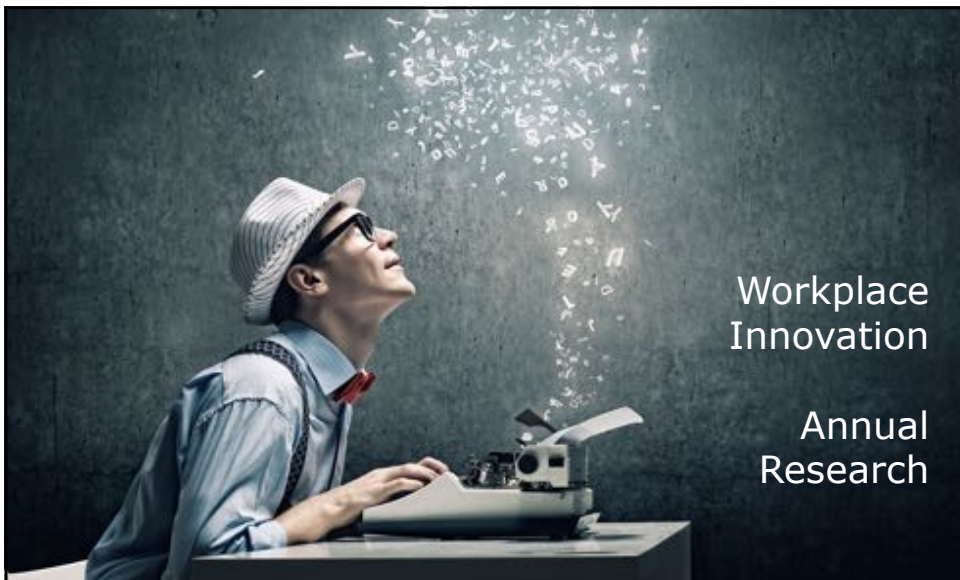




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Workplace  
Innovation

Annual  
Research





Workplace Innovation  
Annual Research

Conducted by the  
Research Center for Employability  
(Zuyd University) and the  
Research Centre for Education and  
Labour market (ROA)  
(Maastricht University) in  
cooperation with the  
Limburg Employers Association  
(LWV).

**ZU  
YD**

Workplace Innovation means innovation in organizations and new ways of working, leading to better development and utilization of **employees' skills and competences** in order to increase the performance of the organization or to achieve other organizational goals, societal goals, or employee goals (NSI, 2012).

**ZU  
YD**

Workplace Innovation is fundamentally **social** because it derives from interaction between different **stakeholders** both within and outside the organization (European Workplace Innovation Network EUWIN).

>>Social Innovation in the Workplace

ZU  
YD

Workplace Innovation manifests itself in **empowering** job design, self-organized team working, continuous improvement groups and representative partnership structures; **different than traditional** industrial relations.

Next to that, the encouragement of entrepreneurial **behavior** at all levels of the organization.

ZU  
YD



**Constructing** the Workplace Innovation framework by the NSI in 2012:

- Literature review
- Qualitative research, in depth interviews and focus groups

Constructing the pillars (factor-analyses) and measurement instrument of **81 items** (questionnaire).

Connecting perceived organizational performance.

Pilot in 2012 and evaluation.

**2013, 2014, 2015 results**, working on 2016

ZU  
YD

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**ZU  
YD**

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**ZU  
YD**

**Literature:**

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**ZU  
YD**

**6 pillars**

1. strategic orientation on workplace innovation
2. internal rate of change
3. self-organizing ability
4. talent development
5. investment in knowledge
6. sustainable employability



**ZU  
YD**

**1. strategic orientation on workplace innovation**

- 1.1 societal orientation
- 1.2 cost consciousness
- 1.3 networks
- 1.4 knowledge absorption
- 1.5 open innovation

**2. internal rate of change**

- 2.1 flexibility
- 2.2 flexibility of labor

**3. self-organizing ability**

- 3.1 cooperation
- 3.2 flexibility of policies

**4. talent development**

- 4.1 provocation
- 4.2 personal development

**5. investment in knowledge**

- 5.1 individual training budget

**6. sustainable employment**




**Workplace innovation framework and measurement instrument:**

Goal is to address how much attention and effort employers in the region have for workplace innovation and if there are differences between industries, size of organizations and areas in the region.

**5-point Likert Scale**

Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1	2	3	4	5

It also investigates if there is a connection between (perceived) workplace innovation & (perceived) organizational performance.





Scores are the personal perceptions of Workplace Innovation by representatives (CEO-level) of organizations

However, there is a distinction between:

- intended** behavior & performance (policy, conform strategy)
- actual** behavior & performance (executed by employees and management)
- perceived** behavior & performance

**ZU  
YD**

### findings research 2015 region of Limburg

158 representatives (CEO-level) of organizations attended

	branche	area	size
industrial	<b>37%</b>	North <b>36%</b>	small enterprises 10-50 employees <b>29%</b>
commercial	<b>45%</b>	Middle <b>19%</b>	medium enterprises 50-250 employees <b>34%</b>
non-commercial	<b>19%</b>	South <b>45%</b>	large enterprises > 250 employees <b>37%</b>

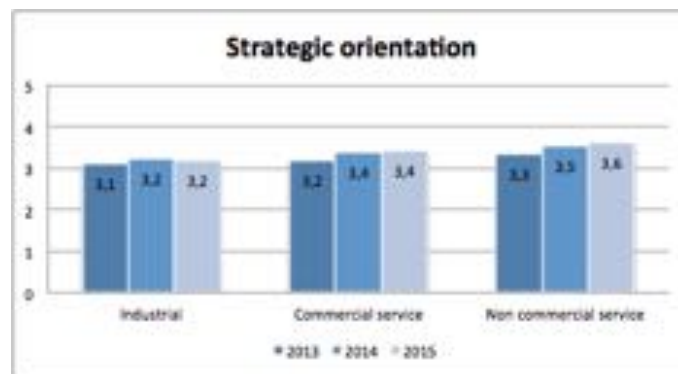
**workplace innovation average = 3,46**

**ZU  
YD**





**strategic orientation  
on workplace innovation**



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YD

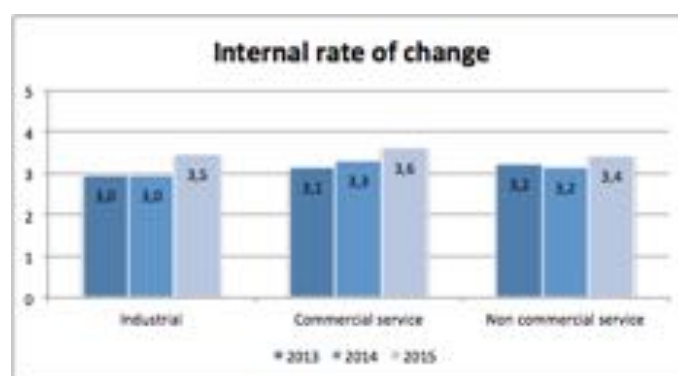
## strategic orientation on workplace innovation

1. My organization works together frequently with partners to gather new resources or knowledge.
2. In my organization it is encouraged to take risks to innovate.

*Examples of items of the  
measurement instrument*

**ZU  
YD**

## internal rate of change



**ZU  
YD**

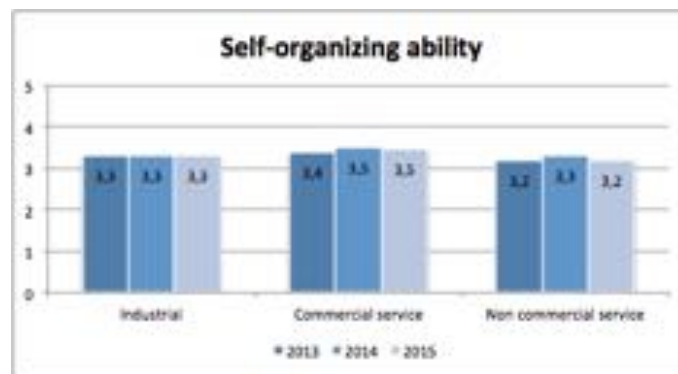
### internal rate of change

1. In my organization goals are adapted to changing conditions.
2. To what extent does your organization use the following opportunities? Working from home.

*Examples of items of the measurement instrument*

**ZU  
YD**

### self-organizing ability



**ZU  
YD**

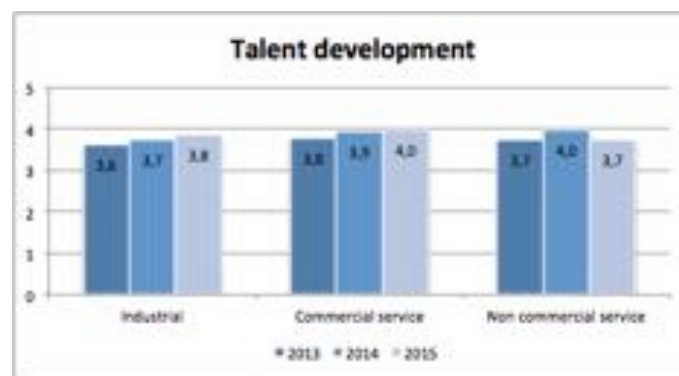
### self-organizing ability

1. In my organization we do everything according to the rules and procedures. / The employees in my organizations do everything according to the rules and procedures. (R)
2. My organization rewards based on team performance.

*Examples of items of the measurement instrument*

**ZU  
YD**

### talent development



**ZU  
YD**

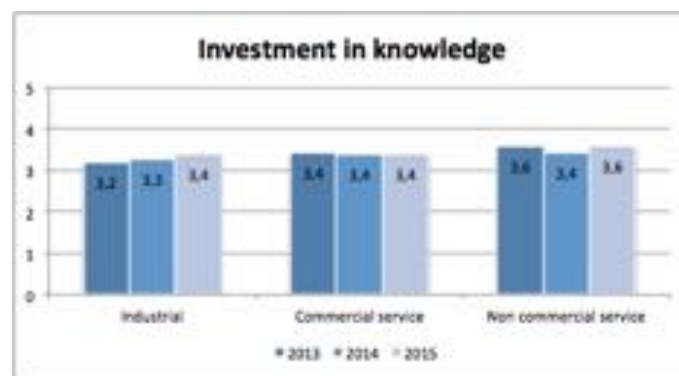
## **talent development**

1. Employees get assigned responsible tasks in my organization.
2. Employees continuously see themselves improve in my organization.

*Examples of items of the measurement instrument*

**ZU  
YD**

## **investment in knowledge**



**ZU  
YD**

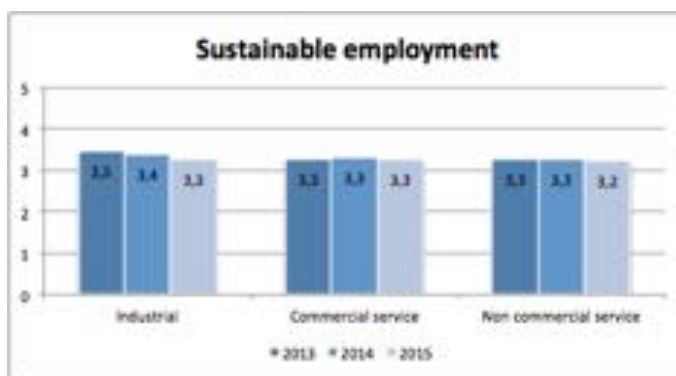
### investment in knowledge

1. In my organization, employees are thoroughly trained in the use of new equipment, software or procedures.
2. In my organization employees are strongly encouraged to develop their skills.

*Examples of items of the measurement instrument*

**ZU  
YD**

### sustainable employment



**ZU  
YD**

### **sustainable employment**

1. Older employees (older than 60 years) change work activities often in my organization.
2. In my organization, the older employees (older than 60 years) perform primarily work activities for which their experience is important.

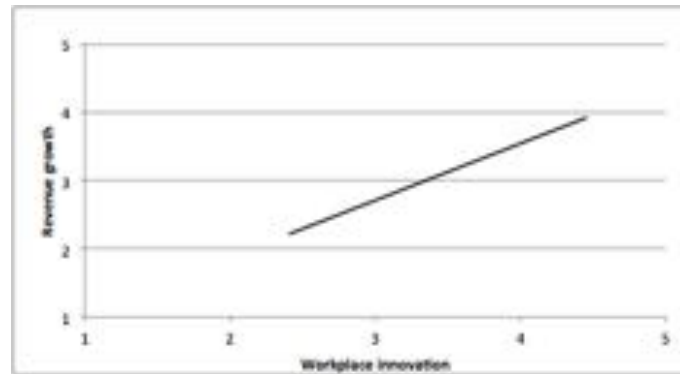
*Examples of items of the measurement instrument*

**ZU  
YD**



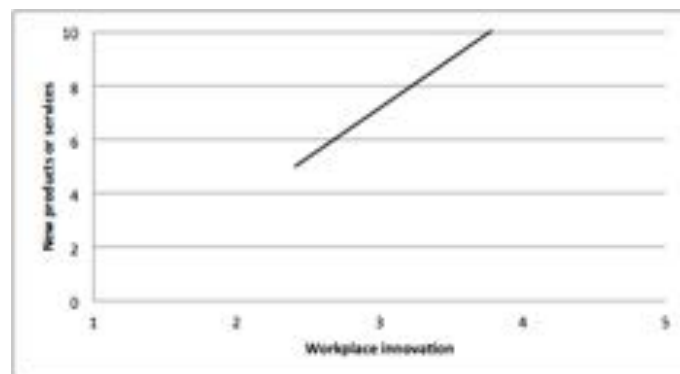
**ZU  
YD**

**organization performance:  
revenue growth**



**ZU  
YD**

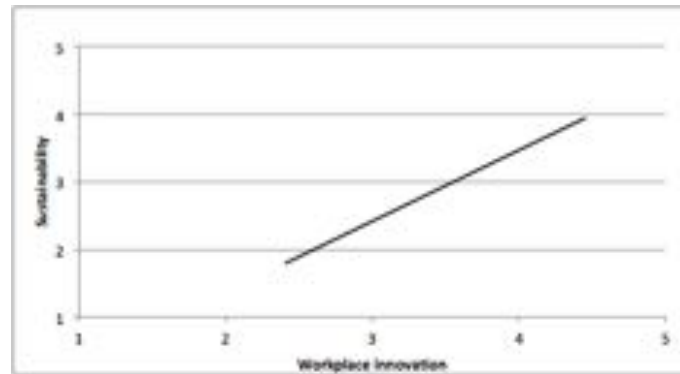
**organization performance:  
new product or services**



**ZU  
YD**

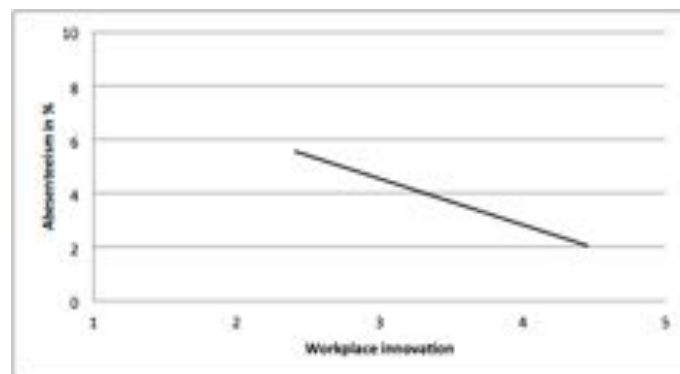


**organization performance:  
sustainability**



**ZU  
YD**

**organization performance:  
absenteeism**



**ZU  
YD**

