



European Foundation
for the Improvement
of Living and Working
Conditions

The tripartite EU Agency providing knowledge
to assist in the development of better social,
employment and work-related policies

Management practices, performance and workforce well-being

Stavroula Demetriades

Senior Research Manager

Fresh thinking labs 20 October 2021

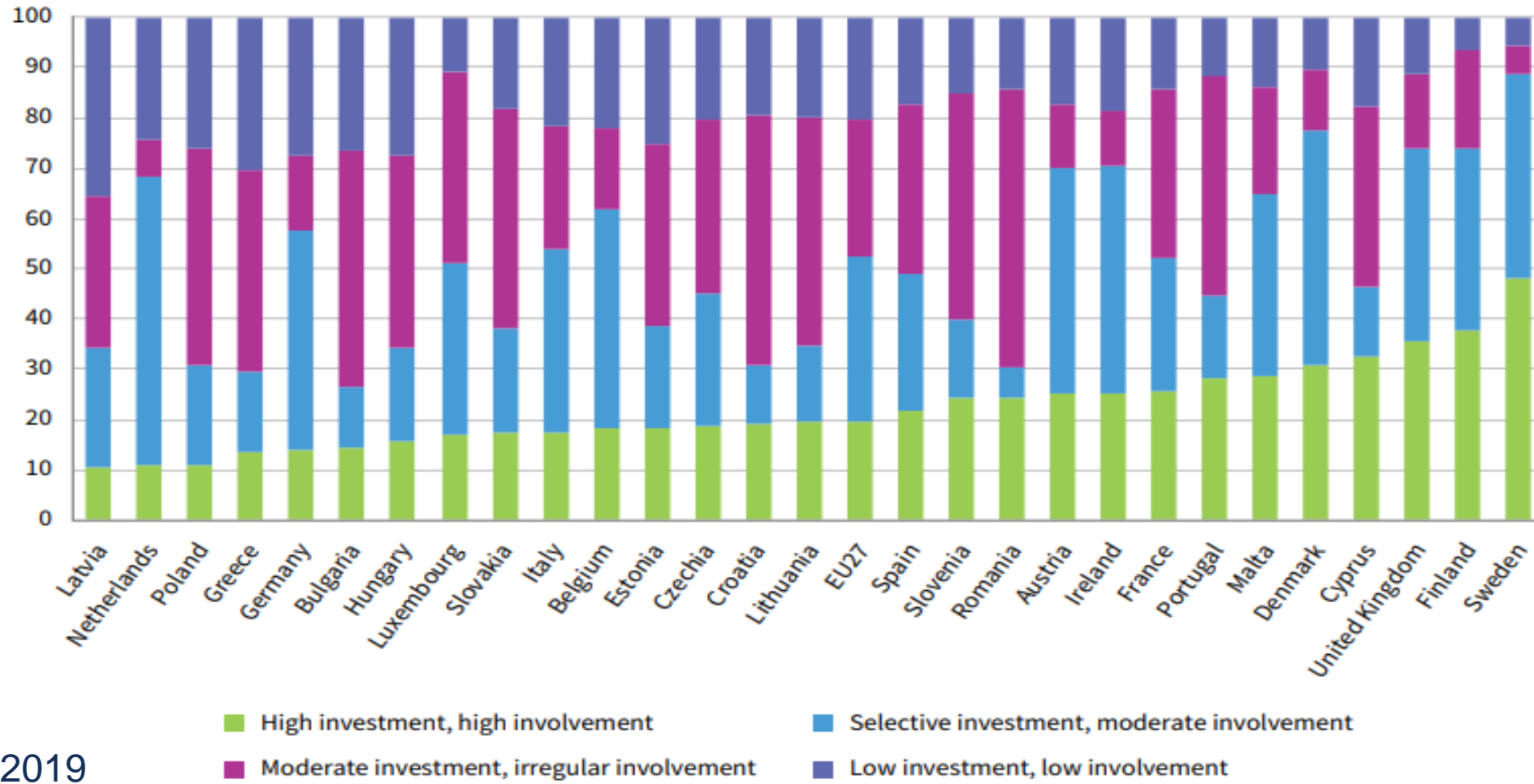
The Eurofound-Cedefop European Company Survey 2019

- Survey of (HR) managers and employee representatives (ER) in European establishments
- Most senior person in charge of HR in the establishment (MM)
- Official employee representative (works council/trade union)
- Topics explored: Skill strategies, motivation and trust, work organisation, HRM, employee involvement, digitalisation, product market strategies, degree of competition, outcomes (productivity, financial conditions), social dialogue.

Profiles of European establishments (ECS 2019)

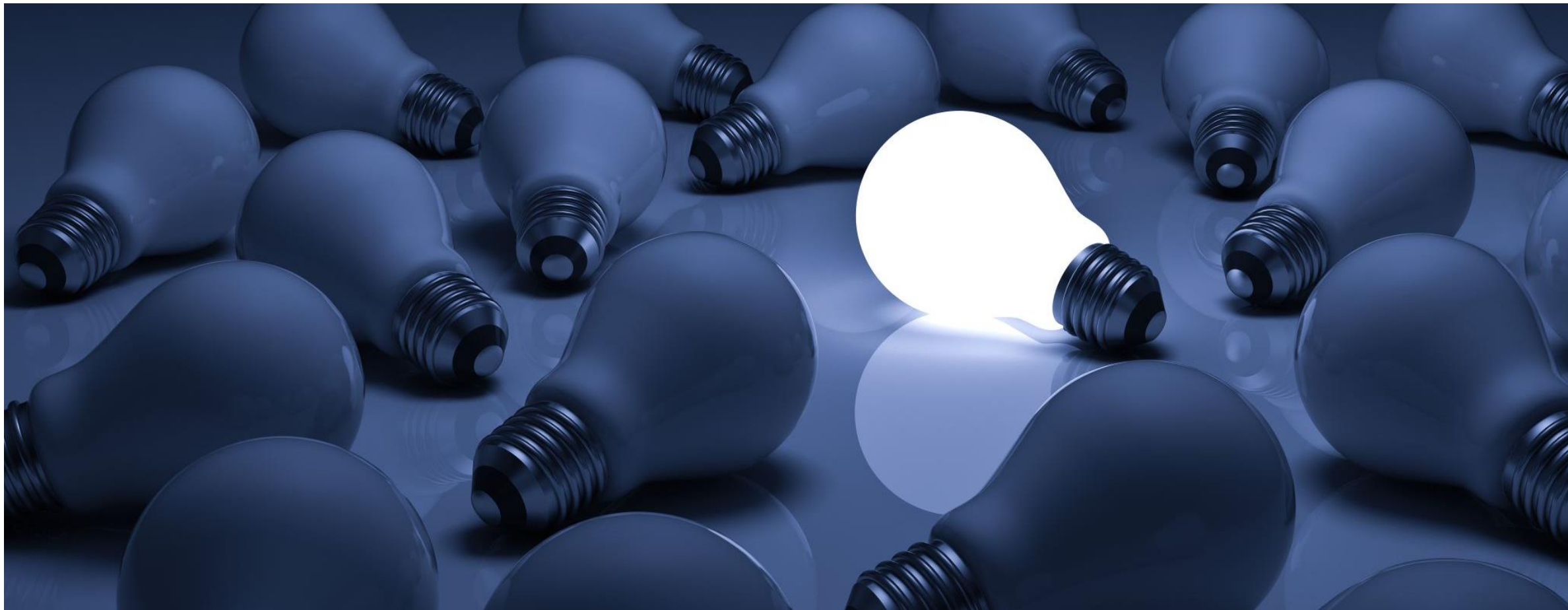
High investment, high involvement	Selective investment, moderate involvement	Moderate investment, irregular involvement	Low investment, low involvement	EU27
20	33	27	21	100%

Groups of establishments by country (%)



ECS2019

Is this the right time to talk about innovation?



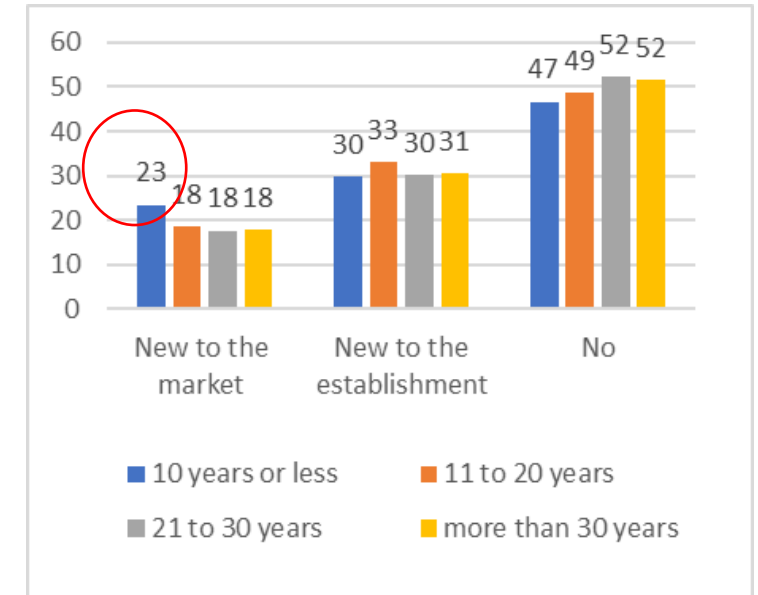
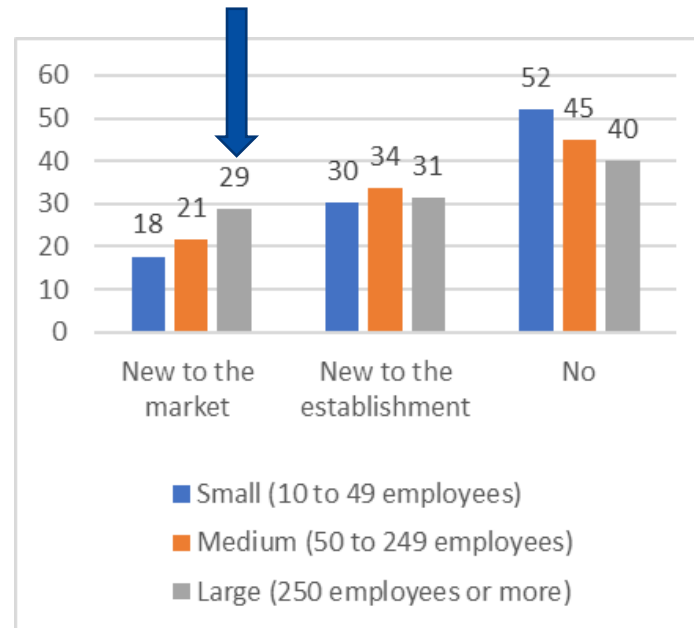
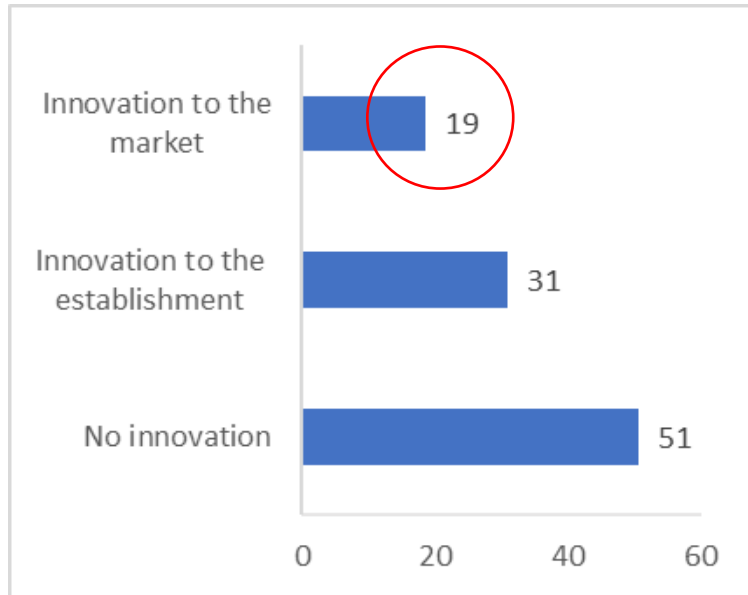
Innovation is about R&D, technology, product innovation but also about..

Management practices!

Our quest: What kind of management practices do innovative companies adopt, how do they implement them and what motivates them?

- Interviews with 22,000 HR managers in 27 EU Member States and the United Kingdom –European Company Survey 2019
- In-depth interviews with 18 managers and employees in selected innovative companies (motivations, the ‘how’, enablers, barriers)

Innovation to the market: Large and young companies



anddigitalised



What practices? Results of analysis

Work organisation

- High job complexity and autonomy: jobs designed to be challenging, autonomous decision making
- Collaboration with other companies

HRM

- High expectations on employees (help each other, stay longer if needed, making suggestions)
- Motivations (monetary, variable pay, training, interesting jobs)

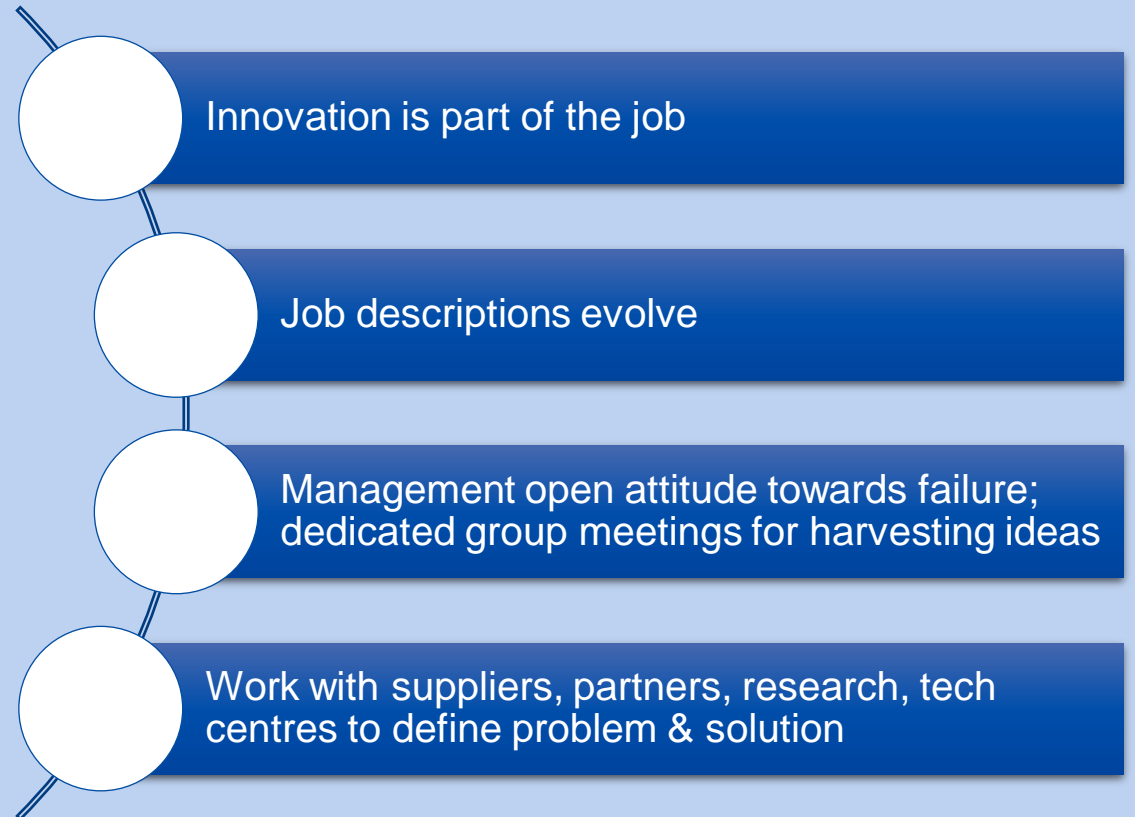
Employee participation

- Regular meetings with line manager, staff meetings, dissemination of info, suggestion schemes, opinion on EP.
- High employee influence in management decisions

How do you organise work?

Work organisation

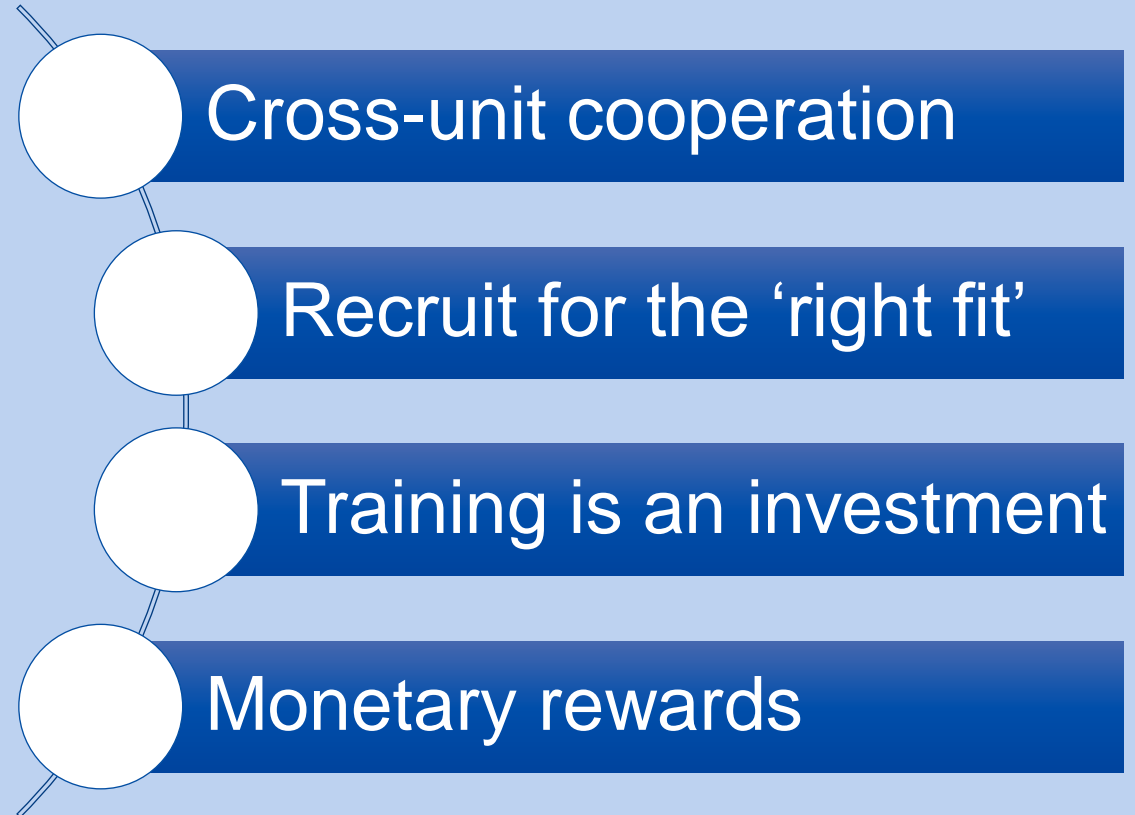
- High job complexity and autonomy: jobs designed to be challenging, autonomous decision making
- Collaboration with other companies



How do you organise HR practices?

HRM

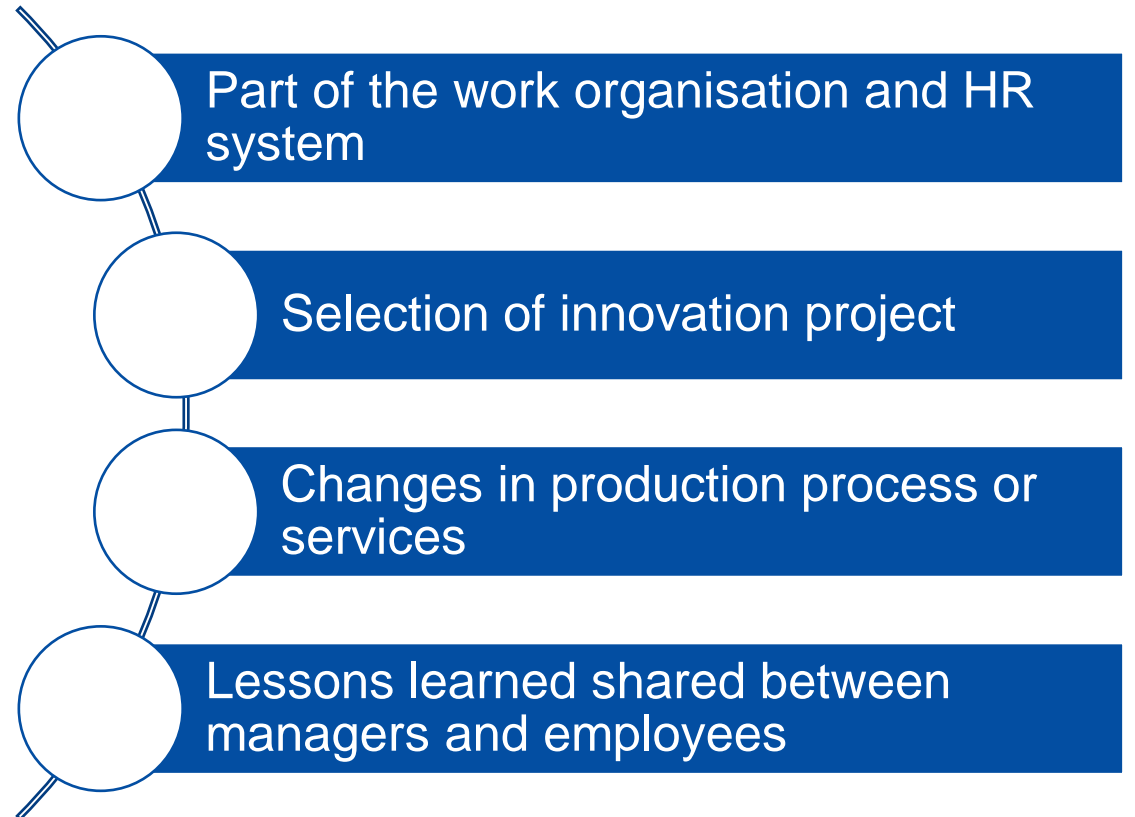
- High expectations on employees
- Motivations (monetary, variable pay, training, interesting jobs)



How are employees involved?

Employee participation

- Regular staff engagement
- High employee influence in management decisions

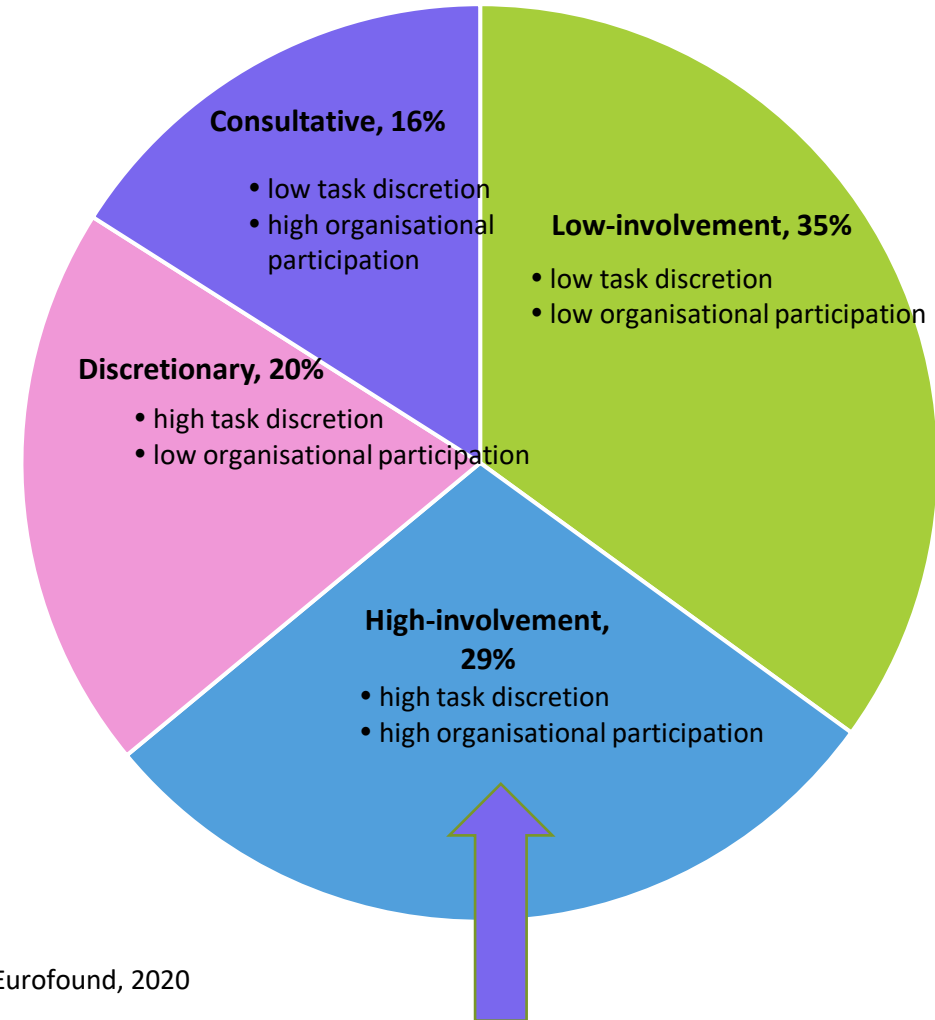


Evidence from the European Working Conditions Survey

- What types of work organisation do European workers work in?
- Is work organisation associated with employee engagement?

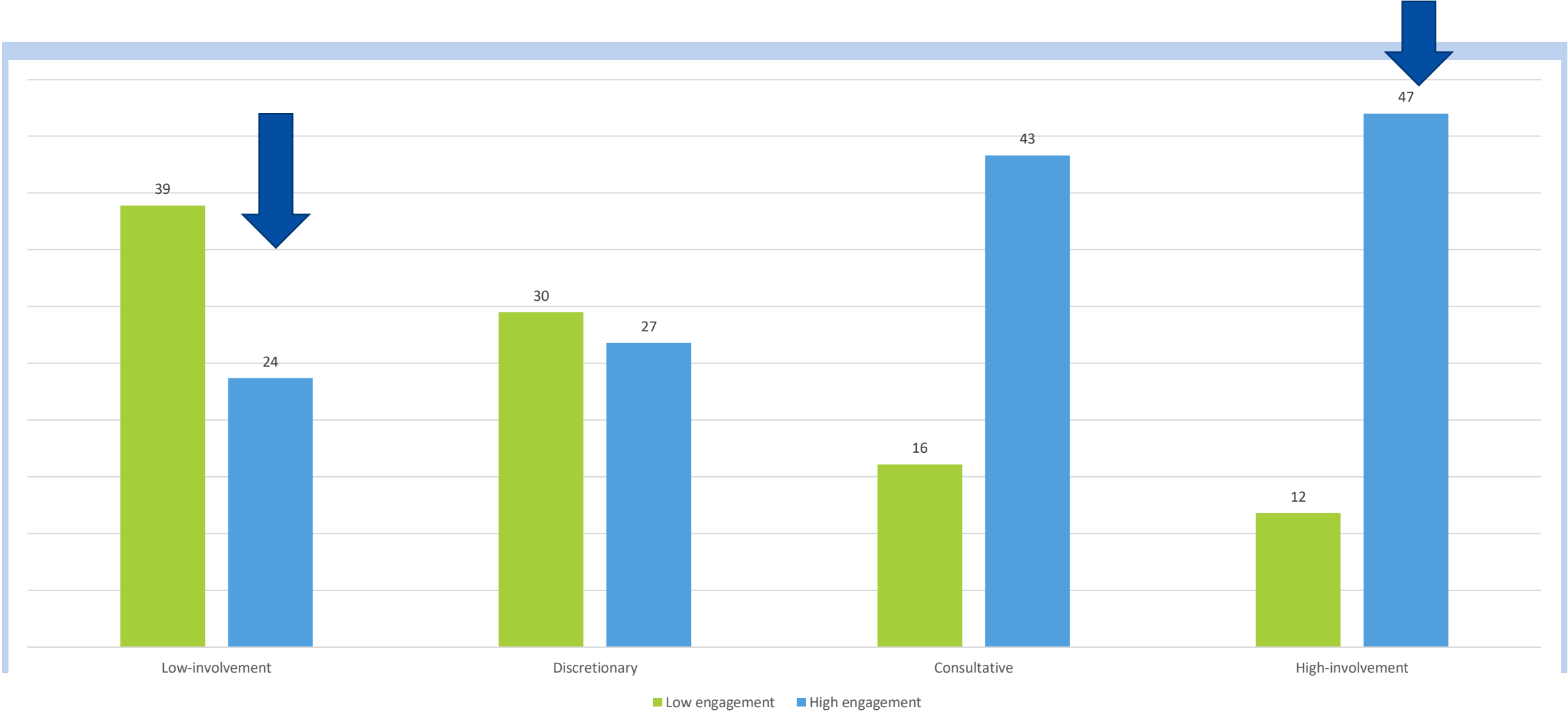
The % of employees working in different types of work organization (EWCS, 2015)

- Task discretion: can employees exercise independent initiative while carrying out their job and tasks?
- Organisational participation: can employees participate in decisions that affect wider organizational issues?



Source: Eurofound, 2020

High employee involvement increases work engagement



Source: Eurofound, 2020

Serious about innovation?

'Here is a three question survey I use with those on the front lines to test an organization's commitment to innovation :

- 1. Has your company taught you how to think like an innovator?*
- 2. If you have an idea, is it easy to get a bit of time and money to push it forward?*
- 3. Is it clear that your manager is accountable for innovation?'*

Gary Hamel

What motivates you to introduce innovation?

Managers



'Innovation virus', high-end products

Workers



Personal, career development, interesting job

Enablers and barriers of innovation

Enablers of innovation



Management attitude and support to innovation

Skilful and competent workers

Open internal communication

Barriers of innovation

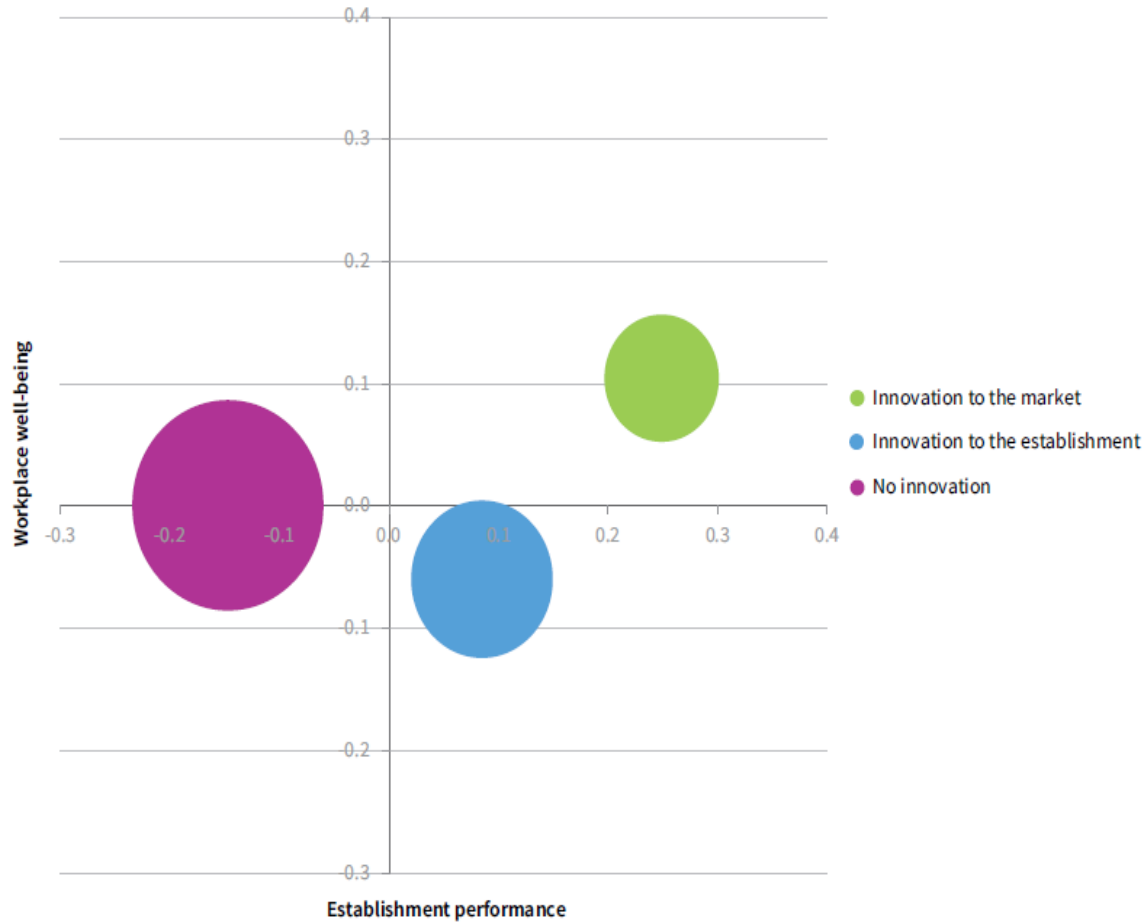


Lack of financing for innovation

Lack of resources (human resources and time)

Lack of management drive and support to innovation

What are the outcomes of innovation?



- Customer satisfaction
- Improved economic performance
- Reputation as a good employer and attracting talent (good place to work)

Key takeaways

1. Design jobs that are challenging and give autonomy to employees
2. Have high expectations of employees but motivate them too; invest in skills and line managers' skills!
3. Reward performance
4. Involve staff in decision making
5. Collaborate with other companies and organisations

Thank you!