

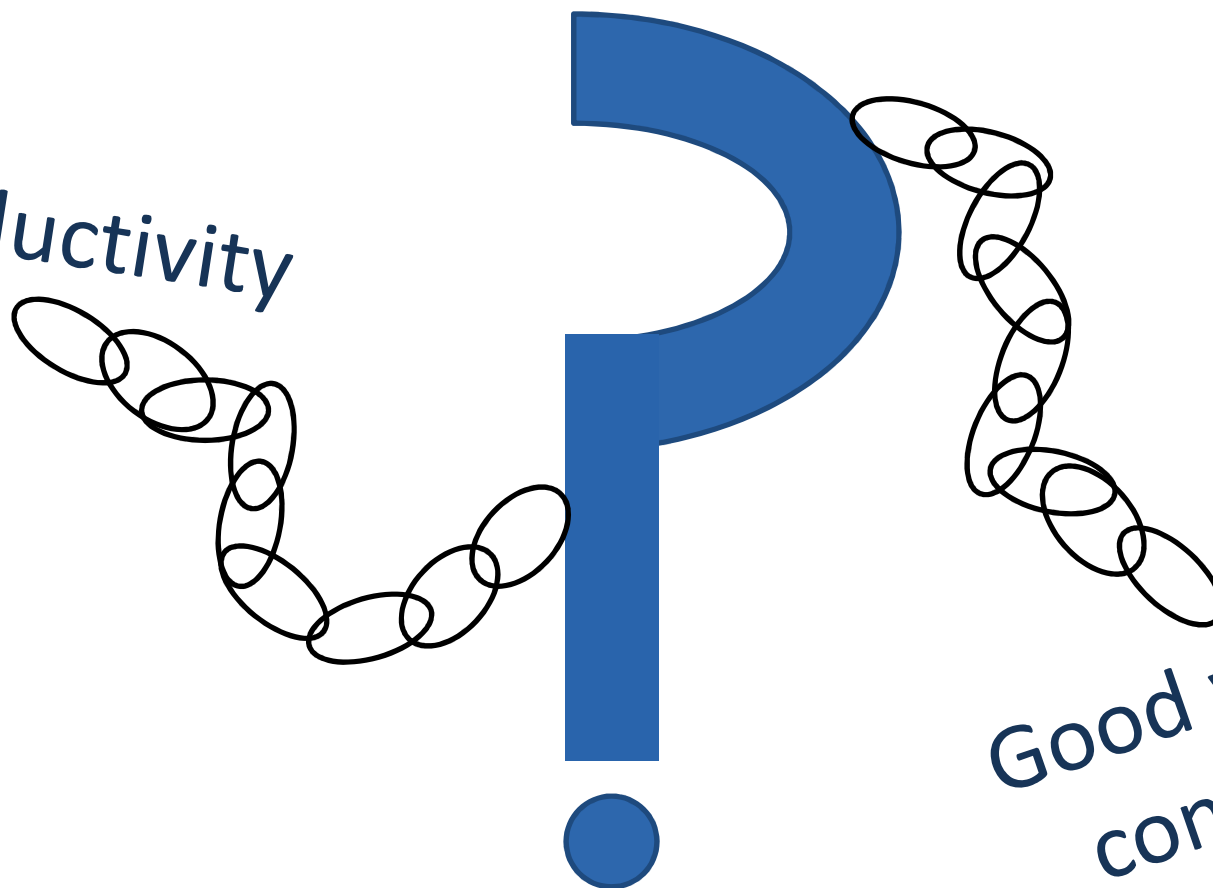


Training course for policy makers
on productivity and working
conditions in SMEs



What is the link?

Productivity

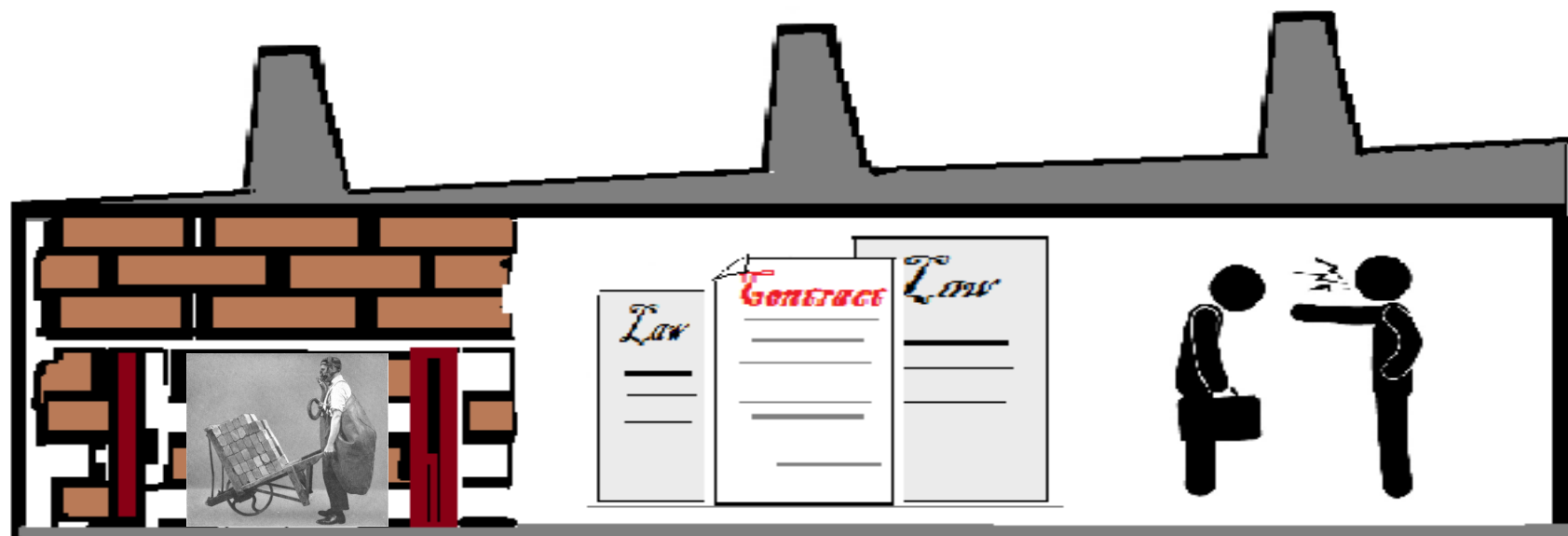


Good working
conditions





3 groups of working conditions



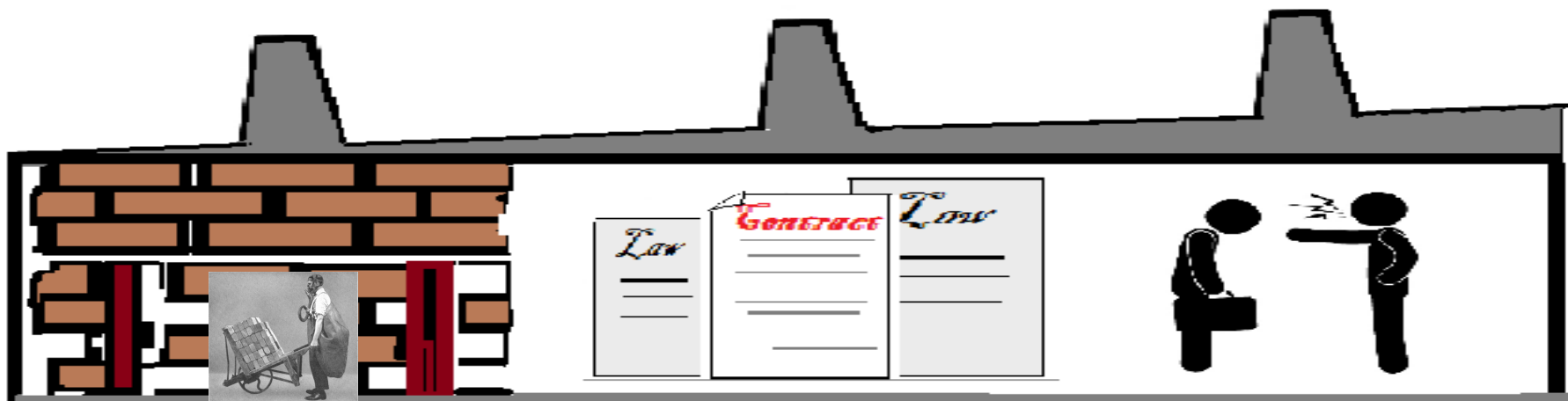
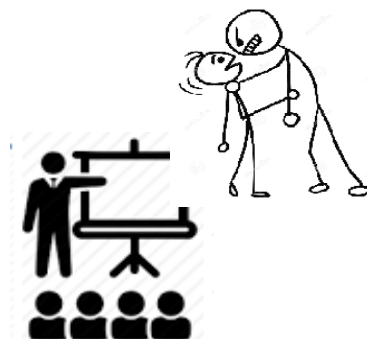
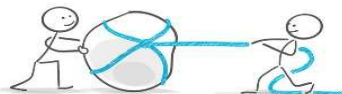
Place

Terms

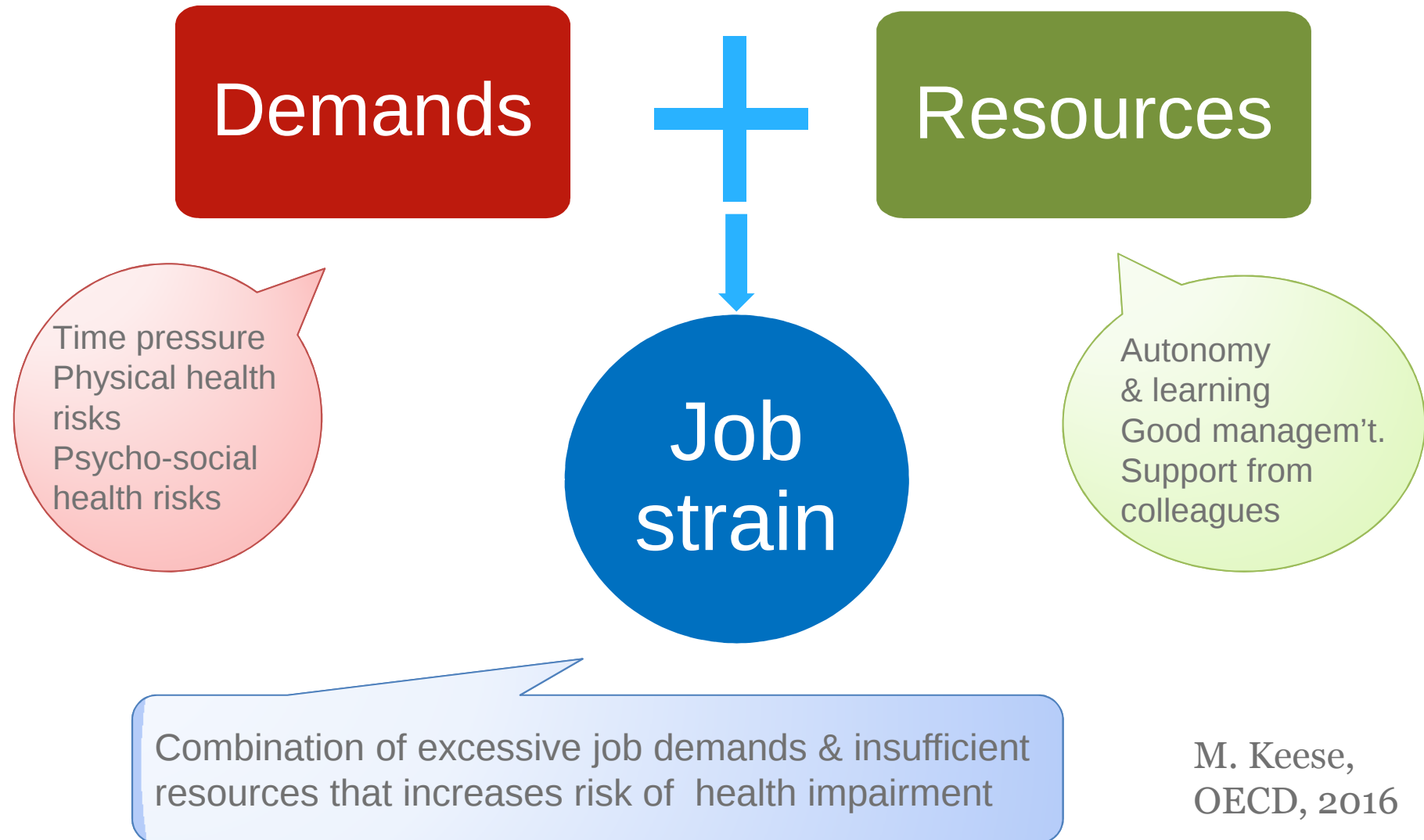
Treatment &
opportunity



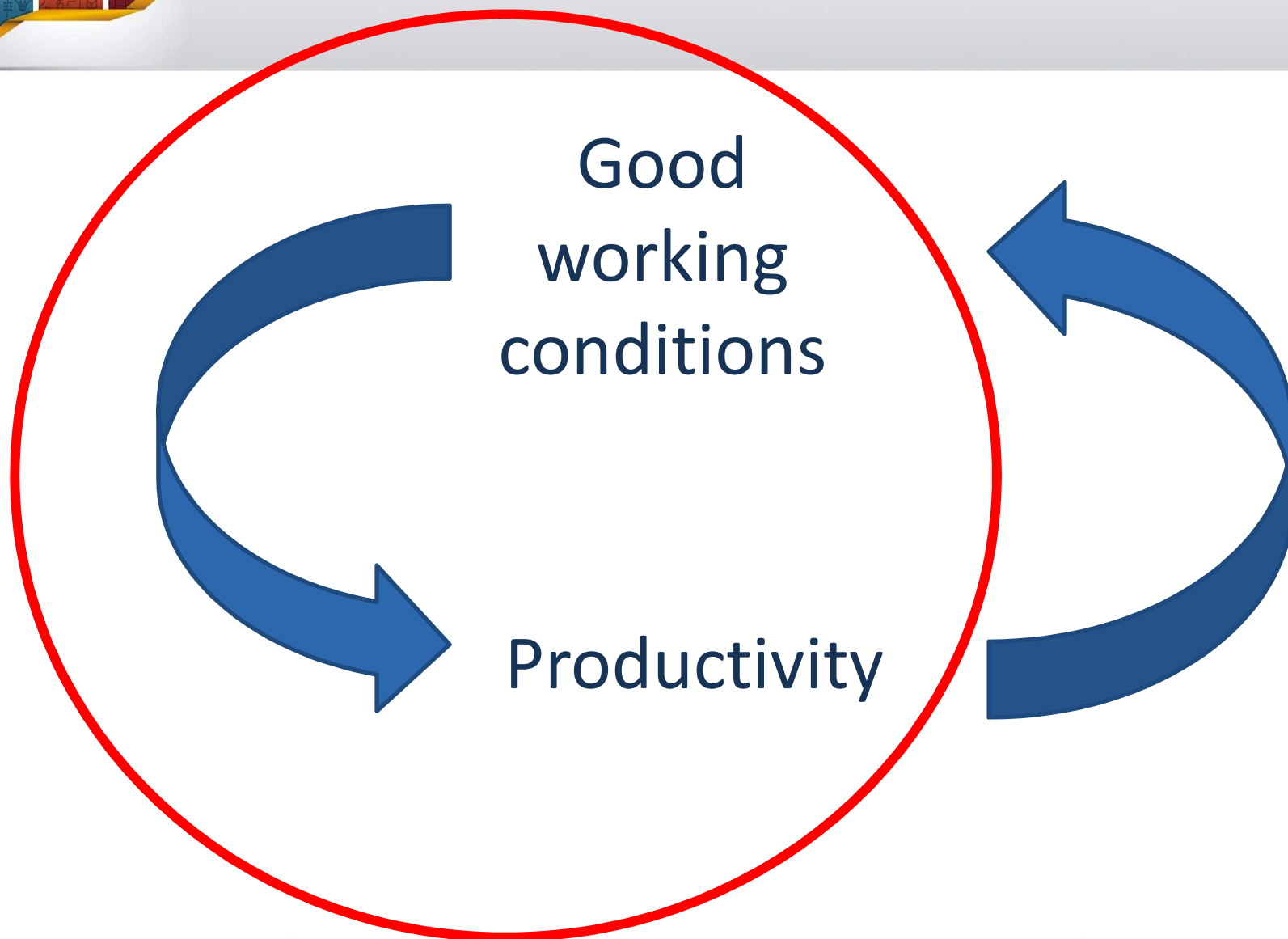
Working conditions



A Job Demands-Resources model



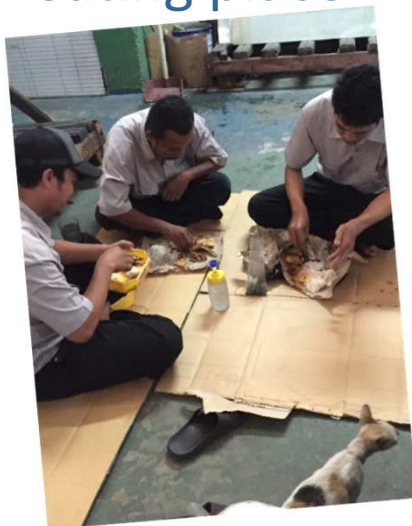
M. Keese,
OECD, 2016



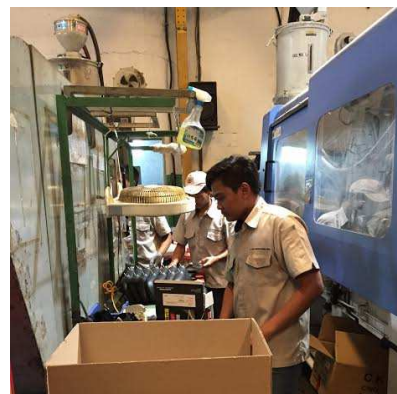


Which would most impact your productivity? Put them in order.

1. No rest or eating place



2. Cramped, hot, noisy



3. Too much to do, long hours and no training/promotion



4. Unhealthy and harassing environment





The evidence

Strongest evidence on:

- Poor OSH
- Excessive overtime
- Abuse & harassment
- Wages – complex
- Training – it depends
- Bundles of human resource practices
 - Lean management





A tale of two factories



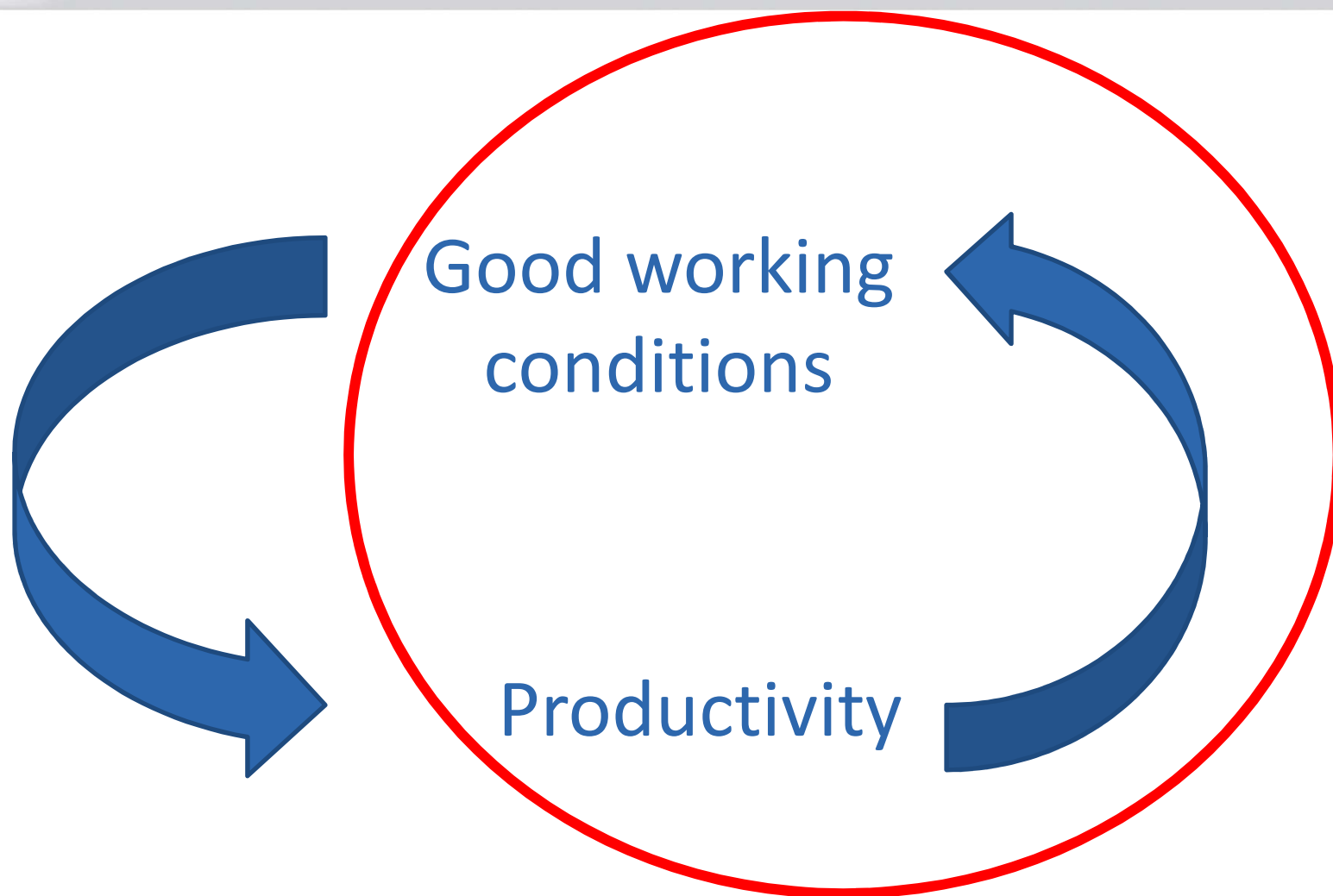
Plant A – Applies lean manufacturing techniques and empowers employees

Plant B – Controls costs and workers

	Plant A	Plant B
Average weekly wage	US\$86	US\$67.8
Team work	Yes	No
Job description	Multi-task	Single tasks
Job rotation	Yes	No
Worker participation in work-related decisions	Yes	No
Overtime	Voluntary within limit	Mandatory and over limit



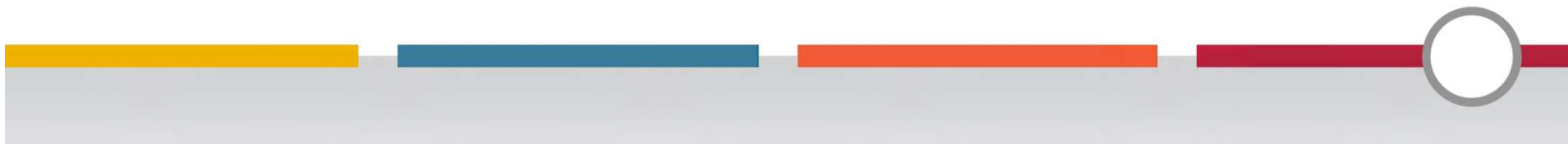
Does productivity impact working conditions?





Productivity improvement and impact on working conditions

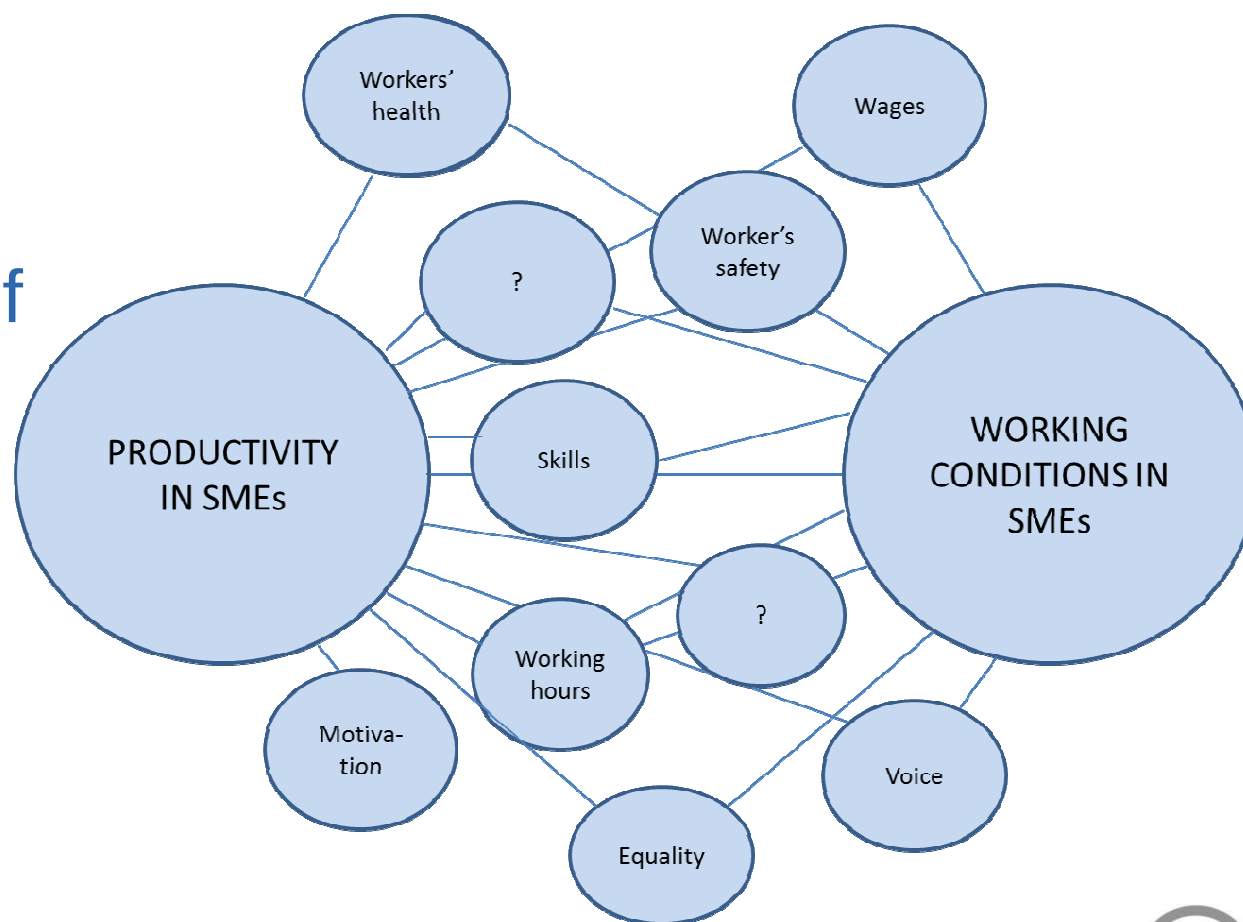
- Lean improves compliance with labour standards (Locke 2007/13)
- Exporting improves management, sales and fire safety, health-care, union recognition, and wages (Tanaka 2016)





More evidence needed

- SMEs in developing countries
- Importance of articulating the links





Chose one of the aspects of working conditions.
Use a diagram to show how an element of working conditions affect productivity

- i) poor OSH
- ii) discrimination or bullying
- iii) cluttered and unsafe environment
- iv) long working hours
- v) low wages and no bonus
- vi) very noisy workplace

