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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).
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

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.
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.

Literature:


Literature:


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

**Literature:**


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

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<th>Disagree</th>
<th>Disagree</th>
<th>Undecided</th>
<th>Agree</th>
<th>Strongly Agree</th>
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<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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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

findings research 2015
region of Limburg
158 representatives (CEO-level) of organizations attended

<table>
<thead>
<tr>
<th>branche</th>
<th>area</th>
<th>size</th>
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<tbody>
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workplace innovation average = 3,46
Comparing three years of research

strategic orientation on workplace innovation

[Diagram showing strategic orientation across different industries and years]
**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.

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**internal rate of change**

![Internal rate of change chart]

*Examples of items of the measurement instrument*
**internal rate of change**

1. In my organization goals are adapted to changing conditions.

2. To what extend does your organization use the following opportunities? Working from home.

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**self-organizing ability**

![Bar chart showing self-organizing ability across different sectors and years.]
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.

talent development
talent development

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

investment in knowledge

![Chart showing investment in knowledge]

Examples of items of the measurement instrument
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.

Sustainable employment

[Bar chart showing sustainable employment levels for different sectors and years]
**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.
organization performance: revenue growth

organization performance: new product or services
organization performance: sustainability

organization performance: absenteeism
Working on upcoming editions right now!

THANK YOU