

State Intervention in Employment Policy: The European Union and Participation in the Workplace in the UK

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Projected Outcomes of EU Policy regarding Involvement and Participation (I&P)

- (1) The humanisation of working conditions;
- (2) help organisations adapt to market conditions and increase competitiveness; and
- (3) promote employee involvement within the workplace.

Data and Literature

- UK Government sponsored surveys **Workplace Industrial Relations Survey (WIRS)** and **Workplace Employment Relations Surveys (WERS)**
- Literature investigating human resources **practices** (McNabb and Whitfield (1998), Kersley et al (1998), Guest and Conwy (1997), Brown et al (2008))
- Literature relating to EU policy on involvement and participation, and its effects (Kersley and Martin (1997, Peccei et al (2005, 2007), Cox et al (2007), Smith (1999), Hall et al (2007, 2008, 2011) Koukiadaki (2010))

EU Policy Regarding Involvement and Participation in the Workplace

- Indirect representation based upon representative bodies
- **Economic ‘democracy’** Commission (1975), Rood (1986), Heller et al 1998, Barnard (2000), Harley et al, (2005)
- **Theory drawn from German economic success** Commission 1975, Barnard 2000

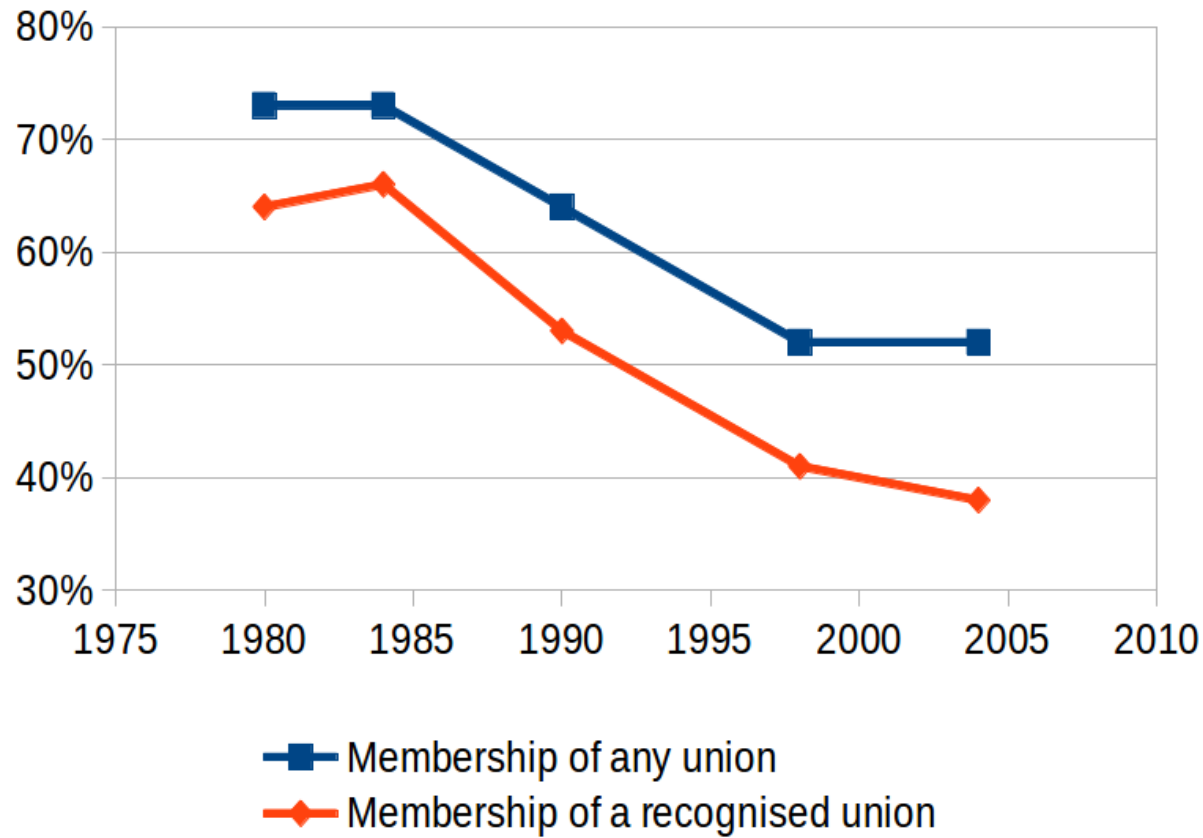
Key EU Legislative Measures

- The Collective Redundancies Directive
- The Acquired Rights Directive
- Health and Safety Directive
- The European Works Council Directive
- The European Company Regulation and Directive
- The Information and Consultation Directive (**IC Directive**)

Types of Involvement and Participation in Britain	
Indirect	Trade unions
Indirect	Consultative Bodies eg works councils (JCCs) and European Works Councils
Direct	Interaction between management and employees

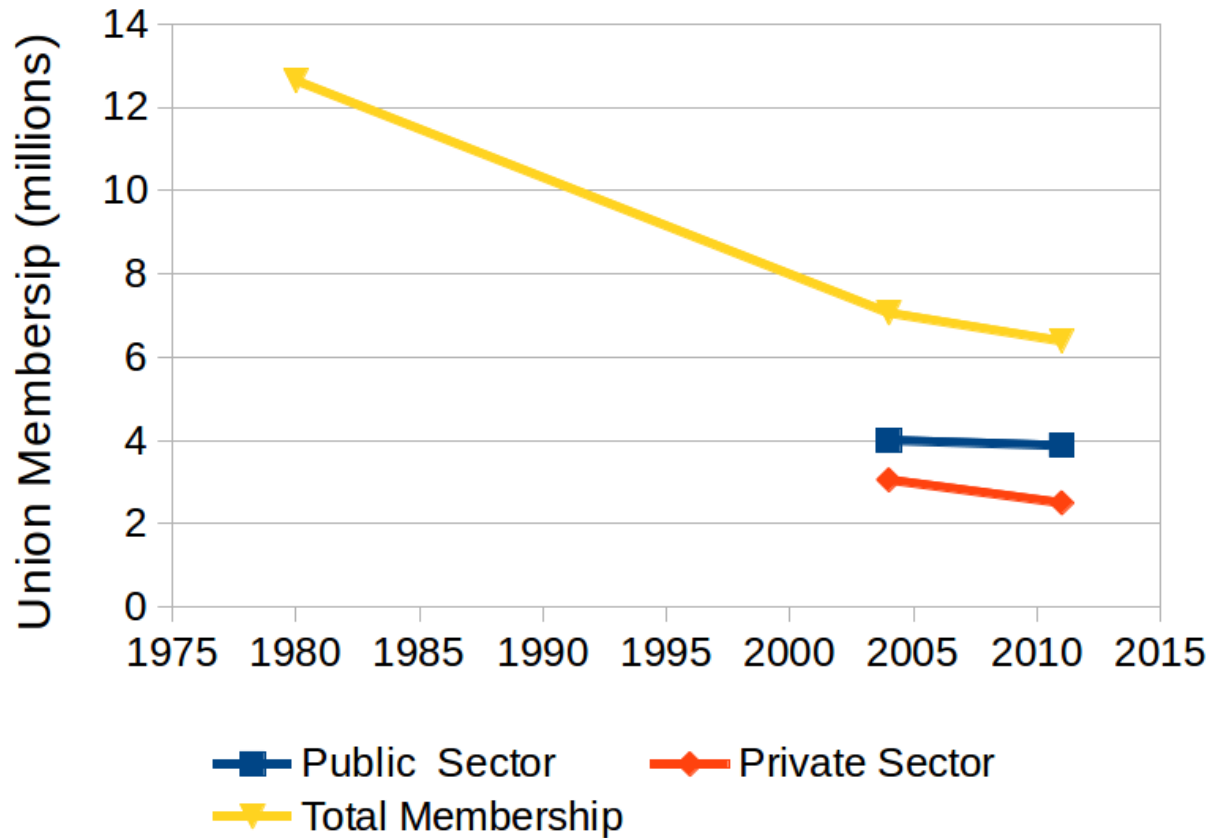
Incidence of Union Activity in Britain 1980-2004

Willman (2008)



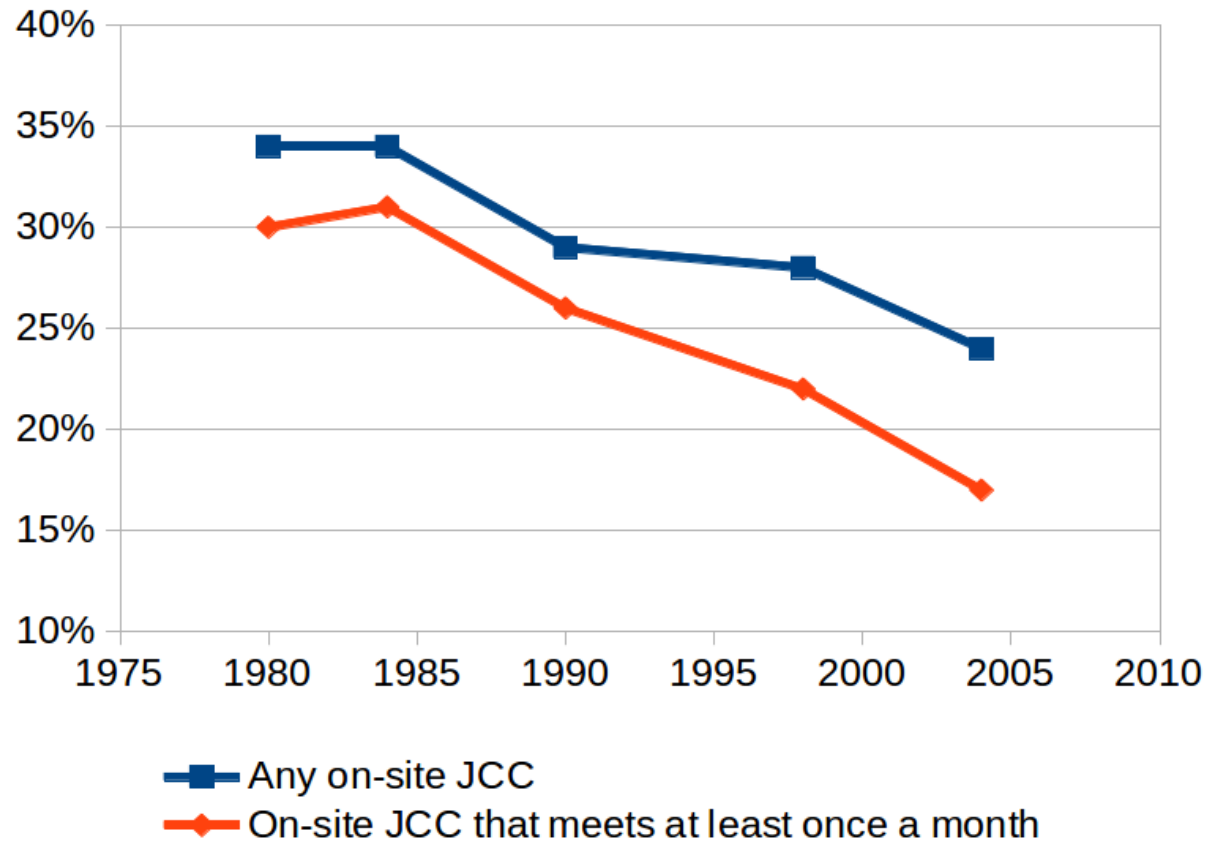
Trade Union Membership 1980-2011

Brownlie (2012)



Incidence of JCCs in Britain 1980-2004

Willman (2008)



Workplaces with an on-site Joint Consultative Committee, 2004 and 2011,

cell per cent

Van Wanrooy et al (2013)

	2004	2011
<i>Organisation size</i>		
5-49 employees	3	3
50-99 employees	10	12
100-249 employees	9	18
250-999 employees	14	13
1,000-9,999 employees	13	11
10,000 or more employees	17	14
All workplaces	9	8
All employment	38	37

'_' indicates that the difference between the 2004 and 2011 estimates is statistically significant at the 5 per cent level.

Basis: All workplaces with five or more employees. Figures are based on responses from 2,291 (2004) and 2,676 (2011) workplace managers.

Arrangements for direct two-way communication between managers and employees, 2004 and 2011

cell per cent

Van Wanrooy et al (2013)

	2004	2011
Meetings between senior managers and all employees	75	80
Meetings between senior managers and all employees with 25+ question time	46	46
Team Briefing	60	66
Team briefings with 25 per cent+ question times	37	40
<i>Any face-to-face group meeting</i>	86	90
<i>Any face-to-face group meeting with 25 per cent+ question time</i>	57	58
Problem-solving groups	18	14
Employee survey in past two years	35	38
Suggestion scheme	25	25
Regular use of email to all employees	35	49
<i>Any two way written communication</i>	58	69

'_' indicates that the difference between the 2004 and 2011 estimates is statistically significant at the 5 per cent level.

Basis: All workplaces with five or more employees. Figures are based on responses from 2,283 (2004) and 2,674 (2011) workplace managers.

Green highlighting indicates significant positive associations.

Red highlighting indicates significant negative associations.

The Effects of Involvement and Participation

The Commission's Projected Policy Outcomes

- **Humanisation of the
Workplace**
- **Increased Adaptability and
Competitiveness**
- **Employee involvement**

Eight related qualities

- **Trust**
- **Organisational
commitment**
- **Reduction in anxiety**
- **Employee relations**
- **Job satisfaction**
- **Financial competitiveness**
- **Labour productivity**
- **Employee involvement**

Involvement & Participation and Trust

Guest et al (2008) Data from WERS 2004

	Employee	TU Reps	Non TU Reps
JCCs	-(p≤0.05)	+	-
Content of union discussions	-(p≤0.01)	+	+
Other forms of communication	-(p≤0.05)	-(p≤0.1)	+
Consult with employees not unions	-	-(p≤0.1)	-
Quality improvement programmes	+	+(p≤0.05)	-
Involvement in change	+	+(p≤0.05)	-
Management do not usually consult	+	-(p≤0.05)	+
Task based participation	+(p≤0.001)	+(p≤0.1)	+(p≤0.01)
Performance appraisals	+(p≤0.05)	+(p≤0.001)	-

Organisational Commitment

Cox et al (2004, 2006, 2009)

	WERS 1998	WERS 2004
JCCs	-	-
JCCs and Depth	-	-
Combinations of direct practice and <i>breadth</i>	+(p<0.05)	+(p<0.01)
Combinations of direct practice and <i>depth</i>	+(p<0.01)	+(p<0.05)
Combination of direct and indirect practice <i>breadth</i>		+(p<0.01)
Combination of direct and indirect practice <i>depth</i>	+(p<0.01)	+

Job Satisfaction

Cox et al (2004, 2006)

	WERS 1998	WERS 2004
JCCs	+	-
JCCs and Breadth	+	
JCCs and Depth	-	-(p<0.01)

Job Satisfaction

Cox et al (2004, 2006)

	WERS 1998	WERS 2004
Combinations of direct practice and <i>breadth</i>	+(p<0.01)	
Combinations of direct practice and <i>depth</i>	+(p<0.01)	-
Combination of direct and indirect <i>breadth</i>		+
Combination of direct and indirect <i>depth</i>	+(p<0.05)	-

Job Satisfaction

		WERS 2004
Informative management	Wood and De Menzes (2011)	+(p≤0.05)
Consultative management	Wood and De Menzes (2011)	+(p≤0.05)
General influence measure	Brown et al (2008)	+(p<0 .01)
Managers seeking employee views	Cox et al (2009)	+(p≤0.01)
Managers responding to employee suggestions	Cox et al (2009)	+(p≤0.01)

Reduction of Anxiety/Contentment

		WERS 2004
Union Density	Guest and Conway 2004	-($p < 0.01$)
Surveys	Guest and Conway 2004	-($p < 0.01$)
Informative Management	Wood 2008	+($p \leq 0.01$)
Consultative Management	Wood 2008	+($p \leq 0.05$)

Industrial/Employee Relation's Climate

Addison and Belfield (2001)

	WIRS 1990	WERS 1998
JCCs	+	+
Union recognition	-	-
Problem solving groups	+(p<0.01)	-
Briefing groups	-(p<0.05)	+
Meetings: top management and employees	+(p<0.01)	+(p<0.01)
Management chain	-(p<0.01)	+
Other (suggestion schemes etc)		+(p<0.01)

Financial Performance

	WIRS 1990 Performance Change 87-90 Fernie and Metcalf (1995)	WERS 1998 Performance Change 95-98 Addison and Belfield (2000)	WIRS 1990 Fernie and Metcalf (1995)	WERS 1998 Addison and Belfield (2000)	WERS 2004 Kersley et al (2006)
Union Recognition	-(p<0.01)	+(p<0.01)		-	
JCCs	-	+	-	+	

Financial Performance

	WIRS 1990 Ferne and Metcalf (1995)	WERS 1998 Addison and Belfield (2000)	WERS 1998 (Panel) Addison and Belfield (2000)	WERS 2004 Kersley et al (2006)
JCCs	-	+	+	
Downward Communication	+p(<0.01)	+	+p(<0.01)	
Problem Solving Groups based upon meetings between different sections of management and all or part of the workforce.				+ Significant
Monthly meetings between senior management and the whole workforce in which employees have an opportunity to speak.				+ Significant
Formal Surveys of Employees				+ Significant
Use of the management chain				+ Significant
Newsletters.				+ Significant

Productivity and Indirect I&P

	WIRS 1990 Productivity change 87-90 Fernie and Metcalf (1995)	WERS 1998 Productivity change 95-98 Addison and Belfield (2000)	WIRS 1990 Fernie and Metcalf (1995)	WERS 1998 Addison and Belfield (2000)	WERS 2004 Kersley et al (2006)
Union recognition	-(p<0.01)	+(p<0.01)		-	
JCCs	+	-(p<0.01)		-(p<0.01)	

Productivity and JCCs

	Productivity 1990 Fernie and Metcalf (1995)	Productivity WERS 1998 Addison and Belfield (2000)	Productivity change 87-90 Fernie and Metcalf (1995) Addison et al (2000)*	Productivity change 95-98 Addison and Belfield (2000)	Productivity 2004 Kersley et al (2006)
JCCs		-(p<0.01)	+	-(p<0.01)	
JCCs Introduced and No Union Involvement			+(p<0.05) *		

Productivity and Direct I&P

	Productivity change 87-90 WIRS 1990 Fernie and Metcalf (1995)	Productivity change 95-98 WERS 1998 Addison and Belfield (2000)	Productivity WIRS 1990 Fernie and Metcalf (1995)	Productivity WERS 1998 Addison and Belfield (2000)	Productivity WERS 2004 Kersley et al (2006)
Any EI		+	+(p<0.1)	+	
Problem solving		+(p<0.01)		+(p<0.05)	+ Significant
Briefings	+(p<0.1)	+(p<0.05)	+(p<0.1)	+(p<0.05)	
Meetings with all workforce		+		+	+ Significant
Chain		-	+(p<0.05)	-	+ Significant
Other	-(p<0.05)	+	-(p<0.05)	+	

Employee Perceptions of Job Influence

Delbridge and Whitfield (2001)

Type	Task Range	Work Pace	How Job Done
Recognised Union	-	-(p<0.05)	-
JCCs	-	+	+(p<0.05)
Team briefing with time for employees to question or offer their views	+(p<0.01)	+(p<0.01)	+(p<0.05)
Quality circles/problem solving	+	-	+

The Impact of Voice on Employee Perceptions of Managerial Responsiveness

Bryson (2004) using WERS 2004

Indirect Voice-mechanisms	Association
EWC	-
JCCs	-
Union recognition, part time representative	- ($p < 0.01$)
Union recognition, full time representative	-
Union recognition, no on-site representative	+

The Impact of Voice on Employee Perceptions of Managerial Responsiveness

Bryson (2004) using WERS 2004

Direct Voice-mechanisms	Association
Problem solving group	+(p<0.01)
Regular meetings between management and workforce	+(p<0.01)
Regular newsletter	+(p<0.01)
One direct I&P mechanism	+(p<0.1)
Two	+(p<0.05)
Three	+(p<0.05)

Conclusion

- The EU's claims for its policy are not supported by UK evidence.
- Are significant negative associations caused by complex variables?
- Problems with legal definitions of key terms like 'consult'.
- How to promote the positive effects of certain direct I&P practices.

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