 3 years has **increased considerably**
- Number of employees over last 3 years has **increased**
- HR problems: high absenteeism/difficulties in retaining staff/low motivation of staff **(none of them!)**

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Authors: Owczarzak and Jungblut, 2010

Regression estimates (marginal effects) from a logistic regression

Number of flexibility measures	Work climate	Economic situation	Productivity level	No HR problems
One	0.218***	0.037	0.219***	0.134**
Two	0.377***	0.177*	0.364***	0.111*
Three	0.398***	0.283**	0.451***	0.150*
Four	0.627***	0.249*	0.557***	0.212**
Five and more	0.830***	0.289*	0.771***	0.371***

Regressions include all control variables but no randomization/reweighting to account for counterfactual models was used.

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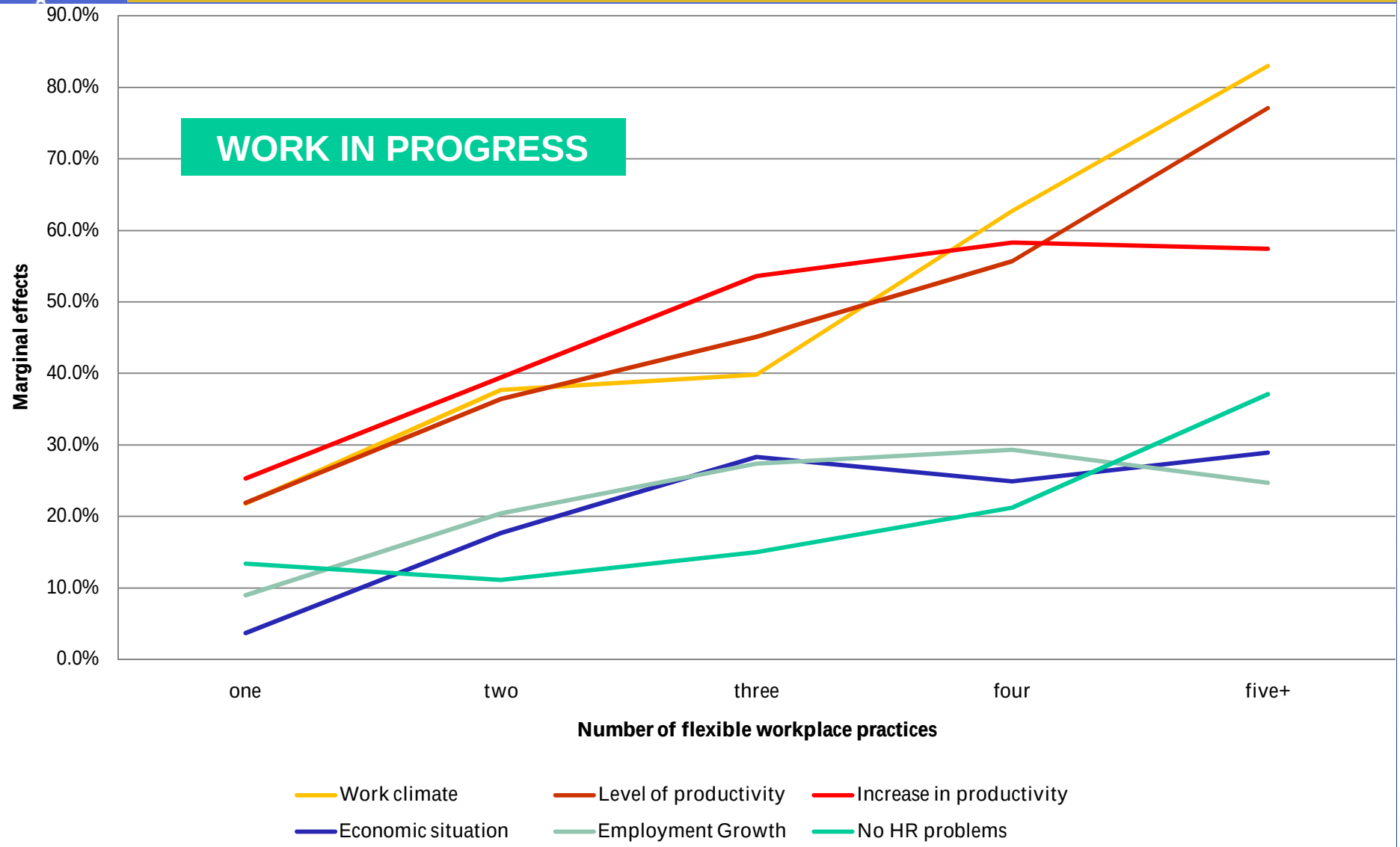
Authors: Owczarzak and Jungblut, 2010

Cumulated effect of flexibility practices on performance



Marginal effects estimates from logistic regressions of performance on the number of flexile workplace practices. All controls applied, robust standard errors. For effects, refer to the previous table.

Thank you!

Control variables

Variables	Transformation	Original
Sector	Dummies (2)	sec3
Country	Dummies (29)	Country
Est. Size	Dummies (4)	size_5
Industry	Dummies (10)	rev1_1di
Multisite	Dummy (for multisite)	MM100
Domestic	Dummy (for domestic owned)	MM106
Workload	Dummies (2)	MM158_x
Foreseeable	Dummies (2)	MM159
Shifts	Dummies for: Night, Saturdays, Sundays, shift work (4 x 1)	MM200_x & MM201
Overtime	Dummies (3): cut-offs <3%, <30%, 100%	MM350
Coll Agr Coverage rate	Dummies (4): cut-offs <5%, <25%, <50%, <75%, 100%	MM450
Bargain level	Dummy (for higher then company level)	MM451
Women	Dummy for <60%	MM550
Skill level	Dummies (6) (% of high skilled jobs)	MM553X