

# ORGANISATIONAL INNOVATIONS WORK INTENSITY & EMPLOYEE WELL-BEING

Management literature tends to look at dependent variables that are indicators of firm performance, in detriment of other variables such as employee health and well-being, that are, nevertheless, crucial to social sustainability

J. Pfeffer (2010)

Organizational innovations

Question

Can organizational innovations (flexitime and telework) have **negative or undesirable consequences** for employees?

### Case Study

#### Where?

Spanish division of a large consultancy firm.  
11.000 highly skilled employees

#### How?

Qualitative. Document analysis and 45 interviews

Interviewees	Number
Human resource department (director + staff)	4
Senior managers and executives	5
Employees (all levels)	36

Methodology

Results

Organizational innovations (OI) (flexitime and telework)

Employees affected by OI report working longer hours, with less pauses and devoting more effort



"Flexibility makes us work longer hours because we don't count how many hours we spend at work. People who have a fixed schedule do know how long they stay in the office" (Interviewee 15)

Work intensity

Employees working more intensely report higher levels of anxiety and depression and more health problems

**Work Intensity**  
"the pace of work and proportion of working hours spent in work activity" (White et al., 2003)

Employee Well-being

**Employee Wellbeing**  
"a dynamic state characterized by a physical, social and mental potential, which satisfies the demands of life" (Bircher, 2005)

Employees affected by OI report higher levels of work pressure and stress

"Not having a real working schedule can become very stressful. At work I have to be 100% alert, but when I leave the office I still have to be at least at 50% in case something comes up"

(Interviewee 26)

