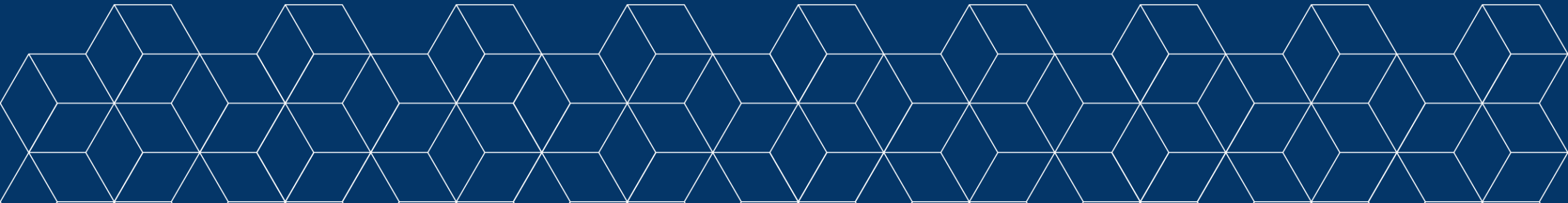


TIZIANA CANAL

PARTICIPATION AND QUALITY OF WORK: WHAT HAPPENS WHEN THE EMPLOYER INVOLVES

The challenge of direct participation for new
industrial relations at the time of digitization

Rome, November 5th, 2021



OVERVIEW

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THE QUALITY OF WORK IN ISFOL-INAPP

In the late '80s Isfol (now Inapp) starts **the study on the quality of work** thanks to **Luciano Gallino** and **Michele La Rosa's sociological studies**. In order to define the concept of quality of work the authors, go beyond the working conditions, enriching the Anglo-Saxon tradition and extending the conceptualization to the work experience complexity and to all the aspects of the work referring to the “needs of the individual”.



THE QUALITY OF WORK IN ISFOL-INAPP

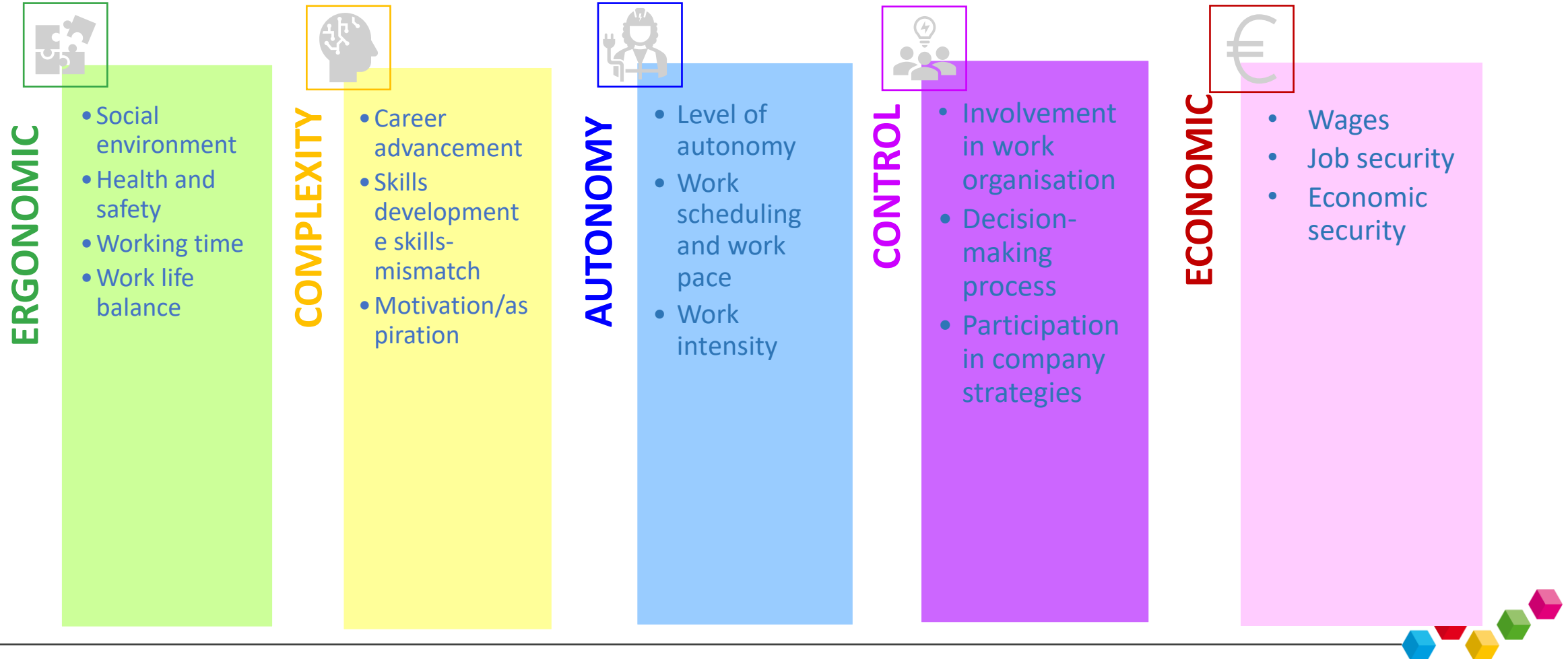
The emphasis on the heterogeneity and complexity of the concept requires **decomposing quality of work into different dimensions** many-sided, “plastic”, non-hierarchical and not necessarily connected. All the dimensions represent the quality of work comprehensively (Centra et al., 2013).

Gallino and La Rosa (Gallino 1978, 1983, 1989; La Rosa 1983, 1998 and 2000) propose **five dimensions**: **ergonomic**, **complexity**, **autonomy**, **control** and **economic**.



THE QUALITY OF WORK IN ISFOL-INAPP

FIVE DIMENSIONS:



(Gallino 1978, 1983, 1989; La Rosa, 1983, 1998, 2000; Isfol 2013)

THE QUALITY OF WORK IN ISFOL-INAPP

In to 2002 Isfol launches the **First Quality of Work Survey in Italy** (sample survey). The survey operationalizes the dimensions according to Gallino and La Rosa approach and **taking the cue from the Eurofound - European Working Condition Survey (EWCS)**.

- **First Quality of Work Survey – 2002, 2.000 workers**
- **II Quality of Work Survey – 2006, 2.000 workers**
- **III Quality of Work Survey – 2010, 5.000 workers**
- **IV Quality of Work Survey – 2015, 15.000 workers and 5.000 company**
- **V Quality of Work Survey – 2021, 15.000 workers and 5.000 company**



PARTICIPATION AND QUALITY OF WORK

Foreword:

Some literature considers the **direct participation of workers as an element of the increase in the quality of work** (Gallie 2013, Gallie et.al 2012 and 2017, Pero 2015, Ponzellini and Della Rocca 2015).

Aims and research questions:

The **study empirically explores the link between the adoption of specific practices of workers participation and some performance indicators of companies**, including the propensity for innovation.

Methodology:

Analysis of a set of "elementary symptoms" that identify Participatory Organizational Practices (POP).

Data:

Inapp – IV Quality of Work Survey 2015 (**sample Company/Local Unit**).



PARTICIPATION AND QUALITY OF WORK

The survey on the Company/Local Units

- ❑ The survey detects the profile of the organizational model adopted by the local units, which has a relevant influence on the quality of work.
- ❑ The target population of the survey is composed by local units, operating in all economic sectors, excluding the public and the agricultural sector. Freelancers, self-employed workers and local units without employees are not included in the target population. The population is obtained from the "ASIA - local units" archive of Istat.



PARTICIPATION AND QUALITY OF WORK

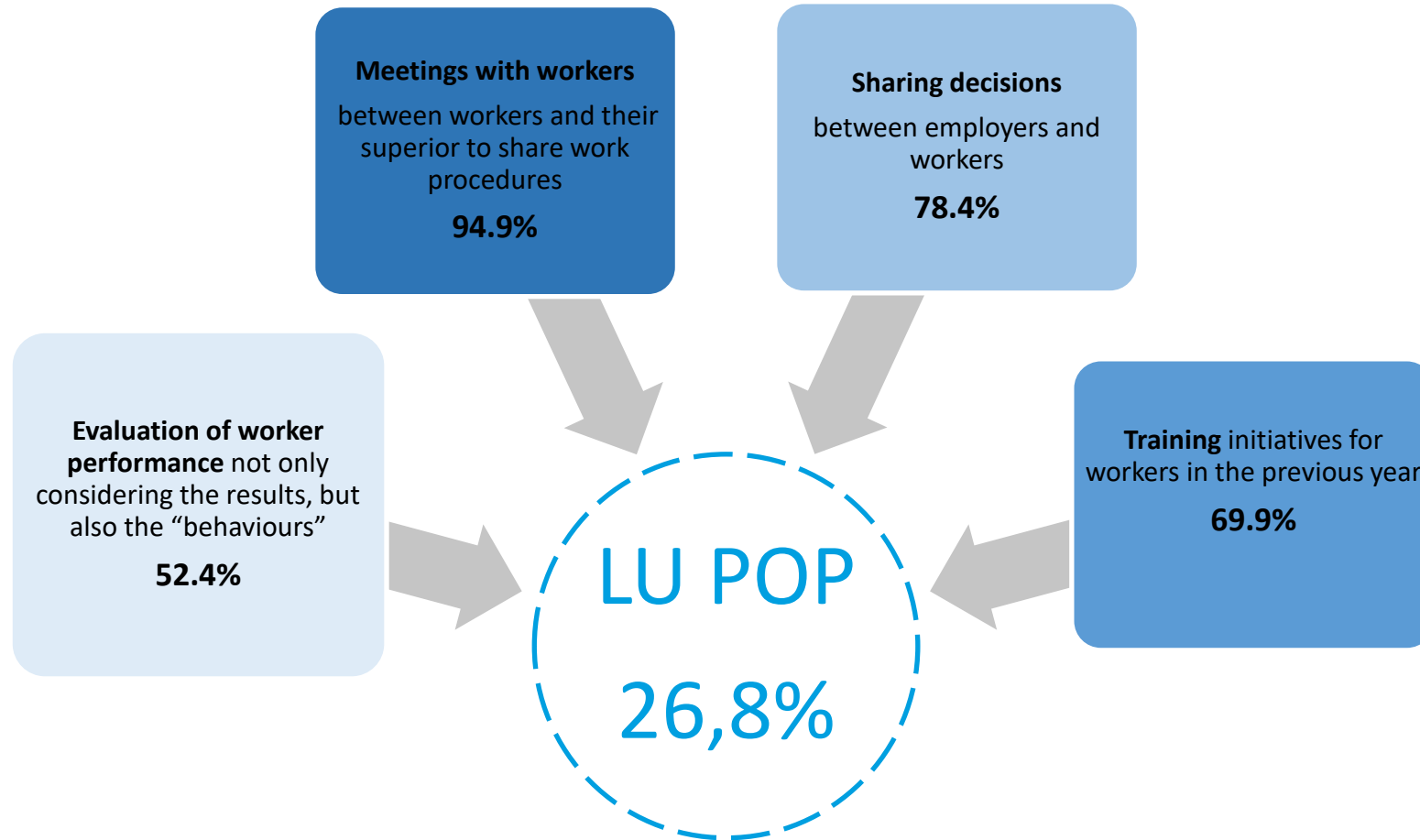
The variables of interest, taken from the survey on local units, concern:

- ❑ **Performance of local units:** economics performance; labour productivity; quality of products and services
- ❑ **Organizational practices:** elementary symptoms that identify Participatory Organizational Practices (POP)



PARTICIPATION AND QUALITY OF WORK

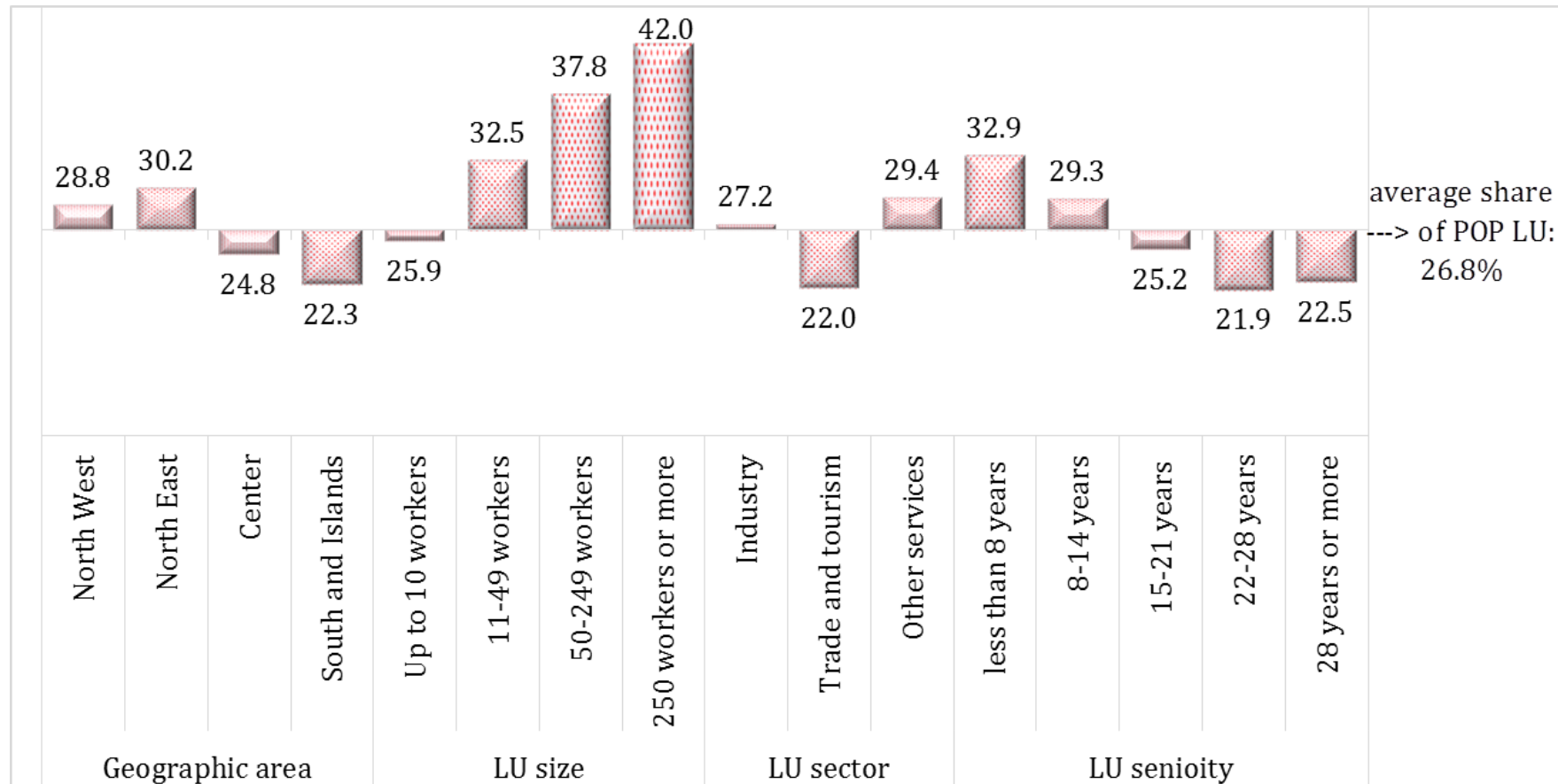
Organizational Practices (POP): elementary symptoms



PARTICIPATION AND QUALITY OF WORK

The characteristics of POP Local Units

Share of POP LUs by characteristics. Year 2015 (%)



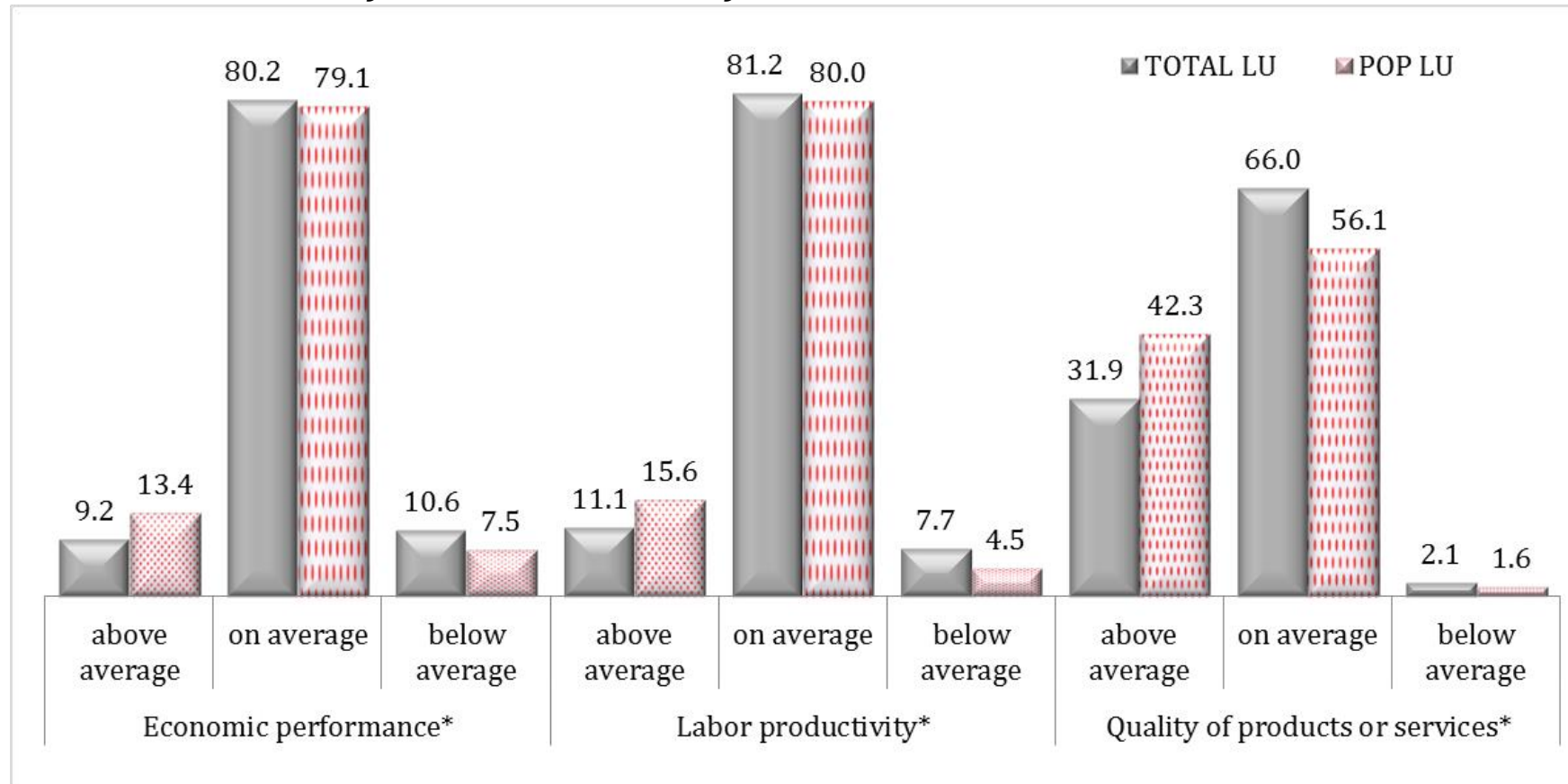
Source: Inapp - IV Quality of Work Survey (Sample of Local Units)



PARTICIPATION AND QUALITY OF WORK

The outcomes of local units: performance, productivity and quality of products

Outcome indicators of local units: share of each outcome indicator on total LUs and POP LUs. Year 2015 (%)



*compared with LUs that are competing and operating in the same sector

Source: Inapp - IV Quality of Work Survey (Sample of Local Units)



PARTICIPATION AND QUALITY OF WORK

The link between organizational practice and performance

Are the POP LUs more performing?

In order to verify if, ceteris paribus, the POP local units are more performing than others with respect to economic results, labour productivity and quality of products/services, three distinct logistic regression models are implemented.

Dependent variables: i) economics performance; ii) labour productivity; iii) quality of products and services.

Covariates: POP variable, geographic area, size, sector, seniority, share of permanent workers, presence of trade union representation, adoption of II level bargaining; introduction of new products or services; introduction of new processes; introduction of new technologies.



PARTICIPATION AND QUALITY OF WORK

The link between organizational practices and performance

Odds ratio estimates for the POP parameter in the logistic regression models



Source: Inapp - IV Quality of Work Survey (Sample of Local Units)



PARTICIPATION AND QUALITY OF WORK

Parameter	Beta	St. Error	Pr > ChiSq	Odds ratio	
POP LU	0.481	0.105	<.0001	1.618	
Share of permanent workers	0.185	0.196	0.346	1.203	
Presence of trade union representation	-0.309	0.135	0.022	0.734	
Adoption of II level bargaining	0.075	0.158	0.635	1.078	
Introduction of new products or services (in the last 2 years)	0.390	0.119	0.001	1.476	
Introduction of new processes (in the last 2 years)	0.390	0.132	0.003	1.477	
Introduction of new technologies (in the last 2 years)	0.344	0.117	0.003	1.410	
LU Geographical area (Base=South and Islands)	North West	-0.101	0.142	0.477	0.904
	North East	0.061	0.145	0.676	1.062
	Center	0.197	0.145	0.176	1.217
LU size	0.002	0.001	0.085	1.002	
LU sector (Base=Other services)	Industry	-0.209	0.122	0.087	0.811
	Trade and tourism	-0.180	0.124	0.148	0.836
LU senioity(Base= less than 8 years)	8-14 years	-0.195	0.153	0.201	0.823
	15-21 years	0.276	0.149	0.064	1.318
	22-28 years	-0.017	0.184	0.928	0.984
	28 years or more	-0.073	0.158	0.645	0.930
Intercept	-2.800	0.232	<.0001		

Logistic regression on the probability that LUs have a higher economic performance than LUs competing and operating in the same sector

Source: Inapp - IV Quality of Work Survey (Sample of Local Units)



PARTICIPATION AND QUALITY OF WORK

Parameter	Beta	St. Error	Pr > ChiSq	Odds ratio	
POP LU	0.376	0.098	0.000	1.456	
Share of permanent workers	-0.197	0.170	0.247	0.821	
Presence of trade union representation	-0.106	0.118	0.368	0.899	
Adoption of II level bargaining	-0.134	0.152	0.379	0.874	
Introduction of new products or services (in the last 2 years)	0.380	0.110	0.001	1.463	
Introduction of new processes (in the last 2 years)	0.469	0.121	0.000	1.598	
Introduction of new technologies (in the last 2 years)	0.382	0.108	0.000	1.465	
LU Geographical area (Base=South and Islands)	North West	0.051	0.132	0.699	1.052
	North East	0.249	0.135	0.066	1.282
	Center	0.297	0.137	0.031	1.345
LU size	0.001	0.001	0.160	1.001	
LU sector (Base=Other services)	Industry	-0.062	0.108	0.565	0.940
	Trade and tourism	-0.373	0.119	0.002	0.689
LU senioity(Base= less than 8 years)	8-14 years	0.048	0.137	0.727	1.049
	15-21 years	0.122	0.143	0.394	1.129
	22-28 years	0.006	0.170	0.971	1.006
	28 years or more	-0.084	0.148	0.571	0.920
Intercept	-2.403	0.207	<.0001		

Logistic regression on probability that LUs have a higher labour productivity than LUs that are competing and operating in the same sector



PARTICIPATION AND QUALITY OF WORK

Logistic regression on probability that LUs have a higher quality of products or services than LUs that are competing and operating in the same sector

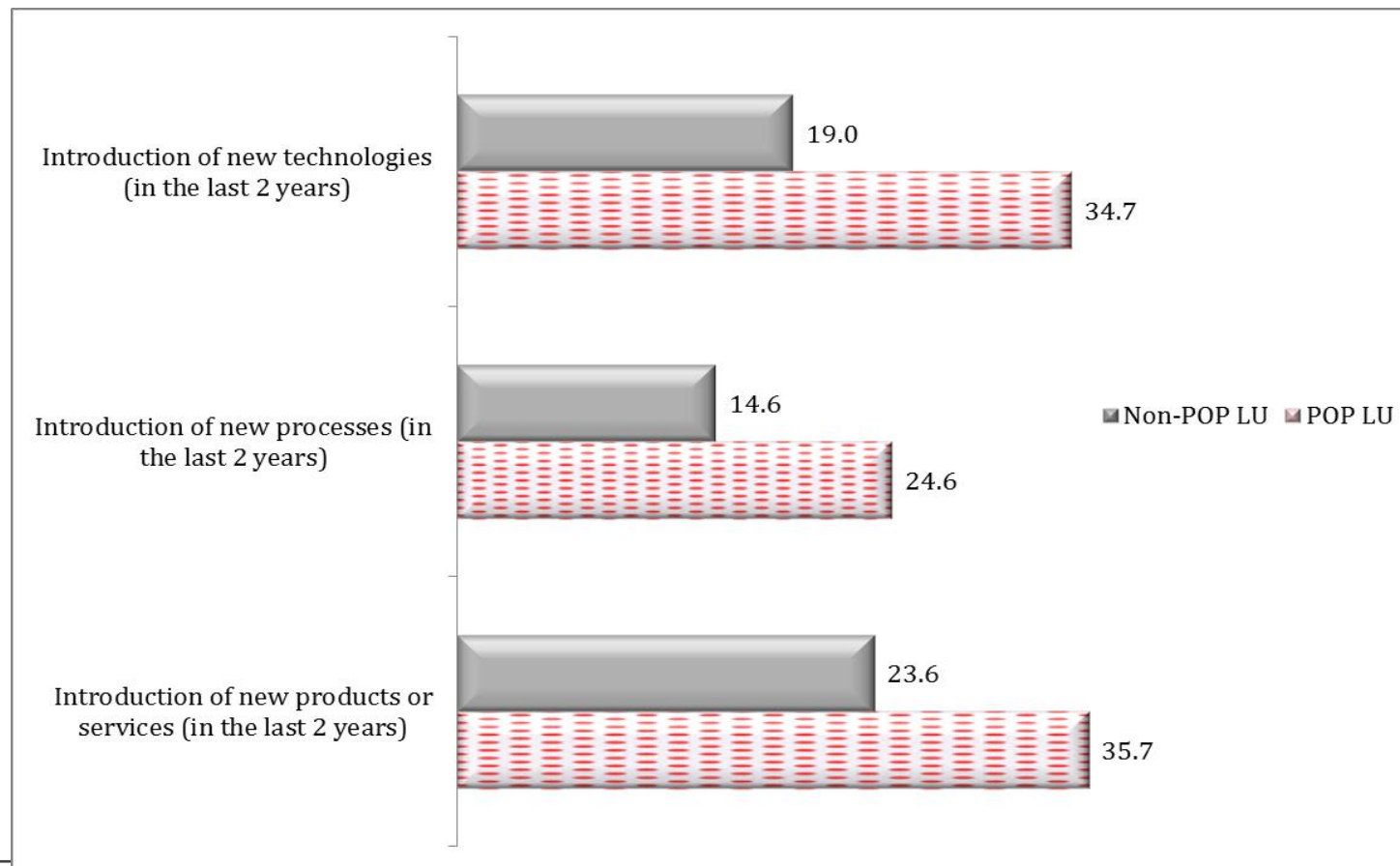
Parameter	Beta	St. Error	Pr > ChiSq	Odds ratio	
POP LU	0.536	0.070	<.0001	1.709	
Share of permanent workers	0.019	0.123	0.879	1.019	
Presence of trade union representation	-0.464	0.084	<.0001	0.629	
Adoption of II level bargaining	-0.376	0.112	0.001	0.687	
Introduction of new products or services (in the last 2 years)	0.808	0.077	<.0001	2.244	
Introduction of new processes (in the last 2 years)	0.501	0.091	<.0001	1.650	
Introduction of new technologies (in the last 2 years)	0.070	0.080	0.385	1.072	
LU Geographical area (Base=South and Islands)	North West	-0.020	0.088	0.818	0.980
	North East	0.089	0.092	0.334	1.093
	Center	0.053	0.095	0.577	1.054
LU size	0.001	0.001	0.241	1.001	
LU sector (Base=Other services)	Industry	0.120	0.076	0.116	1.127
	Trade and tourism	-0.054	0.079	0.496	0.948
	8-14 years	0.273	0.096	0.005	1.313
	15-21 years	0.016	0.104	0.876	1.016
LU senioity(Base= less than 8 years)	22-28 years	0.409	0.116	0.000	1.505
	28 years or more	0.127	0.101	0.209	1.136
Intercept	-1.367	0.146	<.0001		

Source: Inapp - IV Quality of Work Survey (Sample of Local Units)

PARTICIPATION AND QUALITY OF WORK

Participation and Innovation

Share of the LUs that show a high level of innovation as a factor of competitiveness by participatory organizational practices. Year 2015 (%)



Source: Inapp - IV Quality of Work Survey (Sample of Local Units)



CONCLUDING REMARKS

The analysis shows solid results:



The adoption of participatory organizational practices would seem to generate benefits - both for workers (higher quality of work) and for employers (better performance) and to interlace with processes of technological innovation.

The analysis draws attention to some issues:



- The porosity of work;
- The value of the collective bargaining;
- The need of redesign and reorganize some process in companies.



The V Quality of Work Survey, in 2021, explore this issue



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