

University of Malta

Centre for Labour Studies

(formerly: Workers' Participation Development Centre - WPDC)

Trends in Worker Participation and Employee Involvement (WPEI) in Malta

**A Research Project supported by the
Employment & Training Corporation (ETC)**

January 2005

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Interim Report – January 2005

A: Background

A1. Historical Background

Back in the mid-1970s, Malta was hailed internationally as a world crucible for worker participation schemes. At a certain point in time, almost one third of the Maltese working population was involved in some form or other of worker participation schemes (Kester, 1974; 1982). These included worker takeovers, worker committees in government departments, full self-management at Malta Drydocks, and various so-called ‘worker directors’ in a number of private and parastatal firms. Malta Drydocks with its 5,000 plus employees was, for some time, the largest self-managed firm in the world (Baldacchino, 1994a). In practically all these inroads into traditional workplace management, the General Workers’ Union was the key institutional broker. The variety of participatory schemes would expand further in the 1980s to also include limited experiences of worker cooperatives and employee shareholding (Baldacchino *et al.*, 1993).

The main drive in favour of such schemes was the promotion of workplace democratization and the involvement of worker representatives in power-sharing arrangements. The notion was deemed to be a powerful incentive to a decolonizing economy in need to deploy its human resource assets, to rope in the full commitment of these same resources to the development effort, and to minimize possible disruptions which could emerge from antagonistic industrial relations.

The initiative was resented by nervous private businesses which considered these developments as erosions and threats to their traditional prerogative to manage firms unilaterally on behalf of investors and shareholders. Strong and steady criticism was forthcoming, accusing the Government of the time that the notion of worker participation was a quirk of Soviet-style management practices, a confirmed deterrent

to the promotion of foreign direct investment, and a recipe for disaster in professional management.

Most of the initiatives in worker participation were pioneered by successive Labour Governments (1971-1987). They have since been wound down, and contained at best. The number of elected worker directors is now down to 15 from a maximum of 27 in 1987 (Vella, 1998; *see Postscript – pages 13-14*). The self-management system at Malta Drydocks may have enjoyed some legitimacy at first, also since it was accompanied by successive profitability for seven years; but it fell subsequently into disrepute as chronic losses were reported after 1981 (Rizzo, 1997a). The system – and its supporting legislation – was overhauled (without shedding many tears) in three phases, and there is today no elected worker-director on the Board of Directors of Malta Shipyards. Industries where the state had a controlling interest and which were attractive to foreign buyers or partners were allowed to dismantle their participatory structures. A certain disillusionment, if not scepticism, in the promise of worker participation had set in. Popular demand and pressure for such inroads into traditional labour relations also abated. The General Workers' Union, a pivotal player, yet always somewhat suspicious of alternative industrial relations, was probably secretly relieved that its representatives could no longer be accused of co-optation and sell-out, settling down to the oppositional stance which it, as well as its membership, definitely prefers. A high-powered task force appointed by the Nationalist Government soon after its return to power in 1987 concluded that the only worthwhile pragmatic initiative by the state in this area was support for worker cooperatives. A government-supported attempt to devise a code of practice for 'worker-directors' was aborted in 1998 (Rizzo, 1997b). The argument that workers *per se* have a right to appoint directors as their representatives has been replaced by the traditional capitalist precept of maintaining the linkage between ownership and power. As if to confirm this, only worker cooperatives continued to show modest growth over recent years (Galea, 2002).

However, it appears that the tables have been turned of late: it is now employer and management representatives who are promoting a participative agenda. Although subsumed under a different discourse – that of employee *involvement* – this initiative, in principle, continues to hold the promise of employee empowerment and sharing in

decision making that worker participation schemes propounded, with perhaps much more fanfare and demonstrative rhetoric, 20-30 years ago. The initiative is now clearly held by management, and their agenda is dominated by considerations of a 'soft', human resource development philosophy that is predicated on the involvement of employees as committed actors to and in their organization. Large, export-oriented firms – such as ST(Microelectronics), Forsheda 'O' Rings, Playmobil, as well as some of the large local ones such as Simonds-Farsons-Cisk, are known to have proactively introduced a variety of employee involvement schemes at a variety of levels. The European Union, meanwhile, itself coming round to adopting a more consensual style of labour-management relations, and in the spirit of its Social Charter, has also promulgated a number of directives which oblige firms of a certain size to introduce some form of employee consultation and information mechanisms, as in the case of mergers, takeovers and collective redundancies [Council Directives 75/129; 77/187], and in the case of large transnational firms, Works Councils [Council Directive 94/45]. The Employment & Industrial Relations Act (EIRA), which became law in December 2002, includes most of these provisions, promulgated both via its key articles (such as Article 7: the right of all employees to receive a copy of their conditions of employment in written form) as well as via the more flexible mechanism of legal notices.

Local initiatives in the area of worker participation and employee involvement remain patchy, uncoordinated, largely unrecognized and not analyzed by external observers, whether local or foreign. They remain piecemeal and enterprise-driven. They have also never been appraised independently in relation to their intended objectives.

Using the typology proposed by Bernstein (1976), there are six basic components which can be understood to form the basis of forms of employee involvement which are both democratic and humanistic – that is, they lead to real differences in the political power of employees and/or their representatives, while they also reduce worker alienation and improve employee commitment towards organizational goals. These six categories are:

- Participation in the structures of decision-making, whether by direct or indirect representation;
- Frequent feedback of economic results to employees (including information, but possibly also such financial benefits as profit sharing or stock / share options);
- Full sharing with employees of management-level information, skills and expertise;
- Guaranteed individual rights (equivalent to civil liberties);
- An independent board of appeal in case of disputes; and
- The adoption of a particular type-set of attitudes, values or consciousness: what Kester (1982) calls *social objectification*.

Furthermore, any worker participation/employee involvement scheme must focus on three different dimensions of operation and implementation:

- The degree of control that employees enjoy over any single decision;
- The issues over which that control is exercised; and
- The organizational level (and therefore the class/grade of employees involved) at which that control is exercised.

A2. Research Outline

In 2002, the WPDC proposed to carry out a national survey of worker participation and employee involvement in Malta, focussing on the private and quasi-public sector (in other words, the whole gainfully occupied population but excluding *both* the public service where participation schemes are no longer practised *and* small firms employing less than 50 employees). This implies a target population of around 800 firms employing some 80,000 workers, over half of the gainfully occupied population.

Such a survey, the first of its kind, would document:

- The extent to which participation/involvement schemes are widespread in the Maltese workplaces.

- The types and variations of participation schemes which currently exist.
- The extent to which the 6 parameters identified above are matched in practice in each workplace which will be documented as having some participatory policy in force.
- The extent to which the 3 levels identified above are involved in practice in workplaces documented as having some participatory policy in place.

The Employment and Training Corporation, independently interested in documenting this aspect of local industrial relations, has generously agreed to support the financing of this study. The University of Malta has also extended administrative support.

A3. Population and Typology under Study

The population under study consists of private employers, independent statutory bodies, as well as para-statal firms, corporations and others where government has a controlling interest. Only firms with a minimum of 50 employees were selected.

A typology of forms of institutionalized participation in Malta would include:

- Involvement in Decision-making Schemes
- Consultation Schemes
- Information Schemes
- Profit-Sharing Schemes
- Co-Ownership / Employee Shareholding Schemes
- Worker Cooperative Schemes
- Schemes involving Directors elected by, and from, the Workforce (“worker directors”)

A4. Research Methodology

The target population was first identified and set up as a survey database Microsoft Excel©® file on computer. This was done with the assistance of such bodies as the National Statistics Office, the Malta Employers Association (MEA), the Foundation

for Human Resources Development (FHRD) and the Employment & Training Corporation (ETC). The actual enterprises involved in this study and their senior managers must be gratefully thanked for dedicating time and interest to this research pursuit.

A research instrument that would be appropriate for the task at hand and relatively easy to administer and analyze was drafted and piloted. The outcome is a semi-structured questionnaire (*see Annexes*), prepared both in English and Maltese, plus a check-list for use during on-site visits to firms practising some form of participation scheme. The bulk of company visits and interviews were undertaken during 2003 by a graduate, full-time research assistant at the WPDC.

A mail-shot to the participating firms was followed by telephone contact and an eventual appointment. The telephone contact was also very useful as a filtering device, clarifying whether each firm actually practised some form of worker participation or employee involvement scheme.

This interim report documents work in progress, while charting out the next steps of this research inquiry.

B: Discussion of Results

B1. Response Rates

Out of 800 firms in the target population, employing more than 50 regular employees as at summer 2003, some 78 did not divulge any required information. The reasons behind this are various: an inability to establish contact after repeated attempts; an inability to contact the designate responsible official; an unwillingness to discuss this matter and/or a general reluctance to divulge information on employee involvement at the firm to a University-based researcher. Some firms have felt that such information is classified and/or confidential. Nine (9) of the firms contacted actually had less than 50 employees on their books at the time of the interview; none of these had any worker participation schemes to report.

Out of a response rate of 90.25% (722 out of 800 firms), 221 firms (20.7%) were followed up on the basis of having been identified as embracing some form of employee participation or involvement scheme, as defined in this study. On further scrutiny, 51 of these resulted in not having any worker participation or involvement scheme. 73 other firms did not provide the required information. Thus means that **today only some 97 firms** (all with more than 50 employees) are known to practise *some* form of employee participation or involvement in Malta. That would translate as 13.4% of firms which responded to our appeal for cooperation.

B2. Range of Schemes Practised

The eventual tally is of a diverse range of employee involvement and worker participation schemes in Malta, the most popular being information practices (*see WPEI-Annexe-Table I*). No less than 90 firms (92% of the 97 firms who are known to practise some form of worker participation or involvement scheme) report having regular procedures in place for passing on information to employees. 48 firms (49%) indicate that they practise employee suggestion schemes (including the suggestion box), where employees are somehow encouraged and at times rewarded for forwarding comments intended to improve efficiency and productivity or to reduce waste. Consultation practices, whereby management actively solicits and listens to suggestions by employees in the context of company policy, are claimed to be practised by 54 firms (55%). Involvement in decision making, meaning a willingness to involve employees in decision making but without having any formal or established structure for such a purpose, is acknowledged by 35 firms (36%).

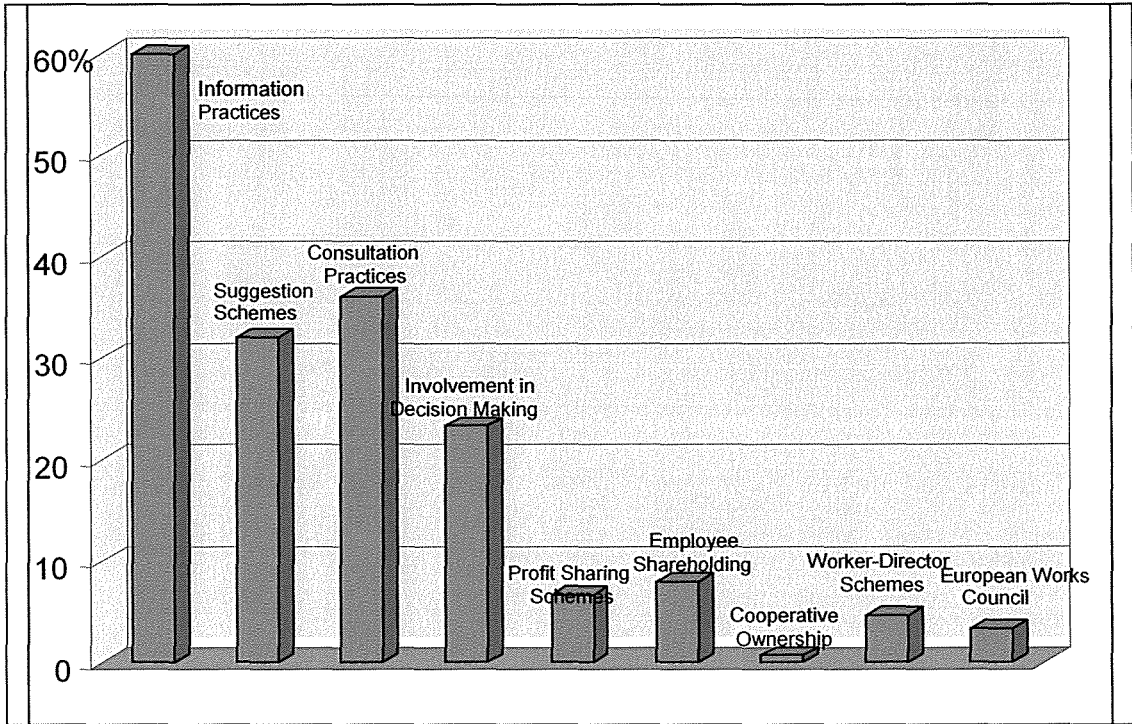
Financial participation of employees is not a popular resort in the Maltese scenario. Only 10 firms (10%) admit having profit-sharing schemes; while 12 firms (12%) claim to have a number of employee shareholders.

Cooperatives, owned by a clutch of worker shareholders, do not exist amongst firms employing more than 50 workers in Malta. The only coop on our list (Malta Dairy Products) is actually a producer coop whose workers enjoy no special working conditions.

Seven firms (7%) report having some form of elected worker-director on their board. This form of employee participation is no longer practised in the Maltese private sector. The worker-director at MITTS (Malta Information Technology & Training Setvices Ltd.) has been discontinued in 2004. Only one firm with a worker-director (Untours) employs less than 50 workers. Officials from the remaining four firms in Malta known to still have such a worker director – Air Malta, Maltacom, Tug Malta, Air Supplies – have not been interviewed so far.

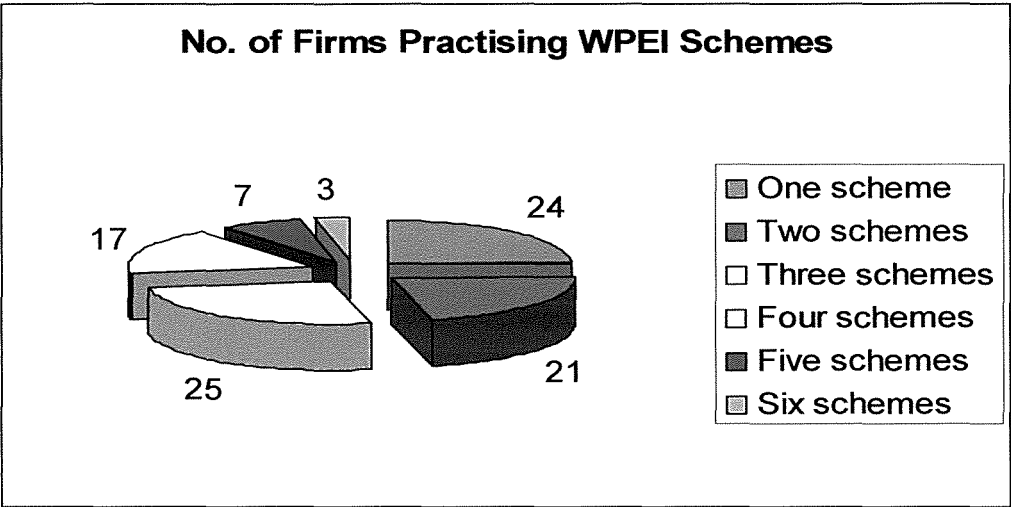
Finally, five firms (5%) report embracing an employee works council, set up in terms of European Union legislation. These five firms – ST Microelectronics, Baxter, HSBC, Vodafone and De La Rue - correspond to the EU definition of a transnational firm.

These percentages add up to more than 100% because of overlap: many firms practise more than one form of employee participation, as is explained below.



B3. Number of Schemes Practised

Just 97 firms were identified as embracing at least one, and a maximum of six, varieties of employee involvement. 24 firms claim to practise just one employee involvement scheme; 21 report two (usually information and consultation systems); 25 report three; while 17 report 4. No firm reports practising seven or more schemes.



Three firms were identified as embracing five different employee involvement schemes; while seven different firms were identified as embracing six different schemes (*see WPEI-Annex-Table2*). Out of these 10 firms, **which can be considered to be the key promoters of worker participation and employee involvement in Malta today**, three operate in the banking sector, and another three are in the manufacturing sector. One of these 3 firms is an independent statutory body (the University of Malta); the other two have been government owned or controlled until recently (Bank of Valletta; Malta Freeport). In all, these 10 firms employ **just over 6,700 workers, less than 5% of the labour supply**. All these 10 firms claim to deploy both information and consultation practices. All ten firms are relatively large by Maltese standards, the smallest (Lombard Bank) employing some 155 workers. Only one of these 10 firms (Island Hotels) is an exclusively Maltese-owned and Maltese-run business venture (*see Naudi, 2003*).

Actually, only 9 of the ‘top 10’ firms remain in operation. One of the firms on this list, and the only one based in Gozo, is MP Clothing: a firm which opted for a range of worker involvement schemes, including employee shareholding, when it found

itself in financial difficulties. To avoid the redundancy of over 100 employees in the late 1980s, the company was first taken over by the Malta Development Corporation and eventually by MIMCOL. In July 1992, the management team and the workers (the latter organized in a foundation) bought the company, with the former taking over two-thirds of the shares, and the workers collectively taking over the remaining third. Government paid Lm48,000 upfront for the latter, with workers expected to repay the sum from eventual profits. However, the workers lost interest in the experiment, the foundation was felt as an imposition, and there was no communications strategy to keep the workers interested and motivated in the performance of the firm (Azzopardi, 2003). MP Clothing was shut down in 2004.

B4. Level of Participation Practised

Participation in the structures of decision-making, whether by direct or indirect representation, is a rare event in the contemporary Maltese labour relations scenario. It affects few workers, and on few issues. The main form of involvement is of a one-way, top-down, transmission of information from top management, often by means of internal hard-copy newsletters or e-mail circulars. The content of such information deals with key new company recruits, retirements, social or sport events, welfare activities, and special visitors to the firm. Business information would be limited, dealing with the clinching of a major client or market, achievement of a quality standard (e.g. ISO 9000) and/or an exhortation for more effort and commitment by a senior manager. Financial information of any kind is very rarely divulged in this way. There is no frequent or regular feedback of economic results to employees. There is no understanding of any legitimate right to co-decision making among employees at large in *any* of the firms investigated. Where worker-directors exist, their behaviour still often resembles that of glorified shop stewards. A draft code of practice for such worker-directors has been compiled but never endorsed. Workers have no expectations of participation from the firm management, and often view their limited involvement as a weak and futile attempt at rectifying the power gap between them and the management/owners. One doubts whether *any* form of social objectification of employee participation has taken root in *any* firm in Malta. Only in such private sector firms as Baxter and Vodafone has human resource management and employee

participation schemes fostered a largely trade union-free environment. Meanwhile, large firms with worker directors (like Air Malta, EneMalta and Maltacom) do not seem to have participatory structures in place lower down the job hierarchy, cheating the rank and file from any association with their elected director, and continuing to confirm a *trade union* route to the negotiation, if not the contestation, of power.

With a more sombre economic scenario looming, the likelihood of demands for greater worker participation is minimal; and the readiness by managers or owners to consent to any such claims even less likely. Once again, it is up to individual employers or senior managers to push the employee involvement agenda at their specific place of work, usually as part of a strategic human resource policy, and possibly as part of a union-free, but *not* family driven, working environment.

C: Next Steps

- Would the 6,700 Maltese exposed to employee involvement practices have the skills and competences required for them to participate actively and optimally within the participatory structures provided? (These skills and competences would include organizational skills, basic knowledge of accounting and auditing, public speaking, committee procedures, report writing). Specific training initiatives may be useful to bolster or cultivate such skills amongst employees where a skills and competence gap is identified.
- How do employee involvement schemes connect with and relate to the more traditional forms of industrial relations practices – such as collective bargaining and industrial relations? How are they perceived to meld? And with what good or bad effects? (There is ample scope for role conflict here, as research on worker directors attests.)
- Insights into the employee involvement schemes known to be active at such places as Farsons, Dowty Forsheda ‘O’ Rings and Westin Dragonara would help to complete the national picture. The cooperation of the respective firm management is solicited. Qualitative interviews with stakeholders – including

management, trade unions (where represented) and workers – should clarify the actual workings of employee involvement.

- Follow-up studies at regular intervals will be able to document and appraise the evolution and trends in worker participation / employee involvement practices in Malta. Except for Malta Drydocks (*e.g.* Rizzo, 2003), longitudinal studies in Malta have not yet been undertaken in this field.
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Postscript

Employee Board-Level Representatives ('Worker-Directors') in Malta – January 2005

Number of entities with Employees' Board Level Representation is twelve (12)

Number of Employee Board Level Representatives is fifteen (15). They are currently all male.

The only enterprise with more than one worker-director is the University of Malta, with four (4).

Seven (7) 'worker directors' receive an annual remuneration, ranging from a low of €2,500 to a high of €8,000.

The number of workers represented by these directors is 8,180, which is equivalent to **5.9%** of the gainfully occupied population (137,989) as at August 2004.

There are no practices or rules regarding placing part of remuneration back at workers' disposal in form of a fund for workers' benefits. An attempt is being made to resurrect a Federation of Workers' Directors which was formed in 1988.

Four of these companies – Cargo Handling, Untours, Union Press and Union Print - are owned by the General Workers' Union (GWU), the largest trade union in Malta; another is a radio/television company owned by the Malta Labour Party. The rest are companies with public sector majority shareholding or independent statutory bodies within the public sector. In 2003, following a restructuring exercise, two companies which had a worker director - Malta Drydocks and Malta Shipbuilding Company - were merged into one, namely Malta Shipyards. In the agreement for the set up of the new company, there were no provisions for worker directors. The same happened when Malta Freeport was privatised in 2004; as well as when a new Board was appointed to Malta Information Technology & Training Services (MITTS) Ltd during the same year.

Saviour Rizzo - January 2005

Company	No. of Worker-Directors	No. of Employees	Remuneration received?
1. Air Malta	1	1,850	Yes (Lm1,500 per year)
2. Maltacom	1	1,200	Yes (Lm2,200 per year)
3. Tug Malta	1	100	Yes (did not reveal)
4. Bank of Valletta	1	1,534	Yes (Lm3,000 per year)
5. Enemalta	1	2,000	Yes (did not reveal)
6. Air Supplies	1	100	Yes (did not reveal)
7. Cargo Handling	1	100	Yes (did not reveal)
8. Union Press*	1) 120	No
9. Union Print*	1		
10. Untours	1	12	No
11. Rainbow Productions**	1		
12. University of Malta***	4	564 + 600	No
		<hr/> 8418	

* These are two companies operating in the same building under the aegis of GWU. The number of workers (120) refers to the two companies.

** No information given.

*** Two workers representing administrative staff and another two representing academic staff on the University's highest organ, the Council.

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EMP NAME	Number of employees	Information Practices	Suggestion Schemes	Consultation Practices	Involvement in Decision-making	Profit-sharing Schemes	Employee Shareholding	Worker Director Schemes	European Works Councils
5 WPEI Schemes									
DE LA RUE CURRENCY & SECURITY PRINT LTD	470	Y	Y	Y	N	N	Y	N	Y
ISLAND HOTELS GROUP LTD	400	Y	Y	Y	Y	Y	N	N	N
LOMBARD BANK MALTA PLC	115	Y	Y	Y	N	Y	Y	N	N
MALTA FREEPORT CORPORATION LTD	570	Y	Y	Y	Y	N	N	Y	N
MP CLOTHING LTD	250	Y	N	Y	Y	Y	Y	N	N
UNIVERSITY OF MALTA	1164	Y	Y	Y	N	N	N	Y	N
VODAFONE MALTA LIMITED	250	Y	N	Y	Y	N	Y	N	Y
6 WPEI Schemes									
BANK OF VALLETTA LTD	1534	Y	Y	Y	Y	N	Y	Y	N
BAXTER LTD	400	Y	Y	Y	Y	N	Y	N	Y
HSBC BANK (MALTA) PLC	1587	Y	Y	Y	N	Y	Y	N	Y
<i>Total Number of Employees Affected</i>	6740								

[illegible]

[illegible]

[illegible]

MALTA TRANSPORT AUTHORITY	Y	N	Y	Y	N	N	N	N	N		3
MANAGING & CONSULTING CLEANING SERVICES											0
MANDUCA MERCIECA & CO	N	Y	N	N	N	N	N	N	N		1
MARINA SAN GORG LTD											0
MARSOVIN LTD	Y	N	N	N	N	N	N	N	N		1
MC NEILL LTD	Y	N	Y	Y	N	N	N	N	N		3
MEDELEC SWITCHGEAR M LTD	Y	Y	Y	N	N	N	N	N	N		3
MEDIA-LINK COMMUNICATIONS LTD	Y	N	Y	Y	N	N	N	N	N		3
MEDITERRANEAN AVIATION CO LTD	Y	N	Y	N	N	N	N	N	N		2
MEDSERV LTD										X	0
MEDWEAR CLOTHING LTD											0
MEGABYTE LTD											0
MEKANIKA LTD											0
MELITA CABLE TV p.l.c	Y	Y	N	N	N	N	N	N	N		2
MELLIEHA BAY HOTEL	Y	N	N	N	N	N	N	N	N		1
MELLIEHA HOLIDAY CENTRE M LTD	Y	N	N	N	N	N	N	N	N		1
MENRAD LIMITED											0
METALLFORM (MALTA) LTD	Y	Y	N	N	N	N	N	N	N		2
METHODE ELECTRONICS MALTA LIMITED											0
MGC ELECTRONICS LTD	N	N	N	N	N	N	N	N	N		0
MICHELE PERESSO LTD											0
MILLER DISTRIBUTORS LTD	Y	N	N	N	N	N	N	N	N		1
MISS ELLA LTD.										X	0
MITTS LTD								D			
MOTHERWELL BRIDGE (M) LTD	N	N	N	N	N	N	N	N	N		0
MULTI PACKAGING LTD	N	N	N	N	N	N	N	N	N		0
MUSCATS MOTORS LTD	N	N	N	N	N	Y	N	N	N		1
NASH LTD											0
NYLON KNITTINGS LTD	Y	N	N	N	N	N	N	N	N		1
OUR LADY IMMACULATE SCHOOL											0
P CUTAJAR & CO LTD	Y	Y	N	N	Y	N	N	N	N		3
PAAM LTD											0
PAMARGAN PRODUCTS (MALTA) LTD	Y	Y	Y	N	N	N	N	N	N		3
PANTA CONTRACTING LIMITED	N	N	N	N	N	N	N	N	N		0
PANTA MARKETING AND SERVICES LIMITED	N	N	N	N	N	N	N	N	N		0
PAOLO BONNICI LTD.	Y	N	N	N	N	N	N	N	N		1
PARADISE BAY HOTEL	N	N	N	N	N	N	N	N	N		0
PARK HOTEL LIMITED	N	N	N	N	N	N	N	N	N		0
PENZA CONSTRUCTION LTD										X	0
PETER BLOND INTERNATIONAL LTD											0
PHARMAMED LTD	Y	N	N	N	N	Y	N	N	N		2
PHARMAMED PARENTERALS LTD	Y	N	N	N	N	Y	N	N	N		2
PHILIP TOLEDO LTD	Y	N	Y	Y	N	N	N	N	N		3

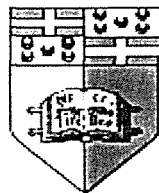
PILASTRI CONSTRUCTION CO LTD											0
PLAYMOBIL MALTA LTD	Y	Y	Y	Y	N	N	N	N	N		4
POLIDANO BROS LTD	Y	N	N	N	N	N	N	N	N		1
PORT WORK SCHEME PORT WORKERS	N	N	N	Y	Y	N	N	N	N		2
PRELUNA HOTEL & TOWERS	N	N	N	N	N	N	N	N	N		0
PRICEWATERHOUSE COOPERS	Y	Y	Y	N	N	N	N	N	N		3
PRIME LTD	N	N	N	N	N	N	N	N	N		0
PUBLIC TRANSPORT ASSOCIATION											0
RAINBOW PRODUCTIONS LTD								Y			
RITE MIX (GATT BROS) LTD	N	N	N	N	N	N	N	N	N		0
RIVIERA RESORT LTD											0
ROOSENDAAL HOTELS	N	N	N	N	N	N	N	N	N		0
S T MICROELECTRONICS (MALTA) LTD	Y	Y	N	N	Y	N	N	N	Y		4
S.MIFSUD AND SONS LTD TRAVEL & TOURISM											0
SAN ANDREA SCHOOL											0
SAN ANTON SCHOOL	Y	N	N	N	N	N	N	N	N		1
SANDPIPER CO LTD											0
SCHEMBRI & ALOISIO LTD											0
SEABANK CATERING CO LTD											0
SECURITY SERVICES MALTA LTD											0
SEIFERT MTM SYSTEMS MALTA LTD	N	N	N	N	N	N	N	N	N		0
SIMONDS FARSONS CISK p.l.c.	Y	Y	N	N	N	N	N	N	N		2
SKANSKA LTD											0
SMART SUPERMARKET	N	Y	N	N	N	N	N	N	N		1
SOL SUNCREST HOTEL	Y	Y	N	N	N	Y	N	N	N		3
SPINOLA DEVELOPMENT CO LTD	Y	Y	Y	N	N	N	N	N	N		3
ST ALOYSIUS COLLEGE	Y	Y	Y	Y	N	N	N	N	N		4
ST AUGUSTINE COLLEGE	Y	N	Y	Y	N	N	N	N	N		3
ST EDWARD'S COLLEGE											0
ST JOSEPH SCHOOL										X	0
ST MONICA SCHOOL & CONVENT	Y	N	N	N	N	N	N	N	N		1
STAINLESS STEEL PRODUCTS LTD	N	N	N	N	N	N	N	N	N		0
STANDARD PUBLICATIONS LTD											0
STEEL STRUCTURES CO LTD	N	N	N	N	N	N	N	N	N		0
STELLA MARIS COLLEGE	Y	N	Y	Y	N	N	N	N	N		3
SUNROUTE CO LTD	Y	Y	N	N	N	N	N	N	N		2
T.G SERVICES LTD											0
TA NATU LTD	N	N	N	N	N	N	N	N	N		0
TAL-LIRA LIMITED	N	N	N	N	N	N	N	N	N		0
THE CARGO HANDLING CO LTD	Y	N	N	N	N	N	N	Y	N		2
THE EDEN FOUNDATION	Y	Y	Y	Y	N	N	N	N	N		4
THE GUARD & WARDEN SERVICE HOUSE LTD	Y	N	Y	N	N	N	N	N	N		2
THE VICTORIA HOTEL	Y	Y	Y	Y	N	N	N	N	N		4

[illegible]

Trends In Workers' Participation And Employee Involvement

Survey 2003

Project supported by the
Employment Training Corporation and
The University of Malta



University of Malta
Workers' Participation Development Centre

Name of company: _____

Number of full time employees:

- ☐ **Male** _____
- ☐ **Female** _____
- ☐ **Total** _____

Number of part time employees: _____

Name of Interviewee: _____

Position/Job Title of Interviewee: _____

Sex: M ☐ F ☐

Tel: _____

Fax: _____

Email: _____

WPEI QUESTIONNAIRE

A. The largest occupational group

ALL FOLLOWING QUESTIONS ASK ABOUT THE EMPLOYEES IN THE LARGEST OCCUPATIONAL GROUP

1. Would you please indicate which one of the following occupational categories has the LARGEST number of non-managerial employees at this workplace?

- | | |
|--|--------------------------|
| - production; operational | <input type="checkbox"/> |
| - commercial; sales; marketing | <input type="checkbox"/> |
| - medical; social care | <input type="checkbox"/> |
| - transport; warehousing; distribution | <input type="checkbox"/> |
| - educational | <input type="checkbox"/> |
| - personal services; catering | <input type="checkbox"/> |
| - administrative; clerical | <input type="checkbox"/> |
| - repair and maintenance | <input type="checkbox"/> |
| - technical | <input type="checkbox"/> |

2. How many employees are working in this largest occupational group? (*as indicated in Q. 1*)

3. What is the number of women in this largest occupational group?

4. How does the number of employees in the largest occupational group (Q. 2) compare to three years ago?

- | | |
|------------------------------|--------------------------|
| - there has been an increase | <input type="checkbox"/> |
| - about the same | <input type="checkbox"/> |
| - there has been a reduction | <input type="checkbox"/> |

5. Has the composition of the largest occupational group been affected in the last three years by one or more of the following?

	Yes	No
- increase in proportion of people working part-time	<input type="checkbox"/>	<input type="checkbox"/>
- increase in proportion of people working on temporary contract	<input type="checkbox"/>	<input type="checkbox"/>
- increase in absolute number of woman	<input type="checkbox"/>	<input type="checkbox"/>

6. Over the past three years has the largest occupational group been directly affected by:

- major changes in work organisation involving new plant/machinery/equipment/automation	<input type="checkbox"/>
- major changes in work organisation NOT involving new plant/machinery/equipment/automation	<input type="checkbox"/>
- increase in subcontracting of their activities	<input type="checkbox"/>

7. Please indicate if employees in the largest occupational group receive any of the following as part of their wages:

- bonuses reflecting skill	<input type="checkbox"/>
- bonuses reflecting qualifications	<input type="checkbox"/>
- bonuses related to individual attitude	<input type="checkbox"/>
- bonuses for individual volume of output	<input type="checkbox"/>
- bonuses for team volume of output	<input type="checkbox"/>
- none of the above	<input type="checkbox"/>

8. Please indicate if employees in the largest occupational group are eligible for membership of the following:

- profit sharing schemes	<input type="checkbox"/>
- share holding schemes	<input type="checkbox"/>
- none of the above	<input type="checkbox"/>

9. Are any of the following REPRESENTATIVES of the employees in the largest occupational group recognised for the purposes of consultation/ negotiation and or joint decision making at this workplace?

	Consultation	JDM
- trade union representatives	<input type="checkbox"/>	<input type="checkbox"/>
- representatives elected to a works council	<input type="checkbox"/>	<input type="checkbox"/>

- representatives to an advisory committee established

by management (eg Health and Safety Committee)

☐☐

- none of the above

☐☐

10a. How many employees in the largest occupational group are covered by a Collective Agreement?

10b. Roughly, what proportion of the employees in the largest occupational group do you think are trade union members?

%

11. Thinking of the WORK ORGANISATION of the employees in the largest occupational group, how would you rate the following dimensions on a scale running from 1 to 5: *whereby 1 means that you totally agree with the statement on the left hand side, and 5 means that you totally agree with the statement on the right hand side. Figures in between: 2, 3 and 4 can also be used. You tick one box per line.*

work involves range
of different tasks

☐1☐2☐3☐4

work involves repetition
of a single task

☐5

pace of work is independent
of technology

☐1☐2☐3☐4

pace of work is dependent
on technology

☐5

work is essentially a
team activity

☐1☐2☐3☐4

work is essentially an
individual activity

☐5

a high level of qualification
is required

☐1☐2☐3☐4

little or no qualifications
required

☐5

recruits have to be trained
to do the job

☐1☐2☐3☐4

recruits are already trained
to do the job

☐5

B. The practice of direct participation:

12. Does the management seek the views of or CONSULT with INDIVIDUAL non-managerial employees in the largest occupational group about work related matters in one or more of the following ways?

	Yes	No
- regular meetings with immediate manager	<input type="checkbox"/>	<input type="checkbox"/>
- regular training and development review meetings	<input type="checkbox"/>	<input type="checkbox"/>
- regular performance review meetings	<input type="checkbox"/>	<input type="checkbox"/>
- speak up scheme involving 'counsellor' or 'spokesperson'	<input type="checkbox"/>	<input type="checkbox"/>
- attitude surveys	<input type="checkbox"/>	<input type="checkbox"/>
- suggestion scheme	<input type="checkbox"/>	<input type="checkbox"/>

13. Does the management seek the views of or CONSULT with non-managerial employees in the largest occupational group on a GROUP basis on work related matters in one or more of the following ways?

	Yes	No
regular meetings with:		
- groups with a specific task, on a ongoing basis (i.e. quality circles)	<input type="checkbox"/>	<input type="checkbox"/>
- groups with a specific task, on a temporary basis (i.e. project groups)	<input type="checkbox"/>	<input type="checkbox"/>

14. Has the management given INDIVIDUAL non-managerial employees in the largest occupational group the right to make DECISIONS on how their OWN work is performed without reference to immediate manager for one or more of the following?

	Yes	No
- scheduling of work	<input type="checkbox"/>	<input type="checkbox"/>
- quality of product or service	<input type="checkbox"/>	<input type="checkbox"/>
- improving work processes	<input type="checkbox"/>	<input type="checkbox"/>

- dealing with 'internal' customers	<input type="checkbox"/>	<input type="checkbox"/>
- dealing with external clients	<input type="checkbox"/>	<input type="checkbox"/>
- time keeping -attendance	<input type="checkbox"/>	<input type="checkbox"/>
- working conditions	<input type="checkbox"/>	<input type="checkbox"/>

15. Has the management given to formally introduced GROUPS the right to make DECISIONS on how their work is performed on a GROUP basis without reference to immediate manager for one or more of the following?

	Yes	No
- allocation of work	<input type="checkbox"/>	<input type="checkbox"/>
- scheduling of work	<input type="checkbox"/>	<input type="checkbox"/>
- quality of work	<input type="checkbox"/>	<input type="checkbox"/>
- time keeping	<input type="checkbox"/>	<input type="checkbox"/>
- attendance and absence control	<input type="checkbox"/>	<input type="checkbox"/>
- job rotation	<input type="checkbox"/>	<input type="checkbox"/>
- co-ordination of work with other internal groups	<input type="checkbox"/>	<input type="checkbox"/>
-improving work processes	<input type="checkbox"/>	<input type="checkbox"/>

IF YOU ONLY TICKED "NO" ON ALL QUESTIONS 12, 13, 14 AND 15: GO TO QUESTION 59; OTHERS GO TO QUESTION 16

16. IF ANY YES ON Q. 12 PLEASE ANSWER Q. 16 -Q. 18, OTHERS GO TO Q. 19

16. On what issues and how often are the views of INDIVIDUAL employees in the largest occupational group sought?

	regularly	sometimes	never
work organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
working time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
health & safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
training & development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
quality of product or service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
customer relations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
changes in technology	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
changes in investment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

17. How long ago was the practice of INDIVIDUAL CONSULTATION introduced in this workplace?

- 0 -2 years ago ☐
- 2 -5 years ago ☐
- 5 -10 years ago ☐
- more than 10 years ago ☐

18. What were the main motives for introducing the practice of individual consultation in this workplace?

- need to improve quality of product or service ☐
- pressure to reduce costs ☐
- pressure to reduce throughput times ☐
- desire to encourage continuous improvement ☐
- belief that employees have right to participate ☐
- desire to improve quality of working life ☐
- demands from employees ☐
- demands from unions ☐
- examples elsewhere in the organisation ☐
- examples in other companies ☐
- requirements of legislation ☐
- requirements of collective agreement ☐

19. IF ANY YES ON Q. 13 PLEASE ANSWER Q. 19 -44, OTHERS GO TO Q. 33

19. On what issues and how often are the views of employees in the largest occupational group sought on a GROUP basis?

	regularly	sometimes	never
work organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
working time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
health & safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
training & development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
quality of product or service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
customer relations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
changes in technology	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
changes in investment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

20. Thinking of the practice of GROUP CONSULTATION, please indicate which of the following statements BEST describes current practice.

- involvement of employees in groups is:
 - voluntary ☐
 - compulsory ☐
 - both ☐

- composition of groups is decided by:
 - management ☐
 - group ☐
 - both ☐

- issues to be discussed by groups are decided by:
 - management ☐
 - group ☐
 - both ☐

21. How many employees in the largest occupational group are involved in the practice of group consultation?

number

22. What proportion of this number (Q. 21) is female?

proportion (%)

23. How long ago was the practice of group consultation introduced in this workplace?

- 0 -2 years ago ☐
- 2 -5 years ago ☐
- 5 -10 years ago ☐
- more than 10 years ago ☐

24. What were the main motives for introducing the practice of group consultation in this workplace?

- need to improve quality of product or service ☐
- pressure to reduce costs ☐
- pressure to reduce throughput times ☐
- desire to encourage continuous improvement ☐
- belief that employees have right to participate ☐
- desire to improve quality of working life ☐

- demands from employees ☐
- demands from unions ☐
- examples elsewhere in the organisation ☐
- examples in other companies ☐
- requirements of legislation ☐
- requirements of collective agreement ☐

25. Does the group have a leader?

- yes, all groups ☐
- yes, some groups ☐
- no (GO TO Q. 27) ☐

26. The leader of the group is chosen by:

- management ☐
- group ☐
- both ☐

27. Does the group propose changes in the organisation and/or planning of work?

- yes, frequently ☐
- yes, sometimes ☐
- yes, rarely ☐
- no, never (GO TO Q. 29) ☐

28. Who decides whether or not to implement changes?

- management ☐
- group ☐
- both ☐

29. Has the management organised any training of employees and/or managers in the following areas to support its consultation activities?

- | | employees | managers |
|---|--------------------------|--------------------------|
| - processes of data collection and analysis | <input type="checkbox"/> | <input type="checkbox"/> |
| - presentation skills | <input type="checkbox"/> | <input type="checkbox"/> |
| - interpersonal skills | <input type="checkbox"/> | <input type="checkbox"/> |
| - groups dynamics | <input type="checkbox"/> | <input type="checkbox"/> |

IF YOU DID NOT TICK ANY BOX IN Q.29: GO TO Q.31

30. Approximately how much time was spent in the last year on the TRAINING per individual employee and manager to support consultation activities?

	per employee	per manager
- less than one day	<input type="checkbox"/>	<input type="checkbox"/>
- about a day	<input type="checkbox"/>	<input type="checkbox"/>
- between 1 and 5 days	<input type="checkbox"/>	<input type="checkbox"/>
- more than 5 days	<input type="checkbox"/>	<input type="checkbox"/>

31. Do participants in consultation groups get any remuneration for this work?

- yes ☐
- no (GO TO Q. 33) ☐

32. Does this remuneration involve:

- changes in the remuneration structure involving:
 - personal skills (not certified) ☐
 - qualifications/task skills (formally certified) ☐
- bonus payments relating to:
 - individual attitude ☐
 - individual volume of output ☐
 - team/group volume of output ☐
 - flexibility ☐
 - quality ☐
- forms of financial participation:
 - profit sharing ☐
 - share holding ☐
 - other (please specify) ☐

33. *IF ANY YES ON Q.14 PLEASE ANSWER Q. 33 -34, OTHERS GO TO Q. 35*

33. How long ago was the practice OF INDIVIDUAL DECISION MAKING introduced in this workplace?

- 0 -2 years ago ☐
- 2 -5 years ago ☐
- 5 -10 years ago ☐
- more than 10 years ago ☐

34. What were the main motives for introducing the practice of individual decision making in this workplace?

- need to improve quality of product or service ☐
- pressure to reduce costs ☐
- pressure to reduce throughput times ☐
- desire to encourage continuous improvement ☐
- belief that employees have right to participate ☐
- desire to improve quality of working life ☐
- demands from employees ☐
- demands from unions ☐
- examples elsewhere in the organisation ☐
- examples in other companies ☐
- requirements of legislation ☐
- requirements of collective agreement ☐

35. IF ANY YES ON Q. 15, PLEASE ANSWER Q. 35-47, OTHERS GO TO Q.48

35. Thinking of the practice of GROUP DECISION MAKING, please indicate which of the following statements BEST describes current practice.

- involvement of employees in groups is:
 - voluntary ☐
 - compulsory ☐
 - both ☐
- composition of groups is decided by:
 - management ☐
 - group ☐
 - both ☐
- issues to be discussed by groups are decided by:
 - management ☐
 - group ☐
 - both ☐

37. How many employees in the largest occupational group are involved in the practice of group decision making in this workplace?

Number

38. What proportion of this number (Q. 37) is female?

proportion (%)

39. How long ago was the practice of group decision making introduced in this workplace?

- 0 -2 years ago ☐
- 2 -5 years ago ☐
- 5 -10 years ago ☐
- more than 10 years ago ☐

36. What where the main motives for introducing the practice of group decision making in this workplace?

- need to improve quality of product or service ☐
- pressure to reduce costs ☐
- pressure to reduce throughput times ☐
- desire to encourage continuous improvement ☐
- belief that employees have right to participate ☐
- desire to improve quality of working life ☐
- demands from employees ☐
- demands from unions ☐
- examples elsewhere in the organisation ☐
- examples in other companies ☐
- requirements of legislation ☐
- requirements of collective agreement ☐

40. Does the group have a leader?

- yes, all groups ☐
- yes, some groups ☐
- no (GO TO Q.42) ☐

41. The leader of the group is chosen by:

- management ☐
- group ☐
- both ☐

42. Does the group propose changes in the organisation and/or planning of work:

- yes, frequently ☐
- yes, sometimes ☐
- yes, rarely ☐
- no, never (GO TO Q. 44) ☐

43. Who decides whether or not to implement changes?

- management ☐
- group ☐
- both ☐

44. Has the management organised any training of employees and/or managers in the following areas to support its decision-making activities?

- | | employees | managers |
|---|--------------------------|--------------------------|
| - processes of data collection and analysis | <input type="checkbox"/> | <input type="checkbox"/> |
| - presentation skills | <input type="checkbox"/> | <input type="checkbox"/> |
| - interpersonal skills | <input type="checkbox"/> | <input type="checkbox"/> |
| - groups dynamics | <input type="checkbox"/> | <input type="checkbox"/> |

IF YOU DID NOT TICK ANY OF THE ITEMS IN Q.44: GO TO Q.46

45. Approximately how much time was spent in the last year on the TRAINING per individual employee and manager to support group decision making?

- | | employees | managers |
|------------------------|--------------------------|--------------------------|
| - less than one day | <input type="checkbox"/> | <input type="checkbox"/> |
| - about a day | <input type="checkbox"/> | <input type="checkbox"/> |
| - between 1 and 5 days | <input type="checkbox"/> | <input type="checkbox"/> |
| - more than 5 days | <input type="checkbox"/> | <input type="checkbox"/> |

46. Do participants in decision making groups get any remuneration for this work?

- yes ☐
- no (GO TO Q. 48) ☐

47. Does this remuneration involve:

- changes in the remuneration structure involving:
 - personal skills (not certified) ☐
 - qualifications/task skills (formally certified) ☐
- bonus payments relating to:

- individual attitude ☐
- individual volume of output ☐
- team/group volume of output ☐
- flexibility ☐
- quality ☐
- forms of financial participation:
 - profit sharing ☐
 - share ownership ☐
 - other (please specify) ☐

48. Which form of direct participation do YOU consider the most important form of DP at your workplace?

- consultation with individual employees(Q. 12) ☐
- consultation with employees in groups (Q.13) ☐
- decision making by individual employees (Q. 14) ☐
- decision making by groups (Q. 15) ☐

*Of the four forms of dp listed in Q48, please answer the following questions (49-52) in respect of the form which you indicated was the **MOST IMPORTANT** in encouraging participation at this workplace.*

49. Which managerial function (a) and level (b) was primarily responsible for initiating the introduction of the most important direct participation practice.

a) function:

- production and operations ☐
- personnel and human resources ☐

b) level:

- senior management at higher level ☐
- senior management at this workplace ☐
- middle management at this workplace ☐
- first-line management at this workplace ☐

50. To what extent were the following involved in the introduction of the most important practice of dp?

	Extensively	limited	not at all
- employers' organisations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- trade unions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- external consultants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- state agencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

51. To what extent were employees informed and/or consulted about the initiative to introduce this most important practice of direct participation?

	Extensively	limited	not at all
- informed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- consulted	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

52. By which of the following means were employees informed or consulted?

- regular company newspaper	<input type="checkbox"/>
- leaflets / brochures / memos	<input type="checkbox"/>
- notice boards	<input type="checkbox"/>
- videos	<input type="checkbox"/>
- trade union representatives	<input type="checkbox"/>
- meetings of groups of employees led by senior managers	<input type="checkbox"/>
- meetings of groups of employees with own supervisors	<input type="checkbox"/>
- work council representatives	<input type="checkbox"/>

53. To what extent were employee REPRESENTATIVES informed, consulted, involved in negotiations, or joint decision making about the introduction of the most important practice of participation?

	extensively	limited	not at all
- informed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- consulted	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- involved in negotiations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- involved in joint decision making	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

IF ANY NEGOTIATION OR JOINT DECISION MAKING IN Q. 53:

54. With whom did this negotiation/joint decision making take place?

- a works council ☐
- trade union representatives ☐
- other (please specify): ☐

IF ANY INFORMATION, CONSULTATION NEGOTIATION OR JOINT DECISION MAKING IN Q. 53:

55. To what extent did this involvement influence the design and implementation of the most important DP practice?

- a great deal ☐
- somewhat ☐
- very little ☐
- not at all ☐

56. To what extent was this involvement:

- very useful ☐
- useful ☐
- no effect ☐
- a hindrance ☐
- a significant hindrance ☐

57. On which of the following did the introduction of DP activities at this workplace have an effect?

- | | Yes | No |
|--|--------------------------|--------------------------|
| - general reduction of costs | <input type="checkbox"/> | <input type="checkbox"/> |
| - reduction of throughput times | <input type="checkbox"/> | <input type="checkbox"/> |
| - improvement of quality of product or service | <input type="checkbox"/> | <input type="checkbox"/> |
| - increase in total output | <input type="checkbox"/> | <input type="checkbox"/> |
| - decrease in sickness | <input type="checkbox"/> | <input type="checkbox"/> |
| - decrease in absenteeism | <input type="checkbox"/> | <input type="checkbox"/> |
| - reduction in number of employees | <input type="checkbox"/> | <input type="checkbox"/> |

- reduction in number of managers ☐ ☐

58. Overall, how successful would you say DP has been in meeting its objectives?

- completely successful ☐
- moderately successful ☐
- not very successful ☐
- not at all successful ☐

C. General opinion on direct participation (DP)

59. Finally, thinking of the practice of DP, do YOU agree or disagree with the following statements?

- | | Agree | Disagree |
|--|--------------------------|--------------------------|
| - 'DP plays a major role in competitiveness' | <input type="checkbox"/> | <input type="checkbox"/> |
| - 'DP does not change the fundamental need for managers to use established means of reward and discipline' | <input type="checkbox"/> | <input type="checkbox"/> |
| - 'DP enhances the role and influence of middle managers'. | <input type="checkbox"/> | <input type="checkbox"/> |
| - 'DP helps employees to feel involved in the firm' | <input type="checkbox"/> | <input type="checkbox"/> |
| - 'DP reduces the need for trade unions and other systems of employee representation' | <input type="checkbox"/> | <input type="checkbox"/> |

60. Here are some statements about the conditions necessary for DP to work. Thinking of the practice of DP, please indicate how significant IN YOUR VIEW each of the following factors is.

- | | very significant | significant | not significant |
|--|--------------------------|--------------------------|--------------------------|
| - 'DP requires a long time period for planning and implementation' | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| - 'Active promotion by senior managers is a pre-condition of successful 'DP' | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| - 'DP involves radical changes in the role of middle managers' | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| - 'DP requires considerable investment in vocational training' | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| - 'Training in the social skills necessary for DP has to be a high priority' | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

61. Do you expect to introduce within the next two years in your organisation any of the following (other) forms of non-managerial DP as defined in Q. 12-15?

	yes	no
-consultation with individual employees (Q.12)	<input type="checkbox"/>	<input type="checkbox"/>
-consultation with employees on a group basis (Q.13)	<input type="checkbox"/>	<input type="checkbox"/>
-decision making by individual employees (Q.14)	<input type="checkbox"/>	<input type="checkbox"/>
-decision making by formal groups (Q.15)	<input type="checkbox"/>	<input type="checkbox"/>

62. If you ticked any "yes" in Q. 61 (others go to Q. 63):
Why do you expect to introduce DP in your organisation?

63. If you ticked any "no" in Q. 61 (others go to Q. 64):
Why do you expect NOT to introduce DP in your organisation?

D. Final Questions

64. If you would like to receive a summary of the main findings of this survey, please fill out the following

☐ yes, I would like to receive a summary of the main findings of the survey

☐ no, I do not wish to receive a summary of the main findings of the survey

65. These were our questions. If you have any remarks on this survey please put them forward. They will be much appreciated.

Thank you for your co-operation!