Disclaimer: This information is made available as a service to the public but has not been edited or approved by the European Foundation for the Improvement of Living and Working Conditions. The content is the responsibility of the authors.

Bulgaria: Teamwork and its contribution to High Performance Workplace Organization

This is the Bulgarian contribution to the topic report on Teamwork and its contribution to High Performance Workplace Organization, coordinated via questionnaire by the Research Institute for Labour and Social Affairs (RILSA, Czech Republic) for the European Working Conditions Observatory.

Outline and definitions

INTRODUCTION TO THE TOPIC

High performance workplaces are high on the political agenda. One of its components is teamwork. With this topic report, we try and understand a bit more about teamwork and some of its components, different forms of teamwork and how it influences working conditions and quality of working life on the one hand and contributes to productivity on the other hand. The way this is dealt with in this topic report is to look primarily at questions and results from working conditions and establishment surveys, eventually completed with some more qualitative research results.

The challenge for organisations nowadays is to deliver quickly and flexibly new quality products and services, in order to be able to answer to higher and changing demands from clients. Traditional work organisation is characterised by standardisation and specialisation. The work is divided into different segments from preparation to support, in which people specialise them in order to maximize productivity. Specialisation, control and routine contribute to this when there is a constant demand for standardized products. However, for a quick changing demand, this method does not longer seem to work, might lead to coordination problems and rigidities. Organisations started looking for new forms of work organisation. (Delarue, De Prins, 2004)

A new work organisation was the topic of the Green paper on „Partnership for a new Organisation of Work“ issued by the European Commission. In this document, the need of new work organisation implementation has been stressed with the aim to increase work flexibility and social responsibility of organisations towards employees by enhancing their professional and personal development. The need of new forms of work organization is considered to be as a key element and the inherent part of the Lisbon strategy which set its goal to make from European economy the most competitive and dynamic knowledge- based economy in the world capable of sustainable to economic growth with more and better jobs and greater social cohesion by 2010. Since then, it has been stressed in several Council meetings. In 2005, the Presidency conclusions of the Spring Council state that ‘New forms of work organisation […] will contribute to adaptability’. The UK Presidency organised a conference on the theme of High Performance Workplace Organisations.

While teamwork is considered as one of the core elements of this ‘new work organisation’, it has been investigated and different forms can be distinguished, not all with the same consequences. There are wide differences among forms of ‘new’ work organisation developed in different countries. A good overview of these can be found in the report ‘Partners at work? A report to Europe’s policy makers and social partners’ (Totterdill, Dhondt and Milsome, 2002).

Under the traditional system, the Taylorist model, the work was split up into narrow functions with short, repetitive work cycles. The way work is done is prescribed in detail. The system doesn't give sufficient room for a process of upgrading and innovation, which is particularly necessary for quick change and adaptation. Thus, it was felt important to involve the workers themselves and in order to be involved they must have possibility of exercising judgement, developing social contacts and learning (Green paper, 1997). Similar opinions can be found among experts of European Work Organisation Network (EWON). According to the European Work Organisation Network (EWON), a new work organisation 'is the application of principles and practices within enterprises which aim to capitalise on, and develop the creativity and commitment of employees at all levels in achieving competitive advantage and in meeting the business and service challenges posed by the social, economic and technological environment'. These are some of the principles which can be found in the thinking around the High Performace Workplace Organization (HPWO), which is trying to be more innovative, flexible and more productive.

The EPOC project, undertaken by the European Foundation at the end of the nineties, looked at new forms of work organisation, based on survey on direct employee participation in Europe.

The traditional organization of work based on mass industrial production seems to have made place for different forms of team work, quality circles, just in time service and many others, as a remedy for productivity. Teamwork is considered as one of the more progressive tools of current company-organizational practice. Performance of the team is higher than performance of an individual when there is a work requiring broader scope of knowledge, judgments and opinions. The advantage of teamwork is significant growth in productivity in the spheres that require creative solving of different tasks, high degree of adaptability and operative management. Teamwork also creates environment which facilitates knowledge and information exchange and so called knowledge sharing. Other potential advantages are the ability of new forms of work organisation to increase the potential for innovation that may add value to products or services, moving them into less price-sensitive markets. Secondly, the ability of new forms of work organisation to increase the employability of workers through multi-skilling and the acquisition of higher competencies in problem solving, communication and teamworking will both help labour market adaptation and support new forms of local and regional economic growth and regeneration. (Totterdill P., Dhondt S., Milsome S., 2002; OECD, 2000) Teamwork could lead to more job autonomy, more responsibility and more job satisfaction. Most of the latest studies refer to the positive impact of teamwork implementation on productivity and company efficiency increase. (1994 Cohen and Ledford, 1999 EPOC survey). Moreover, lower illnesses and absenteeism rates were reported within team based organisations compared to organisations with lower degree of delegation.

On the other hand, team work and the other ways of HPWO may have detrimental effects on workers by increasing work-related health problems and the risk of occupational hazards. Job rotation and an increased responsibility of employees for product quality increases the pace of work; job rotation and rapid model changes facilitated by flexible production processes reduce possibilities of workers to improve safety through work routines and learning by doing. Ergonomics have stated that these characteristics of HPWO are casually related to increased workplace hazards (Bauer,2004; Askenazy, 2001; Brenner, Fairris and Ruser, 2004). The difficulty with groups is that sometimes they lead to negative outcomes, such as low productivity (Whyte 55), poor decision (Janis 77¨2) and conflict (Alderferer, 77). The impact of team work on the work situation primarily depends on the manner in which it is implemented. Therefore, we cannot treat all new forms of work organization under the same umbrella and a distinction and classification of different forms of teamwork might be useful. A distinction which is used in the literature (e.g. Totterdale, 2002) on this subject is between socio-technical/ Swedish/

Scandinavian teams on the one hand and 'lean/Toyotist/Japanese teams on the other hand. One of the key elements which has been found is that there is a difference whether the improvement of quality and productivity is done either through the use of existing management systems (lean/Japanese model) or through looking/changing of the production structure itself (socio-technical teams) (Delarue, 2004). Autonomy seems to be an important variable which has an effect on the implications of teamwork.

In summary, work groups are gaining importance in many organizations and they present many potential risks and opportunities, so there is a need to understand the characteristics of effective work groups (Campion, 1993).

This forthcoming topic report intends to contribute to this debate by looking at how one instrument of this modern form of organisation, namely teamwork, could contribute to quality of work and employment, how it is associated with learning environment in organisation and how it increases empowerment of workers. This study does not set its target to measure directly work productivity. Regarding the overall concept and methods of data collection we apply, it is nearly impossible to measure productivity by exact direct approach.

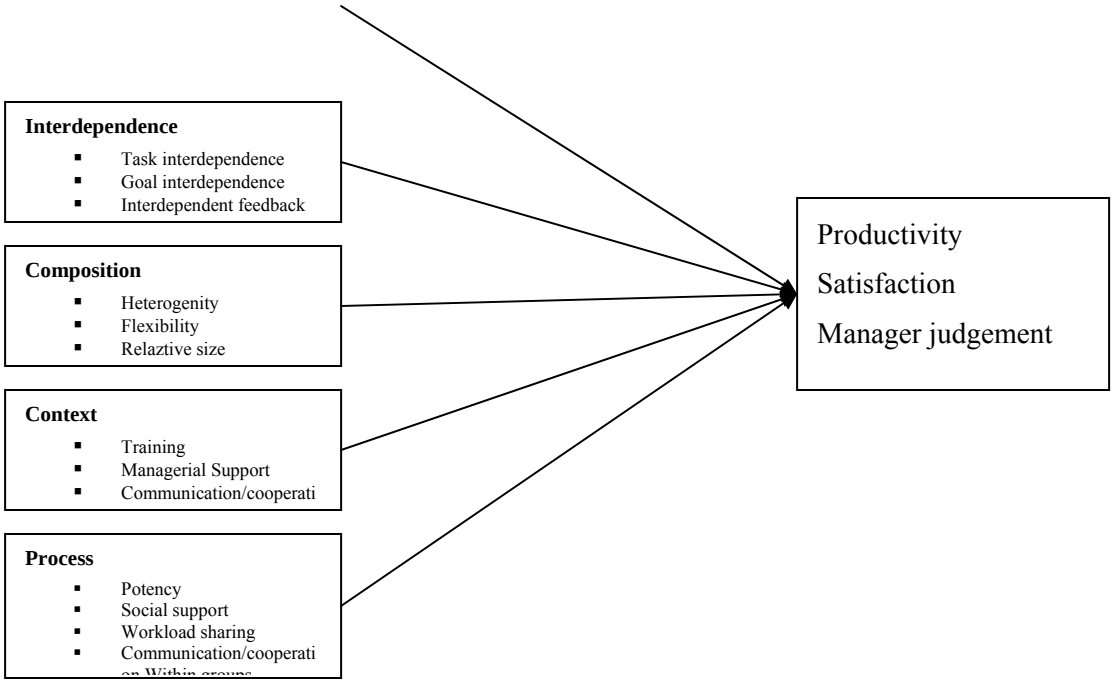
It intends to measure the relationship of work productivity and new forms of work organisation indirectly through selected indicators associated with higher productivity such as: work autonomy, job satisfaction, opportunities for personal and professional development, level of communication etc. (Campion, 1993) (See Figure 1). For the purpose of this topic report, the productivity measure will be represented by subjectively viewed team effectiveness. Moreover, the synergic effect itself based on mutual cooperation and assistance of team members is anticipation of higher productivity.

Furthermore, it is decided not to study internal group dynamics. Although it would be very interesting to research internal group structure, interpersonal relationships, roles and leadership styles within the working team, this should be dealt with in another study. We are rather more interested in the overall impact of teamwork on organizational performance and quality of individual working life. Therefore, the issues such as the leadership style, leader elections, and work organization within team and tasks distributions will not be examined.

Figure 1: Themes and characteristics related to work group effectiveness

Job Design

- Self-Management
- Participation
- Task Variety
- Task Significance



Source: Campion, (1993)

A short selection of previous work carried by the Foundation on the issue of work organisation

1. Some secondary analyses of the third European Working Conditions Survey

Work organisation and health in the EU, Véronique Daubas-Letourneux et Annie Thébaud-Mony. (http://www.eurofound.eu.int/publications/htmlfiles/ef0206.htm)

This report studies the connections between work organisation and working conditions. The authors first outline the typology of different forms of work organisation, from which they construct four distinct groups: 'constrained' work, 'flexible' work, 'autonomous' work and 'automated' work. Each of these organisational forms is shown to be subject to individual risks and injuries to health or personal dignity at the workplace. The report focuses on those groups which are more exposed than others and shows that the choice of work organisation can have an influence over a worker's health and safety.

Work organisation, technology and working conditions, Steven Dhondt, Karolus Kraan and Guurtje van Sloten (http://www.eurofound.eu.int/publications/htmlfiles/ef0205.htm)

An examination of the impact of the growing use of machine and computer technology on the work environment and the quality of working conditions. The report describes the relationship between technology, work organisation patterns and working conditions and identifies trends and changes in both work situations and use of technology.

Time and work: work intensity, Pierre Blizard (http://www.eurofound.eu.int/publications/htmlfiles/ef0248.htm)

Work intensity is on the increase in Europe. From 1995 to 2000, employees experienced an intensification of their jobs. This report quantifies and describes the impact of this trend on the

workers exposed to it. The pace of work is subject to different constraints which can be grouped into two categories. Industrial constraints are related to a desire to standardise productive activity: production targets, speeds of automatic machine, automatic moving of products. Market constraints on the other hand arise from a concern to adapt to customer demand in the broadest sense. An increase in the pace of work can result in a deterioration of working conditions if it is not compensated by an increase in workers' autonomy.

New Forms of Work Organisation: can Europe realise its potential? The EPOC Project, 1996, A.Chouraqui, D. Fröhling, A.Hege, F. Huijgen et al.

Direct participation and organisational change: fashionable but misunderstood, analysis of recent research in Europe, Japan and USA, findings from the EPOC survey, 1996, D. Frohlich and U. Pekruhl

Useful but unused – group work in Europe, findings from the EPOC survey, 1999,J. Benders, F.Huijgen, U. Pekruhl and K.P.O' Kelly

(http:/www.eurofound.eu.int/publications/files/EF9803EN.pdf)

Within the EPOC projects (Employee Direct Participation in Organisational Change) there was a postal survey carryed out in 1996 which provides a comprehensive overview of the implementation and effects of direct employee participation within the European Union. The results of this survey were analysed over a number of publications, several of which touch upon particular aspects of group work and their implications.

Organisational change in Europe : National Models or the Diffusion of a New 'One Best Way'? 2004, Valeyre A, Lorenz E., DRUID Working Paper, n°04-04, Aalborg University, Danish Research Unit for Industrial Dynamics, 25 p. (http://www.druid.dk/wp/pdf_files/04-04.pdf)

This paper offers one of the first systematic comparisons of the adoption of new organisation forms across Europe. The paper is divided into five sections. The first describe the variables used to characterise work organisation in the 15 countries of the European Union and presents the results of the factor analysis and hierarchical clustering used to construct a 4-way typology of organisational forms, labelled the 'learning',' lean', 'taylorist' and 'traditional' forms. The second section examines how the relative importance of the different organisational forms varies according to sector, firm size, occupational category, and certain demographic characteristics of the survey population. The third section makes use of multinomial logit analysis to assess the importance of national effects in the adoption of the different organisational forms.

ftp://ftp.iza.org/dps/dp1265.pdf

http://www.eurofound.eu.int/ewco/2005/04/EU0504NU03.htm

2. A literature review

Oeij, Peter, New work organisation, working conditions and quality of work: towards the flexible firm? http://www.eurofound.eu.int/publications/htmlfiles/ef0274.htm

In order to remain competitive, the European Union Member States have to adopt new work organisations which are innovative and create a high quality of work. This literature review investigates how work organisation interferes with working conditions and how this relates to the quality of work. The literature used for the report is drawn from a variety of sources, including Foundation studies.

Campion, A., Medsker G.J., Higgs C., Relation Between Work Group Characteristic and Effectiveness: Implications for Designing Effective Work Group. Personnel Psychology 46 (4), 1993, Pg. 823-850.

Anne Delarue, Gryp Stijn, Greet Van Hootegem, Productivity outcomes of teamwork as an effect of team structure. Working paper, Steunpunt OOI:2003.

(www.ondernemerschap.be/documents/ pdf/wp_productivity_outcomes_of_teamwork.pdf)

Anne Delarue and Peggy De Prins, Teamwerk in Vlaanderen: universele praktijk of selectief toegepast principe?p 116 - 136, in G. Van Hootegem and B. Cambre (2004), Overwerk(t), Leuven, Acco

Piccoli, G., Powell, A., Ives, B.: Virtual teams: team control structure, work processes and team effectiveness. Information technology and People;2004;17,4. Pg. 359-379

Hatcher, L., Ross, T.: From individual incentives to an organization-wide gainsharing plan: Effects on teamwork and product quality. Journal of Organizational Behavior, 1991,Vol. 12., pg. 169.

Cordery, J.L., Mueller, W.S., Smith, L.M.: Attitudinal and behavioral effectst of autonomous group working: A longitudinal field study. Academy of Management Journal; June 1991; 34,2. pg. 464.

Totterdill P., Dhondt S., Milsome S.: Partners at Work? A Report to Europe's Policy Makers and Social Partners. Report of the Hi-Res Project, October 2002.

TERMINOLOGY AND DEFINITIONS

High performance workplace organization (HPWO)

This is an organization which practices an innovative work policy. HPWO has implemented so called Holistic organizational approach which means featuring flat hierarchical structures, job rotation, self-responsible teams, multi tasking, a greater involvement of lower-level employees in decision making etc. This type of organization is different from so called Taylorist work organization which is characterized by task specialization, a pyramidal hierarchical structure and a centralization of responsibilities.

What shall be considered as a team-work?

To certain degree teamwork definition is uneasily graspable. Several concepts exist and most of the working conditions researchers differ in their view what the teamwork actually means. Work organisation using team work can refer to wide range of possibilities for example quality circles, cross functional teams, self managing teams, virtual teams etc. Many employers provide team work of a different extent of autonomy. It is obvious that in practice there would be a big difference between teamwork of manual workers in productive sector and teamwork of top experts from different departments. Form of teamwork depends on task specificity. According to definition proposed by Hacker (See below) distinctive feature of teamwork at assembly line is successive work action to assemble different parts of product. On the other hand teamwork of group where the goal is to improve production process is much more about complexity, communication and about integrative work (O´Leary-Kelly, 1994). For our purposes we are going to understand teamwork in broader context and the questionnaire structure will be as much as possible simplified.

What shall be considered as teamwork and which particular forms of teamwork will be taken into account in the report? We do not draw a distinction between teams and work groups. This should be taken into account when answering **Q.1**

Team: *„Groups of employees which have at lest some collective tasks and where the team members are authorised to regulate mutually the execution of these collective task. (Delarue, 2003)"*

Team: *„A permanent group for people with a defined number of members. These members are committed and they hold a point responsibility for a common purpose, set of performance goals and approach. These goals are based on customers´ demands. The team performs in all areas with a degree of independence and with continuous focus on improvement. (Kuipers, 2005)"*

Group work: *"Group work is defined by a common task requiring interdependent work and successive or integrative action (Hacker, 1998)"*

Dichotomous classification of teamwork

Various types of teamwork generally differentiate according to the both autonomy of individual members within team and autonomy of the team as a whole and its participation on decision making process within company organizational structure.

Many researchers consider dichotomous distinction between Taylorism and Lean production as inadequate. Evidence shows that the organizational forms associated with strong learning dynamics and high problem solving activity on the part of employees display widely different degrees of employee autonomy in decision making. We are presenting here for illustration the basic bipolar distinction of teamwork according to employees' autonomy (See Table 1). This distinction should be taken into account when answering Q.2 and Q.3.

Table 1: Basic bipolar distinction of teamwork according to employees' autonomy

"semi-autonomous/sociotechnical/Swedish or Scandinavian" teams	**"lean/Japanese/Toyotist" teams**
Task is integrated, autonomous, no formal leaders, flat hierarchy; teams are responsible for their own part in reaching common business goals	Employees can be exchanged easily. Few or any formal skills required; on the job training is more feasible.

Lean production is more or less coherent set of practices which stems from Japanese automobile industry. The emphasis is on advantages of running production with the lowest possible level of inventories- zero defect and a limited vertical integration.

The composition of teams can be homogenous as different jobs do not require extensive formal training and employees can be exchanged relatively easily.

On the other hand there are work organizations connected to sociotechnical principles such as autonomous group. Sociotechnical team is defined as "a group of workers, generally between 4 and 20 persons, responsible for a rounded-off part of the production process and entitled to take certain decisions autonomously" (Benders &Van Hootegem 1999). Roles and responsibilities tend to be flexible and often are decided by team members to suit task and individual needs.

Team autonomy

Team autonomy is understood as possibility of group to participate in decision making process on task, working methods, organization of working time, eventually the assessing the quality of their own work. In case of this study the autonomy of individual rather than autonomy of the team will be considered. This definition should be taken into account when answering Q.3.

Virtual teams

Members meet at least part of the time electronically, with computer support. It facilitates their decision making. (Brings cost and time effectiveness, brings computer power to information processing and decision making & direct personal contact among members suffers). A 'virtual team' differs from other teams mainly by the method and technology applied. They can also be for example 'problem solving' or 'cross functional' teams.

Problem solving teams

These groups meet regularly to collectively examine the important workplace issues.

Cross functional teams

These groups consist of members representing different organizational departments or units, used to overcome functional silos problems.

Self managing teams

Small groups are empowered to make a decision needed to manage them on a daily basis: scheduling work, allocating tasks, training in job skills, evaluating performance, selecting new members, controlling quality of work.

Quality circles

A quality circle is a group composed of regular employees who meet together to discuss workplace improvement, and make presentations to management with their ideas

Team innovation

In recent years there is a need to improve the teamwork itself and its internal organization. In accordance with existing research it is assumed that setting higher specific group goals will lead to better group outcome. To have better outcome there is a necessity to enhance the commitment of the group to the goal. The way how to do it is to increase self-regulation and autonomy of work group. Group processes such as clarifying team objectives and increasing levels of participation, emphasis on quality and support of ideals leading to innovation predicts the successfulness in team improvement (Curral, 2001).

Job enrichment and job enlargement

The more autonomous is work in a team, the more can be developed a job enrichment of an individual worker. Job enrichment is defined as a ways of organizing work so as to maximize the benefits that employees derive from a job's intrinsic rewards (Kaye and Jordan-Evans, 1999). It is the addition to a job of tasks that increase the amount of employee control or responsibility. It is the attempt to make jobs more rewarding, participative and less monotonous for the individual worker.

Except autonomous teamwork, there are several ways how to improve **job enrichment**:

- - Seeking to combine related tasks under one job description so as to create a more unified sense of purpose for the person who carries out that job.
- - Rotating people through assignments so as to introduce an element of task-diversity for workers whose normal assignments involve a high degree of repetitiveness (Kaye and Jordan-Evans, 1999)

On the other hand, job **enlargement** is more horizontal expansion of job. It is associated more with increase of task variety. Contrary to job enrichment it involves the addition of tasks at the same level of skill and responsibility. For example workers working at assembly lines are allowed to move from one job to another at specific intervals.

This definition should be taken into account when answering **Q.6.d**

Team effectiveness

Team effectiveness is in literature defined in terms of group-produced outputs and the consequences a group has for its members. Effective team should be able to produce high quality output (i.e. products and services) and reward team members in terms of gratification and satisfaction with the working experience (Piccoli, 2004).

For the purpose of this topic report we are interested to gain the data and information about team effectiveness subjectively perceived as an indicator for complex variable team productivity.

CONTENT FRAMEWORK

With regard to the questionnaire among national correspondents, it is necessary to make a certain simplification in order to cover the broad issue of team work. As it was mentioned in the introduction there is no uniformed definition of team work. Since the team work express rather several different forms of work organization. During the meeting of national correspondents in Brussels in October 2005 we gained information about the extent of topic of team work covered by the national working conditions surveys. Unfortunately it seems that quantitative information are limited as most of the participating countries do not regularly monitor different organizational forms of work, such as team work, by means of national working condition surveys.

Taking into account what was mentioned above; it could be useful to complement the quantitative or qualitative evaluation of the teamwork usage and its consequences but also the evaluation of methodological approaches and the extent of issue coverage in surveys within the country. National correspondents are therefore asked to give question wordings dealing with the teamwork issue which has appeared in the surveys in the last 8 years (since 1997). Monitoring of 8 years long trend has been determined according to the date when The Green paper „Partnership for a new Organisation of Work“, which has passed in European Commission.

DATA SOURCES THAT MIGHT BE USED

However the issue is to be researched more properly in a qualitative way than a quantitative, we are also interested in quantitative data. The main sources the correspondents are asked to look at are:

- Working conditions surveys
- Employers survey or establishment surveys (both employers (or human resource managers) and employees (or employee representatives))
- Combined survey (By combined surveys we mean surveys where both qualitative and quantitative methods have been used)
- Results from the qualitative studies (e.g. case studies)
- The state of the debate and discussion on work organization issues within social partner structure at various levels national/ sectoral/ company
- National programs concerning work organization

- Company good practices

Notes:

1) By this symbol (►) questions and answers will be separated;
2) The Bulgarian correspondent has reviewed about 320 empirical surveys on different social problems in Bulgaria (both quantitative and qualitative ones carried out in the period 1997-2005). Except in two nation-wide working conditions surveys, teamwork was a topic absent in all of them.
3) 'Don't know' answers are not shown in most of the graphs for a better graphical appearance. Usually they have relatively small values (1-2%) but complement the totals up to 100%;
4) Most of the crosstabs address only the recent survey (2005) because of the limited volume of the present topic report.

QUESTIONNAIRE

Q.0 Firstly, the correspondents are asked to describe shortly the surveys **(dates, coverage, size and response rates, in case of qualitative surveys the leading methodology) used in answering the questions. Correspondents are asked to report on relevant available surveys such as:**

Q.0.1 working conditions national representative surveys (quantitative methodology)

To keep this category, the national representativeness is the most important criterion. The population surveyed might be employees, employers, HR specialists, social representatives etc.

►

(1) Fieldwork: June 2001. First candidate countries survey on working conditions. Sample size (n): 1000 people of working population 15+; response rate – 87%.

(2) Fieldwork: June 2005. National working conditions survey. Sample size (n): 1002 people of working population 18+; sampling strategy – two-stage cluster sample; response rate – 95%, after second round – 100%.

Q.0.2 other establishment of company surveys (quantitative methodology - e.g. larger sample of employees; structured questionnaire used)

This category of surveys differs form the previous one by national representativeness. The survey sample is often constituted by employees of one company only.

►

No such surveys available.

Q.0.3 qualitative studies (at different levels)

Studies where qualitative methods have been used to understand teamwork and its consequences.

►

Fieldwork: December 2005. Teamwork qualitative survey, carried out by the Institute for Social Analyses and Policies (ISAP) especially for the purposes of this topic report. About 2,900 people work in the surveyed companies.

Methodology – expert interviews; respondents – 6 managers of companies implementing teamwork; companies – selected by sector, size and type of ownership (see annex below).

The interviews aimed to cover those aspects of teamwork that remained uncovered at all in the working conditions surveys (mainly the sections referred to as Q2 and Q7 in the present questionnaire). A second goal was to compare the managers' opinion with the workers' opinion traced in the quantitative surveys.

The methodology of expert interviews (developed in 1991 by the German researchers Nagel and Meuser) considers respondents experts, i.e. representatives of a certain functional elite (in our case – HR managers). The questionnaire was developed by Rumiana Gladicheva, national correspondent of EWCO. The interviews were taken by Gergana Nikolova, graduate student at the Department of Sociology, Sofia University.

Note: Please label each survey with abbreviation which will be used when answering next sections of questionnaire to indicate the source survey.

►

Abbreviations:

(1) **WC01:** June 2001, First candidate countries survey on working conditions

(2) **WC05:** June 2005, Bulgaria: National working conditions survey

(3) **TW05:** December 2005, Teamwork qualitative survey.

Secondly, the structure of most of the questions will be very similar. Each question is divided into three sections (each section has its own box). Your answers are supposed to be jot down into particular boxes.

- BOX 1 **Question wordings-** (question formulations from already existing survey instruments)
- BOX 2 **Content and main findings – national representative surveys**

  (the data from the national representative surveys on working conditions or teamwork in particular)
- BOX 3 **Content and main findings – other company surveys, qualitative research** (including case studies)

  (The data from company level surveys, qualitative company case studies or other qualitative research)

Explanation of the questionnaire structure:

The aim of this questionnaire structure is to give you a room for answers from different sources. As we are seeking for information about issues that are usually not very well covered in most working conditions surveys, we thought it was useful to leave space for other research findings and build out questionnaire in this way. You might feel concerned about not being able to respond all the questions. Please bear in mind that we are obliged for any information you provide us.

It means that **when there is a very good coverage of the issue by quantitative data from national representative surveys you are NOT required to search for additional information in qualitative studies (BOX 3)!** The third box (complementary information) is optional and/or complementary. But we would appreciate if you would include at least one case study from your country in the answers.

However, we are well aware that it is very difficult to capture some of the following issues by national representative quantitative data both because of the nature of the issue and also because of scarce occurrence of these questions in national representative surveys. If it is your case please keep in mind **to stress importance of the third box** "Content and main findings – company surveys, qualitative case studies or other qualitative research" where **expert opinion** and **synthesis** of existing qualitative studies are required. Outputs of qualitative research should provide you a room firstly for describing the topic in situation when no quantitative data are available or secondly to complete the information when you find it relevant.

Q.1 National correspondents are asked to give question wordings and figures which deal with the incidence of teamwork in their countries.

Example:

- *"Do you work in permanent work group or team that has common tasks and possibility to plan its work?"*
- *Does your job involve, or not…? "Doing all or part of your work in a team"*
- *Does your job involve, or not…? "Rotating tasks between yourself and colleagues"*
- *"At my work I have opportunity to be in touch with my colleagues by means of team work"*

Question wordings (Q.1a)

National representative surveys and quantitative case studies: We are interested how national representative surveys and quantitative case studies cover incidence of teamwork in the country or in particular company. Correspondents are asked to give relevant existing question wordings to this issue.

►

WC01:

Q24.1a. Does your work involve, or not rotating tasks between yourself and colleagues (yes/no)

Q24.1b. Does your work involve, or not doing all or part of your work in a team (yes/no)

WC05:

A36. Identical with Q24.1

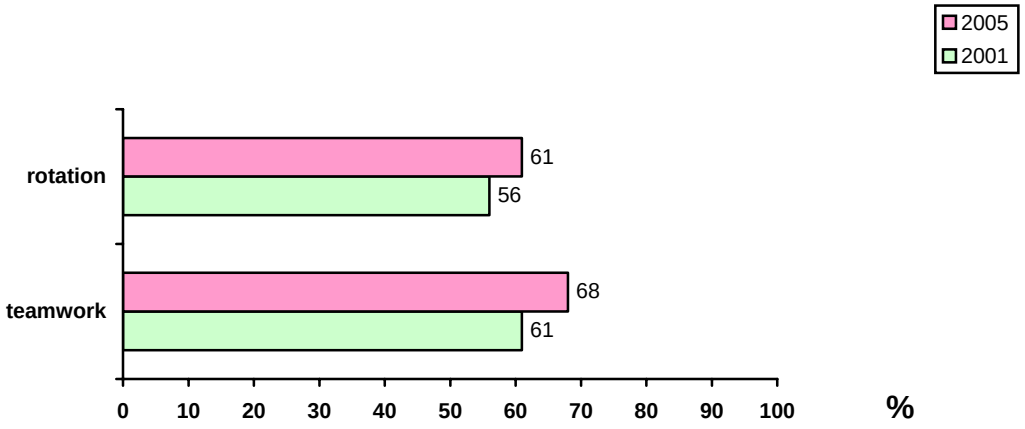
Content and main findings – national representative surveys (Q.1.b)

Correspondents are asked to give figures on the issue of **extent of teamwork** from national representative quantitative surveys. Please give figures broken down by gender, occupation, sector, company size (0-49; 50-249,250 and more employees), educational attainment, type of ownership. If trend is available please give the trend data with a brief commentary.

►

Teamworking in Bulgaria exceeds the average rates for both candidate countries and EU-15 (Bulgaria: 61%, 2001; CC-12: 57%, 2001; EU-15: 56%, 2000). It holds the same for rotation of tasks reported by 56% of working population in 2001 against 41% in CC-12 (2001) and 44% in EU-15 (2000). Moreover, the comparison between the rates in 2001 and 2005 reveals an increased proportion of people involved in teamworking by 7 percentage points (hereafter referred to as pp). The share of respondents involved in rotation of tasks has also raised by 5 pp.

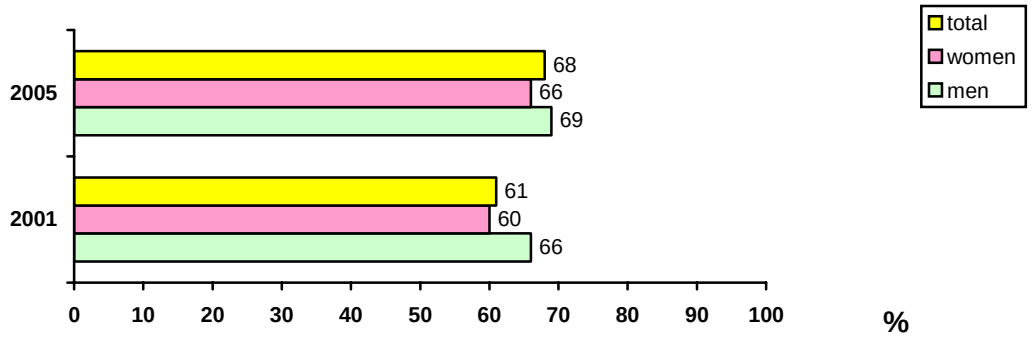
Figure 1: Does your work involve or not? (Yes answers)



Probably teamwork is understood in a very broad way by both Bulgarian employees and employers. For example, if people are grouped in departments or just work in the same premise, it is reported as teamwork. The correlation between reported teamwork and number of people working in the same premise is quite strong. Some 83% of respondents working with 100-149 other people in the same premise reported teamwork as well as 75% of those surrounded by more than 200 people. In conclusion, the reported large spread of teamwork is due to such a broad understanding and not to real teamwork. Shortly, we are talking about group work, indeed.

There is no correlation between teamwork and gender.

Figure 2: Teamwork by sex



WC05: correlations based on Cramer's coefficient value (V)

The correlation of teamworking and occupation is significant. Teamworking is spread mostly among craft and related trades workers (73%), technicians and associate professions (71%), plant and machine operators and assemblers (64.5%), and professionals (64%). The lowest levels observed are among legislators, senior officers and managers (38%) and clerks (40%). Teamworking is equally spread among salaried workers and the self-employed.

The impact of sector on teamworking is slightly stronger than that of the occupation. The highest presence of teams is observed in construction (82%), hotels and restaurants (79%), mining and quarrying (76%) and manufacturing (67%).

Level of Education itself is not an influencing factor but the profile of education should be considered as a precondition for performing a certain job whose nature presupposes teamworking. For example, graduates with technical background irrespective of the level of education tend to work in a team more often than graduates with humanitarian profile, because it is more likely for the former to work in construction and manufacturing than for the latter.

Type of ownership is not traced in surveys.

On the whole, the strongest factors are the sector, occupation and nature of the job done.

Content and main findings – company surveys, case studies or other qualitative research (Q.1.c)

Correspondents are asked to give the main findings emerging from the most recent case studies on the issue of **the extent of teamwork** (the summary and expert reflexion of existing case studies on that issue is required).

►

TW05: the surveyed companies (i.e. those purposefully implementing teamwork) report higher levels of spread – between 80% (in manufacturing) and 100% in services.

Commentary of the national correspondent:

It is very fashionable in Bulgaria to put in all the job advertisements 'ability to work in a team' as a requirement for potential candidates. Yet, in most of the Ads it is more of a formal than meaningful, genuine and adequate requirement because the employers hardly have in mind something defined regarding teamwork. Some employers probably understand the teamwork as people working in the same room/building or department, but nothing more. Most often, ability to work in a team is understood as not making conflicts with colleagues and bosses. Shortly, here the ability to co-operate and to be friendly/polite is emphasized, which is an important but insufficient precondition for teamworking, since it may mean only not to impede the individual work of other

colleagues.

On the whole, teamwork is understood as interdependent work. Yet, this is a quite common feature of most contemporary jobs and thus this understanding does not distinguish between common group work (interdependent work) and teamwork in narrow sense.

Q.2 Do in the national representative surveys or other surveys exist questions dealing with form and organisation of the team?

Example:

- *If you have opportunity to work in team, what is its usual form?*

  Flexible teams build up to solve particular project or problem.

  Teamwork in a simple form of job rotation without having opportunity to decide about methods of work or task.

Please include also data if available about incidence of different types of teamwork such as: **quality circles** (exmp. „Do in your company exist so called QUAILTY CIRCLES, where the room to express your ideas to particular work issues is given to employees?, **virtual teams** („Do you use computers or other electronic devices to organize group work or for consultation of your work tasks. “), **cross functional teams** (“Do you cooperate with other departments within interdisciplinary work on particular projects or work tasks?”)

Question wordings (Q.2.a)

National representative surveys and quantitative case studies: We are interested how national representative surveys and quantitative case studies cover **form and organization of the team**. Correspondents are asked to give relevant existing question wordings to this issue.

►

The questionnaires do not include relevant direct questions, but the incidence of many indirect sub-indicators gives grounds for conclusion.

Content and main findings – national representative surveys (Q.2.b)

Correspondents are asked to give figures on the issue of **form and organization of the team** from national representative quantitative surveys. What is the incidence of different types of teamwork? Which types of teamwork are characteristic for different occupations, sectors, company size or type of ownership?

►

Conclusion of the national correspondent on the type of teams spread:

The quantitative data available allow judgement about the type of teams classified only by level of autonomy. Taking into account all the relevant indicators for autonomy covered by both working conditions surveys there is no doubt, that teams in Bulgaria are allowed very limited control over work (for concrete figures, please consult next Box: Q3). This impression was also confirmed by the qualitative survey, where HR managers were asked to describe the scope for freedom given to their subordinates (i.e. what is allowed and what is not). Further, the level of participation of employees in decision-making is also limited, which suggests a big "power distance" usually being

accompanied by tight hierarchical control ("power distance" used in Geert Hofstede's meaning).

Moreover, the trends regarding autonomy suggest even more limitations being imposed either by machines or by supervisors (see trends listed in next Box: Q3). Thus, if most of Bulgarian teams lack autonomy they are definitely neither of autonomous nor of semi-autonomous (Scandinavian) type. Indeed, the prevailing share of teams is closer to the neo-fordist (toyotist) and fordist type. In other words, having in mind the importance of autonomy for the teams in HPWOs and the given constrains of autonomy in Bulgaria, it may be concluded that these are just work groups.

In this sense the prevalent type of teams is of the kind "constrained work groups". Constrained work groups are teams with limited autonomy, which perform constrained work.

In the EF publication *Work organisation and health in the EU*, by Véronique Daubas-Letourneux et Annie Thébaud-Mony (2003, p.32) the notion 'constrained work' is defined as: "(1) status of a person deprived of his independence (syn.: submission, subjection); (2) constrained, subjugation to repetitive occupations, to obligations" (Larousse dictionary, *Lexis*, 1992). This type of work is associated with non-choice, impossibility of discussion in the workplace, low level of flexibility and continuing training, low possibilities for personal expression/action with respect to work.

In general, the autonomy is the key notion here but autonomy issues come next under the box Q3 and if I try to prove my conclusions by evidence here I will have to repeat the contents/survey findings from the Q3 box.

Constrained work groups prevail. This notion 'constrained work' was used on p.4 of the present report, under the heading "A short selection…", the first cited publication. I have read this publication and I use the notion as it is defined on p. 32 of the recommended pdf file. The definition is given above.

Content and main findings – company surveys, case studies or other qualitative research (Q.2.c)

Correspondents are asked to give the main findings emerging from the case studies or qualitative research on the issue of **form and organization of the team**. What is the incidence of different types of teamwork? Which types of teamwork are characteristic for different occupations, sectors, company size or type of ownership? (summary and expert reflexion of existing case studies on that issue is required).

►

TW05:

Most of the teams are indeed work groups with external formal control (no informal leadership) and low degree of autonomy. In general, teams are built on the basis of functional division of labour between standard departments. Virtual teams, QCs, flexible teams and cross functional teams are not very widespread. Cross-functional teams (project teams) were reported only in advanced sectors like ICT (software company and mobile operator). Though in advanced sectors work is computerized, teams can't be called virtual teams because they communicate both by emails and face-to-face meetings every day (i.e. it is not teleworking). Problem solving teams are more likely outside business units, i.e. in the so-called 'social sphere' – for example, in bipartite or tripartite bodies of social dialogue like National/Sectoral Councils for Tripartite Cooperation.

Interestingly, all the surveyed companies reported same size of teams – from 2 to 9 people – although some of the companies are huge. The members of teams are more constant than flexible in some way (numerically or functionally).

Job rotation (scheduled) is implemented in only one of the surveyed companies (small-sized, manufacturing and assembling), which confirms the very well known fact that rotation is possible where qualification is lower. This is the only case where teams show some flexibility as they are dynamic. In the other firms the nature and division of tasks (work organization design) do not allow easy rotation. Teamworkers substitute each other only in case of absence of a colleague.

Comment of the national correspondent:

Teamwork, particularly in traditional industrialized sectors, is likely to be a simple form of job rotation without an opportunity to decide on methods of work or task. Job rotation is often implemented to avoid exposure to some single risk factor (for example, moving from a workplace exposed to noise to workplace exposed to dangerous substances and vice-versa). Such a rotation aiming to remove hazards is reported for 40% of workplaces inspected. Shortly, it concerns more job enlargement than some other job design approach (Source: ILO, 1997. *Trade Union Experiences in Safety and Health at the Workplace in Bulgaria*, p.85).

Conclusion:

Type of ownership and size of company does not determine the spread, size and type of teams. The sector and its techno-economic paradigm has the greatest impact on the state of teamworking.

Q.3 Does teamwork increase autonomy of employees in decision making about their work? Which degrees of self-regulation can be distinguished?

Example:

- *The teams are responsible for the preparing and supporting activities of their own work.*
- *The group can self set the targets for its work.*
- *The members of my team are responsible for determining the methods, procedures, and schedules with which the work gets done.*
- *Team is responsible for the results but the team is under the external control.*
- *Members of team do not have particular responsibility for results and group is managed from external sources as a unit.*

Please give also figures showing association between teamwork and individual worker's autonomy. In this respect crosstabs of autonomy (YES/NO) and teamwork (YES/NO) are required.

Question wordings (Q.3.a)

National representative surveys and quantitative case studies: We are interested how national representative surveys and quantitative case studies cover autonomy of members in a team (See examples above). Correspondents are asked to give relevant question wordings to this issue.

►

No relevant direct questions about team autonomy. Only crosstabs between individual autonomy and teamwork are possible.

WC01:

Q22. Are you able, or not, to choose or change your?: (yes/no)

1. order of tasks

2. methods of work

3 speed or rate of work (pace)

WC05:

A34. Identical with Q22, but the scale is modified:

1. order of tasks
2. methods of work
3. pace of work
4. volume of work
5. to include new tasks

Content and main findings – national representative surveys (Q.3.b)

Correspondents are asked to give figures on the issue of autonomy in a team eventually autonomy at work from national representative quantitative surveys (crosstabs are preferred, correlations, other reported associations).

►

Trends between 2001 and 2005: a decreased workers' control over work (constrains in work autonomy)

On the whole, both surveys show that Bulgarian working population is generally disadvantaged from the viewpoint of autonomy as compared to those in CC-12 and EU-15. Levels of work control in the country are notably lower than in the rest of Europe. Moreover, in this regard the changes between 2001 and 2005 are rather negative than positive.

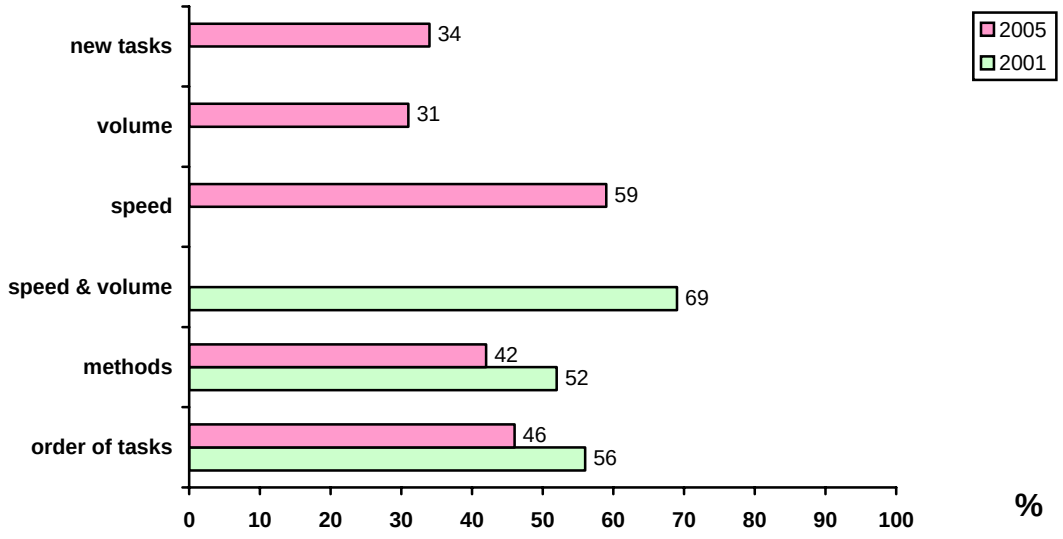
The only positive change is that the proportion of workers reporting that their work pace was controlled by machine operations fell by seven percentage points.

Negative changes

1. The proportion of respondents reporting lack of control over work methods increased by 12 percentage points.
2. The proportion of workers having no control over work pace (speed) increased by 11 percentage points.
3. The proportion of individuals reporting having to perform repetitive hand movements as part of their jobs increased by seven percentage points.
4. The proportion of respondents reporting having to perform monotonous work increased by two percentage points (at 54% in 2005, which is much higher than in CC-12, at 42%; and in EU-15 at 40%).

Unfortunately, there are no changes in the efficiency of the work organisation (the ‘not enough time’ syndrome, reported by 19% of respondents). Corresponding rates for CC-12 and EU-15 are 17% and 21% respectively.

Figure 3 : Are you able, or not, to choose or change your?: (Yes answers)



Volume of work appears to be the less flexible facet of autonomy, followed by creativity at work and methods of work.

WC05:

Ability to change/choose *order of tasks* depends strongly on the occupation. Those employed in elementary occupations (18%), plants and machine operators and assemblers (30%) and armed forces (31%) have the lowest autonomy.

The sectors reporting the lowest flexibility of order of tasks are manufacturing (29%), mining and quarrying (33%), electricity, gas and water supply (38%). Obviously, it is due to the implemented techno-economic paradigm.

The same trend is observed regarding *work methods:* occupation and sector are strong determinants. Assembly lines and continuous production processes imply low degree of such an autonomy: the lowest abilities are reported by elementary occupations (13%) and plant and machine operators and assemblers (26%). Respectively, workers in manufacturing (20%) and mining and quarrying (26%) share the lowest options to change work methods. The highest flexibility is attributed to legislators, senior officials and managers (80%).

Exactly the same proportions are valid for the ability to insert *new tasks*.

Among the indicators discussed here the *work pace* manifests the highest flexibility in that employees are able to change/choose work pace at most. This conclusion is confirmed by the qualitative survey, too.

Regarding work pace, factors are, again, occupation and sector. Interestingly, the highest ability to influence work pace is reported in manufacturing (46%). Probably by changing work pace manufacturers compensate for lack of ability to change anything else.

Ability to self-organize *working time* shows a strong correlation with teamworking where teamworkers are more limited: 16.5% of teamworkers and 23% of non-teamworkers can change working time.

Ability to assess the quality of one's own work does not correlate with teamworking (53% of working population do that and 57% of teamworkers).

Gender does not manifest statistically valuable correlation regarding facets of work autonomy.

Conclusion:

There is only very limited autonomy, which is not surprising given that teamwork appears in the form of constrained group work.

Content and main findings – case studies or other qualitative research (Q.3.c)

Correspondents are asked to give the main findings emerging from case studies or qualitative research on the issue of teamwork and autonomy. We are interested in to what extent the growth in autonomy within the team results in better group performance and higher job satisfaction (the summary and expert reflexion of existing case studies on that issue is required).

►

TW05:

In general TW05 indicated higher levels of autonomy than the quantitative surveys. It is because (1) TW05 targeted only companies purposefully implementing teamwork and (2) companies in services prevail (white collars enjoy higher autonomy compared with blue collars in manufacturing).

All teams can change work pace. Usually in other countries work pace is compensated by giving more autonomy to workers. It seems that in Bulgaria we witness the opposite approach: limited autonomy is compensated only by flexible work pace.

Except in one company (manufacturing and assembling), teams can design schedules and working time autonomously. Sometimes they can establish methods of work, order and division of tasks, but they can't influence deadlines, volume, goals and leadership. They do not assess the quality of their own work, either.

Yet, a company in manufacturing (winery) reported that 'blue collars' do not choose order of tasks, methods of work and working time, whereas 'white collars' are allowed to do so. Regarding other facets of autonomy – volume, division of tasks, deadlines, targets, quality of own work assessment – employees are not allowed to choose/change.

The MNC surveyed gives the highest autonomy as long as there is an opportunity to do what you like, i.e. if someone can make graphical design he/she can join a relevant team despite the fact that the person is employed as an accountant.

Q.4. To what extent are workers satisfied with team based way of working? Can you also report on association between overall job satisfaction and teamwork presence? Does teamwork increase overall job satisfaction?

Example:
- *Are you generally satisfied with team based way of working*
- *How satisfied are you with your job?*

Question wordings (Q.4.a)

National representative surveys and quantitative case studies: We are interested how national representative surveys and quantitative case studies cover satisfaction with teamwork. Correspondents are asked to give relevant question wordings to this issue.

►

Note: Both surveys address the issue of job satisfaction only partially, because their primary concern is satisfaction with working conditions. Bulgarian respondents understand satisfaction with working conditions in a narrow sense – mainly as an evaluation of health and safety at work with an emphasis on physical working conditions. Thus, overall job satisfaction is not measured directly, but the recent survey gives grounds for some conclusions. Bulgarians are not satisfied with three facets of their jobs: payment, work-life balance and work-related health outcomes (overall fatigue in particular). Therefore, correlations between teamwork and these 3 facets will be examined.

WC01, Q34: On the whole, are you very satisfied, fairly satisfied, not very satisfied, or not at all satisfied with working conditions in your main paid job?

WC05, A53: To what extent are you satisfied with the working conditions in your main job?

Content and main findings – national representative surveys (Q.4.b)

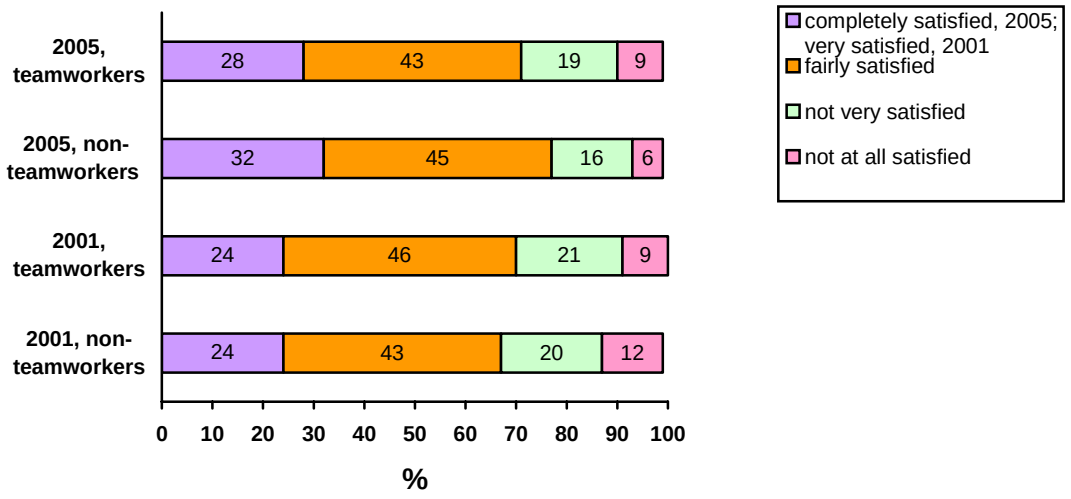
If direct question on satisfaction with teamwork is available, please give the figures. Correspondents are also asked to give figures on the issue of teamwork (YES/NO) and job satisfaction (SATISFIED/NOT SATISFIED) from national representative quantitative surveys (crosstabs are preferred, correlations, other reported associations).

►

There is no correlation between teamworking and satisfaction with working conditions, payment, and work-life balance. The qualitative survey clearly confirms that introduction of teamworking has not changed the payment levels. Overall fatigue has nothing to do with teamworking, too. It means that teamworking itself does not influence the rate of overall job satisfaction. Although the difference between teamworkers and non-teamworkers regarding rate of satisfaction with working conditions is minor and might be due to the sampling error, this small difference (2005) is not in favour of teamworkers, as shown in Figure 4.

Yet, all the HR managers interviewed in TW05 find that teamworkers have become more satisfied with their jobs. The subjective perception of managers seems to be in contrast with the employees' opinion. Probably the Human Resources Managers have a too positive and optimistic view of the outcomes of teamwork on job satisfaction. It is surprising especially in the light of hypothesis that maybe non-teamworkers are getting more satisfied than teamworkers in Bulgaria.

Figure 4: Rate of satisfaction with working conditions



Content and main findings – case studies or other qualitative research (Q.4.c)

Correspondents are asked to give the main findings emerging from the most recent case studies or qualitative research on the issue of teamwork and job satisfaction (the summary and expert reflexion of existing case studies on that issue is required)

►

TW05:

According to the subjective perception of all managers, teaworking increases job satisfaction and motivation of their subordinates. Unfortunately, this opinion is not confirmed at all by quantitative surveys in 2001 and 2005 among the working population.

Q.5 Does in your country exist any evidence about interconnection between teamwork presence and higher work intensity and probable work overload?

Please report on the results from any available sources (both of qualitative and quantitative nature).

Example of direct questions related to that issue:

- *"Working in group is much more demanding than working individually"*
- *"Work pressure becomes evenly distributed in the group"*
- *"Nearly all the members of my team contribute equally to the work"*
- *"The number of people in my team is too small for the work to be accomplished."*

Question wordings (Q.5.a)

National representative surveys and quantitative case studies: We are interested how national representative surveys and quantitative case studies cover the problems of interconnection between teamwork introduction and higher work intensity and higher stress exposure. Correspondents are asked to give relevant question wordings to this issue.

►

The questionnaires do not include direct questions but some relevant cross-tabulations are possible.

Content and main findings – national representative surveys (Q.5.b)

Correspondents are asked to give figures on the issue of interconnection between teamwork introduction and higher work intensity and higher stress exposure from national representative quantitative surveys. Please use both figures from direct questions and also figures from higher level analysis e.g. teamwork (YES/NO), higher risk of stress occurrence (YES/NO) (crosstabs are preferred, correlations, other reported associations).

►

WC05:

There is a significant correlation between teamwork and intensification of work: some 56% of teamworkers compared with 40% of non-teamworkers report intensified work (here are considered the answer categories "all the time" and "3/4 of the time"). Some 71% of teamworkers against only 20% of non-teamworkers say that their work pace depends on the job done by colleagues. Moreover, the correlation with work interruptions is very strong: being interrupted are 80% of teamworkers compared to only 57% of non-teamworkers.

Content and main findings – case studies or other qualitative research (Q.5.c)

Correspondents are asked to give the main findings emerging from case studies or qualitative research on the issue of teamwork and higher exposure to overload and stress. Is the work intensity or pace of work higher within organisations which have introduced the work in teams? (the summary and expert reflexion of existing case studies on that issue is required)

►

TW05:

There are mixed reports about these issues. In half of the companies work overload, time pressure and stress increased after implementation of teamwork. However, it seems to be compensated by higher level of autonomy regarding choices of work pace. In addition, managers of all companies share that teamwork made people more relaxed, because teamworkers can rely on each other. This is confirmed by the quantitative survey (figure 7 below).

Q.6 What is the impact of teamwork on learning environment in organization?

In this question we are following the assumption that teamwork is creating environment for shared responsibility, knowledge and both continuous professional and personal development. We are interested in learning and professional growth opportunities of employees working in team in comparison to the other workers.

When answering this question you should also focus on the job enrichment and job enlargement phenomenon of working life.

Question wordings (Q.6.a)

National representative surveys and quantitative case studies: We are interested how national representative surveys and quantitative case studies cover the problems mentioned above. Correspondents are asked to give relevant question wordings to this issue.

►

WC01:

Q26. Over the past 12 months, have you undergone training paid for or provided by your employer, or by yourself, if you are self-employed, to improve your skills or not? (If YES, for how many days?)

WC05:

A39. Identical with Q26.

Content and main findings – national representative surveys (Q.6.b)

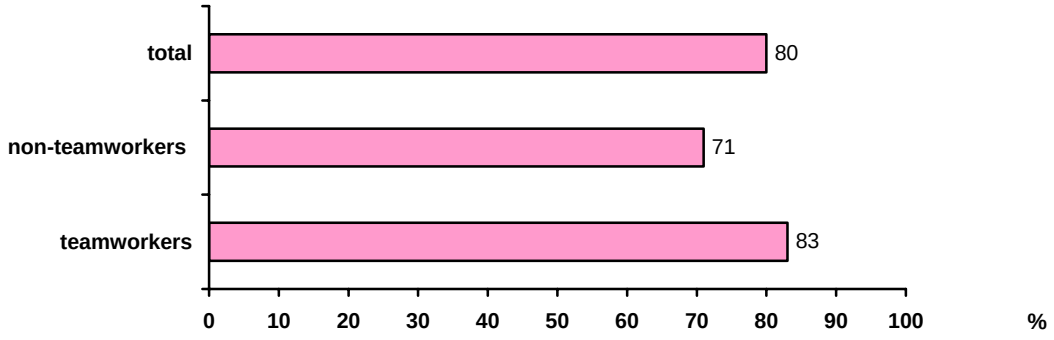
Correspondents are asked to give figures on the issue of interconnection of teamwork and learning opportunities from national representative quantitative surveys. Do team members use the opportunity to enhance their professional skills in workplace training more than other employees working in different organizational structures? (crosstabs are preferred, correlations, other reported associations).

►

WC05:

Some 16% of respondents received training in previous 12 months, 10% of which are teamworkers and 5% are not. Within the group of teamworkers, 71% were trained compared with only 28% of the non-teamworkers. . Definitely teamwork impacts positively the opportunity to be trained. Though the correlation with sources of funding is not so strong, it is obvious that teamworkers' training is more likely to be paid by the employer. The figure 5 below shows the share of workers whose training was paid by employer.

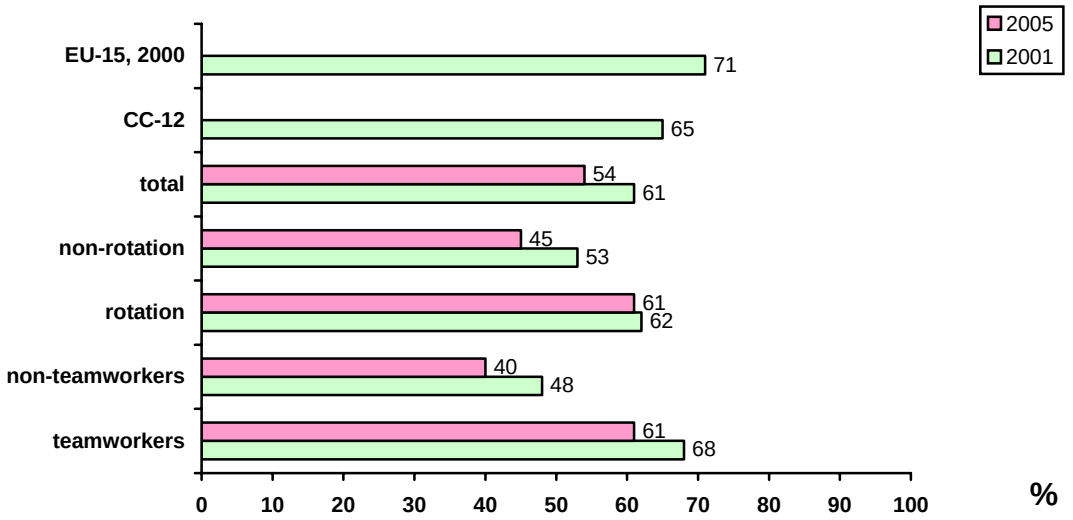
Figure 5: Teamworking and training paid by employer (2005)



Another source of knowledge is learning new things in the process of work (knowledge sharing). In general, the number of jobs offering such an option has slightly declined between 2001 and

2005. However, teamworking certainly favours learning new things (the gap between teamworkers and non-teamworkers is about 20 pp).

Figure 6: Teamworking and learning new things



Content and main findings – case studies or other qualitative research (Q.6.c)

Correspondents are asked to give the main findings emerging from case studies or other qualitative research on the issue of teamwork and learning. We are interested in what is the extent of sharing the knowledge within the team. Do employees working in teams have better opportunities to learn new things in the job than other workers?" "Is learning environment within team more stimulating?" (the summary and expert reflexion of existing case studies on that issue is required)

►

TW05:

Managers find that after implementation of teamwork, the teamworkers have become more motivated to learn new things and they actually learn from each other in the process of work.

(Q.6.d)

It is assumed that teamwork contributes positively to job enrichment and job enlargement (for definition and concept see page n. 8). As these two job characteristics consists of different attributes of work and cannot be measured directly, they must be operationalised. **Can you find in your national studies (both quantitative and qualitative) any reported association between teamwork, job enrichment and job enlargement?**

WC05:

Associations (facets of autonomy) not yet reported.

Job enlargement

Some 78% of teamworkers report being involved also in rotation (strong correlation). It confirms the fact that in most cases reported teamworking is just a form of simple rotation, suggesting not very qualified jobs, predominantly in manufacturing.

There is no correlation between teamworking and ability to insert or choose some new tasks: equal shares (around one third) of total working population, teamworkers and those involved in rotation, reported such an ability.

Job enrichment

Some more associations with the vertical workload are traced in surveys. All of them may indicate some hierarchical power (control over work) delegated to workers (empowerment).

Twice as many teamworkers than non-teamworkers appear responsible for *production planning* (20 and 10% respectively). However, these 20% coincide exactly with the share of people occupying managerial positions (20%), so it can't be counted as a genuine source of self-management at shop floor level.

1. Variables that contribute to job enrichment via teamworking:

- Performing *complex tasks* is an appropriate indicator. Some 64% of teamworkers and half as many non-teamworkers (only 33%) reported performance of such tasks (strong correlation);
- Discussing working conditions and changes at work with colleagues and supervisors is notably related to teamworking (i.e., information, consultation and participation).

2. Variables that lack the potential to contribute to job enrichment because there is no correlation with teamworking at the moment:

- No correlation with planning of working times and shifts (16% of both groups involved);
- No correlation with staffing;
- No correlation (or it is negative) with ability to take breaks, holidays, days off and to influence working hours (sometimes teamworkers are even in a worse situation);
- No correlation with solving unforeseen problems (it is equally spread among teamworkers and non-teamworkers – 67% for both groups);
- No correlation with access to telephone (50% for both groups).

On the whole, teamwork as it is implemented and/or understood at the moment (constrained group work) does not and couldn't contribute to job enrichment, because the configuration offers very limited scope for autonomy.

Q.7 Team effectiveness subjectively perceived

It is probable that when answering this question you will be very limited and there will be no question wordings in representative surveys. For all that we can find at least some evidence how workers assess productivity of company or particular department after being involved in the teamwork (See an example).

Example:

- *How well the following statements describe your group work? Productiveness of work improves in group work.*

Question wordings (Q.7.a)

National representative surveys and quantitative case studies: We are interested how national representative surveys and quantitative case studies cover the problems what is the impact of teamwork introduction on team effectiveness (from the subjective point of view). Correspondents are asked to give relevant question wordings to this issue.

►

The questionnaires do not include relevant direct questions, but two associations with team effectiveness (assistance from colleagues and payment) can be traced by crosstabs. Higher effectiveness is supposed to result in better payment. Obviously, these associations concern the second aspect of team effectiveness more ('consequences a group has for its members') than high quality output. Thus, the correlates may reveal only how teamwork 'rewards team members in terms of gratification and satisfaction with the working experience'.

WC01. Q23.1. Can you get assistance from colleagues if you ask for it?

WC05. A37. Identical with the Q23.1

WC05. D9. Are your incomes sufficient to meet your basic needs?

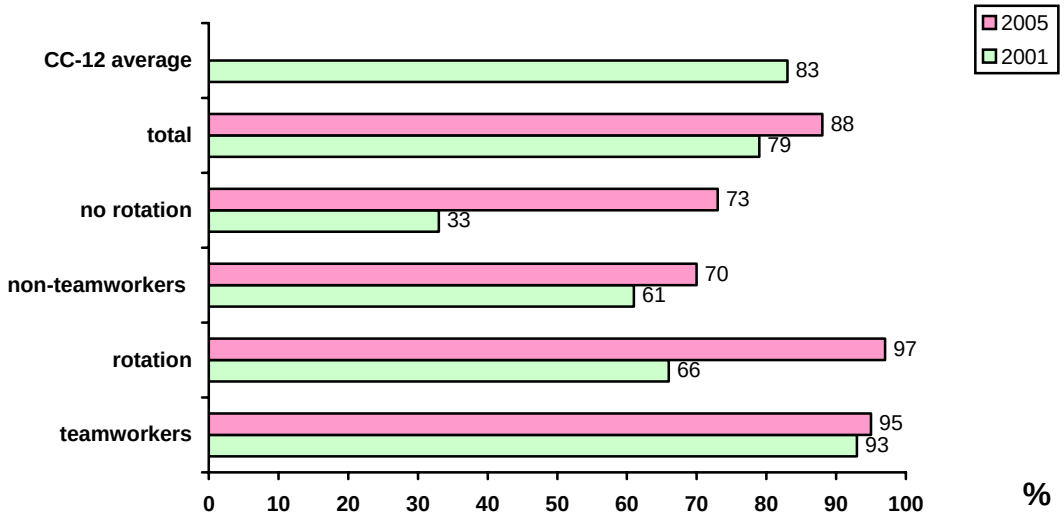
Content and main findings – national representative surveys (Q.7.b)

Correspondents are asked to give figures on the issue what is the impact of teamwork introduction on team effectiveness subjectively perceived (crosstabs are preferred, correlations, other reported associations).

►

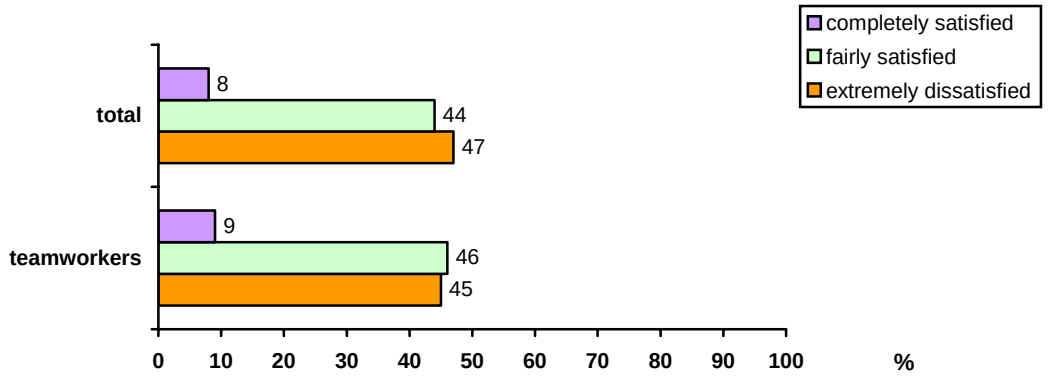
The opportunity to get assistance from colleagues and teamwork manifests one of the strongest correlations in the WC05. It seems that from 2001 to 2005 the working population has changed significantly in direction of more cooperative attitudes to colleagues. There is an incredible positive increase in the share of people claiming that they can get such assistance. In some sub-groups this growth is by 30-40 pp. Obviously, teamworkers and people involved in rotation can rely more on colleagues' assistance (20-25 pp more).

Figure 7: Assistance from colleagues



By contrast, there is no correlation between teamworking and incomes.

Figure 8: Satisfaction with incomes/payment (2005)



Content and main findings – case studies or other qualitative research (Q.7.c)

Correspondents are asked to give the main findings emerging from case studies or other qualitative research on the issue of team effectiveness subjectively perceived (the summary and expert reflexion of existing case studies on that issue is required).

►

TW05:

According to managers, after the implementation of teamwork certainly has increased:

- quality of products/services;
- job satisfaction (this might however just be the impression of managers);
- good ideas for work improvement
- work productivity, except in a manufacturing company;
- Discipline, except in a publishing company.

Conflicts have not increased.

Interestingly, despite the increased productivity/profitability reported everywhere, nowhere has the payment of employees in general and teamworkers in particular increased.

Q.8 Please reflect briefly on the existing governmental documents, policies, programs or social partners agreements discussing implementation of new work organization forms with emphasis on teamwork at national level.

- governmental documents, policies, programs

►

No such available.

- Social partners agreements

►

There is definitely neither national nor any broader defined agreement on teamwork/ discussing teamwork in some way. The relevant sources consulted are:

1) General Labour Inspectorate (GLI) register of collective agreements;
2) A trade union's data base on collective agreements (Confederation of Independent Trade Unions in Bulgaria);
3) Data base of the Institute for Social Analyses and Policies (ISAP) on the social dialogue in Bulgaria (ISAP is the national expert of the EC on social dialogue);
4) Review of about 70 sectoral collective agreements;
5) Private consultations of the national correspondent with experts of both employers' and workers' organizations.

Commentary

It is difficult to say how exactly teamwork is understood by respondents in quantitative surveys, but the share of working population reporting teamwork is above the EU and NMS averages and the trend is up. Yet, quantitative surveys show that this fact itself has not increased autonomy at work and rate of delegation/empowerment. The supplementary qualitative survey shows that 'teamwork' is considered simply an interdependent group work and not a new type of job design in the strict sense. That is the reason for the lack of positive changes regarding job quality.

In addition, the qualitative module shows that all the companies report identical outcomes of teamworking like increased productivity and quality of products/services, and some of them – intensification of work. By contrast, non of them reported increase in payment for teamworkers, which is the biggest problem in Bulgaria concerning quality of work. This problem was identified by many other surveys, including First European Quality of Life survey (2003). Teamwork does not influence job satisfaction positively, either.

In short, 'teamwork' in the form of constrained group work brings advantages for the employers (higher profitability) and not for the employees, i.e. the quality of work does not improve. The fordist and neo-fordist (toyotist) techno-economic paradigm combined with neo-liberal beliefs of new employers lead to an organisational/managerial culture, which offers limited autonomy and increased power distance. It results in a mass spread of jobs with poor quality being far from the features of High Performance Workplace Organisation. At the moment common employees seem to be more exposed to these negative effects than employers are, although the employers may face difficulties, too – for example, difficulties to motivate their subordinates and to get their commitment and loyalty.

The rapid growth of possible assistance from colleagues (increased workers' solidarity) and opportunity to influence work pace are the two ways of compensation for a difficult work and life situation.

References

2005. EF. Bulgaria: National working conditions survey

2003. EF. Paoli, Pascal and Parent-Thirion, Agnès. Working conditions in acceding and candidate countries. Available also in Bulgarian: EF0306BG.pdf)

2001. EF. First candidate countries survey on working conditions

1997. ILO. Trade Union Experiences in Safety and Health at the Workplace in Bulgaria

1991. Meuser, Michael and Nagel, Ulrike. Expertenwissen und Experteninterviews. In: Hitzler, Ronald/Honer, Anne/Maeder, Christoph (Hg.): Expertenwissen. Die institutionalisierte Kompetenz zur Konstruktion von Wirklichkeit. Opladen: Westdeutscher Verlag.

Annex: profile of companies (TW05)

Description of companies

No.	Economic activity	Sector	Size (no. of employees)	Ownership	Extent of team-work (%)	Prevailing occupation	Prevailing education	Prevailing sex	Prevailing age
1.	Publishing house	Services - Media	Big (>250)	private	90	journalists	higher	balanced	25-35
2.	Real estate	Services, trade and consulting	Medium-sized (65)	MNC	100	consultants	higher economic	women	27 average age
3.	Mobile operator	Telecommunications - ICT	Huge (2400)	private	100	economists and engineers	higher	women	30-40
4.	Winery	Manufacturing - Food and drinks	Medium-sized (75)	private	80	miscellaneous	secondary	men	Around 40
5.	Software development	Services - ICT	Medium-sized (56)	private	100	programmers	higher	60% men; 40% women	29.5 average age
6.	Design, manufacturing and assembling of build-boards	Manufacturing	Small-sized (43)	private	100	assemblers	secondary specialized	men	Around 35

Author: Rumiana Gladicheva