

**Institut Arbeit und Technik  
Gelsenkirchen**

**Project:**

**NESY**

**Coordinated by  
Gerhard Bosch/Steffen Lehndorff**

**First Interim Report:**

**Germany**

**by**

**Irene Dingeldey  
Jochen Schroth  
Alexandra Wagner**

**June 1999**

## **Content**

### **1. Main lines of research about new Forms of Employment and working time in the German service economy**

***1.1. General discussion on the services and the service economy***

***1.2. Flexibilisation of new Forms of Employment and working time***

***1.3. Research about Employment effects of Flexibilisation***

***1.4. Discussion on the Standard Employment relationship and  
New Forms of Employment***

### **2. Trends in different service sectors**

***2.1. Social Services: health and care (elderly and children)***

***2.2. Household related services***

***2.3. Banking/Insurance/Office Work***

***2.4. Services to firms/Outsourcing of Services***

### **3. Data sources**

***3.1 Methodical problems***

***3.2 Different typologies of services***

***3.3 Main results of quantitative research***

***3.4 Data Sources***

***3.5 Evaluation of data sources***

## **1. Main lines of research about new Forms of Employment and working time in the German service economy**

As the service sector, respectively service activities, are very heterogeneous in their nature, their structure and their function, it does not surprise that there is very much written about the definition of services and activities, the structural development of the service sector and the demarcation of different service branches.

However, there is hardly any discussion in Germany about our main research question, namely the incidence of new forms of work and the flexibilisation of working time in the service sector. Both issues are mainly discussed separately, which means there is a general discussion on the development trends of the service economy, and another discussion on new forms of employment and working time models in the whole economy. The research of the development trends in the various branches of the service sector mainly neglects the question of changing employment or working time patterns.

One of the rare textbooks that deal with very broad trends of employment in the service economy, respectively the change of certain service related professions, is Littek et al. (1991) or – in respect to the public sector - Henneberger (1997). Many studies, however, in terms of employment refer only to the size of the service sector, respectively the share of service employment as part of total employment. In a comparative perspective it is mainly assumed that the more advanced a country is, the higher the share of service employment. As the employment share of the service sector in Germany is often considered to be rather low, the flexibilisation of rigidities that may hinder service growth are seen as a chance to rise employment. An example of that kind of thinking is the present political discussion about the creation of employment particularly in the service sector through creating and subventionising of low pay employment. Another exception might be the criticism of the reform of marginal part time employment which is defamed to destroy employment in the service sector.

In the following paper we will reflect mainly the given structure of the political and scientific discussion. Therefore we start with a summary on some general issues related to the discussion about the service economy in Germany (1.1). We continue with some references on the most recent discussion about new forms of employment, flexibilisation of working time (1.2) and its employment effects (1.3.). Some remarks on the more scientific discussion about the so called „Standard Employment Relationship“, the

emergence of „atypical“ employment forms and the consequences for example in respect so social security follow (1.4).

In the second part we try to reflect the research already done in the different service sector branches (2). The third part reflects methodical problems, typologies, main results of (representative) empirical research and the data sources and availability of data about new forms of employment and working time in the service sector (3). As the definition of different service sector branches and the discussion about the size of the service sector is related very much with quantitative analysis, we discuss the respective literature in this part.

### **1.1. Some general issues related to the discussion about the service economy in Germany**

During the last decades efforts to increase productivity did not any more focus only on technological improvements but also on organisational reform. To organise organisations efficiently, however, particular service activities as well as enterprise related services like management, training, and so on became more and more important. Furthermore there was seen an increase of the importance of services related to industrial goods, adaptation of particular software programs, maintenance and repair and so on. Service activities in enterprises and enterprise related services therefore contribute ever more to the competitiveness of industrial goods on world markets (Ganter/Seltz 1996).

But the logic of productivity increase and improvement of service quality also applies to the organisational reform in the public sector (Naschold/Pröhl 1994). The keyword „New Public Management“ refers to the process of restructuring public services in that respect (Oppen/Wegener 1998; Oppen 1993; 1996). The origin of restructuring has several reasons: a supposed overload of public responsibilities, the financial burden on public households, the explosion of expenditure for particular services, particularly in the health and care sector. Furthermore citizens are more and more regarded also as „customer“ who should be satisfied with the quality and provision of public services for example of local administration and of social institutions like hospitals, nurseries and so on (see Naschold 1993:87f; Bandemer et al. 1998:429).

Therefore one of the main research areas on services is the process of organisational reform to improve the quality of services and the customer orientation in services as well in private as in public organisations.

Another line of research is related closely with general employment effects of the service economy. The duration of high unemployment in Germany and the partial assumption of a „service gap“ concerning the sectoral structure of employment (see chapter 3) gives rise to the question how to create service employment and to lower unemployment.

One of the offered solutions to „close“ the service gap in the German employment structure and to lower unemployment, is the *enforcement of income differentiation* and the lowering of non-wage costs like social security contributions. In order to copy the American model of service employment, the development of a low wage sector is suggested in order to create employment, over all in personnel or household related services (see Albach 1989; Rürup 1989). This suggestion is rather prominent in the present political discussion about the introduction of subventions for social security contributions or of „in-work-benefits“ in order to create both more employment in low paid service activities and work incentives for recipients of transfer payments (see the suggestion of Streeck and Heinze in: Der Spiegel Mai 1999; Scharpf 1995; Weinkopf 1999).

At the contrary, those who see that there are deviant concepts of service societies, suggest that whereas the service economy of the United States depends on „Economies of Scale“, the German service economy is much more related to a highly qualified labour force (Baethge et al. 1991).

In that context also the thesis of the „*Knowledge society*“, respectively the ever increasing importance of „knowledge based products and services“ is formulated (Bosch 1998:30). Therefore the development of human resources and the adaptation of institutions like universities, apprenticeship systems but also organisational structures in enterprises and public institutions and even innovative regional production clusters are required to meet the necessities of structural change from industrial to service employment (Buttler/Tessaring 1993; Bosch 1998; Hilbert/Scharfenort 1998).

In order to fulfil these requirements of structural adaptation some authors do even request a kind of „*Service Policy*“ (Dienstleistungspolitik). It is supposed that such a policy is necessary, because „The realisation of the enormous potentials of the service society does not come by itself but only when politics, economy and society accept the change and develop the will, to shape such change“ (Bullinger 1998). Main lines of such a policy are assumed to be the co-ordination of several policy fields. But to develop a service economy not only economic, structural and industrial policies had to be co-ordinated, but also gender related policies, education, research and development policies. Frame-

work regulation could help to make the production of some services more easy and give clear conditions to consumers and suppliers. Furthermore new management and organisational concepts should be encouraged as well as the development of particular technologies related to the production of services. Marketing instruments could help to trade German services, due to authors who promote such service policies (Beyer et al. 1998).

Although many studies choose a rather technical approach to the development of new service employment, for example deducting the future labour demand for service activities in Germany just from the comparison of the number of employees in the American service sector (see Streek and Heinze 1999), others highlight the socio-cultural influence as well on service demand as on the supply of service employees. In this respect it has to be mentioned that there are different countryspecific attitudes towards the consumption of services, for example the acceptance of self service in restaurants but also in banks, insurances and so on (Oberbeck 1997). Furthermore the provision of certain services by households itself differs very much between countries. This is again very much related to labour supply. Low female activity rates suggest that a lot of social services or household related services are provided by the households itself (Bosch 1998: 46). In the respective countries the female labour supply for service activities is therefore often limited. Studies which deal with such socio-cultural factors suggest, that the development of service activities and service employment will not develop in a unique way in different countries (Häußermann/Siebel 1995).

## **1.2. Regulation of new forms of employment and flexibilisation of working time**

There are different aspects of the discussion on new forms of employment and working time. First we will deal with the legal regulation of working time, forms of employment and collective bargaining, which gives an impression of the flexibilisation efforts of German governments in the past decade (a). Some hints on the effects of collective Bargaining on these issues follow (b).

### ***a, Legal regulation of working time, forms of employment and collective bargaining***

Initiatives towards the deregulation of German labour markets started in 1984 (Deregulation of health and safety protection for young and disabled workers). The so called *employment promotion act (Beschäftigungsförderungsgesetz) in 1985* and its following reforms affected fixed term employment, agency work, dismissal protection and particular aspects of working time as well as the financial protection in case of illness. So some of the regulations have decreased the protection of the SER, others have made the use of non-standard employment forms more easily (see table in Hoffmann/Walwei 1998:422). The reform of (long) part time regulation has increased employment rights and protection for those contracts. Other regulatory reforms have affected the process of collective bargaining itself. Most recent legal regulation has re-regulated particular forms of atypical employment, for example the reform of marginal part time employment in 1999.

#### *Fixed term contracts:*

Since 1986 fixed term contracts up to 18 months were made generally possible, abolishing employers' duty to give reasons for the temporal limitation of contracts.

Following acts in 1990, 1994 and 1996 increased the maximum duration of fixed term contracts (for which employer do not need to give reasons) to 24 months. It can be covered with up to three contracts during that period.

#### *Agency Work:*

The legal duration of agency work has been prolonged from three up to 12 months by different reforms since 1985.

#### *Dismissal protection:*

The employment protection act of 1996 increased the requested number of employees in an enterprise from 5 to 11, as a precondition for the application of the legislation of dismissal protection for employees in the respective enterprise.

#### *Working time:*

Part time employment was made possible as job-sharing-variant and can since then be made variable in relation to the production process (KAPOVAZ) in 1985.

An improvement was, that part-time employment (with the exception of marginal part time) was made generally equal to full time employment concerning matters of pay and overtime supplements.

The working time legislation of 1994 gave more opportunities for flexible working hours. Since then for a full time contract standard daily working time has to be 8 hours but only in average during a period of 6 months (before during a period of two weeks). Therefore employees can work now 10 hours a day as part of a standard employment contract without paying overtime supplements. By collective agreement these regulations can be overruled and the period of reference can be prolonged up to one year (as far as health and safety regulation is not touched).

Exceptional regulation for unsocial hours (sunday- and night- work) have been introduced. Legal prohibition of unsocial hours for women (blue collar worker) has been abolished (Bode et al. 1996; Kress 1998; Friedrich/Wiedemeyer 1997))

The reform of marginal part time legislation in 1999 by the coalition of social democrats and the green party has not generally changed the relative cost advantages of this form of employment compared to standard full-time or part-time work. Legislation still allows reduced rates of social security contributions (employers' contributions are only 10% of gross earnings for health insurance and 12 % for pensions, instead of about 21 % of gross earnings for all regimes) and a voluntary contribution to the pension regime for employees for part time employment with less than 15 hours a week and earnings less than 630 DM a months. Additionally certain groups, like married women and pensioners are exceptional free from income tax for marginal part time employment (Dingeldey 1998).

#### *Financial protection in case of illness:*

The employment promotion act of 1996 decreased the financial compensation rate in case of illness to 80% of the former net income during the period in which the employer and not the social insurance has to pay the compensation. Several collective agreements have nevertheless fixed the compensation rate to 100% of former net income.

#### *Weakening of collective bargaining*

In 1986 the Arbeitsförderungsgesetz §116 has been changed. Therefore employees that become temporary unemployed because of strike action in other enterprises do no longer receive financial compensation, as far as the unemployed employees are covered

by the same collective agreements as those on strike and therefore also would benefit from the possible wage increases.

## **b, Collective Bargaining**

### *Flexibilisation of working time in collective bargaining*

has partially anticipated the new working time legislation. Overall in different industrial sectors as the metal working and the chemical industry flexible working time agreements have been signed, which allow the reduction of standard workingtime without wage compensation (Kress 1998).

### *Flexibilisation of wages*

In several industries some "opening clausulas" have been introduced in collective agreements. Since 1993 in the metal working sector of east Germany collectively agreed wages can be cut during a limited period.

Similar clausulas concerning pay in general or particular French benefits have been agreed for the printing industry in east and west in 1997, and the textile industry in 1996/97 and in the eastern metal and electronic industry 1996 (Friedrich/Wiedemeyer 1998:209/210).

In 1997 in the chemical industry an agreement has been signed which allows wage cuts by 10 or 5 % for formerly (long time) unemployed or for newly contracted persons.

## **1.3. Employment effects**

All together the political initiatives for deregulation of the high standards of labour market regulation and social protection in Germany since the mid eighties can be regarded as fairly moderate. The supporter of neo-classical arguments did - and still do - see the rigidity of labour markets (labour law, particularly dismissal protection, working time regulation etc., the regulation of collective bargaining, the rigidity of wages and too high costs for social security systems, etc.) as causes for high unemployment (Soltwedel 1984; Siebert 1996; Deregulierungskommission 1991).

Nevertheless, the research about employment effects (increase of general employment level) through deregulation of labour standards shows either no clear positive or a diffuse impact concerning the general employment level:

The proportion of fixed term employment in Germany has increased moderately . An increase in the general level of employment through fixed term contracts is supposed to

be minimal in nearly all empirical studies on this subject (see Büchtemann 1990; Bielen-ski 1997; Walwei 1993). This comes partly because in German firms fixed term contracts are often used just as a test-period for new employees who are then hired permanent (Hoffmann/Walwei:423) . Exceptions may be found in particular enterprises or particularly regulated labour markets, like the employment of scientists.

Employment effects through the flexibilisation of working time and the flexibilisation of the regulation of unsocial hours are rather diffuse. Many enterprises, like VW as one of the most famous examples used the flexibilisation of working time in combination with the temporal reduction of working time to prevent dismissals. So there was an employment effect, but neither the number of employees nor effective working time did increase. Some enterprises which used sunday work increased, but others decreased the number of employees (Klenner/Ochs/Seifert 1998).

Agency work seems to have expanded but it is unclear if this really causes a surplus in general employment (Rudolph/Schröder 1997).

Although not subject to particular initiatives of deregulation, part time employment has grown significantly. The particular form of marginal part time has increased even more. In the trade sector the increase of part time employment (and marginal part time employment) is partly related with the new shop opening hours (see Lehnendorff below); Behling/Wagner 1998): The trend of increased use of marginal part time is not expected to be changed by the recent reform of the new government, because general cost and income advantages are maintained (see above).

#### ***1.4., Standard employment relationship (SER) or Normalarbeitsverhältnis***

The standard employment relationship is defined as a full-time, permanent contract and a continuity of employment, without interruptions by unemployment or by other reasons, regulated by collective agreement (see Hoffmann/Walwei 1998). In the German discussion the standard employment relationship is used as "the good ideal" compared to the atypical work or the new forms of employment as part time employment, fixed term employment and so on. Furthermore the SER is a kind of theoretical construction on which the regulation of labour standards, working time and social security standards still relies heavily (Mückenberger 1985; Hinrichs 1996).

A long during debate in Germany deals with the decrease or the unchanged importance of the so called standard employment relationship (see Mückenberger 1985; Bosch 1986).

The most recent empirical analysis shows a decrease of the SER as a proportion of total employment, whereas the number of employees in SER has not decreased in 1995 compared to 1976 (data source: German Mikrozensus and the Arbeitnehmerüberlassungsstatistik of the Bundesanstalt für Arbeit):

While the proportion of fixed term contracts and agency work was rather constant, part time employment and self-employment (outside the agrarian sector) have increased considerably. The proportion of civil servants, apprentices and soldiers has decreased as well. As a consequence in west Germany in 1996 the proportion of SER is considered as 52% of all employees. Fixed term employees are considered to be 3 %, other dependent employees (civil servants etc.) 11 %, part time employees 23 % and self-employed outside agriculture 10 % (1,7 in agriculture) of all employees. In east Germany fixed term employment is here rather high with 8%, but due to the lower incidence of part time employment, SER is still 64 %.

The absolute number of SER has changed with the demand on the labour market since 1976. The total number of SER in 1995 is not lower than 1976. So the decrease of the proportion of SER in total employment is mostly due to the fact that the increase of employment and the total number of employees is caused by the increase of part time employment (Hoffmann/Walwei 1998:415) . (This fact refers to aggregate effects, it does not mean that all new employment is part time, but that the decrease of full time employment for example in the industrial sector is just compensated by the creation of full time employment for example in the service sector; The surplus of employment creation is nevertheless expressed in the increase of part time employment).

#### *Reasons for the decrease of importance of the SER*

The *change of sectoral employment*, mainly the shift towards service employment is used to explain the decrease of the importance of the SER. The smaller sized workplaces need more flexibility for example in respect to the use of non-standardised working time arrangement, which itself are more easily to achieve with part time employees.

The impact of SER is with nine percentage points considerably lower in the service sector than in the whole economy.

Reasons on the supply side of the labour market are the feminisation of the labour force and the still persistent practice that it is over all women who have to adjust their working hours to family duties. While about 2/3 of men have SER, this is true for only 44% of women. At the contrary 37% of women hold part time employment, while it is only

5% of men. Therefore particularly in feminised sectors, the incidence of part time employment is high (Hoffmann/Walwei 1998).

Other authors explain the relevance of atypical employment in the service sector with the demand for services in time schedules that contrast with the SER, for example in services related to leisure, or with the demand for permanent services, for example in hospitals and health care. Furthermore the individualisation of life styles are identified for the higher incidence of part time, for example the combination of work and studying (Bosch 1986).

Nevertheless, Hoffmann/Walwei (1998) show with shift-share analysis, that the structural effect and the gender effect are not highly significant, which means that excluding these effects, part time employment and self employment would have grown equally.

### *SER and the system of social security*

As the social security systems like unemployment benefit and pensions are closely related to the assumption that employees have a SER during their life as employee, there are certain risks of poverty over all for part time employees and for those who suffer long terms of unemployment during their life cycle.

Over all the risk of poverty through part time employment – which is mostly chosen by women because of family responsibilities – increases, if the marriage is divorced/and or it is used “outside” the breadwinner model, for example by lone mothers (Hinrichs 1996). Therefore, the debate about the decrease of the SER is strongly related with suggestions for a reform of the social security systems in relation to these problems (see Schmid, Rogwoski/Schmid 1997; Voss 1997, O’Reilly 1996) . The general goal is to give more security to more flexible employment relationships and more individualised life styles.

## **2. Trends in different service sectors**

### **1. Social Services: health and care and household related services**

It is undeniable that Fourastié’s 1954 prediction of the transition to the service society has now proved well-founded. And yet the state of knowledge about actual working conditions in the service sector lags far behind its economic importance. Only particular

branches of the service sector, such as hospitals, care of the elderly and banking, have to date been the object of detailed investigation.

Social services have been one of the fastest growing areas in the employment system in recent decades. The extent, structure and evolution of employment in social services are determined by a complex set of interactions between various universal factors, among which, in addition to the institutionalisation of the welfare state, the degree of autonomy enjoyed by local authorities and the levels of professionalisation and remuneration in the sphere of social services are of particular importance (Riede 1988).

The situation of workers in health and care services has attracted particular attention from social scientists in recent years. The starting position was the staff shortages that started to become increasingly critical from the end of the 1980s onwards (Mergner 1992). The reduction of hospital stay times and the high share of often very elderly people suffering from multiple diseases and in need of considerable care and attention meant that nurses and care assistants could no longer cope physically or mentally with the burdens placed on them. Moreover, unsocial working hours had always been one of the main reasons for the high staff turnover rates and even for the departure of personnel from the sector altogether after just a few years' work. Consequently, it became impossible to meet the demand for trained staff in many hospitals and nursing homes. It became evident, therefore, that working times and job contents in care services had to be reorganised (Lorenz 1993).

"Standard working time" is a term that has very little meaning in health and care services (cf. Bittner 1998, p. 123). Rather, flexible working times are an indispensable element of working-time organisation. Various studies have shown that the working times of nurses and care assistants are characterised by forms of flexibility encompassing all three dimensions of working time, i.e. duration, scheduling and distribution ((Bittner 1998; Lüthy/ Möllering 1998; von Badener/ Born/ Bußmann 1998; Meyer 1995; Priester 1995; Dahlem/ Lorenz 1993 ...). Most staff work two or three-shift systems that continue over weekends. A further characteristic of work in the care sector is the regular overtime that forms part of the daily working conditions of nursing and care staff. By far the greatest share of overtime is the result of the permanent undermanning caused by inadequate staffing schedules and high staff turnover (cf. Bittner 1998, p. 124). Despite the high share of women in the workforce, which has stood at about 85% for

several years now, only a small proportion of care workers are employed part-time (Dietrich 1994, p. 53)<sup>1</sup>. This is attributable to an inadequate supply of part-time jobs, not to a lack of interest on the part of care workers (Bittner 1998, p. 124).

Despite the need to provide patient care round the clock, working time can be organised in a wide variety of ways (Bittner 1998, p. 132). Experiments with new working-time structures in the care sector have focused on the introduction of core, principal or standard working times (usually) of between 8 and 16 hours and restriction of the unsocial hours that are so unpopular with workers (Priester 1995, p. 161). This is being made possible by shifting a number of care activities hitherto carried out during early, late and night shifts to the core working hours, when higher manning levels are higher, so that the bulk of the work required can now be done at times of the day that are also more convenient for patients. According to Bittner, other proposals include the "time instead of money" and the "basic duty rotas" models. The advantage common to all of them is that they make a considerable contribution to standardising working time in in-patient care.

The introduction of new working times and the ensuing restructuring of work processes have a considerable impact on the activities of medical staff and of the various functional areas. In the absence of inadequate coordination, therefore, there is considerable potential for conflict. In order to achieve the objective of providing the best possible care for the sick and those in need of care while at the same time ensuring the quality and economic efficiency of the service provided in hospitals, it is necessary to move beyond occupational divisions in order to develop inter-disciplinary cooperation (MASG 1995). The present system of care, with its functional divisions along occupational lines, must be replaced to a much greater extent than at present by holistic, patient-oriented forms of care, such as group, area or in-home care (Priester 1995, p. 161). Workable solutions can only be achieved if working times in nursing and care services are considered not as an isolated matter but as an element of hospital policy to be addressed by hospital management (Hellige/Holler 1993). Transparent communications and participa-

---

<sup>1</sup> This does not apply to outpatient services (cf. von Bandemer/Born/Bußmann 1998). Büssing (1995) also speaks of a relatively high share, relative to the average for dependent employees, of part-timers in nursing. In a survey he conducted, around 36% of the workforce in hospitals were part-timers. Yet only

tory management are as necessary in the approximately 2,300 German hospitals as the provision of feedback to employees and the efficient utilisation of their potential (Lüthy/Möllering 1998). There is widespread agreement in the social science literature that the most important precondition for the successful introduction of new working-time systems is that all the workers affected by the restructuring measures should be involved as early and fully as possible (Bittner 1998; Meyer 1995; MASG1995; Büssing 1993).

Perceptions of the link between the growth in output and the evolution of employment are influenced to some extent by the notion of "jobless growth". Technological progress in manufacturing industry has led to a continuous reduction in the number of people employed in production jobs. In view of the generally weak level of growth and the considerable degree of rationalisation inherent in new approaches to management, the modest growth in output is no longer sufficient, it is said, to offset the negative employment effects of productivity increases. In consequence, jobs at the lower end of the productivity spectrum are coming under increasing pressure (Bogai 1996, p. 241). Thus Tessaring et al. forecast that the number of jobs for low-skill workers will be halved by the year 2010, compared with 1991. This will inevitably lead to further increases in the already above-average rates of unemployment among unskilled and semi-skilled workers.

At the same time, employment in jobs providing services to households and private individuals in the German labour market is lagging considerably behind that in other countries. The ageing population, a relatively high female participation rate and the growing number of one-person households suggest that, in future, there will be increasing demand for services to private households (Bogai 1996, p. 242). Examples might include neighbourhood services, home helps for elderly and handicapped people, childcare, advice centres for young people, residential security services, support for local trade and improvements in the quality of life, the renovation and redevelopment of residential areas, improvements in local transport and the cleaning up of green spaces. Scharfenroth and Ittermann argue that the transition to the service society will be effected largely through services to households and private individuals. Since public actors at all levels see themselves as unable, because of insufficient room for financial manoeuvre, to react

---

4.6% of those surveyed expressed a desire to work full-time. It is reasonable to assume, therefore, that demand for such jobs is higher than the supply

appropriately to newly emerging demand (e.g. for high-quality care and nursing services), the number of private service providers is growing. This is also said to be forcing public providers, such as charities and voluntary associations, to reorganise their social work (Scharfenroth/Ittermann 1998, p. 40).

However, the basic obstacle to the development of a market for services to households lies in the level of demand from those willing to pay for such services and the cost of delivering them. Furthermore, certain social norms and habits that became established in times of continuous growth in welfare and narrowing wage dispersion may create aversion to such activities (Bogai 1996, p. 242). Against this background, the call from those involved in labour market policy for stronger promotion of jobs in the provision of services to households and private individuals is intended to contribute to the reduction of structural unemployment (cf. Zimmermann et al. 1998; Bogai 1996). Proposals that have been made include the subsidising of demand through direct transfers or tax reliefs and using social transfers to help service providers. On the supply side, grants could be made available to those starting up companies and special incentives could be offered to employers recruiting unemployed people. In addition, institutional changes could accelerate the development of such services<sup>2</sup>. Considerable reductions in the prices paid by consumers of personal services could be achieved through the introduction of service vouchers (Bogai 1996). They could either be used to give needy groups entitlement to neighbourhood or community services or put on sale to the general public, as in France, for example. The argument advanced in favour of subsidising simple service activities is based on calculations of the savings to be made in public expenditure if unemployment is reduced and the additional receipts accruing to government coffers from the rise in employment levels. Even a job at the lower end of the competitive labour market would undoubtedly give those involved a positive image of work experience (Bogai 1996, p. 243). The main problems with services to households are still the often precarious working conditions, in particular the high physical and mental demands made of workers in this area (Scharfenroth/Ittermann 1998, p. 40). And yet jobs of this kind are often the only opportunity open to women seeking to (re-) enter the labour market, because to date they have not been in direct competition with men in this unattractive sphere of employment (Scharfenroth 1997, p. 9). However, strategies for enhancing

---

<sup>2</sup> Thus in Japan, for example, the demand for security staff in apartment buildings was generated through statutory regulations.

the status of such jobs that focus only on individual parameters do not go far enough. One of the challenges facing policy-makers, particularly in the sphere of equal opportunities, is to develop visions and programmes for whole areas of services to households and private individuals, such as childcare or care of the elderly, and in doing so to make good use of any opportunities that might present themselves for enhancing the status of jobs in these areas and to take timely action to avert the risks of any further loss of status (Scharfenroth 1997, p. 11).

## **2. Banking/Insurances/Office Work**

The German banking industry can be likened to a large building site. Repeated waves of restructuring have radically changed the banking landscape in recent years. Ever more areas of work are being contracted out to newly-established, independent companies (HBV 1998, p. 4) in order that the banks themselves can focus solely on their core business. The concentration of payment transactions and of banks' technical and clerical operations is increasingly confining jobs to an ever diminishing number of sites within Germany. Since 1992, privately-owned banks in Germany have shed a total of 8,000 jobs (4% of the total workforce); over the same period, balance-sheet profits rose by 36.3%. Not least for this reason, the distribution, banking and insurance union, HBV, has been very critical of the rationalisation programmes that have been put in place and is demanding that working time be reduced in order to distribute the available volume of work more evenly among all employees (HBV, 1998, p. 7). At the same time, the trend towards mergers between large companies is continuing in both the banking and insurance industries. Thus the Münchner Allianz group now employs almost 106,000 people, and following its takeover of the French AGF group it is represented in 68 countries (cf. WAZ 1999, no. 117). And now that the US Federal Reserve has approved its takeover of Bankers Trust, the rise of Deutsche Bank to its current position as the world's largest financial institution is complete. Even before this latest acquisition, Deutsche Bank employed some 75,000 people (cf. WAZ 1999, no. 118).

The management style in most clearing and savings banks is still characterised by hierarchical structures. Teamwork systems, in which certain competences are delegated to individual work groups, are the exception rather than the rule (HBV 1998, p. 19). Some companies, such as the Hypobank, have recently been experimenting with tele-working (Ballauf 1998). However, new working practices that may seem at first sight to offer

employees greater autonomy and more control over their working time may also involve risks for employees. Thus tele-working will not gain widespread acceptance unless companies promote this form of employment, colleagues can provide support for tele-workers and employees' rights and obligations are clearly defined in company agreements (Ballauf 1998, p. 77). There is a consensus in the social science literature that broadly based training is an important precondition for meeting the new demands being made of employees in the banking and insurance industries (Basse/Linke 1998; Klein 1996; Quack/Hildebrandt 1995; Wickel 1995). For this reason, further training programmes must be opened up to all employees and not only to certain target groups identified by management (HBV 1998, p. 13). In general, the most important instrument for strengthening customer orientation and the service culture is said to be the flexibilisation of working times (Basse/Linke 1997; O'Reilly 1994). The employers' current proposal that Saturday should become a normal working day also fits into this context. The proposal applies in particular to the new areas of activity into which the banks are now moving, such as opening branches in supermarkets, call centres and parts of the international trading system.

Both academics and company management attribute considerable strategic importance to the drive to improve customer service (Zollner 1995). In order to create the conditions for providing a better service to customers while at the same time increasing employee satisfaction, the Dresdner Bank, for example, introduced its so-called customer-oriented variable working time system (cf. Basse/Linke 1997, p. 22 ff.) Firstly, all activities linked to flexibilisation were concentrated in one central project team with the aim of aligning working times more to the needs of external and internal customers and at the same time ensuring that manning levels could be adjusted more precisely to fluctuating workloads. The customer-oriented working-time system is based on a central model that can be organised flexibly: the details of its implementation are laid down not at central but at regional level, i.e. at the level closest to both customers and employees. The participation of management, employees and local works councils in devising new working-time arrangements is intended to ensure, firstly, that individual solutions can be designed and, secondly, that the new arrangements meet with widespread acceptance among employees.

Each project is implemented in four phases.<sup>3</sup> In the first phase, detailed information is supplied to all the relevant actors in the establishment. After the workforce has been consulted, management, employees and works council set up so-called “working-time workshops” to draw up the new working-time rules. A company agreement is then concluded, its period of validity limited to one year in the first instance. In the subsequent trial phase, all those involved have to learn how to deal with the new arrangements; experiences have constantly to be exchanged, and if necessary the rules are adjusted. If the new working-time arrangements have proved to be workable, a permanent company agreement on variable working times is concluded. When flexible working times are introduced, a number of different objectives may be to the fore. Thus at Dresdner Bank, the operational goal of reducing paid overtime in a way that was clearly reflected in the company accounts was achieved. In the first quarter of 1996, 82% less overtime was worked than during the same period in 1993. Surveys of the workforce conducted before the start of the trial phase and after the new arrangements had been in place for one year showed that there was no contradiction between extended customer service and individual satisfaction with the new opportunities offered by the flexible working-time system. The explanation for this must lie in the teamwork, the introduction of which was positively received, the increase in individual control over working time, the increased personal responsibility and the overwhelmingly positive feedback from customers. Thus, as Basse/Linke put it, flexible working-time systems are not “zero-sum games” but can simultaneously increase efficiency, customer orientation and employee job satisfaction.

It is true that the social science literature includes many comparative studies of organisational structures, use of technology and investment strategies in the European banking and insurance industries (Quack/Hildebrandt 1995; Vitols 1995; O'Reilly 1994), but actual working conditions are still frequently ignored, as they are in many other parts of the service sector.

---

<sup>3</sup> For a detailed description of the model, cf. Basse/Gourgé, 1995.

### **3. Services to firms/Outsourcing of Services**

Since the end of the 1980s, manufacturing industry too has moved into the post-industrial age. As a result, a greater share of the workforce in manufacturing firms is now engaged in the production of services than in the manufacture of goods (Simon 1993, V). Services to firms are making a considerable contribution to securing Germany's position as a location for business activity and improving the competitiveness of the national economy (cf. Ganter/Seltz 1996, p. 12). Firms seeking to supplement their manufacturing activities by providing related services can choose from a wide range of options. Some manufacturers of machinery and plant have traditionally offered product-related engineering services, user training, rapid repair services and maintenance contracts. More recently, firms have started to look beyond this traditional range of activities in order to provide services such as product licensing instead of sales, product upgrading and modernisation and support services for operators of machinery and plant (Lay 1996). Firms that complement their manufacturing activities by providing product-related services (cf., among others, Homburg/Garbe 1996; Ganz/Stanke 1996) are driven by the basic notion that services are less exposed to international cost competition than goods (Simon 1993). If firms succeed in combining products and product-related services into one indivisible whole to such an extent that customers for this "hybrid" product consider it essential to be located in close proximity to the service provider, then the Germany's cost disadvantage as a location for manufacturing industry becomes less relevant.

In addition to product-related services, services related to company organisation are also being developed. Such services include all activities related to the building up, maintenance, changing and dismantling of company organisational structures (Engelhardt/Reckenfeldbäumer 1993, p. 265). The establishment of a modern data processing or legal department, workplace security services, employment agencies, market research or a works canteen all belong under the general heading of services to firms, as does the use of consultancy services for dealing with problems arising in the course of a firm's day-to-day operations (Radtke 1997, p. 4).

True to the motto "Do what you can do best - outsource the rest", many firms started to outsource whole areas of their operations, such as workplace security or even their

personnel departments. In the past, firms' organisational practices were strongly inward-looking; more recently, however, firms began to look beyond the confines of their own structures in order to bring the whole of the value-added chain within the scope of their organisational planning. The boundaries between firms and the market were redrawn in an attempt to unlock the potential for increased efficiency that had hitherto lain dormant in relationships with suppliers and employees (Arbeitskreis Organisation 1996). Additionally, the marketing relevance of the services provided means that customer-oriented behaviour on the part of employees has become a new factor in the development of marketing concepts. This is not the least of the reasons why human capital is considered to be the decisive factor in determining the success of product-related services (cf., among others, Schöninger 1996). Employee empowerment, the manager as coach, teamworking skills, new assessment and incentive systems and the development of creativity and individual responsibility are some of the catchwords that document this reorientation (Sauer/Döhl 1997, p. 57). The new demands on employees' skill profiles are reflected in the additional requirements listed below (Lay 1998, p. 331; Töpfer 1996, p. 41; Rapp 1993 p. 157 ff.; Dörnberg 1993, p. 228 ff. etc.):

- a clear definition of the roles that individual employees are expected to fulfil vis-à-vis customers (sales staff/service provider);
- the extension of employees' technical and specialist skills (e.g. additional educational qualifications, IT training);
- extension of competences, including autonomy in dealings with customers;
- improvement in teamworking skills (linked in some cases with the implementation of "new" management philosophies);
- (further) flexibilisation of working-time systems (services such as express repairs services must be provided when customers are not working, e.g. on holidays or weekends).

In addition to further training for staff and the implementation of new management approaches, the decoupling of working time and operating hours plays a particularly central role in the literature. Whereas this decoupling is an essential precondition for the provision of socially necessary or desirable services, such as energy supply, care of the sick and elderly and hotel and catering services, as well as for certain continuous processes in the raw materials processing industries, in the case of industrial services

arguments based on competition policy are increasingly being advanced in support of the extension of operating hours (Thinnes 1996, p. 31).

Furthermore, this addition of product-related services to firms' core activities is making new demands on the parties to collective bargaining. Thus collectively agreed payment systems in which the main criterion for calculating pay is the volume of hours worked are no longer in tune with the times. If manufacturing and service activities are to interact positively and mutually enrich each other, then the industrial actors should not, in Lay's view, close their minds to innovative approaches to corporate organisation (Lay 1998, p. 331 ff.). While outsourcing and the need for flexible working-time systems have been widely debated in the social science literature (e.g. Sengermann 1998; Strunck 1998; von Studnitz 1998; Frank 1998; Müller/ Prangenberg 1997; Fassott 1995/ Simon 1993, among others), the associated changes in employment and working conditions, such as the deliberate circumvention of collective agreements, the conversion of full-time into part-time jobs or the increase in (pseudo) self-employment, have been virtually ignored in the specialist literature (at least in the literature I have access to).

Earlier research based on own case studies in service activities has

been conducted in

- retailing (various case studies)
- insurance company
- R&D centre as part of the case study on a car manufacturer

### **3. Data sources**

#### **3.1 *Methodical problems***

The main problem is, that there is no general or common definition for services, which is accepted. That is the reason, why we have a problem of demarcation in all research projects. There are several different types of demarcation between industries and services.

The first one is the demarcation by sectors. In this case the branch of economic activity is the criterion of distinction. A second possibility is a functional demarcation. In this case one differentiates by activities. But in any case there exists the problem of distinction as so far, as even activities in industrial production are more and more connected with service activities and in some way change their own character (tertiarisation). It is highly complicated to register this interdependence in statistical terms. The trend towards services seems to be a sector overlapping change in structures of production

But even if there was made a decision about the type of distinction (criteria), there are different possibilities of operationalisation (of variables). Anyway you have to shape your own classification. In literature there are found many different approaches. Here is one of the reasons for different results in statistical analyses of service sectors and service activities. Moreover, the available data sources in Germany identify rather different proportions of services because of different methods of the way getting information (surveys).

Another problem is, that the research normally is based on figures of employed people, independent of working time (full time/part time). But we know, that part time is more spread in service sector than in industries. So it would be much better to consider the amount of working time and compare not the number of employed persons but the volume of working time. (Where it was tried to do – Klodt et al 1997, Cornetz/Schäfer 1998, Glott 1997 – the authors did not take the real duration of working time but imputed some reasonable duration for part-time for all part-timers – a percentage of 0,5 or 0,64 of full time.)

<b>Development of classifications of professions 1970-1992</b>				
year	Groups of Professions Berufsgruppen (BG)	Orders of Professions Berufsordnungen (BO)	Classes of Professions Berufsklassen (BKZ)	Professions Berufsbennennungen
1970	86	328	1672	20.000
1975	86	328	1689	20.000
1980	86	333	1991	22.300
1988	86	333	1991	24.000 - 26.000
1992	88	369	2287	29.600
Source: Schade 19995				

A basic problem is the lack of standardised classifications of professions. In Germany there are used different classifications in the statistics. Older statistical classifications do not cover "new" professions. Whereas in the SOEP (Socio-economic panel) there is used the ISCO-Classification of 1968, the Federal Bureau of Statistics (Statistisches Bundesamt) and the Federal Labour Office (Bundesanstalt für Arbeit) use another classification, which was fitted to new developments (table).

For describing changes of employment the best way is to distinguish on basis of classifications of activities, which should be correlated with categories of branches or professions.

### **3.2 Different typologies of services**

The service sector and service activities are very heterogeneous and altogether much bigger than the other two sectors. Therefore it is necessary to distinguish between several types of services (which have very different structures of employment and working time). Again there is no general or common typology. Due to different purposes several typologies of service activities can be found in the literature.

Often there is used a typology by functions. Cornetz/Schäfer (1998a/b) distinguish different service activities (professions) due to their **function**:

- **distributive (sale, transport, communication)**
- **related to society (social or human services like education, health, security )**
- **related to private consumption (related to leisure activities, or to households)**
- **related to commercial production** (assistent services (economic administration, technical assistance); business related services (manager, scientists, lawyers).

A distinction due to the character of **public or private supply and demand** by Mathews (1995) rises a lot of problems for the classification of certain professions. Therefore additional organizational and administrative services are identified. But nevertheless, this classification does not seem very clear to typologize the various service activities (see critic of Cornetz 1998b:54).

Supply by	Demand by		
	Private households/individuals	Enterprises/state	
Private	S. related to private consumption	Distributive S.	S. related to commercial production
Public organizations	Sociale s	Public S.	Public S.

Some typologies distinguish **only by supply** (commercial, internal, public) **or by demand** (direct – for consumption, indirect – for production).

A **sector oriented** typology particular for the public sector is offered by Andersen et al (1997). Public sector activities are divided into

- Central administration (state administration, legal system, police, armed forces, diplomatic corps, etc.)
- Regional and local administration
- Public services (education, health-care, social security etc.)
- Utilities (public transport, postal services, telecom, water supplies, etc.)
- Industry/Finance (industry, banking, etc.)

This typology might be useful to show the different size and engagement of nation states in the direct supply of services by the state.

In respect to the **possibilities of rationalization and the possibilities of an increase of productivity** in the different services, *"tied"* (gebundene) and *"untied"* ungebun-

dene) services are distinguished (Bhagwati 1984). The first category of services does need the physical presence of client and producer (uno actu pinciple) and does give only few possibilities of automatization or rationalization (Examples: trade, transport, catering, teaching). The second services do not need necessarily the direct contact of client and producer. Here gives the information and communication technology potential for productivity increases (examples: banking, assurances, news transmission) .

In relation to the **management and organisation of services** another distinction due to the complexity of services out of the customer's perspective might be interesting (Benkenstein/Güthoff 1996). It does count elements like number of partial performances (Leistung), multipersonality, heterogeneity of partial performances, duration of total performance and individuality of performance. According to this definition the complexity of service performance is much higher for example in hospitals than at the hairdresser.

Due to the **interdependence of sectors** Tietz/Greipl (1994) made a proposal for a typology, which takes into consideration new economic developments:

1. **Sphere of production** (mining, agriculture, industry, constructing, craft, services related to production)
2. **Sphere of transaction and service** (wholesale trade, transport, banking, insurances - as far as for production purposes)
3. **Sphere related to consumption** (retail trade, catering, services – transport, banking, insurances – as to purposes of direct consumption)
4. **Sphere of consumption** (private households)
5. **Sphere of general (übergewerblich) services** (arts, culture, health services, public administration, education.

The choice of typology for analyses should be made in dependence of the aim of research (in our case in dependence of hypotheses due to structures of employment structures, employment conditions and working time).

### **3.3 Main results of quantitative research**

Since 1970 the number of employed in service sector (West Germany) has increased by 6 million, while the first and second sector have lost about 4 million working places.

<b>Development of employment. West Germany 1950-1997</b>		
	<b>Proportion of total employment in %</b>	
	<b>Industrial sector (Industry, constructing, energy- /water)</b>	<b>Service Sector trade, transport, service firms, state, private households</b>
1950	43,1	32,9
1960	47,9	38,3
1970	48,9	42,6
1980	43,4	51,4
1990	39,7	56,8
1997	34,9	63,4
Statistisches Bundesamt		

Service activities do increase absolutely and relatively. The development of structure of professions shows an even higher degree of tertiarisation of economy than the development of sector structures does. The proportion of service activities seems to amount between 65 % (Mikrozensus) and 72 % (SOEP).

To describe the interdependence between sectors:

In April 1995 (West Germany)

- 67,8 % of all employed were engaged in service activities,
- 18,3 % of all employed with service activities worked in the industrial sector,
- 45,3 % of all employed in industrial sectors were engaged in service activities.

In Germany the expansion of service sector is based mainly on his high-productivity-sections with high qualification, while the sections with low wages play a less important role. The sectoral change is caused more by a high service-intensity of industry than by demand of private households.

A particularity of Germany is a high increase of productivity in service sector. Since about 1970 the productivity growth in services is about the same as in the industrial sector, while in most of the other industrial countries there remains a productivity-bias (Klodt et al 1997).

A wide discussion occurs in Germany about a so called **service gap** (Dienstleistungslücke). It deals with the question, if there is a service gap in Germany in comparison to the United States. The debate is about possibly lower employment rates in the service sector in Germany compared to other European and American labour markets.

Generally there are two positions in that discussion: The DIW (Deutsches Institut für Wirtschaftsforschung) states that there is no or just a rather small service gap in Germany (Haisken-DeNew et al in DIW (1996). Although during the 70ies and the early 80ies the size of tertiarization was notably smaller in Germany than in USA, tertiarization in Germany has increased notably since then. To underline this hypothesis, the institute does not refer to demarcation by sector but distinguish employment by service activities or professions. Due to that data also in Germany a proportion of about 73 % of all full time and part time employees is supposed to work in a service profession. An second analysis of the DIW shows in detail, that even concerning the low qualified service activity, there does not exist any service gap in Germany, as far as marginal part time is included into the analysis (DIW 1998).

The thesis of a "not existing service gap" is generally confirmed by Klodt et al (1997: 169) although they assume still a small employment gap in service activities in Germany compared to the USA, if part time employment is weighted. (A weighting factor of 0,64 instead of 0,5 for part time employment was used by Glott (1997) who then naturally calculated an even smaller service gap than Klodt et al ) Concerning the different service activities Klodt et al (1997: 173) find that over all consum oriented services, communication, enterprise related services, social services and public services have increased. Therefore service activities in the industrial sector itself have increased considerably since the mid 1980ies. In the service sector the majority (90 %) of all activities are genuine service activities and here, as well, enterprise related activities are strongly increasing. Therefore Klodt et al (1997:177) support the thesis that tertiarization takes place through innovation (in the industrial sector itself) and through the outsourcing of service activities from enterprises in the industrial sector to the service sector.

On the contrary Cornetz/Schäfer (1998a/b) do support the thesis of a service deficit in Germany (former Studies with similar conclusions see Krupp 1987). The authors state, that the rate of service activities in USA with about 82 % is still much higher than in Germany with 75 % (1998a: 425). Furthermore on the basis of working time volume calculations and employment participation rates the authors demonstrate that in Ger-

many in relation to the whole population in working age, less people work in service activities than in the USA. Nevertheless, the gap in service activities in Germany is considered by Cornetz/Schäfer to be due to a lack of enterprise related services and not – as commonly assumed – due to consumer oriented services. Over all enterprise related services are considered much more relevant in USA (22,9 %) than in Germany (15%). Klös (1997) states a difference in density of employment in services (employed per inhabitants) and between Germany and US and argues, that there is a high potential for low-wage-employment in Germany.

### **3.3.2 Studies of working time and employment forms in the service sector**

There are no reliable representative results about employment structures and working time and working time preferences in service sector in Germany. Some analysis (official statistics and SOEP) show a growth in proportion of part time, which seems to be especially spread in public and intermediary sections of service sector.

There exist (as far as our results of recherche) two representative studies about working time in branches of service sector. All the other studies are not representative, mostly case studies.

#### **A BIBB survey on care of the elderly**

Becker, Wolfgang/ Meifort, Barbara 1998), Altenpflege – Abschied vom Lebensberuf. Dokumentation einer Längsschnittuntersuchung zu Berufseinmündung und Berufsverbleib von Altenpflegekräften (Teil 2) (Bundesinstitut für Berufsbildung (Hrsg.), Berichte zur beruflichen Bildung, Heft 227), Berlin und Bonn

##### Method :

- Survey of the 1992 graduating class in the West German *Länder*: longitudinal study of a one-year age group training as old people's nurses
- written survey and some supplementary interviews

Initial survey in the first year of work (1993/94: N=1.404) and repeat surveys in 1996 and 1997

With around 200,000 workers, care of the elderly is the third largest segment of the health and social services labour market, after general nursing (850,000 workers) and doctor's assistants (480,000).

##### Results:

Because of the form of work organisation commonly found in old people's homes, in which professional standards, individuals' demands for work commensurate with the

professional skills they possess and the need for socially acceptable working conditions are frequently ignored, old people's nurses begin to lose their sense of occupational identity in the first five years of their working lives. This leads to frequent changes of job and a steady stream of trained people leaving the profession altogether.

Complaints are frequently voiced about constantly deteriorating employment conditions in respect of job content and job security; the main bones of contention are involuntary part-time work, fixed-term contracts and, increasingly, employment contracts offering only very short hours and no social protection. Having to work under constant pressure is one of the three most important reasons given for changing jobs, the others being a lack of career development opportunities and a bad working atmosphere.

#### Employment forms:

1996: more than three quarters of all those surveyed (78.8%) were on permanent, full-time contracts. Of the remainder, 18.4% were in permanent part-time jobs. Only 2.8% of those surveyed were on fixed-term contracts.

1997: Considerable decreases in permanent full-time contracts were accompanied by significant increases in permanent part-time and fixed-term full-time contracts. The reason for this is not to be found solely in the fact that the profession is a largely feminised, since the trend can also be interpreted in terms of a process of gradual dissociation from the profession, with the transition to part-time work representing the first phase of a move to a new occupation. The number of hours worked by part-timers ranged from 18 to 39 per week.

	% in 1997	% in 1996	% change
Permanent full-time	73.2	78.8	- 5.6
Permanent part-time	21.4	18.4	+ 3.0
Fixed-term full-time	4.5	1.6	+ 2.9
Fixed-term part-time	1.0	1.2	- 0.2
Source: BIBB 1998			

#### Working time:

The dominant characteristic is shift work. Only 12% of those surveyed were not working shifts. Increasing use has been made over time of the most onerous forms of shift work, namely alternating shifts with night duty and permanent nights. "Rest periods have come to be regarded almost as bonuses, permanent night work is becoming established as a characteristic element of working time in the profession and the demands

on employees to accept flexible working hours have now got out of hand and are increasingly depriving workers of any control over their own time.”(p. 91)

## ***B Survey in German towns and cities with 50,000 + inhabitants on employment in council offices***

Kuehnlein, Gertrud (1998), Beschäftigung in Bürgerämtern. Ein Projekt der Gewerkschaft Öffentliche Dienste, Transport und Verkehr und der Hans-Böckler-Stiftung, Stuttgart (hrsg. von der Gewerkschaft ÖTV)

### Method:

The Sozialforschungsstelle in Dortmund conducted a representative survey that was addressed to the chief personnel officers of all German towns and cities with populations of 50,000 or more. This produced a sample of 170 usable questionnaires. Three case studies of local authority practice were also conducted (Unna, Saarbrücken, Bochum).

Employment forms:

The majority of employees are women (74.2 %). The part-time rate is 21.6%.

### Working time:

120 of the 170 towns and cities have introduced flexible working-time systems, 38 are planning to make greater use of such systems and only 12 (7%) are going to operate in future with traditional working-time systems. The need for flexible working-time systems has arisen not least because of the decoupling of working time and opening hours, which is a recent phenomenon in public administration. The commonest forms of flexibility are flexitime and variable working-time systems (with short and long-term accounts).

“...in most cases, employees gain greater autonomy over the management of their own time at the expense of a reduction in earnings, since the new arrangement or the new distribution of individual working time eliminates the bonuses previously paid for additional hours or overtime, which are now remunerated by awarding extra time off in lieu” (p.53ff.).

In many local authorities, responsibility for the organisation of individual working time has been decentralised, i.e. employees agree their attendance and absence times among themselves (p. 57).

### 3.4 Data Sources

There are some different data sources in Germany, which could be used for analyzing employment in services. Because of availability for own calculations as well as because of the possibility of including marginal part time (what is very important for service employment in Germany) the most important data sources are the Microcensus and the SOEP.

#### 3.4.1 Microcensus

The microcensus, introduced in 1957, is the annual official representative set of statistics on the population and the labour market. Since 1992, it has also constituted the framework for the EU Labour Force Survey. The East German *Länder* have been included since 1991. The microcensus is based on a 1% sample of the economically active population. This relatively high sample rate makes it possible to provide occupationally and regionally highly disaggregated results on fundamental characteristics of the economic and social situation of the population and developments in the labour market. The survey takes the form of oral or written questionnaires in households; the selected households have a statutory obligation to provide the information required. For our purposes, it is important that the microcensus should provide data on employees in non-insurable marginal part-time jobs. Since 1976, the survey has contained a question on current occupation. In 1994, however, the classification was changed (the recording of "new" occupations, many of them in the service sector, is now more highly disaggregated), restricting the opportunities for cross-sectional comparisons.

The following **characteristics** are recorded in the microcensus:

##### Industrial and job characteristics:

- current occupation (classification now four-digit)
- industrial classification of establishment (three-digit classification)
- public service - yes/no
- Size of establishment
- What is the main activity in your job?
  1. Setting/supervising machinery  
(Setting, controlling, supervising or maintaining machinery or plant)
  2. a) Cultivation (breeding livestock, cultivating and harvesting plants, fishing)

- b) Extraction (quarrying/mining, extracting raw materials)
  - c) Manufacturing (producing, processing, constructing/disassembling, installing, assembling)
- 3. a) Distribution (purchasing/selling, broking, taking payment)
  - b) Repairs (repairing, renovating, reconditioning, restoring)
- 4. a) Clerical/data processing (typing, calculating and data processing, book-keeping, making drawings)
  - b) Technical white-collar (measuring, inspecting, testing, checking)
  - c) Research (research, design, analysis, organisation of products, plans, programmes)
- 5. a) Marketing/PR (advertising, marketing, publicity work/PR)
  - b) Management (managerial and supervisory activities)
- 6. Personal services
  - a) (providing hospitality and accommodation, preparing meals)
  - b) (applying or interpreting legislation/regulations/ordinances, registration)
  - c) (educating and training)
  - d) (providing advice and information)
  - e) (health care, social work, nursing, provision of medical/cosmetic treatment)
  - f) (creative, media and entertainment)
- 7. Other services
  - a) (driving, packing, loading, sorting, delivering)
  - b) (cleaning, removing rubbish, recycling)
  - c) (security, protection, monitoring/supervision, directing traffic)

- In what department is your job located? (production, maintenance, work preparation, stores, purchasing, selling, accounts, personnel, management, etc.)

### Employment forms, working times and working conditions:

- Economic activity (main and secondary activity)
- marginal part-time employment (main/second job)
- change of occupation and/or employer in past year
- tenure with current employer/ as self-employed worker
- active as
  - self-employed worker
  - (unpaid) family helper
  - public official (*Beamte*)
  - white-collar worker
  - manual worker
  - trainee
  - regular/career soldier
  - national/community service
- Position in firm
  - e.g. self-employed by no. of employees, public officials by ordinary/intermediate/higher intermediate and higher service classes, manual and white-collar workers by function/responsibility (skilled worker, foreman, master craftsman; operative tasks, self-employed activities, extensive managerial responsibilities and decision-making competences etc.)
- fixed-term/permanent
  - contractual term
  - reason for fixed-term contract
- full-time or part-time
- if part-time, why?
- no. of days normally worked
- how many hours normally worked per week
- how many days actually worked in the reference week
- how many hours actually worked in the reference week

- reasons for reduction or increase in hours worked in the reference week
- Saturday work - permanently, regularly, occasionally
- Sunday work - permanently, regularly, occasionally
- work between 18.00 and 23.00 - permanently, regularly, occasionally
- night work between 23.00 and 6.00 - permanently, regularly, occasionally
- average no. of hours worked per night
- shift work - permanently, regularly, occasionally
- work at home - permanently, regularly, occasionally
- length of journey to work (distance and time) and means of transport used
- detailed questions on second activity (working time, occupation, industrial classification, employment form)

#### Demographic characteristics:

- Age
- Sex
- Marital status
- Nationality
- Highest qualification obtained in the general school system
- Highest vocational, technical college or university qualification

#### Income/subsistence

- Principal source of livelihood (economic activity, unemployment benefit/assistance, pension, support from family, private income/rent income, welfare benefits, private nursing insurance, other)
- availability of various types of income (pension, state benefits, investment income, private support)
- personal net income (from all sources) in the reference month
- household income in the reference month

### **3.4.2 Socio-economic Panel (SOEP)**

The SOEP is a representative longitudinal survey of private households in Germany that has been conducted annually since 1984. The East German *Länder* have been included

since 1990. The SOEP provides data on objective living conditions and subjective attitudes on life.

The occupational classification conforms to ISCO 1968, with the inclusion of a few additional codes.

#### Industrial and job characteristics

- current occupation
  - *industry codes*
    - *35 industries*
    - *ISCO occupational codes (3-digit)*
    - ISCO 88 occupational codes (4-digit)
- public service or not
- size of establishment
- industrial classification
- secondary activity (industrial classification)
- What kind of training is required for the job you do?

#### Employment forms, working time and working conditions:

- Economic activity
  - full-time work
  - part-time work
  - training/apprenticeship
  - marginal part-time/irregular employment
- Secondary activities (what, how many days per month, hours per day)
- Occupational status
  - (manual worker, white-collar worker, public official by qualification/function/responsibility, e.g. skilled worker, foreman, master craftsman...)
- Is the current job the one for which you trained?
- How long with current employer?
- Fixed-term/permanent

- Change of occupation

among other categories:

- have taken up a new activity as a self-employed worker
  - have been taken on by the successor company/new department.
- Journey to work
- Work at home? If yes, how frequently?
- Interested in working at home?
- Agreed working time in hours per week
- Actual working time in hours per week
- Desired working time in hours per week (if earnings were to change accordingly)
- How many days per week normally worked?
- How many hours per working day normally worked?
- Overtime? If yes, how remunerated?
- No. of hours' overtime in previous month?
- 

#### Demographic characteristics:

- Age
- Sex
- Marital status
- No. of children
- Nationality
- academic/vocational qualifications

#### Income/subsistence:

- Gross and net earnings in previous month
- Special payments made by employer (holiday/Christmas pay, profit-sharing etc.)
- Other income (second job, benefits from employment office, pension etc.)

#### Subjective attitudes on life/time utilisation/health:

- Satisfaction (with work, health, etc...)
- Worries? (about job, childcare, own economic situation etc.)

- Time use (hours per day spent on paid work, shopping, housework, childcare, further education and training, etc.)
- What form of social security would you favour?
  - a) The state provides adequate social protection for all, funded from taxation and social security contributions levied on a scale that rises with income.
  - b) Each individual is able to decide whether and to what extent he wishes to insure himself and his family and bears the risk himself.
- In the case of several areas of social provision (childcare, unemployment protection, care of the sick and elderly, etc.), those surveyed are asked whether, in their opinion,
  - only the State
  - mainly the state
  - both the state and private organisations
  - mainly private organisations
  - only private organisations should be responsible.
- How do you assess your financial protection
  - in the event of illness
  - in the event of unemployment
  - for old age
  - should you require nursing care
- How many days in the previous year not worked because of illness?
- Any time spent in hospital in the previous year because of an accident at work?
- Any time in the previous year spent on a health cure or in-patient therapeutic treatment?

### **3.5 Evaluation of data sources**

The most suitable sample for analyzing employment structures is the Microcensus. The sample is big enough for disaggregation of data, and you can correlate activities, professions and branches. Furthermore the Microcensus serves as sample for the EU-Labour-Force-Service, what is important for comparability of data. A problem is the

change in classifications in 1994 and a file (for scientific users – own calculation) exists only for 1995 and 1996 (also possible, but more difficult to get for 1989, 1991, 1993).

The SOEP is a much smaller sample, but it delivers more information about employment conditions and it is available (for own calculation) for a longer time than the Microcensus. That is the reason, why many studies are based on SOEP.

A possible approach could be to use the Microcensus for investigations on employment structures and to use the SOEP for some special questions of employment conditions. Anyway, we should be careful with interpretation.

## Literature

- Adamy, W., Steffen, J. (198.): Mit der 35-Stunden-Woche gegen Arbeitsbelastung und Arbeitsplatzabbau im privaten Versicherungsgewerbe, Düsseldorf.
- Albach, Horst (1989): Dienstleistungen in der modernen Industriegesellschaft. München.
- Alex, Laszlo (1995), Dienstleistungstätigkeiten in gewerblichen Berufen in Industrie und Handwerk. In: Alex, Laszlo/ Tessaring, Manfred (Hrsg.), Neue Qualifizierungs- und Beschäftigungsfelder. Dokumentation des BIBB/IAB-Workshops am 13./14. November 1995, Berlin, Bonn, S. 155-163.
- Anheier, H., Priller, E., Seibel, W., Zimmer, A. (Hrsg.) 1997: Der dritte Sektor in Deutschland: Organisation zwischen Staat und Markt im gesellschaftlichen Wandel, Berlin.
- Arbeitskreis "Organisation" der Schmalenbach-Gesellschaft/ Deutsche Gesellschaft für Betriebswirtschaft e.V. (1996): Organisation im Umbruch, in: zfbf, Heft 6, 48. Jg., S. 621-665.
- Baethge, M. (1996): Berufsprinzip und duale Ausbildung, in: Wittwer, W. (Hrsg.): Von der Meisterschaft zur Bildungswanderschaft. Berufliche Bildung auf dem Weg in das Jahr 2000, S. 109-124, Bielefeld.
- Baethge, M., Baethge-Kinsky, V. (1998): Jenseits von Beruf und Beruflichkeit? Neue Formen von Arbeitsorganisation und Beschäftigung und ihre Bedeutung für eine zentrale Kategorie gesellschaftlicher Integration, in: Mitteilungen aus der Arbeitsmarkt- und Berufsforschung, Heft 03/98.
- Baethge, M./Grimm, A./Kuhn, S./Neubert, J./Oberbeck, H. (1991): Regulierung und Deregulierung der Dienstleistungsarbeit in der BRD und den USA. Rationalisierungs-Kuratorium der Deutschen Wirtschaft (RKW) e.V.
- Baethge, M./Oberbeck, H. / Glott, R. (1997): Zwischen tertiärer Wohlstandsgesellschaft und tertiärer Krise. In: SOFI-Mitteilungen Nr. 25. Göttingen, S. 71-84.
- Ballauf, H. (1998): Hypo-Bank: Kind und Karriere lassen sich kombinieren, in: Computerwoche, Heft 35/98, S. 77-78.
- Bandemer, S., Born, A., Bußmann, U. (1998): Daten, die Strukturen verändern können: Beschäftigte in Pflegediensten beurteilen ihren Arbeitsplatz, in: Häusliche Pflege, Heft 01/98, S. 39-44.
- Bandemer, S., Hilbert, J., Micheel, B. (1998): Zukunftsbranche Gesundheit und Soziales ? In: Bosch, G. (Hg.): Zukunft der Erwerbsarbeit. Frankfurt/New York, 412-436.
- Basse, H., Gourgé, K. (1995): Erfolg = Zeit \* Flexibilität, in: Bank Magazin, 04/95.
- Basse, H., Linke, M. (1997): Mehr Kundenorientierung und Arbeitszufriedenheit, in: Personalwirtschaft, Heft 10/97, S. 22-25.
- Becke, G. (1994): Lean Service als Herausforderung für eine beteiligungsorientierte Innovation im öffentlichen Personennahverkehr, in: WSI-Mitteilungen, Heft 07/94, S. 446-452.
- Becker, W./ Meifort, B. (1998), Altenpflege – Abschied vom Lebensberuf. Dokumentation einer Längsschnittuntersuchung zu Berufseinmündung und Berufsverbleib von Altenpflegekräften (Teil 2) (Bundesinstitut für Berufsbildung (Hrsg.), Berichte zur beruflichen Bildung, Heft 227), Berlin und Bonn
- Behling, M./Wagner, A. (1998): Deregulierung im Einzelhandel: Das neue Ladenschlußgesetz. In: Keller, Berndt; Seifert, Hartmut (Hg.): Deregulierung am Arbeitsmarkt. Eine empirische Zwischenbilanz. Hamburg, 137-163.
- Behr, M. et al. (1990): Arbeitsbedingungen im Dienstleistungssektor. Eschborn.
- Berekoven, L. (1974), Der Dienstleistungsbetrieb, Wiesbaden
- Berger, J./ Offe, C. (1984), Die Entwicklungsdynamik des Dienstleistungssektors. In: Offe, Claus (Hrsg), „Arbeitsgesellschaft“: Strukturprobleme und Zukunftsperspektiven, Frankfurt a. M./New York S. 229-270.
- Bertrand, O., Noyelle, T. (1988): Human Resources and Corporate Strategy: Technological Change in Banks and Insurance Companies, Paris/ New York

- Bielenski, H. (1997): Deregulierung des Rechts befristeter Arbeitsverträge. Enttäuschte Hoffnungen, unbegründete Befürchtungen. In: WSI-Mitteilungen, H.8, S. 532-537.
- Binkermann, P./Braczyk, H.-J./ Seltz, R. (Hrsg.) (1993), Entwicklung der Gruppenarbeit in Deutschland: Stand und Perspektiven, Frankfurt/Main,
- Bittner, S. (1998): Innovative Arbeitszeitmodelle in der stationären Krankenpflege, in: WSI-Mitteilungen, Heft 02/1998, S. 123-132.
- Bogai, D. (1996): Wachstum, Beschäftigung und haushaltsbezogene Dienstleistungen, in: Mitteilungen aus der Arbeitsmarkt- und Berufsforschung, Heft 02/96, S. 237-246.
- Bosch, G. (1998): Zukunft der Erwerbsarbeit – Strategien für Arbeit und Umwelt. In: Ders. (Hg.): Zukunft der Erwerbsarbeit – Strategien für Arbeit und Umwelt, 13-57.
- Bosch, G. (1986): Hat das Normalarbeitsverhältnis eine Zukunft? In: WSI-Mitteilungen, 3, 163- 178
- Braczyk, H.-J./Ganter, H.-D./Seltz, R. (Hrsg.), Neue Organisationsformen in Dienstleistung und Verwaltung, Stuttgart 1996.
- Brinkmann, A., Fidorra, J. (1998): Arbeitszeitflexibilisierung im Spannungsfeld zwischen Arbeitszeitpolitik und Arbeitszeitwünschen, in: Arbeit, Zeitschrift für Arbeitsforschung, Arbeitsgestaltung und Arbeitspolitik, Heft 03/98, S. 133-149.
- Brinkmann, A. /Fidorra, J. (1998): Arbeitszeitflexibilisierung im Spannungsfeld zwischen Arbeitszeitpolitik und Arbeitszeitwünschen. Arbeitszeitpräferenzen von FahrerInnen im Öffentlichen Personennahverkehr. In: Arbeit, H.3, S. 132-149.
- Büchtemann, Ch. (1990): Kündigungsschutz als Beschäftigungshemmnis? Empirische Evidenz für die Bundesrepublik Deutschland. In: MittaB 3, 394-409.
- Bullinger, H.- J. (1998): Dienstleistung 2000plus. Zukunftsreport Dienstleistungen in Deutschland. Stuttgart.
- Büsing, A. (19..): Arbeitszeit und Arbeitszeitwünsche in der Krankenpflege, in:
- Buttler, F., Tessaring, M. (1993): Humankapital als Standortfaktor. Argumente zur Bildungsdiskussion aus arbeitsmarktpolitischer Sicht, in: MittAB, 4.
- Cornetz, W./ Schäfer, H. (1998), Dienstleistungsdefizit in der Bundesrepublik Deutschland? In: Cornetz, Wolfgang (Hrsg.), Chancen durch Dienstleistungen – Ansatzpunkte einer aktiven Gestaltung struktureller Prozesse, Wiesbaden, S. 37-76.
- Corsten, H./Hilke, W. (Hrsg.) (1994), Dienstleistungsproduktion.
- Cressey, P. (1992): Worker Participation: The Banking Sector in Europe, European Foundation for the Improvement of Living and Working Conditions, Dublin.
- d'Alessio, N.; Oberbeck, H. (1997): Vor dem Aufbruch in eine neue Dienstleistungswelt? In: Jahrbuch Sozialwissenschaftliche Technikberichterstattung hrsg. v. Institut für Sozialwissenschaftliche Forschung (ISF): Moderne Dienstleistungswelten. München-Berlin, 13-62
- Dahlem, H., Lorenz, A. (Hrsg.) 1993: Total normal: Neue Arbeitszeiten im Pflegedienst, Frankfurt am Main.
- Deregulierungskommission (1991): Marktöffnung und Wettbewerb. Zweiter Bericht. Stuttgart.
- Dietrich, H. (1994): Zur Situation und Entwicklung der Pflegeberufe in der Bundesrepublik Deutschland, IAB-Projekt „Arbeitsmarkt für Pflegeberufe“, Nürnberg.
- Dingeldey, I. (1998): Geringfügige Beschäftigung und soziale Sicherheit. In: Soziale Sicherheit, H. 12, 1998, S. 411-421.
- DIW (1998) Gesamtwirtschaftliche und unternehmerische Anpassungsfortschritte in Ostdeutschland. 17. Bericht. In: DIW-Wochenbericht 3, S. 43-73.
- Djörnberg, E. (1993): Können Produktionsunternehmen von Dienstleistern lernen?, in: Simon, H. (Hrsg.): Industrielle Dienstleistungen, S. 221-232, Stuttgart.
- DL-Initiative der Bundesregierung – drei Bände
- Drucker, P. (1993): Dienstleistung und Produktivität, in: Simon, H. (Hrsg.): Industrielle Dienstleistungen, S. 51-65, Stuttgart.

- Durst, A. (1993): Bedienen zwischen dienen und verdienen: Eine berufssoziologische empirische Untersuchung zur Dienstleistungsarbeit im Gastgewerbe, Bielefeld.
- Elias, Peter (1997), Occupational Classification (ISCO-88): Concepts, Methods, Reliability, Validity and Cross-National Comparability, OECD Labour Market and Social Policy Occasional Paper No. 20,
- Ell, M. (1994), Dienstleistungen – kommt endlich Bewegung in die Erfassung des Struktur- und Funktionswandels? In: ifo Dresden berichtet, Nr. 6, S. 2-4.
- Engelhardt, W., Reckenfeldbäumer, M. (1993): Trägerschaft und organisatorische Gestaltung industrieller Dienstleistungen, in: Simon, H. (Hrsg.): Industrielle Dienstleistungen, S. 263-293, Stuttgart.
- EU-Kommission (1994): Wachstum, Wettbewerbsfähigkeit, Beschäftigung. Herausforderung der Gegenwart und Wege ins 21. Jahrhundert, Luxemburg.
- Fälschle, C. (1998): Airport zu verkaufen, in: das Capital, Heft 07/98, S. 92-98.
- Fassot, G. (1995): Dienstleistungspolitik industrieller Unternehmen: Sekundärdienstleistungen als Marketinginstrument bei Gebrauchsgütern, Kaiserslautern.
- Frank, G. (1998): Outsourcing: Stärkung oder Schwächung der betrieblichen Kompetenzentwicklung?, in: Personalführung, Heft 02/98, S. 74-79.
- Frankfurter Institut fuer Frauenforschung e.V. (Insterburger Str. 12, D-60487 Frankfurt am Main) (HG) (1991) Autor: Schoen, Christine: Frauenerwerbsarbeit in Frankfurt am Main: eine Untersuchung zu Strukturen und Entwicklungen des Frankfurter Erwerbsarbeitsmarktes fuer Frauen und ihre Beschaeftigungschancen und –risiken.
- Friedrich, H., Wiedemeyer, M. (1998): Arbeitslosigkeit – ein Dauerproblem. Dimensionen. Ursachen. Strategien. Opladen.
- Fritsch, M./Lukas, R./ Schwirten, Ch./ Bröskamp, A. (1997), Unternehmensnahe Dienstleistungen und Innovation – Sächsische Betriebe im interregionalen Vergleich In: ifo Dresden berichtet 4, S. 15-21.
- Ganter, H.-D., Seltz, R. (1996): in: Braczyk, H.-J., Ganter, H.-D., Seltz, R. (1996)
- Ganz, W., Stanke, A. (1996): Design hybrider Produkte, in: Volkholz, V., Schrick, G. (Hrsg.) Dienstleistungen im 21. Jahrhundert, S. 85-92, Eschborn.
- Geißler, K. A. (1996): Abschied bei laufendem Betrieb –die Krise des dualen Systems der industriellen Berufsausbildung, in: Weilnböck-Buck, I., Dybowski, G., Buck, B. (Hrsg.): Bildung - Organisation – Qualität. Zum Wandel in den Unternehmen und den Konsequenzen für die Berufsbildung, Berichte zur beruflichen Bildung Nr. 202, Bielefeld.
- Gennrich, R. (1993): Dimensionen und Modelle angemessener Personalschlüssel in der stationären Altenhilfe, Köln.
- Gerhard, A. (Technische Hochschule Aachen FB 07 Philosophische Fakultät Institut fuer Soziologie) Michailow, Matthias (1991) Dilemmata von Beschaeftigten mit flexiblen Arbeitszeiten.
- Gewerkschaft Handel Banken und Versicherungen (Hrsg.) 1998: Branchenreport Banken, Düsseldorf.
- Glatzer, W. (Universitaet Frankfurt FB 03 Gesellschaftswissenschaften WBE Produktion, Sozialstruktur), Berger-Schmitt, Regina (Universitaet Frankfurt FB 03 Gesellschaftswissenschaften WBE Produktion, Sozialstruktur) (1986) Die unterschaeztten Haushalte: das Leistungspotential der privaten Haushalte und der informellen sozialen Netzwerke, in: Forschung Frankfurt : Wissenschaftsmagazin der Johann Wolfgang Goethe-Universitaet Frankfurt am Main 1986. H. 4, Jg. 1986, S. 27-32 (2 Abb., 4 Tab.)
- Glott, R. (1998), Beschäftigung und Arbeit im Dienstleistungsbereich. In: IfS -Frankfurt a. M./ INIFES-Stadtbergen/ ISF – München/ SOFI – Göttingen (Hrsg.) Jahrbuch sozialwissenschaftliche Technikberichterstattung. Schwerpunkt: Moderne Dienstleistungswelten, Berlin, S. 63-94.
- Görzig, B./ Noack, G. (1997), Vergleichende Branchendaten für das verarbeitende Gewerbe in Ost- und Westdeutschland, Berlin
- Görzig, B./Schintke, J./ Schmidt, M. (1998), Produktion und Faktoreinsatz nach Branchen des Verarbeitenden Gewerbes Westdeutschlands, Berlin

- Grömling, M./Lichtblau, K./ Weber, A. (1998), Industrie und Dienstleistungen im Zeitalter der Globalisierung, Köln
- Gross, R. (1989), Dienstleistungsstichprobe, Eine Erhebung über moderne unternehmensorientierte Dienstleistungen, in: Wirtschaft und Statistik Nr. 11, S. 691-701
- Haas, J., Petry, W., Schühlein (1990): Zur Verringerung berufsbedingter Gesundheitsrisiken im Fahrdienst des öffentlichen Personennahverkehrs, in: Arbeitsmedizin, Sozialmedizin, Präventivmedizin, Heft 07/90, S. 332-334.
- Haisken-DeNew, J. et al. (1998), Das Dienstleistungs-Puzzle. Ein aktualisierter deutsch-amerikanischer Vergleich. In: Wochenbericht des DIW Nr. 35.
- Haisken-DeNew, J./ Horn, G./ Schupp, J./ Wagner, G. (1996), Keine Dienstleistungslücke in Deutschland. Ein Vergleich mit den USA anhand von Haushaltsbefragungen. In: Wochenbericht des DIW Nr. 14, S. 221-226.
- Haisken-DeNew, J./ Horn, G./ Schupp, J./ Wagner, G. (1997), Rückstand beim Anteil der Dienstleistungen aufgeholt – ein deutsch-amerikanischer Vergleich anhand von Haushaltsbefragungen, In: Wochenbericht des DIW, Nr. 34, S. 613-617.
- Hansen, N. (1998): Weichenstellung: die Bahn, in: die Mitbestimmung, Heft 1/ 2 1998, S. 40-42.
- Haß, H.-J. (1995), Industrienähe Dienstleistungen. Ökonomische Bedeutung und politische Herausforderung. Beiträge zur Wirtschafts- und Sozialpolitik 223, Nr. 3, Institut der deutschen Wirtschaft, Köln
- Häußermann, H., Siebel, W. (1995): Dienstleistungsgesellschaften. Frankfurt a.M.
- Heinze, R. G./Schmid, J./Strünck, Chr. (1997): Zur politischen Ökonomie der sozialen Dienstleistungsproduktion. Der Wandel der Wohlfahrtsverbände und die Konjunkturen der Theoriebildung. In: Kölner Zeitschrift für Soziologie und Sozialpsychologie, Jg. 49, Heft 2, S. 242-271.
- Hellige, B., Holler, G. (1993): Leitfaden zur Neuordnung des Pflegedienstes, Baden-Baden.
- Henneberger, F. (1997): Arbeitsmärkte und Beschäftigung im öffentlichen Dienst. Bern et al.
- Henning, K., Insenhardt, I. u.a. (1997): Dienstleistung 2000plus: Qualifikation für die Zukunft, in: Q-magazin 1/ 2 1997, S. 20-25.
- Hermann, Ch. (1990), Zur Entwicklung einer Klassifikation von Dienstleistungen, in: Wirtschaft und Statistik, Nr. 5, s. 315-318.
- Hilbert, J./Scharfenorth, K. (1998): Besser als ihr Ruf – Ausbildung im Dienstleistungssektor und ihre Perspektiven. In: Bosch, G. (Hg.): Zukunft der Erwerbsarbeit. Strategien für Arbeit und Umwelt. Frankfurt/New York, 436-458.
- Hinrichs, Karl (1996): Das Normalarbeitsverhältnis und der männliche Familienernährer als Leitbilder der Sozialpolitik. In: Sozialer Fortschritt, 4, 102-107.
- Hirsch-Kreinsen, H. (1997): Innovationsschwächen der deutschen Industrie: Wandel und Probleme von Innovationsprozessen, in: Technik und Gesellschaft: Jahrbuch, Frankfurt am Main/ New York.
- Hoffmann, E./Walwei, U. (1998): Normalarbeitsverhältnis: ein Auslaufmodell? In: Mitteilungsblatt, 409-425.
- Homburg, C., Garbe, B. (1996): Industrielle Dienstleistung als Managementherausforderung, in: io Management Zeitschrift 65, S. 31-35.
- IAB-Prognos-DL-Trends
- Institut der deutschen Wirtschaft, Dienstleistungslücke – die Tücken der Statistik. In: Informationsdienst IWD-online. 5. Februar 1998, Ausgabe Nr. 6, Jg.24.
- Institut für Sozialwissenschaftliche Forschung (Hg.) (1998), Jahrbuch sozialwissenschaftlicher Technikberichterstattung. Schwerpunkt: Moderne Dienstleistungswelten, Berlin
- Institut für Sozialwissenschaftliche Forschung (Hg.) Jahrbuch sozialwissenschaftlicher Technikberichterstattung: 1992. Schwerpunkt: Dienstleistungsarbeit.
- Ittermann, P., Scharfenorth, K. (1998): Unqualifiziert, aber billig ? Zukunft der Arbeit in sozialen Dienstleistungen. Graue Reihe des Instituts Arbeit und Technik, Gelsenkirchen

- Jaeckel, M. Koch, H.-R. (1987) Arbeitszeit und Arbeitszeitverkürzung im Grosshandel, in: Dienst am Kunden : der Handel zwischen Flexibilisierung und Ladenschluss Hamburg: VSA-Verl. 1987. S. 147-165. (zahlr. Tab. u. Abb.) ISBN: 3-87975-401-2
- Jürgens, U., Naschold, F. (1994): Arbeits- und industriepolitische Entwicklungsempässe der deutschen Industrie in den 90er Jahren, in: Zapf, W., Dierkes, M., (Hrsg.): Institutionenvergleich und Institutionendynamik, Berlin, S. 239-270.
- Kern, H., Sabel, C. (1994): Verblaßte Tugenden. Zur Krise des deutschen Produktionsmodells, in: Soziale Welt, Sonderband 9, S. 605-624.
- Klein, B. (1996): Vom Sekretariat zum Office Management: Geschichte, Gegenwart, Zukunft, Wiesbaden.
- Klenner, Ch./Ochs, Ch./ Seifert, H. (1998): Lockerung des Sonntagsarbeitsverbots. In: Keller, Berndt; Seifert, Hartmut (Hg.): Deregulierung am Arbeitsmarkt. Eine empirische Zwischenbilanz. Hamburg, 105-136.
- Klenner/Ochs/Seifert zu vier Fallstudien AZ im DL-Sektor
- Klodt, H./ Maurer, R./ Schimmelpfennig, A. (1997), Tertiarisierung in der deutschen Wirtschaft, Tübingen (Siebert, H. (Hrsg.), Kieler Studien. Institut für Weltwirtschaft an der Universität Kiel, Nr. 283)
- Klöß, H.-P. (1996): Der Beitrag von Einfacharbeitsplätzen zur Verringerung der Sockelarbeitslosigkeit, Manuskript, Köln.
- Klöß, H.-P. (1997), Dienstleistungslücke und Niedriglohnsektor in Deutschland. In: IW-trends, Nr. 3.
- Krämer, H. (1997), Zur Tertiarisierung der deutschen Volkswirtschaft. In: Mangold, Klaus (Hrsg.), Die Zukunft der Dienstleistung: Fakten, Erfahrungen, Visionen. Frankfurt/Main, S. 170-216.
- Kress, U. (1998): Vom Normalarbeitsverhältnis zur Flexibilisierung des Arbeitsmarktes – Ein Literaturbericht. In: MittAB 3, 488-505.
- Kuehnlein, G. (1998), Beschäftigung in Bürgerämtern. Ein Projekt der Gewerkschaft Öffentliche Dienste, Transport und Verkehr und der Hans-Böckler-Stiftung, Stuttgart (hrsg. von der Gewerkschaft ÖTV)
- Kutzner, E. (1993): Flexibilisierung bei der Post: Teilzeitarbeit zwischen betrieblichen Anforderungen und subjektiven Ansprüchen, in: WSI Mitteilungen, Heft 02/93, S. 118-125.
- Kutzner, E., Pantel, P. (1993): Arbeitszeit bei der Bundespost: Ein Beispiel geschlechtsspezifischer Beschäftigungspolitik, Köln.
- Lay, G. (1996): Integration von Produktherstellung und Dienstleistung als Strategie zur Sicherung der Wettbewerbsfähigkeit in einer globalisierten Wirtschaft, in: Hoß, D., Schrick, G. (Hrsg.): Wie rational ist Rationalisierung heute?, S. 57-67, Stuttgart.
- Lay, G. (1998): Dienstleistungen in der Investitionsgüterindustrie: Konsequenzen für Betriebsorganisation und Personal, in: Arbeit, Zeitschrift für Arbeitsforschung, Arbeitsgestaltung und Arbeitspolitik, Heft 4, 7. Jg., S. 316-337.
- Littek, W./ Heisig, U./ Gondek, H.-D. (1991), Dienstleistungsarbeit: Strukturveränderungen, Beschäftigungsbedingungen und Interessenlagen, Berlin
- Lüthy, A., Möllering, C. (1998): Innovatives Personalmanagement im Krankenhaus, in: Personalwirtschaft, Heft 07/98, S. 52-55.
- Mai, H. (1996): ÖPNV ein Markt im Wandel, in: Der Nahverkehr, Heft 07/08/96, S. 6-8.
- Mai, H. (1989), Dienstleistungen im Produzierenden Gewerbe – Testerhebung, in: Wirtschaft und Statistik, Nr. 2, S. 57-64.
- Mangold, K. (Hrsg.) (1997), Die Zukunft der Dienstleistung: Fakten, Erfahrungen, Visionen. Frankfurt/Main 1997
- March, J.G. (1991): Exploration and Exploitation in Organizational Learning. In: Organizational Science, Vol. 2, No. 1, S. 71-87.
- Matheus, S. (1995), Wechselmöglichkeiten aus industriellen Berufen in DL-Berufe. In: Mitteilungen aus der Arbeitsmarkt- und Berufsforschung, Heft 2, S. 224-238.

- Matheus, S.(1995): Dienstleistungsarbeit als Auffangnetz? Eine Analyse der Eintritte und Wechsel in Dienstleistungsarbeit mit Daten des Sozioökonomischen Panels, WZB, FS I 95 – 202 (KGLZ-23/95-202)
- Meixner, H.-E. (Fachhochschule des Bundes fuer oeffentliche Verwaltung Koeln <Willy-Brandt-Str. 1, D-50321 Bruehl>) (1990) Flexible Arbeitszeitmodelle und Teilzeitarbeit: eine Herausforderung fuer die oeffentliche Verwaltung. Bonn
- Mergner, U. (1992): Arbeitsbedingungen in der stationären Krankenpflege: Entstehungszusammenhänge, Problemzonen, Ansatzpunkte für veränderungsorientiertes Handeln, Wiesbaden.
- Mertens, P., Faisst, W. (1996): Virtuelle Unternehmen – Eine Organisationsstruktur für die Zukunft? In: WiSt, Heft 6, S. 280-285.
- Merz, W. (1995): Frauen im Gebäudereiniger-Handwerk: Arbeitssituation, diskontinuierliche Berufsbiographien, Veränderungs- und Weiterbildungspotentiale in Betrieb und betrieblicher Interessenvertretung, Frankfurt am Main/ Berlin.
- Meyer, C. (1996): Die Veränderung der Arbeitssituation in der Krankenpflege: Interesse und Bereitschaft Pflegender zur Mitgestaltung, Frankfurt am Main.
- Ministerium für Arbeit, Soziales und Gesundheit des Landes Rheinland-Pfalz (Hrsg.) 1995: Verbesserung der Arbeitssituation im Pflegedienst: Modellerfahrungen aus Krankenhäusern in Rheinland-Pfalz, Melsungen.
- Mückenberger, U. (1985): Die Krise des Normalarbeitsverhältnisses – Hat das Arbeitsrecht noch Zukunft?. In: Zeitschrift für Sozialreform, 7/8, 415-434, 457-475.
- Mueller-Seitz, P. (1988): Ein Beitrag angewandter Arbeitswissenschaft zur Optimierung von Arbeitsprozessen im Verwaltungsbereich, in: AFA Informationen : Arbeitsausschuss fuer Arbeitsstudien 1988. H. 1, Jg. 38, S. 3-28
- Müller, H.-E., Prangenberg, A. (1997): Outsourcing-Management. Handlungsspielräume bei Ausgliederung und Fremdvergabe, Köln.
- Nagengast, J. (1997): Outsourcing von Dienstleistungen industrieller Unternehmen: eine theoretische und empirische Analyse, Hamburg.
- Naschold, F. (1993): Modernisierung des Staates. Zur Ordnungs- und Innovationspolitik des öffentlichen Sektors. Berlin.
- Naschold, F./Pröhl, M. (Hg.) (1994): Produktivität öffentlicher Dienstleistungen. Gütersloh.
- Niebler, M. (1998): Altersteilzeit in der Versicherungswirtschaft: Praxisnahe und attraktive Regelung, in: Arbeitgeber, Heft 1/ 2 1998, S. 32-33.
- O'Reilly, J. (1994): Banking on Flexibility: A comparison of flexible employment in retail banking in Britain and France, Avebury, England
- O'Reilly, J. (1996): Labour Adujustments through Part- time work. In: G. Schmid(J. O'Reilly/K. Schömann (Hg.): International Handbook of Labour Mrket Policy. Cheltenham/Brookfield, 566-593.
- Oberbeck, H. (1997): Die Entwicklung der Arbeit in der Dienstleistungsgesellschaft. In: Altvater, E., Haug, F. Negt, O. u.a. : Turbo Kapitalismus. Gesellschaft im Übergang ins 21. Jahrhundert. Hrsg. von . Fehrmann, 133-155.
- Oppen, M. (1993): Neue „Produktions“konzepte für üffentliche Dienstleistungen – Krankenkassen zwischen Markt und Staat. WZB Discussion Paper FS II 93-204.
- Oppen, M. (1996): Schlanker Staat – magere Beschäftigunsperspektiven? WZB Discussion Paper FS II 96-201.
- Oppen, M./Wegener, A. (1998): Restrukturierung der kommunalen Dienstleistungsproduktion. Innovationsfähigkeit duetsche Kommunen in internationaler Perspektive. WZB Discussion Paper FS II 98-206.
- Plänitz, G. (1983): Das bißchen Fahren... Arbeits- und Lebensbedingungen von Fernfahrern, Hamburg
- Priester, K. (1995): Neue Arbeitszeitmodelle in Krankenhäuser: Entstehungsbedingungen, Umsatzprobleme, Vorschläge zur Optimierung, Frankfurt am Main.

- Priller, E., Zimmer, A., Anheier, H. (1999): Der Dritte Sektor in Deutschland: Entwicklungen, Potentiale, Erwartungen, in: APUZ vom 26.02.1999, S. 12-21.
- Quack, S. (1997): Karrieren im Glaspalast. Weibliche Führungskräfte in europäischen Banken, Wissenschaftszentrum Berlin.
- Quack, S., Hildebrandt, S. (1995): Das Geheimnis der Banken: Zum Einfluß von Organisationsstrukturen und Personalpolitiken deutscher und französischer Kreditinstitute im mittelständischen Unternehmensgeschäft, Wissenschaftszentrum Berlin.
- Radtke, J. (1997): Unternehmensbezogenen Dienstleistungen und neue IuK-Technologien, Frankfurt am Main/ Leipzig
- Raehlmann, I. (1991): Wechselwirkungen zwischen Arbeits- und außerbetrieblicher Lebenswelt – Ein untersuchungsbegleitendes Prinzip in der Schichtarbeitsforschung, in: WSI-Mitteilungen, Heft 01/91, S. 48-54.
- Rapp, R. (1993): Umsetzungsorientiertes Marketing für industrielle Dienstleistungen, in: Simon, H. (Hrsg.): Industrielle Dienstleistungen, S. 135-159, Stuttgart.
- Reim, U. (1988), Zum Ausbau statistischer Informationen über Dienstleistungen, in: Wirtschaft und Statistik, Nr. 12, S. 842-848.
- Reim, U. (1992), Piloterhebung im Dienstleistungsbereich, in: Wirtschaft und Statistik, Nr. 10, S. 718-727.
- Reiß, M. (1996): Personelle und organisatorische Grenzen der virtuellen Unternehmung. In: ZWF (Zeitschrift für wirtschaftliche Fertigung und Automatisierung), Heft 6, 91. Jg., S. 268-269.
- Riede, T.; Schott-Winterer, A., Woller, A. (1988): Struktur und Entwicklung der sozialen Dienstleistungen, Projektbericht.
- Riede, Th. (1990), Dienstleistungsberufe im Produzierenden Gewerbe. Ergebnis des Mikrozensus. In: Wirtschaft und Statistik 9, S. 623-631.
- Rogowski, R./Schmid, G. (1997): Reflexive Deregulierung. Ein Ansatz zur Dynamisierung des Arbeitsmarktes. In: Sozialer Fortschritt, 11/12, 273-279.
- Rudolph, H./Schröder, E. (1997) Arbeitnehmerüberlassung: Trends und Einsatzlogik. In: MittAB 1, 102-126.
- Rürup, B. (1989): : Wirtschaftliche und gesellschaftliche Perspektiven der Bundesrepublik Deutschland. München
- Saebetzki, A. (1994). Die ZEW-Umfrage bei Dienstleistungsunternehmen: Panelaufbau und erste Ergebnisse. Zentrum für europäische Wirtschaftsforschung. Dokumentation Nr. 94-05. Mannheim.
- Sauer, D., Döhl, V. (1997): Die Auflösung des Unternehmens? – Entwicklungstendenzen der Unternehmensreorganisation in den 90er Jahren. In: Jahrbuch sozialwissenschaftlicher Technikberichterstattung 1996, München, Frankfurt am Main etc.
- Schade, H.-J. (1995), Berufsstrukturelle Veränderungen in der Klassifizierung der Berufe 1992 als Hinweis auf „neue“ Beschäftigungsfelder und Strukturen der Ausbildung und Beschäftigung von Fachkräften 1994. In: Alex, Laszlo/ Tessaring, Manfred (Hrsg.), Neue Qualifizierungs- und Beschäftigungsfelder. Dokumentation des BIBB/IAB-Workshops am 13./14. November 1995, Berlin, Bonn, S. 134-147
- Scharfenorth, K. (1997): Aufwertung von Frauenarbeitsplätzen im Bereich sozialer und personenbezogener Dienstleistungen, Projektbericht des Instituts Arbeit und Technik, Gelsenkirchen.
- Scharpf, F. (1995): Subventionierte Niedriglohnbeschäftigung statt bezahlter Arbeitslosigkeit? In: Zeitschrift für Sozialreform 41, 2, 65-82.
- Scharpf, F. (1986) Strukturen der postindustriellen Gesellschaft oder: Verschwindet die Massenarbeitslosigkeit in der Dienstleistungs- und Informations-Ökonomie in: Soziale Welt 37, 1, 3-25.
- Schettkat, R. (1996) Die Zukunft der Beschäftigung zwischen Dienstleistungen und Güterproduktion. In: Gegenwartskunde 2, 155-166
- Schneider, H. / Sorg, R. (HG.) Autor: Briefs, Ulrich (1985) Neue Technologien - Arbeitszeitverkürzung - Alternativen fuer die menschliche Arbeit? in: Die Bundesrepublik in der Krise : Auswirkungen und Perspektiven Freiburg im Breisgau

- Schöniger, J. (1996): Servicedienstleistungen im Anlagenbau, in: TR Transfer, Heft 17, S. 12-15
- Sengelmann, T. (1998): Der Einstieg in die externe Personalarbeit, in: Personalführung, Heft 03/98, S. 64-71.
- Siebert, H. (1996): Hundert Punkte für mehr Beschäftigung. In: Kieler Diskussionsbeiträge, Nr. 264.
- Simon, H. (1993): Industrielle Dienstleistungen, Stuttgart.
- Soltwedel, R. et al (1984): Mehr Markt am Arbeitsmarkt. Ein Plädoyer for weniger Arbeitsmarktpolitik. Tübingen.
- Staudt, E. (Universitaet Bochum <Postfach 102148, D-44780 Bochum>) (1991) Dienstleistungs- und Verwaltungsrationalisierung durch flexible Automation: Industrialisierung und Flexibilisierung von Dienstleistungsarbeit. Frankfurt am Main
- Störmer, W. (1997): Richtig Planen und einführen, in: Personalwirtschaft, Heft 10/97, S. 26-30.
- Streeck, W., Heinze, R. In: Der Spiegel, Mai 1999.
- Strunck, B. (1998): Externe Personalleitung für Mittelständler, in: Personalführung, Heft 06/98, S. 18-21.
- Sydow, J. (Hrsg.): Strategien in Versicherungsnetzwerken: unabhängige Versicherungsvermittler im Blickfeld, Karlsruhe.
- Tessaring, M. (1994): Langfristige Tendenzen des Arbeitskräftebedarfs nach Tätigkeiten und Qualifikationen in den alten Bundesländern bis zum Jahr 2010, in: Mitteilungen aus der Arbeitsmarkt- und Berufsforschung, Heft 01/94, S. 5-19.
- Thinnes, P. (1996): Arbeitszeitmuster in Dienstleistungsbetrieben: Eine zeit- und organisationssoziologische Untersuchung am Beispiel der Werbebranche, Frankfurt am Main/ New York.
- Tholfus, H. (1990): Sozialverträgliche Technikgestaltung im Dienstleistungsbereich: Zwei Fallstudien im Öffentlichen Dienst und im Bankenbereich zur Technikpolitik betrieblicher Arbeitnehmervertretungen, Köln.
- Tietz, B. unter Mitarbeit von Greipl, E. (1994), Das Leistungsprofil des Großhandels in Bayern – eine Struktur- und Funktionsanalyse unter besonderer Berücksichtigung der Dienstleistungsbereiche, München 1994
- Töpfer, A. (1996): Grundsätze industrieller Dienstleistungen, in: Töpfer, A.; Mehdorn, H. (Hrsg.): Industrielle Dienstleistungen: Servicestrategie oder Outsourcing, Neuwied.
- Universitaet Bielefeld Fak. fuer Soziologie (Postfach 100131, D-33501 Bielefeld) HG) Engfer, Uwe, Japp, Klaus P. (1982) Die Entwicklungsdynamik des Dienstleistungssektors: Endbericht. Teil 1: Bereichsuntersuchung - Kommerzielle Dienstleistungen (Einzelhandel)
- Vitolis, S. (1995): Corporate Governance Versus Economic Governace: Banks and Industrial Restructuring in the U.S. and Germany, Wissenschaftszentrum Berlin.
- von Studnitz, A. (1998): Outsourcing im Mittelstand als Kooperation mit Perspektiven, in: Personalführung, Heft 09/98, S. 28-35.
- Voss, G. G. (1997): Zur Entwicklung der Arbeitszeiten in der Bundesrepublik Deutschland. In: Mitteilungen des Sonderforschungsbereichs 333 "Entwicklungsperspektiven von Arbeit", 10, 33-58.
- Walwei, U. (1993): Atypische Beschäftigungsformen in EG-Ländern. In: WSI-Mitteilungen, 9, 584- 593.
- Weinkopf, C. (1999): Schaffung von Arbeitsplätzen für Geringqualifizierte. Graue Reihe des IAT. Forthcoming
- Weinkopf, C. (1995): Professionalisierung privater Dienstleistungen durch Dienstleistungspools, Manuskript, Gelsenkirchen.
- Wetjen, K.-H. (1998): Outsourcing über SAP R/3, in: Personalführung, Heft 07/98, S. 56-57.
- Wickel, S. (1995): Banken im Wandel: Konzept für eine zukunftsorientierte Organisationsstruktur, Wiesbaden.
- Wirtschafts- und Sozialwissenschaftliches Institut in der Hans-Böckler-Stiftung (WSI) und Institut der deutschen Wirtschaft Köln (IW) (1999), Beschäftigungspotentiale der M+E-Industrie und der M+E-nahen Dienste. Endbericht zum Projekt von IG-Metall und Gesamtmetall, Düsseldorf und Köln

- Zawada, U., Kellnhauser, E. (1996): Pflegeplanung und Dokumentation in ambulanten und stationären Einrichtungen, Düsseldorf.
- Zimmermann, K. et al. (1998): Anstöße für eine zukunftsgerichtete Arbeitsmarktpolitik, in: Wirtschaftsdienst, Heft 11/98, S. 652-653.
- Zinn, K.-G. (1993) Dienstleistungsgesellschaft oder Krise des tertiären Sektors – Zur qualitativen Analyse der Entwicklung reifer Volkswirtschaften. In: WSI- Mitteilungen, Ausgabe Januar, 465. Jg. Köln, S. 1-10
- Zollner, G. (1994): Kundennähe in Dienstleistungsunternehmen: empirische Analyse von Banken, Wiesbaden.
- Zukunftskommission Wirtschaft 2000 (1993): Bericht der Zukunftskommission Wirtschaft 2000. Staatsministerium Baden Württemberg, Stuttgart