

ECOLE DES HAUTES ETUDES COMMERCIALES (EHEC)

**Thesis Submitted in partial Fulfilment Of The
Requirements for Master's Degree in Commercial
Sciences
Major: Management and Entrepreneurship**

The impact of social innovation on enhancing staff motivation

Henkel Algeria

Submitted by:

Kebour Malika

Supervised by:

Mr.Chennoufi Wassim

September 2018

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Abstract:

Nowadays, more and more companies from the international business environment, are starting to consider their own employees as a more important resource than the financial capital or the physical assets. This is why the employee motivation is becoming one of the main focuses amongst the companies who want to maintain a competitive position in the market.

Motivation, as an instrument used for the increase of human resource productivity, can take different shapes, according to the psychosocial profile of each employee. Thus, the managers should build a personal relationship with their employees and try to understand their expectations regarding to what the company can offer them.

Social Innovation is a unifying concept, bringing together diverse narratives about the workplace and work organisation used at different times and in different Member States. These include work organisation, high performance work systems, learning organisations, workplace social dialogue, and both direct and representative participation.

The wider policy outcome of social Innovation is to contribute to sustainable economic, ecological and social change by fostering the innovative capacity of organisations and individuals. Workplace Innovation is considered a necessary enabler of effective technological innovation. Developing and deploying human talent and fostering a willingness to cooperate are an indispensable component of a versatile network economy, relying heavily on participation, dialogue and self-organisation by engaged individuals working in and between organisations. Defined this way, Workplace Innovation is social in its goals as well as in its means.

Little is known about how social Innovation drives and adapts to recent and emerging social developments in the world of work: the growth of self-employed individuals, the growth of the network economy and multi-located working sites, the notion of the mobile and boundless 'workplace', the concept of distributed leadership and management, the changing institutional roles of unions and occupational groupings, the ageing work force, complex patterns of self-organising linkages connecting organisations and individuals, the application of ICTs and the use of social

media. These highly unpredictable emerging patterns demand social intelligence and innovative capacity which transcends technical or economic perspectives alone.

Keywords : social innovation ; staff motivation ; well-being ; flexibility ; autonomy

Résumé:

L'innovation sociale est une « réponse nouvelle » à une situation sociale jugée insatisfaisante, situation susceptible de se manifester dans tous les secteurs de la société.

L'innovation sociale au sein des entreprises fait référence à la (ré) organisation du travail, c'est-à-dire à une nouvelle division du travail et à la modification des structures de pouvoir. L'innovation sociale concernerait également le réaménagement du temps de travail, notamment en raison de ses conséquences sur les conditions de vie. En définitive, l'innovation sociale en tant qu'objet est définie avec précision.

L'innovation sociale consiste donc en de nouvelles formes d'organisation du travail qui, en tenant compte des intérêts des individus et en assurant la satisfaction de leurs besoins, les amènent à coopérer en vue de réaliser les objectifs de l'entreprise.

L'innovation sociale implique forcément l'adoption de nouvelles pratiques de gestion des ressources humaines destinées à soutenir la nouvelle organisation du travail. Elle fait également référence à l'aménagement du temps de travail lié à l'équilibre vie professionnelle / vie privée. Sans que l'aménagement du temps de travail ne bouleverse nécessairement l'organisation du travail dans toutes ces dimensions (division du travail, structure de pouvoir et de coordination),

En effet, ces nouvelles formes d'organisation du travail repose, tantôt sur le développement d'une flexibilité logistique (enrichissement et qualification du travail, responsabilisation), tantôt sur la capacité d'apprentissage et la création d'innovations technologiques (produits / techniques) (qualification du travail, développement de compétences, responsabilisation).

Afin de satisfaire les besoins des individus, l'innovation sociale se traduit par un changement positif de la structure de production : une modification du contenu des emplois et des liens qui les relient les uns aux autres de façon à accroître, par exemple, l'autonomie rattachée au poste, les possibilités qu'il offre sur le plan de l'accomplissement personnel et social, et ses possibilités de croissance et de développement. L'innovation sociale conduit à la prise du pouvoir sur l'acte de production et sur l'existence en soi dans l'acte de production.

donc ce travail a principalement pour objectif , d'expliquer c'est quoi l'innovation sociale et son impact sur la motivation des employés . et à la fin le cas pratique qui

mots clés : innovation sociale ; autonomie , flexibilité , motivation , bien-être

ملخص

يحمل المستقبل العديد من التحديات والفرص التي فرضتها القفزات التكنولوجية المذهلة في عالم العمل لذا يتطلب على كل مؤسسة الاستعداد مبكرا و تطوير الخبرات و المهارات لمواجهةها وهذا يستوجب توفير جو في العمل راقى ومفجر للطاقت والإبداع والعطاء بتفاني وتميز وهذا لا يكون إلا بتجسيد ابتكارات في مكان العمل وتسمى بالابتكار الاجتماعي في مجال العمل

يعتبر الابتكار الاجتماعي لمسة مميزة لصناع القرار وقادة الأعمال أضافوها إلى المؤسسات والشركات التي تتمركز تحت أيديهم سعيا منهم للتغيير الدائم والإصرار على التميز وتسهيل العمل للآخرين و لإدراكهم أن الطرق التقليدية والقديمة لم تعد تنفع ولا بد من وجود بدائل مبتكرة لتطوير المؤسسة و النهوض بها وضمن بقائها وإستمراريتها بطريقة مميزة غير مألوفة و برؤية عميقة ذات أبعاد بعيدة المدى .

يشمل الابتكار الاجتماعي في العمل على عدة تطبيقات تهدف إلى توفير ظروف مثالية في الحياة العملية للموظفين منها إرساء طرق جديدة في تنظيم العمل و طريقة تنفيذه كمنح الموظفين حرية أكثر و مرونة في أداء وظائفهم مع التقليل من الرقابة و عدم ممارسة الضغط عليهم أمثلة على ذلك المرونة في ساعات العمل إعطاء الموظفين بعض الحرية في اتخاذ القرارات

و نظرا لرواج هذا النوع من الابتكار مؤخرا في العديد من الشركات خاصة الأجنبية منها , و أهميته على كمية و نوعية الموظفين و على نفسياتهم و راحتهم , ارتأينا أن يكون موضوع بحثنا , لذا سنعرضه على ثلاثة أقسام

أولا: مفهوم الابتكار الاجتماعي و طرق تطبيقه في مكان العمل

ثانيا: اثر الابتكار الاجتماعي في تحفيز الموظفين

ثالثا: الجانب التطبيقي الذي عرضنا فيه تجسيد للجانب النظري عن طريق دراسة حالة الا وهي شركة هنكل الجزائر- التي يعد الابتكار الاجتماعي في العمل جزءا من ثقافتها

الكلمات المفتاحية: الابتكار الاجتماعي , تحفيز الموظفين , المرونة , الحرية في القيام بالوظائف و المهام

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Introduction :

An evaluation of 470 workplace projects undertaken in Finland between 1996 and 2005 shows that improvements in quality of working life have a strong association with improvements in economic performance, and indeed may actually enable them. Findings suggest that participation is the main driver of this convergence between economic performance employee well-being.

Given growing global competition and the predicted shortages in the labour market, organizations, nowadays, face the dual challenge of creating workplaces that are, on the one hand, more productive, healthy places to work, and on the other hand , flexible, and innovative.

There seems to be a need for Social innovation to transform traditionally monolithic bureaucratic organizations into modern organizations that meet these challenges. A social innovation in the workplace is a developed and implemented practice or combination of practices that either structurally (through division of labour) or culturally (in terms of empowerment of staff) enable employees to participate in organizational change and renewal and, hence, improve the quality of working life and organizational performance

Therefore social innovation is a recent concept emerged in the few last decades and has known an important growth in term of implementation an adoption from the firms regarding to his great role ; good work environment and well-being of companies' staffs

So it seems to us very crucial and necessary to introduce this concept and clarify it ; Making a company a better place to work is the major purpose of implementing social innovation within company and increase the employees well-being and happiness degree at work ,

Organizations will have to offer less traditional ways of working and more flexibility to attract and retain their best talent.

We didn't choose an Algerian company ; because in general there still bureaucratic practices within those companies , so we judged useful to go to a worldwide company ;

Henkel Algeria as a European company that believes that the best way to performance and being the leader in the market , is providing the staff with all necessities and working on their motivation , their well-being and their welfare . there are practices of social innovations within this company ; and because the information is secret we didn't gather all the data we expected to do so ;

In this sense, we seek to show the importance of implementation of social innovation practices not only on employee motivation ,but also effect they have on competitiveness , productivity , performance , reducing stress , well-being and welfare . Social innovation is the key factor for an ideal workspace ,

For that we ask the following questions :

The main question :

What's the impact of social innovation on enhancing staff motivation ?

Sub questions :

- 1) What's the role of social innovation within the firm?
- 2) How can organization achieve a high level of staff motivation?
- 3) What's the contribution of social innovation on staff motivation?

Hypothesis:

- I. The innovation as a provider of staff cohesion
- II. Social innovation is considered as a recent technique of staff motivation
- III. The social innovation is seen as a factor of building up the firm organizational culture

Chapter I: The first chapter was to draw a general theoretical framework of innovation narrowing the circle to reach social innovation at work . The first section is to define the general concept of Innovation , The second section is about different theories and definitions of social innovation

Chapter II: This second theoretical chapter will then cover the core element of the research the impact of social innovation on enhancing staff motivation .Beginning

with the first section motivation theories , then finally a second section to speak about social innovation and staff motivation .

Chapter 3 : Finally, the sole practical chapter is here to present the company, the interviews process, and come out with results from the collected data. The first section of the chapter gives us a general idea about the company Henkel Algeria in which the interviews were conducted. The second section recites the interviews process and the followed methodology. Then at last, the third section is to give us the results presentation and data analysis of the conducted practical study.

Chapter 01 :Social innovation in the workplace

Chapter one: Theoretical framework of social innovation In the workplace

Introduction of the chapter :

In today's rapidly changing business environment , managing innovation effectively has become an essential requirement for staying competitive . long term sustainability for a business may be determined by a company's ability to competently direct innovation resources to address a constantly changing market and economic environment .

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Section 01: The concept of innovation in the enterprise :

1.1.Overview of innovation concept :

1.1.1.Etymology :

innovation comes from the latin word “*innovatio*”, the verb is “*innovare*” (innovate) which means “bring-in new things , alter established practices”¹.

1.1.2.meaning :innovation is the introduction of something new , it may be a new idea , method or device (novelty).

1.1.3innovation;Invention and creativity:

Creativity:

- ❖ Creativity is the generation of new ideas—either new ways of looking at existing problems, or of seeing new opportunities, perhaps by exploiting new technologies or changes in markets.

In other words; creativity is “*Mental characteristics that allows a person to think outside of the box , which results in innovative or different approaches to a particular task*”²

- ❖ Innovation is the successful exploitation of new ideas. It is the processes that carry them through to new products, new services, new ways of running the business, or even new ways of doing business.

¹ <http://www.etymonline.com/word/innovate> viewed 04/03/2018 at 00:12 am

² <http://www.businessdictionary.com/definition/creativity.html>viewed 04/03/2018 at 00:30

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Invention:

- ❖ Invention is new scientific or technical idea , and the means of its embodiment or accomplishment .to be patentable , an invention must be novel , have utility , and non-obvious . to be called an invention , an idea only needs to be proven as workable . but to be called an innovation , it must also be replicable at an economical cost , and must satisfy a specific need . that's why only a few inventions lead to innovations because not all of them are economically feasible¹

1.2 different definitions of innovation within the company :

Innovation can be defined as the process of implementing new ideas to create value for an organization. This may mean creating a new service, system, or process, or enhancing existing ones , innovation is linked to positive changes in efficiency , productivity , quality , competitiveness , and market share.

Here we have some authors definitions :

The first and seminal definition of innovation was proposed by Schumpeter (1934)². He associated it to economic development and denned it as a new combination of productive resources. His work denned five specific cases: introduction of new products, new production methods, exploration of new markets, conquering of new sources of supply and new ways of organizing business.

Since then, the conception of innovation has evolved significantly over the last 40 years. During the 1950s, innovation was considered to be a discrete development

¹<http://www.businessdictionary.com/definition/invention.html> viewed 04/03/2018 at 00:45 am

² Joseph.A.Shumpeter ,Business Cycles , Abridged, with an introduction, by Rendigs Fels; McGraw-Hill Book Company , New York, 1939,PP 84-86

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resulting from studies carried out by isolated researchers¹. Nowadays, innovation is no longer conceived as a specific result of individual actions, but more as the following²

- A process, more specifically, a problem-solving process (Dosi, 1982).
- An interactive process involving relationships between firms with different actors (Kline and Rosenberg, 1986).
- A diversified learning process. Learning may arise from different issues: learning-by-using, learning-by-doing or learning-by-sharing, internal or external sources of knowledge and the absorption capacity of firms (Cohen and Levinthal, 1990; Dogson, 1991).
- A process involving the exchange of codified and tacit knowledge (Patel and Pavitt, 1994).
- An interactive process of learning and exchange where interdependence between actors generates an innovative system or an innovation cluster (Edquist, 1997).

The OECD Oslo manual proposes the following definition of what an innovation is for it : “an innovation is the implementation of a product (good or service) or a process (of production) new or significantly improved , a new method of marketing or a new organizational method in the practices of a business , the organization of the workplace or external relations”³

1.3. Types of innovation:

A number of frameworks have been used to look at types of innovation. Generally these approaches for categorizing innovation consider the sources of innovation from past successes or attempt to identify where to look for new innovation in the future .

¹ Antonio Hidalgo and Jose Albors , Innovation management techniques and tools: a review from theory and practice; Department of Business Administration. Universidad Politecnica de Madrid,p02

² Ibid, pp 02-03

³Yakoubi Bouchra, opcit , P15

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The variety of innovation types demonstrates that the benefits of innovation are not limited to new product development .

Categorizing also helps in the measurement of innovation , allowing for performance comparison and evidence based choices that can guide where improvements or advances might generate the most return for a given investment . This is sometimes referred to as the “ return on innovation “

- **Different classification models used for discussing innovation types :**

Innovation takes many forms. There is technological innovation, but also innovation through new business models and new ways of organizing work, innovation in design and in marketing. Innovation can also consist of finding new uses and new markets for existing products and services. It emerges where the market offers incentives to introduce new products and production methods, and where people are willing to take risks and experiment with new ideas .

Alternative frameworks for innovation lead to differing types of innovation based on the objectives and approach inherent in the framework . Here are some well known examples that can be helpful with managing innovation .

1.3.1 Moore's classification¹:

- ❖ In Geoffrey A. Moore's book , “Dealing with Darwin : How great companies innovate at every phase of their evolution” , innovation is considered in the context of the category

¹ Geoffrey Moore; dealing with Darwin : how great companies innovate at every phase of their evolution; Sound view Executive Book Summaries ; concordville;2005.p 19

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life cycle , with category being the product or service term used by costumers that distinguish what it is they are buying . in this context , Moore defines innovation types consisting of :

- ✦ Disruptive innovation: innovation that creates new market categories either based on new technologies or new business models . This type of innovation creates a brand new market .
- ✦ Application innovation: development of new markets and new uses for existing products .
- ✦ Product: development of new features and functions for existing products or existing markets.
- ✦ Platform innovation: positioning an existing product to take a new role in the market.
- ✦ Line-extension innovation: modifying an existing offering to create a new subcategory, either to reach a new group of customers or to re-engage an existing group .
- ✦ Enhancement innovation: modifying an existing offering in a single dimension to re-engage existing customers . The addition of navigation systems to cars is an example of this .
- ✦ Marketing innovation: differentiating the interaction with potential customers in order to outsell competitors instead of differentiating through features .viral marketing is an example of this.
- ✦ Experiential innovation: instead of changing the functionality of the product , this type of innovation is about changing the customer experience .
- ✦ Value-engineering innovation: improving the cost-value ratio of the product either by reducing production costs without changing the external properties or by adding value at a relatively low cost .
- ✦ Integration innovation: integrating separate elements into a single offering .
- ✦ Process innovation: process innovation means the implementation of anew or significantly improved production or delivery method .

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- ✦ Value-migration innovation: redirecting the business model away from commoditizing elements toward elements with higher margins.
- ✦ Organic innovation: using internal company resources to reposition the company into a new growth category.
- ✦ Acquisition innovation: repositioning the company through merger or acquisition: either by acquiring a share of a growth market, or by selling the company to a new owner who can help the existing product to succeed or use the company resources in a growth category.

1.3.2 Doblin's classification¹:

For many years , executives equated innovation with the development of new products . But creating new products is only one way to innovate , and on its own , it provides the lowest return on investment and the least competitive advantage . the ten types of innovation framework provides a way to identify new opportunities beyond products and developed innovations .

- ❖ Doblin (a member of the Monitor Group) suggests types from industry patterns . these include innovation in :
 - ✦ Business model
 - ✦ Networking ;
 - ✦ Enabling process ;
 - ✦ Core process ;
 - ✦ Product performance ;
 - ✦ Product system ;
 - ✦ Service ;
 - ✦ Channel ;
 - ✦ Brand ; and

¹ <https://innovation-management.org/types-of-innovation.html> 27/08/2018 viewed at 02:51 pm

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- ✚ Customer experience.

1.3.3 The Oslo Manuel classification¹:

The Oslo Manuel , developed jointly by Eurostat and the Organization for Economic Cooperation and Development (OECD) provides a framework to enable innovation measurement . The manual proposes innovation types of :

- ✚ Product (good or service)
- ✚ Process;
- ✚ Marketing methods ;
- ✚ New organizational method in business practices , workplace organization or external relations .

In fact there are many classifications and types of innovation :technological , social , blue ocean , red ocean , also according to their degree of novelty..etc

✚ **Innovative company :**

The innovative company is one that can and knows how to modify its uses/practices, technologies and its activities to meet new regulations, to maintain its market share, to meet new customer needs ... and thus remain competitive.

A company innovates when it designs a new business model, when it optimizes its manufacturing processes, when it manufactures new products. Even when it improves its internal procedures, the company innovates

¹ <https://innovation-management.org/types-of-innovation.html> 27/08/2018 viewed at 02:51 pm

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Among the main features of the innovative enterprise is undoubtedly the flexibility of its internal organization, ie its structure, its coordination mechanisms, the delegation of responsibilities, ect.¹

➤ innovation management:

Innovation management encompasses all the key areas that need to be mastered to develop successful products and services, efficiently and continuously. The capacity of a firm to implement innovation management revolves around its success in dealing with these two main challenges: top-line growth and bottom line efficiency²

Innovation management describes the decisions ,activities , and practices that move an idea to realization for the purpose of generating business value . it is managing the investment in creating new opportunities for generating customer value that are needed to sustain and grow the business or company .

Generally , innovation investment focuses on the development of new products , services , or technologies , However , the types of innovation that can enhance business results go well beyond these , including changes to a company's business model . Identifying and making these investments successfully and repeatedly constitutes the key objective of innovation management .

➤ Innovation is a change :

Innovation promotes the need for constant change and renewal , potentially impacting all areas of a business .change is often resisted , necessitating appropriate incentives and rewards to promote needed innovation . Many of the most enduring innovations have required long term investment and staying power . This must be addressed as part of the

¹Yakoubi Bouchra , course support of innovation management , EHEC Algiers , 2017, P12

² Antonio Hidalgo and Jose Albers;opcit ; P 05

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organizational decision making approach if an innovative environment is to be sustained

1.3.4 social innovation clarification of the concept :

Social innovation is one of the modern forms of innovation ; it may be present in different sectors and areas(educational system, social system, health care, ...) , in general social innovation is understood by people as a renewal made or implemented in a society like for example : smart government of UAE (e-government) ; microcredit of Grameen bank ...etc

a) Some definitions of social innovation :

Many definitions were given to social innovation , all of them revolve around new and innovative responses to pressing social demands; those solutions concern citizens and aim at improving their well-being .

Social innovation is usually defined as ways of societal renewal in a broad sense with reference to societal issues ranging from social inequality to environmental pollution . It refers to socio-economic topics of various kinds.

According to Taylor (1970), “*social innovation refers to new ways of doing things*”¹ with the purpose of responding to social needs, for example, poverty and delinquency (Taylor, 1970: 70).

We here have a definition of ..“*Social innovation describes the entire process by which new responses to social needs are developed in order to deliver better social outcomes*”²

¹ Howaldt, J., Schwarz, M. Social Innovation: Concepts, Research Fields and International Trends. Studies for Innovation in a Modern Working Environment – International Monitoring . (2010).

² Bjorn schmitz ; social entrepreneurship , social innovation and social mission organisations , Sage publications , 2015 . P 32

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Social innovation can be defined as the development and implementation of new ideas (products, services and models) to meet social needs and create new social relationships or collaborations

b) Social innovation : societal level vs organizational level

✓ Social innovation societal level :

They rely on the inventiveness of citizens, civil society organisations, local communities, businesses and public servants and services. They are an opportunity both for the public sector and for the markets, so that the products and services better satisfy individual but also collective aspirations.

Social innovation describes the entire process by which new responses to social needs are developed in order to deliver better social outcomes.

a. organizational level :

In this work., however, we will focus on social innovation of work and employment. A distinction is made between societal and organizational level.

Many authors use another term to refer to renewal on organizational level which is workplace innovation; this latter has the same signification with social innovation within the company .

In general social innovation concern strategically induced and participatory adopted changes in an organization's practice of managing, organizing and deploying human and non-human resources that lead to simultaneously improved organizational performance and improved quality of working life.

Social innovation includes flexible organization, working smarter, continuous development of skills and competences, networking between organizations and the

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modernization of labour; The concept ‘new world of work’ refers in particular to mobile workplaces, flexible working times, advanced ICT and management by results

Section two:Social innovation definitions and theories

Social innovation in the workplace focuses on how to improve aspects of work organisation and introduce modern management techniques that involve workers. Workplaces with flatter hierarchies and possibility for workers to contribute are more creative and ultimately more productive and open to addressing both social and technological challenges.

In the Netherlands and Belgium, workplace innovation is called ‘Social Innovation’ and has been supported for over a decade by the Structural Funds. The approach as such is strongest in Northern Europe, especially Scandinavia.¹

Workplace innovation concerns not only the private sector but also large parts of the social economy such as charities and foundations as well as the public sector.

Celebrated examples include Google, which allows employees to spend 20% of their time on their own projects, and IKEA which practices stand-up round-table meetings among other innovative practices allowing employees to tackle problems as they arise with minimum management interference.²

¹ Dortmund/Brussels Position Paper on Workplace Innovation (26 June 2012)
http://ec.europa.eu/enterprise/policies/innovation/files/dortmund-brussels-position-paperworkplace-innovation_en.pdf.

² Ibid ; p 22

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2.1. definitions of social innovation in the workplace :

According to Julie Cloutier member of C.R.I.S.E.S(research center of social innovations)¹ Social innovation within companies refers to the (re) organization of work, ie a new division of labor and the modification of power structures. Social innovation would also concern the reorganization of working time

From this definition we can say that social innovation is new organization of work , flexible structures and positive change in working hours ,

Another definition from Rotterdam School of Management, Erasmus University Rotterdam²: *“Social Innovation is dynamic management, flexible ways of organizing , modern employment relations, external collaboration in order to improve competitiveness and productivity”*

Thus; the main objective of social innovation is the well-being of employees, ie the satisfaction of their needs, to increase the capacity for innovation in order to improve the productivity of the company.

Pot (2011)³ de fines innovation in the workplace as follows :*“social Innovation is defined as the implementation of new and combined interventions in the fields of work organization, human resource management and supportive technologies. Workplace innovation is considered to be complementary to technological innovation. Some people use the broader concept of non-technological innovation, in which also dynamic management, new marketing practices and external collaboration are included.”*

¹Julie Cloutier ; **“what is social innovation”**national library , quebec , november 2003; p 19

² Bjorn Schmitz; opcit; P 22

³ Pot, F.D., Koningsveld, E.A.P. (2009). Quality of working life and organizational performance – two sides of the same coin? Discussion paper – economics of occupational safety and health Scand J Work Environ Health 2009;P 86

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Another definition, Pot, Dhondt, and Oeij (2012)¹ defined Social innovation as follows :*“social innovations are strategically induced and participatory adopted changes in an organisation’s practice of managing, organising and deploying human and non-human resources that lead to simultaneously improved organisational performance and improved quality of working life.”*

For dhondt² :” Social Innovation is an organisation’s strategic choice to deploy the talents and competencies of the organisation’s employees (Dhondt, inaugural address, 2012)”

The definition of the European Commission (2014)

*“Those innovations aim at improving staff motivation and working conditions, thereby enhancing labour productivity, organisational performance, innovation capability, reactivity to market changes and consequently business competitiveness”*³

Dortmund Brussels position paper on WI (2012)⁴

“Workplace Innovation is defined as a social process which shapes work organisation and working life, combining their human, organisational and technological dimensions. Examples include participative job design, self-organised teams, continuous improvement, high involvement innovation and employee involvement in corporate decision making.

¹ Pot, F., Dhondt, S. & Oeij, P. (2012). Social innovation of work and employment. In: H-W. Franz, J. p 32

² Totterdill, P., Dhondt, S. and Milsome, S., Partners at work? A report to Europe’s policymakers and social partners, The Work Institute, Nottingham, 2002.

³ <http://ec.europa.eu/enterprise/policies/innovation/policy/workplace-innovation> , viewed 10/03/2018 at 9:00 pm

⁴ European Commission (EC), opcit , p10

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European Agency for Safety and Health at Work (2012)¹ defines social innovation as :

“A renewal in work organisation and labour relations leading to improved performance by the organisation by which we mean enhanced productivity, economic growth, the capacity to innovate and better use and develop human talents through improvements in the quality of working life, safe and healthy working conditions, enhanced job satisfaction, worker participation, social dialogue and sustainable employment”

definition of Ramstad (2009)² :

“Renewals in the structures, processes or boundaries of a work organisation that achieve savings in the use of labour or capital resources, or an improved ability to respond to customer needs [...] examples of reforms can be self managing teams, flatter hierarchies, outsourcing, diversified personnel skills and management systems”

for Jürgen Howaldt³ Social Innovation focuses on how to improve aspects of work organisation and introduce modern management techniques that involve workers. Workplaces with flatter hierarchies and possibility for workers to contribute are more creative and ultimately more productive and open to addressing both social and technological challenges.

newly combined interventions of an organisational, personnel and technological nature (‘what’). They are participatory developed by committed individuals through co creation and co-design (‘how’). This simultaneously results in improved organisational performance and enhanced quality of working life (‘output’). The ‘outcome’ of workplace innovation is to contribute to sustainable changes related to the economy,

¹ EU-OSHA – European Agency for Safety and Health at Work, European survey of enterprises on new and emerging risks, Managing safety and health at work, 2010; P37

² Ibid ; p48

³ Dortmund/Brussels Position Paper on Workplace Innovation, opcit; p82

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ecology and employability and to sustainable innovative capability of organisations and individuals.¹

Given all these definitions presented by different authors; it is suitable to give a definition covering the basic points, in order to sum up :

Social innovation is an inherently social process . it describes the introduction of new ways of working ; i.e new organization of work , characterized by : flat hierarchy , job autonomy , flexi-time , flexibility Indeed , Social innovation practices aims at more participation of employees and decentralization of responsibility ; in order to promote the well-being and employees' welfare . The organisation of workplaces plays a vital role in a company's ability to compete and innovate.

In short it can be described as those workplace practices and cultures which enable employees at all levels to use their knowledge, competences and creativity to the full. It builds organizations in which people come to work to do two things: to undertake their functional tasks in the most effective way possible and to improve the business. Such workplaces are likely to include empowering job design; self-organised team working; open and fluid organisational structures; delegated decision-making and simplified administrative procedures; a coaching style of line management; regular opportunities for reflection, learning and improvement; high involvement innovation practices; the encouragement of entrepreneurial behaviour at all levels; and employee representation in strategic decision-making.

¹ EU-OSHA – European Agency for Safety and Health at Work ; opcit ; p42

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▪ **Organizational innovation &social innovation¹:**

In a large sense, the notion “organizational innovation” refers to the creation or adoption of an idea or behaviour that is new to the organization organizational innovation consists in the implementation of new organizational methods, that can be changes in business practices, in workplace organization or in the firm’s external relations.

Armbruster et al. (2008, p.645)² details this, defining organizational innovation as “comprising changes in the structure and processes of an organization due to implementing new managerial and working concepts and practices, such as the implementation of teamwork in production, supply chain management or quality-management systems”. He elaborated a typology of organizational innovation, dividing it in four types:

1. structural organizational innovation,
2. procedural organizational innovation,
3. intra-organizational innovation,
4. inter-organizational aspects of innovation, which refer to new organizational structures and processes that exist beyond the borders of the firm.

More and more, in recent years, organizational innovation is approached as innovation in work organization or innovation in the workplace, and the latter is treated in terms of social, human dimension, linked to improving the working conditions of employees. Thus, workplace innovation has been recently defined as “the implementation of new and combined interventions in the fields of work organization, human resource management and supportive technologies” (Pot, 2011)³, being related to improvements

¹Cristina LEOVARIDIS ;Gabriela POPESCU ;Organizational Innovation – A Means to Enhance Quality of Life for Employees in Knowledge Economy;vol-3. college of management NUPSPA; Bucharest. 2015; p58

²Franck Pot ;opcit ; p 370

³ Ibid; p 405

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in organizational performance on the one hand and in employee well-being and loyalty on the other hand.

In this context, Eurofound (European Foundation for Improving of Living and Working Conditions)¹ conducted a study in 13 EU states, based on case studies carried out in different companies where workplace innovations have resulted in positive outcomes. The main aim of the research was to assess the impact of these innovations on the performance of an organization and the effects for employees.

2.2. The nature of social innovation:

according to the previous definitions :

2.2.1 Social innovation is a social process:

Social innovations are innovations that are social in both their ends and their means; refers to intervention domains, complementary to technological innovation, such as institutional arrangements, behaviours, work organisation, HRM and work relations²

It consists of relationships between human actors and non-human actors (technology, infrastructure, materials). This is not specific for WI as any innovation consists in a social process –however WI is particularly concerned with innovation as a process and not as a result.

- The term ‘social’ (in the Dutch translation of workplace innovation), as applied here, is different from most definitions of social innovation which aim at the improvement of the quality and quantity of life, and often see it as distinct from financial, commercial

¹ Dortmund/Brussels Position Paper on Workplace Innovation’ ; opcit ; p 12

²Frank Pot, Steven Dhondt, and Peter Oeij , Social Innovation of Work and Employment,, Springer Verlag,Berlin: 2012 ; p268

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and economic values. This is congruent with definitions at societal level, where the aim is to address social needs and problems. In our focus on the organisation we consider 'social' as complementary to 'technological' and, therefore, refer to all non-technical innovations within organisations. Such innovations are often termed 'organisational' or 'workplace' innovations¹

2.2.2non-material :

Social innovation is about social change and this should be the main characteristic to be put in evidence². We are not only talking about changes in the way employees act and interact with each other, but also changes in the social context in which these actions take place through the creation of new systems and ways of working . as highlighted by Neumeier³ '*Social innovations are non material: their material outcomes are solely a supplementary result and they focus not on needs but on asset building*'. Hence, social innovations are manifested in changes of attitudes , behaviour, or perceptions, resulting in new social practices.

For other researchers, social innovation can also be material. It then appears in the form of production technologies, devices or products. In general, social innovation is not a clearly defined object whose intrinsic characteristics would enable it to respond to the title of social innovation. It can take various forms that do not share common characteristics.

Social innovations within companies are an exception in this respect(regard) since they explicitly concern the organization of work: the division / coordination of work and the organization of working time. In general, therefore, it seems that a "solution" is

¹Peter R.A. Oeij and FietjeVaas ; Workplace Innovation– Social Innovation: Shaping Work Organization And working life Vol. 12, No. 1, Inderscience Enterprises Ltd. 2016; p105

²Giovanycajaiba-Santana ,Social innovation: Moving the field forward. A conceptual framework, Kedge Business School , Marseille

³ Peter Totterdill, Steven Dhondt and Sylvie Boermans . your guide to workplace innovation European Workplace Innovation Network EUWIN , European commission; p 10

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recognized as a social innovation exclusively because of its novelty and the general objective it pursues, and not because of its subject.

2.2.3novelty :

A social innovation is new to the context in which it appears. It might not be entirely new but it must be new to those involved in its implementation.¹

In order to be considered an innovation, innovation as a process should meet several criteria. Innovations do not necessarily need be original, such as ‘inventions’, but they have to be new to the organization in how it is applied or combined with other organizational adaptations² – i.e., Schumpeter’s ‘Neue Kombinationen’. Innovations should also preferably combine economic and social goals: economic in the sense that it is an improvement in effectiveness or efficiency, and social in the sense that the innovation is sustainable or beneficial for the organisation and the employees³

2.3. Some practices of social innovation at work:

In fact , there are many applications of social innovation and can not be all mentioned in our research , so we thought to try to list them in categories :

A. Job Autonomy :

one of the most important dimensions of the work design in an organization . Hackman and Oldham (1974)⁴ gave an explanation to autonomy in a job, as the extent or degree

¹ Peter Totterdill, Steven Dhondt and Sylvie Boermans . your guide to workplace innovation European Workplace Innovation Network EUWIN , European commission p 10

² Ibid p55

³ Ibid p55

⁴ <https://osha.europa.eu/en/wiki-page/definition-workjob-design> ; viewed 22/03/2018 at 07:00 pm

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to which the job provides freedom, independence and discretion to the employees in scheduling his/her work and also in determining procedures to be used in carrying it out.

B. Flexibility :

Workplace flexibility encompasses a wide variety of practices and policies that have evolved in response to the needs of both employers and employees. Employers need to maintain an effective and productive workforce, while employees need improved work-life balance.

Workplace flexibility practices generally fall into three basic categories¹:

- Flexible Work Arrangements, which encompass variations in work schedules;
- Time Off, which includes arrangements for periods away from work;
- Career Flexibility, which addresses career development at various career stages. Innovative workplace flexibility models are emerging as employers continue to experiment with options that will address their particular work environments.

Formal flexibility policies are "officially approved human resources policies, as well as any official policies that give supervisors discretion to provide flexibility."

Informal flexibility refers to "policies that are not official and not written down but are still available to some employees, even on a discretionary basis."

Flexibility: Flexi time , Flexible structures ...

✓ Flexi-time

Flexi-time or flex-time is a scheme where an organisation gives its employees the opportunity of a flexible working hours arrangement .

Under flexi time, there is normally a core period of the day when employees must be at work (eg between 10 am and 4pm), whilst the rest of the working day is "flexi time", in

¹<http://workplaceflexibility.bc.edu/Types> seen 03/03/2018 at 16:12

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which staff can choose when they work, subject to achieving total daily, weekly or monthly hours. An employee must work between the basic core hours and has the flexibility to clock in / out between the other hours.¹

C. Decentralization of responsibility

Decentralization is a type of organizational structure in which daily operations and decision-making responsibilities are delegated by top management to middle and lower-level managers within the organization, allowing top management to focus more on major decisions. For a small business, growth may create the need to decentralize to continue efficient operations. Decentralization offers several advantages, though relinquishing control may be difficult for a business owner accustomed to making all the decisions.²

D. Flat hierarchy : (flat organization structures)

The traditional hierarchical organizational structure can be illustrated by using a pyramid, with baseline staff on the bottom and increasing levels of management leading up to the president or CEO of the company. A flat organizational structure also has a pyramid shape, but it's a much broader and flatter pyramid, with fewer levels between the top of the pyramid and the bottom base. The organizational pyramid also may consist of different departments, with a department head or manager leading each unit and the executive management staff forming the top of the pyramid.³

¹ Totterdill, P., Dhondt, S. and Milsome, S., opcit ; p76

² Ibid ; p 81

³ European Commission (EC), Green Paper on Partnership for a new organisation of work.

Luxembourg, 1997;p 19

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A flat organization structure is designed to minimize bureaucracy and make employees more productive by empowering them to make decisions. Communication occurs more easily between upper managers and baseline employees, allowing for more rapid change and problem resolution. It is possible to decentralize some decision-making while maintaining corporate integrity

flatter hierarchies can be embodied by the innovation in workspaces , ie different workspace designs .

E. The Availability of Enabling Technologies and Social Collaboration Tools¹:

Using technological tools for communicating, storing, and managing shared data for distributed work is not new. What is new is the extension of those capabilities to cheaper and more ubiquitous devices.

F. Work design² :

Work/job design is used to assess how tasks or the entire job is organised within the work environment, and then ensure these are well-matched to the attributes of the employee. While both terms, job design and work(place) design are used interchangeably, job design has a focus on those administrative changes that are required to improve working conditions, with work design having a more pragmatic approach and addressing those adjustments that may be required to workstations, tools, and body positions to allow the worker to function more effectively .

¹ Howaldt, J. and Schwarz, M., Social Innovation: concepts, research fields and international trends. Dortmund: Sozialforschungsstelle Dortmund, ZWE der TU-Dortmund, 2010; p 16

² Ibid , p18

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A properly designed job guarantees that the worker is able to accomplish what is required in a safe and healthy fashion, and thereby reduce physical and psychological strain. Further, it helps with the organization of work, e.g. in identifying issues such as: work overload, repetitiveness, and limited control over work; and thereby improve on occupational safety and health (OSH) within organizations. A well-designed job could result in more engaged, healthy and productive employees, and these outcomes would benefit both employees and organizations.¹

Job design essentially involves integrating job responsibilities or content and certain qualifications that are required to perform the same. It outlines the job responsibilities very clearly and also helps in attracting the right candidates to the right job. Further it also makes the job look interesting and specialized.

2.4.resources of social innovation :

2.4.1social innovation forwarnotte

Warnotte (1985)² targets three (3) areas of social innovation:

- 1) the arrangement of working time,
- 2) the (re) qualification of the work and
- 3) the organization of hierarchical relationships³

It seems therefore that, for Warnotte (1985), social innovation consists of a reorganization of work that makes it possible to achieve three objectives: a better balance between professional life / personal and family life, better opportunities for personal and social fulfillment , and empowerment (reappropriation of power).

¹<https://osha.europa.eu/en/wiki-page/definition-workjob-design> 04/03/2018 at 04:17 am

² Julie Cloutier ; opcit ; p26

³Ibid ; p26

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2.4.2 social innovation according to European commission¹ :

- **Social innovation is a social process**
- **SI is encompassing human, organisational and technological dimensions:**
- **SI has a very broad “application area”:**

two broad application areas: work organization, and working life. Pot, Dhondt, and Oeij (2012)² use an even broader formulation:

“changes in an organisation’s practice of managing, organising and deploying human and non-human resources”.

SI addresses the organisation as a whole and even goes beyond the perimeter of the organisation. Indeed it appears relevant for both inter-firm cooperation and the firm responses to societal challenges

- **SI overlaps with organisational and process innovation**
- **SI is defined by process criteria:**
- **SI is defined by outcome criteria:**
- **SI is defined by examples:**
- **SI has a normative orientation, which is implied in process and outcome criteria: SI is defined as a continuous, reflexive process:**

2.4.3.Resources of social innovation at work :

Based on the RBV³ we distinguish four ‘resources’ that form ingredients for workplace innovation:

¹ EU-OSHA – European Agency for Safety and Health at Work . opcit; p 49

² Ibid ; p 53

³ Howaldt, J. and Schwarz, M., opcit ; p17

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- + strategic orientation,
- + product-market improvement,
- + flexible work,
- + organizing smarter

The authors subsequently illustrate that social innovation can be theoretically understood by using the example of the concept of ‘The Fifth Element’. This concept is an integral approach of four elements that together constitute WPI, namely:

- a) work organisation
- b) structures and systems
- c) learning and reflection
- d) workplace partnership.

The interaction of these four elements ultimately fosters high performance, good work and sustainable organisations as ‘the fifth element’¹

A recent Dutch study (Oeij et al, 2010a)² includes the three aforementioned content dimensions and distinguishes four types of interventions that are linked to workplace innovation as a means to accomplish better organisational performance. This division provides some insight into what the drivers for workplace innovation can be, and includes economic as well as human and social aspects. The four intervention types are: **1. Strategic orientation:** in order to be innovative and competitive, organisations need to react to developments in their environment such as client and competitor behaviour, new technological developments and legislation, etc. This requires purchasing of new knowledge from outside, networking and cooperation with external partners.

¹ Workplace innovation –Social innovation : Shaping work organization and working life
World Review of Entrepreneurship, Management and Sust. Development, Vol. 12, No. 1, 2016:p9

² *ibid* , p11

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2. Organising smarter: the ability of the company to invent new combinations of organisation, staff deployment and technical applications with a clear focus on the renewal or improvement of work processes.

3. Flexible work: increasing flexibility of work through the increasing of employability of the staff, facilitating flexible working time and/or contracts, self rostering, etc. with attention to individual arrangements on working time, work performance, personal development and flexible employment.

4. Product-market improvement: innovation by searching for new markets and clients, and the improvement of products and services.

- **The importance of implementing social innovation practices at the workplace :**

There is a lot of evidence relating to the impact of social innovation practices on productivity, manufacturing quality, customer service, financial performance and profitability, and a broad array of other performance outcomes.

Evidence shows that social innovation leads to significant and sustainable improvements both in organisational performance and in employee engagement and well-being.

- **Outcomes and Impacts¹:**

there are four main outcomes of implementing social innovation

- ✓ Improved functional performance (e.g. productivity, efficiency);
- ✓ Improved individual, individual task and organisational enablers for further

workplace innovation;

- ✓ Improved quality of working life;

¹ Polder, M., Leeuwen, G. van, Mohnen, P., Raymond, W. (2010). *Product, process and organizational innovation: drivers, complementarity and productivity effects*. Maastricht: UNU-MERIT (Working Paper Series, 2010-035); p 13

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- ✓ Improved employee well-being;

Section three:social innovation process

Another great question! And the answer will be different for every organisation, each with its unique history, relationships, challenges and opportunities.

No matter how different the pathways to social innovation, the end result was always better workplaces and stronger company performance. And the starting point always lies in listening to employees.¹

Social innovation is defined as a continuous, reflexive process:

Social innovation is a “*a dynamic, reflexive process in which all stakeholders are continually engaged in reflecting on, learning about and transforming work processes and employment practices in response to both internal and external drivers*”².

Our conclusion from this is that continuity is very relevant for social innovation. In contrast, we learned to perceive product innovation as a rather discontinuous process – a concisely describable technology for instance, a “unit” and a “product”, which is introduced to the market. Social innovation implies more fluid processes, which are therefore also more difficult to measure.

However, social innovation does not introduce new difficulties – it rather points to the simplification of innovation processes, simplification which may happen when we measure the market introduction of products. There is usually no concern for the innovation processes or other outcomes despite market success. Product innovation are

¹ Pot, F.D., Koningsveld, opcit; p 19

²Dortmund Brussels Position Paper on Workplace Innovation ; opcit; p 64

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unequivocally perceived as “positive” without further consideration about what is introduced to the market, how it has been developed and which outcomes it actually has.

According to C.R.I.S.E.S(research center of social innovations) ¹ :

- The process of social innovation is seen as a process of learning and knowledge creation
- Diversity of actors; All employees should be involved and participate in social innovation ; stakeholders .

The diversity of actors is considered as an essential condition for the creation and implementation of new solutions . The plurality of points of view makes it possible,. The expertise and the resources of the different actors allow, secondly; to implement the solutions identified. In particular, the process of social innovation is seen as a process of learning and knowledge creation .

For some researchers, the active participation of employees is an essential feature of social innovations. For some of them, participation lies in the initiative of the project. For others, it concerns all phases of the social innovation process, from the awareness of the problem to its implementation, through the identification of causes and the development of solutions. For still others, the level of participation of actors varies according to the phases of the process or/and depending on the characteristics and patterns of innovation.

This process is characterized by cooperation between a variety of actors, , during the creation phase of social innovation (definition of the problem, identification of causes and solutions) and its phase of implementation. (financial participation, sharing of material and technical resources, use of expertise, information exchange, training). The process of social innovation is primarily envisioned as a learning process ²

¹ Julie Cloutier ;opcit; p 22

² Ibid ; p 24

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social innovation results from a process of creation and implementation in which the employees are involved . Finally, Swyngedouw (1987) and Dadoy (1998) consider the process of social innovation as a learning process (knowledge, expertise , know-how). In other words:

- Active participation of employees in the creation and implementation
- Learning process (knowledge , know-how, expertise)

Main aspects of the process of workplace innovation¹:

-Learning

-Decision making

-Team work;

-Internal cooperation:

-External cooperation:

-Involvement in innovation activities:

-Voice: Employees and managers need to enjoy the opportunity to voice their problems and perceptions to other employees or superiors.

Empowering work practices such as self-organised teamwork do not just enhance productivity Workplace innovation also increases employee motivation and well-being, playing a particularly important role in reducing stress, enhancing job satisfaction and mental health, and improving retention.

Importance :

Social innovation of work and employment aims to improve the quality of work in terms of more employability and empowerment (Pot, Dhondt&Oeij, 2012; Totterdill&

¹ Pot, F.D. (2011). Workplace innovation for better jobs and performance. International Journal of Productivity and Performance Management, 60 (4),p 404

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Exton, 2014). Thus, social innovation helps businesses and societies fostering welfare and well-being¹

The benefits of workplace innovation are only fully realised when workplace innovation practices run throughout the entire organisation. One of the most significant obstacles to achieving high performance and fantastic places to work is partial change – a failure to recognise that organizations consist of interdependent parts that either nurture or obliterate innovative ways of working.

Transformative changes in performance and working life can be achieved when boards, senior teams, line managers and employee representatives share a common understanding of workplace innovation and a commitment to making it happen. High performance and great jobs are not the product of a simple initiative or a leadership development program. They are only found when four basic building blocks are in place:

- ✓ Empowering jobs and self-managed teams.
- ✓ Flexible organisational structures, people-centred management practices and streamlined systems and procedures based on trust.
- ✓ Systematic opportunities for employee-driven improvement and innovation.
- ✓ Co-created and distributed leadership combined with ‘employee voice’ in strategic decision-making.²

These four Elements come together to form a system of mutually reinforcing practices and create surprising synergies. The Fifth Element represents the enterprising behaviour, the culture of innovation, the high levels of employee engagement, and the organisational and individual resilience which flourish only when the other four combine to shape experience and practice across the whole organisation.

¹ Ibid ; p 111

² Peter R.A. Oeij , Steven Dhondt Workplace innovation as social innovation in European companies, The Netherlands ; 2012 ; p22

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Making it happen :

Change is rarely a straight forward linear exercise. It usually involves experimentation, failure and a willingness to see that failure as an opportunity for learning and development. It requires consistency of purpose combined with a willingness to rethink the vision and objectives set out at the start of the journey.

The more you try to change an organisation, the more you learn about it. Your understanding of the nature and extent of the change required will deepen as the journey progresses.

Above all, it means making change happen with people, not to people. They have the knowledge, experience and potential for engagement that can make change happen and make it stick.

Social innovation and corporate culture¹ :

Social innovation is also about values, attitudes and behaviours. It can require a managers or employee, to change some of the deepest beliefs about how organizations need to function. They need to be aware of little details that can symbolise ‘old school’ practices and behaviours that are no longer aligned with the new ways of working. They have to Bring them to the table and find a common solution through openness and dialogue.

¹ Howaldt, J. and Schwarz, M, opcit ; p43

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Chapter 02 : Social innovation and motivation

Chapter two: the impact of social innovation on staff's motivation

Due to the advance of international business practices, nowadays, more and more companies are starting to understand that the real engine of their profit making machine are the employees, not the financial capital that they are trying to multiply through their everyday activities. This approach compels the managers to focus more on motivating the human resource and to try and understand which are the best methods to motivate their employees into adhering to the organization's goals and vision, thus increasing their productivity and the company's productivity.

Chapter 02 : Social innovation and motivation

Section one: motivation concept and theories

1.1 The concept of motivation

1.1.1 Motivation meaning:

The term motivation is derived from the Latin term 'movere', which means 'to move' (Baron, Henley, McGibbon & McCarthy, 2002).¹

1.1.2 Definition :

According to the English Oxford Dictionary, motivation is "*A reason or reasons for acting or behaving in a particular way*" or a "*desire or willingness to do something; enthusiasm*"².

From the definition we conclude that Motivation is the driving force that keeps pushing us to reach a certain goal through our actions. When a person does a work without motivation, he fails to do it with full dedication and efficiency. Motivation helps to increase work productivity and brings out the best of a person's true potential.

Another view on the concept of motivation considers it as : "*the Internal and external factors that stimulate desire and energy in people to be continually interested and committed to a job , role or subject , or to make an effort to attain a goal*"³ .

According to the business dictionary⁴ motivation results from the interaction of both conscious and unconscious factors such as

- 1- the intensity of desire or need,
- 2- incentive or reward value of the goal, and

¹ Manohan joshi ; human resource management ; 1st edition , bookboon ,2013;p 35

² Ibid; p 37

³ Zorlu senyucel ; managing the human resource of the 21ST Century ; 1ST Edition ; 2012; p 29

⁴ <http://www.businessdictionary.com/definition/motivation.html> seen 18/02/2018 at 14:29

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3-expectations of the individual and of his or her peers .

We can also define motivation as Process by which an individual gives intensity, direction and persistence to his action in order to achieve a given goal/ objective.¹

In psychology, motivation is a term used to explain why people behave in a certain way. Motivation is the force that ignites, directs and maintains our behavior². The definition has three key components;

- a. Ignition: is the initial feeling of Interest that a person has towards achieving a set goal.
- b. Direction : the set of actions that people will take in order to achieve their goal , direction is influenced by what an individual most desires to do
- c. Maintenance: maintenance of the behavior until the goal is achieved; it equates to how much an individual is willing to stay in that direction when difficulties arise.³

1.1.3 Types of motivation :

There are basically two types of motivation – intrinsic and extrinsic.

The intrinsic motivation: In this case, the individual is self-regulated, he is guided by his need for competence and self-determination that pushes him to improve, all without external intervention.

The extrinsic motivation: due to exterior factors , ie like reward or punishment ⁴

1.1.4 Motivation at work :

Motivation affects how hard a person works and how productive they are. Ensuring that staff feel motivated to do their best at work is important in all workplaces.

¹ Kandi Amine , organizational behaviour course support , Ecole des Hautes Etudes Commerciales EHEC Algiers 2017 ; p 23

² Martina Blaskova ,Vladimiras Grazulis ; Moivation Of Human Potential: Theory And Practice; Vilnius ;2009; p 32

³ Ibid ; p 32

⁴ Kandi Amine ; opcit ; p29

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1.2. Theories of motivation :

The motivational theories are trying to explain how a certain behavior can be started, how can it be sustained, driven in a certain direction and stopped when the said behavior is no longer considered acceptable by the organization's standards. Being oriented on the content or on the motivational processes these theories have been divided in:

a) Content oriented theories: These theories try to answer to the questions “WHAT is motivation the people” and “WHY are people behaving in a certain way?” From this category we will discuss Maslow's Hierarchy of Needs, McClelland's model of realization and the Herzberg's Motivation-Hygiene theory.¹

b) Process oriented theories, which try to answer questions like “HOW does the motivation appear?” and “WHICH are the relations between the different involved factors?”. The most representative are the Theory of Expectations (Vroom) and the Goal Setting Theory (Latham and Locke)²

1.2.1. Content theories of motivation:

Content theories of motivation focus on the goals we aspire, our specific needs and explore situations where these needs trigger behaviour. There are many content theories, but literature highlights four main theories:

- Maslow's hierarchy of needs
- Alderfer's existence, relatedness and growth (ERG) theory

¹ Martina Blaskova ,Vladimiras Grazulis ; opcit ; p 67

² Ibid; p 68

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- Herzberg's two-factor theory
- McGregor's Theory X and Theory Y

A. Maslow's Hierarchy of needs :

A starting point in the motivational theories is the humanist approach through the pyramid-shaped classification that Maslow stated in his works regarding individual development and motivation .In Maslow's conception¹, the human is a being that wants more and more, and what he wants depends on what he already has. Thus, the human needs are placed on several levels in a hierarchy, according to their importance. In the 1940's, he presented a model with five levels of needs,

The five levels in Maslow's hierarchy are:

Physiological needs : these needs are basic to human life , and hence include food , clothing , shelter, air, water...etc. these needs relate to the survival and maintenance of human life .

Safety needs: after satisfying the physiological needs . the next needs felt are called safety and security needs : protection from dangers..

Belonging needs: man is a social being . he is therefore interested in social interaction , interaction ,friendship, affection ...etc

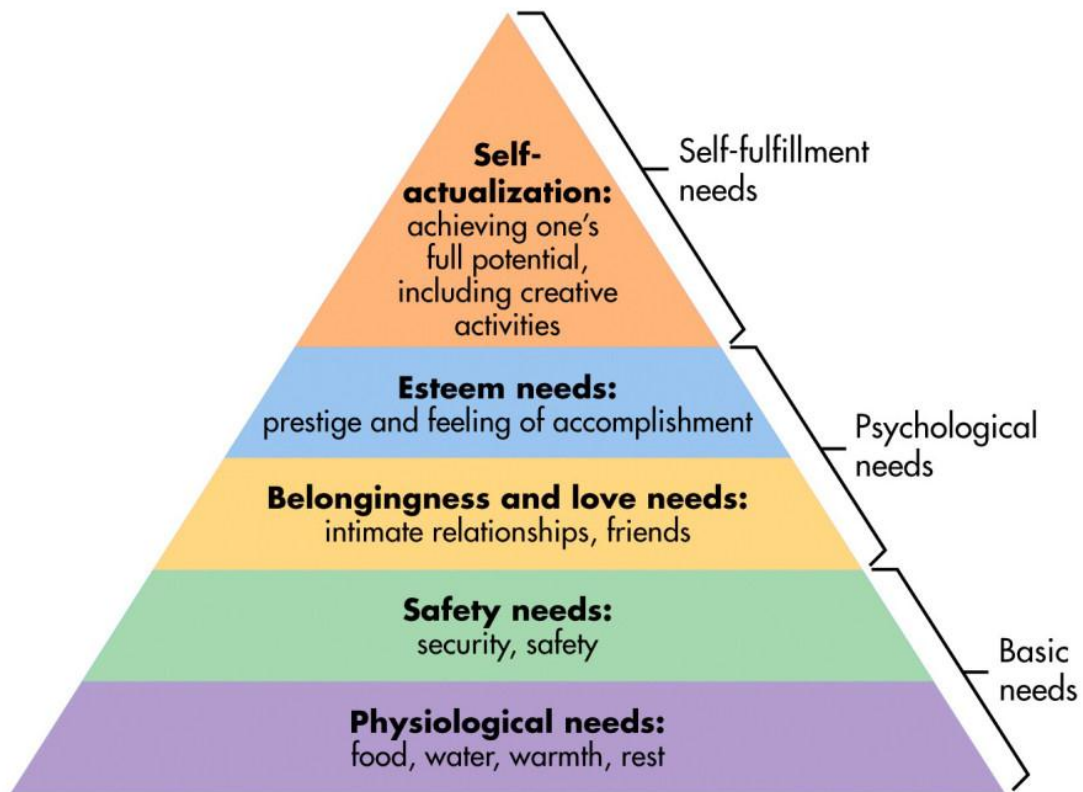
Esteem needs: the need for respect , status..

Self-actualization needs: higher needs of human being . in other words the final step . including the desire for achievement , personal growth and development , and autonomy

¹ Maslow, A., « A theory of human motivation », *The Psychological Review*, vol.50, n°4 ;1943, p.370-382.

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Figure 01: Maslow's hierarchy of needs



Source: <https://www.simplypsychology.org/maslow.html>

The first three needs (physiological , security and affiliation) are also known as *deficiency needs* (lack of satisfaction at these levels has repercussions upon one's physical and psychic health , whilst the next two (appreciation and self-actualization) are known as *development needs* , their satisfaction leading to one's development and personal fulfillment ¹

Maslow argues that higher needs emerge as lower ones are satisfied, but that a satisfied need does not necessarily satisfy behavior. Indeed, all employees have material needs, and if these are fulfilled they will satisfy and motivate to a certain extent, but personal needs and aspirations then take over and play an important role in motivation.

¹ Martina Blaskova ,Vladimiras Grazulis ; opcit ; p 114

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The presented hierarchy indicates that an individual first of all needs sufficient compensation for their job to survive and to feed their family. An individual needs a suitable working environment and normal living conditions. Satisfaction of those needs is a pre-condition for one's existence; therefore it is natural that higher-order needs would have little relevance until their more basic counterparts are satisfied.

individual starts tending to other level needs, namely security: they want to secure a safe job position, feel free from any pressures from the side of management, expect additional economic incentive programs and benefits. For the reasons outlined above organization managers should be aware that an employee with expressed security needs may become discontent if unforeseen changes or accidental events infringe upon his expectations regarding job prospects. According to Maslow, "the need for safety is seen as an active and dominant mobilizer of the organism's resources only in emergencies, for example, war, disease, natural catastrophes, crime waves, societal disorganization, neurosis, brain injury, chronically bad situations,"¹

When security needs are essentially satisfied, managers are advised take notice that employees want to have work friends, join groups, and communicate with managers, partners of the organization as well as clients. An employee is likely to be unwilling to accept a manager's attempts to change their workplace or even place of residence if this would come at the expense of established work relations, however they will likely accept those changes that bring them closer to their colleagues. Maslow assigned these needs to social ones.

As previously mentioned, esteem needs indicate an individual's need to receive recognition for their activity, to assume responsibility for a certain domain of work, etc

¹ Maslow, A, p 375

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Means to satisfy the needs of staff according to Maslow's Hierarchy of Needs

Theory:

Physiological :

- Good working conditions
- Stable pay
- annual holidays

Security :

- Safe work conditions
- social guarantees
- insurance

Social (belonging) :

- Membership in a work group (team)
- good work relations
- Sports and social clubs (local and national)
- Get-together evening parties/receptions at the agency
- Support for non-formal activities

Esteem (self respect)and status :

- Prestigious line of work
- Career prospects

Self-realization :

- The possibility, to be promoted, grow, be creative and take pride in one's work, the right to participate in important decision-making processes, etc.
- Possibilities to continuously strive for a career Support for higher education (provision of time for studies and coverage of study expenses)

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B. Alderfer's ERG Theory:

The three components identified by Alderfer (1972)¹ drew upon Maslow's theory, but also suggested that individuals were motivated to move forward and backward through the levels in terms of motivators. He reduced Maslow's levels from five to the following three:

- Existence : which related to Maslow's first two needs , thus combining the physiological and safety needs into one level
- Relatedness : which addressed the belonging needs
- Growth : which pertains to the last two needs , thereby combining esteem and self-actualization

Alderfer also added his frustration-regression principle, which postulated that individuals would move in and out of the various levels, depending upon the extent to which their needs were being met .

C. Theory X and Theory Y :

- ✚ According to Douglas McGregor, there are two possible views on human beings. Theory X describes people as passive beings, who hate to work, have to be controlled and directed and try to avoid any type of responsibility.²
- ✚ Theory Y is a total opposite. People are seen as active beings, they like to work, desire to succeed, favor responsibility over tasks and welcome creativity.³

These two views on human beings determine the behavior of a manager towards their employees. When their assumptions about people's attitude to work correspond with theory X, they do not trust in the skills of their personnel and have the notion that employees have to be controlled and threatened; otherwise they would not work properly. Then there are managers who perceive their personnel as capable, constructive

¹ Zorlu senyucel; opcit ; p 194

² Martina Blaskova ,Vladimiras Grazulis ; opcit ; p 160

³ Ibid ;p 162

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and productive, therefore they are open to give them the freedom to make decisions about certain tasks and welcome their innovative ideas

Theory Y managers, each of which has a very different set of assumptions about others.

Theory X Assumptions:

- People have an inherent dislike of work and will try to avoid it at all costs
- People need to be coerced, controlled and threatened in order to work hard
- People aren't ambitious and dislike responsibility, preferring to be directed
- Above all else, people want security

Theory X managers are authoritarian and controlling, using threat and punishment to coerce people into working hard. They tend not to produce high levels of performance from their teams.

Theory Y Assumptions:

- People naturally put as much effort into their work as they do into play or rest
- People will exercise self-direction and self-control if they are committed to a goal
- People will be committed to an organisation if they are satisfied in their job
- People relish and seek responsibility
- People are good at creative problem-solving
- People's talents and skills are normally underused

Theory Y managers are democratic, consultative and empowering, helping people to develop and encouraging them to take the initiative. These enlightened managers tend to achieve the best results from their teams. Some more recent studies have questioned the validity of the Model

However, the basic principle of the model remains valid. Although an authoritarian style of leadership is occasionally necessary, in crisis situations for example, the positive and participative Theory Y style is generally accepted as more effective for motivating people. People will contribute more to their job and organisation if they are treated as emotionally mature, responsible and valued employees and are given challenging work.

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D. Motivation-Hygiene Theory

Frederick Herzberg¹ distinguishes two types of factors influencing job satisfaction. There are factors that lead to satisfaction, but their lack does not cause dissatisfaction – these are called motivators. By motivators Herzberg meant achievement, recognition, the work itself, responsibility, advancement and growth.

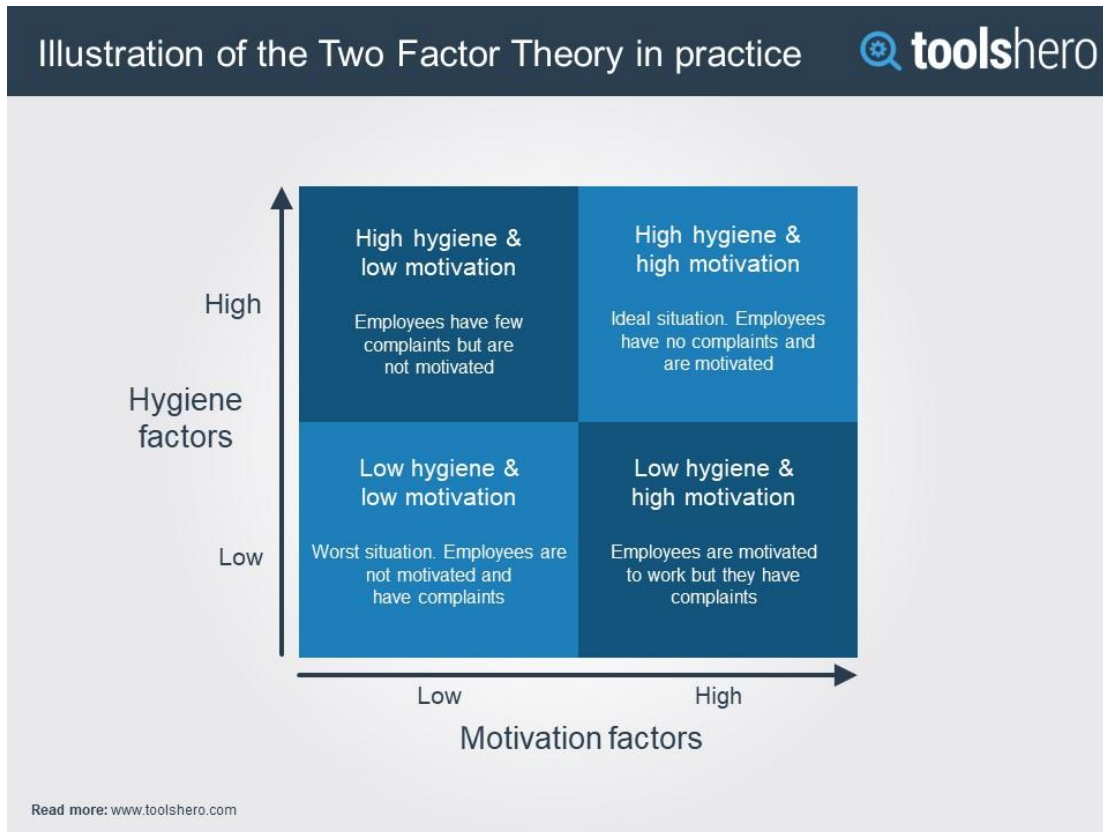
Then there are factors which, when presented, cause dissatisfaction, but their absence does not cause satisfaction – these are called hygiene factors. Among them Herzberg included supervision, company policy, relationship with supervisor, working conditions, salary, relationship with peers, personal life, relationship with employees, status and security.²

¹ V.G Kondalkar; Organizational Behaviour; New Age International; New delhi;2007; p 106

² Ibid ; p 107

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Figure 02: Herzberg's two factor theory



Source :<http://toolshero.com/two-factor-theory>

According to Frederick Herzberg¹, a manager that wants to encourage their staff to put more effort into their job, to stimulate them, they should rely on the motivator factors.

Hygiene factors include:

- Company policies
- Working conditions
- Salary
- Status
- Security

Satisfiers include:

¹ Zorlu senyucel;opcit ; p 194

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- Achievement
- The work itself
- Responsibility
- Recognition
- Advancement
- Personal growth ¹

Herzberg states that the studies' results indicate the fact *the opposite of satisfaction is not dissatisfaction*: if the dissatisfaction inducing aspects are eliminated, the work itself does not become more satisfactory, it merely becomes not dissatisfactory. Thus, the author proposes a concept in which the opposite of "satisfaction" is "the lack of satisfaction" and the opposite of dissatisfaction is the "the lack of dissatisfaction".²

E. McClelland's Theory of Needs³:

According to David McClelland, regardless of culture or gender, people are driven by three motives:

- achievement,
- affiliation,
- influence.

Since McClelland's first experiments⁴, over 1,000 studies relevant to achievement motivation have been conducted. These studies strongly support the theory.⁵

- **Achievement** : The need for achievement is characterized by the wish to take responsibility for finding solutions to problems, master complex tasks, set goals, get feedback on level of success.

¹ Ibid ; p 201

² Ibid; p 202

³ Martina Blaskova ,Vladimiras Grazulis ; opcit ; p 167

⁴ McClelland ; D.C. ;The Achieving Society, Princeton, Van Nostrand; 1961,

⁵ Ibid,p

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- **Affiliation** : The need for affiliation is characterized by a desire to belong, an enjoyment of teamwork, a concern about interpersonal relationships, and a need to reduce uncertainty.
- **Power** : The need for power is characterized by a drive to control and influence others, a need to win arguments, a need to persuade and prevail

According to McClelland¹, the presence of these motives or drives in an individual indicates a predisposition to behave in certain ways. Therefore, from a manager's perspective, recognizing which need is dominant in any particular individual affects the way in which that person can be motivated.

1.2.2 Process Theories of Motivation:

Process theories of motivation concentrate on the choices (or actions) individuals make to achieve their goals. Process theories of motivation can be grouped under three theories: Expectancy Theories, Equity Theory and Goal-setting Theory.²

- In the process motivation theory, the emphasis is on the psychological processes or forces that affect motivation, as well as on basic needs. Process or cognitive theory can certainly The processes are expectations (expectancy theory);
- goal achievement (goal theory);
- behavioural choice (reactance theory);
- perceptions or feelings about equity (equity theory)
- and self-efficacy theory (Bandura, 1997).

¹Ibid, p

²V.G.Kondalkar, opcit , p

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a) Expectancy Theory:

The expectancy theory of V.H. Vroom¹, states that the intensity of one's effort depends on the value of the reward that he is expecting to receive. In any situation, people are interested in maximizing their gains and minimising their losses (effort, time, etc).

It's a cognitive theory, based on a rationalist-economic concept, which states that people make decisions through the selection and the evaluation of already known alternatives, choosing the one that offers them the most advantages .

This theory is based on three basic elements: *expectancy (effort-performance relationship)*, *instrumentality (performance-outcome relationship)*, *valence (value of the outcome)*.²

Intensive motivation will arise from combining these three mandatory elements. The lack of one element (whichever of the afore-mentioned three) will result in a lack of motivation. Basically, in order for one to be motivated in doing a certain activity, he must value the associated reward, to believe that he can accomplish the said activity and to be assured that his performance will be rewarded.

The Expectancy Theory of V.H. Vroom, who produced a formula to measure motivation. This formula has three variables:

a) Valence – the subjective value of the awaiting result,

b) Expectancy – the belief that the output will lead towards expecting performance,

c) Instrumentality – the belief that after meeting the expected performance, they will receive the desired reward.

According to the given formula, when one of these three variables is zero, motivation is not present.

Motivation = f (Valence x Expectancy x Instrumentality)

¹ Martina Blaskova ,Vladimiras Grazulis ; opcit , p 178

² Ibid , p 179

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b) Equity Theory

Adams' (1965)¹ equity theory focuses on the assumption that individual's perception of how fairly they are treated when compared to others will determine their motivation. For example, to find out how fairly you are getting paid at work, you compare your salary with your colleague's. According to Adams individuals can only be satisfied at work if they believe that others are sharing the same conditions. The same principle applies to the effort that an individual puts into work. Employees' performance is often evaluated in comparison with others.

Adams (1965) suggest that employees place a value on various inputs and outputs. If an employee thinks the input (e.g. effort, time, etc.) he/she puts into a job exceeds the output (e.g. salary, acknowledgement),

then that employee will be dissatisfied and he/she will be motivated to change the situation by either working less or asking for a pay rise.

Equity theory is simple but it has proved to be robust. It has been tested empirically and proved to be very useful in understanding employee dissatisfaction and motivation. It is important to keep in mind that employees make comparisons with regards to their working conditions, the nature of their jobs and their salary. Thus, Adam's theory has important implications for HR practitioners especially in the areas of job design and reward systems. If HR practitioners want to avoid conflict and dissatisfaction amongst employees, they have to explain the criteria for pay, rewards, and the input that a job requires to produce a desired outcome .²(hrm book)

¹Zorlu senyucl;opcit ; p 201

²ibid , p 201

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Equity theory was first introduced by Stacy Adams in 1965¹. Its basic tenet is that people are motivated to achieve a condition of equity / fairness in their dealings with other people, and with the organisations they work for .

People make judgments or comparisons between their own inputs at work, e.g. their qualifications, experience and effort, and the outcomes they receive, e.g. pay and fringe benefits, status and working conditions. They then assign weights to these inputs and outputs according to their relevance and importance to themselves. The summed total produces an output / input ratio, which is the key issue in terms of motivation. If a person's output / input ratio is equal to that of another person, equity exists. A state of inequity leads to tension, which the individual tries to reduce by changing one or more elements of the ratio, e.g. increase or reduce his effort. Perceived inequity by the person is therefore the basis for motivation (Baron et al., 2002).²

This theory helped to provide the basis for studying the motivational implications of perceived unfairness and injustice in the workplace. It also laid the foundation for more recent theories on *distributive* (how much is allocated to each person) and *procedural* justice (how rewards and job requirements are determined) (Cropanzano & Folger, 1996). In a meta-analysis of many of these theories, Cohen-Charash and Spector (2001) found that both distributive and procedural justice were related to job performance, job satisfaction and the intention to quit.

Equity theory has stimulated much research, but there has been a decline in interest of late because of its inability to predict people's perception of the equitability of their specific situation. Nevertheless, it has served to direct

c) Goal-Setting Theory :

The basic assumption of this theory is that employees' goals determine their behaviour and decisions at work. Locke (1968) argues that employees will be satisfied if

¹ Martina Blaskova ,Vladimiras Grazulis ; opcit , p 183

² ibid , p 184

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they achieve their goals and the more difficult these goals are to achieve, the more satisfied employees will be when they achieve them. Also, goals with clear and explicit outcomes are likely lead to higher performance. For example, an employee is likely to perform better if the out come of the task is known and clearly explained, rather than general goals, such as “do your best”.

In addition, it is argued that effective feedback will lead to better employee performance. Effective feedback on the outcomes of a task will enable the employee to spot his/her strengths and weakness and will lead them to be more aware of their performance next time.

Goal-setting theory was first proposed by Edwin Locke in 1968 . Spector (2003) described this perspective on motivation as the assumption that people’s behaviour is motivated by their internal intentions, objectives or goals, in other words, by what people consciously want to achieve.

According to Locke and Henne (1986) goals affect behaviour in four ways¹:

- a. they direct attention and action to those behaviours which a person believes will achieve a particular goal;
- b. they mobilise effort towards reaching the goal;
- c. they increase the person’s persistence, which results in more time spent on the behaviours necessary to attain the desired goal;
- d. they motivate the person’s search for effective strategies for goal attainment.

There are several prerequisites for the goal-directed behaviour to effectively improve job performance (Locke & Henne, 1986):

- ❖ a thorough commitment to the specific goal;
- ❖ regular feedback on the person’s performance towards attaining the goal;

¹ Martina Blaskova ,Vladimiras Grazulis ; opcit ,p87

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- ❖ the more challenging the goal is perceived to be, the better the person's performance is likely to be;
- ❖ specific goals are more effective than vague goals, e.g. "do your best";
- ❖ self-set goals are preferred over organisationally set goals. If this is not entirely possible, a person needs to at least have input into his own goals.

According to this theory, in order to achieve maximum motivation and performance the goals must be "S.M.A.R.T.":

- **Specific**: A specific objective is expressed very clearly and does not permit interpretations. It refers to concrete results
- **Measurable**: this means that a goal may be measured either from a quantitative or qualitative point of view. It allows to accurately establish in which degree the said objective has been fulfilled. At the same time, it's progress can be monitored in real time.
- **Achievable**: this means the goal must not be impossible, by the common standards of the person who sets it (usually a manager) and the person who executes (a lower level manager or employee)
- **Realistic**: similar to the previous characteristic, it means that the goal can be fulfilled given the current resources.
- **Time-bound**: This refers to the fact the goal should have a clear deadline, until which it must be fulfilled.

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All theories were based on some experiments or observations, thus they are just written conclusions about an examined situation. Although situations can be similar, they will probably never be the same. Therefore, managers should firstly direct their attention towards the employees. They should observe the employees, communicate with them, so that they will be able to compose a picture about their expectations and behavior. Not until this has been achieved should managers choose which theory to follow.

these approaches were presented to illustrate the complicated process of motivation and to give useful ideas how to cope with this issue. However, everybody should bear in mind that none of them is accepted as the best theory, because the right “style” lies somewhere in the middle. These theories are based on scientists’ opinion about motivation, who then tried to come up with a theory that would support their ideas. Each theorist brought important insight into this issue, therefore, while not focusing just on one approach, we are able to learn from all of them.

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Section two: social innovation and motivation

Based on the previous theories, we can conclude that the main motivations of the employees are :working conditions, remuneration, equity, personal achievements, promotion, etc., but perhaps they are conditions whose existence is necessary in line with the basic needs of workers.

However, at some point, work may become boring and tedious because of routine and the repetitive tasks every day, as a result employees will be anxious, stressed, ,dislike work ... In this case, wages and other factors become less motivating

Here lies the role of social innovation, The purpose of this chapter therefore is to review the main theories and conceptual framework of motivation and its role in managing peoples' performance at workplaces.

2.1 Recent models and theories :

2.1.1 The self-driven approach model by Dan Pink¹:

Drawing on four decades of scientific research on human motivation , career analyst Dan Pink exposes the mismatch between what science knows and what business does – and how that affects every aspect of our lives .

In his book “Drive” Daniel Pink demonstrates that while the old ways to motivate employees worked successfully in the past decades , it is precisely the wrong way to motivate people for today's challenges .

The fundamental principle of this model is that high performance and satisfaction in today's world is the deeply human need to direct our own lives , to learn and create new things , and to do better by ourselves and our world . he reveals the three elements of true motivation :

¹ Howaldt, J. and Schwarz, M., opcit,p 34

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Autonomy: is the basic human need to direct our own lives . the same for employees they want to own their work .

Pink provides some examples of what he means by autonomy ; summarizing the into four main aspects :

- a. time,
- b. technique ,
- c. team and
- d. task

Mastery: Pink describes mastery as the desire to continually improve at something that matters. Allowing employees to enjoy a sense of progress at work contributes to their inner drive.

Mastery is the urge to get better and better at something that matters , to learn and create new things .Given the freedom to explore new ways to improve their work , employees learn and become better in their job

Purpose:the desire to do things in service of something that matters .so a key part of adding purpose to work is to ensure that the mission and goals are properly communicated to employees . employees need to know and understand these, and appreciate how their work and role fits into what the organization is about .

2.1.2 The job Demand Control Model of Robert Karasek ¹:

In this model the key factor to motivate employees , reduce their stress , and thus improve performance , is the structure and culture of an organization . according to him it is possible for organizations to create “active workplaces” that allow learning and managing work stress.

Some examples:

¹ Peter Totterdill, Steven Dhondt and Sylvie Boermans . your guide to workplace innovation European Workplace Innovation Network EUWIN , European commission p 8-10 .

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Job demands: the extent to which a job involves more complexity (diversity of tasks based on the skills)

Autonomy and self-regulation:

In 1979, with his Job Demand Control Model (**JDC model**), US sociologist Robert Karasek presented an assessment of stress and stress factors in the work environment (labour intensity) and health promotion in the workplace.

It has become one of the best-known models with regard to workload and work-related stress and emphasises two important aspects:

1. **Height of strain** (demands) – These are the requirements that are set at work, including work rate, availability, time pressure, effort and difficulty. Such requirements represent the psychological stressors in the work environment.
2. **Decision latitude** (control) – This concerns the freedom an employee has to control and organise his own work. This latitude refers to the control that employees have about their duties and how they want to perform these tasks. It consists of both competence and decision-making authority.

Both the job requirements and the management capabilities can be low or high. The Job Demand Control Model shows that the strain itself does not lead to high psychological stress. It is about the combination of the strain and the decision latitude that the job offers.

If the latitude to organise your work according to your own ideas is limited, this can lead to symptoms of stress. If it is possible for him to regulate the work himself, an employee can often handle the workload more adequately and is more motivated.

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Job stress :

The Job Demand Control Model is aimed at balancing requirements and autonomy; the decision latitude someone has. Robert Karasek posits that employees, who have demanding jobs, experience a lot of stress if they cannot decide when they do the work.

As soon as the (element of) control becomes less or is barely present at all, the workload will feel higher, leading to stress. Conversely it is also true that despite the high demands of the job, the personal control is actually a nice addition that leads to employees feeling far less stressed.

In jobs where control is given to time and deadlines, employees experience a lot more stress than when they can decide and use their own time schedule. This form of autonomy is therefore much more important in stress development than the complexity and high demands of the tasks.

Job Demand Control Model Segments

Robert Karasek has put his Job Demand Control model in a diagram. The horizontal x-axis shows the job demands, which can be high or low.

The vertical y-axis shows the job decision latitude, which can also be high or low. From this Job Demand Control Model, you get four situations that have been explained below:

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Low-strain jobs

This is about the combination of not very demanding tasks and control latitude for the employee and the freedom to decide their own schedule. This section includes the most routine jobs.

The intrinsic motivation of employees in these type of jobs is very low and they do not see it as a challenge to embrace new challenges. Employees with those kinds of jobs quickly get bored.

High-strain jobs

This refers to very demanding and/or complex jobs with very little control. The employee has no control and has to do as he is told. The lack of decision latitude can also be the result of deadlines. The risk of stress is very high for these types of jobs.

Passive jobs

These jobs are simple jobs with little to no decision latitude. This includes a lot of repetitive and production jobs. The risk of stress for these types of jobs is lowest. Employees in these types of jobs show very little initiative and are wait-and-see and passive.

Active jobs

These jobs are highly demanding jobs that allow the employee to decide when he does his work. As a result of the high level of decision latitude, he does not experience his job as stressful, despite it being very psychologically demanding.

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According to Robert Karasek , those types of jobs provide sufficient intrinsic motivation and employees are open to accepting new challenges. That subsequently creates room for development, growth and challenges.

Application

The Job Demand Control Model focuses on the balance between the desires of employees and their autonomy. It indicates that those who have a high degree of work pressures and experience a low degree of control have an increased risk of stress.

The jobs stress model is characterised by its simplicity and can be used to identify and analyse psychological fatigue or work-related stress in employees.

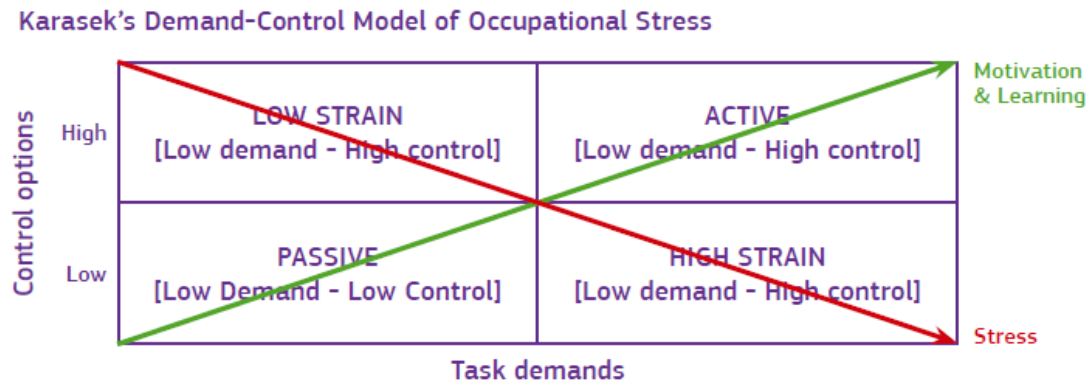
It also offers starting points for interventions. If an employee finds his workload to be high due to the large number of tasks he needs to complete, the manager is would be wise to ask him about the degree of control latitude.

If the same employee finds it difficult that he has little or no influence on the organization of his work, then the job stress model shows that he is in a stressful job, but actually needs a more active job. As such, the possibilities are diverse.

It is the manager's task to speak to his employee about this and to come up with joint solutions. That way, the job stress model can also be used to measure employee satisfaction and motivation.

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Figure 02 : Demand-control model of Karasek



Source: Peter Totterdill, Steven Dhondt and Sylvie Boermans . your guide to workplace innovation European Workplace Innovation Network EUWIN , European commission p 10 .

2.1.3 Hackman and Oldham's task enrichment theory¹

Richard Hackman and Greg Oldham's model, which was introduced in 1980 (Van Niekerk, 1987), is also known as the 'job characteristics' theory (Schultz & Schultz, 1998). It developed out of the authors' research on objective measures of job characteristics that correlated with job satisfaction and work attendance (Schultz & Schultz, 1998).

The theory is based on the premise that three psychological states in particular are necessary to enhance a person's motivation and job satisfaction, namely :

- ✓ the experience of work as meaningful;
- ✓ the experience of work responsibility, i.e. the level of personal responsibility for a person's work;
- ✓ insight in job performance, i.e. how much insight a person has in how well or how poorly he is performing on his job.

¹ Pot, F.D., opcit , p 370

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The more intense the experience of these three states, the higher the person's motivation level will be .

Hackman and Oldham also identified five task characteristics believed to lead to the above motivational states. These characteristics include

- skills variety: this refers to the extent to which the job requires the employee to draw from a number of different skills and abilities as well as upon a range of knowledge .
- task identity:
- task importance:
- autonomy
- performance feedback

Fundamental to this theory is the notion that the need for personal development, creativity and challenge has a very significant impact on the successful execution of a meaningful task. In addition, due to differing individual drives and needs, different people will respond differently to the same task .

The concept of task enrichment has proven to be very meaningful and useful in the workplace.

In support of the latter idea, a wealth of literature has already shown the beneficial effects of job autonomy for a long list of individual-level, employee outcomes

Job autonomy is defined here as “the degree to which the job provides substantial freedom, independence, and discretion to the employee in scheduling the work and in determining the procedures to be used in carrying it out”, [Hackman and Oldham, (1975), p.162]. For example, job autonomy has been found to be positively related to employee motivation, skill development, commitment, job satisfaction, well-being, and individual performance, and negatively related to stress, burnout, absenteeism, and employee turnover. Several mechanisms may underlie these effects. For example, job autonomy may enhance control over the general work environment and work-life

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balance, which buffers against job stressors (Karasek, 1979; Wall et al., 1996), lowers absenteeism, and enhances job satisfaction and job performance (e.g., Greenberger et al., 1989). Also, job autonomy may relate to inherent needs of people, such as the need for autonomy, which is an individual's universal urge to be a causal agent of one's own life and act in harmony with one's integrated self (Deci and Ryan, 2000, 2010) and may therefore elicit positive feelings about the job, job attitudes and actual work behaviour. However, the beneficial effects of job autonomy have been foremost investigated for individual-level employee outcomes. Surprisingly, the specific impact of job autonomy on company-level performance outcomes has, to our knowledge, not been scrutinised. Although based on the research findings and literature suggestions it may be assumed that job autonomy also beneficially impacts organisational outcomes, such as company revenue and company profit, the empirical evidence for this idea is still scarce.

2.2 Practical Methods Of Employee Motivation:¹

Managers from all around the world have interpreted these theoretical models, transposing them into different business practices of employee motivation. A few examples will be given below:

- a) *Listen and Answer*: it refers to the clear and precise communication between managers and employees regarding tasks and goals.
- b) *Verbal Motivational Feedback*: it consists of an explicit positive reaction towards and employee, in front of his colleagues, according to the importance of the employee's results.
- c) *Job Enrichment*: consists in adding execution and management competencies and responsibilities, developing the autonomy and the role of certain key employees.
- d) *Modifying Work-week*: Compressing the work week, flexible program and part-time jobs have been described as alternatives to the traditional work program, technique used

¹ Krech, D.; Crutchfield, R.; S. and Ballachez, E. L., *Management and Organizational Behaviour*, second edition, Pitman, 1990, pp 122-123

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for increasing the employee motivation. If an employee can decide when to work, he will, eventually, develop an autonomy and professionalism sense, contributing to an increase in motivation.

e) Rewarding the employees: This is the most used and the best understood method: an increase in performance leads to rewards (salary raise, bonuses, promotion); in case this increase does not happen, penalties will be applied (dismissals, transfers, salary cuts). Research evidence regarding employee behaviour show us that an efficient Rewards and Recognition system has visible results, but the strategies based on penalties are not motivating.

f) Involving the employees in the decision making process: This technique consists in considering the employees' opinions regarding the organisational and personal goals, developing a sense of ownership on the said goals.

This feeling of participation and certain importance that the employee develops, will most certainly lead to an increase in his motivation.

g) Personal Relationship: Earning the employee's respect and sense of duty leads to an increase in their motivation and their overall performance. If the relationship with his superior is important enough, the employee will act out of respect and out of the fear of losing the manager's friendship and respect.

- **Self-determination**

self-determination is an essential factor in our commitment to doing things and therefore has a very important impact on our motivation. we need to feel autonomous in the choices we make to feel the motivation to accomplish them. many studies on motivation have even highlighted that receiving a reward for a freely chosen action had the effect of reducing the motivation of the person to carry out this action thereafter

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- **motivation related to personality types:**

In the business ; if we are asked to perform a task without allowing us to see the final result expected, we do not feel motivated. Moreover, very naturally, we seek to know more to understand the meaning of what we are asked even if this task is only one step among a longer process; we want to be able to have a representation of the final result. so we can place our action in a larger perspective and feel motivated to do what is asked

on the other hand, if we are asked to perform a task in a certain way without having the latitude to do it, with more permanent control by our hierarchy. Our motivation drops dramatically. we need to feel that we have some leeway in what we have to do to feel motivated to do it

And this way of doing things is intimately linked to the colors of our personality. In summary, if a manager creates the conditions of the motivation of his employees by allowing everyone to be himself and to perform his work according to his own style, this manager has the keys to motivation

Although we share the same expectations about project implementation or all things business, and we are all self-motivated, the way we do it to accomplish the tasks is very different from a person to another . it reflects our motivation related to our personality

- ❖ **Motivation strategies:**

To a large extent, a high level of employee motivation is derived from effective management practices. To develop motivated employees, HR manager should ensure that HR personnel as well as other departmental managers must do the following:

- **Empowering employees:** Empowerment occurs when individuals in an organization are given autonomy, authority, trust, and encouragement to accomplish a task.

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Empowerment is designed to unshackle the worker and to make a job the worker's responsibility.

Providing an effective reward system:

To motivate behaviour, the organization needs to provide an effective reward system. Rewards demonstrate to employees that their behaviour is appropriate and should be repeated. If employees don't feel that their work is valued, their motivation will decline. Common examples are pay bonuses, promotions, time off, special assignments, office fixtures, awards, verbal praise etc.

• Redesigning jobs:

Many people go to work and go through the same, unenthusiastic actions to perform their jobs. These individuals often refer to this condition as burnout. But smart managers can do something to improve this condition before an employee gets bored and loses motivation. Redesign attempts may include the following:

- **Job enlargement:** It increases the variety of tasks a job includes. It may reduce some of the monotony, and as an employee's boredom decreases, his/her work performance generally increases.
- **Job rotation:** This practice assigns different jobs or tasks to different people on a temporary basis. The idea is to add variety and to expose people to the dependence that one job has on other jobs. Job rotation can encourage higher levels of contributions and renew interest and enthusiasm. The organization benefits from a cross-trained workforce.
- **Job enrichment:** This application includes not only an increased variety of tasks, but also provides an employee with more responsibility and authority. If the skills required to do the job are skills that match the jobholder's abilities, job enrichment may improve morale and performance.

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• **Creating flexibility**: Today's employees value personal time. Because of family needs, a traditional 9 to 5 working may not work for many people. Therefore, for some categories of employees, 'flexi time' – which permits employees to set and control their own work hours – is one way that organizations are accommodating their employees' needs, e.g. marketing personnel. Here are some other options organizations are trying as well:

- **compressed work**: week is a form of flexi time that allows a full time job to be completed in less than the standard 40-hour, 5-day work week. Its most common form is 4/40 schedule, which gives employees three days off each week. This schedule benefit the individual through more leisure time and lower commuting costs. The organization should benefit through lower absenteeism and improved performance.
- **Job sharing**: occurs when one full time job is split between two or more persons. Job sharing often involves each person working one-half day, but it can also be done on weekly or monthly sharing arrangements. When jobs can be split or shared, organizations can benefit by employing talented people who would otherwise be unable to work full time. The qualified employee, who is also a parent of a small child, may not want to be in the office for a full day but may be willing to work half day. Although adjustment problems sometimes occur, the arrangement can be good for all concerned.
- **Telecommuting** : sometimes called 'flexi place,' is a work arrangement that allows at least a portion of scheduled work hours to be completed outside of the office, with work-at home as one of the options. Home workers often demonstrate increased productivity, report fewer distractions, enjoy the freedom to be their own boss, and appreciate the benefit of having more time for themselves. Examples of such jobs are: computer software development and tele-marketing.

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Organizations may currently enjoy being able to choose from a surplus of qualified workers, but in the coming years they will have to compete again for the best workers. Your organization, will have to focus on compensation to keep valued employees, but you will also have to be more sensitive to the preferences of existing and potential employees—especially for what has been called “work flexibility,” the ability to choose how, when and where to work.

Recent research in the United Kingdom indicates that workers want more autonomy and flexibility. Based on extensive interviews of thought leaders, business leaders and the general public, researchers from a leading British think tank found in a project for Orange, a UK telecom company, that workers “want an experience of work that aligns with their values. They want a workplace forged in the image of their identities, not a workplace that tries to define them. They want organizations that can let go, and grant them a greater say in how things are run.

Another study by the consulting firm Deloitte found that even though salary is still on top, work flexibility—when, where and how you work—is an increasingly prominent consideration. In a compensation survey of 1,400 CFO’s in 2009, 46% replied that telecommuting is second only to salary as the best way to attract top talent and 33% said that telecommuting was the top draw.¹⁶ These results are reinforced by the findings of the Orange Future Enterprise Coalition, a research forum sponsored by the telecommunications company, that 50% of workers consider the potential for work flexibility as very important for their next job move.¹⁷ Organizations will have to offer less traditional ways of working and more flexibility to attract and retain their best talent.

The desire for more work flexibility is also a reaction to the rigors of working for globally distributed organizations. Working beyond normal office hours—a 6 am meeting on the US West Coast with colleagues in Europe or a late 9 pm meeting with those in Asia—has become the norm for many in order to coordinate with colleagues in widely differing time zones. Workers can’t maintain these hours on a regular 9 to 5

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schedule and attend to personal family needs easily. At the first opportunity, these workers will look for jobs that give them the flexibility to allocate their work hours and locations. In some countries, such as Great Britain, employers are already legally required to offer flexible hours to select employees, such as those with child or elder-care responsibilities. This flexibility will very likely be commonly available to most knowledge workers by year 2020 in Great Britain.

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Chapter 3 : Practical case

Introduction of the chapter :

This chapter discusses the findings and analysis based on the responses to the questionnaire. The elaboration of this chapter aims at the verifications of our three theories ; and responding at questions ; first of all we define the company than we present the results and analyze them .

Section one : General presentation of the company :

1.1 Presentation of Henkel International (worldwide):

With nearly 140 years of success, Henkel has established itself as the world's leading brand and technologies and aims to maintain its leading position in three areas of activities: detergents and maintenance of the house (laundry & home care), cosmetics (beauty care) and adhesive technology.

Henkel operates worldwide with leading innovations n brands and technologies in three business areas : adhesives technologies , beauty care and laundry and Home care.

Brands and businesses:

The Henkel Group operates in three strategic areas:Detergents and cleaning products, Cosmetics ,Glues and adhesives ;

- **Adhesive technologies :**

Henkel's industrial product portfolios are organized into five technology cluster brands – Loctite , Bonderite , Technomelt, Teroson and Aquence . For consumer and professional markets , the company focuses on the four global brand platforms Pritt, Loctite, Cerisit and Pattex

-In the **packaging and consumer goods** adhesives business area , the company works with major brand manufacturers and international customers to develop innovative and sustainable solutions for food packaging and consumer goods

-In the **transport and metal** business area , Henkel provide its customers in the automotive , aircraft and aerospace , and metal processing industries with outstanding system solutions , a comprehensive technology portfolio , and specialized technical services.

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-In the **general industry** business area , the company offers to customers a comprehensive portfolio of products for the manufacture and maintenance of durable goods .

-Henkel's **electronics** business area offers customers from the electronics industry a specialized portfolio of innovative high-technology adhesives and materials for the manufacture of microchips , electronic assemblies and thermal management systems .

-The adhesives for **consumers ,craftsmenand building**business area markets an extensive range of brand-name products for private ,trade and construction users .

- **Beauty care :**

Brands:Shwarzkopf ,syoss , dial soap , Fa... etc

- **Laundry and Home care :**

-Henkel's laundry and Home care product portfolio encompasses :

-Laundry detergents

-Laundry additives

-Dishwashing

-Hard surface cleaners

-Toilet care

-Air care

-Insect control products

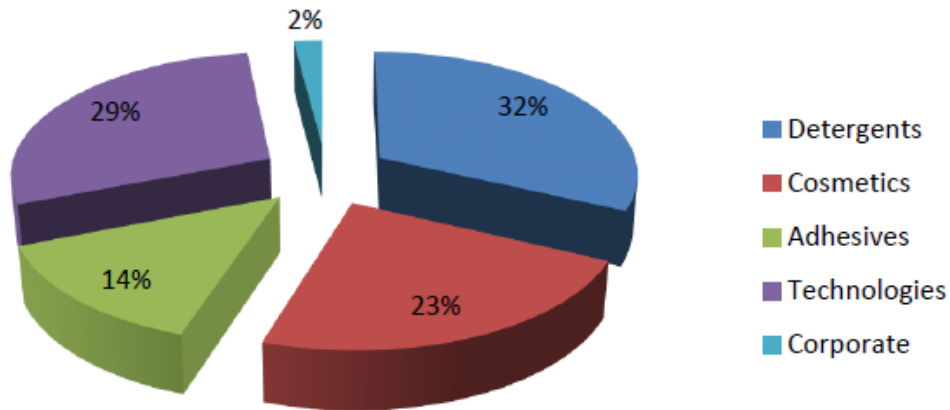
-Brands : persil ,purex , all , Bref , Le Chat ...etc

Turnover:

The turnover of the Henkel group has reached 20.074 billion euro at the end of 2016, the breakdown of which is as follows:

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Figure 03: Breakdown of Henkel's sales by sector of activity



Source : company's internal Data

We notice that Henkel achieves 32% of its turnover in the sector of detergents and cleaning products. Moreover, he is a leader in this field.

Technological innovation is the key to the development of Henkel Group, thanks to its know-how and innovation, the group generates 29% of turnover in this sector.

In the field of cosmetics, Henkel is the leader in Europe with 23% of turnover achieved.

In addition, the company dominates the market of adhesives and surface technologies by realizing 14% of its turnover.

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Staff number:

Henkel has 57303 employees worldwide.

Henkel strategy :

Generate sustainable profitable growth through to 2020 and beyond .by becoming more costumer-focused , more innovative , agile and digital . in addition to this ; promoting sustainability in all company activities , reinforcing the leading position in the future .

Strategic priorities of Henkel(within 2020) :

- ✓ Drive growth
- ✓ Fund growth
- ✓ Accelerate digitalization
- ✓ Increase agility

Corporate culture :

“**Creating sustainable value**” for customers and consumers , employees and teams , for stakeholders as well as for the wider society and communities in which Henkel operates .

Henkel’s corporate culture and purpose , vision , mission and values unite the diverse workforce of the company and provide a clear framework and guidance. Globally binding behavioral rules are specified in a series of codes . They provide guidance for the behavior and actions of its employees in all of its business area around the world

Purpose :creating sustainable value

Vision :leading with its innovations , brands and technologies

Mission :serve its customers and consumers worldwide as the most trusted partner with leading positions in all relevant markets and categories – as a passionate team united by shared values .

Values: costumers andconsumers , people , financial performance ,sustainability , family business .

People: a global team united by a strong set of values .

Diversity and Inclusion :

Henkel promotes a holistic Diversity and inclusion approach .the diversity of its employees , their back grounds , experiences , knowledge , creativity and the appreciation of all its individual differences are the foundation for the competitive advantage of the company .

As a globally operating company . Henkel employs people from 120 nations in more than 75 countries . Henkel is convinced that diverse teams stimulate innovation and new ways of

problem solving ; yet they need an inclusive culture and leadership to help them function at their best .

History :

1876: Fritz Henkel and his two partners founded the laundry detergent company Henkel . the company's product was a laundry detergent based on sodium silicate , which they named Universal-waschmittel. Contrary to all similar products , which at that time were sold loose , this heavy-duty detergent was marketed in handy packets .

1878: Henkel's first branded product was launched (Henkel'sBleich-Soda (bleaching soda))

1898: Foundation of Schwarzkopf

1903: Persil was launched as the world's first self-acting laundry detergent , which has been the cornerstone for Henkel's growth since then .

1975: Henkel GmbH was transformed into Henkel Kommanditgesellschaft auf Aktien [limited corporation based on shares]

1985: Henkel went public .in this context , a Henkel worldwide financial statement was published for the first time .

1.2. Presentation of Henkel Algeria:

Henkel moved to Algeria in 2000, with its headquarters in Ben Aknoun first instead, was transferred to Dély Ibrahim in 2013 as a result of a new strategy of restructuring.

In Algeria, Henkel operates in two sectors: detergents and (produits d'entretien)...products as well as glues and adhesives with a workforce of 1132 employees, the total workforce includes employees located at three production sites

The four sites of Henkel Algeria are divided between the East, Center and West of the country:

1. In Dély Ibrahim: headquarters.
2. Reghaia: liquids and glues production unit
3. chelghoumlaid: production unit powder
4. Ain Temouchent: powder production unit.

The operating units are:

- -Detergents and cleaning products:
 - Brands: Isis, The cat, Prill, Der General

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➤ -Adhesives Technologies:

-Brands: Pattex, Liofol, Tangit, Loctit, Teroson, Ceresit.

Position on the Algerian market:

- No. 1 in detergents and cleaning products
- No. 1 professional glue products (Loctite, Pattex, Tangit)

History of Henkel Algeria:

After independence the SNIC (National Society of Chemical Industries) was made up of factories inherited from the nationalizations.

In 1982, the government decided to restructure all state companies, and from this restructuring was born, among other companies, the ENAD.

Presentation of the ENAD:

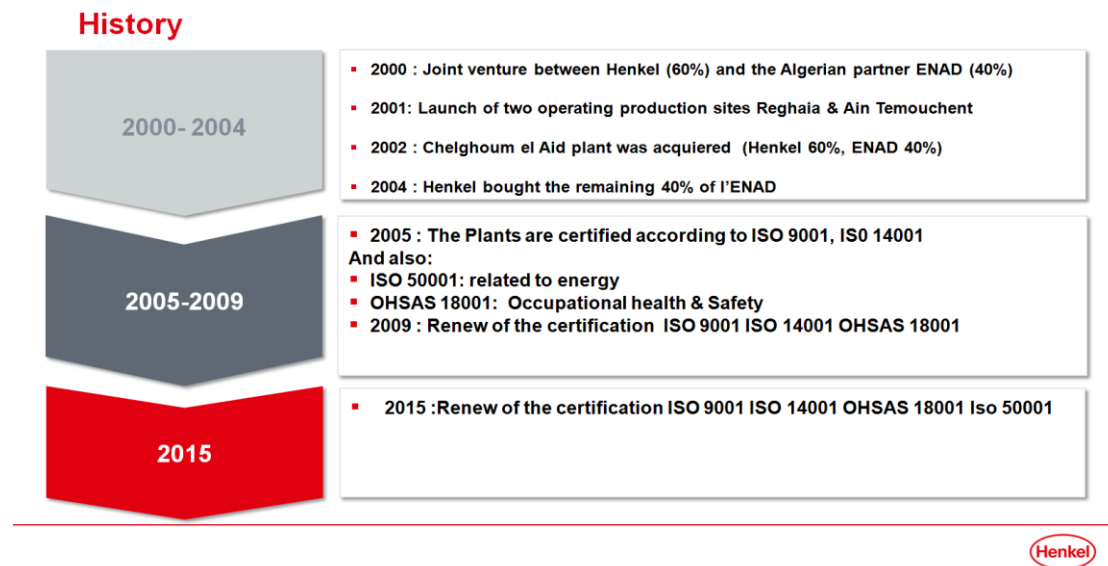
It should be reminded that the National Enterprise of Detergents and Maintenance Products (ENAD) is the result of the restructuring of the SNIC in 1982 under Decree 82-416 of 04/12/1982.

In 1997, the government decided to restructure businesses again, and ENAD already had a desire to move towards a partnership by developing its restructuring plan because the restriction was insufficient.

On 19 December 1999 a protocol of understanding was signed between the Henkel group and the ENAD group, the signing of the partnership agreement between Henkel and ENAD took place on 19/12/1999 giving birth to the Algerian Company of Detergents (SDA) on 01/05/2000, and which lasted only 23 days to ensure the transition and to allow the transfer of the ownership of the units concerned by the partnership (Réghaia and Ain Timouchent) and by the same , Henkel's participation, after this deadline, the SDA was transformed into Henkel ENAD Algeria (HEA) with 60% of the capital held by Henkel and 40% by ENAD.

On December 8, 2004 Henkel purchased the 40% owned by the ENAD group, and since then the group has been named Henkel Algeria

Figure04 : the history of Henkel Algeria



Source : company's internal Data

✓ The organization chart of Henkel

We will define the missions of each department in order to better understand the internal organization of Henkel Algeria:

- **Commercial management:** it is divided into four directions:
 - **The marketing department:** it deals with everything related to the marketing of products from their packaging to their promotion
 - **The financial department:** it is responsible for the financial management and accounting of the company
 - **The human resources department:** it ensures the recruitment and management of the human resources of the company
 - **The safety department:** it is responsible for the safety of the company and its production sites
- **Industrial management:** it coordinates production at the various production sites
 - **The logistics department:** it manages the logistical means used to ensure the smooth functioning of the company

❖ ISO certification:

Henkel Algeria obtained its first certification in accordance with ISO 9001 "quality management system" and ISO 14001 "environmental management system", at the end of December 2005, which have been renewed in 2009 and 2015, these certifications witness on the important progress made by Henkel Algeria and testify on the considerable progress of the company.

Social innovation practices at Henkel Algeria :

Henkel believes the working environment should provide diverse and flexible options to help facilitate a good coordination between career and private life and ensure a sustainable development of its employees .

1) Flexible Work Arrangements

Henkel Algeria is committed to enhancing the success of the business and the quality of life of the employees by providing flexible work arrangements that drive "leadership in sustainability" and align with its value: "we value, challenge, and reward our people."

One of Henkel's measures to address this need is to support flexible work arrangements, this means changes of :

- ✓ working time (When),
- ✓ Working Location (Where)
- ✓ and the pattern of working (How).

These Changes should benefit both sides-employer & employees- and maximize productivity and efficiency.

Purpose:

These Guidelines are intended to provide detailed information about Henkel's Flexible Work Arrangement Policy in Algeria. It is setting up the basic guiding principles to be followed and defining a framework for such work.

General Guidelines:

- 1.** Any Flexible Work Arrangement can be utilized on any day of the workweek and can vary by employee, with management approval. However, employees must be prepared to make reasonable adjustments in their schedules to accommodate unexpected changes in business needs.
- 2.** Managers should make reasonable and good-faith efforts to accommodate requests for flexible work arrangements, balancing both the organizational and employee needs and focusing on the objectives of the job to meet the needs of our customers and the employee's internal business partners.
- 3.** Managers may choose to designate one day each week that all department employees must be in the office for purposes of conducting staff meetings, communication meetings, etc.
- 4.** Flexible work arrangements are voluntary work alternatives that are appropriate for certain positions and locations in Henkel Algeria, subject to management /HR approval
- 5.** Flexible Work Arrangements are subject to local labour laws and regulations.
- 6.** The Flexible Work Arrangement applies to all employees of Henkel Algeria after probation period.
- 7.** Blue collar employees are not entitled to Flexible Work Arrangement

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8. The employee is responsible to communicate to his/her team and to third parties, in which he/she has work relations with, about his/her Flexible Work Arrangement.
9. Jobs which require frequent exchanges of physical material or frequent face to face communication are generally not well suited to arrangements.
10. Mobile working employees are required to work in a suitable remote office space conducive to professional discussions for the entire workday.
11. Henkel is not responsible for the costs associated with the initial set-up or maintenance of a remote office (e.g. furniture, lighting).
12. Once approved, the Flexible Work Arrangement is submitted to a trial period of 3 months for evaluation
13. Any Flexible Work Arrangement is subject to Performance Review and may be withdrawn in the event that business is adversely affected. Such circumstances are evaluated on a case-by-case basis.
14. In case of an urgent business need, Henkel reserves the right to suspend any Flexible Work Arrangement immediately.

Flexible Work Arrangements are:

1. Mobile Working

Definition:

In the mobile working option the employee can work from home or elsewhere, outside Henkel Algeria offices.

Eligibility:

Mobile Working as described above is only applicable for employees who have an office based job.

Duration:

Mobile working can be applied for a day per week. In case the day is not used within the week it cannot be transferred into the upcoming weeks.

Conditions:

- The employee who requests home office has to ensure the required IT infrastructure (e.g. internet connection) at the place where home office is performed, in order to successfully meet work requirements.
- In home office the employee has to maintain the same level of confidentiality as it is required at the Henkel premises. Any company materials taken home must be kept in the designated work area and must not be made accessible to third parties.
- The employee must be available and reachable during his/her normal working hours. If an employee cannot work due to technical or other reasons, he/she needs to ensure that the work is completed in time (e.g. by coming to the office instead of working from home)

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- Employees are required to work in a safe condition, free from hazards and other dangers and respect the health and security rules.
- Standard compensation and benefits remain unchanged when Mobile Working is applied.
- Henkel is not responsible for any cost associated with the Mobile Working arrangement.
- The accident during the working home is covered as well as any other work accident. Both of the line manager and the SHE manager should be informed accordingly to the Henkel SHE guidelines, in the required deadline. But be aware that an accident should be considered as a working incident only if it is directly connected with the work duty.

2. Flexible Working Hours (Flex-time)

Definition:

Flexible Working Hours permit employees to work as per an adapted schedule over the normal working time, provided that they fulfill the contracted working hours and that they are at the office during a period of time called “core hours”. Employees get to select when they start and finish work within flexible bands at the beginning and end of each day.

Eligibility:

The flex-time option is open to all employees except the blue-collar employees, as they have to commit to certain shift schedules.

Duration:

The employee can apply for a change in his/her working time depending on the business needs and the approval of the line manager. He/she has to commit to at least 8 working hours per day.

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Conditions:

- Core hours (the period during the day in which all employees must be present) are from 09:30 am to 3:30pm for all employees.
- The employee must work during the designated core hours and complete the number of hours agreed according to his/her employment contract.
- The lunch break of 1 hour is not affected by this particular arrangement.
- The employee has the flexibility to decide, in alignment with the line manager, the schedule that he/she would like to choose, e.g. start time can be any time between 7.30 am and 9.30 am, and end time can be any time after 3.30 pm until 6.00 pm as long as the total working hours is equal to 8 hours.
- Employees have to specify the desired start and end time that they wish to apply for, and commit to it.
- Standard compensation and benefits remain unchanged when Flexible Working Hours is applied.
- The line manager or the employee may modify or end the flex-time arrangement at any time, taking in account two weeks written notice.

3. ApprovalProcess

1. Employees who wish to participate in this program should notify their Manager and complete the **Flexible Work Arrangement Request Form** (Appendix 1) • When reviewing requests, managers will take into consideration a wide range of factors, including the employee's performance, the structure and function of the overall department, the impact on other employees, and any additional costs involved in the arrangement.
2. The manager will notify the employee whether the request was approved or denied based on feasibility within the function/department.
3. If approved, employees will be required to meet with their manager prior to the start of a flexible working arrangement to discuss objectives, work schedule, communication methods, and any other issues specific to their role.
4. Periodic check points should be established to discuss how the arrangement is working for both the employee and the manager. Human Resources Business Partners can assist with the evaluation process

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Work-life flexibility :

Henkel place great value on giving its employees the freedom and space to develop , and therefore offer plenty of flexibility to shape their working lives. What ultimately counts at work are results / where and when the work is done is less significant .

Henkel recognizes the importance of work-life flexibility in enhancing performance , motivation , productivity and efficiency on a sustainable basis . it is aware of the challenges employees may face in combining their personal and professional commitments . its goal is to enable a work environment that delivers the right tools and flexibility to suit the various needs . for Henkel a trust-based approach with focus on performance and not on presenteeism is the way to create both excellent business results and personal flexibility:

Healthcare and well-being :

Employees' health is crucial to the company ,this is why they care about the health and performance capabilities of employees . all around the globe it offers various kinds of health services and preventive programs to guard against workplace-related risks and to support all employees in staying fit

Section 02: Methodology of study and survey process:

2.1. Qualitative study: The Interview guide

2.1.1. Purpose of the run interview

The guide contained questions that aimed to clarify the company's positioning towards social innovation, and understand from the responsible of HR the recorded effects of social innovation on the employees' motivation. Also to cover the lack of documents related to social innovation

the guide was to extract relevant information using the semi directive method in order to create a frame for the given responds and redirect the interaction into the desired course.

2.1.2. Running the interviews:

The interview guide was with the Mr basta Hocine It was on june2nd 2018, at 10h15.

The questions were previously sent by e-mail to the interviewee in order to enable him preparing the right amount of information,

2.1.3. Content analysis:

The responses wasn't transcribed word by word into a document. But we didn't change any information, we put an adequate frame to each expressed idea in terms of certainty and credibility.

2.2.Quantitative study: The questionnaire:

2.2.1. Purpose of the questionnaire:

The questionnaire is in order to generate numerical data that can either support or deny the information arouse from the interview. So the objective was first to do an approximate measurement of social in the company, and second to evaluate the dominant point of views within the company reading the direct impact of social innovation on their motivation. The questionnaire contained 25 question, the questionnaire was online. the respondants didn't respond to all our questions. that were unperceivably divided into small axes that covered:

- Participants' general information
- Participants' perception of motivation in their workplace;

- Social innovation practices and motivation

2.2.2. Sampling and distribution:

For a research of this kind, the studied population is usually 100person , and therefore only 37 employee ultimately responded .

The employees' resistance to answer the questionnaire was obviously due to the nature of the questions that some still consider as a breach of personal space or as a subject that simply "should" not be put to discussion.

2.2.3. Data analysis:

After receiving the answers was despoiled using SPSS 25 to be then translated into tables and graphs. The analysis was only made in flat sorting; an operation that takes in consideration the data that concern a single studies variable and evaluates the results of the question(s) related to it. The absence of crossed sorting was because of the large number of variables in utter correlation that couldn't be treated considering the goals and the framework of this research

Section 03: Results presentation and data analysis of the conducted survey

3.1.Interviews:

Question 01 :would you tell us about the place of social innovation in Henkel Algeria and its practices within this company?

In Fact Henkel is interested in social innovation in the workplace and believes in its importance and the role it plays in the well-being of the staff .the human factor is the cornerstone and the main actor in the development and prosperity of our company , so he deserves to work in conditions that suit his aspirations and personality type .

Therefore, the scope of application of social innovation in our company is broad , as it not only regulates the work and the continuous training, but extends to other applications that can not be mentioned , they belong to the company and remain secret. but what can be said about these applications is that they include several areas , both the employee's professional life and his daily life . but most importantly , it ensures the happiness , comfort and well-being of employees .

Question 02:are the social innovation practices of Henkel in Algeria different from those of other branches of Henkel in the other countries ?

Henkel is one company , with one culture and one strategy . although it includes employees of 120 different nationalities across the world and believes in diversity and respect for the cultures and customs of others . this didn't prevent it from preserving and spreading its culture in all its branches(subsidiaries) around the world.

All Henkel branches in the world apply social innovation and consider it an integral part of the company's culture

Question 03: What are the company's social innovation practices with regard to work conditions, work organization ?

The key factors of success and high engagement of employees start from the work setting itself . the company gives great importance to work conditions to help the employees continuously improve their performance , for this the organization provides the necessary conditions for workers and employees , in order to make them work comfortably and without pressure by

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reducing the control and giving them some autonomy in achieving the tasks . we have also many practices of work organization for example : flexibility in working hours ; employees are allowed to work from home one day per week (home office). Our working conditions are very suitable ...

We cover the costs of treatment , ie after the employee pays for his treatment, the company compensates (100%) , even if the illness or accident is outside the framework and the conditions of work .

Question 04: what do you do to ensure the well-being and welfare of employees?

What is done by the company is to make the workplace the second home to its(for its) employees , where there is no pressure and all staff working in comfort , in a friendly atmosphere , harmony and cooperation between colleagues . with the availability of technological means with broadband internet . for routine the company has its own applications to avoid the boredom of employees .

In addition the availability of drinks, coffee , and food all the time , which allows employees to drink or eat something at any time without having to go out to bring it.

Question 05: how does the company strengthen the cohesion between the staff, and reduce conflicts ?

We encourage team work because it strengthen relations between the team members , it increases harmony , conviviality , it creates a good atmosphere , helps to accept the others; and makes them realize that they work for the same company ; it means the same values, same objectives , same culture , thus we reduce conflicts . the second benefit of team work is that work become more efficient, exchange of ideas and also reducing mistakes . in term of productivity team work is much better than individual work .

Another technique to strengthen the cohesion between the staff is organizing programs and events .

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Question 06: Do you think that these practices have a positive and significant effect on employee motivation ?

to motivate people within the company is to implement social innovation , it enhances not only their motivation but also their performance and productivity .

The point is : When you are happy and satisfied with your job , there will certainly be something to offer to the company .you will be more serious and more devoted to your work .this is the goal of social innovation , motivating employees to make them more productive and increase their performance .

Question07 : What is the link between the corporate culture of HENKEL and the practices of social innovation within this company ?

There is great dependence between the social innovation and corporate culture , in fact ; there are some practices that are a part of our culture ; and when we Introduce some practices , it's the same thing we add to our corporate culture an values

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Figure05 : distribution of sampled employees by gender

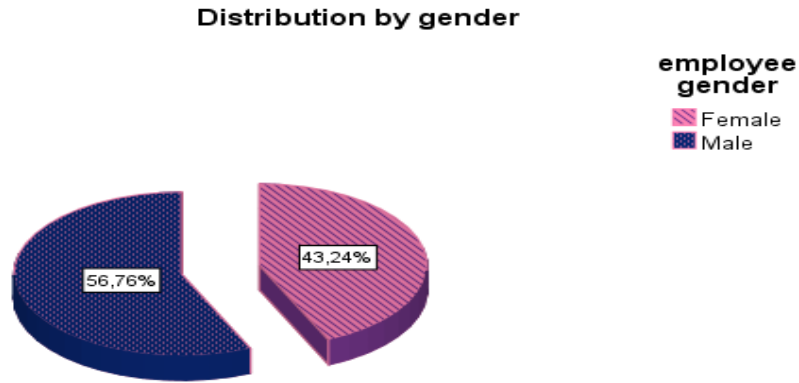


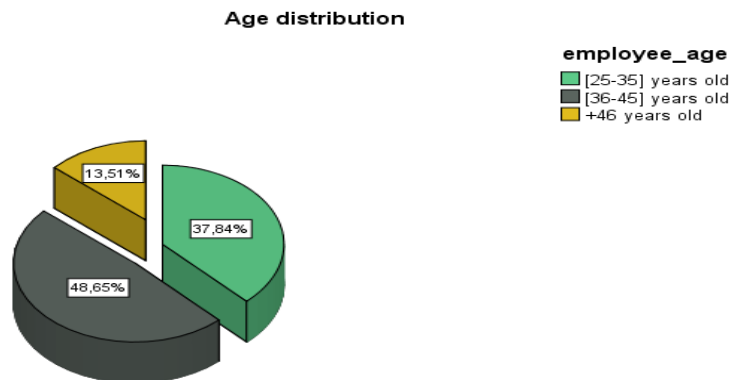
Table: distribution of employees by gender

Gender	Male	Female	Total
Number	16	21	37
Percentage	56,76%	43,24%	100

This statistic illustrates the distribution of Henkel Algeria employees , sorted by gender .43,24 % of the total number of our sample employees were female. The majority of employees were male ; they represent 56,76 % of the total respondents.

Compared to the official ratio in the company given during the interview which is 30% women to 70% men.

Figure 06: distribution by age group



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Table : distribution of age group:

Age group	Under 25 yo	[25-35]	[36-45]	+46	Total
Number	0	14	18	5	37
Percentage	0	37,84%	48,65%	13,51%	100%

Most employees 48,65% are between 36 and 45 years . The employees under 35years old represent only 37,84% of the questioned ones .

however, The results are matching the fact that all of our respondents are over the age of 25 years .

we note that Henkel attracts and employs graduates only ,as part of Henkel’s strategy.Its strategy includes reducing external hires and maintaining its employees .

Figure 07:Length of service

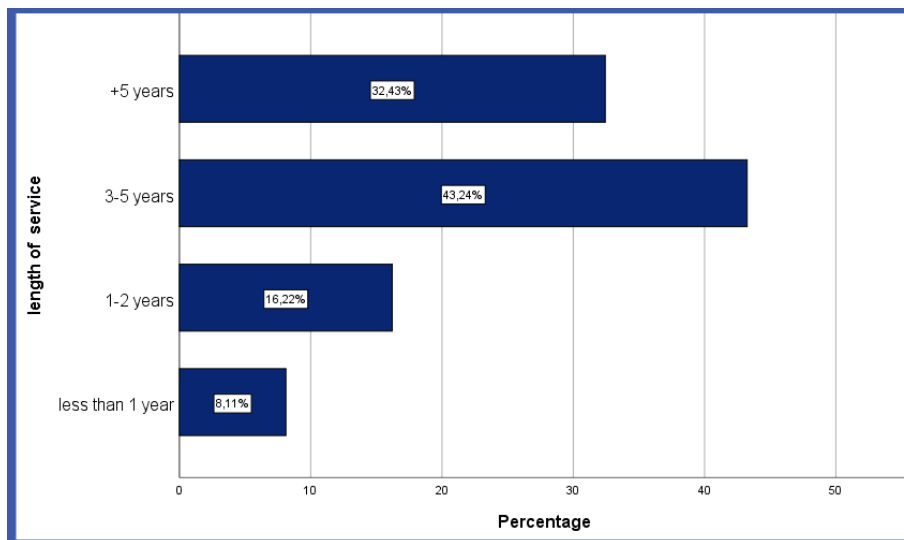


Table : length of service

Length of service	Under 1 year	1-2 years	3-5 years	+5 years	Total
responses	3	4	16	12	37
percentage	8,11%	16,22%	43,24%	32,43%	100%

We distinguish that most employees have 3-5 years of experience at Henkel with a percentage of 43,24% . and 32,43% of the participants have +5 years of experience ,

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We conclude that approximately 75 % of the population have at least 3 years of experience in this company; while those with experience of two years or less represent about 22% of the population

this represents a Henkel strategy of employment , relying on internal recruitment and reducing external recruitment , with restricting external recruitment to only graduates , qualified and experienced people . while developing the skills and.. of its employees through continuous trainings .

Figure 08: social innovation concept

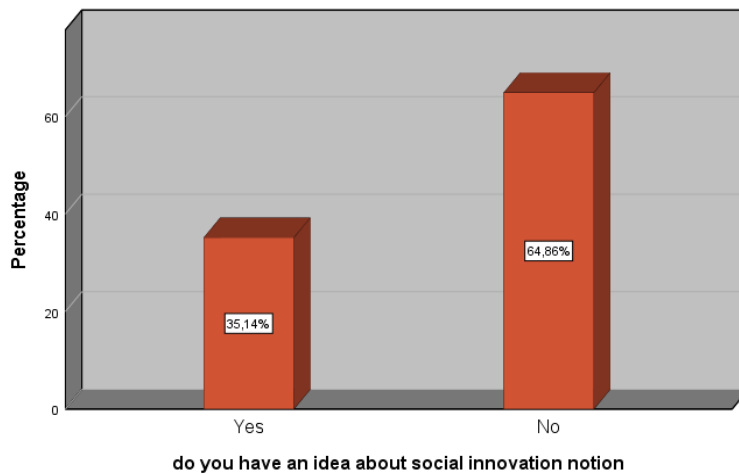


Table :

Responses	Yes	No	Total
Number	13	24	37
Percentage	35,14%	64,86%	100%

In order to find out if employees have heard of social innovation before , we asked them the following question : “do you have an idea about social innovation concept” ,the majority of the respondents said “no” , as we see in the table and the graph only 35,14% of them have some knowledge about the concept of social innovation .

And that because social innovation within companies is a new term , and generally people mean by social innovation , innovations in society only . add to this, some people often confuse this term with the term : organizational innovation

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Figure 09: social innovation meaning

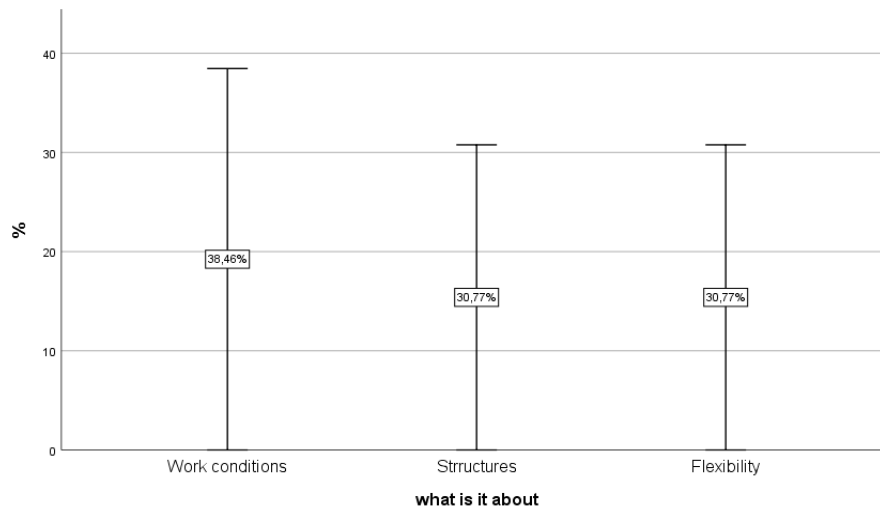
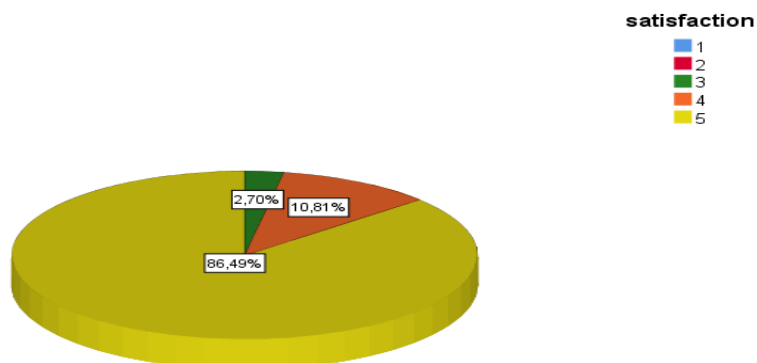


Table :

responses	W.conditions	Structures	Flexibility	Total
number	5	4	4	13
Percentage	38,46%	30,77%	30,77%	100%

After asking the respondents who know what is social innovation in the workplace about (13 employee) , to give us a short definition . we collected the answers, and classified them into three categories : work conditions , structures , flexibility ;

Figure 10: degree of satisfaction



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Table : Degree of satisfaction

Scale	1	2	3	4	5	Total
Number	0	0	1	4	32	37
Percentage	0	0	2,70%	10,81%	86,49%	100%

In order to measure the satisfaction of the population , the options were in the form of degrees ; (likert scale) from 1 to 5 ; 1: not at all satisfied , 5: very satisfied .

All participants estimate their job satisfaction degree from moderate 3 to 5 very high . The majority of them are very satisfied of their job at henkel .

While none of them is unsatisfied , as we see in the table for the degree 1, and 2 the percentage is 0%

Figure11 : degree of motivation

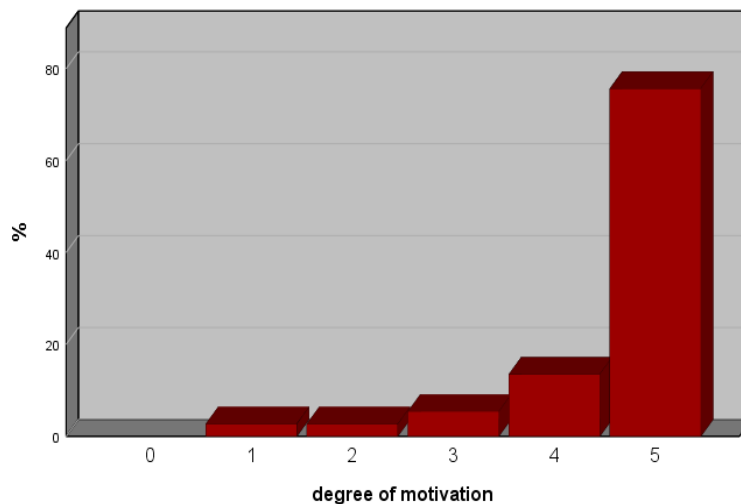


Table: degree of motivation

scale	0	1	2	3	4	5	Total
number	0	1	1	2	5	28	37
Percentage	0	2,70%	2,70%	5,40%	13,51%	75,67%	100%

The question: “are you motivated?”

The table shows that the majority of employees confirmed that they are very motivated , 75,67% very motivated ; 13,51% motivated ; 5,40% somewhat motivated ; 2 persons out of 37 are not motivated . None of them is demotivated .

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We notice that most of the respondents are motivated , and that is due to the strategy and culture of Henkel Algeria that places the human element at the center of its concerns, by providing its employees with all the necessary conditions to remain motivated and ...

Figure 12:Motivators at Henkel workplace :

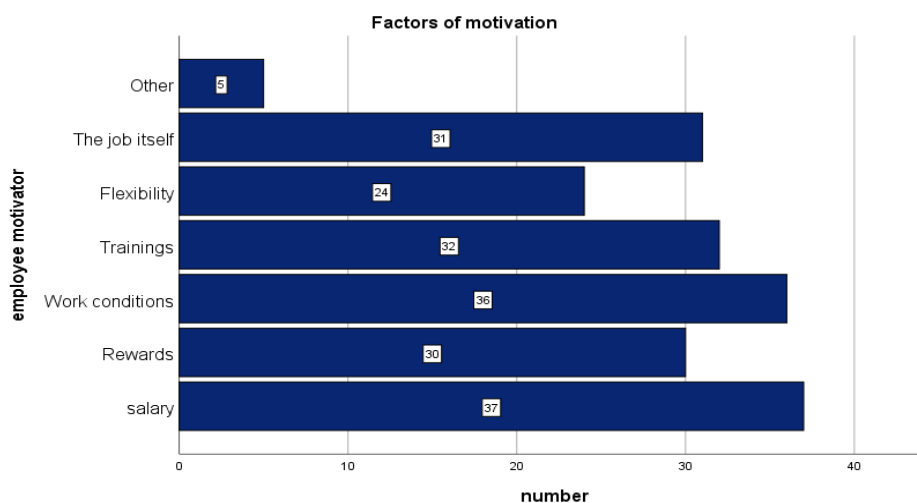


Table :

Motivator	Salary	Rewards	Work.c	Trainings	Flexibility	The job	other	Total
Number	37	30	36	32	24	31	5	195
Percentage	100%	81,08%	97,29%	86,48%	64,86%	83,78%	13,51 %	/

We notice that all the population are motivated by salary , this is a proof that Henkel knows that the first factor in motivating staff is salary , so it pays attention to this , by paying high salaries to employees .

We also notice that more of 80% of participants are motivated by : Rewards , work conditions , trainings

This is due to the fact that the means(tools) used by Henkel to motivate its employees are successful

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Figure13: innovative workplace and motivation



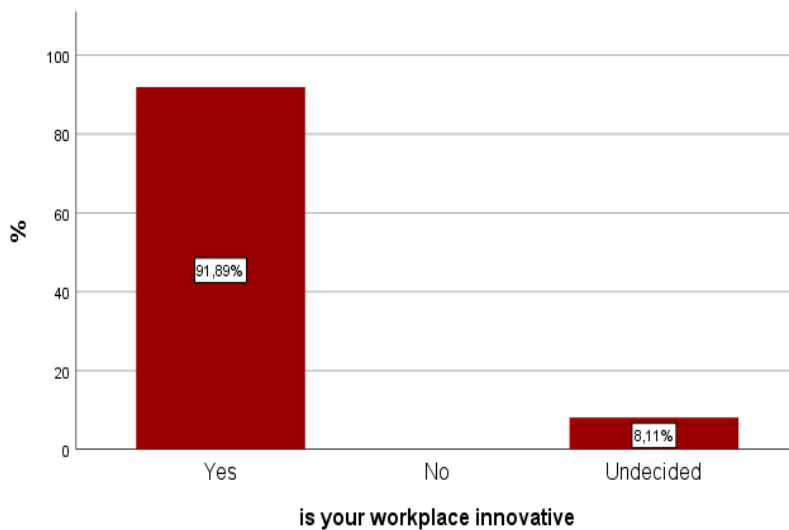
Table :

Responses	s.disagree	Disagree	Uncertain	Agree	s.agree	Total
Number	0	1	2	6	28	37
Percentage	0%	2,70%	5,41%	16,22%	75,68%	100%

About 90% of the population consider that the innovative workplace is an essential factor of motivation.

Question: Is your workplace innovative?

Figure14: innovativeness of the company



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Table :

Responses	Yes	No	Undecided	Total
Number	34	0	3	37
Percentage	91,89%	0%	8,11%	100%

The table shows that the majority of the sampled employees 91,89% consider Henkel’s workplace as innovative ; while 8,11% of them were undecided .

Figure15: Autonomy degree

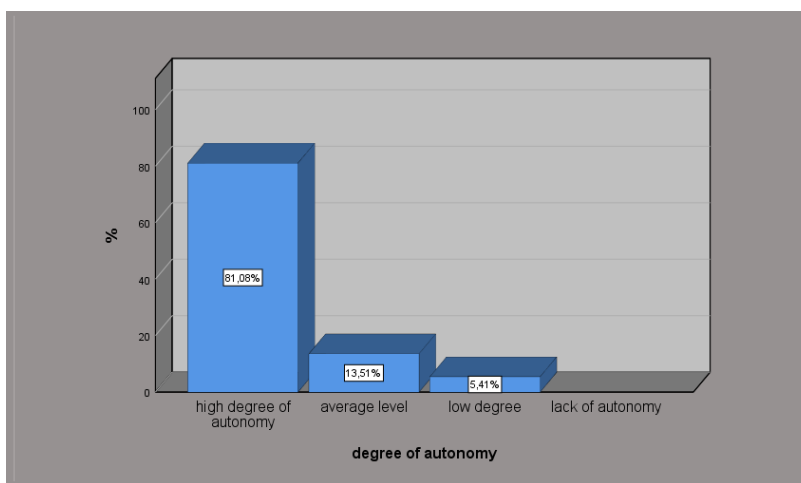


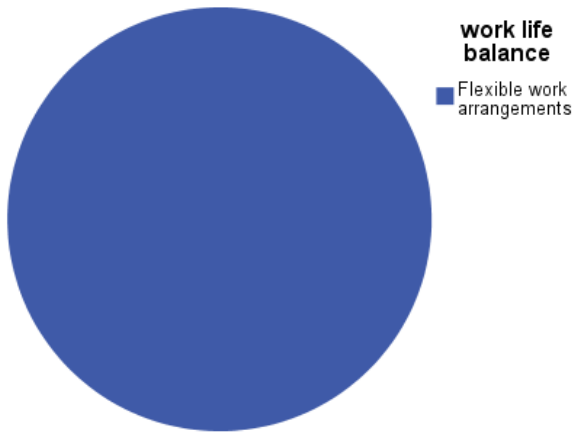
Table : Autonomy degree

Autonomy	High degree	Average level	Low level	Lack of autonomy	Total
Number	30	5	2	0	37
Percentage	81,08%	13,51%	5,41%	0%	100%

In order to find out to which degree they are autonomous in accomplishing their tasks , we asked them the following question: “are you autonomous in the execution of your tasks?” According to the statistic all of the participants have a certain degree of autonomy ;81,08% confirmed that they have a high degree of autonomy , 13,51% of the responses were : average level , the rest consider that they have low degree .

The majority of respondents stated that they are very autonomous , that matches the answer on the interview ; the employees have freedom and independence in performing their jobs , and the ways , the methods they use to perform them , ie the most important thing is simplicity (working smart ; not hard) .

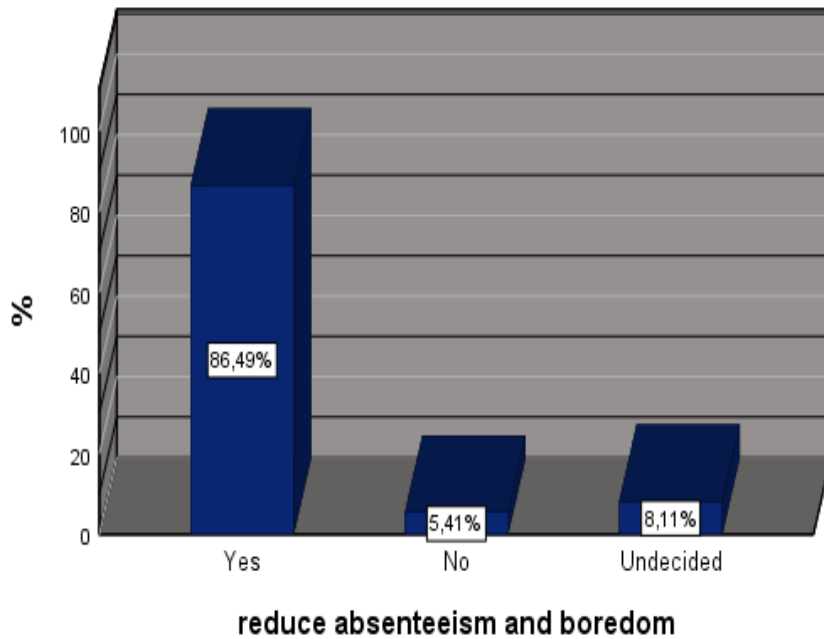
Figure16: work life balance :



This question is to know how the company provides the staff a work-life balance . All the answers were about flexible work arrangements .

Since flexible working arrangements: mobile working , flextime... play a crucial role for virtually all life stage and professions . Henkel is open for individual flexible solutions that serve the proactive design of work-life flexibility for its employees .

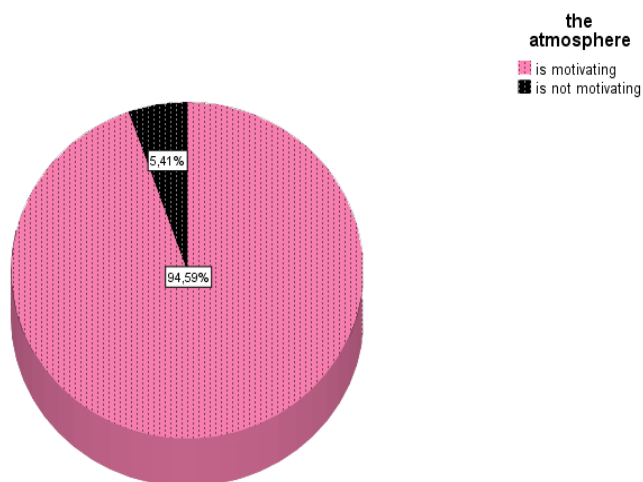
Figure17 : the effect of social innovation practices in reducing absenteeism and boredom



responses	Yes	No	Undecided	Total
number	31	2	4	37
Percentage	86,49%	5 ,41%	8,11%	100%

Most of them 86,49% consider that the social innovation practices like job enrichment and task variety , autonomy .. are factors that reduce absenteeism ; stress and boredom

Figure 18: Is the atmosphere in the company motivating



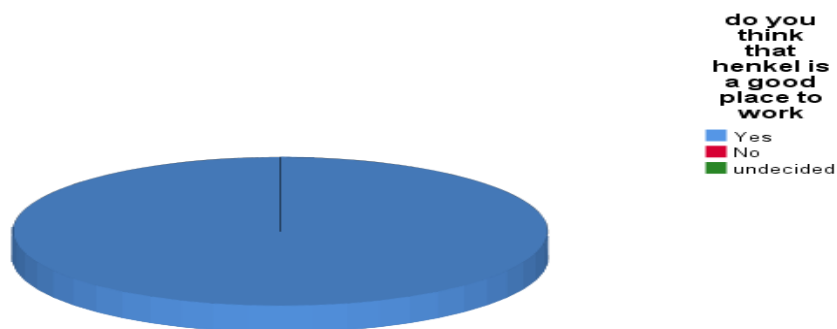
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94,59% of the questioned employees consider the atmosphere of the company motivating.

Table :

Responses	Yes	No	Total
Number	35	2	37
Percentage	94,59%	5,41%	100%

Figure19: good place to work



Another question that aims at understanding and knowing at what extent Henkel practices have a positive effect on employees well-being : “do you think that Henkel is a good place to work ?”

The 37 employees answered by “yes”

The data confirm the previous informations given , that Henkel is among the best employers in the world

Figure20 : degree of cohesion

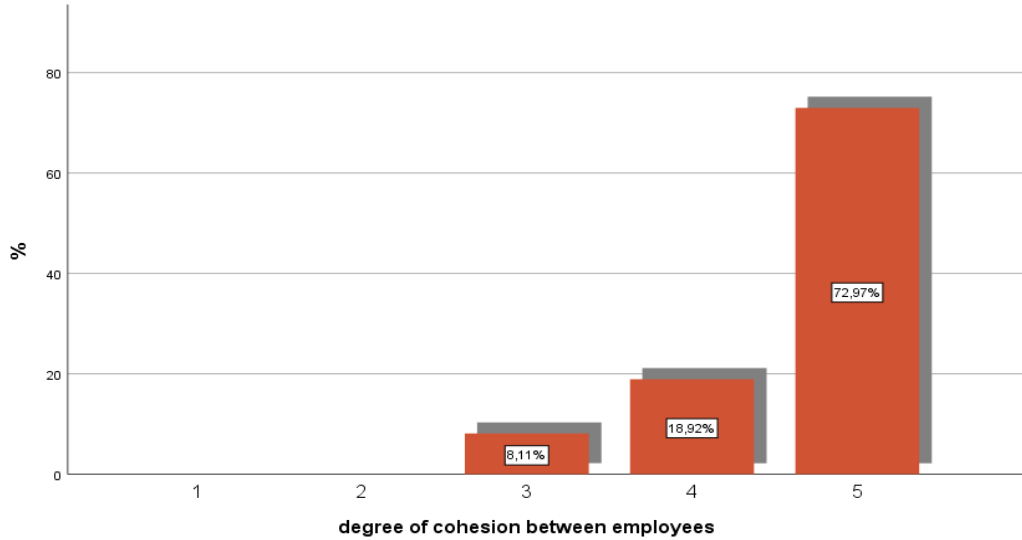


Table :

degree	1	2	3	4	5	Total
Number	0	0	3	7	27	37
Percentage	0%	0%	8,11%	18,92%	72,97%	100%

It seems that there is a strong cohesion and a good relationship between staff this underscores Henkel’s efforts to consolidate and strengthen the relationship between its employees .

Figure21: Factors of cohesion

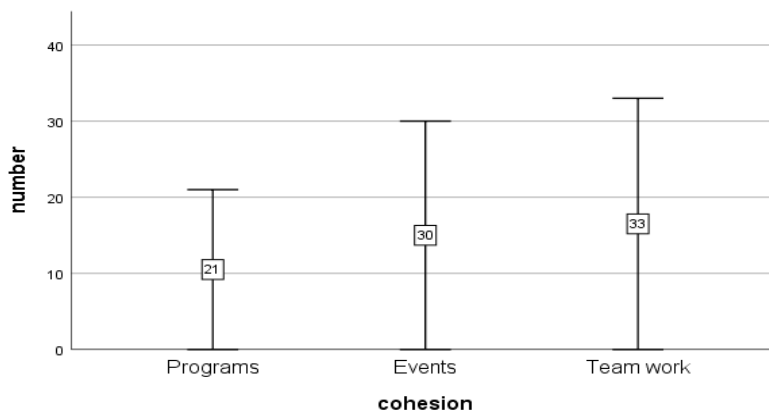


Table:

Responses	Programs	Events	Team work
Number	21	30	33
Percentage	56,75%	81,08%	89,18

The answers confirm what was said during the interview .all the answers were focused on : teamwork , events and programs . here we conclude that those tools have a positive effect on strengthing cohesion between employees .

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Figure22: relationship between colleagues

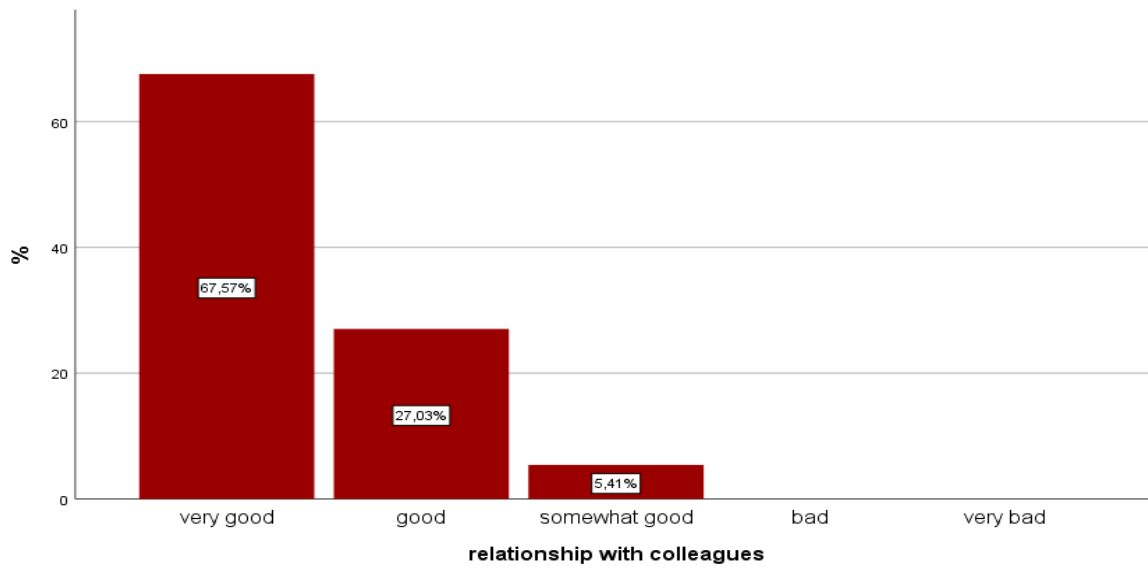


Table :

responses	Very bad	bad	Somewhat good	good	Very good	Total
number	0	0	2	10	25	37
percentage	0%	0%	5,41%	27,03%	67,57%	100%

Figure23:conflicts within the company

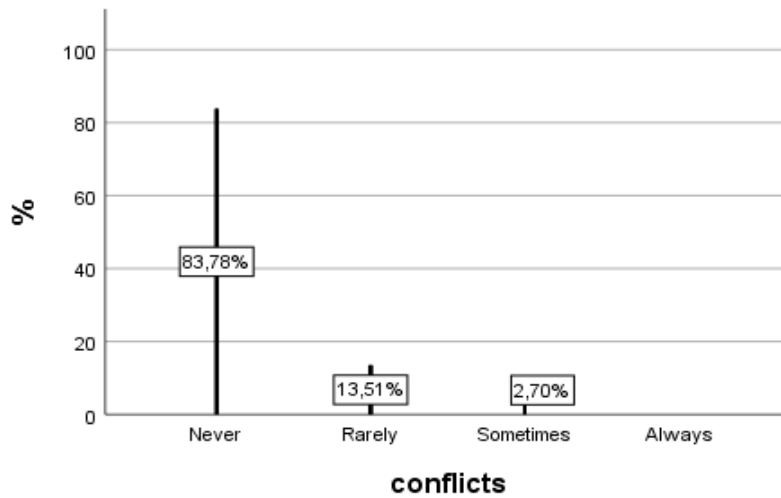


Table:

	Never	Rarely	Sometimes	Always	Total
Number	31	5	1	0	<u>37</u>
Percentage	83,78%	<u>13,51%</u>	<u>2,70%</u>	<u>0%</u>	<u>100%</u>

Looking at the answers , we notice an almost total absence of conflicts . only 6 out of 37 confirmed that there were conflicts with their colleagues but sometimes or rarely.

Figure24 : nature of conflicts



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Table :

<u>conflicts</u>	<u>professional</u>	<u>Hierarchical</u>	<u>Personal</u>	<u>Total</u>
<u>number</u>	<u>5</u>	<u>0</u>	<u>0</u>	<u>5</u>
<u>Percentage</u>	<u>100%</u>	<u>0%</u>	<u>0%</u>	<u>100%</u>

Although there are some conflicts between some members of staff ,The responses show that all the conflicts are professional .

This data leads us to realize that all the participants who have conflicts with their colleagues in the workplace , those conflicts don't exceed the scope of work , just differences in views , suggestions or methods of work . and this is normal and logical .

Figure 25:

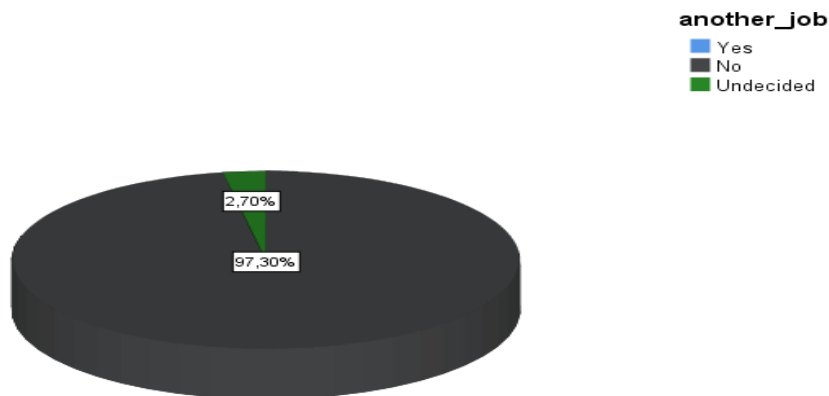


Table :

	Yes	No	Undecided	Total
Number	0	36	1	37
Percentage	0	97,30%	2,70%	100%

In fact, the objective of this question is to know at which extent the employees are satisfied and engaged

This question is aimed at knowing how satisfied employees are with their situation and their work in Henkel? And their degree of association with the company . This question is essential

,especially if the responses are transparent and honest . they reflect the extent to which employees are motivated and willing to stay . This is a testament to whether their policies are successful in providing the good conditions for work and increasing the level of employee satisfaction and motivation

3.2. Synthesis and recommendations:

3.2.1. Survey results synthesis:

a) Survey participants: The participants in the interview guide and questionnaire gave a considerable amount of valuable information. A certain number of communication gaps were detected when conducting the interviews because of the novelty of the subject in the Algerian context. This led to driving attention to certain areas which the interviewees saw more fit rather than seeing all aspects of the discussed problematic. This reflects lack of knowledge in some areas despite the general understanding of the theme as a whole.

The respondents also shown great restraint and reticence when answering the questions, and this alone mirrors the discomfort that results from bringing up such subjects which wouldn't be the case if a more open and effective asymmetry was in place to eliminate negative aspects of the ruling Algerian mind-set regarding this matter.

Although we can not say that thee result reflect enough the real situation .but they somewhat answer our questions . they helped us take a look at the impact of social innovation on employees .

Work organization and structures :

Good working environment ,Possibilities of flexible and agile time arrangements ,

The culture of the enterprise :

Clear values are shared , understood and lived by everyone at Henkel . the company gives great importance to its employees and appreciates respect and good atmosphere between colleagues .

Henkel's corporate culture is value , challenge and reward its employees , treats each employee with respect ,

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After that research we found that social innovation like flexibility , simplicity , lifelong learning. also all the practices that aim at the well-being , welfare of employees are also an integral part of the corporate culture

Cohesion:

the responses affirmed that there is a friendly environment within the company , with strong cohesion most of employees stated that they don't have any conflicts with their colleagues , also the majority of them prefer working on groups than individually .

this corresponds to the answers in the interview , and demonstrates the effectiveness of the means used by the company to strengthen relations between employees

Social innovation and motivation :

Henkel actively creates opportunities for career growth and continuous learning encourages simplicity; working smarter not harder .

After asking several questions ,we can conclude that the applications mentioned had a positive and noticeable effect on employee motivation .

Recommendations :

As for “what are the best social innovation practices that enhance staff motivation” and to fill the shortage in answering the question from the policy followed by the studied company, possible solutions were given in the recommendations and will here be summarized:

Work and time : our first recommendation is about work arrangements ; instead of giving the employee some flexibility in working hours like flex-time ... , we suggest giving him almost total freedom in choosing the timing and number of hours of daily work , depending on his personality and private life . the only condition is that he finishes his work and performs it perfectly .

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Innovative work space: the design of the workspace strengthen the relationship between colleagues and encourage team work and help creating friendly environment , especially in the case of flat workspaces

Making the workplace more fun:

there are a lot of ways to make work fun so the employees stay happy and motivated for example : celebrating small wins , having games area , taking regular breaks to stay refreshed and motivated,sports tournaments , celebrate employees birthday ...etc

it would be better if the company implement practices like those mentioned to make the work more fun in order to Enhance the well-being and the welfare of staff , in the other hand making them work smarter harder and faster .

Conclusion:

The theoretical framework covered in this research enables us to have a clearer vision over some modern practices of social innovation in the workplace .

The first chapter was about social innovation and its process, and cleared the fact that it can very well be considered as an asset within modern companies.

The second chapter then brought us closer to the concept of motivation. A direct link was then identified between social innovation and enhancing staff motivation.

At last, a third chapter harbored the projection of these theoretical earnings on our host company Henkel, in which we were able to conduct our practical study, and verify if they are applicable in a pure Algerian context.

Since the results of our study were previously presented and synthesized at the end of the third chapter, and since recommendations for possible reforms were then given, we are here to reformulate those results in a trial to answer the sub questions from our general introduction and also verify the veracity of the made hypothesis.

So the first hypothesis stipulating that “social innovation as a provider of staff cohesion” According to the current study(questions and interview) , this hypothesis is confirmed .

The second hypothesis “Social innovation is considered as a recent technique of staff motivation” it is true according to the theories , social innovation practices are modern tools to motivate staff ;

The third hypothesis “The social innovation is seen as a factor of building up the firm organizational culture” is confirmed , according to the interview and the responses of employees , we found that social innovation practices strongly in building up the corporate culture of an enterprise.

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Summary :

Acknowledgments

Abstract

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Madame , Monsieur

Je suis Etudiante à l'Ecole des Hautes Etudes commerciales EHEC (ex-INC) , option : Management et Entreprenariat . dans le cadre de réalisation de mémoire de fin de cycle master , ayant pour thème « the impact of social innovation on Enhancing staff motivation » et cas d'étude : HENKEL Algeria , on a élaboré ce questionnaire qui a pour fin de nous aider a effectuer ce travail .

On vous remercie de bien vouloir consacrer quelques minutes de votre temps pour répondre à ce questionnaire! C'est au moyen de votre contribution personnelle que nos objectifs de recherche peuvent être atteints avec succès.

L'usage des réponses collectés est d'ordre strictement pédagogique et scientifique. On vous garantie l'anonymat ds ce questionnaire

1) Sexe :

- Homme
- Femme

2) Age :

- Moins de 25 ans
- 25-35 ans 14
- 36-45 ans 18
- +46 5

3) Poste occupé :

- Cadre
- Cadre supérieure
- Maitrise
- Exécution

4) Ancienneté dans le poste :

- Moins d'un an
- De 1 –5 ans
- De 5-10 ans
- +10 ans

5) Ancienneté dans l'entreprise

- Moins d'un an
- De 1 –5ans
- De 5-10 ans
- +10 ans

6) Avez-vous une idée sur le concept de « l'innovation sociale au sein de l'entreprise » ?

- Oui
- Non

➤ Si oui il s'agit de quoi exactement :
.....

7) Etes-vous satisfait de votre travail au sein de Henkel ?

- Oui
- Non

8) Quel est le degré de votre satisfaction ?

- Pas du tout satisfait
- Peu satisfait
- Moyennement satisfait
- Satisfait
- Très satisfait

9) En une phrase, comment définiriez-vous la motivation au travail?

.....

10) Quels sont les moyens utilisés par votre Entreprise qui vous motive le plus ?

- Le salaire
- Les récompenses
- Les conditions de travail
- Formations
- La culture de l'entreprise
- Flexibilité (horaires de travail , une structure flexible)
- Autonomie et responsabilisation
- Autres , précisez :

.....

11) Quel est le degré de votre motivation ?

- Démotivé (e)
- Non motivé
- Peu motivé
- Moyennement motivé
- Motivé
- Très motivé

12) votre relation avec vos collègues :

- Mauvaise
- Ni bonne ni mauvaise
- Moyennement bonne
- Bonne
- Très bonne

13) Avez vous des conflits avec vos collègues ?

- Jamais
- Rarement
- Souvent
- Toujours

14) Si oui Quel est la nature de conflits ?

- Professionnels
- Hiérarchiques
- Personnels
- Autres

15) Quels sont les moyens utilisés par votre entreprise pour réduire les conflits (gestion des conflits)

.....

Sont ils efficaces :

- Oui
- Non

16) Etes-vous pour Le travail en équipe ?

- Oui
- Non

17) Selon vous quel est le degré de cohésion au sein de cette entreprise ?

- Très faible
- Faible
- bon
- Fort
- Très fort

18) Quelles sont les pratiques adoptés par vos supérieurs pour favoriser une bonne cohésion au travail ?

19) Les inconvénient de votre travail ? (le choix de plusieurs réponses est possible)

- Rien
- Difficile
- Taches répétitives et ennuyeuses
- La pression
- Autres

20) Comment Henkel vous garantit un Equilibre vie personnelle- vie professionnelle ?

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21) Le flex time, home office ... sont -ils des moyens qui réduit l'ennui et l'absentéisme selon vous ?

- Oui
- Non

22) Pensez -vous que Henkel " is a good place to work" :

- Oui
- Non

Pourquoi :
.....
.....

23) Etes-vous autonomes dans la réalisation de vos tâches (façons de faire, prise de décision) ?

- Pas du tout autonome
- Peu autonome
- Autonome
- Très autonome

24) Jouir d'une certaine autonomie dans l'accomplissement des tâches est-il source de motivation pour l'employé ?

- Pas du tout D'accord
- En désaccord
- Ni d'accord ni en désaccord
- D'accord
- Tout à fait D'accord

25) Etes vous responsabilisé dans votre travail (dans la réalisation des tâches) ?
échelle de 1 à 5

26) notez votre agilité et ouverture au changement (nouvelles technologies , nouvelles méthodes de travail) ? de 1 à 5

27) Est-ce que vous croyez que votre milieu de travail est innovateur?

- Oui

○ Non

✓ Si oui en quoi votre lieu de travail est innovateur ? (vous pouvez choisir plusieurs réponses)

- Organisation du travail :job enrichment ,Job enlargement ,Job rotation
Challenging tasksetc
- Structures
- Les technologies TIC
- Autres ? précisez

.....
.....

28) Le lieu de travail innovateur est un facteur essentiel de motivation ?

- Pas du tout D'accord
- En désaccord
- Ni d'accord ni en désaccord
- D'accord
- Tout à fait D'accord

29) Citez quelques évènements et programmes qu'organise HENKEL pour ses employés (par exemple : excursions , événement annuels...) :

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30) Quel est l'impact de ces évènements et programmes sur la création d'une atmosphère conviviale entre les employés et le renforcement des relations?

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31) Quel est leur impact sur vous-même ?

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.....

32) Si on vous offre le même poste dans une autre entreprise avec un salaire plus élevé, accepterez-vous?

- Oui
- Non
- Indécis

33) l'atmosphère qui règne dans votre entreprise est-elle motivante ?

- oui
- non
 - si oui quelles sont ses caractéristiques ? : (vous pouvez choisir plusieurs réponses)

- une bonne ambiance de travail (convivialité , communication, respect ...)
- esprit d'équipe (travailler et résoudre les problèmes ensemble)
- des bons conditions de travail
- rituels de l'entreprise
- reconnaissance
- autres :.....
.....

34) Pensez-vous que les moyens de motivation utilisés par Henkel sont utiles / efficaces ?

- Oui
- Non

35) Sont-ils suffisants :

- Oui
- Non

36) Quels sont vos propositions en matière de : qualité de travail , conditions ...etc ; pour améliorer votre motivation

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