



The inegalitarian syndrome and the exhaustion of labour

Discussant : Agnès Parent-Thirion, Eurofound

ETUI conference



Content of my presentation

From a micro level perspective

- Job quality and job at risks for health and well being

Which I will relate to changes in the LM

- .. the increased feminisation of the labour force
- .. And the ageing of the working population

As well as to

- The role of labour forms in shaping job quality
- Worker's involvement

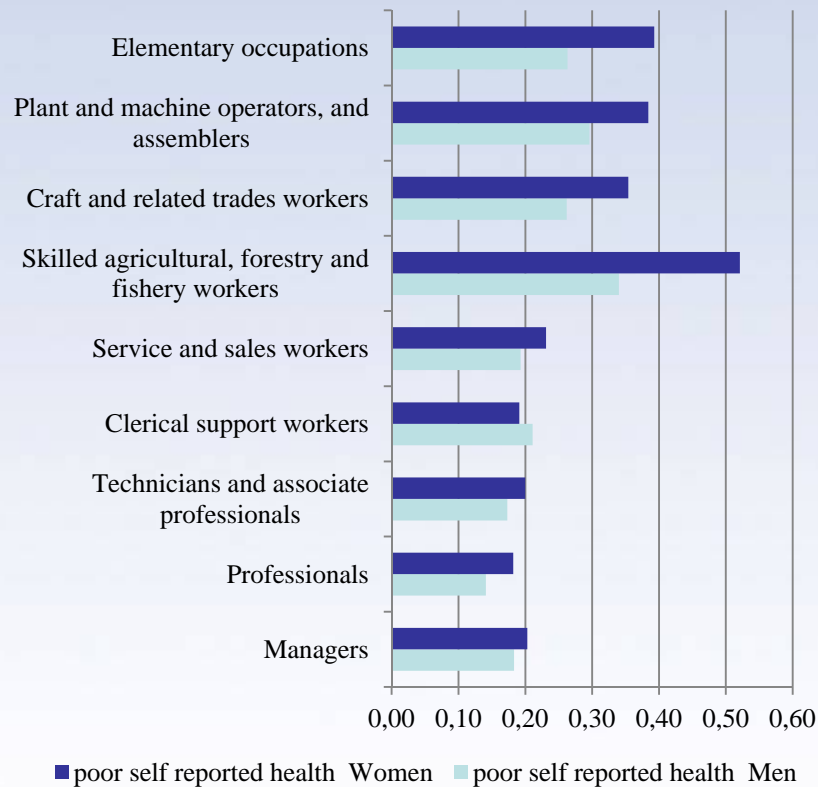
These evidence point to the following conclusions

- An alternative is possible (and happening now) :
- Job quality is key to many European objectives
- Changes in work organisation and hrm practices may be necessary
- Many solutions may be local / national; the role for the European level may be in monitoring, organizing learning etc

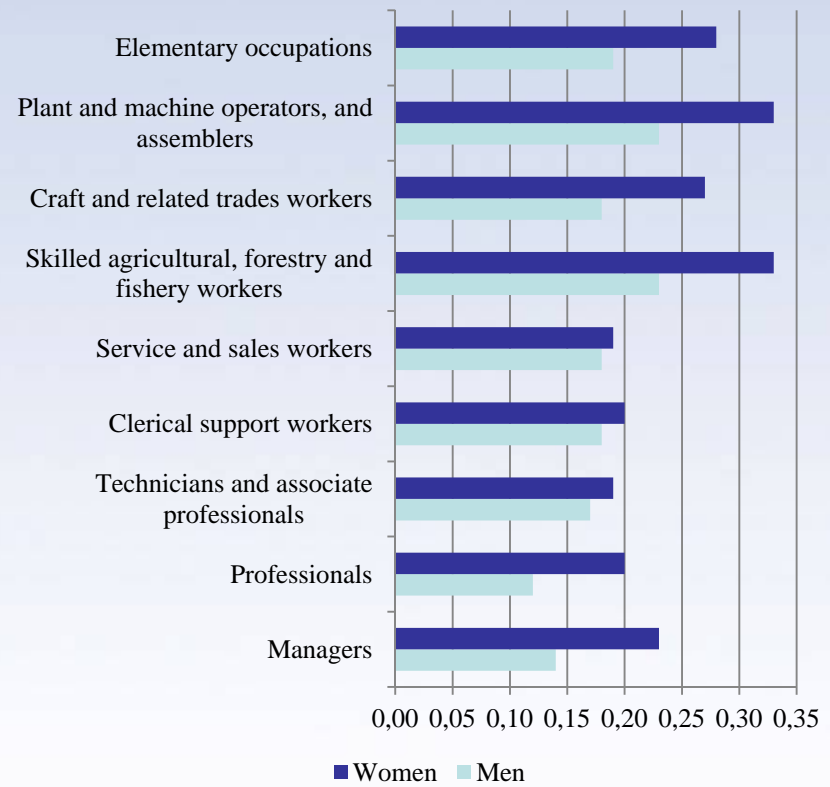


inclusive labour market or the exhaustion of labour (eg work producing bad health) ?

Poor self reported health



Low mental well being



Job sustainability and working conditions

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





Why shall we talk about quality of work and employment ?

- Quality of work and employment and organizational performance are 2 sides of the same coin
 - ▶ A key ingredient workplace innovation
- From an internal labour market perspective :
 - ▶ what do we do to increase the use of our human capital and people s wish to enter, contribute and remain in paid work ?
- The EU treaty, article 131 foressees the « improvement of working conditions » - Acknowledged in Europe 2020
- Mission of Eurofound : tripartite – win win arrangements - subsidiarity
- A recommendation in the Stielglitz report to avoid ‘blind captains’



Level of analysis	Examples of topic and roles
The worker	Fit, able to combine work with care, equipped with marketable skills skills, motivated to work, preferences
The job	What quality ?
The company	HR and other policies and practices, work organisation practices, trade Union role, collaboration between workers
The labour market	Unemployment and participation rates, transitions etc
The legal and regulatory framework	Rights and duties, financial incentives, promoting good practice, collective agreements
The welfare state	Safety net, developing capacities, supporting social infrastructure



Criteria for selecting job quality features ?

- Well being of workers ?
 - Dimensions that can have causal positive or detrimental effects on well being as well as limit the capacity of workers to take up a specific job are considered; prospective studies; dir 89
- Performance of companies ?
 - Direct and indirect effects between well being and performance
- Gender equality ?
 - Calls at minimum for gender mainstreaming and providing gender disaggregated data.
- European social model ?
 - Voice ? Workers participation ?
- Other ?



The indices : 69 questions

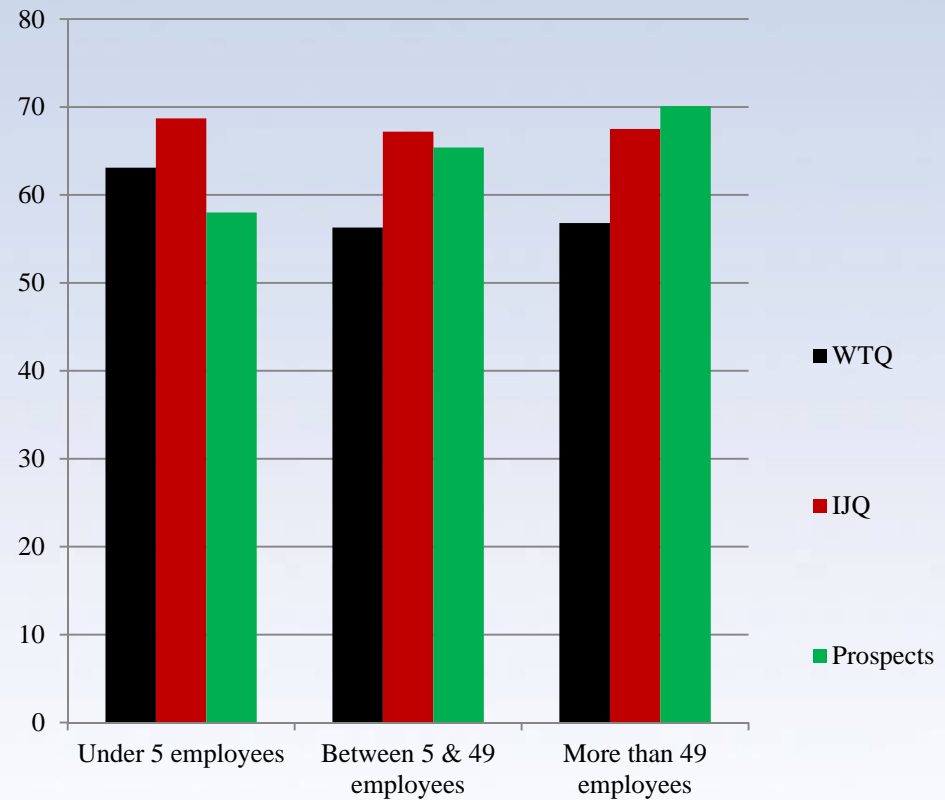
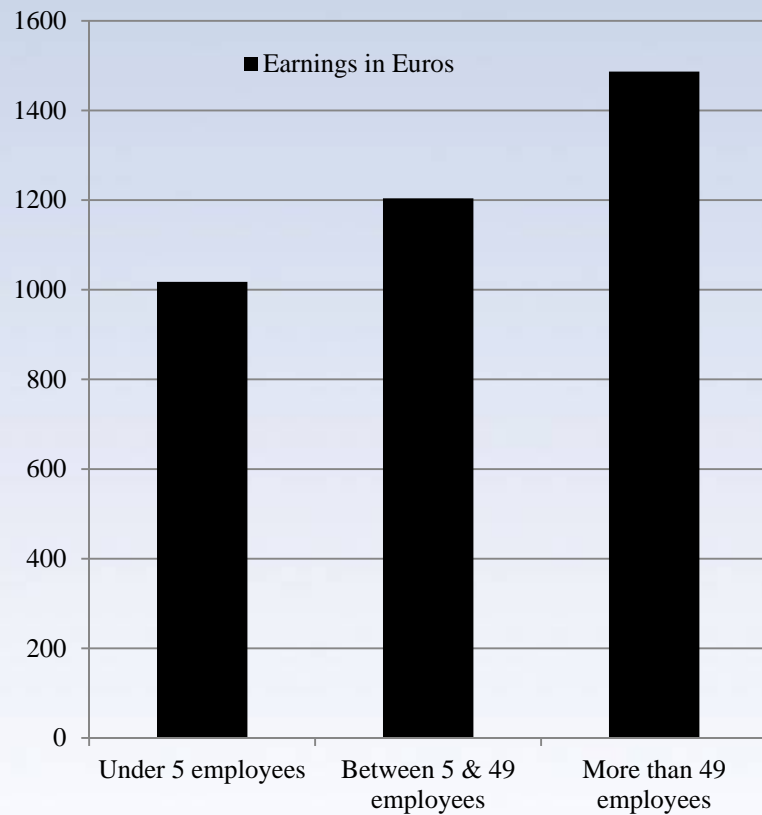
- Builds on Eurofound (2002):
 - “career and employment security”, “health and well-being”, “reconciliation of working and non-working life” and “skills development”
- Earnings: monthly earnings
- Prospects : Job security, career progression, contract
- Intrinsic Job Quality
 - *Skills and Discretion*
 - skills use (problem-solving, complexity), learning and training, discretion and influence over own work, occupation (incl. average education level in occupation)
 - *Good Social Environment*
 - good support, absence of bad social relationships
 - *Good Physical Environment*
 - inverted count of environmental and posture-related hazards
 - *Work Intensity*
 - high effort requirements (including emotional demands), multiple work pressure sources
- Working Time Quality : length of working week, weekend, evening & night work, time discretion, time flexibility





Eurofound

Average Job Quality by Establishment Size

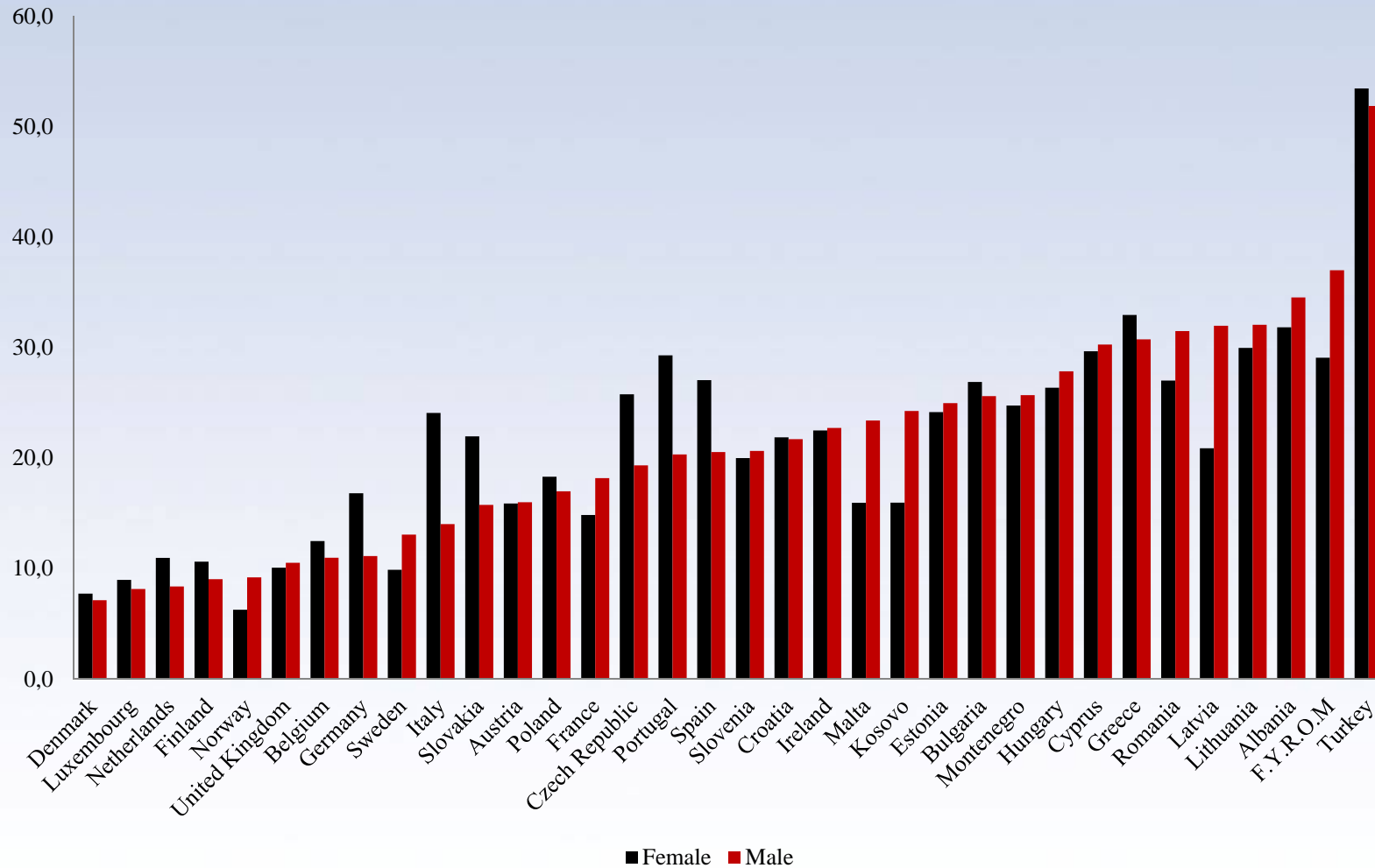


Clusters of job quality

Clusters	Earnings	WTQ	IJQ	Prospects	Percent
High-Paid Good Jobs	2786.5	63.7	74.6	78.9	13.6
Well-Balanced Good Jobs	1029.7	68.4	74.3	71.0	37.2
Poorly-Balanced Jobs	1160.1	42.9	61.4	70.5	28.9
At risk Jobs	726.9	52.7	57.3	34.4	20.2
Total	1245.7	57.2	67.2	64.5	100.0



proportion of workers with 'at risk' jobs by country and gender



Job quality and well being

- For all indices, **clear positive relationship between well-being and quality**. As some effects are linked to dose exposure effect, the effect can be delayed and different according to individual.
- The aspects **more effective in shaping workers' well-being are the intrinsic job quality as well as prospects**. These aspects of quality are not monetary.
- **Negative relationship between quality and variability of well-being:** variability decreases when quality improves. Once very good working conditions are achieved individuals have consistent levels of well-being. It is facing bad job quality conditions that differences in the individual and/or collective capacity to cope emerge: there are clearly many individuals who are capable of compensating their situation and people with worryingly low levels of well being.



Some gender concerns

- Gender segregation of labour markets : in short, lifecourse profiles, glass ceiling and occupational gender segregation, unpaid work mostly borne by women; the value of work
 - ▶ Different job quality compromises for men and women
 - ▶ In a dynamic approach : closing gender gaps ?
 - by decreasing men's situation or increasing women's position ?
 - The second phase of recession : public sector
- Work life balance matters and needs to be supported at individual, HH, company and collective levels



From ageing workforce

- Age polarisation
- Commitment to increasing working lives
- (Will) require :
 - ▶ Avoid demanding working conditions : more demanding working conditions are being transferred to older workers. This requires to look at ergonomics and osh issues with a wide front and work organisation
 - ▶ Facilitating reconciliation of professional and private life : (HR) policy should encourage employee led working time flexibility
 - ▶ Meeting aspirations for integration through work, developing one s capacities : Globally, some risks for older workers not to feel that they can contribute as much as they would want
 - ▶ Facilitating socio economic participation into work : risks for a sub group of older workers of low pay and insecure employment situations



To sustainable work

- Changes in work organisation and demographic evolution seem to have reduced protective mechanisms that allowed older workers to be less exposed to painful working conditions
 - ▶ This raises challenges in work organisation to prevent wearing out as well as avoid transferring the burden from the older to the younger
- Key factors in explaining work unsustainability when ageing are painful positions, poor work life fit and bad career prospects
 - ▶ This raises challenges in health and safety as well as human resources management, company organisation and the management of flexibility
- Work sustainability differ strongly per occupations.
 - ▶ Variety in occupational situations would need differentiated policy approaches
- Comparisons between countries show that working conditions for older workers vary from one country to another, the country effect is a key factor for determining working conditions



Labour norms shape job quality

- Atypical jobs show less favourable results in terms of, reported ability to do the same job until the age of 60, sick leave, and health and wellbeing.
- “Objective attributes” of workers’ employment situation (e.g., type of contract, receiving training, number of working hours, working times organisation, collective representation, etc.) impact on key aspects for maintaining a sustainable labour force in the long term.
- Employability indicators are low – for the segments of the labour force that are most vulnerable to flexible and highly volatile jobs :
 - ▶ 50 % of European employees had training, with lower figures for women, older workers, lower skilled workers, workers in small companies
 - ▶ 32% of European employed workers reporting good employability prospects;
- On 45 % of EU salaried workers report having an employee representative at their workplace. This leaves an important part of the workforce with no say and no voice.

Work Organisation and Employee Involvement in Europe

- Patterns of Employee Involvement
 - ▶ 38% of EU 27 employees are in low involvement organizations, when 27% are in high involvement organizations. 35% are in intermediate levels of involvement; marked differences between countries
- Determinants of Employee Involvement
 - ▶ Low involvement more common in routine machine production; higher involvement in knowledge work (client and ict)
 - ▶ Clear relationship between opportunities for involvement and occupations : 50% of managers are in high involvement; the non-skilled are predominantly in low involvement systems (57%).
 - ▶ Involvement works better when embedded in a wider organizational culture concerned with employee development.
 - ▶ Where collective consultation existed, employees were more likely to be in a high involvement than in a low involvement organisation (36% compared with 27%).



Consequences of Employee Involvement

- ▶ 60% of employees in high involvement organizations had training in the previous year, compared to 40% of those in low involvement organizations. Important for innovation
- ▶ Those reporting that the organisation motivates to give best performance rose from 47% in low involvement to 76% in high involvement organisations; important for productivity
- ▶ Being in an high involvement organization is associated with a significant reduction in general physical risks
- ▶ High involvement organizations provides greater flexibility with respect to working time – control of start and finish times, ability to take time off during work.
- ▶ Greater opportunities for involvement in decision making was also associated with higher levels of psychological well-being among employees and less absence



- Crisis is having a differentiated impact per country
- The rise in average level of task discretion among those remaining in employment may have been partly due to a particularly high exit from the workforce of those with low levels of discretion.
- Many lower quality jobs have been disappeared during the crisis



Conclusion

- There are high costs associated with the exhaustion of labour for all of society
- There are benefits for developing capabilities of individuals and organisations
- An alternative to the exhaustion of labour is possible (and happening now)
- Job quality is one way.
- Changes in work organisation and hrm practices may be necessary
- Understanding pre conditions for promoting these win win arrangements is important
 - ▶ Watch out for the 3rd European Company Survey (2013)
- Coherence of our actions matter
- Good job quality is key to contributing to smart, inclusive and sustainable growth
- Many solutions may be local / national; the role for the European level may be in monitoring, organizing learning etc



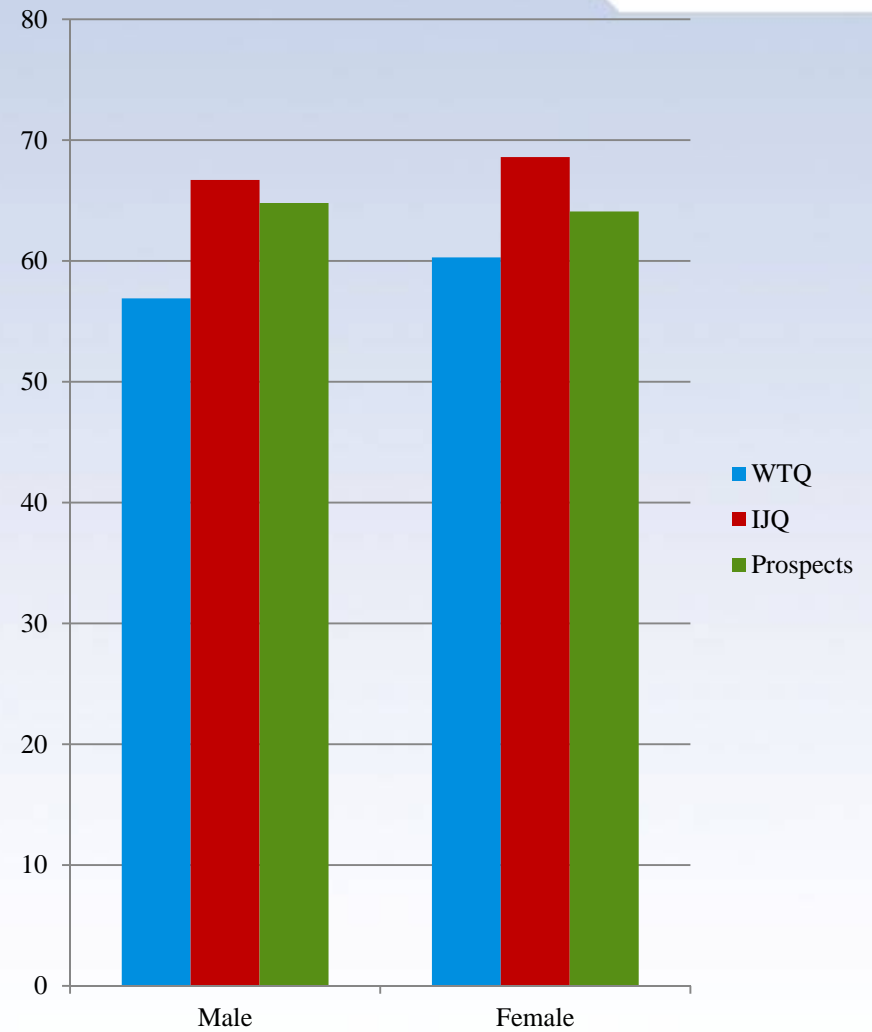
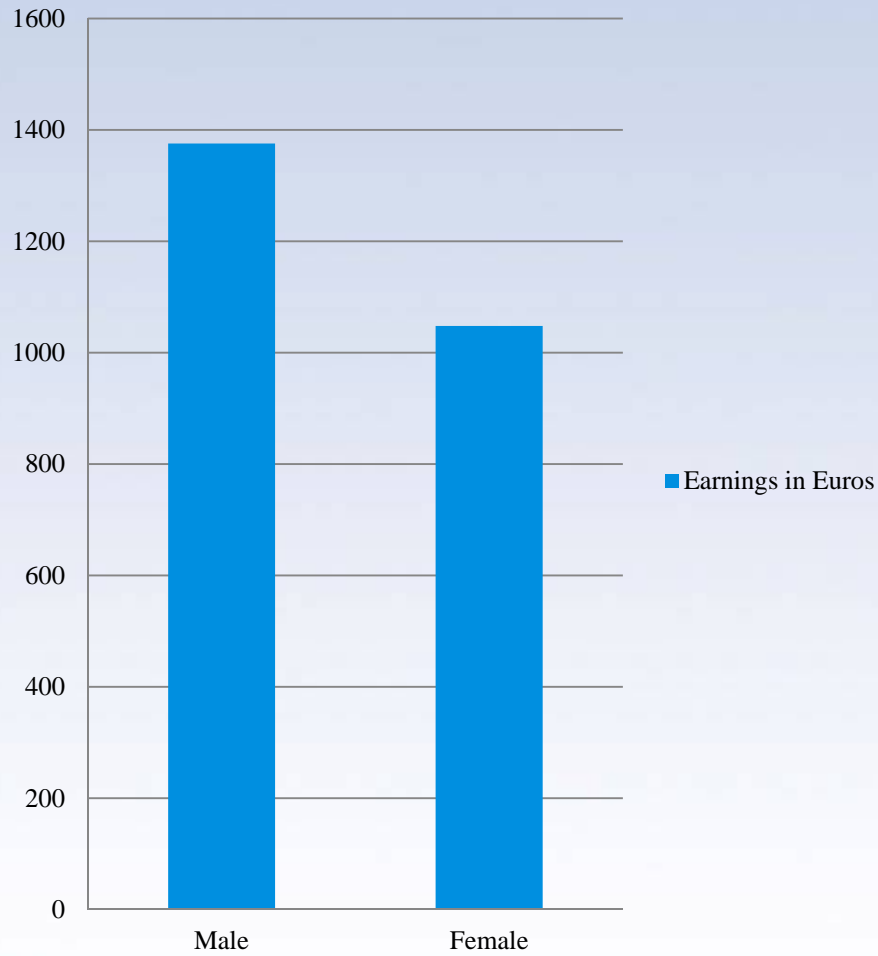
Merci,

*More on eurofound www.eurofound.europa.eu or
apt@eurofound.europa.eu*

*Presentation based on 6 secondary analyses of
the 5th EWCS + tj*



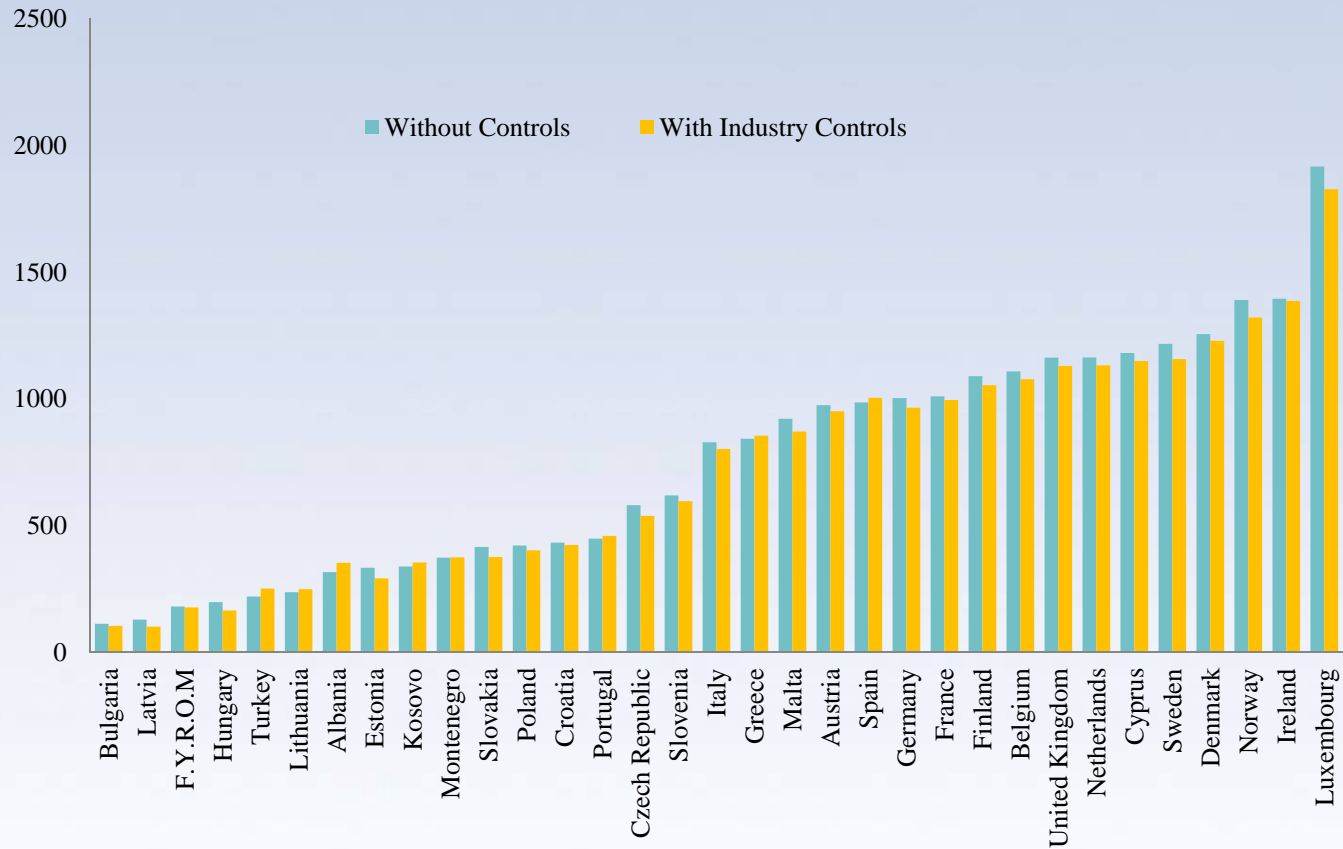
Average Job Quality by Sex



Index	Brief description of content	Items Used In Construction *
Earnings	Hourly earnings	EF10, EF11, Q18
Prospects	Job security, career progression, contract quality	Q77A, Q77C, Q6, Q7
Intrinsic Job Quality	Skill Use and Discretion (0.25) <ul style="list-style-type: none"> skills and autonomy 	Q61A, Q61C, Q49C, Q49E, Q49F, Q50A, Q50B, Q50C, Q51C, Q51E, Q51I, Q51O, Q24H, ef1_isced, isco_08_2
	Good Social Environment (0.25) <ul style="list-style-type: none"> social support, absence of abuse 	Q51A, Q51B, Q58A, Q58B, Q58C, Q58D, Q58E, Q77E, Q70A, Q70B, Q70C, Q71A, Q71B Q71C
	Good Physical Environmental (0.25) <ul style="list-style-type: none"> low level of physical & posture-related hazards 	Q23A to Q23I, Q24A to Q24E
	[100 - Work Intensity] (0.25) <ul style="list-style-type: none"> pace of work, work pressures, & emotional/value conflict demands 	Q45A, Q45B, Q46A to Q46E, Q51G, Q51L, Q51P & Q24G
Working Time Quality	Duration, scheduling, discretion, and short-term flexibility over working time	Q18, Q32, Q33, Q34, Q35, Q39, Q40, Q43



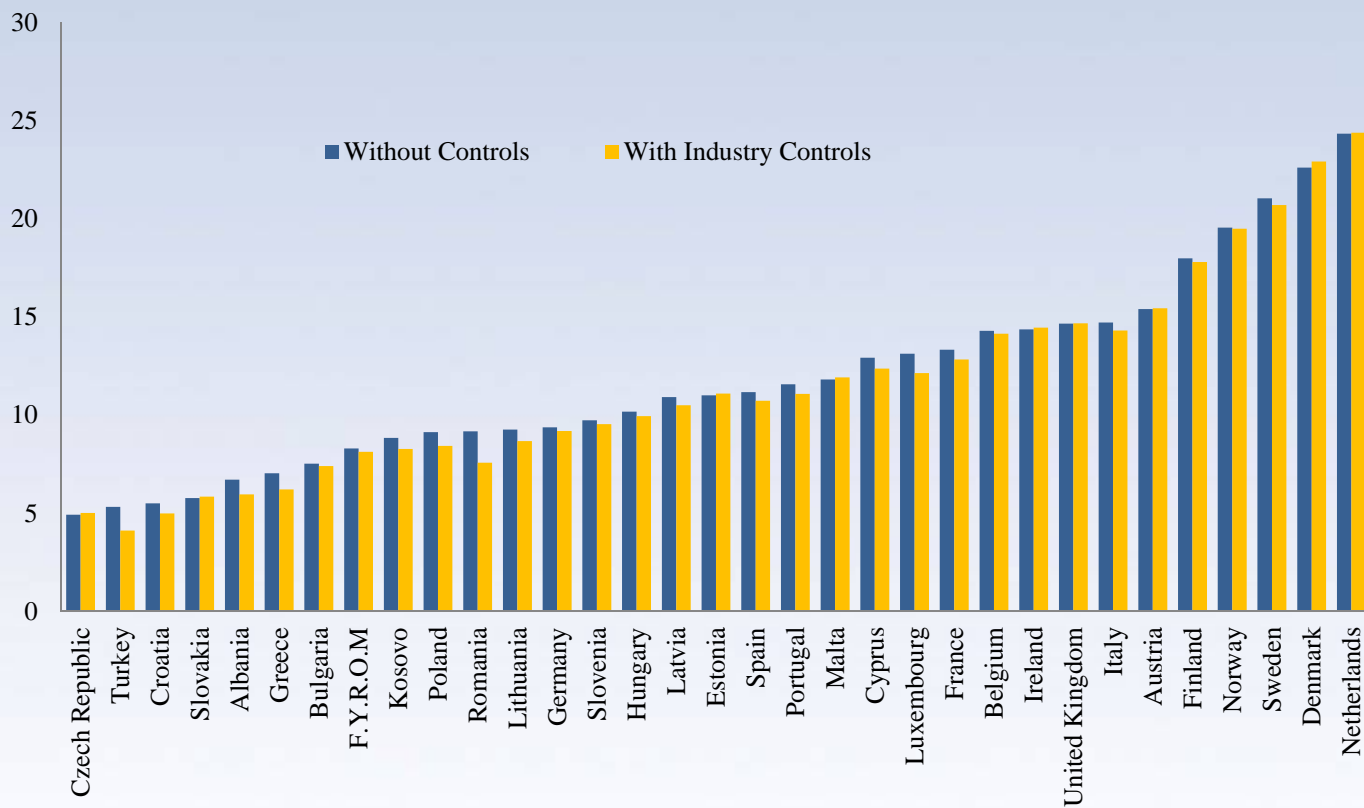
Earnings (relative to Romania).





Eurofound

Working Time Quality (relative to Montenegro).





Eurofound

Prospects (relative to Turkey).





Intrinsic Job Quality (relative to Turkey).

