

The Happy Worker: Enabling inclusive growth in SMEs by workplace innovation

ISPIIM conference, 11 June 2014

By Murk Peutz



Positive effect on underlying business performance of Work Place innovation is not harvested by SMEs

Research shows that SMEs will benefit from work place innovation as associated with productivity...

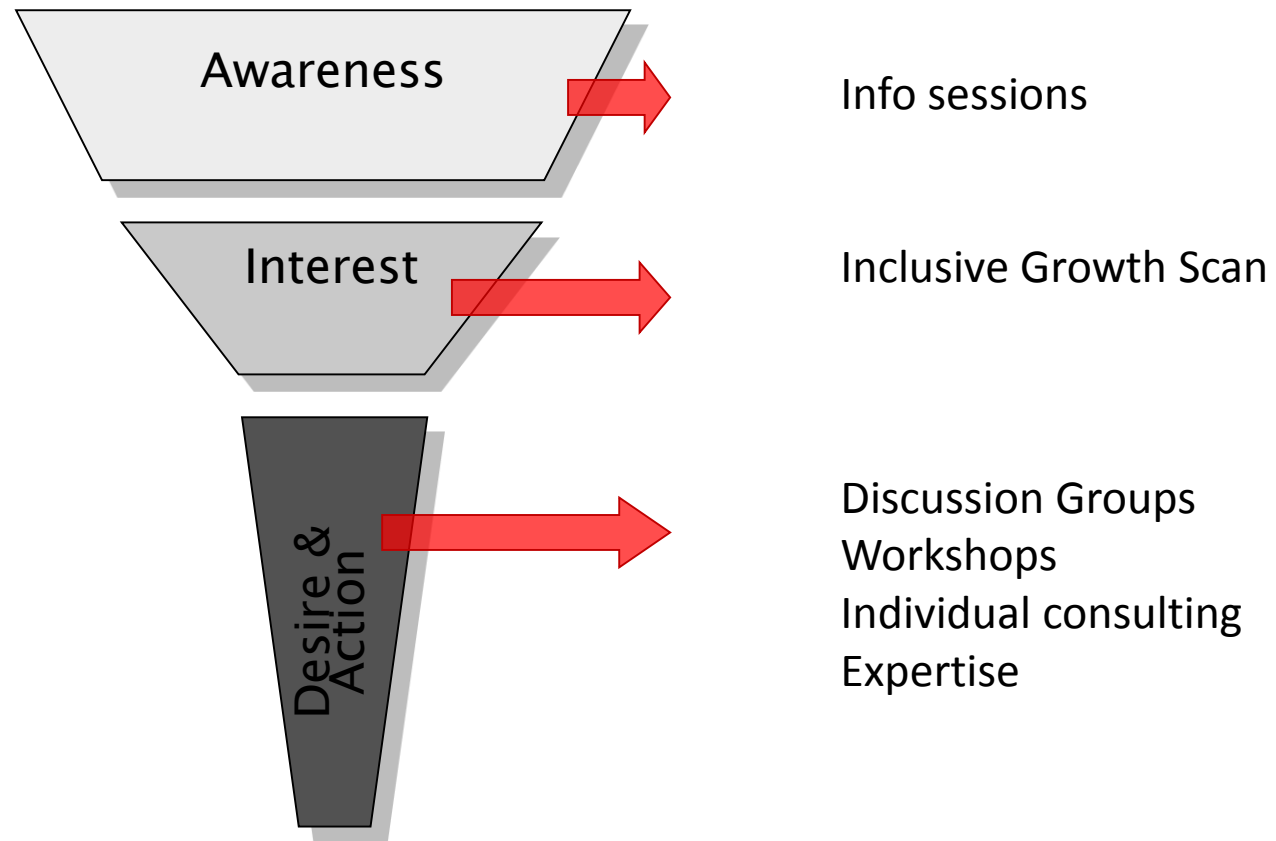
- Sustainable employability is more than being trained (Kroon, 2013)
- Sad worker is a bad worker; decreased productivity induced by mental issues (Whiteford, 2013) and active attention is well received (Arocena, 2007)
- In SMEs 77% of innovation success is non-technological driven (i.e. by applying dynamic management, flexible organisation, co-creation; EIM 2014)

...but SMEs don't harvest opportunities

- Uptake of 'high performance work practices' like modern management, training & evaluation, self directed teams is low in SMEs (Kroon et al. ,2013)
- Of SMEs 86% indicate to value health of their employees; but find it hard to engage in programmes or organise better health interventions in their organizations (ONVZ 2013)

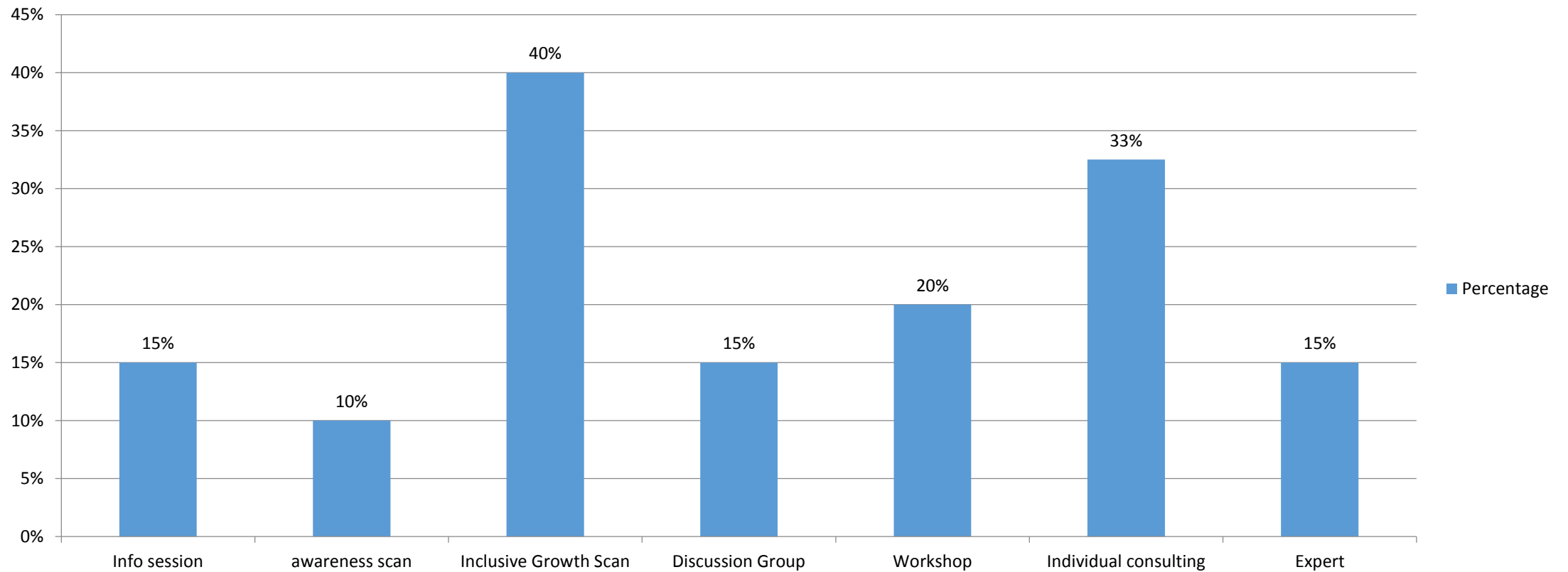
Policy makers and intermediaries increasingly target SMEs to accelerate workplace innovation

Project to facilitate Work Place Innovation set up targeting SMEs via funnel with several instruments

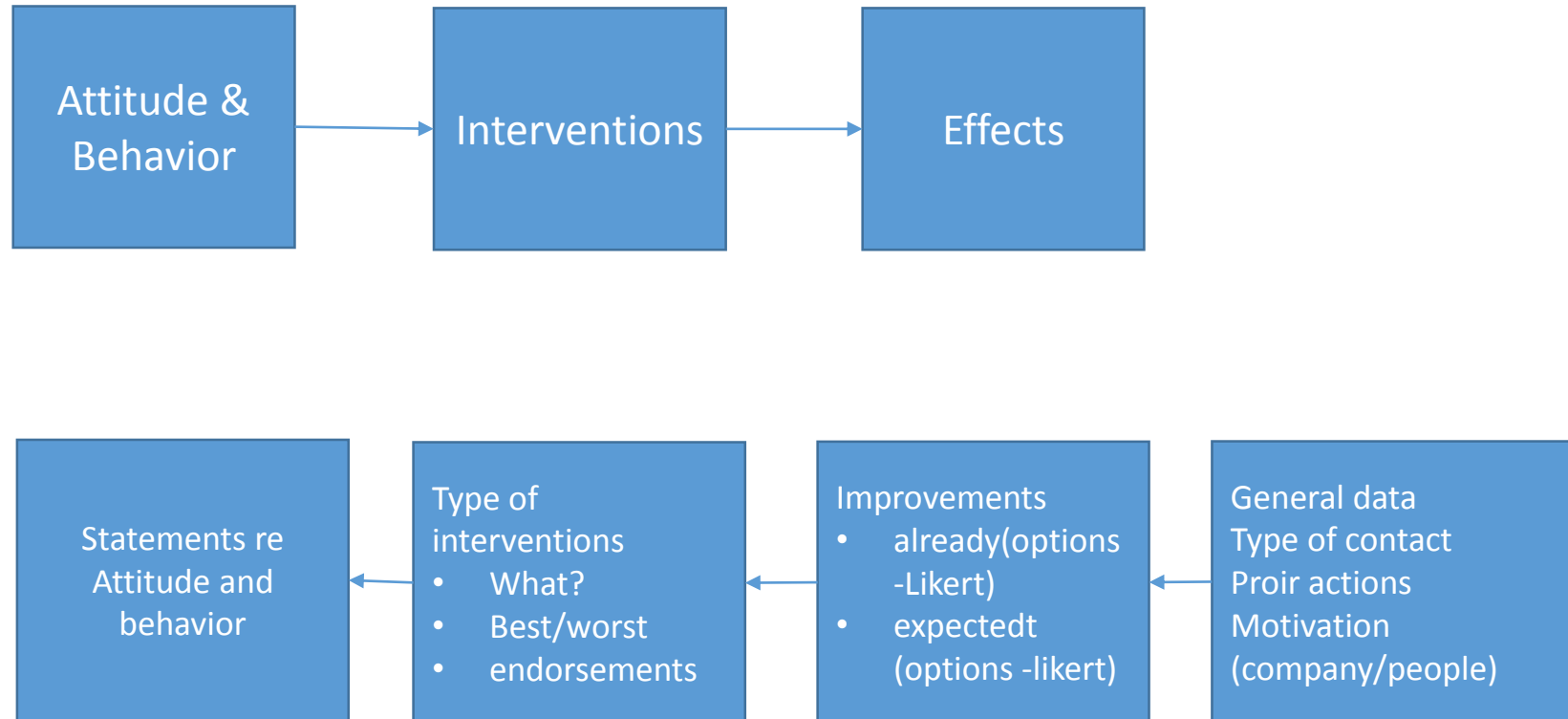


SMEs participate in broad variety of instruments

Participation (%)

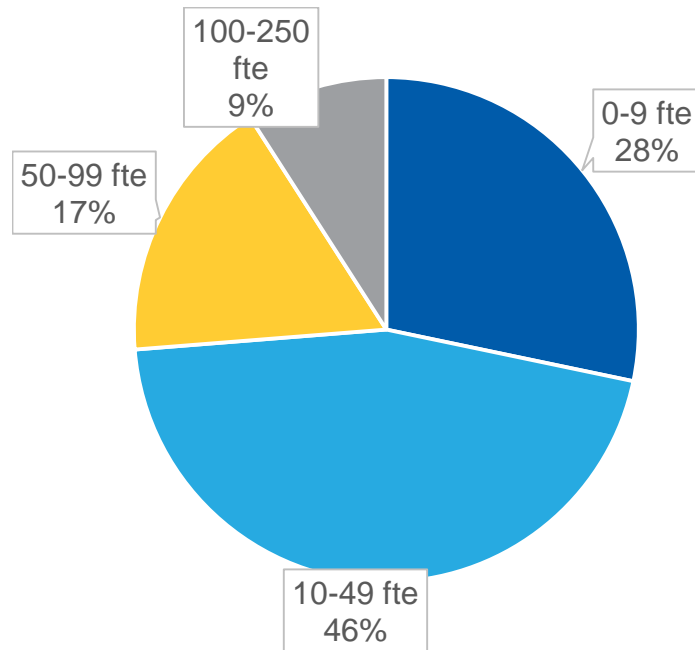


Research model and structure of the self assessment questionnaire

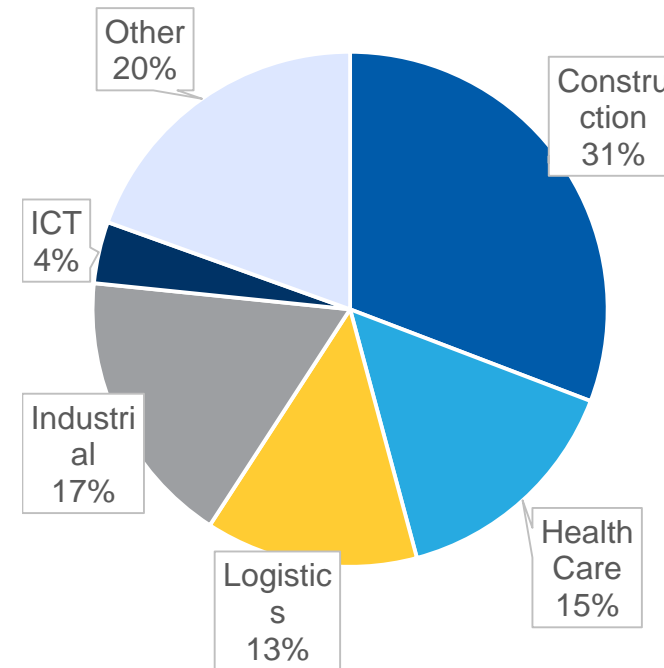


Respondents to the self assessment questionnaire

Respondents breakdown company size



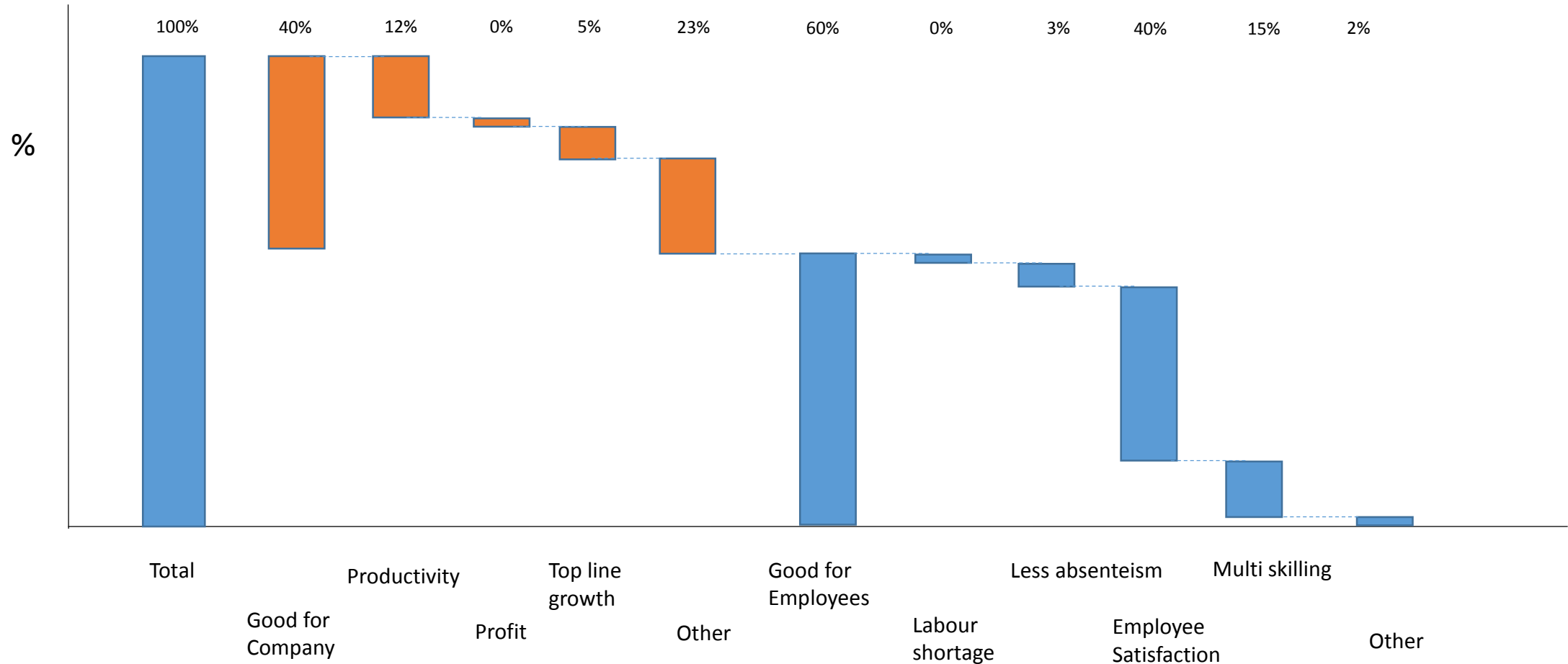
Respondents breakdown to sector



Note: category other includes respondents which failed to print address or other individual data, N=53

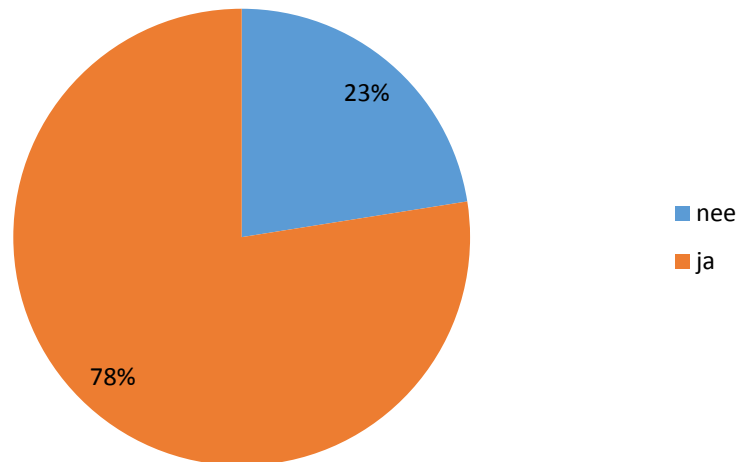
Motivation to participate in the project primarily driven by employee concerns

Employee satisfaction primary driver

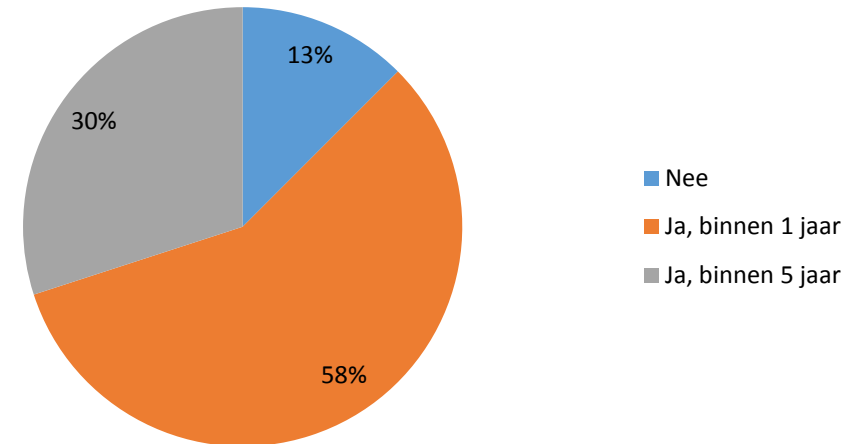


SMEs report improvements already as a result of the project but also expect more improvements in the future

Already Improvement



Expect Improvements



Holistic approach in the project positively affect attitudes and behavior towards sustainable employability

<i>Improved by the project</i>	TD	D	A/D	A	TA	Unknown
We put more emphasis on empowerment of employees	4%	2%	17%	30%	40%	6%
Value on responsibility employees	2%	4%	15%	36%	34%	8%
Employees obtained more freedom to professionalize	4%	4%	28%	32%	25%	6%
More important to organize our work	4%	2%	26%	40%	21%	6%
Better attitude towards physical exercise	4%	11%	40%	32%	2%	9%
Better attitude towards healthy food	4%	11%	45%	26%	2%	9%
More value on development of employees	2%	6%	17%	23%	45%	6%
More emphasis on multiskilling	2%	2%	15%	43%	30%	6%
Employees should be more employable outside the firm	4%	2%	42%	38%	8%	6%
We now have more frequent employee performance reviews	2%	6%	23%	38%	25%	6%
More frequent conversations about career, health and development	4%	2%	19%	43%	23%	8%

Conclusions and Further Work

Conclusions

Attitudes and behavior towards sustainable employability can be improved

- A holistic approach towards SMEs and their strategies/policies works well
- Motivations to join are driven by employee satisfaction not underlying business performance

A mixed set of instruments is valued

- Growth scan and individual consulting cornerstone instruments

Type of Workplace Innovations very varied but actionable

- Field of innovations very diverse but 78% reports already improvements within months whilst they expect more to come

Further Work

Drivers behind main motivation to innovate in this area (like employee satisfaction) might yield more clues for new instruments