CIPD

Championing better work and working lives

Research report
Part 2 – Indicators of the employment relationship

January 2018

Power dynamics in work
and *employment*
relationships: the capacity
for employee influence

The CIPD is the professional body for HR and people development. The not-for-profit organisation champions better work and working lives and has been setting the benchmark for excellence in people and organisation development for more than 100 years. It has more than 145,000 members across the world, provides thought leadership through independent research on the world of work, and offers professional training and accreditation for those working in HR and learning and development.

Power dynamics in work and employment relationships: the capacity for employee influence

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Acknowledgements

Introduction

'The first aim of this report is to identify existing metric indicators which may directly and/or indirectly illustrate the changing nature of the employment relationship.'

This report constitutes Part 2 of our research, *Power Dynamics in Work and Employment Relationships: The capacity for employee influence*.

The first aim of this report is to identify existing metric indicators which may directly and/or indirectly illustrate the changing nature of the employment relationship. To do this, we build on the thematic literature review (Part 1) available at cipd.co.uk/jobquality which reviews seven dimensions of factors shaping employment relationships and investigates how employee influence is shaped.

The seven dimensions are:

• legal sources
• contract status
• technology and employment
• institutional governance
• union participation
• non-union voice
• external actors and networks.

By reporting on a range of online surveys and databases, the seven dimensions of employment relations (ER) are operationalised into possible measurements and presented in table format, by source. To gain richer understandings of the metrics available in existing sources, the report also applies a fourfold schema to unpick ER influence in terms of '*depth*' (the extent of actual influence), '*scope*' (the range of issues influenced), '*form*' (different types of influence), and the '*levels*' at which influence manifests, or is curbed (workplace, division, organisational, national, transnational).

The second aim of the report is to outline potential future employment relationship indicators. The second part of the report pinpoints existing metric lacunae within the seven influencing dimensions and recommends possible avenues for future investigation.

The following sections operationalise the seven ER dimensions and apply the fourfold 'ER influence schema' of 'depth', 'scope', 'level' and 'form'.

Each metric table relates to a specific source that may be used to explore the nature of the employment relationship and is followed by a short summary outlining data *thickness* (how suitable the data is for historical analysis), the *level* at which respondents are questioned (UK, country, general population, industry), *depth* (the richness of the data, for example, does the survey question managers, employees, union and non-union reps?), and scope (the extent to which the data relates to the seven influencing ER dimensions).

We present the sources in four groups: international metrics, European metrics, UK government-funded surveys and other UK sources. Our coverage is not exhaustive of all data sets but represents key surveys at international, European and UK levels.

International metrics

OECD Employment Outlook

The OECD Employment Outlook report, produced by the Organisation for Economic Co-operation and Development, promotes a thicker historical analysis by providing annual, publicly available data, dating back to 1996. Country-level data is produced, enabling richer cross-country comparison. The latest 2017 report focuses on 35 OECD countries and some non-OECD countries. Industry-level data is also offered to drill into the differences between professions. However, despite high respondent rates, the general population-level focus damages the depth of the data by not disaggregating between respondent status (that is, employee, non-union representative, union representative or manager). The scope of the data for employee influence is fairly broad, covering non-union voice, union involvement, technology and contract status dimensions.

Employment Outlook substantive content

- **2016 report – non-union voice/union involvement:** the ability employees and union representatives have to influence decisions (depth), employment rates (depth), whether flexible working is permitted (scope).
- **Technology:** the extent technology is used in organisations (depth), automation risk (depth).
- **Contract status:** the number of organisations offering shift-working, zero-hours contracts, part-time contracts, temporary contracts, annual contracts, agency contracts (forms).
- **2017 report – union involvement:** forms and scope of collective bargaining, collective bargaining coverage (depth), union density/membership (depth), industrial dispute trends (depth).

Website address: www.oecd-ilibrary.org/employment/oecd-employment-outlook_19991266

OECD Employment Outlook: summary of key aspects

Dimensions	Origin	Frequency	Accessibility	Unit and coverage
Union involvement Non-union voice Contract status Technology	Produced by the Organisation for Economic Co-operation and Development (OECD). The OECD draws on facts about different countries and individual experience to recommend policies to enhance the quality of life for people around the world.	Annual report	Reports between 1996 and 2017 are publicly available online	General population in OECD and non-OECD countries

OECD database

The OECD database offers publicly available, time series data on an annual and quarterly basis, encouraging thicker historical research. The data is provided at country level, focusing on 35 OECD countries and some non-OECD countries and at industry level, facilitating richer comparative investigations. However, the general population-level focus curbs the depth of the data by not including specific questions for employees, managers, union representatives and non-union representatives. The scope of the data is fairly broad, covering contract status, union involvement, non-union voice and legal sources/rights dimensions.

OECD database substantive content

- **Contract status:** contract type (form), strictness of employment protection in different contract types (depth).
- **Non-union voice:** employment rates (depth).
- **Union involvement:** trade union density.
- **Legal sources and rights**.

Website address: data.oecd.org/

OECD database: summary of key aspects

Dimensions	Origin	Frequency	Accessibility	Unit and coverage
Union involvement Non-union voice Contract status Legal sources and rights	Produced by the Organisation for Economic Co-operation and Development (OECD). The OECD draws on facts about different countries and individual experience to recommend policies to enhance the quality of life for people around the world.	Includes annual or quarterly time series data	Publicly available	General population in OECD and non-OECD countries

NATLEX

The NATLEX database, controlled by the International Labour Organization, offers over 88,000 publicly available records on national labour, social security and human rights legislation. NATLEX covers 196 countries and over 160 territories and subdivisions. Data is disaggregated at country, subject and profession level, promoting richer comparative research. However, accessibility is curbed because the records are only available in one of the three official ILO languages: English, French or Spanish. Furthermore, it is unclear how often the database is updated. The scope of the data is broad, overlapping with all dimensions.

NATLEX substantive content

• **Legal sources and rights:** includes the forms, levels and issues covered by labour, social security and related human rights legislation.

Website address: www.ilo.org/dyn/natlex/natlex4.home

NATLEX: summary of key aspects

Dimensions	Origin	Frequency	Accessibility	Unit and coverage
Legal sources and rights (but overlaps with all dimensions)	Developed by the International Labour Organization, a tripartite UN agency bringing different stakeholders together to set labour standards and develop policies promoting decent work.	No set periodicity	Publicly available but records are only available in one of the three languages: English, Spanish or French	Covers over 196 countries and 160 territories

NORMLEX

The NORMLEX database, controlled by the International Labour Organization, provides publicly available data on international labour standards including ratification, reporting requirements and comments by the ILO's supervisory bodies. It also offers data on national labour and social security laws. NORMLEX provides country-level information on 190 countries and region-level data, facilitating richer cross-country investigations. However, it is unclear how often NORMLEX is updated, damaging its depth. The scope of the data is broad, connecting to multiple dimensions.

NORMLEX substantive content

- **Legal sources and rights:** includes information on the forms, levels and issues covered by national law, social security laws and international labour standards (including ratification, reporting requirements, ILO supervisory bodies' comments).

Website address: www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:1

NORMLEX: summary of key aspects

Dimensions	Origin	Frequency	Accessibility	Unit and coverage
Legal sources and rights (but overlaps with all dimensions)	Developed by the International Labour Organization, a tripartite UN agency bringing different stakeholders together to set labour standards and develop policies promoting decent work.	No set periodicity	Publicly available	Covers over 190 countries

EP-LEX

The EP-LEX database, controlled by the International Labour Organization, offers publicly available data on employment laws and rights at a country level. The focus on 95 countries encourages richer cross-country comparison. However, the database is only updated on an annual basis, hindering its depth. The scope of the data is mainly restricted to the legal sources and rights dimension, because the data specifically focuses on employment termination rights for regular contracted employees.

EP-LEX substantive content

- **Legal sources and rights:** includes information on the forms, levels of employment termination legislation.

Website address: www.ilo.org/dyn/eplex/termmain.home

EP-LEX: summary of key aspects

Dimensions	Origin	Frequency	Accessibility	Unit and coverage
Legal sources and rights (but overlaps with all dimensions)	Developed by the International Labour Organization, a tripartite UN agency bringing different stakeholders together to set labour standards and develop policies promoting decent work.	Updated daily	Publicly available	Covers 95 countries

TRAVAIL

The TRAVAIL database, controlled by the International Labour Organization, offers publicly available data on over 100 countries, capacitating richer cross-country comparative research. The country-level data focuses on three legal indicators: working time, minimum wages and maternity protection. The main weakness of the database, damaging its depth, is the irregular updates. TRAVAIL has not been updated since mid-2012 and future updates are uncertain. Analysing the development of topics and countries over time is possible to gain thicker historical insights, but only for selected countries and topics. The data mainly relates to the legal sources and rights dimension, but overlaps with the contract status dimension to some extent, by providing information on the regulatory environment of working time for different employment contracts.

TRAVAIL substantive content

- **Legal sources and rights:**
  includes information on the levels, forms and issues covered by minimum wages, working time and maternity protection regulation.

Website address: www.ilo.org/dyn/travail/travmain.home

TRAVAIL: summary of key aspects

Dimensions	Origin	Frequency	Accessibility	Unit and coverage
Legal sources and rights	Developed by the International Labour Organization, a tripartite UN agency bringing different stakeholders together to set labour standards and develop policies promoting decent work.	Last updated in mid-2012	Publicly available	Covers over 100 countries

European metrics

European Company Survey (ECS)

The ECS, conducted by the European Foundation for the Improvement of Living and Working Conditions (Eurofound), offers publicly available data for three years, 2004, 2009 and 2013. The ECS offers relatively thin data for historical research as only three reports are currently available. However, the survey enables richer insights into variations between countries and professions by providing country-level data on 32 countries and industry-level data. The depth of the data is hampered by excluding employees from the survey; the focus is restricted to managers and employee representatives. With regards to the latter, the survey only questions one union representative or one non-union representative, and the data does not distinguish between them. Furthermore, in some organisations, no employee representatives are questioned. The scope of the data produced by the survey is fairly broad, covering non-union voice, union involvement and governance dimensions.

ECS substantive content

- **Non-union voice/union involvement/governance:** employee and representative ability to influence decisions (depth), whether flexible working practices are permitted (scope), the internal methods used by organisations to involve employees, including works councils (form), whether health and safety representatives are present (form), whether managers agree with employee involvement (depth), the levels at which collective bargaining occurs (level), union membership/density, the decisions reps are involved in (scope), different forms of union involvement (form).

Website address: www.eurofound. europa.eu/surveys/european-company-surveys

ECS: summary of key aspects

Dimensions	Origin	Frequency	Accessibility	Unit and coverage
Union involvement Non-union voice Governance	Conducted by the European Foundation for the Improvement of Living and Working Conditions (Eurofound), a tripartite agency of the European Commission.	Conducted in 2004, 2009 and 2013.	Publicly available	Latest survey covers 28 EU member states, Iceland, the Former Yugoslav Republic of Macedonia, Montenegro and Turkey. In companies with at least ten employees, the senior decision-maker (HR manager, general manager, owner) and the most senior employee representative from the largest representative body are surveyed.

European Working Conditions Survey (EWCS)

The EWCS, conducted by the European Foundation for the Improvement of Living and Working Conditions (Eurofound), provides publicly available data for a number of years, promoting thicker historical research. However, some inconsistency exists relating to the questions asked in successive surveys. EWCS offers country-level data: the sixth survey in 2015 focused on 35 countries, facilitating richer cross-country comparison. EWCS also collects industry-level data permitting comparability between broad ranges of professions. However, the depth of the data is suppressed by relatively small worker samples and the general employee-level focus means that union and non-union representative perspectives are not included. The scope of EWCS data is broad and relevant to multiple dimensions, including union involvement, non-union voice, governance, contract status and technology.

EWCS substantive content

- **Non-union voice/union involvement/governance:** employee and representative ability to influence decisions (depth), whether flexible working practices are permitted (scope), forms of internal influence, forms of union involvement.
- **Technology:** whether technology provides enhanced autonomy and flexibility (depth), the extent technology is used in organisations (depth), the forms of technology used in organisations.
- **Contract status:** whether the type of employment contract shapes employee influence (depth).

Website address: www.eurofound. europa.eu/surveys/european-working-conditions-surveys

EWCS: summary of key aspects

Dimensions	Origin	Frequency	Accessibility	Unit and coverage
Union involvement Non-union voice Governance Contract status Technology	Conducted by the European Foundation for the Improvement of Living and Working Conditions (Eurofound), a tripartite agency of the European Commission.	Conducted in 1990/1991, 1995/1996, 2000, 2005, 2010, 2015.	Publicly available	Latest survey covers workers (employees and self-employed) in 28 EU member states, Norway, Switzerland, Albania, the former Yugoslav Republic of Macedonia, Montenegro, Serbia and Turkey.

Workplace Innovation in European Companies (WEIC)

The WIEC report, published by the European Foundation for the Improvement of Living and Working Conditions (Eurofound), is based on the European Company Survey 2013 and provides publicly available data on workplace innovation. The report offers country-level data on ten EU countries, encouraging cross-country comparison. The relatively small number of countries focused on creates space to provide deeper organisational-level information about the organisations studied. However, the depth of the data is truncated by small sample sizes of workers, managers and employee representatives. Furthermore, in many cases workers and employee representatives were not questioned. The EWI was only published in 2013, offering thin data for historical analysis, and it is also unclear whether a similar report will be produced based on a future ECS. WIEC scope is fairly narrow, mainly providing data relating to the non-union voice and union involvement dimensions.

WIEC substantive content

- **Non-union voice:** the internal methods used by organisations to involve employees in decision-making (form), the issues employees can influence (scope), employee ability to influence decisions (depth).
- **Union involvement:** different forms of union involvement (form).

Website address: www.eurofound. europa.eu/publications/ report/2015/working-conditions/ third-european-company-survey-workplace-innovation-in-european-companies

WEIC: summary of key aspects

Dimensions	Origin	Frequency	Accessibility	Unit and coverage	Substantive content
Union involvement Non-union voice	Conducted by the European Foundation for the Improvement of Living and Working Conditions (Eurofound), a tripartite agency of the European Commission.	2013	Publicly available	Based on 51 organisations in 10 EU countries. Wherever possible a manager (director or HR manager), group of employees and employee representative were interviewed.	**Non-union voice:** the internal methods used by organisations to involve employees in decision-making (form), the issues employees can influence (scope), employee ability to influence decisions (depth). **Union involvement:** different forms of union involvement (form).

European Social Survey (ESS)

The European Social Survey, led by a team at City University London, has provided publicly available data every two years since 2001, supporting thicker historical insights. The survey offers nation-level data, covering over 30 nations and permitting richer cross-country comparison; however, all rounds do not include all 30 nations. The depth of the data is restricted by the general population-level focus, which does not disaggregate between employee, union representative, non-union representative and manager respondents. Another weakness is that the most relevant data for studying employee influence is only included in two modules run in 2004 and 2010, and when the next relevant module will be included in the survey is unknown. The scope of the data is narrow, focusing on union involvement and non-union voice dimensions.

ESS substantive content

Most relevant for research on employee influence is the 'family, work and well-being' module run in 2004 and 2010.

- **Non-union voice/union involvement:** employee and union representative ability to influence decisions (depth), whether flexible working is permitted (scope).

Website address: www.europeansocialsurvey.org/

ESS: summary of key aspects

Dimensions	Origin	Frequency	Accessibility	Unit and coverage
Union involvement Non-union voice	The European Social Survey is co-ordinated by a team of seven European institutions, led by a team at City University London.	Conducted every two years since 2001	Publicly available	General population in over 30 nations

European Union Labour Force Survey (EU LFS)

The European Union Labour Force Survey, processed by EuroStat, provides quarterly or annual harmonised data dating back to 1983, supporting thicker historical research. The survey applies a country-level approach, focusing on 33 countries and providing richer comparative insights. Micro-data access between 1983 and 2015 is restricted to universities, research institutions or research departments in public administration, banks or statistical institutes. The depth of the data produced is limited by the general population-level focus, which does not ask specific questions to employees, representatives and managers. The scope of the data is narrow, focusing on non-union voice and contract status only.

EU LFS substantive content

- **Non-union voice:** employment rates (depth), whether flexible working is permitted (scope).
- **Contract status:** whether organisations offer shift-working, zero-hours contracts, part-time contracts, temporary contracts, annual contracts, agency contracts.

Website address: ec.europa. eu/eurostat/web/microdata/ european-union-labour-force-survey

EU LFS: summary of key aspects

Dimensions	Origin	Frequency	Accessibility	Unit and coverage
Non-union voice Contract status	The European Union Labour Force Survey is conducted by different European national statistical institutes and processed by EuroStat, a Directorate-General of the European Commission.	Conducted quarterly	Some data is publicly available. Micro survey data available between 1983 and 2015 to universities, research institutions or research departments in public administration, banks or statistical institutes.	Household survey of employed and unemployed individuals in 28 EU states, two candidate countries of the Former Yugloslav Republic of Macedonia and Turkey, and three countries of the European Free Trade Association (EFTA) – Iceland, Norway and Switzerland.

Structure of Earnings Survey (EU SES)

The European Union Structure of Earnings Survey, processed by EuroStat, promotes richer cross-country comparison by offering harmonised country-level data for 33 countries. The survey provides relatively thin historical insights, because data for all countries is only available in 2002, 2006 and 2010. The depth of the data provided is curbed by the general population-level focus, which does not question employees, union representatives, non-union representatives and managers specifically. Access to micro data is restricted to universities, research institutions or research departments in public administration, banks or statistical institutes. The data is narrow in scope, offering insights into the contract status dimension only.

EU SES substantive content

- **Contract status:** type of employment contract (form), working arrangements (depth), earnings (depth), holiday entitlements (depth).

Website address: ec.europa.eu/eurostat/web/microdata/structure-of-earnings-survey

EU SES: summary of key aspects

Dimensions	Origin	Frequency	Accessibility	Unit and coverage
Contract status	The European Union Structure of Earnings Survey is conducted by different European national statistical institutes and processed by EuroStat, a Directorate-General of the European Commission.	Conducted in 2002, 2006 and 2010. 1995 is available for six countries.	Micro survey data is only available to universities, research institutions or research departments in public administration, banks or statistical institutes.	General population

EUR-LEX

The EUR-LEX database, controlled by the International Labour Organization, provides publicly available data about EU law, including: directives, regulations, decisions and consolidated legislation, preparatory acts, including legislative proposals, reports and green and white papers, EU case law, including judgments and orders, international agreements and EU legislation summaries situating legal acts in policy contexts. The database permits thicker historical research by providing daily updated data, dating back to 1951. Opportunities for rich cross-country comparative analysis is constrained by the focus on EU law only. The scope of the data offered is broad, covering laws and rights relating to all the dimensions.

EUR-LEX substantive content

- **Legal sources and rights:** includes information about the forms, levels and issues covered by EU law, EU case law and international agreements.

Website address: eur-lex.europa. eu/homepage.html

EUR-LEX: summary of key aspects

Dimensions	Origin	Frequency	Accessibility	Unit and coverage
Legal sources and rights (but overlaps with all dimensions)	European law database controlled by the International Labour Organization	Updated daily	Publicly available	European Union legal sources

UK government-funded surveys

Workplace Employment Relations Study (WERS)

The WERS survey, co-sponsored by the Department for Business, Innovation and Skills (BIS), the Economic and Social Research Council (ESRC), the Advisory, Conciliation and Arbitration Service (Acas) and the UK Commission for Employment and Skills (UKCES), is highly cited in academic publications and research reports. WERS provides publicly available findings for a number of years, supporting thicker historical understandings. The survey produces UK-level data, constraining cross-country comparability, but also provides industry-/sector-level data, permitting comparison between different UK professions. The depth of WERS data is hindered by limiting employee survey participation to a maximum of 25 employees from each organisation and the lack of disaggregation between the status of employee representatives (that is, whether they are union or non-union

representatives). The scope of WERS data is relatively broad; it relates to a variety of employee influence dimensions, including non-union voice, union involvement, external actors, governance and contract status.

WERS substantive content

- **Non-union voice/union involvement/governance:** employee and representative ability to influence decisions (depth), whether union/non-union reps, health and safety representatives or joint consultative committees are present in organisations (form), the issues covered by non-union/union reps (scope), the levels at which JCCs and reps operate (level), the internal methods used by organisations to involve employees (form), union success in negotiating pay reviews (depth), different forms of union involvement (form), whether flexible working practices are permitted (scope).

- **External actors:** whether organisations use external bodies for employment relations issues (depth).
- **Contract status:** whether organisations offer shift-working, zero-hours contracts, part-time contracts, temporary contracts, annual contracts or agency contracts (form).

Website address: www.gov.uk/government/collections/workplace-employment-relations-study-wers

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WERS: summary of key aspects

Dimensions	Origin	Frequency	Accessibility	Unit and level of analysis
Union involvement Non-union voice Governance Contract status External actors	Co-sponsored by the Department for Business, Innovation and Skills (BIS), the Economic and Social Research Council (ESRC), the Advisory, Conciliation and Arbitration Service (Acas) and the UK Commission for Employment and Skills (UKCES).	Conducted in 1980, 1984, 1990, 1998, 2004 and 2011.	Publicly available	National survey of British workplaces with five employees or more. WERS targets the most senior HR/employment relations/personnel manager in each company, a maximum of 25 employees, the most senior union representative (if present), the most senior non-union employee on a joint consultative committee/a 'stand-alone' employee representative.

Understanding Society (the UK Household Longitudinal Study)

The Understanding Society survey is an annual survey conducted since 1991, by a team at the University of Essex. Possibilities for historical research are constrained by the fact that only reports between 2009 and 2015 are publicly available. The survey focuses on the UK level, limiting cross-country comparison. The general population-level approach enables high respondent rates, but the depth of the data is also constrained because the survey does not disaggregate between the workplace position of respondents (that is, employee, union representative, non-union representative and manager). In terms of the employee influence dimensions covered, the scope is fairly broad, focusing on non-union voice, union involvement and contract status.

Understanding Society substantive content

- **Non-union voice/union involvement:** employee autonomy over working hours (scope/depth), job tasks, pace of work, how jobs are completed, union/association membership (depth).
- **Contract status:** form of contract.

Website address:
www.understandingsociety.ac.uk/

Understanding Society: summary of key aspects

Dimensions	Origin	Frequency	Accessibility	Unit and coverage
Non-union/union voice Contract status	Conducted by a team of researchers at the Institute for Social and Economic Research (ISER), University of Essex	Annual survey from 1991	Survey reports between 2009 and 2015 publicly available	UK household survey

Skills and Employment Survey (UK SES)

The Skills and Employment Survey, conducted by a Social Sciences team at Cardiff University, provides data through the UK data archive. The survey fosters thicker historical analysis by offering findings dating back to 1986. However, cross-country comparative research is constrained by the Great Britain level focus. The depth of the survey is also hindered by the general population-level approach, focusing on employed individuals, without disaggregating by individual position, that is, employee, union representative, non-union representative and manager. The scope of the data is limited to non-union voice and contract status.

UK SES substantive content – latest survey (2012)

- **Non-union voice:** employee ability to influence decisions (depth), the issues (scope) and forms of employee influence.
- **Contract status:** whether task discretion varies by contract status (depth).

Website address: www.cardiff. ac.uk/research/explore/find-a-project/view/117804-skills-and-employment-survey-2012

UK SES: summary of key aspects

Dimensions	Origin	Frequency	Accessibility	Unit and coverage
Non-union voice Contract status	Cardiff University School of Social Sciences Skills and Employment Survey	Conducted in 1986, 1992, 1997, 2001, 2006 and 2012	Surveys are accessible through the UK data archive.	Workers in Great Britain, or UK in 2006

Office for National Statistics (ONS)

The Office for National Statistics (ONS) reports official statistics, on a quarterly or annual basis. Data is harmonised, enabling thicker historical analysis. Rich cross-country research is constrained by the UK-level focus, but industry-level data is provided in some cases. The general population-level approach uses large respondent samples, but does not ask specific questions to employees, representatives and managers, thwarting the depth of the data. The scope of the data is fairly broad relating to union involvement, non-union voice, contract status and technology dimensions.

ONS substantive content

- **Non-union voice:** employment rates (depth).
- **Union involvement:** the number of industrial disputes (depth).
- **Technology:** the forms of technology used in organisations.
- **Contract status:** contract type (form), including full-time/part-time self-employment.

Website address: www.ons.gov.uk/

ONS data: summary of key aspects

Dimensions	Origin	Frequency	Accessibility	Unit and coverage
Union involvement Non-union voice Contract status Technology	The Office for National Statistics reports official UK statistics to Parliament through the UK Statistics Authority.	Quarterly and annually	Publicly available	UK general population

Other UK sources

Chartered Institute of Personnel and Development (CIPD)

The CIPD publishes a range of research reports that are freely available on its website. These include survey reports measuring aspects of working life and people management that relate to employee influence, from the perspectives of both workers and management. Regular surveys are conducted of the UK, providing reasonably thick historical analysis that dates back to 2009. The periodicity of the surveys varies. The Labour Market Outlook, the CIPD's main employer survey, runs quarterly, whereas the Employee Outlook ran six-monthly or quarterly from 2009 to 2017 and is now being superseded by an annual survey of employees, UK Working Lives. In addition to these, the CIPD runs ad hoc surveys on specific areas of relevance, for example on zero-hours contracts, the use of social media in the workplace, employee voice and conflict management.

The scope of CIPD surveys is therefore broad. On areas relating to employee influence, they cover management practices, contract status and uses of technology.

CIPD substantive content

- **Non-union voice:** channels of voice available to employees (form), flexible working practices (scope), satisfaction with voice channels and scope for influence in organisational decisions (depth and scope), and job autonomy or ability to use initiative (depth).
- **Contract status:** the incidence of zero-hours contracts and gig economy (form) and how these relate to employee outcomes, such as levels of work pressure and employee voice (scope and depth).
- **Technology:** the use of mobile technology and social media in work (form) and the influence technology has on job autonomy and employee voice (depth and scope).

CIPD: summary of key aspects

Dimensions	Origin	Frequency	Accessibility	Unit and coverage
Non-union voice Contract status Technology	Conducted by the CIPD, an independent charity and professional association. The CIPD also commissions research from academic institutions.	Variable frequency	Publicly available	Workers, HR leaders and other senior managers. Survey work mainly UK focused, with some work on Ireland, the Middle East and South East Asia.

Advisory, Conciliation and Arbitration Service (Acas)

The Acas website provides a range of publicly available publications and research reports relating to employee influence. Several research reports are provided during the year, dating back to 2003. Some reports are reproduced fostering thicker historical understandings, but some are only published once, limiting historical analysis. One of the main strengths of the research conducted by Acas is the disaggregation between the experiences of workers, managers, union and non-union representatives, promoting deeper examination. However, comparative cross-country research is constrained by the UK-level focus applied in the majority of reports, even though some do extend to the European level. The scope of the data is broad, covering the external actors, legal sources and rights, technology, governance and union involvement dimensions.

Acas substantive content

Different reports cover a variety of topics, including:

- **External actors:** the number of UK individual/collective disputes referred to Acas (depth), the ER issues Acas deals with (scope), the ER services Acas offers (forms) and their impact (depth, including feedback from users).
- **Legal sources and rights:** the forms and levels of employment law and the issues covered by employment law (scope).
- **Technology:** the different forms of technology in work (including social media) and the depth of influence technology has on work (including autonomy and voice).
- **Institutional influence:** the impact of the Information and Consultation Directive on employee influence (depth).
- **Union involvement:** collective dispute frequency (depth).

Website address: www.acas.org.uk

Acas research: summary of key aspects

Dimensions	Origin	Frequency	Accessibility	Unit and coverage
External actors Legal sources and rights Technology	Conducted by the Advisory, Conciliation and Arbitration Service, a UK government crown non-departmental public body. Acas also supports research conducted by academics, or other individuals.	Variable frequency	Publicly available	UK workers, managers, trade union representatives, non-union representatives. Mainly UK-focused, but some reports include cross-European country analysis.

Fawcett Society

The Fawcett Society provides a range of publicly available research reports. The reports have no set periodicity and the data is not harmonised, constraining historical analysis. The data is restricted to the UK level, limiting cross-country comparability, but some reports provide data at a specific industry level. The scope of the data is mainly restricted to the external actors dimension and women's rights issues. The reports provide insights into the forms of support the charity provides to women, the women's rights issues covered and the charity's impact on policy.

The Fawcett Society substantive content

- **External actors:** the forms of support the Fawcett Society provides (form), over what employment issues (scope) and the impact.

Website address:
www.fawcettsociety.org.uk/

Fawcett Society: summary of key aspects

Dimensions	Origin	Frequency	Accessibility	Unit and coverage
External actors	Charity campaigning for women's rights	No set periodicity	Publicly available	UK women

Stonewall

The Stonewall charity provides data about the forms of support it provides to employers and employees relating to LGBT issues and gives some indication of impact. The data is not harmonised and has no set periodicity, limiting a historical analysis. Some specific industry-level data is provided, but the data is restricted to the UK level, constraining cross-country comparability. The scope of the data is mainly restricted to the external actors dimension.

Stonewall substantive content

- **External actors:** the forms of support Stonewall provides (form), over what LGBT issues (scope) and Stonewall's impact (depth).

Website address:
www.stonewall.org.uk/

Stonewall research: summary of key aspects

Dimensions	Origin	Frequency	Accessibility	Unit and coverage
External actors	European LGBT rights charity	Variable frequency	Publicly available	UK workers and employers

Public Concern at Work (PCAW)

The UK whistleblowing charity, Public Concern at Work, provides information about the forms of support it provides to employers and employees relating to whistleblowing and offers some indication of its impact. The data has no set periodicity, limiting a historical analysis. Some industry-level data is provided, but the data is restricted to the UK level, hindering cross-country comparability. The scope of the data is mainly limited to the external actors dimension and whistleblowing issues.

PCAW substantive content

- **External actors:** the forms of support PCAW provides (form), over what employment issues (scope) and their impact (depth).

Website address: www.pcaw.org.uk

PCAW research: summary of key aspects

Dimensions	Origin	Frequency	Accessibility	Unit and coverage
External actors	Whistleblowing charity	No set periodicity	Publicly available	UK whistleblowers

Potential future employment relationship indicators

The metric tables featured in the previous section reflect the wide range of employment relationship elements covered by existing resources. However, more needs to be done to gain a fuller and thicker picture of the nature of the employment relationship, how it is shaped and the underlying dynamics. Drawing on the previous metric tables, the following table teases out areas of possible future empirical enquiry within the seven ER dimensions. The important lacunae identified in the table may be utilised to develop a robust future research agenda for unpicking shifting employment relationship dynamics and the drivers shaping employee influence.

Potential future work and employment priorities

The table below identifies potential areas of further valuable exploration, building on our thematic literature review (Part 1). Recognising the resources and channels the CIPD has access to, we recommend focusing mainly on two broad work and employment priorities: (1) governance and sustainable work futures, and (2) rights, justice and technology. An outline and justification of both potential future work and employment priorities are provided in Part 1 (p44). This section suggests possible questions to focus on within both future priority clusters.

Governance and sustainable work futures

All employers
- Are employers aware of the range of institutional governance mechanisms available?
- Do employers require more support from external bodies on how to implement institutional governance mechanisms?

Employers who implement institutional governance mechanisms
- What type of institutional governance mechanisms do employers implement?
- Since when have they been implemented? Why?
- Have employers changed the institutional governance mechanisms implemented?
- What are the advantages/ disadvantages of the institutional governance mechanisms they implement?
- Can employees influence decisions through the institutional governance mechanisms implemented? If so, over what issues and what specific examples do employers have of this?

Employers who do not offer institutional governance mechanisms
- What are the factors influencing employer decisions not to implement institutional governance mechanisms?
- Will employers consider implementing institutional governance mechanisms in the future?

Employers of unionised companies
- What are employer attitudes towards unions?
- Are unions given an opportunity to influence decisions? What specific examples do employers have of this?
- Do employers seek more support from external bodies around how to work effectively with unions?

Rights, justice and technology

Non-standard employment contracts
- What are employer future strategies concerning non-standard forms of employment contracts?
- What are the forces shaping these strategies?
- What are employer attitudes towards the recent Taylor Review?
- Is the review likely to instigate changes in working practices?
- Do employees in different employment contracts have access to different voice mechanisms? If so, why?

Technology

- What are employer attitudes towards technology in the workplace?
- What are employer future strategies concerning technology?
- What are the factors influencing these strategies?
- Do employers use technology to replace manager intervention? If so, how and why?
- Do employers use technology to provide employee voice? If so, how and over what issues?
- Do employers seek more advice from external bodies on how to use technology to enhance employee influence?

Dimension:	Legal rights	Contract status	Technology and employment	Institutional governance	Union participation	Non-union voice	External actors and networks
Areas for future research:	(1) What are manager, employee and employee perspectives on Brexit and how does it shape employee influence? (2) What are manager, employee and employee representative perspectives on EU laws? (3) Do employees feel that existing laws encourage employee influence? Why?	(1) What are manager, employee and employee representative perspectives on the new 'dependent contractor classification' (2017 Taylor Review)? What will be the impact on workplace practices and employee influence? (2) What are manager, employee and employee representative views on zero-hours contracts? (3) Would employees on zero-hours contracts prefer a part-time or full-time contract? (4) Do firms plan to introduce/amend/eliminate zero-hours contracts in the future and what are their motives for doing so? (5) Do, or could, unions represent 'workers' as a distinct and different group from 'employees'? What are the factors encouraging or constraining this and what is the potential impact on employee influence? (6) How does input into decision-making vary between different types of employment contracts? (zero-hours, temporary, part-time, full-time)	(1) What are employee, employee representative and manager views on different forms of technology, including robots, automation, crowdwork platforms and apps? (2) What impact do they have on employee influence, job performance and job security? (3) Why do some individuals decide to do crowdwork in addition to another job? (4) What are manager and employee perceptions of employer rating websites such as Glassdoor? (5) Do employer rating websites place employer reputation at risk? (6) Can employees utilise employer review websites as a form of influence?	(1) What are employee and employee representative experiences of different institutional influence mechanisms (works councils, JCCs)? (2) What issues are covered by institutional influence mechanisms and to what extent do employees have real influence over those issues? (3) Why do employees decide to trigger/not to trigger their rights for institutional influence mechanisms? (4) What are management attitudes towards works councils, or other institutional mechanisms? (5) How do managers implement institutional mechanisms and what is the impact on organisational performance and the employment relationship?	(1) Do unions collaborate with civil society organisations? (2) If unions do collaborate, how, over what issues and what is the impact on employee influence? (3) What are the forces preventing collaboration between unions and civil society organisations? (4) To what extent can union members (employees) influence decisions about policy and strategy within the union? (5) What are the forces capacitating or curbing inter-union employee influence? (6) Why do non-union members decide not to join a union, or decide to leave a union? (7) Can union representatives influence the decisions made through non-union employee representative forums? (8) What are manager perceptions about union voice channels, collective bargaining and involving unions in decision-making? (9) What are the outcomes of involving unions in decision-making on organisational performance and the employment relationship?	(1) Who decides the issues NER reps deal with and how are they decided? (2) Which non-union voice mechanisms permit employee communication, employee consultation and employee decision-making influence? (3) Why do companies arrange for some employees to be represented by unions and others by non-union representation bodies, known as double-breasting? (4) What are employee and employee representative perspectives on double-breasting? (5) What are the outcomes of double-breasting on employee influence?	(1) How do employees rate the support provided by external actor bodies (for example, the Fawcett Society, Stonewall)? (2) Do employee attitudes about external actor bodies vary by sector, occupation and location? (3) How have external actor bodies influenced workplace practices and employee influence? (4) What factors hinder the success of external actor bodies? (5) Do civil society organisations use networking? (6) For civil society organisations that use networking, what is the impact for employee influence? (7) For civil society organisations that do not use networking, what are the forces preventing networking opportunities? (8) What are employer views on working with external actor bodies? Does it benefit/hinder organisational performance? (9) Do civil society organisations collaborate with other similar organisations? (10) Over which issues do civil society organisations collaborate and what are the outcomes? (11)) What are the factors constraining collaboration between civil society organisations?

CIPD