

**SURVEY ON THE STATE OF SOCIAL
DIALOGUE AT THE COMPANY
LEVEL**

COMPARATIVE REPORT



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ABOUT THE SURVEY

The main goal of the survey is to obtain relevant information on current situation in the field of employee involvement in companies' decision making process and social dialogue in candidate countries Macedonia, Montenegro and Serbia. The survey focuses on gathering basic information in order to define the level of development of employee involvement in each candidate country. Obtained information helps the partners to plan and prepare tailor-made activities for know-how transfer (study visit and workshops) regarding adaptation to particular situations in individual countries.

Comparative report includes Serbian, Macedonian and Montenegrin companies. Also national reports for each country are available.

METHODOLOGY

A web survey was used as methodology for data collection. The questionnaire was adapted to three languages: Serbian, Macedonian and Montenegrin. Special emphasis was made during the translation phase to provide as unique and unambiguous questions as possible in each language and so to provide reliable and valid comparison between countries. For these purposes the same questions were adapted in all languages.

The survey was mailed to app. 2000 contacts per country; response rate was different from country to country but it was somewhere near 7%. The questionnaire used in the survey was reachable for members of employer associations and through website of employer associations, which makes the sample only relatively random. In addition, some of the replies should be taken with reservations since it cannot be established with certainty that the questionnaire was filled by employers. Target group for filling out the survey was C-management; however no actual conformation of employer status was required before entering on-line survey.

During data collection, general ethics of research were applied, which should provide the highest level of anonymity.

The first set of the questionnaire contains general questions about characteristics of the companies (sector of activity, size and ownership structure), the second focuses more on gathering the information about the trade unions at the company level and collective agreement within them. The third set focuses on works councils and the social dialog. The questionnaire consists of 12 questions, but not every respondent answered all the questions. If a respondent answered that their company does not have trade union or works council, they were not able to answer questions related to these two categories.

Almost every question in the questionnaire contains the option “no answer” for a case when the respondent had no answer either because they were unable or unwilling to answer. This allows respondent to have free choice of answering and it underlines voluntary participation in the survey. All the questions in the survey were mandatory, so every respondent had to answer every question. This is why the option of “no answer” is important to avoid the confusion or early resignation from the research.

ANALYSIS

Analysis of the survey sample is represented in the first chapter. All the analyses in this report were made with emphasis on comparing companies of different countries on the basis of their size. The analysis reveals how companies involve their employees in decision making process and social dialogue.

The first part of analysis involves basic information about the companies of different countries; the second part concerns trade unions and their role in the companies of different countries, including the collective agreement at the company level. The third part relates to works councils and their role in social dialog.

The missing answers (when the respondents chose the option “no answer”) were excluded from the analysis. Therefore every analysis contains the data of the size of the survey sample of the individual segment (the size of the company). If the respondent early withdrew from

the survey, they were included in the analysis with answers that they provided. Therefore the numerous of respondents varies from question to question. If respondents, who have not completed the survey in full, would be excluded from the sample, the sample would be diminished, which is avoided by proper treatment of missing values in the analysis.

SUMMARY

Despite the relatively high responsiveness, the numerus in the key segments of the analysis is quite low. The reason for this state is that most of the companies do not have trade union (except for Macedonia) or works council organized at the company level. The results of the analysis are therefore necessary to be interpreted with caution because small numerus does not always provide reliable results. It is necessary to find reasons, why the situation is such – why organized works councils are so rare within those countries.

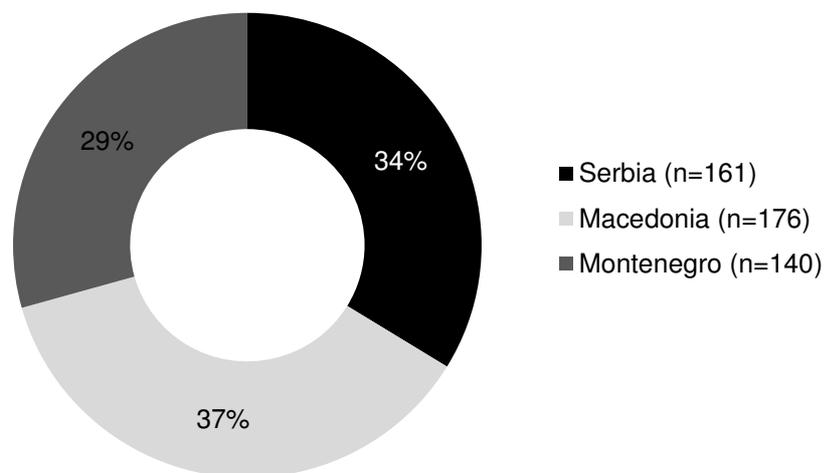
As already mentioned, most companies do not have trade unions organized at the company level. The trade unions are most common among larger companies. The assessment of the trade unions' role is rather positive than negative and is the highest among smaller companies. Most of the companies have a collective agreement concluded with trade unions; the most common topic in collective agreement are wages. Very few companies have their works councils, and the most common are among medium sized companies. The works councils most often play roles of consulting and informing; their role is rather positively than negatively assessed. The most common topic of dialogue with works councils are also wages. Almost quarter of companies claimed to have some other form of social dialogue.

SURVEY SAMPLE DESCRIPTION

The sample is biased which is demonstrated by the fact that the sampling frame includes only members of employer associations, which does not totally reflect the population (the sample does not reflect the actual structure of companies by sectors and size in each country). This fact must be considered when interpreting and generalizing the results.

Incomplete answers were treated as missing values, appropriately recoded, and excluded from analysis.

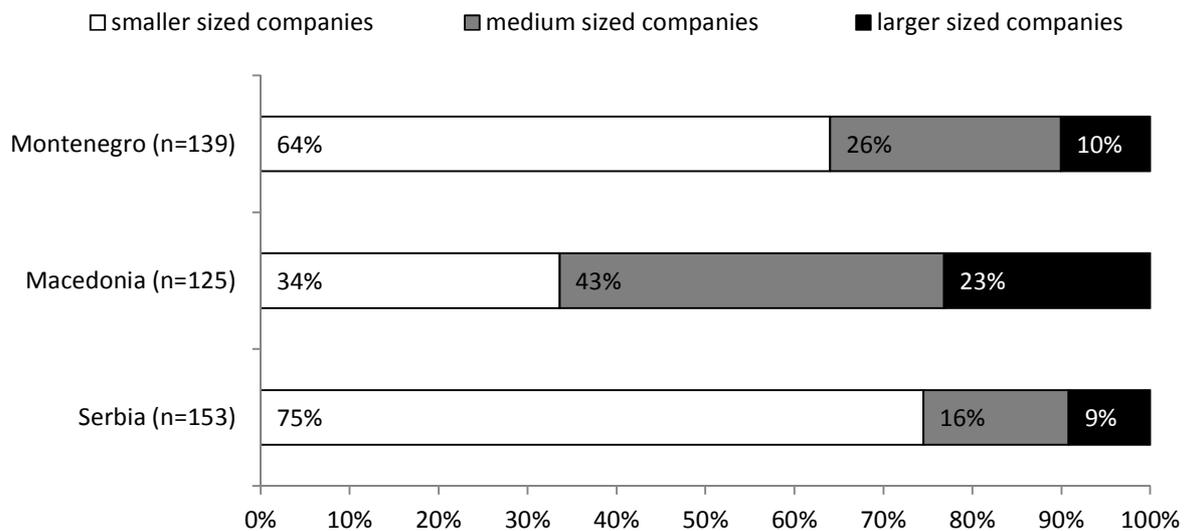
The complete survey reached 477 respondents from Serbia, Macedonia and Montenegro; the number of responses by countries are presented in the picture below. Initially planned target sample was 100 companies per country; in each country there were more responses than planned.



Picture 1: The response rates by countries (n=477)

The lowest number of responses was received in Montenegro and the highest in Macedonia.

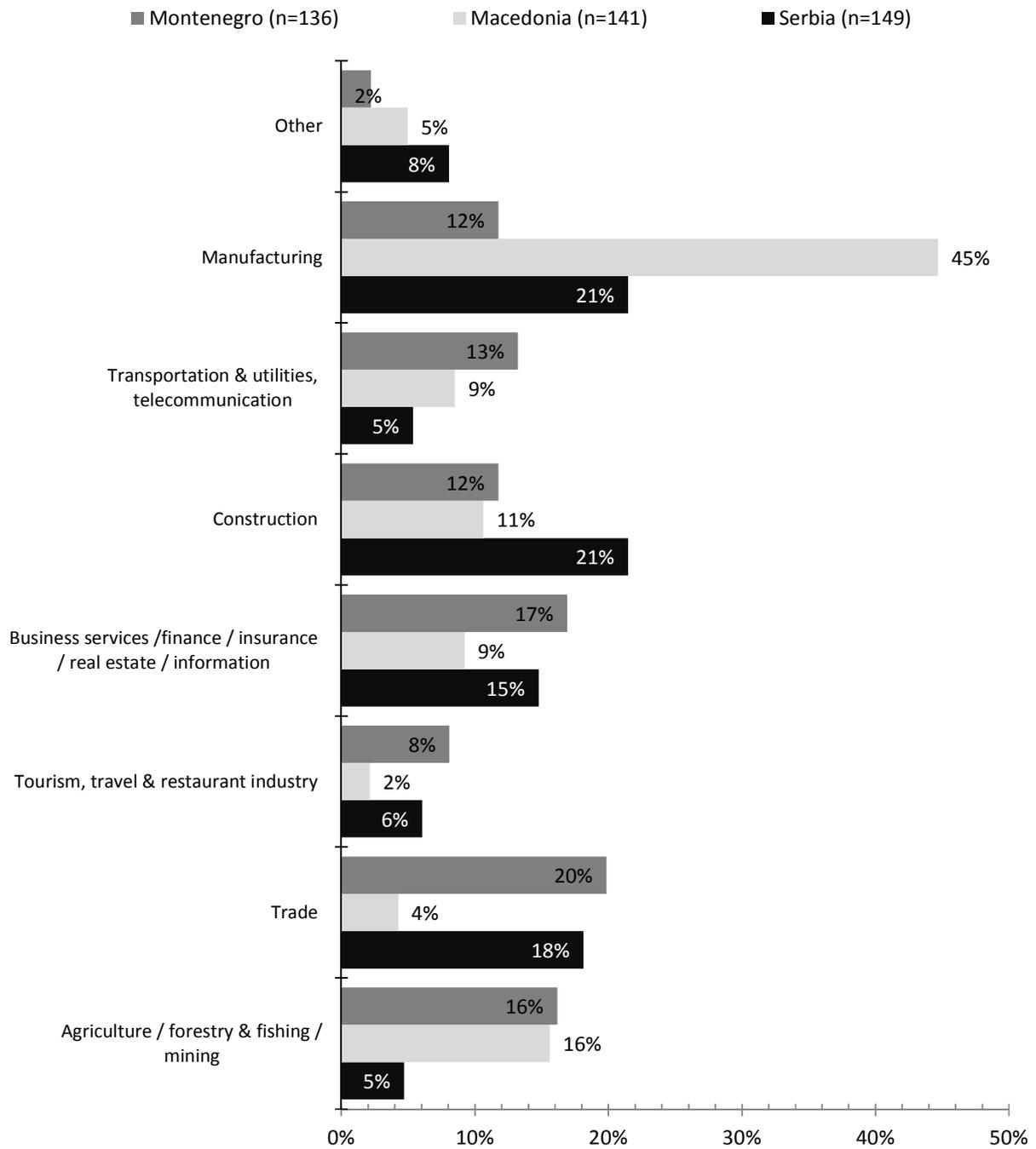
Regarding the company size (expressed as number of employees), the distribution of the companies among Montenegro and Serbia is about the same. Most of the companies in the survey sample of these two countries are smaller in size, which is especially evident among Serbian companies. Larger companies are represented in the smallest shares. Macedonian companies in the survey sample are mostly medium sized. Also, it is important to mention that almost 12% of respondents answered “don’t know” to this question, which is excluded from the interpretation in the graphs.



Picture 2: Companies regarding their size (by country; n=417)

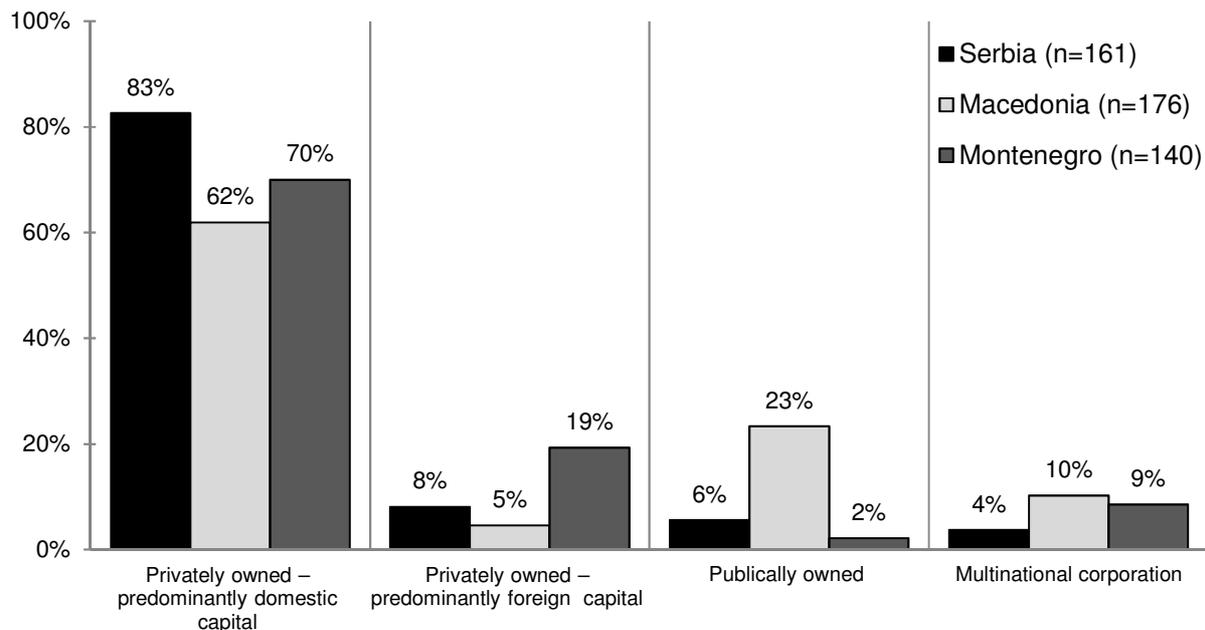
For the purpose of the survey, smaller sized companies are considered to be companies with up to 50 employees, while larger sized companies have more than 250 employees. Medium sized companies have between 51 and 249 employees.

The highest share of the companies represents manufacturing sector. A very high share is also represented by the construction, trade and business services, finance, insurance, real estate, and information. The highest share among Serbian companies is represented by sectors of construction and manufacturing, while the companies are at least represented by sectors of transportation & utilities, telecommunication and Agriculture / forestry & fishing / mining. Sector of activity of Montenegrin companies is most evenly distributed; while trade sector is represented in the larger extent, tourism, travel & restaurant industry have the smallest share. The latter is represented in the smallest extent also in Macedonian companies, where manufacturing sector represents the highest share. Also in this context 10,6% of the companies provided answer “don’t know” and were excluded from interpretation in analysis.



Picture 3: Companies regarding the sector of activity (by country; n=426)

In the context of the ownership structure, most of the companies are privately owned, predominantly by domestic capital; this share is the highest among Serbian companies. The smallest share represents multinational corporations, but also the share of publically owned companies is small, although it is relatively high among Macedonian companies.

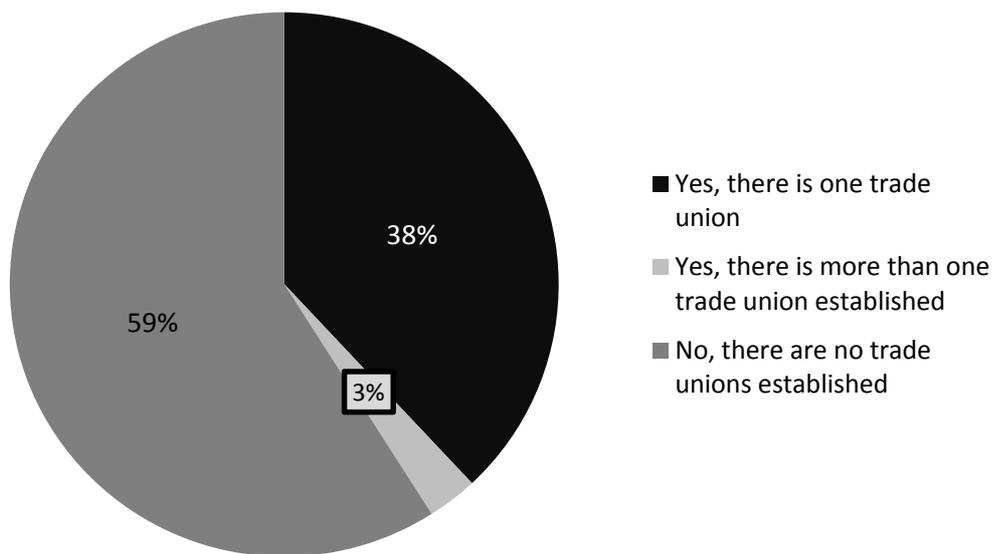


Picture 4: Companies regarding the ownership structure (by country; n=477)

TRADE UNIONS

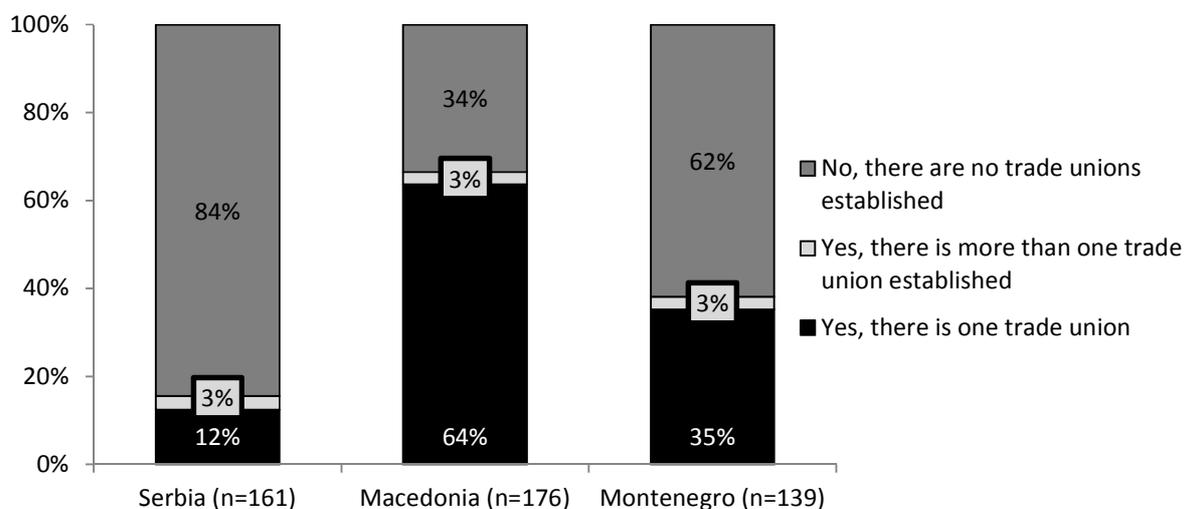
Survey was focused on the presence of trade unions at the company level and social dialog within companies that have organized trade unions. The first question, which is selective, is *Do you have a trade union organized at company level?* If respondent answered that there is at least one trade union organized at the company level, they were asked three more questions related to trade unions. These questions were answered by only 189 respondents (this number varies from question to question).

As presented in the picture below, more than half of the companies (59%) have no trade unions established at company level. Trade unions are established in the 41% of the companies, where only 3% of the companies have at least two trade unions.



Picture 5: Trade unions organized at the company level (Do you have a trade union organized at company level?) (all countries; n=476)

Trade unions are most significant for Macedonian companies, where more than two thirds (67%) have at least one trade union established at the company level. This situation is opposite among Montenegrin companies, where almost the same share (62%) of the companies does not have trade unions. This share is significantly higher among Serbian companies (84%), which have trade unions established in only 15% of the companies. The share of the companies that has more than one trade union established is the same (3%) in all included countries.



Picture 6: Trade unions organized at the company level (Do you have a trade union organized at company level?) (by country; n=476)

Regarding the company's size, mostly larger sized (74%) and medium sized (63%) companies have established trade unions. There are only 14% of smaller sized companies that have organized trade unions, but none of them have more than one trade union. The highest share (14%) regarding the establishment of more than one trade union is among larger sized companies. The larger the company, the greater the possibility that the company will have a trade union.

| | smaller sized companies (n=245) | medium sized companies (n=115) | larger sized companies (n=57) |
|---|------------------------------------|-----------------------------------|----------------------------------|
| Yes, there is one trade union | 14% | 62% | 60% |
| Yes, there is more than one trade union established | 0% | 1% | 14% |
| No, there are no trade unions established | 86% | 37% | 26% |

Picture 7: Trade unions organized at the company level (Do you have a trade union organized at company level?) (regarding the size of the company; n=417)

The share of the smaller sized companies that have established trade union is the highest among Macedonian companies (24%), and the lowest among Serbian (9%). As already mentioned, none of the smaller sized companies have more than one trade union established.

| smaller sized companies | Serbia (n=114) | Macedonia (n=42) | Montenegro (n=89) |
|---|-------------------|---------------------|----------------------|
| Yes, there is one trade union | 9% | 24% | 16% |
| Yes, there is more than one trade union established | 0% | 0% | 0% |
| No, there are no trade unions established | 91% | 76% | 84% |

Picture 8: Trade unions organized at the company level (Do you have a trade union organized at company level?) (smaller sized companies, by country; n=245)

Serbian companies also have the smallest share of the companies that have trade unions established among medium sized companies (16%), where this share is significantly higher among Macedonian (72%) and Montenegrin (81%) companies. Only Montenegrin medium sized companies, which also have the highest share of companies with trade unions, have more than one trade union established, even though this share is very low (3%; this result should be taken into consideration with caution because just one company from Montenegro responded yes in this case and in this context that is 3%).

| medium sized companies | Serbia (n=25) | Macedonia (n=54) | Montenegro (n=36) |
|---|------------------|---------------------|----------------------|
| Yes, there is one trade union | 16% | 72% | 78% |
| Yes, there is more than one trade union established | 0% | 0% | 3% |
| No, there are no trade unions established | 84% | 28% | 19% |

Picture 9: Trade unions organized at the company level (Do you have a trade union organized at company level?) (medium sized companies, by country; n=115)

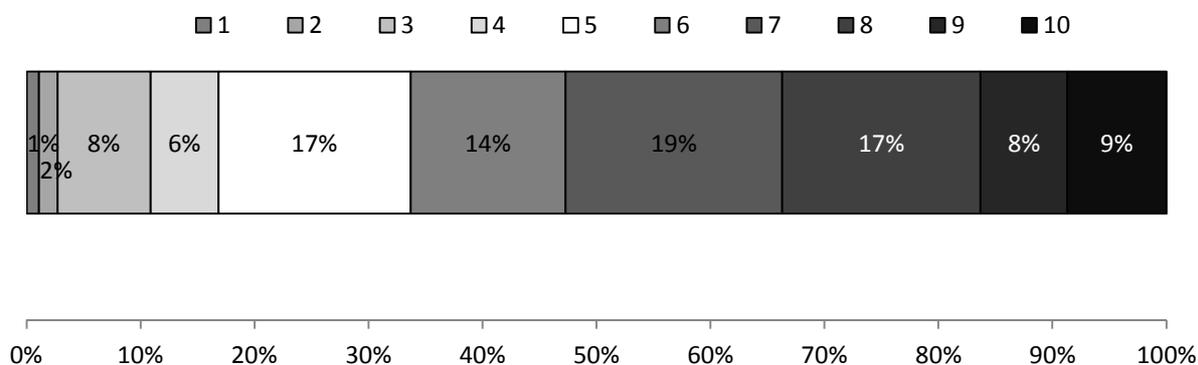
The situation is slightly different among larger sized companies, although Serbian companies have again the highest share of the companies with no trade union established (43%). The share of the larger sized companies that have one trade union established is also the lowest among Serbian companies. The number of companies with one established trade union is higher among Macedonian larger sized companies (76%). Share of the larger sized companies regarding the establishment of more than one trade union is the highest in Serbia and Montenegro (21% each), also, these results are very specific because of the small number of companies that provided answer to this question and it should be interpreted with caution.

| larger sized companies | Serbia (n=14) | Macedonia (n=29) | Montenegro (n=14) |
|---|------------------|---------------------|----------------------|
| Yes, there is one trade union | 36% | 76% | 50% |
| Yes, there is more than one trade union established | 21% | 7% | 21% |
| No, there are no trade unions established | 43% | 17% | 29% |

Picture 10: Trade unions organized at the company level (Do you have a trade union organized at company level?) (larger sized companies, by country; n=57)

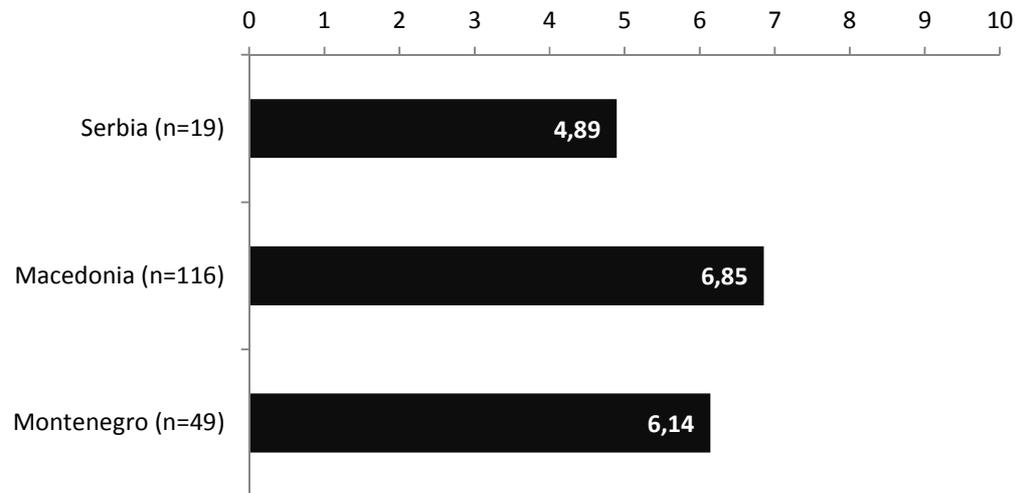
And how are the companies estimating the trade unions' role in the company? Respondents made estimations on the 10-point scale, where higher score reflects more positive estimation of the trade unions' role.

The average rate of the trade unions' role is 6.46 on 10-level scale. Two thirds (66%) of respondents estimated the trade unions' role with the rate higher than or equal to 6. Those respondents most frequently estimated the trade unions' role with the rates of 7 (19%) and 8 (17%). Respondents that estimated the trade unions' role with the rates lower than or equal to 5 (34%) most frequently estimated their role with the rate of 5 (17%).



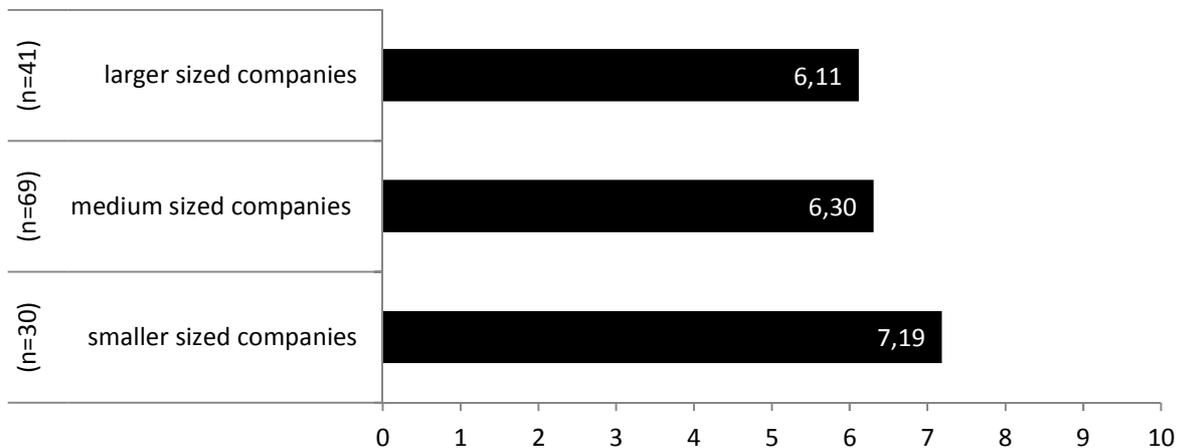
Picture 11: The estimations of the trade unions' role in the company (How do you estimate the trade union's role in the company?) (all countries; n=184)

As presented in the picture below, the Macedonian respondents estimated the trade unions' role with the highest rates (6.85); these estimations are slightly lower among Montenegrin companies (6.14), while the Serbian respondents estimated the trade unions' role with the significantly lower rate (4.89), which is more than one whole grade in comparison with the companies from other countries.



Picture 12: The estimations of the trade unions' role in the company (How do you estimate the trade union's role in the company?), (by country; n=184)

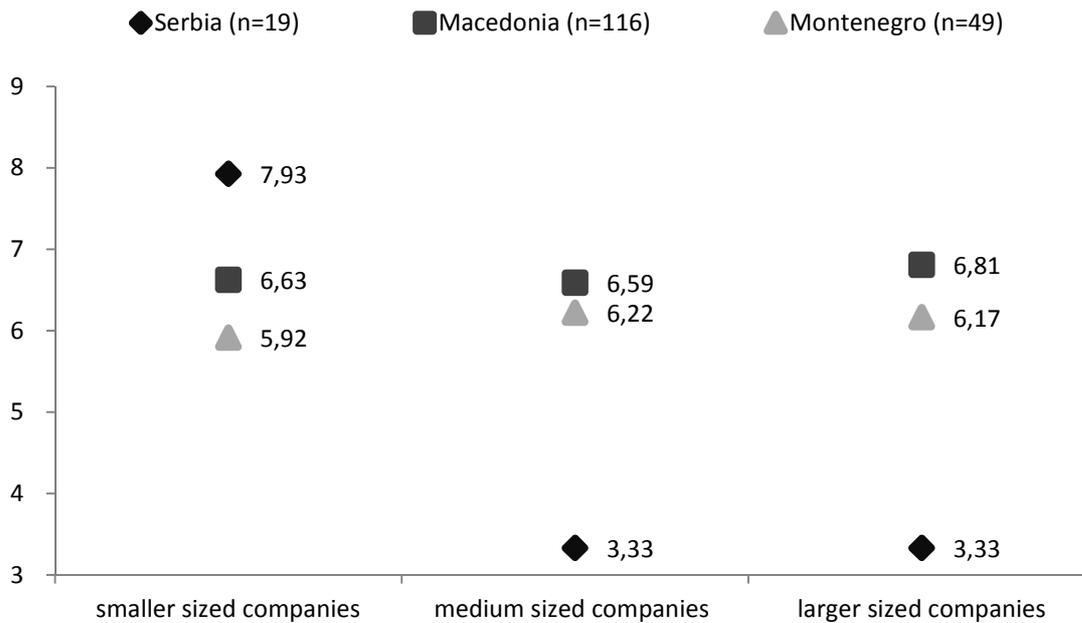
The larger the company, the higher the trade unions' role estimation. The trade unions' role estimation among smaller sized companies (7.19) is therefore higher than among medium (6.30) and larger sized companies (6.11).



Picture 13: The estimations of the trade unions' role in the company (How do you estimate the trade union's role in the company?), regarding the size of the company (all countries; n=140)

As presented in the picture below, the segment of the smaller sized Serbian companies estimated the trade unions' role with the highest rate (7.93), but with the lowest rate within medium and larger sized companies (both 3.33). However, the numerus of the Serbian respondents is very small, so results must be considered as not completely reliable.

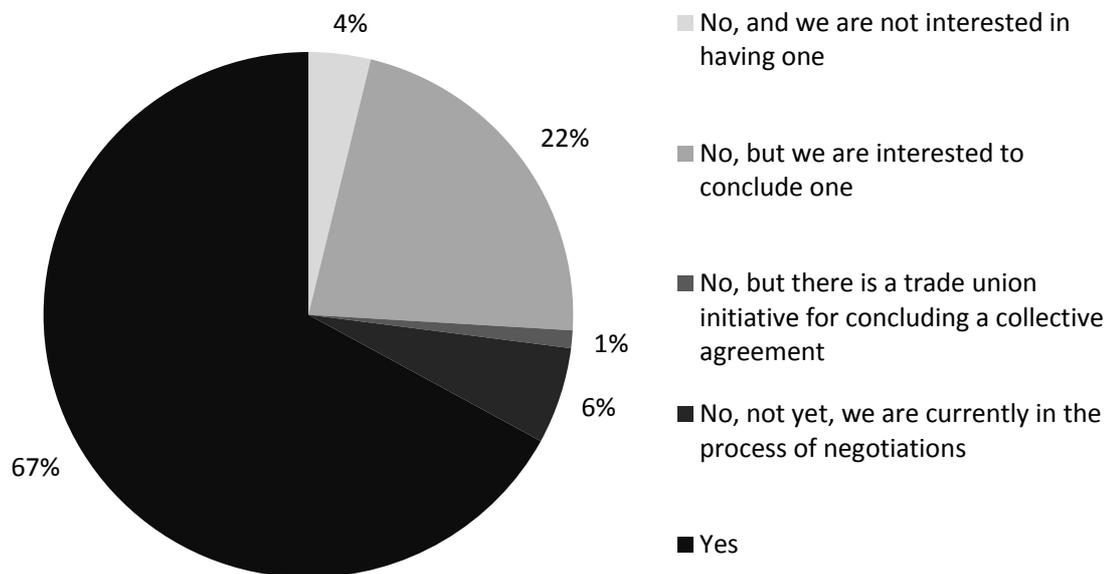
Macedonian and Montenegrin trade unions' role rates are distributed conversely – Macedonian role rate is the lowest among medium sized companies, where Montenegrin role rate reaches the maximum.



Picture 14: The estimations of the trade unions' role in the company (How do you estimate the trade union's role in the company?) (regarding the size of the company and by country; n=184)

THE COLLECTIVE AGREEMENT

Companies with trade unions established were also asked about the collective agreement concluded at the company level. There were four possible explanations available as answers, represented in the picture below.



Picture 15: Collective agreement at the company level (Do you have a Collective agreement concluded at company level?) (all countries; n=185)

As presented in the picture above, 76% of the companies which have trade unions stated that they also have concluded collective agreement. The rest of the companies claimed that they do not have a collective agreement yet, but are currently in the process of negotiations (6%) or are either interested to conclude one (22%) or not interested in having one (4%). Only 1% of the companies claimed that there is a trade union initiative for concluding a collective agreement. There are 2,1% of the companies that responded to this question and answered “don’t know”.

Serbian companies have the highest share (84%) of companies that have collective agreement concluded at the company level. The lowest share of such companies is among Macedonian companies (61%), 30% of which are interested to conclude one. The highest share (8%) of companies that are in the process of negotiations is among Macedonian companies. However, the highest share of companies that are not interested in having one is among Montenegrin companies (10%).

| | Serbia (n=19) | Macedonia (n=114) | Montenegro (n=52) |
|---|------------------|----------------------|----------------------|
| No, and we are not interested in having one | 5% | 1% | 10% |
| No, but we are interested to conclude one | 5% | 30% | 12% |
| No, but there is a trade union initiative for concluding a collective agreement | 0% | 1% | 2% |
| No, not yet, we are currently in the process of negotiations | 5% | 8% | 2% |
| Yes | 84% | 61% | 75% |

Picture 16: Collective agreement at the company level (Do you have a Collective agreement concluded at company level?), (by country; n=185)

Regarding the company size, mostly larger sized (72%) and medium sized (71%) companies that have trade unions have also concluded a collective agreement. Less than a half (42%) of the smaller sized companies claimed having a collective agreement concluded. Smaller sized companies are not interested in having one (12%).

Larger sized companies that do not have a collective agreement are either interested in having one (21%) or are in the process of negotiations (8%). The interest for concluding a collective agreement is most widely represented among smaller sized companies (36%).

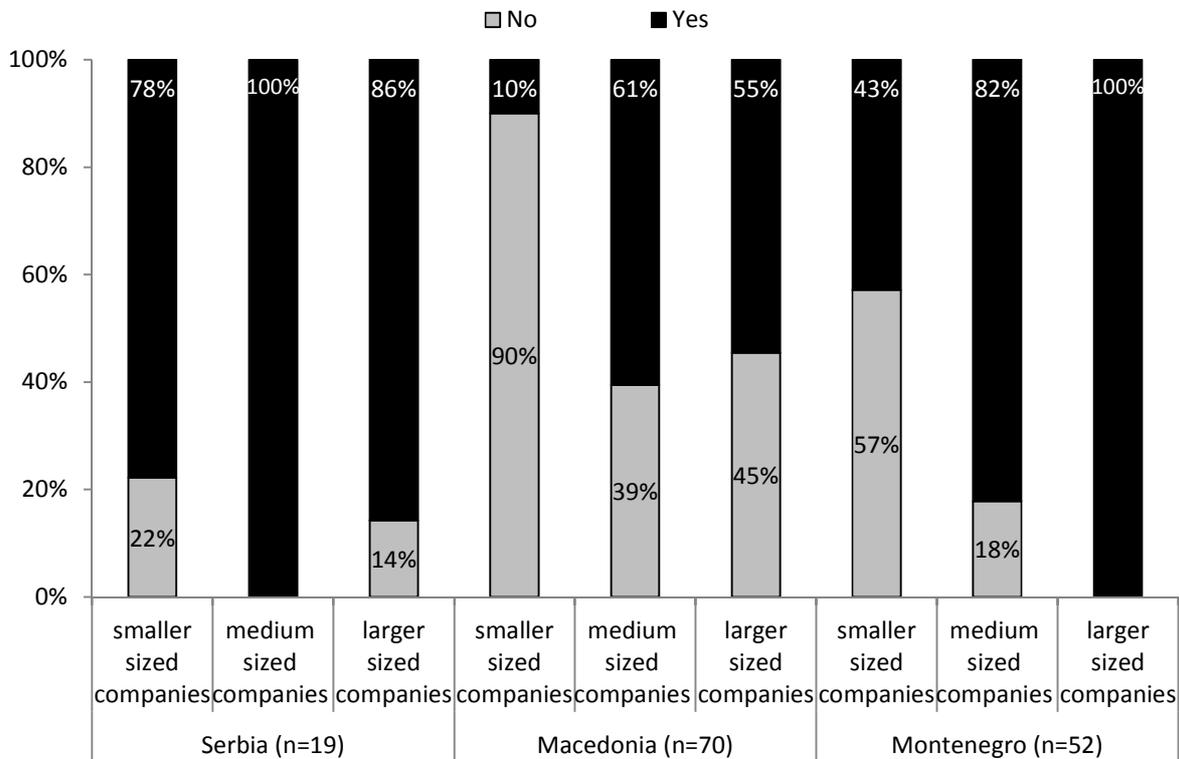
On one hand, the possibility of having a collective agreement concluded increases with the companies' size, but on the other hand, the relation "the smaller the company, the higher the possibility that a company is not interested in having one" applies.

| | smaller sized companies (n=33) | medium sized companies (n=69) | larger sized companies (n=39) |
|---|--------------------------------------|-------------------------------------|-------------------------------------|
| No, and we are not interested in having one | 12% | 4% | 0% |
| No, but we are interested to conclude one | 36% | 19% | 21% |
| No, but there is a trade union initiative for concluding a collective agreement | 3% | 1% | 0% |
| No, not yet, we are currently in the process of negotiations | 6% | 4% | 8% |
| Yes | 42% | 71% | 72% |

Picture 17: Collective agreement at the company level (Do you have a Collective agreement concluded at company level?) (regarding the size of the company; n=141)

The picture below represents results of the same answers but as grouped “No” answers as possible explanations

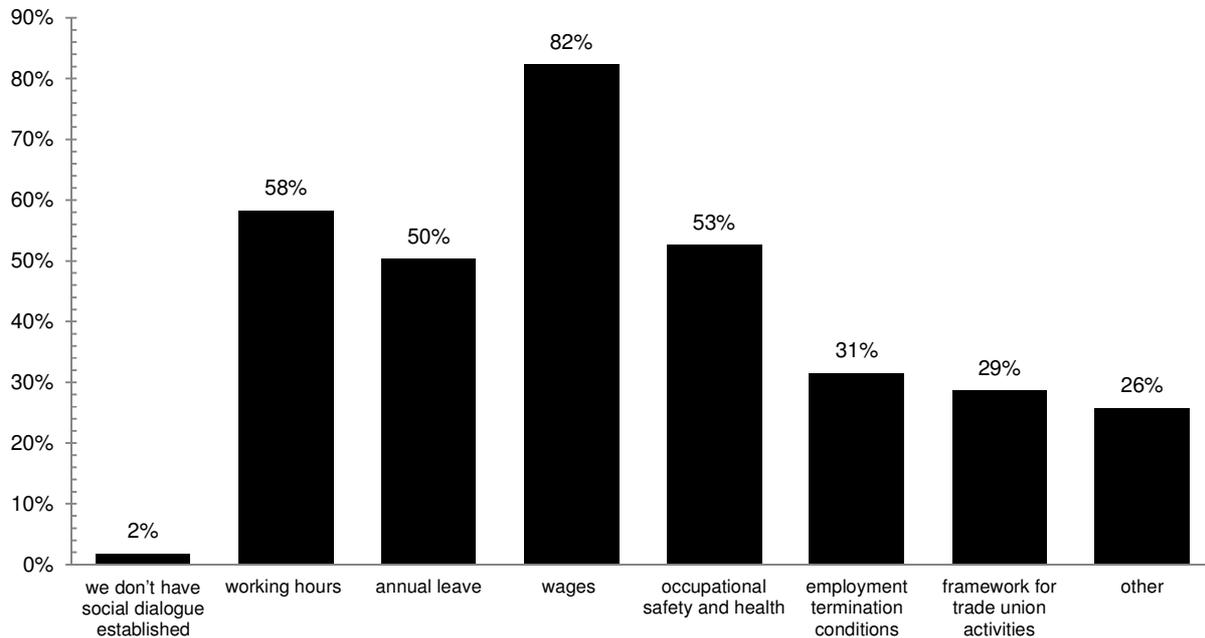
All Montenegrin larger sized companies have a collective agreement concluded and slightly more than a half (55%) of the Macedonian larger sized companies claimed having one, too. The share of the medium sized companies that have a collective agreement concluded is also the lowest among Macedonian companies (61%), but it is the highest (100%) among Serbian medium sized companies. The possibility of having a collective agreement concluded among Montenegrin companies increases with the size of the company. The share of the smaller sized companies that have the collective agreement is the highest among Serbian companies (76%), while Macedonian smaller sized companies have none (90%).



Picture 18: Collective agreement at the company level (Do you have a Collective agreement concluded at company level?) (regarding the size of the company and country; n=141)

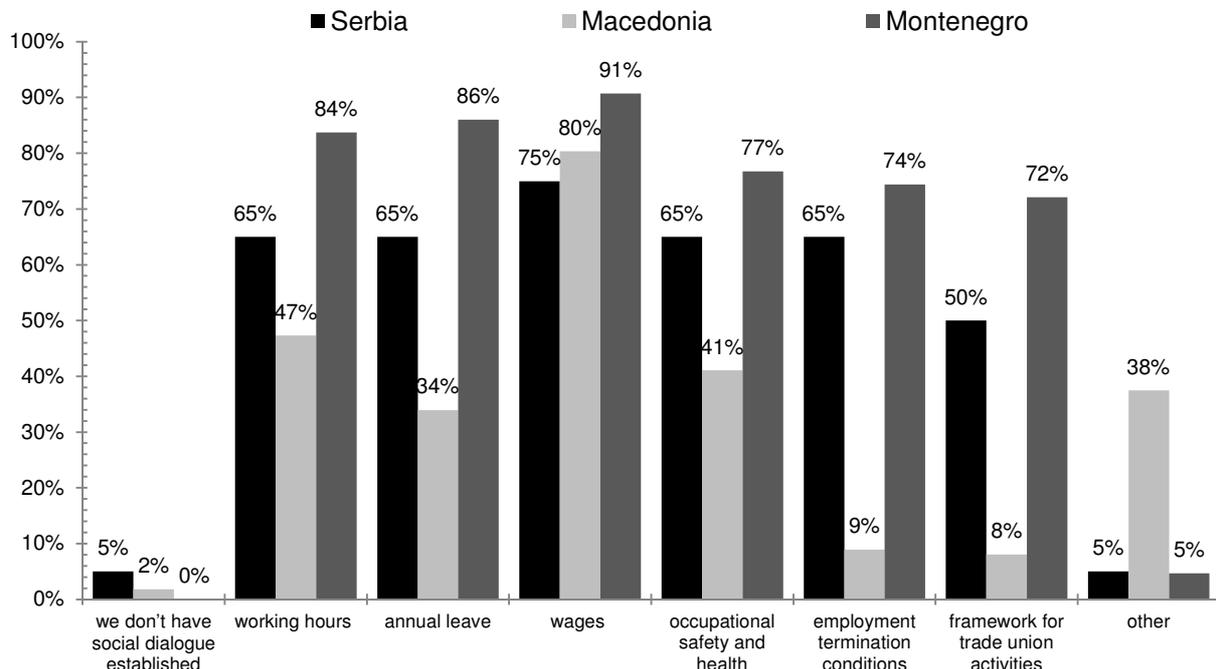
Most common topic in collective agreement is “wages” (82%), but also “working hours” (58%), “occupational safety and health” (53%), and “annual leave” (50%). In less than third of the companies, the collective agreement contained topics, such as as “employment termination conditions” (31%) and “framework for trade union activities” (29%). The share of the companies that have other topics in collective agreement is relatively high (26%). There are also 2% of the companies that have no social dialogue with trade unions.

The sum of the shares exceeds 100%, as multiple responses were available. Also, 5,1% of the respondents answered “don’t know” to this question, and were (as explained in methodology) excluded in the process of interpretation of the results.



Picture 19: The main topics in collective agreement / social dialog with trade unions at the company level (What are main topics in collective agreement / social dialogue (with trade union at company level)?) (all countries; n=175)

The importance of offered topics in collective agreement is different when comparing all countries, however “wages” is the most important topic. The frequency of different topics is the most evenly distributed among Serbian companies where the importance of each varies from 50% of its presence (framework for trade union activities) to 65% (working hours, annual leave, wages, occupational safety and health, employment termination conditions), and has the highest share of 75% (wages). The “working hours” is still very common (84%) topic among Montenegrin companies, but presented in less than half of the Macedonian companies (47%). Similarly, “occupational safety and health” is common among Montenegrin companies (77%), but has low importance among Macedonians (41%). Even greater difference between countries occurs with topic “annual leave” which is the second most important topic for Montenegrin companies (86%), but not really common among Macedonians (34%). Topics “employment termination conditions” and “framework for trade union activities” do not occur often among Macedonian companies. There is also significantly high share of Macedonian companies (38%) that have some other topics in collective agreements.



Picture 20: The main topics in collective agreement / social dialog with trade unions at the company level (What are main topics in collective agreement / social dialogue (with trade union at company level)?) (by country; n=175)

In regard to company size that has concluded collective agreement, the topic of “working hours” is most common among larger sized companies (67%), but similarly common among smaller (60%) and medium sized companies (59%). Similar findings are evident in “annual leaves”, “occupational safety and health” and in “employment termination conditions” which are the most common agreement’s topics among larger sized companies. As already mentioned, the topic “wages” is most important to all companies regardless their size, but it reaches the highest share among larger sized companies (95%). The topic “framework for trade union activities” appears to be significantly more important to larger sized companies (88%) which also have more commonly organized trade unions as medium sized (35%) and smaller sized (8%) companies.

The larger the company, the greater the possibilities of offered topics that appear in the social dialogue.

| | smaller sized companies (n=25) | medium sized companies (n=69) | larger sized companies (n=39) |
|---|--------------------------------------|-------------------------------------|-------------------------------------|
| we don't have social dialogue established | 0% | 0% | 3% |
| working hours | 60% | 59% | 67% |
| annual leave | 52% | 49% | 62% |
| wages | 84% | 77% | 95% |
| occupational safety and health | 56% | 52% | 59% |
| employment termination conditions | 32% | 33% | 44% |
| framework for trade union activities | 8% | 35% | 88% |
| other | 12% | 25% | 23% |

**Picture 21: The main topics in collective agreement / social dialog with trade unions at the company level
(What are main topics in collective agreement / social dialogue (with trade union at company level)?)
(regarding the size of the company; n=133)**

Considering the company size, “wages” is the most common topic of smaller sized companies, but most important to the Macedonian companies, as all of them claimed having it in a social dialogue. On the other hand, there is only 63% Serbian companies with “wages” as main topic in collective agreement. Among Serbian and Montenegrin smaller sized companies, “wages” and “working hours” have the same importance, which is not that common among Macedonian companies (40%). Significant difference appears to be within a topic “employment termination conditions”, which was chosen by at least half of the Serbian and Montenegrin companies, but none by Macedonian companies.

“Wages” is also the most common topic among medium sized companies, but it is standing out only among Macedonian companies, while other topics reach similar importance to “wages” among Serbian and Montenegrin medium sized companies. The latter also have evenly distributed topics, but as the Serbian survey sample contains a small number of respondents, the results are not completely reliable.

The results are similar among larger sized companies as well. “Wages” is significantly more important than other topics among Macedonian larger sized companies (95%); and it is one of the most important topics among Serbian and Montenegrin companies as well. Offered topics appear to be similarly important among Serbian larger sized companies with the

exception of “framework for trade union activities” which is not important at all (1%). The latter topic has a high frequency among Montenegrin larger sized companies (90%), but low among Macedonian companies (14%). The Macedonian companies also have a relatively high share of other, undefined topics included in the social dialogue.

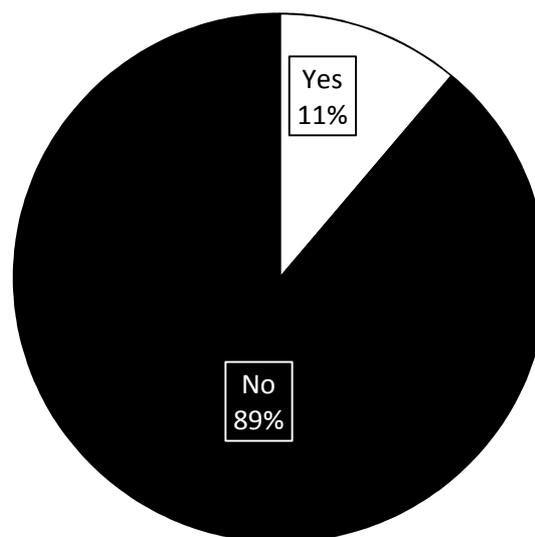
| | | % smaller sized companies (n=25) | % medium sized (n=69) | % larger sized companies (n=39) |
|------------|---|-------------------------------------|--------------------------|------------------------------------|
| Serbia | we don't have social dialogue established | 0 | 0 | 13 |
| | working hours | 63 | 75 | 63 |
| | annual leave | 38 | 75 | 88 |
| | wages | 63 | 75 | 88 |
| | occupational safety and health | 50 | 75 | 75 |
| | employment termination conditions | 50 | 75 | 75 |
| | framework for trade union activities | 0 | 75 | 1 |
| | other | 13 | 0 | 0 |
| Macedonia | we don't have social dialogue established | 0 | 0 | 0 |
| | working hours | 40 | 41 | 62 |
| | annual leave | 50 | 21 | 38 |
| | wages | 100 | 69 | 95 |
| | occupational safety and health | 60 | 33 | 38 |
| | employment termination conditions | 0 | 0 | 14 |
| | framework for trade union activities | 0 | 3 | 5 |
| | other | 20 | 41 | 38 |
| Montenegro | we don't have social dialogue established | 0 | 0 | 0 |
| | working hours | 86 | 85 | 80 |
| | annual leave | 71 | 88 | 90 |
| | wages | 86 | 88 | 100 |
| | occupational safety and health | 57 | 77 | 90 |
| | employment termination conditions | 57 | 77 | 80 |
| | framework for trade union activities | 29 | 77 | 90 |
| | other | 0 | 4 | 10 |

**Picture 22: The main topics in collective agreement / social dialog with trade unions at the company level
(What are main topics in collective agreement / social dialogue (with trade union at company level)?
(regarding the size of the company and country; n=133)**

WORKS COUNCILS

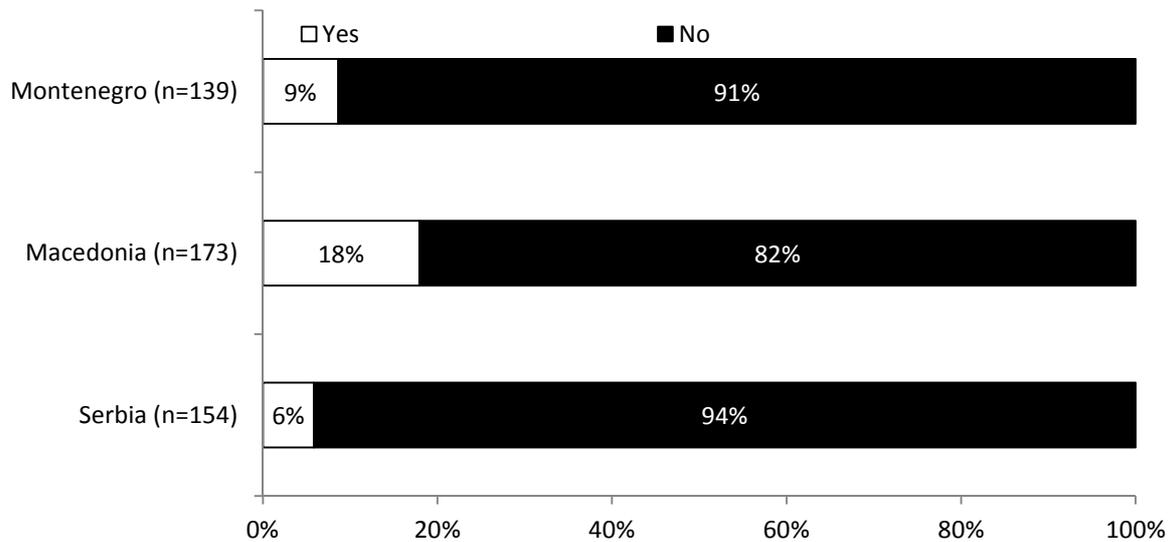
The third part of the analysis focuses on the presence of the works councils at the company level and their role in the social dialog within companies which are organized in such a way. This part also includes selective question *Do you have Works council organized at company level?* which provided answers of all participants on subject of having trade unions or not. If a respondent answered that there is a works council organized at the company level, they were again asked three more questions related to the works councils function.

Most of the companies do not have organized works councils at the company level (89%). Only 11% of all respondents within three countries stated that they have organized works councils. Complete analysis in this chapter needs to be interpreted with caution, because there was only small amount of companies included in this part of the analysis.



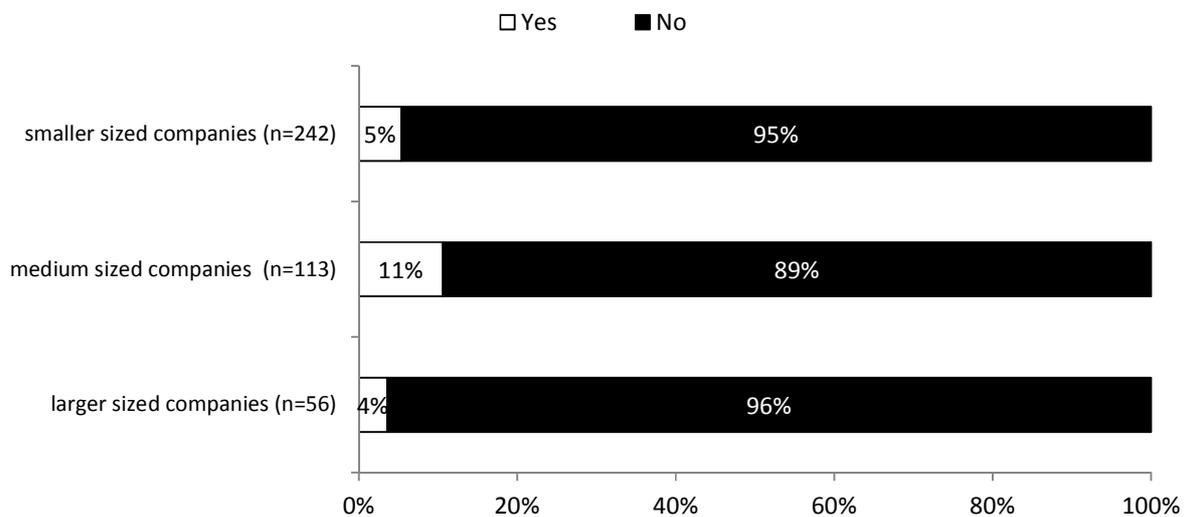
Picture 23: Works council organized at the company level (Do you have Works council organized at company level?) (all countries; n=466)

The share of organized works councils (18%) is the highest among Macedonian companies, even though this share is still very low. Montenegrin (9%) and Serbian (6%) companies have very small shares of organized works councils.



Picture 24: Works council organized at the company level (Do you have Works council organized at company level?) (by country; n=466)

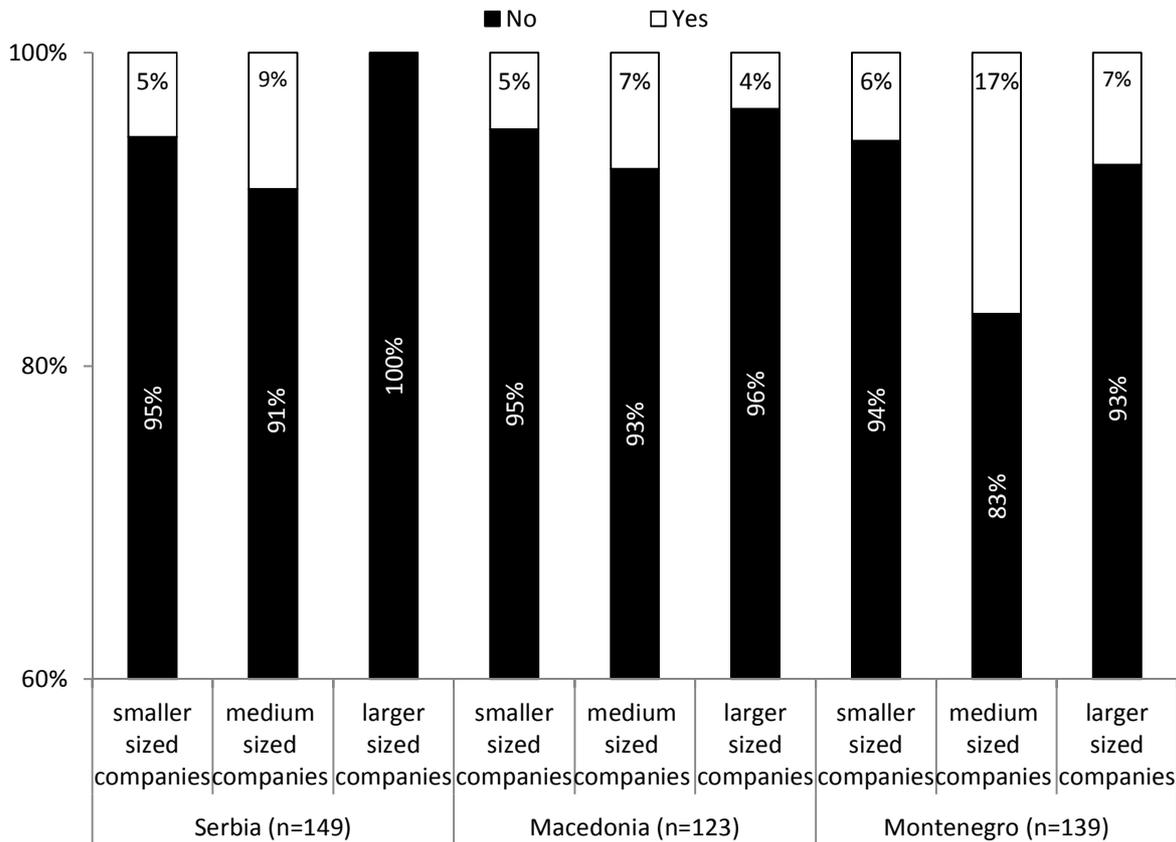
Works councils appear to be slightly more significant for medium sized companies (11%) than for smaller sized (5%) and even more for larger sized companies (4%).



Picture 25: Works council organized at the company level (Do you have Works council organized at company level?) (regarding the size of the company; n=411)

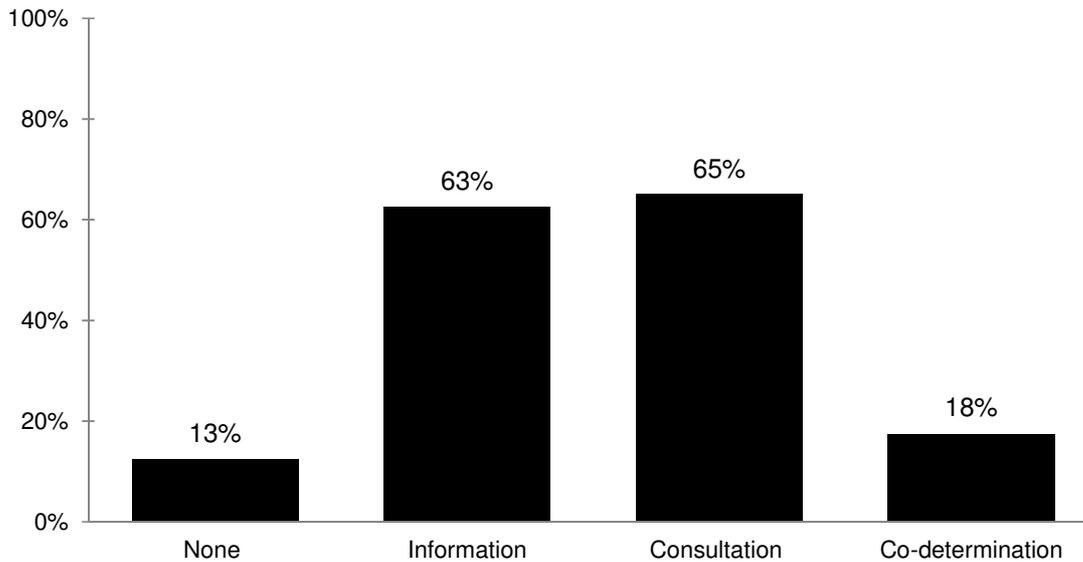
The share of organized works councils (17%) is the highest among Montenegrin medium sized companies, while Serbian larger sized companies have no works council at all. Serbian

medium sized companies are the second largest group by the organization of works council (9%). The shares of companies which have organized works council varies from only 4% to 7%.



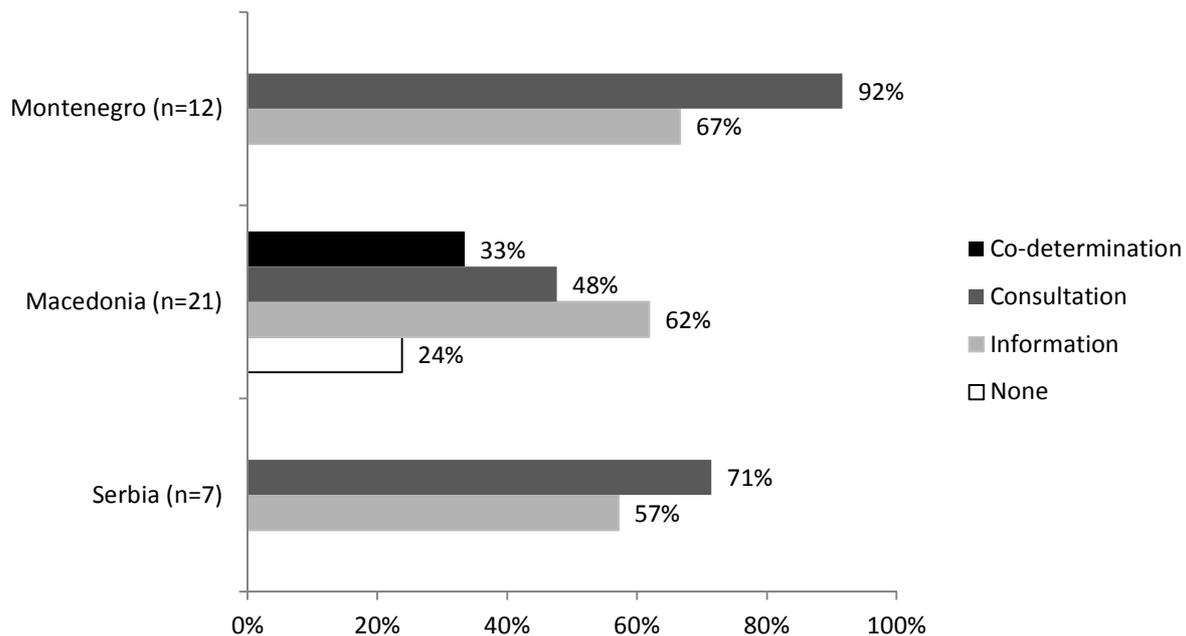
Picture 26: Works council organized at the company level (Do you have Works council organized at company level?) (regarding the size of the company and country; n=411)

What is the works council's role in a decision making process in the companies? The most common role is consultation (65%), but also the role of information is fairly common (63%). Co-determination seems to have a marginal role. The picture below suggests that the works councils however have some roles in decision making process, since a small share (13%) of the companies have chosen the answer "none". Also, more than 15% of the companies provided "don't know" as an answer to this question, which shows that in each country there is a lack of information about role and purpose of the works councils.



Picture 27: Works council's role in decision making in the company (What is the Works council's role in decision making in your company?) (all countries; n=40)

The consultation role is of the highest importance among Montenegrin companies (92%), and is also very important among Serbian companies (71%), but has relatively low importance among Macedonian (48%) companies – almost half lower than among Montenegrins. Compared to other roles, the information role is most evenly distributed among countries and has the lowest importance among Serbian companies (57%), and is the highest among Montenegrins (67%). Significant differences occur in the role of co-determination which is not important for Montenegrin and Serbian companies at all, but has a significantly more important role for Macedonian companies (33%), even though this is the least important role for the latter. Macedonian companies were also the only one which claimed the works council has no role in decision making process in the company (24%).

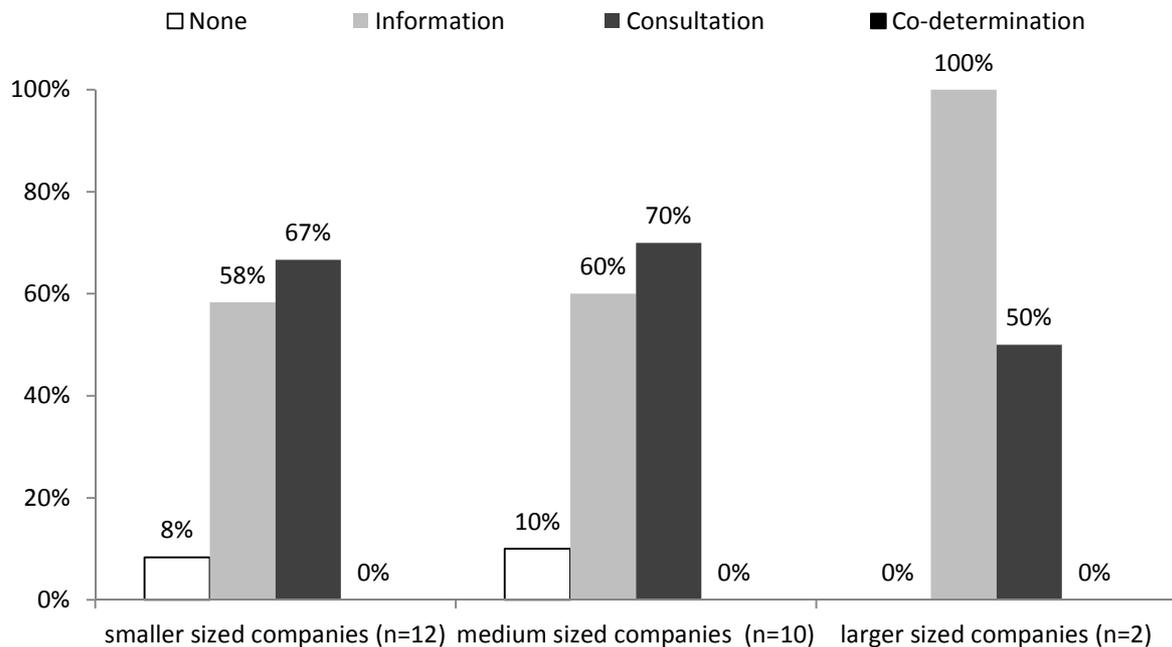


Picture 28: Works council's role in decision making in the company (What is the Works council's role in decision making in your company?) (by country; n=40)

Regarding the size of the companies, more than two thirds (67%) of the smaller sized companies have chosen the role of consultation as main works councils' decision making role, which is slightly more relevant role than the role of information (58%). The importance of the role of information increases with the size of the company and reaches 100% incidence among larger sized companies. The numerus is very small, so reliability of results must be read with caution. The role of consultation is otherwise the most important among medium sized companies (70%), but the least important among larger sized companies (50%).

As some of the respondents did not indicate the number of employees in their companies, it is impossible to define which size of companies is characterized by the role of co-determination.

The smaller sized (8%) and medium sized (10%) companies stated that works council plays no role in decision making process, which was more often than larger sized companies where this option was not selected at all.



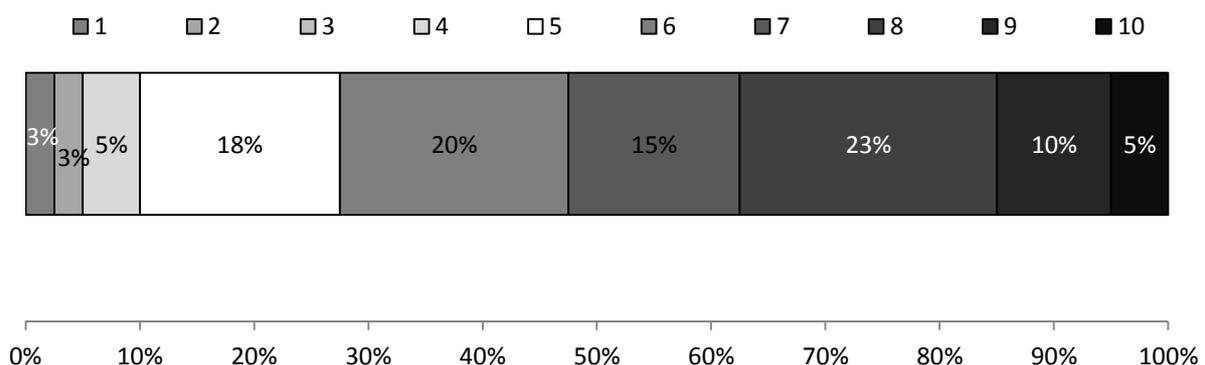
Picture 29: Works council's role in decision making in the company (What is the Works council's role in decision making in your company?) (by country; n=24)

According to the size of the company, the roles of information and consultation have higher importance among Montenegrin smaller sized companies (80% each), but no importance among Macedonian smaller sized companies. The role of information is also significantly more important among Serbian medium sized companies (100%) than among Macedonian (67%) and Montenegrin (50%), while the role of consultation reaches 100% presence among Serbian and Montenegrin medium sized companies, but has no role among Macedonian medium sized companies.

| | | smaller sized companies (n=12) | medium sized companies (n=10) | larger sized companies (n=2) |
|------------|------------------|-----------------------------------|----------------------------------|---------------------------------|
| Serbia | None | 0% | 0% | |
| | Information | 50% | 100% | |
| | Consultation | 67% | 100% | |
| | Co-determination | 0% | 0% | |
| Macedonia | None | 100% | 33% | 0% |
| | Information | 0% | 67% | 100% |
| | Consultation | 0% | 0% | 0% |
| | Co-determination | 0% | 0% | 0% |
| Montenegro | None | 0% | 0% | 0% |
| | Information | 80% | 50% | 100% |
| | Consultation | 80% | 100% | 100% |
| | Co-determination | 0% | 0% | 0% |

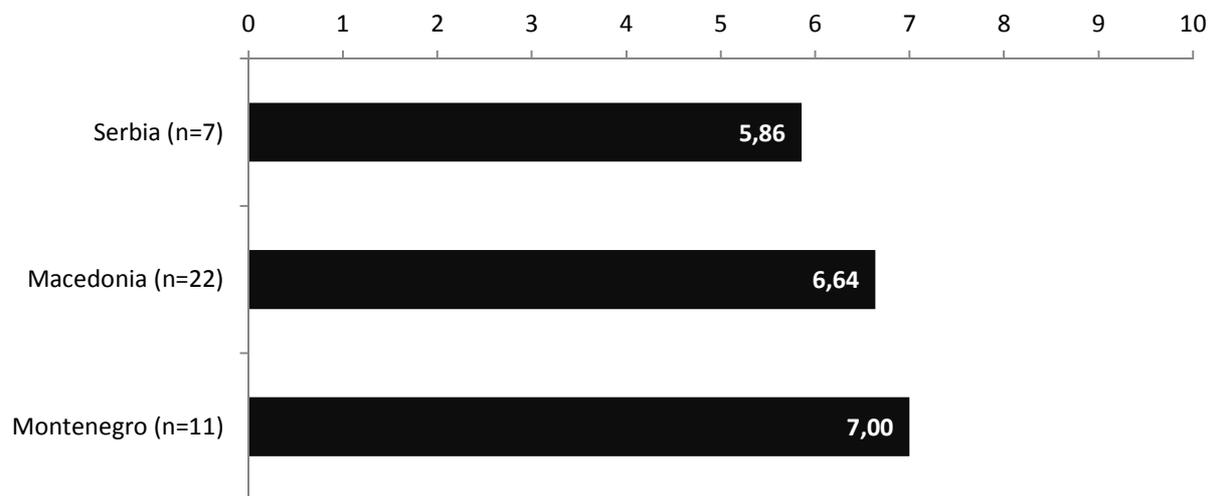
Picture 30: Works council's role in decision making in the company (What is the Works council's role in decision making in your company?) (regarding the size of the company and by country; n=24)

The average rate of trade unions' role is 6.60 on 10-level scale. Almost three quarters (73%) of respondents estimated the trade unions' role with the rate higher than or equal to 6. Those respondents most frequently estimated the trade unions' role with the rates of 8 (23%) and 6 (20%). The respondents who estimated the trade unions' role with the rates lower or equal to 5 (28%) most frequently estimated their role with the rate of 5 (18%).



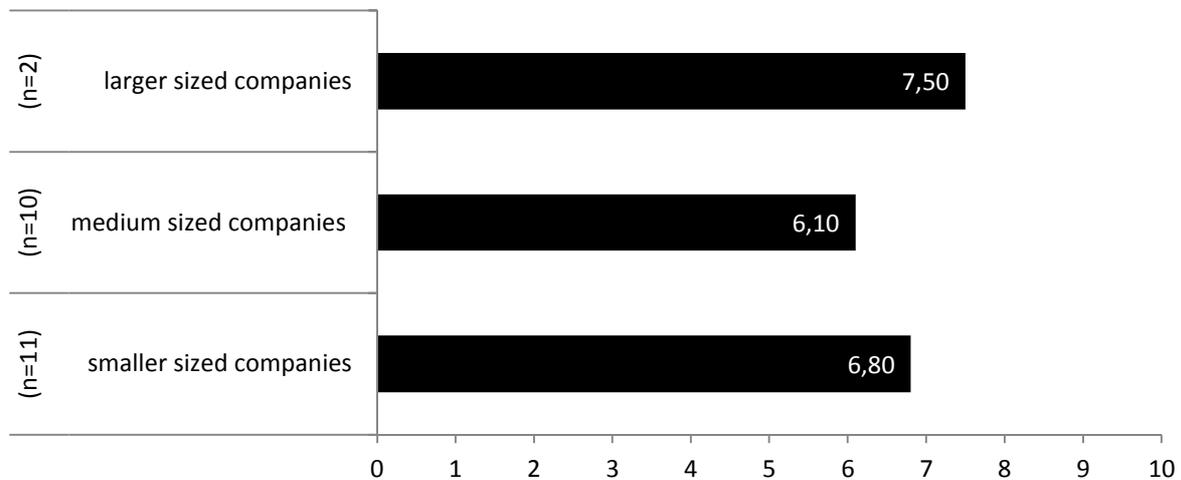
Picture 31: Works council's role in the company (How do you estimate the Works council's role in the company?) (all countries; n=40)

As presented in the picture below, the Montenegrin respondents estimated the trade unions' role with the highest rates (7.00); this estimations are slightly lower among Macedonian companies (6.46) while Serbian respondents estimated the trade union's role with the lowest rate (5.86).



Picture 32: Works council's role in the company (How do you estimate the Works council's role in the company?) (by country; n=40)

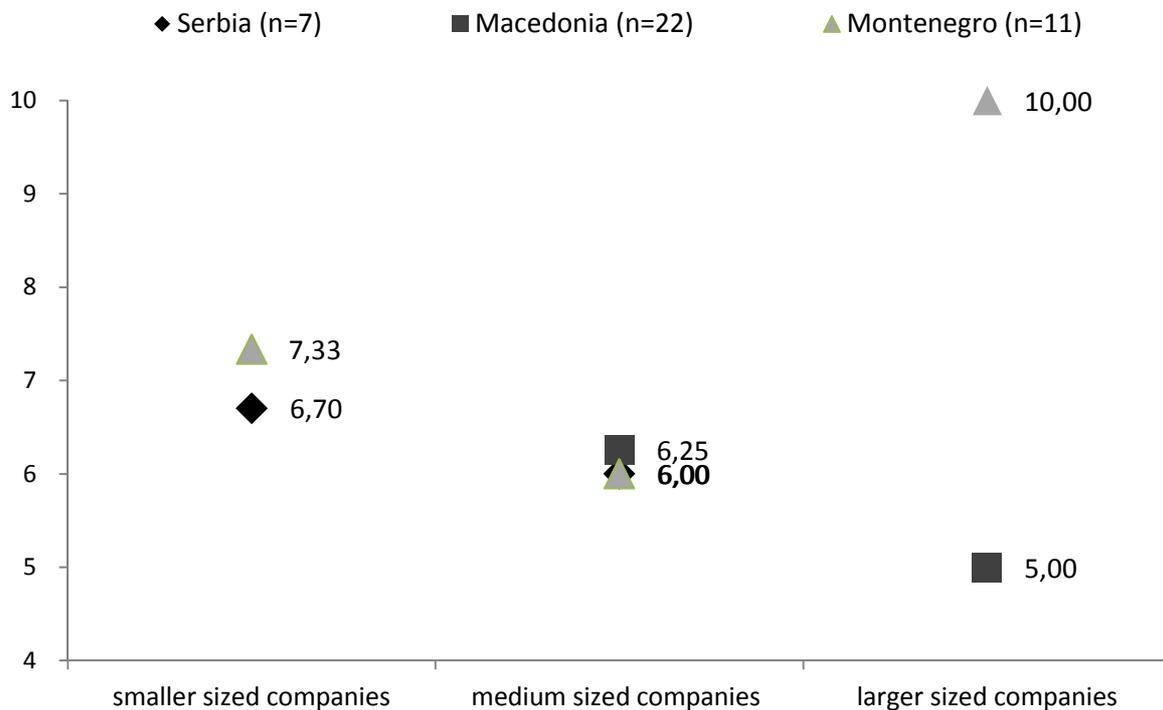
The picture below represents the average works council's role rate regarding the size of the company. The average role rate among larger sized companies (7.50) is the highest while it is the lowest among medium sized companies (6.10). The average role rate among smaller sized companies (6.80) is for the same rate (0.7) lower than among larger sized companies, and higher than among medium sized companies.



Picture 33: Works council's role in the company (How do you estimate the Works council's role in the company?) (regarding the size of the company; n=23)

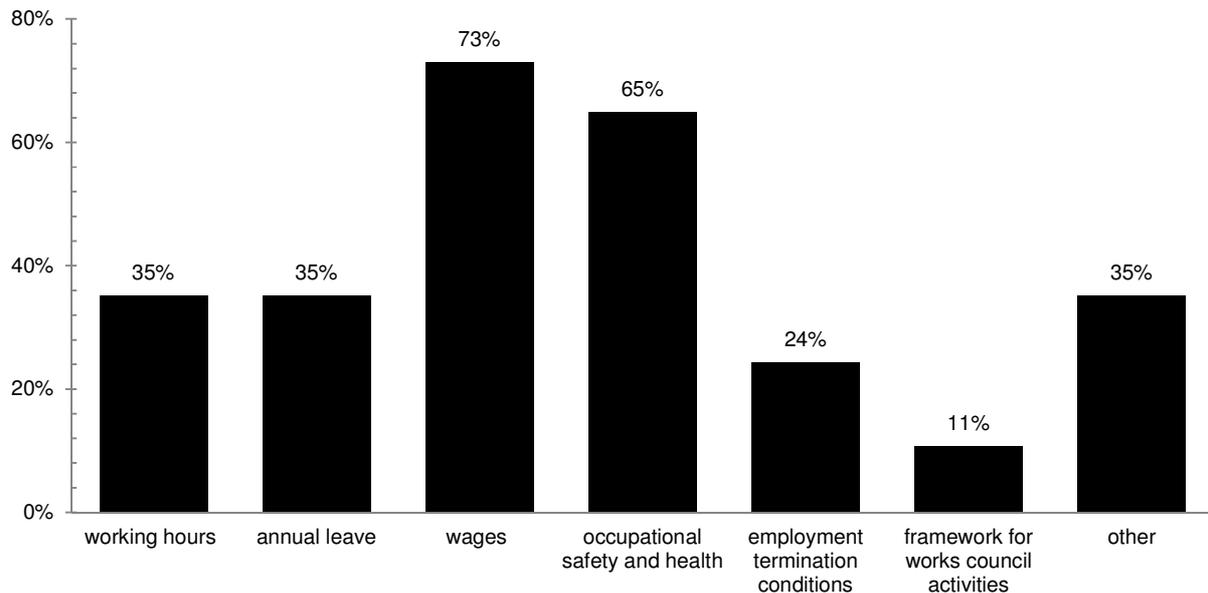
Montenegrin companies estimated the works council's role with the highest rate among smaller sized companies (7.33). Medium sized companies rated it similarly, but works council's role among Macedonian companies is slightly higher (6.25) than among Serbian and Montenegrins (both 6.00). The biggest difference occurs among rates of Macedonian and Montenegrin larger sized companies where Montenegrin companies made estimations with the highest possible rate (10.00) and Macedonian with the rate 5.0.

However, the numerus of respondents answering this question is very small, so results must be considered as not completely reliable (i.e. in case of Montenegro this is an answer of only one large company).



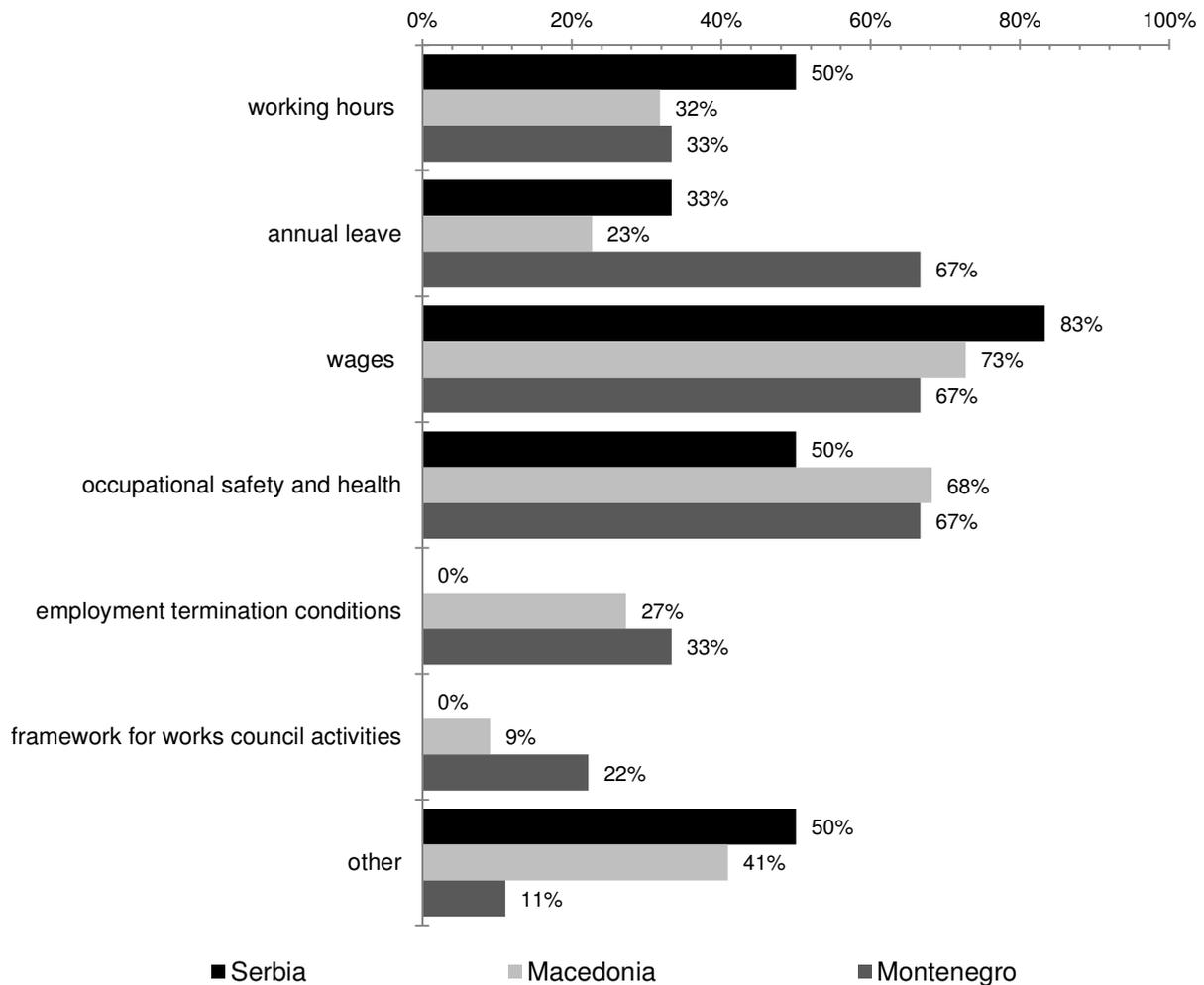
Picture 34: Works council's role in the company (How do you estimate the Works council's role in the company?) (regarding the size of the company and country; n=23)

The main topics of dialogue within works council are presented in the picture below. The most common topic (73%) is “wages”, but also high share of the companies (65%) claimed “occupational safety and health” is the topic of dialogue with the works councils. The topics “working hours” and “annual leave” are represented in the share of 35%; respondents also stated that there are some other forms of social dialogue (35%). The least common topics appear to be “employment termination conditions” (24%) and “framework for works council activities” (11%).



Picture 35: The main topics of dialogue with works council (What are the main topics of dialogue with works council?) (all countries; n=37)

The topic “wages” is the most common topic of works councils’ dialogue among all included countries, but has the highest share of frequency among Serbian companies (83%). The difference arises in the topic “occupational safety and health” which is common topic among Macedonian (68%) and Montenegrin (67%) companies, but only every second Serbian company claimed to have it in a dialogue. The opposite situation is within the “working hours” where half of the Serbian companies (50%) contain it in a dialogue while this share is lower among Macedonian (32%) and Montenegrin (33%) companies. The biggest difference occurs within “annual leave” which is one of the most common topics among Montenegrin companies (67%), but has low importance among Serbian (33%) and Macedonian (23%) companies.



Picture 36: The main topics of dialogue with works council (What are the main topics of dialogue with works council?) (by country; n=37)

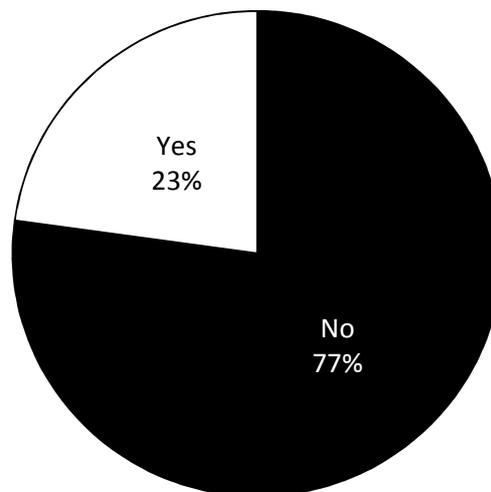
“Wages” is the most common topic among smaller sized companies (78%); “annual leave” is important as well, but with a significantly lower share (44%). The rest of the topics are not that common. Medium sized companies seem to have different priorities – “occupational safety and health” is contained in a dialogue with the highest share (70%) and “wages”, which makes a high importance among all groups, occurs in 50%. Larger sized companies in addition to the wages contained topics “working hours” and “occupational safety and health”, all in 100%.

| | smaller sized companies (n=9) | medium sized companies (n=10) | larger sized companies (n=2) |
|--|----------------------------------|----------------------------------|---------------------------------|
| working hours | 33% | 40% | 100% |
| annual leave | 44% | 40% | 50% |
| wages | 78% | 50% | 100% |
| occupational safety and health | 33% | 70% | 100% |
| employment termination conditions | 11% | 20% | 50% |
| framework for works council activities | 0% | 10% | 50% |
| other | 33% | 10% | 0% |

Picture 37: The main topics of dialogue with works council (What are the main topics of dialogue with works council?) (regarding the size of the company; n=21)

The question *Are there any other forms of social dialogue in your company?* has been posed to all the respondents regardless of them having trade unions and works councils or not.

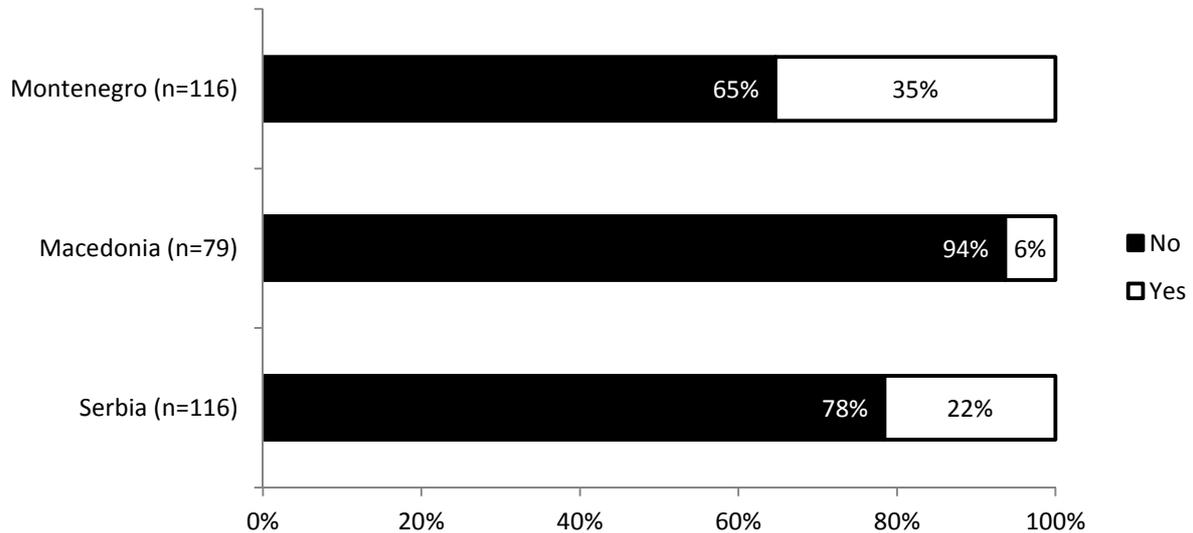
As shown in the picture below, most companies do not have any other form of social dialogue (77%).



Picture 38: Other forms of social dialogue (Are there other forms of social dialogue in your company?) (all countries; n=311)

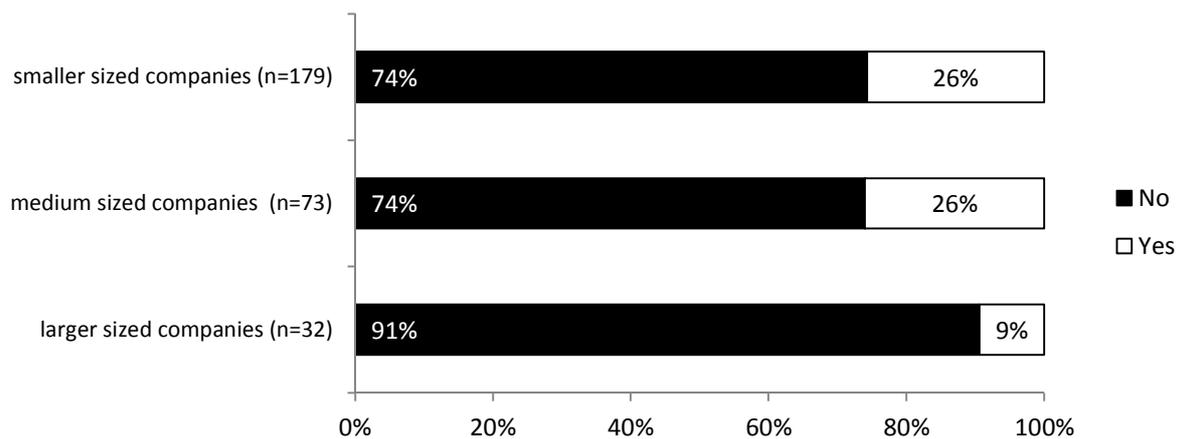
As presented in the picture below, there are significant differences among countries according to whether their companies have some other forms of social dialogue: Montenegrin companies claimed having other forms of the dialog in the highest share (35%)

while there are only few Macedonian companies (6%) that have it. Other forms of social dialogue are present in Serbian companies (22%).



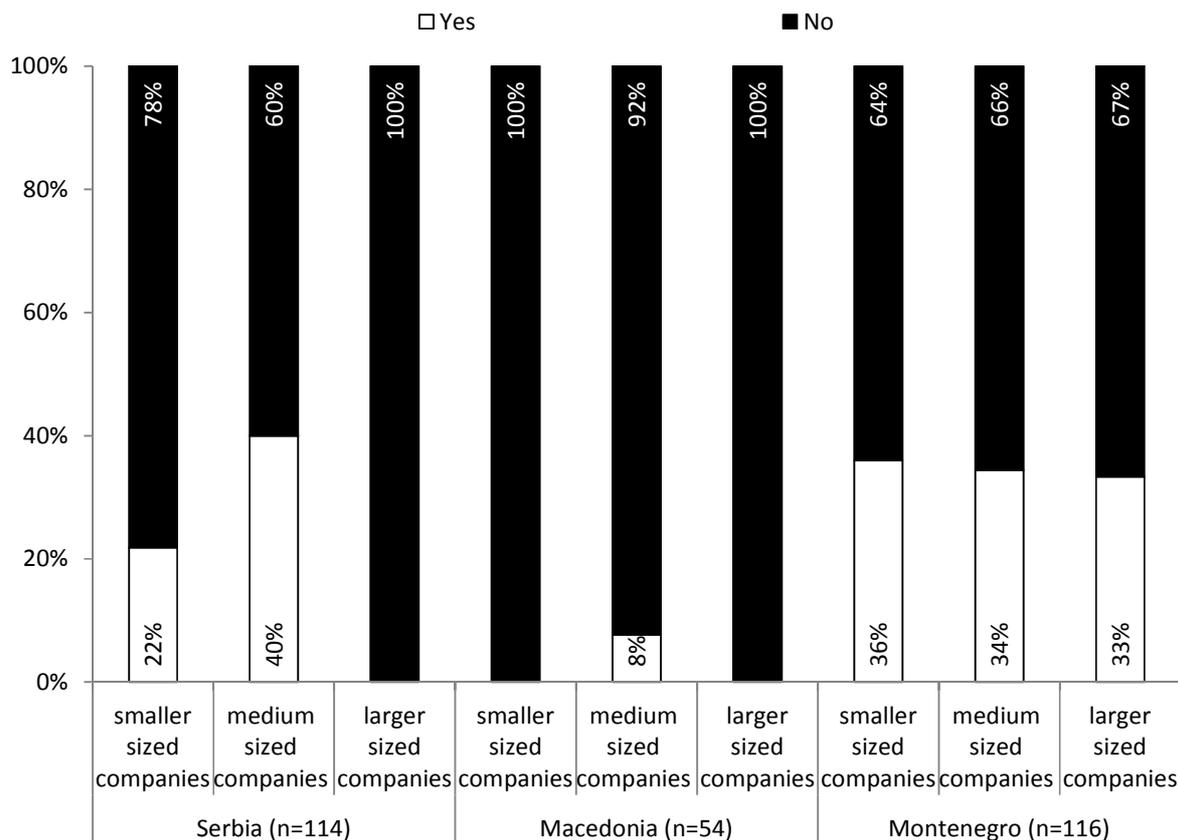
Picture 39: Other forms of social dialogue (Are there other forms of social dialogue in your company?) (by country; n=311)

Regarding the company size, there are no differences between smaller and medium sized companies while both claimed to have other forms of social dialogue (26%) – the share is significantly lower among larger sized companies (9%).



Picture 40: Other forms of social dialogue (Are there other forms of social dialogue in your company?) (regarding the size of the company; n=284)

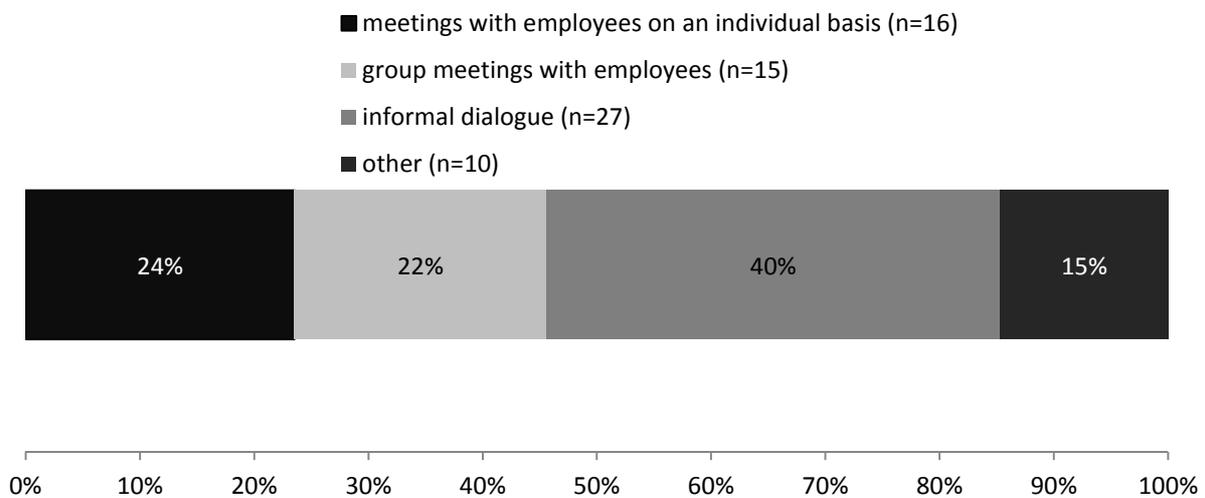
Montenegrin smaller sized companies claimed to have some other forms of social dialogue in the highest share (36%) comparing to the smaller sized companies from Serbia (22%) and Macedonia (0%). The Montenegrin larger sized companies are the only ones of such a size which claimed having other forms of social dialogue (33%).



Picture 41: Other forms of social dialogue (Are there other forms of social dialogue in your company?) (regarding the size of the company and country; n=284)

If respondent answered that the company has some other form of social dialogue (23%), they were asked which forms these are.

The open answers were classified into 4 groups, presented in the picture below:



Picture 42: Other forms of social dialogue (Are there other forms of social dialogue in your company?) (all countries; n=68)

The most common form of social dialogue is informal dialogue (40%), but also meetings with employees on an individual basis (24%) and group meetings with employees on an individual basis (22%) appear to be fairly common. The unclassified statements are grouped in the category “other” (15%).

SUGGESTIONS

The key finding of this analysis is that only a small number of companies has trade union or works council established at the company level. As the number is so small, the results need to be interpreted with caution.

This survey can be upgraded with additional research methods in order to explore the causes of why companies are not so organized. For this purpose the qualitative research methods can be used, such as interview and focus groups, which would contribute to a deeper insight into the situation.