

Technical Report

**Employer Survey from Wave 3 of the Linked-
Employer-Employee-Panel (LEEP-B3) in
Project (DFG – 373090005):**

**Organizational Inequalities and Interdependencies
between Capabilities in Work and Personal Life:
A Study of Employees in Different Work
Organizations¹**

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Table 1. Components of employer survey B3 and the results of the 2018/19 research period

Project title	Organizational Inequalities and Interdependencies Between Capabilities in Work and Personal Life: A Study of Employees in Different Work Organizations
Funded by	German Research Foundation (DFG)
Project period	2018-2020
Content	Economic situation, employment structure, equal opportunities, health care
In cooperation with	Institute for Employment Research (IAB)
Company conducting Interviews	Institute for Social Research and Communication (SOKO)
Study population	Work organizations (facilities, operating units, work organizations) with at least 500 employees who are subject to social security (see Section 1)
Research area	Germany
Field research period	October 2018 through July 2019
Sampling method	Disproportionately stratified random sampling
Sample size	83 (53 core sample, 30 refreshment sample)
Response rate	52.5 percent core respondents, 31.2 percent refreshment respondents

1. Project Description

The predecessor project entitled "Interactions between opportunities in professional and private life: A study of employees in different work organizations" was conducted from 2011 - 2015 at the University of Bielefeld (subproject B3). It was part of the Collaborative Research Center's program "From Heterogeneities to Inequalities" (SFB 882). The study was designed to analyze the role of the work environment in the production of social inequalities by taking into account mutual influences on employees' opportunities for personal fulfillment at work and in their private lives. The authors are particularly interested in how opportunities and risks in one area of life influence the quality of another area. The project was developed in cooperation with the Institute for Employment Research (IAB) in Nuremberg. Wave 1 and Wave 2 of the survey were conducted as part of the predecessor project. Wave 3 is collected in the current follow-up project "Organizational Inequalities and Interdependencies Between Capabilities in Work and Personal Life: A Study of Employees in Different Work Organizations" funded by the German Research Foundation (DFG) and carried out in cooperation with the IAB. The resulting rich longitudinal Linked Employer–Employee data that include information about employers, employees, and employees' partners (LEEP-B3) allow us to address the projects' research questions.

Figure 1. LEEP-B3 survey structure

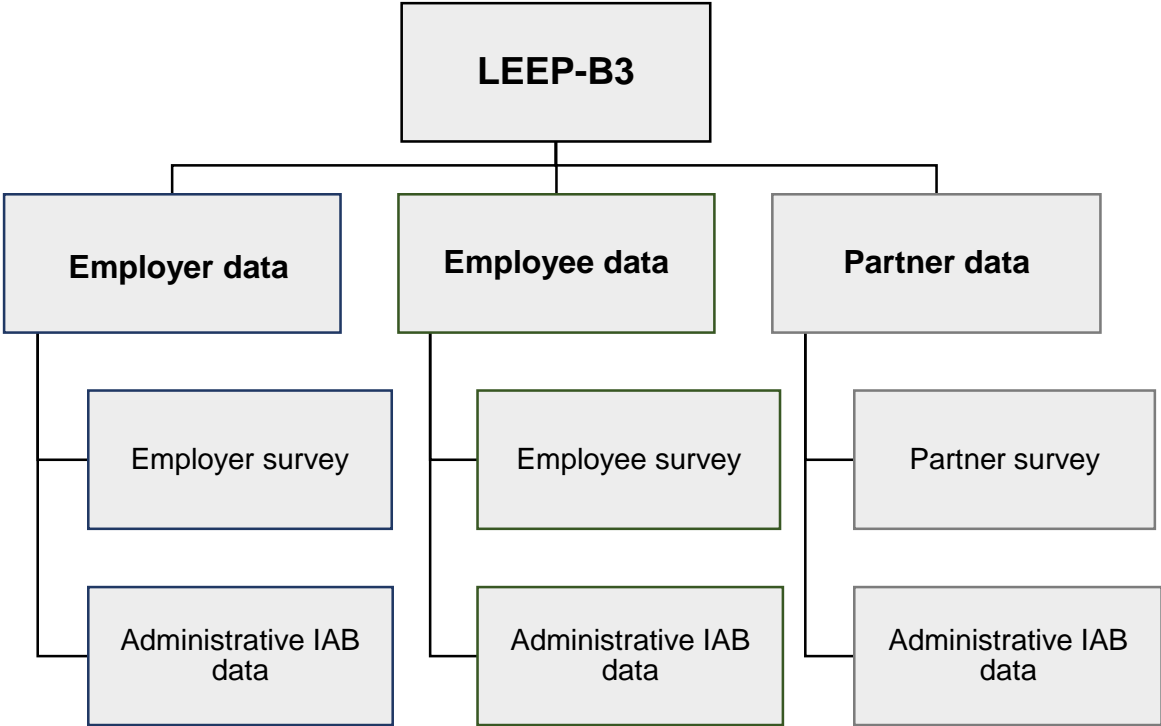


Figure 1 illustrates the design of the data collection. In the first step, employers were interviewed about their companies’ organizational structures and the measures used to support employees’ capabilities in work and private life. In the second step, employees of these companies were interviewed using an employee survey that evaluated opportunities for fulfillment in both their work and their private lives. In addition, in the first and third waves, employees’ partners were interviewed within the framework of the survey. In the final step, the data collected from the employers, employees, and employees’ partners were linked to administrative data from IAB (the Establishment Panel [BHP] and Integrated Employment Biographies [IEB]) if the participants had given their consent to the linkage. The purpose of linking the data from the three surveys with the IAB administrative data was to provide a rich data set with extensive information that would serve to answer specific research questions. A detailed report of this linkage is outlined in Jacobebbinghaus et al. (2014).

In addition to the multilevel structure that includes employer, employee, and partner data, the survey is designed as a longitudinal study that includes four waves of surveys: the first wave took place in 2012/13; the second wave took place in 2014/15; the third wave took place in 2018/19; and a fourth wave is planned. Wave 1 included 115 employer interviews, 6,454 employee interviews, and 2,185 partner interviews (for more information, see Abendroth et al., 2014, and Pausch et al., 2014). Wave 2

included 107 employer interviews, consisting of 72 employers who also participated in Wave 1 and 35 new respondents from a refreshment sample, and 6,339 employee interviews (for more information, see Reimann et al., 2015). Wave 3 consisted of 53 establishments that participated at least once before in the survey, 3,818 panel employees and 1,552 new respondents from these 53 establishments. Moreover, the refreshment sample in Wave 3 consisted of 30 new establishments with 917 employees who participated in the survey for the first time.¹ This technical report describes Wave 3 of the employer survey, focusing on the methodology and results. For a detailed description of the employee survey in Wave 3, see Marx et al. (2020). A standardized questionnaire was used to determine the operating structures of each company/establishment and to measure equal opportunities and diversity, especially heterogeneous characteristics such as age, gender, and migration background, as well as to measure health promotion activities. The questionnaire was extended after Wave 2 and now also includes questions regarding new challenges due to digitalization, automation and skill shortages and information about job cuts (for a detailed description of the instrument used to measure digitalized work, see Abendroth et al. 2020). Data from the employer survey were collected from October 2018 to July 2019 by interviewers from the SOKO Institute for Social Research and Communication. The survey contents relate to the time of the survey and the survey year.

2. Design of the Employer Survey

The population of the employer survey consisted of employers from work organizations that had at least 500 employees subject to social security. This survey was based on a sample that was stratified according to establishment size and industry sector and was complemented by an oversampling of industry sector J, Information and communication (see Section 2.1).

Wave 3 of the survey had a net sample size of 83 employer interviews. The sample in Wave 3 was composed of the core sample (the 129 companies that participated in Wave 1 and/or in Wave 2)² plus a refreshment sample. Of the establishments included in the core sample, 53 establishments participated in Wave 3 of the survey. The number of respondents from Wave 2 who were expected to be lost owing to panel

¹ One of the 30 establishments only participated in the employer survey; therefore the 917 employees are clustered in 29 establishments.

² It was not possible to obtain the current addresses for three of the 132 companies that participated in the previous waves of the survey; therefore, the core sample was reduced to 129 establishments.

attrition had to be replaced to maintain a sufficiently high number of establishments in the employer survey. Thus, a refreshment sample was drawn using the same sampling rules used for Wave 1 and Wave 2, excluding the establishments from the previous net samples of Wave 1 and Wave 2 (for a detailed description of sampling rules, see Pausch et al. 2014; Reimann et al. 2015). Of the 306 companies in the gross refreshment sample, 30 participated in the employer survey, resulting in a total of 83 respondents from the core and refreshment samples combined (see Section 2.2).

2.1 Study Population and Sampling Strategy

Because the sampling strategy for Wave 3 of the employer survey was identical to the sampling strategy for Waves 1 and 2, this technical report provides only a brief description of the sampling process (for a more detailed description, see Pausch et al., 2014).

To address the questions central to this project, it was necessary to ensure a sufficient variety of work organizations across various industry sectors. Selection of the establishments was based on administrative operational data provided by IAB's employment history dataset (*Beschäftigten-Historik* [BeH]). For Wave 1, the available data were current to December 31st, 2010. At the time of the refreshment sampling for Wave 2, the available data were current to December 31st, 2012, and for the refreshment sample for Wave 3, the data were to December 31st, 2016. The sampling population was restricted to those establishments reported to have at least 500 "regular" employees³ by this date. This restriction was imposed to ensure that sufficient internal gross samples would be available for the subsequent employee survey. Since this project is intended to be a longitudinal study, the workforce size must comprise a sufficiently large number of employees to be included in the longitudinal employee surveys.

Establishments were stratified according to industry sectors (based on the Statistical Classification of Economic Activities in the European Community [NACE 2008] and the German *Wirtschaftszweige 2008* [WZ08] classification).⁴ The population sample of

³ Employees subject to social security who are reported to the Federal Employment Agency include (in addition to the regular employees) trainees, employees in partial retirement, interns, working students, and pensioners without contributions. Since these groups should not be represented in the employee survey, only those companies/establishments in which at least 500 employees were reported in group 101 ("social security with no special features") were included in the population for the sampling. Employees in marginal employment were likewise excluded.

⁴ The classification of industry sectors is based on WZ08 (*Wirtschaftszweige 2008*), which is also used by the Federal Statistical Office and which represents the most common classification of industries in Germany. (https://www.destatis.de/DE/Methoden/Klassifikationen/GueterWirtschaftsklassifikationen/klassifikationwz2008_erl.pdf?__blob=publicationFile [accessed 2015/03/15]).

4,591 establishments (current to December 31st, 2016) from which the refreshment sample was selected was stratified according to industry sector and geographical location (in East Germany or West Germany). Out of the 34 strata, a disproportionate sample was randomly drawn (see Pausch et al 2014 for detailed description), with inclusion probabilities within strata equal to their respective sampling fraction. Considering that the ratio of the number of establishments in the West and in the East was 5.4 to 1, the inclusion probability for establishments in East Germany was doubled when compared with West Germany. In addition, the inclusion probability for companies in industry sector J-I (WZ08: 61100-63990) was quadrupled to ensure that a sufficient number of these establishments would be surveyed, as stated in the project proposal.

2.2 Samples of the Employer Survey, Wave 3 (2018/19)

Core Sample

Table 2 shows the development of the employer survey core sample over Wave 1 in 2012, Wave 2 in 2014 and Wave 3 in 2018/19 based on the population and the gross sample from Wave 1. Of the 92 West German companies interviewed in Wave 1, 58 were successfully interviewed in Wave 2. In Wave 3, 43 West German companies who participated in the survey before were interviewed again. For East Germany, 14 of the 23 employers of Wave 1 agreed to participate in Wave 2. In Wave 3, 10 East German companies who were interviewed in Wave 1 and/or Wave 2 participated again in the survey. Overall, 53 establishments participated in at least two waves, thus providing longitudinal data for these cases.

Owing to the small number of cases in the sample and the associated risk of identifying the companies, the number of industry sectors in this table was reduced from 17 to 3 sectors as the basis for stratification. We combined all production-related industry sectors (*C Manufacturing, D Electricity, gas, steam and air conditioning supply, E Water supply; sewage, waste management and remediation activities and F Construction*), all service sectors (*G Wholesale and retail trade; repair of motor vehicles and motorcycles, N Administrative and support service activities, H Transportation and storage, J Information and communication, K Financial and insurance activities, M Professional, scientific and technical activities, S Other service activities, I Accommodation and food service activities, L Real estate activities and R Arts, entertainment and recreation*) and administrative sectors that are mostly located in the public sector (*O Public administration and defense, compulsory social security,*

Q *Human health and social work activities* and P *Education*).⁵ This classification is used in all following tables.

Panel attrition for Wave 3 was 59 percent, which is similar to the rate of other employer surveys (see Fischer et al., 2009).⁶ In absolute terms, the loss of employers participating in the survey was highest in the combined production-related industry sectors. Moreover, the participation of companies in the combined service industry sectors was also lower in Wave 3 than in Wave 2. In contrast, the number of companies in the public sector increased compared to Wave 2. For a more detailed description of the development of the core sample with reference to industry sectors, see Section 3.4 (Selectivity Analysis). Due to the low case number of establishments in East Germany, the following table does not distinguish between West and East Germany.

⁵ For a more detailed description of the development of the core sample from Wave 1 to Wave 2, see the technical report for Wave 2 (Reimann et al. 2014).

⁶ The IAB Establishment Panel, an annual panel survey, reports response rates of 62 percent (postal survey) and exceeding 80 percent (face-to-face interviews) for continuing establishments and a rate of 30 percent for refreshment samples (see Fischer et al., 2009).

Table 2. Development core sample for employer survey B3 for Wave 1 (2012), Wave 2 (2014) and Wave 3 (2018/19)

Industry sector (WZ 2008)					
	Population	Gross sample	Completed interviews		
			<i>Wave 1 (2012)</i>	<i>Wave 2 (2014)</i>	<i>Wave 3 (2018/19)</i>
C – Manufacturing	1,474	179	43	24	12
D – Electricity, gas, steam and air conditioning supply					
E – Water supply; sewerage, waste management and remediation activities					
F – Construction					
G – Wholesale and retail trade; repair of motor vehicles and motorcycles	1,184	187	32	25	16
H – Transportation and storage					
J – Information and communication					
K – Financial and insurance activities					
M – Professional, scientific and technical activities					
N – Administrative and support service activities					
I – Accommodation and food service activities					
L – Real estate activities					
R – Arts, entertainment and recreation	1,276	173	40	23	25
S – Other service activities					
O – Public administration and defense, compulsory social security					
Q – Human health and social work activities					
P – Education					
Number of cases	3,934	539	115	72	53

Owing to the small number of cases in the sample and the associated risk of identifying the companies, the industry sectors were reduced in this table from 17 to 3 sectors as a basis for the stratification.

Refreshment Sample

Table 3 shows the distribution of the refreshment sample across industry sectors. Interviews with employers were completed at 23 establishments located in West Germany and at 7 companies in East Germany. Due to the low case number in East Germany, the following table does not distinguish between West and East Germany. Most interviewed establishments are located in the combined production-related industry sectors and the combined administrative industry sectors mostly located in the public sector.

Table 3. Results of refreshment sampling for employer survey B3 for 2018/19

Industry sector (WZ 2008)*	Establishments		
	Population	Gross sample	Completed inter-views
C – Manufacturing	1,644	97	11
D – Electricity, gas, steam and air conditioning supply			
E – Water supply; sewerage, waste management and remediation activities			
G – Wholesale and retail trade; repair of motor vehicles and motorcycles	1,404	106	8
H – Transportation and storage			
J – Information and communication			
K – Financial and insurance activities			
M – Professional, scientific and technical activities			
N – Administrative and support service activities	1,543	103	11
O – Public Administration and defense, compulsory social security			
Q – Human health and social work activities			
Number of cases	4,591	306	30

Owing to the small number of cases in the sample and the associated risk of identifying the companies, the industry sectors were reduced in this table from 17 to 3 sectors as a basis for the stratification.

2.3 Survey Instrument

The employer surveys in Wave 1 and Wave 2 were conducted by staff from IAB using a standardized questionnaire (see Appendix). Instruments were selected according to existing employer surveys (e.g., the IAB Establishment Panel). The employer survey in Wave 3 was conducted by the SOKO Institute for Social Research and Communication in Bielefeld. SOKO used computer-assisted telephone interviews (CATI) as the main survey method. In addition, employers who could not be reached

by SOKO or who refused the survey via telephone due to time constraints received a paper-and-pencil questionnaire to increase response percentages.

Based on previous experience, the questionnaire in Wave 3 did not include Part 2 of the Wave 1 and Wave 2 questionnaire, which was concerned with the employment structure of the workplace. Therefore, the questionnaire of Wave 3 consisted of four parts instead of five. Part 1, “General information about the company”, includes, for example, information on hierarchical levels and competition pressure; Part 3, “Equality of opportunities/diversity,” was concerned with the specific activities of the establishments in these areas; Part 4, “Health promotion measures,” dealt with health promotion, including illness rates and employee surveys about health protection in the workplace; and Part 5 completed the interview and asked the respondents if they would be willing to take part in the follow-up panel survey.

Part 1 of the questionnaire included questions about the company’s founding year, the pressure exerted by competitors, innovative activities and challenges due to digitalization and labor shortages. Part 3 addressed issues of equal opportunities and diversity, specifically, concrete activities on the part of the company to promote female junior staff by means of targeted career planning, mentoring programs, or networking groups for women. In addition, questions were asked about family-friendly measures such as childcare provided at the company (e.g., a company kindergarten, nursery, or day-care center, and homework supervision), financial support or other forms of assistance for childcare, special programs for employees on parental leave, flexible working hours, or the possibility of telecommuting or taking work home. In addition, it asked about the integration of employees with different cultural and/or ethnic backgrounds. Part 4 focused on measures that analyze the rate of illness and on how the establishment protects employee health through employee reviews and courses that promote health-related behavior. Part 5 included the question on the willingness to participate in the survey again.

Adjustments to the Employer Questionnaire between Wave 2 and Wave 3

The structure and content of the questionnaire for Wave 3 of the employer survey was nearly the same as the questionnaire for Wave 1 in 2012 and Wave 2 in 2014. For analyzing longitudinal data, it is crucial to have as similar questionnaires as possible. However, to take into account the changing labor market conditions, especially due to digitalization, the questionnaire was extended (see Table 14 Appendix for all changes).

The questionnaire added a few questions regarding general information about the establishments, such as the extent of internal and external crowdsourcing, how many new jobs were created, how many jobs were cut, how hard it is to fill vacant positions requiring certain qualifications and whether the establishment has an expert on or department for digitalization. Furthermore, employers could indicate whether one person, a team/department or no one is responsible for diversity management within the company. If they implemented diversity measures, they were also asked to give information about the implementation date, and employers were asked about the primary reason for implementing family-friendly measures. For a detailed list of adjustments within the employer questionnaire between Wave 2 and Wave 3, see Table 14 in the Appendix (see Abendroth et al. 2020 for a detailed description of questions related to digitalization).

3. Implementation of the Survey

3.1 Field Phase and Field Control

The field phase of the employer survey lasted from October 2018 until July 2019. Interviews were conducted by interviewers of the SOKO Institute in Bielefeld. For the core sample, attempts were made to re-establish communication with the contacts from Wave 1 and Wave 2. The first step was to send out letters informing them about the survey and highlighting the importance of repeat participation for answering the project's research questions. The second step was to make telephone calls to arrange interviews. Contacts for the refreshment sample were identified (in most cases, the personnel managers), and announcement letters were sent to the companies to inform them about the survey.

3.2 Response Rate and Evaluation of the Sample

The survey for Wave 3 was conducted with respondents from 83 establishments: 53 core respondents and 30 refreshment respondents, as described below.

Core Sample

On March 3, 2018, SOKO received contact information for 129 companies that had participated in the survey at least once before. Of these 129 companies, 28 could not be contacted or the telephone number was no longer active (adjusted net sample: 101 establishments), and 48 refused to participate again. Of the 101 establishments

contacted, 53 agreed to be interviewed in Wave 3, resulting in a response rate of 52.5 percent for the panel survey (see Table 4a).

Table 4a. Response rate of the sample and adjustments: Core sample

Sample status	Number of Respondents	%
Gross sample*	129	100.00
Reduction in sample through attrition (total) Not contacted or no longer exists	28	21,7
Adjusted net sample	101	100
Refused to participate	48	47.5
Employers who agreed to be interviewed	53	52.5

*The gross sample consisted of the 129 companies interviewed in Wave 1 and/or Wave 2.

Refreshment Sample

The SOKO Institute received the installment contact information for the refreshment sample on July 25, 2018. The refreshment sample consisted of 306 establishments randomly drawn (see Section 1.2). The aim was to complete 30 interviews to achieve approximately the same number of new establishments as in Wave 2. Of the 306 companies in the gross refreshment sample, 210 establishments could not be reached, no longer existed, or simply were not contacted by SOKO because the target figure was already reached. Of the 96 companies contacted, 30 had agreed to participate in the survey, resulting in a response rate of 31.25 percent (Table 4b).⁷

Table 4b. Response rate of the sample and adjustments: Refreshment sample

Sample status	Number of Establishments	%
Gross sample	306	100.00
Reduction in sample through attrition (total) Contact not reached/ Company no longer exists/Not contacted	210	68.6
Adjusted net sample	96	100
Refused to participate	66	68.8
Employers who agreed to be interviewed	30	31.2

3.3 Survey Mode

Since not all the companies were available for computer-assisted telephone interviews (CATI), the SOKO Institute opted to send questionnaires via postal mail to achieve a higher response rate. The average duration of the CATI interviews was 26 minutes. Since face-to-face interviews were the main interview mode in Wave 1 and Wave 2 and because the questionnaire changed, it is not possible to compare the average

⁷ The initial response rate, RR1, was 9.8 percent, according to standard definitions provided by AAPOR (2011: 44).

interview durations between survey waves (see Pausch et al. 2013 and Reimann et al. 2015 for a detailed description of interview durations).

3.4 Selectivity Analysis

Within the selectivity analysis, factors that influenced a company's willingness to take part in the employer survey were analyzed to reveal potential systematic biases and to estimate the generalizability of the results. This type of analysis compares survey participants with nonparticipants and should provide information about subgroup-specific and systematic response biases in the final sample (see Knerr et al. 2009: 15f.). Logistic regression analyses were used to assess the extent to which the industry sector, size of the company, and location in West or East Germany influenced the companies' willingness to participate in the survey. These analyses were carried out separately for the core sample and the refreshment sample. First, some descriptive analyses address the relationship between the gross sample and the completed interviews.

3.4.1 Descriptive Analyses

Table 5 shows the probability of participation in the employer survey for the core sample according to the different industry sectors for all three waves. The probability marginally decreased relative to the number of cases by less than 1 percentage point for companies in the public sector. In contrast, the probability decreased by 26.82 percentage points for companies in production-related industry sectors. The participation probability also decreased by 41.25 percentage points for companies in the service sectors. The high decrease in response probabilities in production-related industry sectors, as well as among companies in the service sector, especially in comparison to the public sectors, might be because companies operating in the public sector are less often subject to job cuts, closures and bankruptcy.

Table 5. Probability of participation in the employer survey by industry: Core sample

Industry sector (WZ 2008)*	Gross sample Wave 1	Participation rate in % Wave 1	Gross sample Wave 2	Participation rate in % Wave 2	Gross sample Wave 3	Completed Interviews Wave 3	Participation rate in % Wave 3	Difference (Wave 3 – Wave 2)
C – Manufacturing	179	24.02	43	53.49	45	12	26.67	-26.82
D – Electricity, gas, steam and air conditioning supply								
E – Water supply; sewerage, waste management and remediation activities								
F – Construction								
G – Wholesale and retail trade; repair of motor vehicles and motorcycles	187	23.12	32	81.25	40	16	40.00	-41.25
H – Transportation and storage								
J – Information and communication								
K – Financial and insurance activities								
M – Professional, scientific and technical activities								
N – Administrative and support service								
I – Accommodation and food service activities								
L – Real estate activities								
R – Arts, entertainment and recreation								
S – Other service activities								
O – Public administration and defense; compulsory social security	173	17.12	40	57.5	44	25	56.82	-0.68
P – Education								
Q – Human health and social work activities								
Number of cases	539	115	115	72	129		53	

Owing to the small number of cases in the sample and the associated risk of identifying the companies, the industry sectors were reduced in this table from 17 to 3 sectors as a basis for the stratification.

Table 6 gives an overview of the distribution of the gross sample of Wave 3 by industry sector in comparison to the completed interviews for the refreshment sample. Overall, deviations were relatively small (see Table 6). The combined production-related industry sector is slightly underrepresented compared to Wave 2, with a decrease of 5 percentage points. The combined service sector is marginally overrepresented at 7.9

percentage points more than in Wave 2. The public sector is likewise slightly overrepresented at 3 percentage points more than in Wave 2.

Table 6. Distribution comparison of gross sample Wave 3 and completed interviews by industry sector: Refreshment sample

Industry sector (WZ 2008)*	Gross Sample		Completed Interviews		Difference (Wave 3 – Gross sample)
	Number	in %	Number	in %	
C – Manufacturing					
D – Electricity, gas, steam and air conditioning Supply	97	31,7	11	36,7	-5%
E – Water supply; sewerage, waste management and remediation activities					
G – Wholesale and retail trade; repair of motor vehicles and motorcycles					
S Other service activities					
H – Transportation and storage	106	34,6	8	26,7	7.9%
J – Information and communication					
K – Financial and insurance activities					
M – Professional, scientific and technical activities					
N – Administrative and support service					
O – Public administration and defense; compulsory social security					
P Education	103	33,7	11	36,7	3%
Q – Human health and social work activities					
Number of cases	306	100.0	30	100.0	

Owing to the small number of cases in the sample and the associated risk of identifying the companies, the industry sectors were reduced in this table from 17 to 3 sectors as a basis for the stratification.

For the final step, we had to determine whether the refreshment sample could compensate for the loss of respondents from the core sample. Table 7 compares the probability of participating in the employer survey as differentiated by industry sectors for Waves 2 and 3. Overall, the differences in the probability of participation were quite low, which is an indication that the recruited refreshment sample could be similar to the establishments lost due to panel attrition. Only establishments in the public sectors had a relatively high increase of 10.6 percentage points in their participation probability. This increase can mainly be traced back to the higher overall probability of companies in this sector participating again in Wave 3 (Table 5). For the combined production-related industry sector, the probability of participation decreased by 5.9 percentage points, and for companies in the service sector, it decreased by 4.7 percentage points.

Table 7. Comparison of probability of participation in Waves 2 and 3: All

	Wave 2 (2014)		Wave 3 (2018/19)		Difference (Wave 3 – Wave 2)
	Completed interviews	in %	Completed interviews	in %	
C – Manufacturing	36	33.6	23	27.7	-5.9
D – Electricity, gas, steam and air conditioning supply					
E – Water supply; sewerage, waste management and remediation activities					
F – Construction					
G – Wholesale and retail trade; repair of motor vehicles and motorcycles	36	33.6	24	28.9	-4.7
H – Transportation and storage					
J – Information and communication					
K – Financial and insurance activities					
M – Professional, scientific and technical activities					
N – Administrative and support service Activities					
S – Other service activities					
I – Accommodation and food service activities					
L – Real estate activities					
R – Arts, entertainment and recreation					
O – Public Administration and defense, compulsory social security	35	32.8	36	43.4	10.6
P – Education					
Q – Human health and social work activities					
Number of cases	107	100.0	83	100.0	

Owing to the small number of cases in the sample and the associated risk of identifying the companies, the industry sectors were reduced in this table from 17 to 3 sectors as a basis for the stratification.

3.4.2 Multivariate Analyses

Two logistic regression analyses were conducted to analyze the extent to which the company's industry sector, size, and location in West or East Germany influenced its survey participation. We differentiated between the gross core sample (129 workplaces) and the gross sample of the refreshment sample (306 workplaces). The dichotomous dependent variable was participation in Wave 3 of the employer survey. The results of the analyses are shown in Table 8a for the gross core sample (53 participants and 76 nonparticipants) and in Table 8b for the gross refreshment sample (30 participants and 276 nonparticipants).

Table 8a. Logistic regression probability of participation in the employer survey 2018/19: Core Sample

	Gross sample	
	B	Std. Err.
Reference: Production (C, D, E, F)		
G – Wholesale and retail trade; repair of motor vehicles and motorcycles		
H – Transportation and storage		
S – Other services	0.614	(0.468)
J – Information and communication		
K – Financial and insurance activities		
M – Professional, scientific and technical activities		
N – Administrative and support service		
O – Public administration and defense; compulsory social security	1.341**	(0.464)
P – Education		
Q – Human health and social work activities		
Company size/1,000	0.004	(0.108)
East/West (Reference: East)	0.314	(0.481)
Constant	-1.291***	(0.560)
Probability > LR	0.063	
Pseudo R ² (McKelvey and Zavoina):	0.051	
Number of cases	129	

Owing to the small number of cases in the sample and the associated risk of identifying the companies, the industry sectors were reduced in this table from 17 to 3 sectors as a basis for the stratification. Yes (participated in the survey) = 1; No (did not participate in the survey) = 0. LR = likelihood ratio. * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

The results of the logistic regression showed statistically significant deviations for participation and nonparticipation. The probability of participating was higher only for those establishments that are mainly located in the public sector than for the reference category of all combined production industry sectors. The companies in the combined service sector showed no difference in the probability of participating compared to the reference category of all combined production industry sectors. None of the other factors we analyzed (company size and location in East or West Germany) had any influence on the probability of a company's participation in the survey.

Table 8b. Logistic regression probability of participation in the employer survey 2018/19: Refreshment sample

	Gross sample	
	β	Std. Err.
Reference: Production (C, D, E)		
G – Wholesale and retail trade; repair of motor vehicles and motorcycles		
H – Transportation and storage		
S – Other services	-0.459	(0.490)
J – Information and communication		
K – Financial and insurance activities		
M – Professional, scientific and technical activities		
N – Administrative and support service		
O – Public administration and defense; compulsory social security		
P – Education	-0.050	(0.459)
Q – Human health and social work activities		
Company size/1,000	-0.075	(0.144)
East/West (Reference: East)	0.215	(0.459)
Constant	-2.127***	(0.539)
Probability > LR	0.814	
Pseudo R ² (McKelvey and Zavoina):	0.008	
Number of cases	306	

Owing to the small number of cases in the sample and the associated risk of identifying the companies, the industry sectors were reduced in this table from 17 to 3 sectors as a basis for the stratification. Yes (participated in the survey) = 1; No (did not participate in the survey) = 0. LR = likelihood ratio. * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

None of the included factors (industry sector, company size and location in East or West Germany) had any statistically significant effect on the probability of a company's participation in the survey for the refreshment sample. With respect to the variables included in the logistic model, the net sample is unbiased.

3.5 Item Nonresponse

Tables 9 to 12 present the response rates for selected questions from three parts of the employer survey questionnaire (for a detailed overview of missing values, see the Codebook in the Appendix). The response rates for the employer survey were very high, indicating that the survey was well accepted, and that the data are of good quality. For Part 1 of the questionnaire ("General information about the establishment"), most of the response rates for general information ranged between 100 percent ("Existence of a works or staff council") and 83.13 percent ("Employees in further training"). Many questions even had response rates at least as high as 90 percent.

Table 9. Response rates for general information questions about the company

Question	Response rate (%)
Part 1: General information about the establishment	
Public/private sector	100
Founding year of the establishment	86.67
Crowdsourcing external	100
Crowdsourcing internal	100
Increased importance of digital expertise for hiring	100
New jobs 2017	93.98
New jobs to meet new challenges and possibilities due to digitalization	94.52
New jobs requiring university/college degree	91.78
New jobs requiring vocational training	91.78
New jobs requiring neither a degree nor a completed training	89.04
Employees in further training (last six-month 2017)	83.13
Employees trained to meet new challenges/possibilities of digitalization	87.95
Expert for digitalization	100
Jobs cuts (last six-month 2017)	91.56
... due to automation	72.72
... jobs requiring a university or college degree	77.27
... jobs requiring completed vocational training	77.27
... jobs requiring neither a degree nor a completed training	77.27
Challenging to fill employment vacancies with...	
...managers	100
... academics	95.18
...Skilled workers with vocational training	100
... Unskilled and semi-skilled workers	66.27
Pressure from competition	98.80
Instruments: job description	98.80
Instruments: stipulated procedure for staff recruitment	100
Instruments: written agreements on objectives with employees	97.59
Instruments: personal development and advanced training	95.18
Instruments: written personnel reviews	95.18
Number of hierarchy levels	100
Existence of a works or staff council	98.80
Annual result last fiscal year	91.57
Use of personal contacts or recommendations for recruiting personnel	100
Use of employees who were formerly employed in establishment	98.80

For Part 3 of the questionnaire (“Equal opportunities/diversity”), the response rates were very high for the different measures regarding older employees, women and men, and families and for the integration of employees (Table 10). All employers answered the questions regarding the existence of diversity management within the company, the implementation of measures for older employees and the integration of employees. There are only two response rates that did not reach 100 percent. Of all employers, 99 percent gave information about the measures for promoting female junior staff through targeted career planning, mentoring programs or

networking groups, and 99 percent answered whether they offer telecommuting/working from home as a family-friendly measure.

Table 10. Response rates for questions about equal opportunities or diversity

Question	Response rate (%)
Part 3: Equal opportunities/Diversity	
Diversity Management	
...one person	100
...team or department	100
...no expert	100
Measures for older employees	
Partial retirement	100
Adjustment of demands concerning performance/work on individual basis	100
Mixed-age teams	100
Within-firm advanced training activities	100
Health-promoting measures	100
Equal opportunities for women and men	
Existence of agreements or voluntary operational initiatives to promote equal opportunities for men and women	100.00
Promotion of female junior staff through targeted career planning, mentoring programs for women, networking groups for women	98.80
Targeted promotion of female junior staff by preferential recruitment of women, female quotas	100
Mixed-gender teams used specifically to support equal opportunities	100
Family-friendly measures	
Childcare provided at the company	100
Flexible working hours (Flextime)	100
Telecommuting/homework	98.80
Special leave/unpaid leave (e.g., interruption of work when caring for relatives or children)	100
Limiting E-Mail correspondence to regular work hours	100
Reason for implementation	
Primary reason for implementation	100
...support reconciliation of work and private life	100
...to be attractive employer	100
...part of collective agreement	100
...societal expectations	100
Integration of employees	
Language courses	100
Promotion of employees with different cultural/ethnic backgrounds through targeted career planning, mentoring programs, networking groups	100
Courses on cultural competence/getting to know the German culture	100
Mixed teams used specifically to support equal opportunities	100

The response rates in Part 4 of the questionnaire (“Health promotion measures”) for the employer survey were also very high (Table 11). Every employer gave information about their analysis of the illness rate, their surveys for health protection, their courses

for health-promoting behavior and their discussion groups on health issues in the company.

Table 11. Response rates for questions about health promotion measures

Question	Response rate (%)
Part 4: Health promotion measures	
Sickness rate analysis	100
Employee survey on health protection at the work	100
Discussion group on health problems in the establishment ("health circles ")	100
Courses for health-promoting behavior	100

Table 12 shows the questions that only the companies from the private sector were asked. The response rate is again very high, and only one question did not reach a response rate of 100 percent. Of all employers, 99 percent gave information about the innovation activity of the company; therefore, the response rate for this item is still very high.

Table 12. Response rates for questions relevant to the private sector only

Question	Response rate (%)*
Management	100
Category of establishment/agency	100
Labor productivity compared with main competitor	100
Job security compared with main competitor	100
Profit compared with main competitor	100
Existence of industry-wide wage agreement	100
Innovation activity of the company	98.80
Overall technical state of the facilities/factory and business equipment used in the establishment	100

4. Representativeness of the sample by industry sector

The next step was to determine whether the interviewed establishments were representative of the population of establishments at the time of Wave 3 of the employer survey (based on IAB data from December 31, 2016). Table 13 shows the distribution of the population as differentiated by industry sectors compared with the completed interviews. The population consisted of 4,591 companies in Germany. The difference between the population and the companies that completed interviews was low. With a deviation of 9.7 percentage points, companies in the public sector were overrepresented. As mentioned before, this is due to a higher probability of companies in the public sector participating again in Wave 3. The combined service sector was

slightly underrepresented, with a deviation of 1.7 percentage points. Moreover, the combined production-related industry sector was underrepresented with a deviation of 8.1 percentage points.

Table 13. Distribution comparison of population and completed interviews: All

Industry sector (WZ 2008)*	Population		Completed interviews Wave 3		Difference (Wave 3 – Population Wave 3)
	Number	in % (Wave 3)	Number	in % (Wave 3)	
C – Manufacturing	1.644	35.8	23	27,7	-8.1
D – Electricity, gas, steam and air conditioning Supply					
E – Water supply; sewerage, waste management and remediation activities					
F – Construction					
G – Wholesale and retail trade; repair of motor vehicles and motorcycles	1,404	30.6	24	28,9	-1.7
H – Transportation and storage					
J – Information and communication					
K – Financial and insurance activities					
M – Professional, scientific and technical activities					
N – Administrative and support service activities					
S - Other service activities					
I – Accommodation and food service activities					
L – Real estate activities					
R – Arts, entertainment and recreation	1.543	33.6	36	43,4	9.8
O – Public administration and defense; compulsory social security					
P – Education					
Q – Human health and social work activities	4.591	100.0	83 ¹	100.0	
Number of cases					

Owing to the small number of cases in the sample and the associated risk of identifying the companies, the industry sectors were reduced in this table from 17 to 3 sectors as a basis for the stratification. ¹Five of the 83 establishments do not meet the sample criteria (e.g. more than 500 employees) anymore.

To make statements about the whole population (as described in Section 2.1), the data must be weighted. This is because of the disproportionately stratified random sample and, to a lesser extent, the different probabilities of participation in the survey for each industry sector. A simple way to calculate these weights is to use poststratification, where the number of cases in the population is divided by the number of completed interviews, differentiated by industry sector and region (Pausch et al. 2014).

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Appendix

Adjustments to the employer questionnaire between Waves 2 and 3

Table 14. Adjustments to the employer questionnaire between Waves 2 and 3

Number of Question		Label	Adjustment
Wave 2	Wave 3		
-	0	Public/private sector	New item
6	6A	Formal, written descriptions/regulations	Answer categories changed: W2: From “never” in 20% steps to 100% (frequency-based) W3: from “never” in 20% steps to 100% but instead of 0-20% now 1-20%
14		Personnel structure	Item deleted
15		Personnel structure	Item deleted
16		Personnel structure	Item deleted
17		Personnel structure	Item deleted
18		Personnel structure	Item deleted
19		Personnel structure	Item deleted
24	24	Equal opportunities for men/women	Answer categories changed: W1: Yes/No W2: Yes/No and if yes, they can indicate the year of implementation
25	25	Family-friendly measures	Answer categories changed: W1: Yes/No W2: Yes/No and if yes, they can indicate the year of implementation
-	25A	Reason for implementing family-friendly policies	New item
-	25B	Intention for implementing family-friendly policies	New item
26	26	Measures to integrate employees	Answer categories changed: W1: Yes/No W2: Yes/No and if yes, they can indicate the year of implementation
-	30	Usage internet platforms	New item
-	31	Importance digital literacy	New item
-	32	Amount new jobs	New item
-	33	Department/expert for digitalization	New item
-	34A	Amount job cuts	New item
-	34B	How many due to automatization etc.	New item
-	35	Employees in training to prepare for new demands due to digitalization	New item
-	36	Difficulties filling employment vacancies	New item
-	37	Department/Team/Person Diversity Management	New item
-	38	Family-friendly measures legal/voluntary	New item
-	39	Legal/voluntary measures employees with different cultural and ethnical backgrounds	New item

**DFG-Project: Organizational Inequalities and
Interdependencies Between Capabilities in Work and
Personal Life:
A Study of Employees in Different Work Organizations**

Employer Survey
Questionnaire

Your answers will be treated confidentially in compliance with the current data protection legislation and will be anonymized for analysis to ensure that individual establishments cannot be identified.

Contact:

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Universitätsstraße 25
33615 Bielefeld
- Germany -

Prof. Dr. Martin Diewald
Prof. Dr. Anja Abendroth
Dr. Silvia Maja Melzer

(0521) 106-4309

January 2018

INT02: Hello, my name is <INT> from the SOKO-Institute for empirical social research and communication in Bielefeld. Some days ago, we have sent your establishment/ operating unit a letter with information about our current survey in association with Bielefeld University and the Federal Employment Agency (IAB). Nowadays, companies are increasingly faced with the challenge of retaining and recruiting qualified employees. For this it is necessary to be perceived by the employees as an attractive employer in order to bind them to the company in the long term. The study allows us to gain insights into which company framework conditions are already being offered for reconciling the professional and private lives of employees and in which direction companies are developing in various areas. Do you remember this letter?

Yes.....

No

INT: If no: This letter described that the University of Bielefeld and the Federal Employment Agency (IAB), in cooperation with the Institute for empirical social research and communication (SOKO), are conducting a nationwide study in which companies and employees in various sectors are to be interviewed. In view of the diverse lifestyles of employees, companies today face increased challenges not only in attracting qualified employees but also in motivating them. Employment characteristics such as income, job security or social integration can play different roles.

Your company was selected at random on the basis of statistics and your participation is of course voluntary. But only if as many selected companies as possible take part in the survey can meaningful results be achieved. Therefore, we dependent on your help.

INT03: As part of this study, we would like to conduct a telephone interview of about half an hour with you [if the interviewee is already known:] / [if the interviewee is unknown:] someone from your HR department. Participation in the survey is voluntary. The SOKO Institute guarantees that all your data will be treated strictly confidential and will remain anonymous, i.e. will be evaluated without name and address. All employees of the Institute are obliged to maintain secrecy. Any use of the data for purposes other than this investigation is excluded. Do you currently have time to participate in the survey or would you like to make an appointment?

Appointment for the interview: _____

Start right now.....

Send the letter again.....

Refusal of interview.....

INT: Which appointment has been made? Please check the correspondent box!

Part 1: General Information about the Establishment

Q0: Does this establishment belong to the public sector?

Yes.....

No

Don't know

Q1: In what year was this establishment/operating unit founded?

Year:

Note: The question refers to the year the establishment was originally established, not to the year of a possible takeover of the establishment/operating unit.

Q2: How is your organization managed? Solely by the proprietors or their family members or solely by employed managers?

Not for public service

- Solely by the proprietors and/or their family members
- Solely by employed managers
- Both

Q3: How would you describe your establishment/agency? As...

Not for public service

- an independent organization or an independent organization without other places of business.....
- the head office of an enterprise or an organization with other places of business/offices/branches
- a place of business/office/branch of a larger enterprise or organization
- a regional or technical middle-level administrative unit in a multilevel organization or multilevel government agency/organization.....

Q4 a) How would you rate the level of competition that your establishment faces?

According to the following scale, please evaluate your establishment in relation to its competition. Rate your response by choosing a number between 0 and 10, where 0 means pressure from competition is “nonexistent” and 10 means pressure from competition is “very high.”

Note: If possible, the answer should be applied to the **specific establishment/operating unit**, otherwise to the whole organization. In the public service, such as local facilities, the competition may be a locational competitor; for example, universities may compete for students or for public funds.

The pressure from competition is...

- | | | | | | | | | | | | |
|-------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Nonexistent | | | | | | | | | | | Very high |
| | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| | 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

b) If the pressure from competition is high (Rate 6 or higher), how likely is it that this will endanger your organization’s future?

- 1) Very likely
- 2) Likely
- 3) Somewhat likely
- 4) Unlikely
- 5) Very unlikely

Q5: As compared with its main competitors, would you consider your establishment to be better, the same or worse in terms of the following aspects?

Not for public service

Note: If you have more than one main competitor, please refer to the most important competitor.

- a) Labor productivity..... Better The same Worse
- b) Job security Better The same Worse
- c) Profit Better The same Worse

Q30: The next two statements are about outsourcing tasks to a number of people via the internet or an internet platform. This includes external outsourcing as well as the intern work organization.

		To a large extent				Not at all
Q30A	To what extent are corporate tasks outsourced externally by assigning jobs to a number of people via the internet or an internet platform?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q30B	To what extent are corporate tasks assigned cross-functional and inter-divisional via an internal platform?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Note: Meant here is "Crowdsourcing". Confirm this if interviewee asks about it.

Q31: To what extent did the importance of digital literacy increase for the posting of jobs and recruitment over the last 5 years?

To a large extent					Not at all
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q32: How many new jobs were created in your establishment in the fiscal year 2017?

Number:

	Number or Proportion
a) How many of those jobs were created in order to meet new challenges and possibilities due to digitalization?	<input type="text"/>
b) How many of those were qualified jobs requiring a university or college degree ("Universität"/"Fachhochschule")?	<input type="text"/>
c) How many of those were qualified jobs requiring completed vocational training?	<input type="text"/>
d) How many of those were jobs requiring neither a degree nor a completed training?	<input type="text"/>

Q21: What percentage of employees participated in internal or external advanced training activities during the second half of 2017?

Percentage: %

Q35: To what extent did you train your employees in order to meet new challenges and possibilities due to digitalization? Please state how many percent of your employees have been trained.

None	1%-20%	21%-40%	41%-60%	61%-80%	81%-100%
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q33: Does your establishment/ your department employ an expert specifically for digitalization?

- One person
- A team/ a department
- None

Note: Multiple answers are possible!

Q34A: How many jobs were cut in this establishment in the fiscal year 2017?

Number:

Q34B:

Number or Proportion

- a) How many of those jobs were cut due to automation and digitalization of activities?
- b) How many of those were qualified jobs requiring a university or college degree (“Universität”/“Fachhochschule”)?
- c) How many of those were qualified jobs requiring completed vocational training?
- d) How many of those were mundane jobs requiring neither a degree nor a completed training?

Q36: How hard is it for you to fill employment vacancies? Please differentiate between the following groups:

	Not hard at all			Very hard		
Q36A: Managers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q36B: Experts with academic training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q36C: Skilled workers with vocational training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q36D: Unskilled and semi-skilled workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q6A: Please indicate the proportion of jobs in your establishment for which the following instruments exist:

	None	>0% - 20%	>20% - 40%	>40% - 60%	>60% - 80%	>80% - 100%
Q6AA Job descriptions specified in writing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q6AB A stipulated procedure for staff recruitment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q6AC Written agreements on objectives with employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q6AD Planning of personnel development and advanced training set out in writing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q6AE Written personnel reviews	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



if the answer of e) is “none”, go on with Question 7)

Q6B: How important are written personal reviews for...

	Not important at all				Very important
Q6BA Decisions on wage increases	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q6BB Decisions on advanced training activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q6BC Decisions on promotions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q6BD Others, namely	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q7: How many hierarchy levels do you differentiate within your establishment? Please include the top and bottom levels.

Note: If the number of hierarchical levels in various operating areas differs, please indicate the maximum number.

Number of levels:

Q8: What is the status of your establishment with regard to binding agreements?

Not for public service

- a) It is bound by an industry-wide wage agreement
- b) It is bound by an organization agreement concluded between the establishment and the trade union.....
- c) It is not bound by a collective agreement.....



*if the answer is c),
go on with question 10*

Q9: Based on the wage agreement currently in force, does your organization pay employees' salaries and wages above the collectively agreed-upon scale?

Note: This question applies to employees only.

- Yes
- No

Q10: Does your establishment have...

a) ... a works council or staff council elected in accordance with the Works Council Constitution Act?

- Yes
- No.....

b) ...another form of staff representation that is specific to your organization, such as a staff spokesperson, round-table conferences, or something similar?

- Yes
- No.....

Q11: How would you rate your organization's annual result for the preceding fiscal year?

Please answer according to the following scale, where -5 means the annual result was "very bad" and +5 means the annual result was "very good." Rate your statement by choosing a number between -5 and +5.

Note: Annual result is defined as profits minus expenditures.

The annual result was...

- Very bad Very good
- | | | | | | | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| -5 | -4 | -3 | -2 | -1 | 0 | +1 | +2 | +3 | +4 | +5 |

Q12: To what extent has your organization newly developed, improved, or further developed a product or service in the past business year (2016/17)?

Not for public service

- 1) To a very small extent
- 2) To a small extent.....
- 3) To a moderate extent.....
- 4) To a large extent
- 5) To a very large extent

Not for public service

Q13: How do you assess the overall technical state of the facilities and of the factory and business equipment used in your establishment?

- 1) Completely new standard.....
- 2) Relatively new standard.....
- 3) Partly new standard.....
- 4) Obsolete.....
- 5) Completely obsolete.....

Q20: Which of the following measures are taken at your establishment/organization with respect to the employment of older employees (i.e. employees who are 50 years of age or older)?

- | | Yes | No |
|---|--------------------------|--------------------------|
| a) Partial retirement..... | <input type="checkbox"/> | <input type="checkbox"/> |
| b) Adjustment of demands concerning performance/work on individual basis..... | <input type="checkbox"/> | <input type="checkbox"/> |
| c) Mixed-age teams..... | <input type="checkbox"/> | <input type="checkbox"/> |
| d) Within-firm advanced training activities..... | <input type="checkbox"/> | <input type="checkbox"/> |
| e) Special advanced training programs..... | <input type="checkbox"/> | <input type="checkbox"/> |
| f) Health-promoting measures..... | <input type="checkbox"/> | <input type="checkbox"/> |
| g) Special health-promoting measures..... | <input type="checkbox"/> | <input type="checkbox"/> |
| h) Other measures for older employees, namely: _____ | <input type="checkbox"/> | <input type="checkbox"/> |

Q22: I will now read out two ways of recruiting personnel. For each of these methods, please indicate whether or not it is used at your establishment?

- | | Yes | No |
|---|--------------------------|--------------------------|
| a) Do you use personal contacts or recommendations of other employees? | <input type="checkbox"/> | <input type="checkbox"/> |
| b) Do you rely on employees who were formerly employed in your establishment? | <input type="checkbox"/> | <input type="checkbox"/> |

Part 3: Equal Opportunities / Diversity

Q23: Regarding equal opportunities for men and women,

a) Does your establishment/operating unit have agreements in place or does it use voluntary operational initiatives for this purpose to promote equal opportunities for men and women?

- Yes
- No ➔ proceed with Q24

b) If so, check the agreements that apply:

Note: Multiple answers are possible!

- Legal agreements
- Collective labor agreements
- Voluntary operational initiatives
- Others, namely: _____

Q24: I will now read out several measures that support equal opportunities for men and women. Please indicate which ones have been taken by your establishment/operating unit.

Measure	Taken
1) Promotion of female junior staff through targeted career planning, mentoring programs for women, networking groups for women	<input type="checkbox"/> Yes <input type="checkbox"/> No
➔ If 1) Yes: When was this measure introduced?	Year: <input style="width: 100px; height: 20px;" type="text"/>
2) Targeted promotion of female junior staff by preferential recruitment of women (female quotas)	<input type="checkbox"/> Yes <input type="checkbox"/> No
➔ If 2) Yes: When was this measure introduced?	Year: <input style="width: 100px; height: 20px;" type="text"/>
3) Use of mixed-gender teams specifically to support equal opportunities	<input type="checkbox"/> Yes <input type="checkbox"/> No
➔ If 2) Yes: When was this measure introduced?	Year: <input style="width: 100px; height: 20px;" type="text"/>
4) Other measures, namely: _____	<input type="checkbox"/> Yes <input type="checkbox"/> No

Q38: Regarding equal family-friendly measures,

a) Does your establishment/operating unit have agreements in place or does it use voluntary operational initiatives for this purpose?

- Yes
 No ➔ proceed with Q39

b) If so, check the agreements that apply:

Note: Multiple answers are possible!

- Legal agreements
- Collective labor agreements
- Voluntary operational initiatives
- Others, namely: _____

Q25: Please indicate which of the following family-friendly measures have been taken by your establishment/operating unit?

	Taken
1) Operational childcare (e.g., company kindergarten, company nursery, day-care center, homework supervision on-site), financial support or other forms of assistance for childcare	<input type="checkbox"/> Yes <input type="checkbox"/> No
➔ If 2) Yes: When was this measure introduced?	Year: <input style="width: 100px; height: 20px;" type="text"/>
3) Flexible working hours (flextime)	<input type="checkbox"/> Yes <input type="checkbox"/> No
➔ If 3) Yes: When was this measure introduced?	Year: <input style="width: 100px; height: 20px;" type="text"/>
4) Telework/home office	<input type="checkbox"/> Yes

No

➔ If 4) Yes: When was this measure introduced?

Year:

5) Special leave/unpaid leave (e.g., interruption of work to care for relatives or children)

Yes

No

➔ If 5) Yes: When was this measure introduced?

Year:

6) Arrangements in order to protect the private lives of the employees which limit the receiving and sending of emails outside of the regular working hours

Yes

No

➔ If 6) Yes: When was this measure introduced?

Year:

7) Other measures, namely: _____

Yes

No

[Ask only the ones, who offer at least one family-friendly measure]

Q25A: Why do you offer these family-friendly measures?

Yes No

a) To support our employees with the reconciliation of family and working life

b) To be an attractive employer

c) It is arranged by the collective agreement

d) It is a social expectation

Note: Multiple answers are possible!

Q25B: Which is the main intention in offering these family-friendly measures?

We want to be an attractive employer or an attractive department for employees.

We want to support our employees with the reconciliation of family and working life so they can reach their full professional potential.

We also need less career orientated employees.

Q39: Regarding the integration of employees with diverse cultural or ethnical backgrounds,

a) Does your establishment/operating unit have agreements in place or does it use voluntary operational initiatives for this purpose to integrate employees with diverse cultural or ethnical backgrounds?

Yes

No ➔ proceed with question 37

b) If so, check the agreements that apply:

Note: Multiple answers are possible!

- Legal agreements

- Collective labor agreements
- Voluntary operational initiatives
- Others, namely: _____

Q26: I will now read out several measures to integrate employees with different cultural or ethnic backgrounds.
Please indicate which ones are taken by your establishment/operating unit.

Measure	Taken
1) Language courses	<input type="checkbox"/> Yes <input type="checkbox"/> No
➔ If 1) Yes: When was this measure introduced?	Year: <input style="width: 100px; height: 20px;" type="text"/>
2) Support of employees with different cultural/ethnic backgrounds through targeted career planning, mentoring programs, networking groups	<input type="checkbox"/> Yes <input type="checkbox"/> No
➔ If 2) Yes: When was this measure introduced?	Year: <input style="width: 100px; height: 20px;" type="text"/>
3) Courses on cultural competence/getting to know the German culture	<input type="checkbox"/> Yes <input type="checkbox"/> No
➔ If 3) Yes: When was this measure introduced?	Year: <input style="width: 100px; height: 20px;" type="text"/>
4) Mixed teams used specifically to support equal opportunities	<input type="checkbox"/> Yes <input type="checkbox"/> No
➔ If 4) Yes: When was this measure introduced?	Year: <input style="width: 100px; height: 20px;" type="text"/>
5) Other measures, namely: _____	<input type="checkbox"/> Yes <input type="checkbox"/> No

The aforementioned topics, namely equal opportunities for men and women, family-friendly measures and the integration of employees with diverse cultural or ethnical backgrounds can be summarized under the umbrella term “Diversity Management”.

Q37: Does your establishment/ your department employ an expert specifically for Diversity Management?

- One person
- A team/ a department
- None

⇒ If so, since when?

Year:

Part 4: Health Promotion

Q27: Which of the following measures for employees’ health protection and health promotion are implemented or financially supported by your establishment/operating unit?

	Yes	No
a) Sickness rate analysis	<input type="checkbox"/>	<input type="checkbox"/>
b) Employee survey on health protection in the workplace	<input type="checkbox"/>	<input type="checkbox"/>
c) Discussion group on health problems at the establishment ("health circles")	<input type="checkbox"/>	<input type="checkbox"/>
d) Courses on health-promoting behavior	<input type="checkbox"/>	<input type="checkbox"/>
e) Others, namely: _____	<input type="checkbox"/>	<input type="checkbox"/>

Part 5: Willingness to Participate in the Panel Survey

Q28: Before we conclude this interview, I have one final request. In order to complete this research project successfully, it is important for us to conduct a follow-up interview with all respondents after 2 years to understand the reasons for any changes that have been made within the organization over that period. Your participation in this second interview is very valuable for us.

To conduct a follow-up interview in the context of this survey, we must your contact information.

In accordance with the Data Protection Act, we ensure that details regarding your contact information (name and address of the organization) will be saved separately. Your information will remain completely anonymous throughout the study. It will not be shared with evaluating researchers and cannot be connected to the responses you have provided. Once the research project has been completed, your address will be permanently deleted.

We would be very grateful if you would agree to contribute to our research project.

Do you agree to participate in the panel survey?

Yes

No

Q29: As stated in our previous correspondence, we will gladly send you a brief overview of our research results. Would you be interested in receiving this information?

Yes

No

Thank you very much for your participation.

Impressum:

Eileen Peters

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