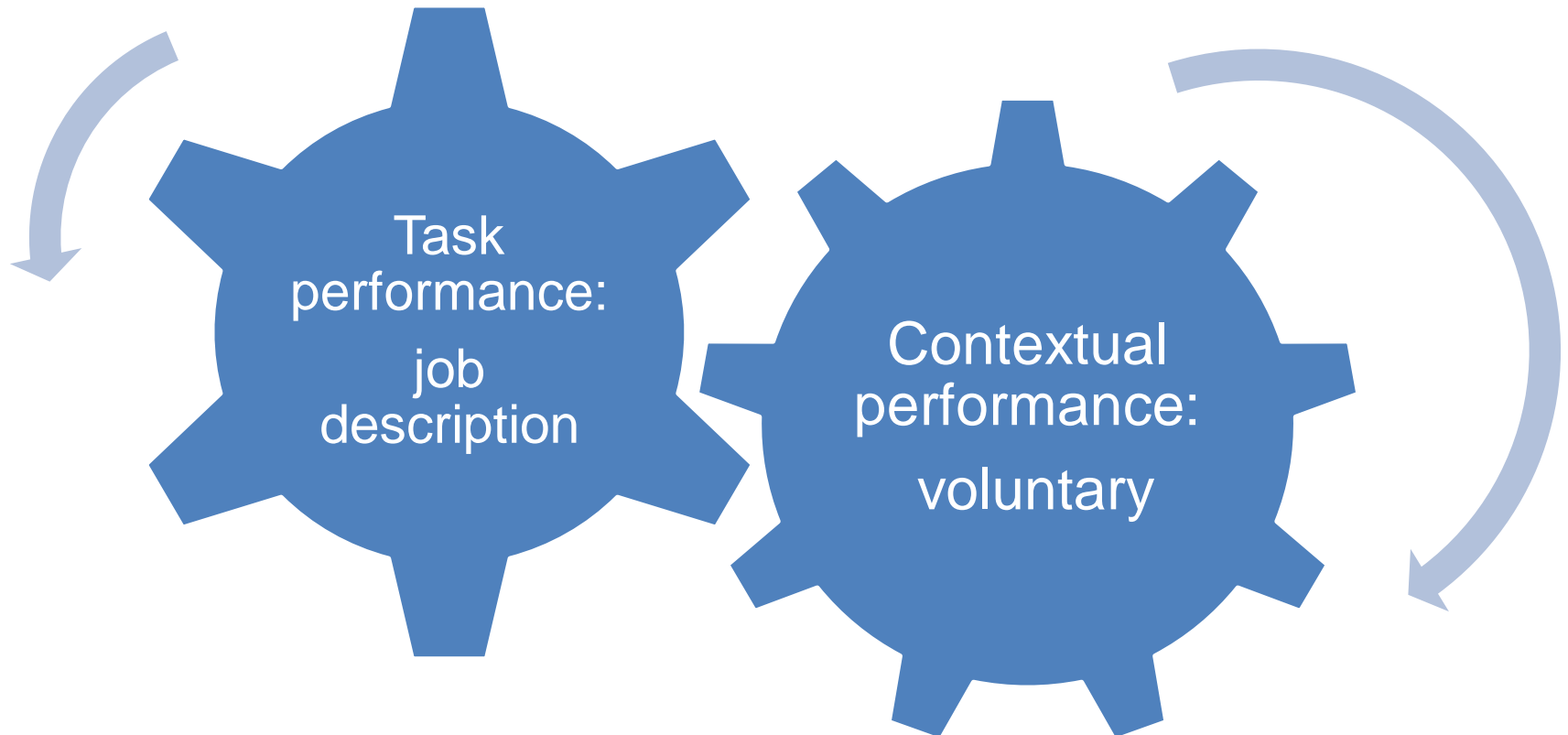


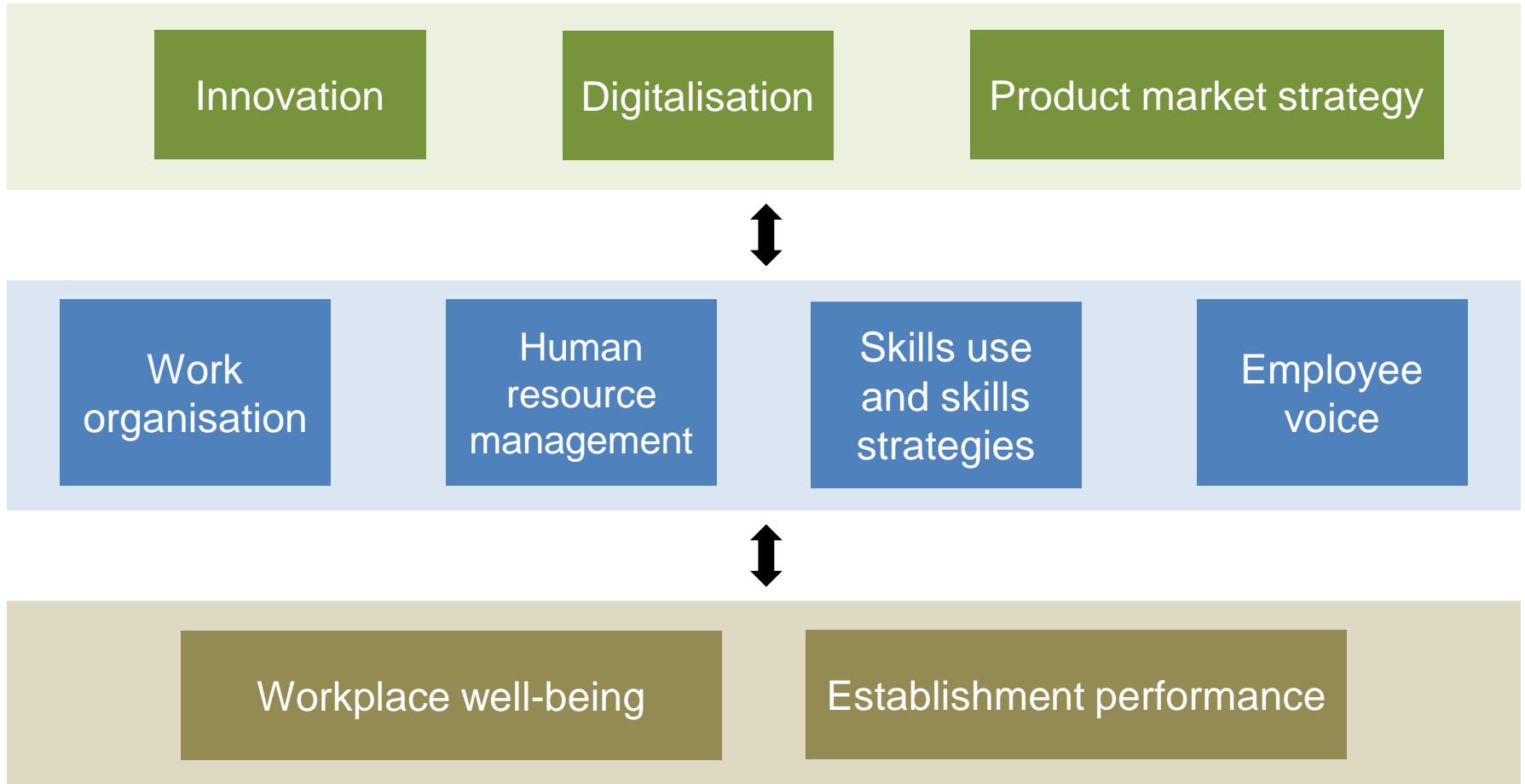
Aim of the survey

- Map the prevalence of practices for work organisation, human resource management, skills use, employee involvement and social dialogue
- Analyse how businesses combine these practices
- Identify arrangements that benefit both workers and employers

Use of skills and knowledge = performance



Conceptual framework



Structure of each chapter

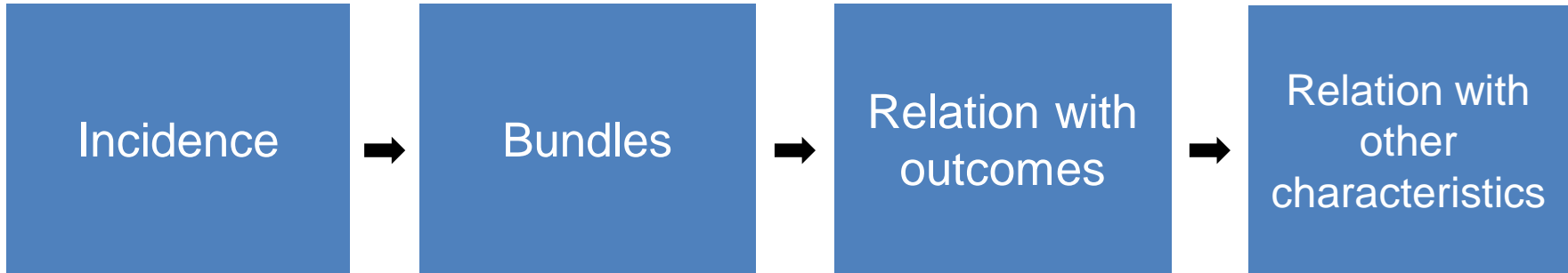
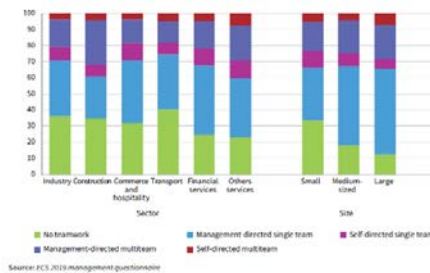


Figure 27: Forms of teamwork, by establishment sector and size (%)



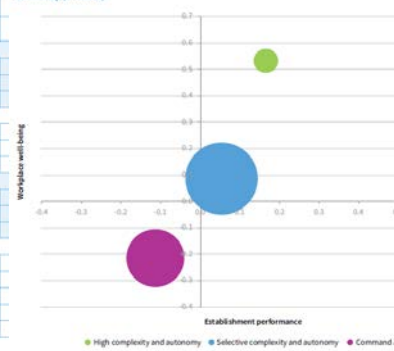
Source: ECS 2019 management questionnaire

Table 3: Profiles of establishment types - job complexity and autonomy (%)

	High complexity and autonomy	Selective complexity and autonomy	Command and control	EU27
Group size	6	57	37	100
Managerial style				
Managers control whether employees follow the tasks assigned to them	8	13	50	
Managers create an environment in which employees can carry out their tasks autonomously	92	87	50	
Independent organisation of time and scheduling of tasks				
Less than 20%	0	24	74	
20-79%	14	65	25	
80% or more	86	11	0	
Finding solutions to unfamiliar problems				
Less than 20%	0	8	83	
20-79%	0	67	17	
80% or more	100	24	0	
Pace of work determined by machines or computers				
Less than 20%	73	68	74	
20-79%	11	23	21	
80% or more	16	9	5	
Teamwork				
No teamwork	23	24	42	
Management-directed single teams	22	38	35	
Self-directed single teams	14	13	4	
Management-directed multiteams	20	19	18	
Self-directed multiteams	21	6	1	

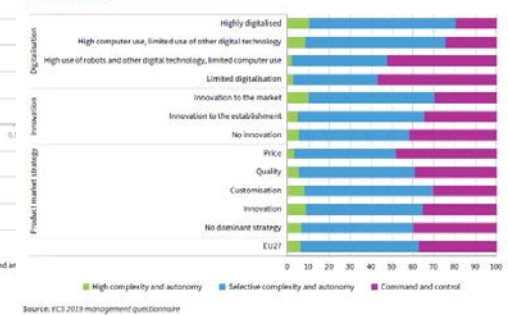
Source: ECS 2019 management questionnaire

Figure 29: Workplace well-being and establishment performance, by establishment type - job complexity and autonomy (z-scores)



Source: ECS 2019 management questionnaire

Figure 30: Establishment type - job complexity and autonomy, by digitalisation, innovation and product market strategy (%)



Source: ECS 2019 management questionnaire