

# FORMS OF EMPLOYEE VOICE IN MNCs IN IRELAND

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# FORMS OF EMPLOYEE VOICE IN MNCs

- Employee representation and voice
- Indirect forms of consultative voice
  - Information and consultation structures
- Direct forms of consultative voice
  - Employee communication and involvement

# EMPLOYEE REPRESENTATION

- Trade unions are recognised at one or more sites in 61% of all MNCs operating in Ireland
- Union recognition varies according to country of origin of the MNC
- 75% of MNCs in the manufacturing sector recognise a union compared to 48% in the service sector

# Levels of union density

- More than 25% of MNCs report that **75 %** or more of their employees are members of a trade union
- **53%** of all MNCs report that over **50%** of their employees' are members of a trade union
- Lower union density figures are reported amongst US MNCs where only 10% of US MNCs have union density above 75 %

# Pattern of recognition

- Where unions are recognised - a preference for recognising a single union
  - 44% of all unionised MNCs recognise one union
  - 28% recognise two unions
  - 28% recognise three or more unions
- 48% of all foreign-owned MNCs recognise only one union compared with just 28% of Irish MNCs

# Discretion over employee representation

- Over 60% of foreign MNCs have either full or a lot of discretion over decisions concerning union recognition
- 45% of IRISH MNCs have either full or a lot of discretion over decisions concerning union recognition

# Indirect forms of consultative voice

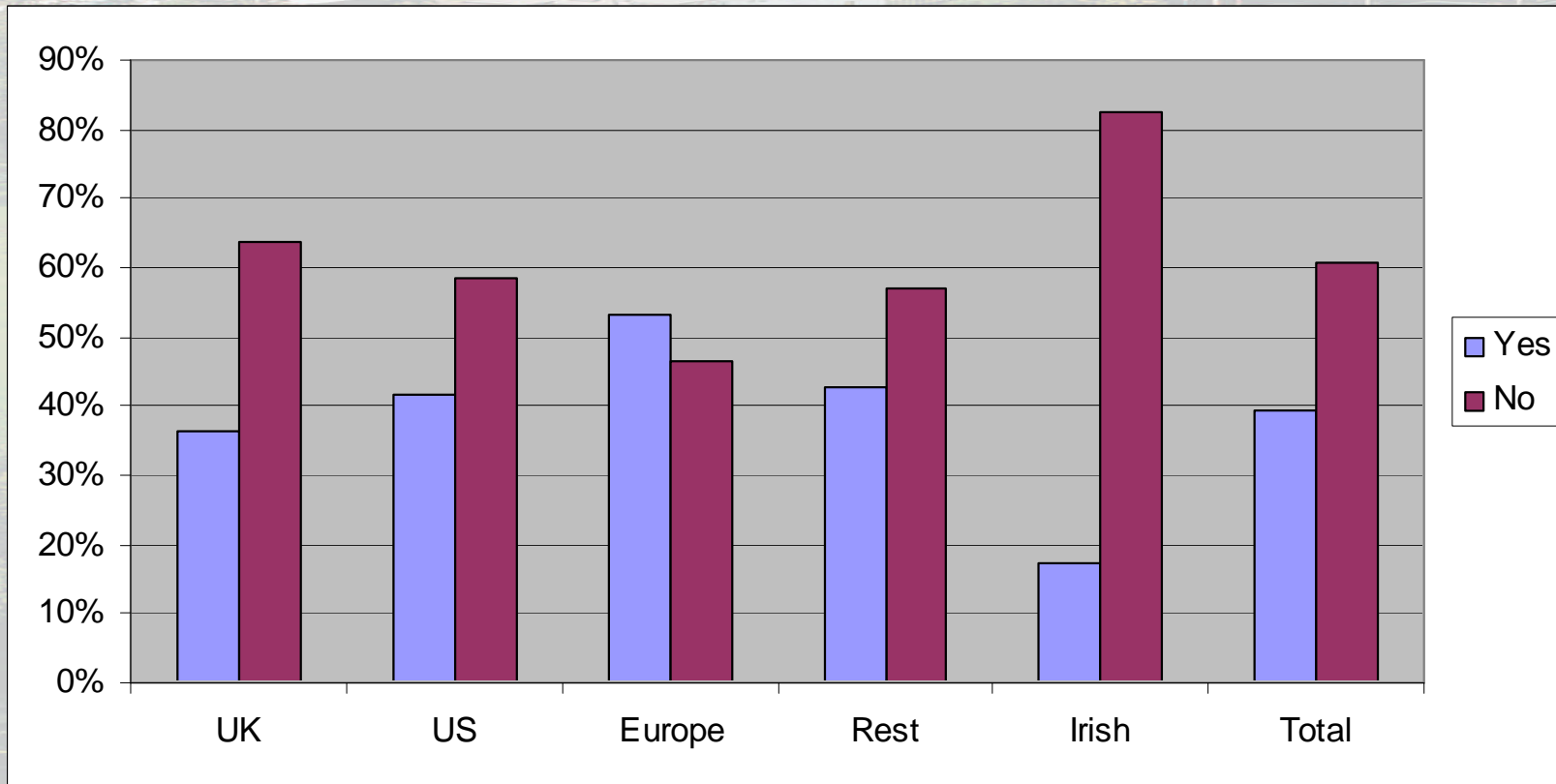
- 32% of MNCs had some structure in place
- 23% of all MNCs have neither union or non-union structures in their organisations
- 42% of all MNCs reported that the **IC** directive had prompted changes in arrangements for employee consultation

# European Works Councils

- 39% of MNCs have a European Works Council
- European MNCs are more likely to have an EWC (57%) with Irish least likely to have a EWC (17%)
- MNCs operating in the service sector were the least likely to have a EWC (28%)

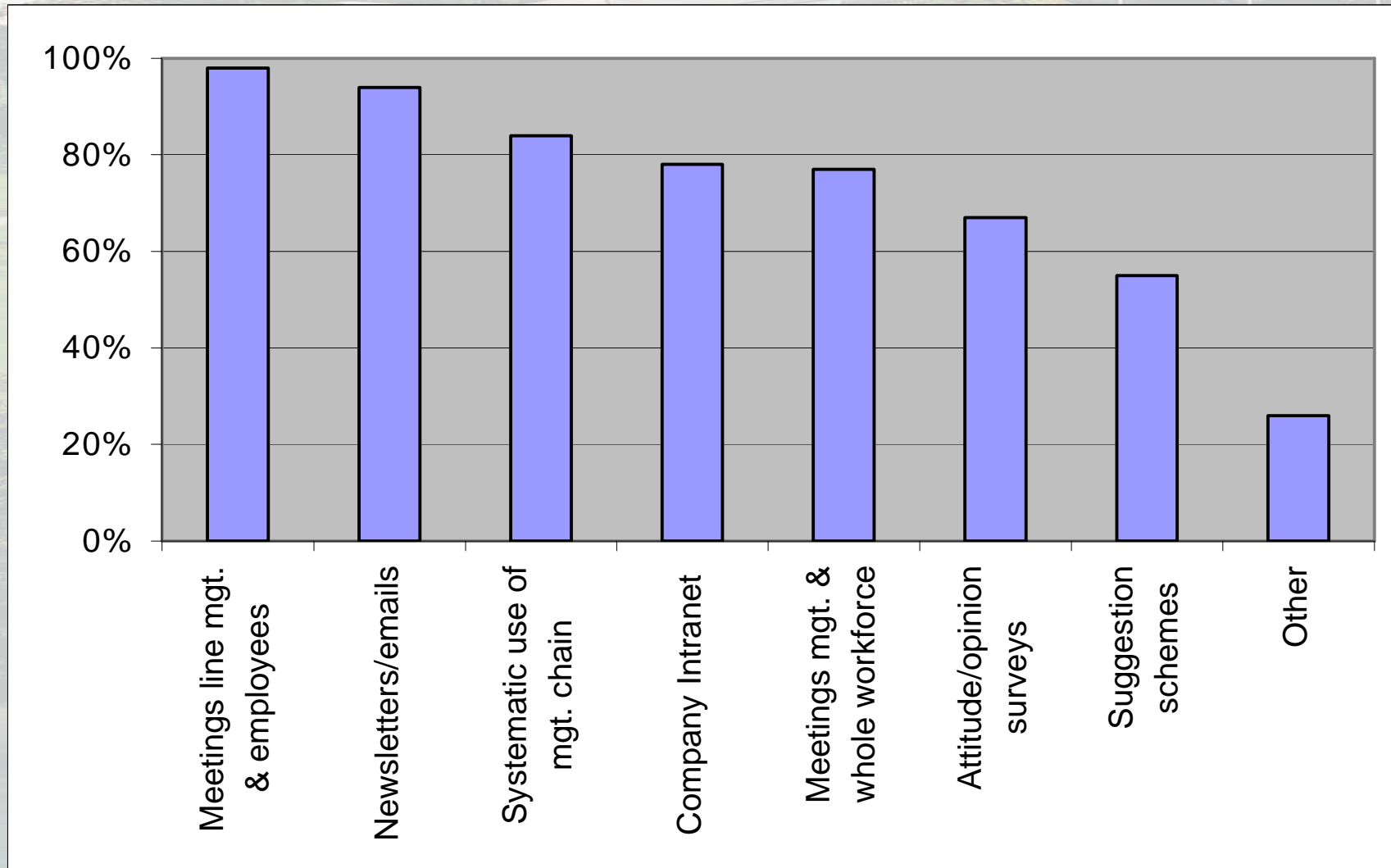


# European Works Councils by country of origin



# Direct forms of consultative voice

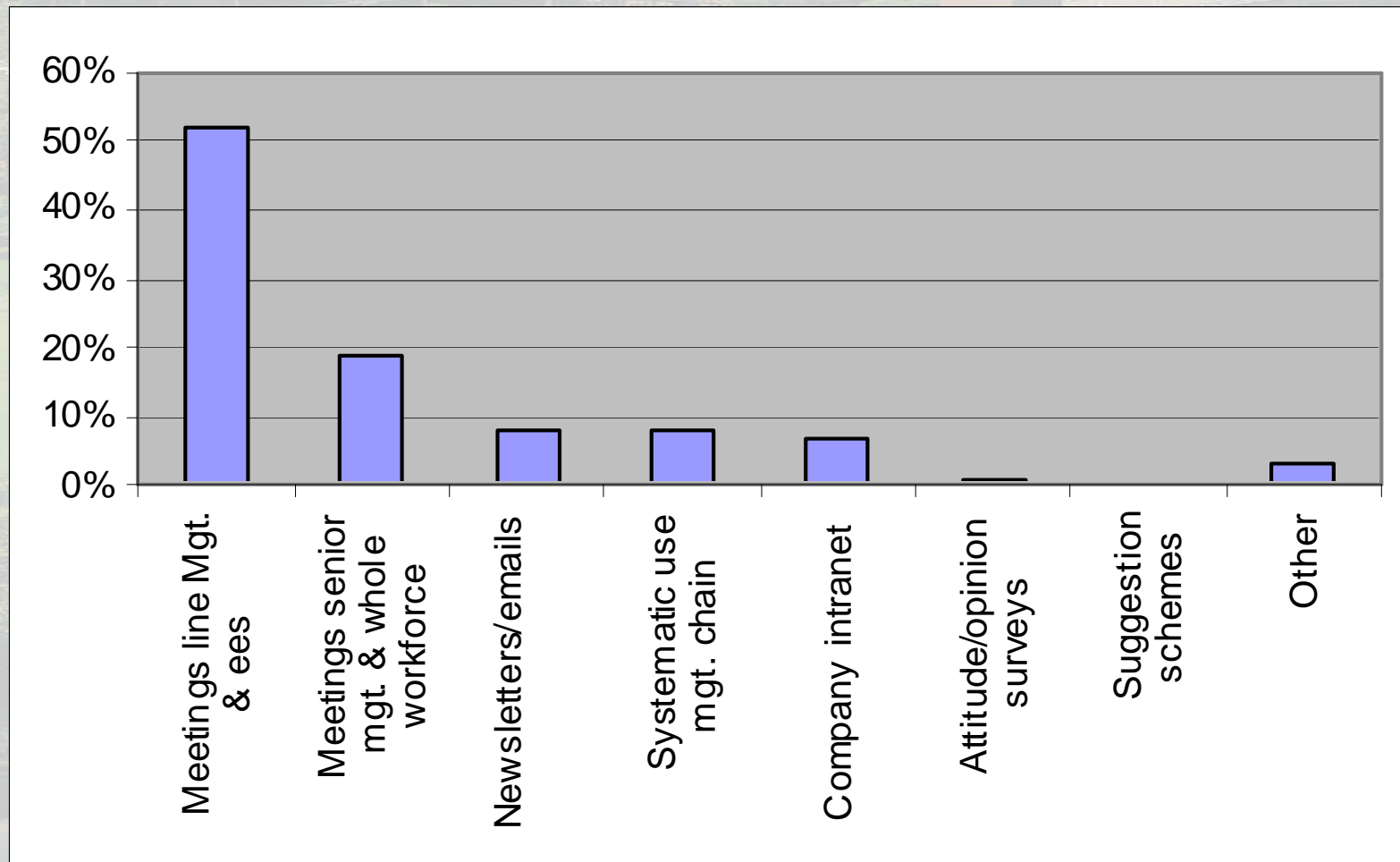
Presence of differing forms of communication



# Comparative importance of communication mechanisms

- Meetings between line managers and employees considered most important mechanism by a majority (52 %)
- Only three respondents considered attitude and opinion surveys the most important

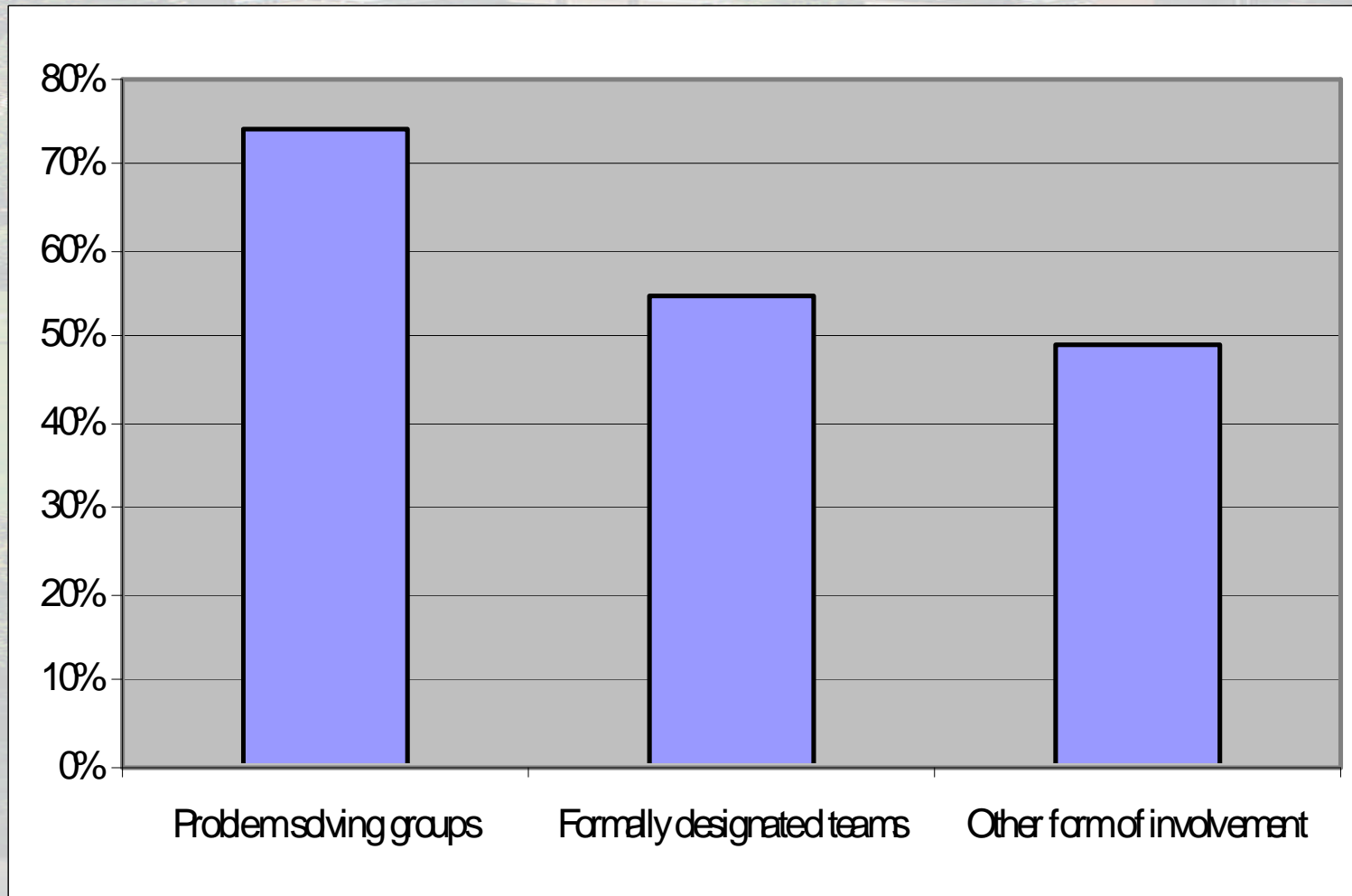
## Most important mechanisms for involvement



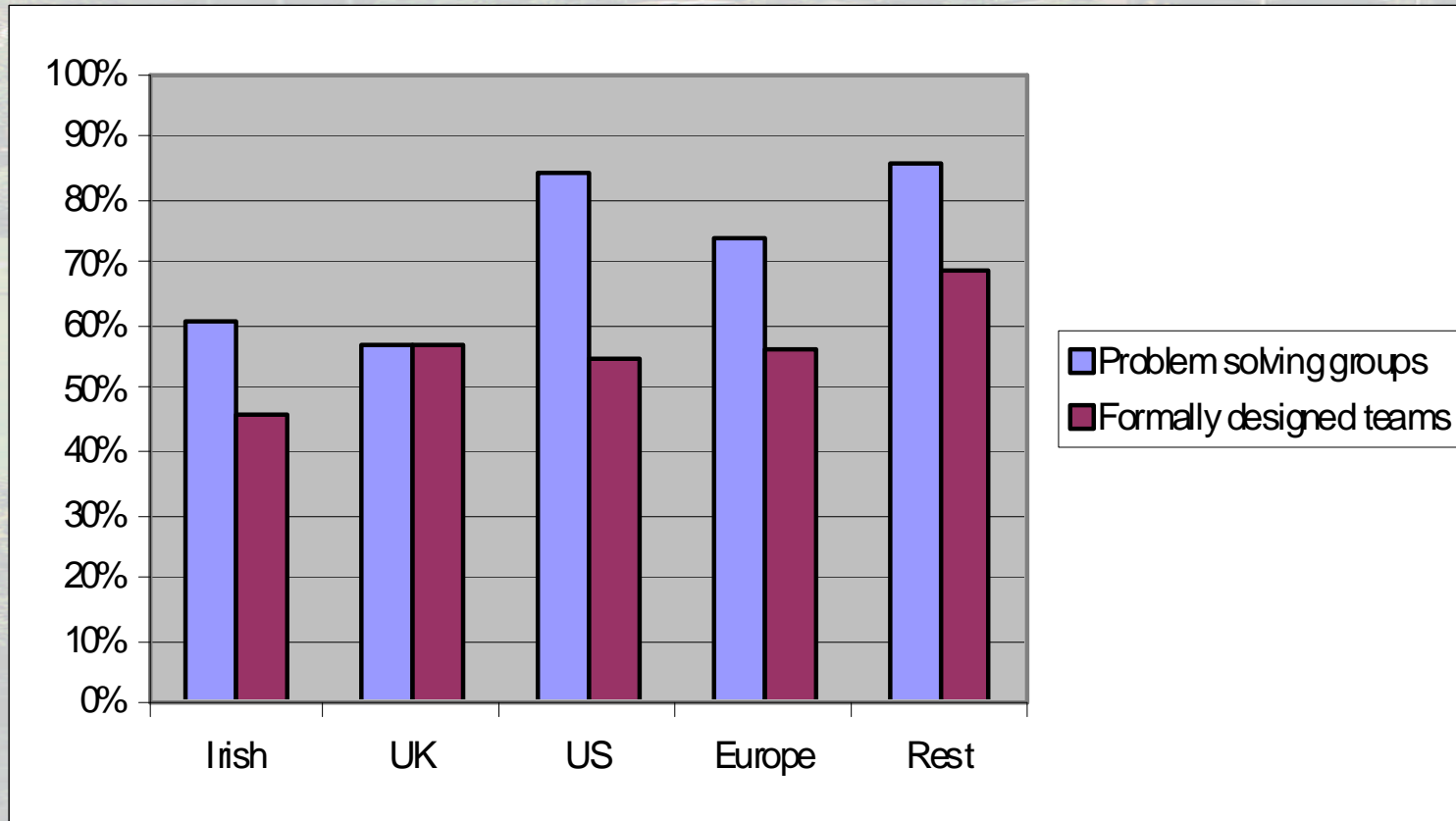
# EMPLOYEE INVOLVEMENT

- 74% of MNCs used problem solving groups
- Substantial variation in the use of problem solving groups/ teams by country of origin
  - 84 % of American MNCs had problem solving groups compared to 57 % in the UK study

## Forms of Employee Involvement



## Presence of formally designed teams/problem solving groups by country of origin



# Conclusion

- MNCs have relatively high levels of union recognition, union density and collective bargaining coverage
- 23% of all MNCs have neither union or non-union forms of indirect employee voice
- 39% of MNCs have a European Works Council
- Meetings of managers and employees considered the most important direct voice mechanism
- 74% of MNCs used problem solving groups
- Formally designed teams were present in 55 % of firms - lower than the 73 % found in the equivalent UK survey