

## Association for Information Systems AIS Electronic Library (AISeL)

---

ECIS 2009 Proceedings

European Conference on Information Systems  
(ECIS)

---

2009

# Transfer of technology and knowledge - The story of an enterprise system implementation

S. Arvantis

E. Loukis

Follow this and additional works at: <http://aisel.aisnet.org/ecis2009>

---

### Recommended Citation

Arvantis, S. and Loukis, E., "Transfer of technology and knowledge - The story of an enterprise system implementation" (2009). *ECIS 2009 Proceedings*. 131.  
<http://aisel.aisnet.org/ecis2009/131>

This material is brought to you by the European Conference on Information Systems (ECIS) at AIS Electronic Library (AISeL). It has been accepted for inclusion in ECIS 2009 Proceedings by an authorized administrator of AIS Electronic Library (AISeL). For more information, please contact [elibrary@aisnet.org](mailto:elibrary@aisnet.org).

# THE EFFECT OF INFORMATION AND COMMUNICATION TECHNOLOGIES, WORKPLACE RE-ORGANIZATION AND TRADE ON THE DEMAND FOR EMPLOYEES' SKILLS: A COMPARATIVE ANALYSIS OF GREEK AND SWISS ENTERPRISES

## Abstract

*This paper aims at investigating empirically at the firm level the effect of the use of modern information and communication technologies (ICT), and also of two other factors, the adoption of new forms of workplace organization (which is regarded as a 'complement' of ICT), and trade (export) activities (a major characteristic of modern economy), on the demand for employees' (vocational) education and skills. The study is based on firm-level data collected through a common questionnaire from firms' samples of similar composition (concerning firm sizes and industries) in Greece and Switzerland; from these data econometric models of similar specification have been constructed for both countries. The results of multivariate analysis show that the intensive use of ICT correlates positively with the employment shares of high-educated personnel and negatively with the ones of the low-educated personnel. These findings are consistent with the hypothesis of 'skill-biased technical change'. Further, the intensive use of "employee voice"-oriented organizational practices correlates positively with the employment shares of high-educated employees in both countries, and also negatively with the employment share of low-educated ones only for the Swiss firms. The results for the "work design" organizational practices are more ambiguous. Thus, there is only partial confirmation of the hypothesis of skilled-biased organizational change. Finally, we found some evidence in favour of the trade effect (export activities) only for the Swiss firms. Our results show both similarities and differences in the above aspects between Greece and Switzerland, and indicate that national context characteristics affect the relationship of the demand for employees' (vocational) education and skills with ICT use, adoption of new forms of workplace organization and trade.*

*Keywords: labour(employees) skills (education) demand, labour(employees), information technology, workplace organization, trade*

## 1 INTRODUCTION

Most of the research that has been conducted concerning the impact of information and communication technologies (ICT) on organizations has been focused mainly on their effects on organizational performance, processes and structure (e.g. Melville et al, 2004, Attaran 2004, Pearson and Saunders 2006, Albadvi et al 2007, Wan et al 2007); however, other aspects of the organizational impact of ICT, such as their effects on the demand for employees' (vocational) education and skills, have not received much attention by the ICT researchers and practitioners, despite their high organizational and social importance. In the last 10 years there is a discussion about the observed shift of labour demand toward high-skilled personnel and its possible explanations (Machin and Van Reenen 1998, Berman et al 1998, Acemoglu 1998, Acemoglu 2002, Arvanitis 2005). One of the proposed explanations is based on the so-called 'skill-biased technological change'-hypothesis, according to which the reason for the observed upskilling of labour force is the non-neutrality of technological change, which favours the use of skilled labour more than the use of other labour inputs; the basic reason for the most recent acceleration of technological change is the diffusion of ICT, which seem to have given new impetus to the substitution of low-skilled by high-skilled employees. However, this 'technology' hypothesis cannot explain the entire magnitude of the observed labour demand shift, so other possible alternative or complementary explanations have been proposed. One of them, highly associated with the introduction of ICT, is the introduction of new forms of workplace organization, such as team work, job rotation, decrease of hierarchical levels, decision decentralization (Caroli 2001); these new forms of workplace organization are regarded as a basic 'complement' of ICT (OECD 2003). Another alternative explanation that has been proposed (see e.g.

Wood 1995) is the internationalization of economic activities (trade), which is a major characteristic of modern economy.

The present study explores empirically the hypothesis that ICT and its basic complement, new organizational practices, are important determinants of the demand for labour of different educational levels, and further that the joint use of these two factors leads to a mutual strengthening of their impact on these labour demands. A third hypothesis refers to the influence of international trade (in this case: exports), which characterises modern economy, on the composition of a firms' workforce. This allows a comparison of the effects of ICT, with the ones of the new organizational practices and the trade. The analytical framework is that of a demand function for employees with different education levels (heterogeneous labour) at firm level. Also, taking into account that most of the research on the organizational impact of ICT has been conducted in a few large and highly developed countries, we have conducted a comparative empirical study of the above effects in Switzerland (a highly developed country) and in Greece (a country that does not belong to the highly developed ones, though it has made considerable economic progress in the last 15 years). Both the Greek and the Swiss part of this study are based on firm-level data collected through the same questionnaire and from samples of similar composition (concerning firm size classes and sectors), and also use the same variables and models specification, so they are comparable.

The study's new contribution to empirical literature consists in: (a) taking into consideration not only ICT, but all three main factors forwarded in literature for explaining the shift of labour demand in favour of high-skilled labour, which allows a comparison of their effects; (b) investigating possible complementarities among all these three factors; (c) investigating the above effects in a very different national context from the ones in which most of the research on the organizational impact of ICT has been conducted: the national context of Greece (a country not belonging to the highly developed ones); (d) conducting a comparative study of the above effects between two countries, Switzerland and Greece, which are characterised by different levels of economic development.

The structure of this paper is as follows: In section 2 the conceptual framework and the research hypotheses of this study are presented. Section 3 contains a review of the relevant empirical literature. Then in section 4 the model specification and the data of both the Greek and the Swiss parts of the study are described. The results of the econometric estimates are presented and discussed for both countries in section 5. The final section 6 contains the main conclusions and some policy implications.

## **2 CONCEPTUAL BACKGROUND AND RESEARCH HYPOTHESES FORMULATION**

*The "Skill-Biased Technical Change"-Hypothesis: The Role of ICT.* The shift toward more highly educated workers, which can be observed since the late sixties or possibly the early seventies in many OECD countries, appears to have accelerated in the last twenty years (see e.g. Berman et al. 1998; OECD 1998). While many factors have contributed to this increase most authors think that this effect is attributable primarily to skill-based technical change. The size, breadth and timing of the recent labour demand shift have led many observers to seek skill-biased technical change in the largest and most widespread new technology of the last years, ICT (see Bresnahan 1999; Bresnahan et al. 2002). On the one hand, high-skilled labour is a precondition for the use of ICT; for example, training in problem-solving, statistical process controls and computer skills can increase the benefits of ICT. On the other hand, highly computerized systems not only systematically substitute computer decision-making for human decision-making in routine work, but also produce a large quantity of data which needs high-skilled workers, managers and professionals to get adequately utilized. ICT capital (a) substitutes for workers performing cognitive and manual tasks that can be accomplished by following given rules and (b) complements workers in performing non-routine cognitive tasks concerning generalized problem-solving and complex communications (see Bresnahan 1999; Autor et al. 2003). Therefore our first research hypothesis is:

Hypothesis 1: There are considerable positive (negative) effects of ICT on the demand for high-educated (low-educated) employees.

*The "Skill-Biased Organizational Change"-Hypothesis: The Role of New Forms of Workplace Organization.* A further hypothesis put forward in the literature recently refers to the influence of the increasing diffusion and application of reorganization processes. The basic idea is that a gradual shift from rigid 'Tayloristic'

organization (characterized by specialization by tasks) to ‘holistic’ organization (featuring job rotation, teams, integration of tasks and learning across tasks)“ (Lindbeck and Snower 2000, p. 353) is taking place within firms, being an important characteristic of modern economies. The main elements of reorganization at the workplace level are (see Caroli 2001 for a survey of the literature on this subject): (a) decentralization of decision-making by delegation of relevant competences from management to lower hierarchy levels, increased involvement and autonomy of employees at the shop-floor level; (b) new working practices such as team-work (semi-autonomous work-teams, quality circles, etc.), job rotation, other forms of multi-tasking, multi-skilling, etc. Many authors seem to share the idea that changes in work organization towards more “holistic” structures, definitely require an upgrading of the skill content of most jobs related to these changes. Caroli (2001) presents a series of reasons for it. Current organizational changes increase employees’ responsibility for tasks and operations. This is not only the case for operatives but also for supervisors and technicians, whose roles, hence skills, are considerably modified by the new organizational practices. Thus, an important precondition for the successful implementation of most of these new organizational practices is the availability of a higher skilled (or higher educated) workforce. Therefore our second research hypothesis is:

Hypothesis 2: There are considerable positive (negative) effects of new forms of workplace organization on the demand for high-educated (low-educated) employees.

We tested this hypothesis for the two main new forms of workplace organization according to Black and Lynch (2002), which concern “work design” and “employee voice”, as explained in more detail in section 4. Therefore hypothesis 2 is analyzed into the following two sub-hypotheses:

Hypothesis 2.1: There are considerable positive (negative) effects of new forms of ‘work design’ on the demand for high-educated (low-educated) employees.

Hypothesis 2.2: There are considerable positive (negative) effects of new forms of workplace organization characterised with more ‘employee voice’ on the demand for high-educated (low-educated) employees.

*The Trade Hypothesis: The Role of Trade.* The main hypothesis is that the accelerated growth of world trade and foreign direct investment leads to a new international division of labour: the production of goods (and services) with a high content of low-skilled labour is dislocated to developing countries, while activities with a high content of high-skilled labour are concentrated in the developed countries (see e.g. Wood 2005); this results in a declining relative demand for high-skilled personnel and increasing relative demand for low-skilled personnel. Firms from developed countries with high wages (as compared to developing countries) can become internationally competitive by selling products and services with a high content of high-skilled labour. Therefore our third research hypothesis is:

Hypothesis 3: There are considerable positive (negative) effects of trade, especially exports, on the demand for high-educated (low-educated) employees.

*Complementarities.* The use of ICT, new forms of workplace organization and human capital build a “complementary system” of activities (Bresnahan et al. 2002, p. 341ff; Milgrom and Roberts 1995, p. 191ff.). According to Milgrom and Roberts (1990 p. 514) “the term ‘complement’ is used not only in the traditional sense of a specific relation between pairs of inputs but also in a broader sense as a relation among groups of activities”. Greenan and Guellec (1994) show in a theoretical paper that the relative efficiency of a centralized mode of firm organization in which knowledge is confined to specialized workers and a decentralized one in which every worker participates in learning depends on the technological level of the firm: “whereas the centralized style is more efficient when the technological level is low, the decentralized one becomes more efficient when the technological level is higher” (p. 173). Also, the exports result in a need for international competitiveness, so they necessitate higher use of ICT and new forms of workplace organization. Hence, our group of complementarity hypotheses are:

Hypothesis 4a: There is a positive (negative) interrelationship between technology and organization leading to a mutual strengthening of the effects of these two factors on the demand for high-educated and low-educated employees respectively (complementarity hypothesis a).

Hypothesis 4b: There is a positive (negative) interrelationship between technology and organization on the one hand and exports on the other hand leading to a mutual strengthening of the effects of these factors on the demand for high-educated and low-educated employees respectively (complementarity hypothesis b)

### **3 REVIEW OF PREVIOUS RELEVANT EMPIRICAL STUDIES**

We concentrate here to empirical studies with a similar setting as our study, i.e. studies at the firm level that investigate the impact of at least one of the three factors ICT, organization and trade on the composition of labour demand. Table A.1 in the Appendix gives a summary of this literature. We can see that most of these studies have been conducted in highly developed countries (such as USA, Germany, UK, France, Italy, Norway, Switzerland, etc.). In most of the German studies have been found positive effects of both the ICT and the organizational factors on the share of the high-educated, mixed results for the middle-educated employees, while for the low-educated ones, in most studies negative effects of ICT have been found. Interaction terms for organization and technology were investigated in some cases, but no statistical significant effects could be identified. The studies in the USA and the U.K. demonstrate clearly the expected positive (negative) effects of ICT on the employment of high-educated (low-educated) employees, however the impact of new forms of organization is less clear than that of technology (but in most cases as expected). For French and Italian firms the influence of ICT on the employment shares of employees with different skills is less important than that of organization. Most studies could not find any discernible effects of ICT, but concerning the organizational factors there is a tendency for a positive impact for the high-educated and a negative one for the low-educated employees.

Concerning the trade effect there are only few studies taking it into account, together with ICT and/or organization, and their results are ambiguous. As we can see in the Appendix one of these studies that has been conducted by Kaiser (2001) based on German data has reached the conclusion that export activities exercise a negative influence on the employment share of skilled workers, but have no effect on the employment shares of academics and unskilled workers. Another study conducted by Maurin et al (2002) found a (partly) positive effect of trade on the employment of high-skilled employees of French enterprises. On the contrary a third one conducted by Salvanes and Forre (2003) found a positive effect of trade on the employment of low-skilled employees for a sample of Norwegian firms.

On the whole, the results of these studies show differences among countries, but should be viewed as indicative and not completely comparable, because some of the observed differences can be traced back to differences with respect to the sectors and industries covered in the studies, the specification of the organizational variables and the nature of the investigations (cross-sectional versus longitudinal approach). Further empirical research is required, including all these three factors proposed in the literature for explaining the shift of labour demand in favour of high-skilled labour (ICT, new forms of workplace organization and trade), and also covering countries of different levels of development based on similar samples, variables and models, so that comparisons can be made

### **4 MODELS SPECIFICATION AND DATA**

The analytical framework we adopted in this study is that of a demand function for employees with different education levels (heterogeneous labour) at firm level. In particular, we considered in this study three categories of employees: high-educated (employees with education at the tertiary level including universities, technical and business colleges), middle-educated (employees with a formal degree in vocational education) and low-educated (employees with some vocational education but without a formal degree or without any formal vocational education). The employment share for each of these categories was used as dependent variables (variables H\_EDUC; M\_EDUC; L\_EDUC). For each of them we constructed one model; all these three models had the same independent variables, which are described in the following paragraphs. Table A.2 in the Appendix shows the definition of all the variables of these models.

As measures for technology input, particularly ICT input, we used the intensity of use of two important technologies, Internet (linking to the outside world) and Intranet (linking within the firm). The firms were asked to report the share of their employees using Internet and Intranet, not by a precise figure, but within a range of twenty percentage points (1% to 20%, 21% to 40% and so on). Based on these data we constructed two five-point ordinal variables for the intensity of use of Internet and Intranet respectively. In a further step we calculated a composite indicator for ICT by adding together the standardized values (with average 0 and standard deviation 1) of the two constituent variables for Internet and Intranet, which was used as independent variable measuring ICT use. We expect in general a positive correlation of this ICT variable with the employment share

of high-educated employees, and a negative correlation with the share of low-educated employees; we have no a priori expectation for the relation between ICT variable and the employment share of middle-educated employees.

The measurement of the organizational inputs (extent of adopting new forms of workplace organization) is an issue still open to discussion, since there is not yet agreement among researchers on the exact definition of the 'organizational capital' (see Black and Lynch 2002 and Lev 2003 for a discussion of this matter). In order to choose variables for measuring the extent of changes and/or introduction and use of new organizational practices at the workplace level we draw on the definition offered by Black and Lynch (2002). They distinguished two components of organizational capital associated with innovations in "work design" and "employee voice". The first component (work design) includes various modes of changing the occupational structure of the workplace, the number of levels of management within the firm, the existence and diffusion of job rotation, and job share arrangements. The second component (employee voice) is associated with new practices such as individual job enrichment schemes, employees having more decision competences, etc. So we constructed two corresponding composite variables for organization, one for "work design"-oriented organizational practices (ORG1) and a second one for "employee voice"-oriented organizational practices (ORG2), and used them as independent variables. The variable ORG1 is constructed as the sum of the standardized values of the following three variables: intensity of use of team-work (project groups, quality circles, semi-autonomous teams, etc.) (in a five-points Likert scale); intensity of use of job rotation (in a five-points Likert scale); decrease of the number of management levels (in a three-points scale) (see Table A.2 in the Appendix). The variable ORG2 is calculated as the sum of the standardized values of the following eight variables: decentralization-shift to employees of the competence to determine: work pace; the sequence of performing tasks; the way of performing tasks; to assign tasks; to solve emerging production problems; to contact customers; to solve problems emerging with customers (all these seven variables in a five-points Likert scale); and also overall shift of decision competences from managers to employees (in a three-points scale) (see Table A.2 in the Appendix). We expect an overall positive effect of organizational variables on the share of high-educated employees and a negative effect on the share of low-educated employees. We have no a priori expectations with respect to the middle-educated employees. The trade effect is measured in our specification by the export intensity (exports as a percentage of sales; variable EXPQ), which is also used as an independent variable.

We included in the above three models three more independent variables, which are related to workplace organization, but are not components of organizational capital per se. The first one is referring to the extent of incentive-based compensation (a dummy variable for the extent of applying employee compensation according to team-performance); the second variable measures labour flexibility (a dummy variable for the extent of using of part-time work) (both in a five-points Likert scale). With respect to the team-performance-based compensation variable the sign of the correlation to the dependent variable is not a priori clear for middle- and low-educated employees, but we expect that team compensation is considered as more adequate and/or is more often used for higher- than lower-qualified employees. The relation between part-time work and education level of the employees is in the empirical literature not clear and depends on the overall conditions of the labour market as well as its institutional framework. Further, we included two variables measuring the intensity of price competition (IPC) as well as non-price competition (INPC). In a recent paper Gersbach and Schmutzler (2006) postulate and derive theoretically two hypotheses about the market conditions under which industry-specific training is likely to occur: (a) concentration is high or competitive intensity is low, and (b) product differentiation is sufficiently strong. We consider the intensity of price competition as measured in this study as a proxy for 'competitive intensity' in the above theoretical context and the intensity of non-price competition as measured in this study as a proxy for 'product differentiation'. Thus, according to hypothesis (a) intensive price competition would exercise a negative influence on training propensity; on the contrary, according to hypothesis (b) intensive non-price competition would have a positive effect on training propensity. Given that a firm's training propensity is generally positively correlated to the demand for high-qualified employees we conclude that the above-mentioned hypotheses could be directly used as theoretical background for the two competition variables in our model. Finally, we use extensive controls for firm size and industry affiliation to account for firm- or industry-specific influences not taken explicitly into consideration. Additionally, in order to test our complementarity hypotheses 4a and 4b (section 2) we proceeded to a second estimation of the above three models (having H\_EDUC, M\_EDUC and L\_EDUC as dependent variable respectively) with five additional interaction terms for the possible complementarities between ICT, ORG1, ORG2 and EXPQ.

The data used in the Swiss part of this study were collected in the course of a survey among Swiss enterprises, which was based on a disproportionately stratified (with respect to firm size) random sample of firms with at least 20 employees covering all relevant industries of the business sector as well as firm size classes (on the

whole 29 industries, and within each industry three industry-specific firm size classes with full coverage of the upper class of large firms); finally filled questionnaires were received from 1710 Swiss firms. The data used in the Greek part of the study were collected similarly through a survey among Greek enterprises, which was based on a 'similar' sample to the one of the Swiss part of the study (i.e. with the same proportions of firm size and industries classes), using the same questionnaire (translated in Greek); finally filled questionnaires were received from 281 Greek firms. In both parts of this study a non-response analysis was performed, which did not indicate any serious selectivity bias with respect to the use of ICT and new organizational practices (team-work, job rotation).

## 5 RESULTS

In Table 1 and Table 2 are shown the estimates of the models for the employment shares of the high-, middle- and low-educated employees in Greece and Switzerland respectively. For the Greek data we used OLS (Ordinary Least Squares) as estimation method; for the Swiss data we estimated a Tobit model in order to take into account the rather high number of observations with the value 0 in the dependent variables. We estimated these three model once without interaction terms (column 1, 3 and 5 in Table 1 and Table 2) and once again with interaction terms (column 2, 4 and 6 in Table 1 and Table 2). Since these results are only cross-section estimates, it is not possible to test directly the existence of causal relations between the dependent variables and the independent variables; nevertheless, some robust regularities come out, which if interpreted in view of our hypotheses 1 to 4 (see section 2) could possibly indicate the direction of causal links.

*Technological Factors.* From Table 1 we can see that for Greece the coefficient of the ICT variable is positive and statistically significant for the high-educated employees, and negative and statistically significant for the middle-educated employees as well as for the low-educated employees. For Switzerland the estimates for the ICT variable coefficient in Table 2 show clearly that the technological factors correlate positively with the share of high-educated employees and negatively with the share of low-educated employees; technology is not discernibly related to the employment share of the middle-educated employees. In sum, we found a positive effect of ICT on the shares of the high-educated and a negative effect on the share of low-educated employees for both countries. Both effects appear to be robust across all estimates. Thus, hypothesis 1 of "skill-biased technological change" receives strong support for both countries. This is the most important common finding.

*Organizational Factors.* From Table 1 we remark that the organizational variables appear to have only a weak influence on the composition of the workforce in Greek firms. We found a positive effect of ORG2 (employee voice) for high-educated employees and a negative one of ORG1 (work design) for the low-educated employees. From Table 2 we can see that organizational practices associated to the "work design" (variable ORG1) are positive correlated with the share of high-educated and negatively related to the share of middle-educated employees, while no effect is found for the low-educated employees. Thus, for Swiss firms practices such as team-work, job-rotation and flattening of the overall firm organization show the expected positive effect on the share of high-educated employees but a negative effect for the middle-educated employees. Significantly related to all three employment shares is the variable ORG2 measuring various dimensions of "employee voice". We found positive effects of this variable on the shares of the high- and the middle-educated employees and a negative one for the low-educated employees. In sum, by comparing the two countries organizational factors seem to be much less important for Greek firms than for Swiss firms. Also, the decentralization of decision making, as it is measured by ORG2, shows a positive effect on the share of high-educated employee for both countries; this is the second common finding that provides some empirical evidence for the validity of hypothesis 2 of "skill-biased organizational change". On the whole, the results for the organizational variables ORG1 and ORG2 are only partly in accordance with hypothesis 2.

*Export activities* Hypothesis 3 is of no relevance for the Greek firms: the export intensity does not have statistically significant effect on any of the three education-related employment shares (Table 1) On the contrary, the trade effect seems to be quite important for Swiss firms (Table), due to their much stronger exposure to the international competition than Greek firms, mainly in highly sophisticated sectors, such as pharmaceuticals, electronics/ instruments, financial and other business services. The positive effect of export activities on the share of high-educated employees is in accordance with expectations, but not the positive effect for the low-educated. A possible explanation for the latter effect might be found in the fact that to the internationally competitive firms belong also enterprises, which use production techniques based on automation that can be operated by workers with low skills; so an increasing degree of production automation would lead to

an increase of the employment of low-educated employees at the cost of middle-educated employees that are typically involved in more traditional production techniques. The above results provide some evidence in favour of the trade effect (export activities) hypothesis 3 only for the Swiss firms.

*Complementarity Effects.* For the Greek firms we did not find any complementarity effects (Table 1); on the contrary, interesting complementarity effects were found for the Swiss firms (Table 2). The coefficient of the interaction term ICT\*ORG1 is positive (and statistically significant) in the equation for the high-educated employees, significantly negative for the middle-educated employees and insignificantly negative for the low-educated employees. For ICT\*ORG2 we found no effect for the high-educated employees, a negative effect for the middle-educated employees and, rather unexpectedly, a positive effect for the low-educated employees. Finally, there was a positive effect of the variable ICT\*EXPQ for the high-educated employees. The result for ICT\*ORG1 can be interpreted as a hint for the existence of complementarity of ICT and workplace organization, which means that besides the direct positive (negative) effects of ICT and new work design practices on the employment shares of high (low)-educated employees, there also exist indirect effects which can be traced back to the joint impact of these two factors on the employment shares. The positive effect of ICT\*ORG2 with respect to low-educated employees is contrary to hypothesis 4a. On the whole, hypothesis 4a receives only partly support from these results. Finally, there is only little evidence in favour of hypothesis 4b: the interaction term EXPQ\*ICT has a positive and statistically significant coefficient only in the equation for high-educated employees for Swiss firms.

*Other Factors.* Part-time work and team compensation are of no relevance for the Greek firms (Table 1). On the contrary, for the Swiss firms (Table 2) the variable for part-time work correlates negatively with the share of high-educated employees and the share of middle-educated employees, but positively with the share of low-educated employees. These results reflect the relative importance of various dimensions of quantitative labour flexibility for different employee categories; seemingly, part-time work is considered adequate primarily for low-educated employees. Further, compensation according to team-performance is not relevant for any of the three employee categories in both countries. With respect to the two dimensions of competition, for Greece (Table 1) we found a positive effect of the intensity of price competition (IPC) on the share of the low-educated employees, a positive effect of the intensity of non-price education (INPC) for the high-educated and a negative effect of the same variable for the low-educated are in accordance with theoretical expectation (hypotheses (a) and (b) in Gersbach and Schmutzler (2006). For the Swiss firms (Table 2) the competition effects are of considerably smaller importance; we could find only a negative effect of IPC on the share of high-educated employees, which is also in accordance to theoretical prediction.

	H_EDUC	H_EDUC	M_EDUC	M_EDUC	L_EDUC	L_EDUC
ICT	6.221*** (0.752)	5.920*** (0.848)	-2.325*** (0.954)	-1.878* (1.070)	-3.896*** (0.818)	-4.042*** (0.920)
ORG1	0.042 (0.665)	-0.305 (0.747)	1.178 (0.843)	1.866** (0.942)	-1.220* (0.723)	-1.561* (0.810)
ORG2	0.537* (0.276)	0.604* (0.309)	-0.068 (0.350)	-0.087 (0.390)	-0.469 (0.301)	-0.518 (0.335)
EXPQ	-0.050 (0.054)	-0.035 (0.063)	0.029 (0.068)	0.018 (0.079)	0.021 (0.058)	0.0018 (0.068)
ICT*ORG1		0.564 (0.364)		-0.630 (0.459)		0.066 (0.366)
ICT*ORG2		-0.014 (0.146)		-0.287 (0.185)		0.301* (0.159)
EXPQ*ICT		0.020 (0.043)		-0.010 (0.054)		-0.010 (0.046)
EXPQ*ORG1		0.021 (0.029)		-0.046 (0.036)		0.025 (0.031)
EXPQ*ORG2		-0.005 (0.013)		-0.003 (0.016)		0.009 (0.014)
PART-TIME	1.065 (1.355)	1.141 (1.374)	-2.138 (1.718)	-2.518 (1.734)	1.074 (1.473)	1.377 (1.490)
TEAM_COMP	-0.582	-0.611	1.260	1.211	-0.678	-0.600



	(1.035)	(1.040)	(1.312)	(1.312)	(1.125)	(1.128)
IPC	-1.320	-1.486	-1.238	-1.013	2.558*	2.499*
	(1.267)	(1.281)	(1.607)	(1.616)	(1.378)	(1.389)
INPC	2.791***	2.830***	-0.198	-0.161	-2.593**	-2.669**
	(1.130)	(1.141)	(1.433)	(1.439)	(1.229)	(1.238)
Middle-sized firms	2.597	2.689	-5.988*	-5.740	3.392	3.052
	(2.935)	(2.955)	(3.721)	(3.728)	(3.192)	(3.205)
Large firms	-3.488	-3.096	2.632	1.772	0.856	1.324
	(3.258)	(3.288)	(4.131)	(4.148)	(3.543)	(3.566)
Manufacturing/services	5.727**	6.151***	6.280*	6.247*	-12.008***	-12.397***
	(2.582)	(2.617)	(3.274)	(3.301)	(2.808)	(2.838)
Constant	20.206***	20.154***	58.668***	59.873***	21.126***	19.974***
	(6.689)	(6.677)	(8.481)	(0.548)	(7.275)	(7.349)
N	265	265	265	265	265	265
R <sup>2</sup> adj	0.321	0.316	0.171	0.169	0.207	0.205
F	12.382	8.636	5.915	4.017	7.283	5.275

Table 1: OLS estimates; Greece (\*\*\*, \*\* and \* denote statistical significance at the 1%, 5% and 10% test-level respectively).

	H_EDUC	H_EDUC	M_EDUC	M_EDUC	L_EDUC	L_EDUC
ICT	3.368***	2.970***	0.379	0.870**	-5.326***	-5.485***
	(0.253)	(0.307)	(0.301)	(0.366)	(0.393)	(0.482)
ORG1	0.421**	0.438*	-0.779***	-1.052***	0.428	0.787*
	(0.215)	(0.265)	(0.256)	(0.316)	(0.332)	(0.412)
ORG2	0.277***	0.306***	0.321***	0.259**	-0.800***	-0.747***
	(0.086)	(0.105)	(0.102)	(0.125)	(0.132)	(0.163)
EXPQ	0.072***	0.068***	-0.097***	-0.095***	0.039*	0.041**
	(0.013)	(0.013)	(0.016)	(0.016)	(0.020)	(0.021)
ICT*ORG1		0.375***		-0.385***		-0.054
		(0.115)		(0.137)		(0.182)
ICT*ORG2		-0.032		-0.171***		0.247***
		(0.049)		(0.058)		(0.077)
EXPQ*ICT		0.014**		-0.013		0.001
		(0.006)		(0.008)		(0.010)
EXPQ*ORG1		-0.004		0.013		-0.013
		(0.006)		(0.007)		(0.009)
EXPQ*ORG2		-0.001		0.002		-0.001
		(0.002)		(0.003)		(0.004)
PART-TIME	-0.920**	-0.959***	-0.789**	-0.832**	2.584***	2.645***
	(0.360)	(0.359)	(0.429)	(0.427)	(0.557)	(0.555)
TEAM_COMP	0.409	0.389	-0.175	-0.164	-0.131	-0.111
	(0.338)	(0.337)	(0.404)	(0.401)	(0.523)	(0.521)
IPC	-0.684*	-0.682*	0.081	0.102	0.954	0.924
	(0.380)	(0.379)	(0.453)	(0.450)	(0.588)	(0.584)
INPC	0.202	0.246	-0.330	-0.327	0.294	0.251
	(0.393)	(0.391)	(0.468)	(0.466)	(0.605)	(0.604)
Middle-sized firms	-0.802*	-0.738*	-0.507	-0.557	3.196***	3.178***
	(0.447)	(0.445)	(0.532)	(0.529)	(0.693)	(0.692)
Large firms	-0.753**	-0.743**	-0.498	-0.526	2.954***	2.977***
	(0.378)	(0.376)	(0.451)	(0.448)	(0.587)	(0.585)
High-tech manufacturing	-1.118	-0.776	2.866	2.409	-1.204	-1.006

	(1.588)	(1.590)	(1.894)	(1.893)	(2.436)	(2.441)
Low-tech manufacturing	-5.423***	-4.862***	0.177	-0.262	7.964***	7.852***
	(1.401)	(1.414)	(1.671)	(1.684)	(2.145)	(2.168)
Modern services	14.668***	15.227***	-7.991***	-8.442***	-12.061***	-12.08***
	(1.699)	(0.716)	(2.028)	(2.045)	(2.665)	(2.692)
Traditional services	-5.963***	-5.517***	7.411***	6.951***	-1.955	-1.856
	(1.463)	(1.471)	(1.743)	(1.175)	(2.245)	(2.260)
Constant	23.257***	22.735***	62.107***	63.068***	9.199**	8.727***
	(2.475)	(2.480)	(2.947)	(2.950)	(3.826)	(3.843)
N	1688	1688	1688	1688	1688	1688
N(left-censored)	62	62	4	4	198	198
LR chi2	745***	763***	182***	206***	528***	540***

*Table 2: Tobit estimates; Switzerland (\*\*\*, \*\* and \* denote statistical significance at the 1%, 5% and 10% test-level respectively).*

## 6 CONCLUSIONS AND POLICY IMPLICATIONS

### 6.1 Conclusions

In sum, comparing the three examined factors, which have been proposed by the literature for explaining the shift of labour demand in favour of high-skilled labour, the technology (ICT) has been found to have a strong and robust effect on the demand for employees' skills (a positive effect on the demand for high-qualified personnel, and a negative effect on the demand for low-qualified personnel) in both national contexts (i.e. in both a highly developed country, Switzerland, and a country not belonging to the highly developed ones, Greece). On the contrary, the new forms of workplace organization in Switzerland seem to have a strong effect on the demand for employees' skills (its pattern of effects differs between new work design and employee voice practices, with both of them increasing the demand for high-qualified personnel), but in Greece this effect is much weaker; this indicates that in the context of Greece, a country not belonging to the highly developed ones, firms have not sufficiently learnt to adapt their personnel composition to new forms of workplace organization. Similarly, the export intensity in Switzerland has a strong effect on the composition of firms' personnel (showing a pattern different from the ones found in the limited previous empirical literature on this topic (see section 3): increasing the shares of high-educated and low educated personnel, and decreasing the shares of middle-educated personnel); however, in Greece, a country with much lower export activity, and therefore a much lower exposure to the corresponding international competition, the export intensity does not affect the composition of firms' personnel.

By comparing the results from the two countries, both similarities and differences in the above aspects can be identified. In Greek firms the main drivers of shift to high-qualified employees is the use of ICT and the decentralization of certain competences; also, the use of ICT is the main driver of reductions in the shares of middle-qualified and low-qualified personnel. On the contrary, in Swiss firms there is a wider range of significant drivers of shift to high-qualified employees: use of ICT, adoption of new work design practices, decentralization of certain competences, export activity, and also the interaction between ICT and new work design practices, as well as the interaction between ICT and export. Swiss firms seem to be able to take a maximum out of the potential of technology and decentralization through the combination of them with appropriate human skills; in order to remain internationally competitive, Swiss firms also tend to increase the skill content of their products. These results indicate that national context characteristics affect the relationship of the demand for employees' (vocational) education and skills with ICT use, adoption of new forms of workplace organization and trade.

### 6.2 Policy Implications

The results of this study have significant implications for firms' management and government policy. Firms' management before making ICT investments, adopting new forms of workplace organization and intensifying their export activities, should adapt their personnel skills and probably composition. Also, government policy

makers have to pay special attention to the conditions favouring the formation and growth of required human capital in the economy; it is necessary to take into account the results of this study, which indicate that nearly all the examined factors (with very few exceptions) have a negative effect on the demand for middle-educated and low-educated personnel, which can result in increasing unemployment for these groups and therefore complex and multi-dimensional social problems. Therefore they should design appropriate policies for addressing this issue. In order to offer more employment perspectives to middle-educated persons government should promote and develop not only tertiary education, but also education institutions that produce this middle-skilled personnel. For instance, in Switzerland, the system of the “normal” vocational education (“Berufslehre”), which is one of the two pillars of the Swiss “dual” education system” that produces middle-educated personnel, has to be (further) upgraded, especially with respect to the content of education. A more difficult problem is to offer more employment perspectives to low-educated persons. Additional education and/or vocational training is one way of addressing this problem, but it is not a way accessible for all involved persons, particularly not for older ones; for such cases social partners and policy makers have to co-ordinate efforts for specific solutions aiming at the social integration of this category of employees. Finally, taking into account our conclusion concerning the effect of national context characteristics on the above aspects, it should be noted that for designing our corresponding policies both at the firm and government level we cannot just ‘copy’ solutions from other countries; instead it is necessary to exploit the relevant knowledge of other countries, but in combination with a sound knowledge of the particular characteristics and specificities of our own national context.

## References

- Acemoglu D. (1998), “Why Do Technologies Complement Skills? Directed Technological Change and Wage Inequality”, *Quarterly Journal of Economics*, Vol. 113, pp. 1055-1189.
- Acemoglu D. (2002), “Technical Change, Inequality and the Labour Market”, *Journal of Economic Literature*, Vol. 40, No. 1, pp. 7-72.
- Albadvi A., Keramati A., Razmi J. (2007), “Assessing the impact of information technology on firm performance considering the role of intervening variables: Organizational infrastructures and business process reengineering”, *International Journal of Production Research*, 12(15), pp. 2697-2734.
- Arvanitis S. (2005), “Information Technology, Workplace Organization and the Demand for Labour of Different Skills: Firm-level Evidence for the Swiss Economy”, in: H. Kriesi, P. Farago, M. Kohli and M. Zarin-Nejadan (eds.), *Contemporary Switzerland: Revisiting the Special Case*, Palgrave Macmillan, New York and Houndmills, pp. 135-162.
- Attaran, M. (2004) “Exploring the relationship between information technology and business process reengineering”, *Information and Management*, 41, pp. 585-596.
- Autor D.H., Katz L.F. and A.B. Krueger (1998), “Computing Inequality: How Computers Changed the Labour Market?”, *Quarterly Journal of Economics*, Vol. 113, No. 4, pp. 1169-1213.
- Bauer T.K. and S. Bender (2001), “Flexible Work-Systems and the Structure of Wages: Evidence from Matched Employer-Employee Data”, *Paper Presented at the Annual Conference of the “Verein für Socialpolitik”*, Magdeburg, September 25-29.
- Berman E., Bound J. and S. Machin (1998), “Implications of Skill-Biased Technological Change; International Evidence”, *Quarterly Journal of Economics*, Vol. 113, No. 4, pp. 1245-1279.
- Black S.E. and L.M. Lynch (2000), “What’s Driving the New Economy: The Benefits of Workplace Innovation”, *NBER Working Paper No. 7479*, Cambridge, Mass.
- Bresnahan T.F. (1999), “Computerisation and Wage Dispersion: An Analytical Reinterpretation”, *Economic Journal*, Vol. 109, pp. 390-415.
- Bresnahan T.F., Brynjolfsson E. and L.M. Hitt (2002), “Information Technology, Workplace Organization, and the Demand for Skilled Labour: Firm-level Evidence”, *Quarterly Journal of Economics*, Vol. 112, No. 1, pp. 339-376.
- Capelli P. and W. Carter (2000), “Computers, Work Organization and Wage Outcomes”, *NBER Working Paper No. 7987*, Cambridge, Mass..
- Caroli E. (2001), “New Technologies, Organizational Change and the Skill Bias: What Do We Know?”, in P. Petit and L. Soete (eds.), *Technology and the Future of European Employment*, Edward Elgar, Cheltenham, pp.259-292.
- Caroli E., Greenan N. and D. Guellec (2001), “Organizational Change and Skill Accumulation”, *Industrial and Corporate Change*, Vol. 10, No. 2, pp. 481-506.
- Caroli E. and J. Van Reenen (2001), “Skill Biased Organizational Change? Evidence from a Panel of British and French Establishments”, *Quarterly Journal of Economics*, Vol. 116, No. 4, pp. 1449-1492.

- Falk M. (2002), "Endogenous Organizational Change and the Expected Demand for Different Skill Groups", *Applied Economics Letters*, Vol. 9, pp. 419-423.
- Gerlach K. and U. Jirjahn (1998), "Technischer Fortschritt, Arbeitsorganisation und Qualifikation: Eine empirische Analyse für das verarbeitende Gewerbe Niedersachsens", *Mitteilungen aus der Arbeitsmarkt- und Berufsforschung*, Vol. 31, No. 3, pp. 426-437.
- Gersbach H. and A. Schmutzler (2006), "A Product-Market Theory of Industry-Specific Training", *University of Zurich, Socioeconomic Institute, Working Paper No. 0610*, Zurich.
- Greenan N. (2003), "Organizational Change, Technology, Employment and Skills: An Empirical Study of French Manufacturing", *Cambridge Journal of Economics*, Vol. 27, pp. 287-316.
- Greenan N. and D. Guellec (1994), "Co-ordination Within the Firm and Endogenous Growth", *Industrial and Corporate Change*, Vol. 3, No. 1, pp. 173-195.
- Hujer R., Caliendo M. and D. Radic (2002), "Skill Biased Technological and Organizational Change: Estimating a Mixed Simultaneous Equation Model Using the IAB Establishment Panel", *IZA Discussion Paper No. 566*, Bonn.
- Kaiser U. (2001), "The Impact of Foreign Competition and New Technologies on the Demand for Heterogeneous Labour", *Review of Industrial Organization*, Vol. 19, 109-120.
- Lev B. (2003), "The Measurement of Firm-specific Organizational Capital", *NBER Working Paper No. 9581*, Cambridge, Mass.
- Lindbeck A. and D.J. Snower (2000), "Multi-Task Learning and the Reorganization of Work: From Tayloristic to Holistic Organization", *Journal of Labour Economics*, Vol. 18, pp. 353-376.
- Machin S. and J. Van Reenen (1998), "Technology and Changes in Skill Structure: Evidence from Seven OECD Countries", *Quarterly Journal of Economics*, Vol. 113, No. 4, pp. 1215-1243.
- Maurin E., Thesmar D. and M. Thoenig (2002), "Globalization and the Demand for Skill: An Export-based Channel", *CEPR Discussion Paper No. 3406*, London.
- Melville N., Kraemer K. and Gurbaxani V. (2004), "Information technology and organizational performance: An integrative model of IT business value", *MIS Quarterly*, 28(2), pp. 283-322.
- Milgrom P. and J. Roberts (1990), "The Economics of Modern Manufacturing", *American Economic Review*, Vol. 80, No. 3, pp. 511-528.
- Milgrom, P. and J. Roberts (1995), "Complementarities and Fit Strategy, Structure, and Organizational Change in Manufacturing", *Journal of Accounting and Economics*, Vol. 19, pp. 179-208.
- Organization for Economic Co-Operation and Development (1998), *OECD Data on Skills: Employment by Industry and Occupation*, STI Working Paper 1998/4, Paris, France.
- Organization for Economic Co-operation and Development (2003), *ICT and Economic Growth – Evidence from OECD Countries, Industries and Firms*, Paris, France.
- Pearson K. E. and Saunders C. S. (2006), *Managing and Using Information Systems – A Strategic Approach*, Wiley & Sons Inc., USA.
- Piva M., Santarelli E. and M Vivarelli (2003), "The Skill Bias Effect of Technological and Organizational Change: Evidence and Policy Implications", *IZA Discussion Paper No. 934*, Bonn.
- Salvanes, K.G. and S.E. Forre (2003): "Effects on Employment of Trade and Technical Change: Evidence from Norway", *Economica*, Vol. 70, 293-329.
- Sanders M. and B. ter Weel (2000), "Skill-Biased Technical Change: Theoretical Concepts, Empirical Problems and a Survey of the Evidence", *DRUID Working Paper No. 8*, Copenhagen.
- Wan, Z, Fang, Y. and Wade, M. (2007), "A ten-year odyssey of the 'IS productivity paradox' - A citation analysis (1996-2006)", The Americas Conference on Information Systems (AMCIS) 2007, Keystone, Colorado, USA.
- Wood A. (1995), "How Trade Hurts Unskilled Workers", *Journal of Economic Perspectives*, Vol. 9, pp. 57-80.

## Appendix:

### Table A.1: Results of Previous Relevant Empirical Studies

Dependent Variable	ICT;	ORG	EXPQ
<u>USA:</u>			
Capelli/Carter (2000): average wages of:			
managers	positive	pos./neg. <sup>(1)</sup>	n.c.
supervisors	positive	pos./neg. <sup>(1)</sup>	n.c.
technical workers	positive	n.s./neg. <sup>(1)</sup>	n.c.
office workers	positive	pos./neg. <sup>(1)</sup>	n.c.
production workers	positive	pos./neg. <sup>(1)</sup>	n.c.
<u>UK</u>			
Caroli/Van Reenen (2001): changes in the wage bill shares of:			
unskilled manuals	n.s.	negative	n.c.
semi-skilled manuals	n.s.	n.s.	n.c.
skilled manuals	negative	positive	n.c.
clerical workers	n.s.	n.s.	n.c.
supervisors/foremen	positive	n.s.	n.c.
managers/technical staff	positive	n.s.	n.c.
<u>France:</u>			
Caroli/Van Reenen (2001): changes in the wage bill shares of:			
unskilled manuals	n.s.	negative	n.c.
skilled manuals	n.s.	positive	n.c.
clerical workers	n.s.	n.s.	n.c.
middle managers	n.s.	n.s.	n.c.
technicians			
senior managers	n.s.	n.s.	n.c.
Caroli et al. (2001): probab. of employment increase for:			
managers	n.a.	n.s.	n.c.
intermediate workers	n.a.	negative	n.c.
operatives	n.a.	negative	n.c.
Maurin et al. (2002): change of employment share of:			
skilled non-prod.	n.c.	n.c.	positive
skilled prod.	n.c.	n.c.	n.s.
Greenan (2003): employment shares of:			
executives	n.s.	negative	n.c.
middle management	negative	n.s.	n.c.
clerks	n.s.	n.s.	n.c.
skilled blue workers	n.s.	negative	n.c.
unskilled blue workers	pos./neg. <sup>(2)</sup>	positive	n.c.
<u>Germany:</u>			
Gerlach/Jirjahn (1998): employment share of:			
workers with vocational degree	positive	n.s.	n.c.

foremen/technicians	n.s.	n.s.	n.c.
university graduates	positive	positive	n.c.
Bauer/Bender (2001): employment share of:			
blue-collar workers:			
- unskilled	n.s.	n.s.	n.c.
- skilled	n.s.	n.s.	n.c.
- high-skilled	n.s.	n.s.	n.c.
white-collar workers:			
- unskilled	n.s.	negative	n.c.
- skilled	n.s.	n.s.	n.c.
- high-skilled	n.s.	n.s.	n.c.
Kaiser (2001): employment share of:			
academics	positive	n.c.	n.s.
skilled workers	negative	n.c.	negative
unskilled workers	negative	n.c.	n.s.
Falk (2002): probab. of employment increase for:			
university graduates	positive	positive	n.c.
masters/technicians	positive	positive	n.c.
vocational degree	n.s.	positive	n.c.
unskilled workers	n.s.	n.s.	n.c.
Hujer et al (2002): employment share of:			
high-skilled	positive	n.s.	n.c.
low-skilled	negative	n.s.	n.c.
<u>Italy:</u>			
Piva et al. (2003): log of difference of the number of:			
white-collar workers	n.s.	n.s.	n.c.
blue-collar workers	n.s.	negative	n.c.
Norway:			
Salvanes/Forre (2003): net job creation of:			
high-educated employees	positive	n.c.	n.s.
middle-educated employees	n.s.	n.c.	n.s.
low-educated empl.	n.s.	n.c.	positive
Switzerland:			
Arvanitis (2005): employment share of:			
high-educated employees	positive	positive	n.c.
middle educated employees	n.s.	n.s.	n.c.
low-educated employees	negative	n.s.	n.c.

Notes: (1): positive: team-work, reduction of management levels, regular meetings; negative: job rotation; (2): partly positive, partly negative coefficients; ICT: information and communication technologies; ORG: workplace organization; EXPO: exports (trade); „positive“ (“negative“): statistically significant (at the test level of 10%) positive (negative) coefficient of the variables(s) for ICT, ORG, EXPO; n.s.: statistically not significant (at the test level of 10%); n.c.: not considered; n.a.: not available (for such cases in which the corresponding variables are included in the models, but the results are not explicitly presented).

Table A.2: Definition of Model Variables

Variable	Definition and measurement
Dependent variables	
H_EDUC	Employment share of employees with tertiary-level education
M_EDUC	Employment share of employees with a formal degree in vocational education
L_EDUC	Employment share of employees without any formal vocational education or with some vocational education but without a formal degree
Independent variables	
ICT	Sum of the standardized values of the 2 variables INTERNET and INTRANET
INTERNET	Six-level ordinate variable for the intensity of <i>Internet use</i> : share of employees using Internet in daily work: 0: 0%; 1: 1-20%; 2: 21-40%; 3: 41-60%; 4: 61-80%; 5: 81-100%
INTRANET	Six-level ordinate variable for the intensity of <i>Intranet use</i> : share of employees using intranet in daily work: 0: 0%; 1: 1-20%; 2: 21-40%; 3: 41-60%; 4: 61-80%; 5: 81-100%
ORG1	Sum of the standardized values of the 3 variables TWORK, JROT and LEVEL
TWORK	Ordinate variable measuring how widespread is <i>team-work</i> inside a firm on a five-point Likert scale (1: 'very weakly widespread'; 5: 'very strongly widespread'); team work: project groups, quality circles, semi-autonomous teams, etc.
JROT	Ordinate variable measuring how widespread is <i>job rotation</i> inside a firm on a five-point Likert scale (1: 'very weakly widespread'; 5: 'very strongly widespread'); team work: project groups, quality circles, semi-autonomous teams, etc.
LEVEL	Three-level ordinate variable for the change of the number of <i>managerial levels</i> in the period 2000-2005: 1: increase; 2: no change; 3: decrease
ORG2	Sum of the standardized values of the 8 variables COMP_OVERALL, COMP_WORKPACE, COMP_WORKSEQ, COMP_WORKASSIGN, COMP_WORKWAY, COMP_PRODUCTION, COMP_CUSTOMER_CONTACT and COMP_CUSTOMER
COMP_OVERALL	Three-level ordinate variable measuring the <i>change</i> of the distribution of decision competences between managers and employees inside a firm in the period 2000-2005: 1: shift towards managers; 2: no shift; 3: shift towards employees
COMP_WORKPACE	Ordinate variable measuring the distribution of decision competences to determine work <i>pace</i> (1: 'primarily managers'; 5: 'primarily employees')
COMP_WORKSEQ	Ordinate variable measuring the distribution of decision competences to determine the <i>sequence</i> of the tasks to be performed (1: 'primarily managers'; 5: 'primarily employees')
COMP_WORKASSIGN	Ordinate variable measuring the distribution of decision <i>competences to assign tasks</i> to the employees (1: 'primarily managers'; 5: 'primarily employees')
COMP_WORKWAY	Ordinate variable measuring the distribution of decision competences to determine the <i>way</i> of performing tasks (1: 'primarily managers'; 5: 'primarily employees')
COMP_PRODUCTION	Ordinate variable measuring the distribution of decision competences to solve emerging <i>production problems</i> (1: 'primarily managers'; 5: 'primarily employees')
COMP_CUSTOMER-CONTACT	Ordinate variable measuring the distribution of decision competences to <i>contact customers</i> (1: 'primarily managers'; 5: 'primarily employees')
COMP_CUSTOMER-PROBLEMS	Ordinate variable measuring the distribution of decision competences to solve emerging <i>problems with customers</i> (1: 'primarily managers'; 5: 'primarily employees')

EXPQ	Exports of goods and services as a percentage of sales
ICT*ORG1	Interaction term of the variables ICT and ORG1
ICT*ORG2	Interaction term of the variables ICT and ORG2
EXPQ*ICT	Interaction term of the variables EXPQ and ICT
EXPQ*ORG1	Interaction term of the variables EXPQ and ORG1
EXPQ*ORG2	Interaction term of the variables EXPQ and ORG2
Part-time work	Ordinate variable measuring how important is <i>part-time work</i> inside a firm on a five-point Likert scale (1: 'not important'; 5: 'very important')
Group compensation	Ordinate variable measuring how important is <i>compensation by group or team</i> inside a firm on a five-point Likert scale (1: 'not important'; 5: 'very important')
IPC	Ordinate variable measuring the intensity of <i>price competition</i> at a firm's main market on a five-point Likert scale (1: 'very weak'; 5: 'very strong')
INPC	Ordinate variable measuring the intensity of <i>non-price competition</i> (competition with respect to quality, customer services, etc.) at a firm's main market on a five-point Likert scale (1: 'very weak'; 5: 'very strong')
Middle-sized firms	50 to 249 employees
Large firms	250 employees and more