**README file**

**Improving management practices, work engagement and workplace innovation for productivity and wellbeing (****IMP-EIPW)**

**Findlay, Patricia** (2023). Survey of management practice, work engagement and workplace innovation and wellbeing *2020-2022.* [Data Collection].

**Research description:**

Transforming productivity and growth are central concerns of governments and other stakeholders in the advanced nations. Supporting employees to innovate is a key theme in discussions of the role of the workplace in improving productivity, articulated in the UK Government Industrial Strategy (HM Government 2017) and as a theme for researchers exploring performance-enhancing HR strategies (Shipton 2017) and workplace innovation practices (Findlay et al. 2016a). Choices around management practices are central to how employees’ experience work; and this research proposes that the interaction of workplace and job design practices create or limit innovative work climates that in turn impact on employees’ engagement and capacity to innovate, a core driver of productivity improvement.

This research centres on the need to better theorise, understand and measure how workplace practices are selected and shape employee responses (behaviours and attitudes), and how these deliver outcomes of value to businesses, employees and society. Better conceptual framing, analysis and evidence are crucial to influencing business and to designing interventions that support the adoption of better business practices and improved innovation outcomes.

The core research thesis is that business characteristics and management practices associated with workplace innovation – such as decentralised organisational structures, wider information sharing, supporting enterprising behaviours, and HR practices that reward creativity and bounded risk-taking – can help develop resource-rich jobs and innovative work climates associated with higher work engagement and innovative work behaviours.

The research adopts an innovative, multi-disciplinary approach to exploring the relationships between (a) factors shaping management support for workplace practices that contribute to an innovative work climate, (b) workplace practices and job design features (job demands and resources) that enable or constrain employee innovation, (c) employees’ work engagement, and (d) employee wellbeing, innovative work behaviours and employee-driven innovation outcomes that enhance productivity.

**Data description:** The dataset contains survey data collected from 3665 employees and managers in 30 medium or large-sized businesses in the UK, 126 transcripts from interviews with members of senior management (CEO, HR Director, Operations Director) and productivity data from each business covering the period 2016-2021. Data was collected between 2020 and 2022 although case studies were generally completed within a few months.

Case studies were selected through purposive sampling influenced by firm size and sectoral levels of productivity performance.

The content of the *interview data* *and productivity data* contains commercially sensitive information throughout and cannot be shared publicly in accordance with the ESRC’s ethical approval. Redacted transcripts and productivity forms are considered unusable.

**Sponsor:** ESRC

**Grant reference:** ES/S012737/1

**Topic classification:**  Management & Business Studies/ Human Resource Management/ Innovation/ Macroeconomics/ Industrial-Organisational and Occupational Psychology.

**Keywords:** Productivity/ Workplace Wellbeing.

**Project title:** Improving management practices: work engagement and workplace innovation for productivity and wellbeing.

**Grant holders:** Professor Patricia Findlay, Professor Colin Lindsay, Professor Eva Demerouti, Professor Arnold Bakker, Professor Harry Burns, and Professor Graeme Roy.

**Project dates:** May 2019 – September 2022.

**Available files (following embargo period)**

IMP-EIPW \_Interview\_schedules.zip

IMP-EIPW\_Interview\_schedule\_Executive\_level

(Word2016) Interview questions around how strategic choices are made and implemented at Executive level in the context of work and employment decisions that influence performance, innovation and productivity. Topics include Business model, Business strategy, Resources, challenges and opportunities, Decision-making, People management/engagement, Management values/approach/style and Performance and Innovation.

IMP-EIPW\_Interview\_schedule\_Snr\_HR\_level

(Word2016) Interview questions around how strategic choices are made and implemented at Senior HR level in the context of work and employment decisions that influence performance, innovation and productivity. Topics include HR strategy and status, Shaping management practice, Managing performance, HR delivery by managers, Employee engagement, Employee wellbeing and Innovation and creativity in HR.

IMP-EIPW\_Interview\_schedule\_Snr\_Operational\_level

(Word2016) Interview questions around how strategic choices are made and implemented at Senior Operations level in the context of work and employment decisions that influence performance, innovation and productivity. Topics include Job design and work organisation, Job demands, performance management and feedback, Voice, involvement and managerial/supervisory approach, Learning and skills, Operational efficiency/excellence and Innovation.

The content of the interview data and productivity data contains commercially sensitive information throughout and cannot be shared publically in accordance with the ESRC’s ethical approval. Redacted transcripts are considered unusable.

IMP-EIPW Survey\_Names, Labels and Values.xlsx

(Excel2016) Contains the full list of questions and scales used in the survey tool.

IMP-EIPW Productivity\_form.docx

(Word2016) Productivity data form completed by all case study businesses capturing Turnover, Intermediate consumption, and Number of workers.

IMP-EIPW Participant\_information\_and\_consent.zip

IMP-EIPW\_Survey\_participant\_information

(Word2016) Contains information about the research and participation circulated by the participating companies to their employees.

IMP-EIPW\_Survey\_participant\_consent

(Word2016) Contains information stated at the start of the survey about participation and consent.

IMP-EIPW\_Interview\_participant\_information\_sheet

(Word2016) Information about the research sent directly by the research team to interview participants.

IMP-EIPW\_Interview\_participant\_consent\_form

(Word2016) Consent form sent directly by the research team to interview participants.

Privacy\_Notice\_Research\_ Participants

(Word2016) Privacy Notice issued by the University of Strathclyde for participants in research conducted by researchers at the University and sent directly by the research team to all interviewees.

IMP-EIPW survey data ReShare

(SPSS\_27) The survey data captures experiences of job resources, job demands, job crafting, team climate, management practices and Covid-related working arrangements (the inputs) in addition to work engagement, wellbeing/ exhaustion, individual performance, extra-role behaviour, and innovative work behaviour (the outputs). In total the survey contains 98 data points.

Period: 2016-2022 (productivity data predates survey and interview fieldwork).

Language: English.