

## **MAKING WORK SUSTAINABLE IN BUSINESS AND SOCIAL ENTERPRISES**

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### **A b s t r a c t**

The aim of this paper is identification of the activities supporting the implementation of a sustainable work concept both in firms and social enterprises operating in Poland. The paper focuses on activities with regards to the quality of the job and work environment, improving employee health, safety and well-being, introducing flexible hours, developing employee skills and reconciling working and non-working life. Moreover, the paper is an attempt to identify the components of an organization's philosophy favorable to innovations that mostly support the implementation of the sustainable work concept. The research findings presented in the paper prove that firms are focused mainly on introducing new solutions related to employee health and safety as well as social and living condition improvement. On the other hand, social enterprises are more active in implementing the solutions enabling employee reconciliation between work and personal life. The paper also presents the correlation coefficients between chosen components of an organization's philosophy favorable to innovations and the need for introducing solutions oriented toward a sustainable work concept. The research findings point out the importance of making innovation management the central element of organizational strategy. The second important component of an organization's philosophy relates to focusing on positive relations between employees, both at the organizational level and in teams. Additionally, in the case of social enterprises, the paper highlights the importance of involving people undergoing the reintegration process in creating innovations.

### **DZIAŁANIA WSPIERAJĄCE PRACĘ ZRÓWNOWAŻONĄ W PRZEDSIĘBIORSTWACH I PRZEDSIĘBIORSTWACH EKONOMII SPOŁECZNEJ**

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**Słowa kluczowe:** praca zrównoważona, filozofia innowacji w organizacji, przedsiębiorstwa ekonomii społecznej.

### Abstrakt

Celem artykułu jest identyfikacja działań wspierających pracę zrównoważoną w firmach oraz przedsiębiorstwach społecznych w Polsce. W artykule skoncentrowano się na identyfikacji określonych działań z zakresu kształtowania warunków pracy, w tym bezpieczeństwa i higieny pracy, stosowania elastycznych form zatrudnienia i organizacji pracy, rozwoju kompetencji pracowników, a także wprowadzania udogodnień dotyczących godzenia pracy zawodowej z obowiązkami domowymi w firmach oraz podmiotach ekonomii społecznej. Ponadto artykuł stanowi próbę identyfikacji stymulatorów wdrażania koncepcji pracy zrównoważonej wynikających z występującej w badanych organizacjach filozofii innowacji. Zaprezentowane wyniki badań wskazują, że firmy są zorientowane przede wszystkim na wprowadzanie rozwiązań związanych z bezpieczeństwem i higieną pracy oraz poprawą warunków socjalno-bytowych swoich pracowników, natomiast przedsiębiorstwa społeczne są bardziej aktywne we wdrażaniu działań związanych ze wspieraniem równowagi między pracą a życiem osobistym. W artykule przedstawiono także zależności między wybranymi elementami filozofii innowacji a wdrażanymi przez badane podmioty działaniami związanymi z koncepcją pracy zrównoważonej. Przedstawione wyniki badań wskazują na szczególne znaczenie eksponowania innowacji w strategii przedsiębiorstwa oraz pozytywnych relacji, zarówno na poziomie całej organizacji, jak i zespołów pracowniczych, jako stymulatorów działań związanych z wdrażaniem koncepcji pracy zrównoważonej. W przypadku podmiotów ekonomii społecznej na podkreślenie zasługuje także stymulujące oddziaływanie czynnika, jakim jest włączanie osób reintegrowanych w proces tworzenia innowacji.

## Introduction

Sustainable work means that “working and living conditions are such that they support people in engaging and remaining in work throughout an extended working life” (Eurofound 2015a, p. 2). This approach requires that the needs of individuals as well as the demands of work that change over the life cycle are met. Taking into account individuals who change throughout their life course one should take into account their abilities, health, skills, their experience and motivation as well as their personal obligations and needs including care responsibilities. Work requirements are related to the characteristics of the job and the work environment. They are first and foremost associated with job quality that is expressed in the following aspects (Eurofound 2015a, p. 4, 5): earnings, prospects (job security, career, contract quality); intrinsic job quality (physical and social environment, work intensity, skills and discretion) and working time (duration, flexibility, scheduling).

Both job quality and the characteristics of the individual are determined by various policies, regulations and practices set at the institutional, company and individual level (Eurofound 2016, p. 5). In particular, the concept of Corporate Social Responsibility, which is becoming more and more popular among Polish organizations, points out the issues concerning job quality and the work environment (VAN MARREWILJK, WERE 2003, p. 107–119, MCWILLIAMS et al. 2006, p. 10–18). In this paper, we focus on company policies including workplace practices both in business and social enterprises that make people

eager to remain engaged in their work. These practices lead to a better quality of life for employees as well as the improved functioning of an organization and are often related to the concept of workplace innovation (WPI). It refers to practices that enable workers to participate in organizational change that leads to improvement of the quality of their working life as well as company performance (Eurofound 2015b, p. 5).

Introducing such practices requires from an organization the openness to change. For several businesses and social entities implementing new solutions, real innovations are related to work organization or to a reconciliation between work and personal life. Innovation is understood to be an intentional introduction and application within an organization of ideas, processes, products or procedures, new to the relevant unit of adoption, and is designed to significantly benefit the individual, the group, the organization or society (OSBORNE, FLYNN 1997, WEST, FARR 1990, DE DREU 2006). This article treats new solutions concerning sustainable work as innovations. Therefore, it is assumed that both business and social enterprises focusing on developing or implementing the concept of sustainable work need a specific philosophy favorable to any kind of innovation.

The aim of our paper is to contribute to the knowledge and research on the implementation of sustainable work concept both in firms and social enterprises. Firstly, we attempt to identify if the dimensions of the sustainable work concept are present in the analyzed enterprises. These include: reconciliation between work and life, developing employee skills, and improving employee health and well-being. Secondly, we attempt to identify those components of the organizational philosophy favorable to innovations that mostly support the aforementioned dimensions of the sustainable work concept.

### **Dimensions of sustainable work in business and social enterprises**

Sustainable work is beneficial for individuals (helping them to make easier transitions between their life stages), society (a better situation in the labour market, and lower pressure on public spending) as well as the company (helping employers to make better use of their workers' potential and increase work efficiency) (Eurofound 2016, p. 6). These strategies may be beneficial for both for-profit companies as well as social enterprises willing to gain a competitive advantage along with meeting their social goals (often related to social and vocational reintegration of their workers). Due to this fact, social enterprises make a tremendous effort to compete with for-profit companies by better flexibility and openness to new solutions as well as empowerment and coproduction orientation (RYMSZA, RYMSZA 2015, p. 330).

There are four dimensions of quality of work and employment that might be easily combined with sustainable work (Eurofound 2016, p. 9): career and employment security, health and well-being of workers, skills development and reconciling working and non-working life (WLB). In our study we take into account a company level where a better fit between the needs and abilities of workers and the requirements of the job can be achieved (Eurofound 2015a, p. 10). Due to data availability, we take into consideration three dimensions of sustainable work:

- health and well-being of workers (implementation of solutions aimed at improving employee working conditions as well as the implementation of solutions aimed at improving the social and living conditions of employees);
- skills development (implementation of activities aimed at the personal and professional development of employees);
- reconciling working and non-working life (implementation of individual solutions concerning work organization and time schemes as well as the implementation of solutions enabling reconciliation between work and personal life for employees).

### **Improving employee health and well-being**

Considering employee health, we should take into account physical health, psychological health and the perception of health (Eurofound 2012, p. 12). Company-level health management requires a holistic approach (Eurofound 2015a, p. 10). Improving working conditions and work hygiene also requires the improvement of the psychological work environment which is predicted to deteriorate in the years to come (*Pan-European poll on occupational...* 2012). In Poland up to 70% of survey respondents believed that in the next five years the number of people suffering from work-related stress is going to rise (Eurofound 2016, p. 40). Work overload and the fear of being dismissed are among the key stressors in today's working life. Companies engaged in helping their employees to manage stress are less likely to pay the high costs of absenteeism, sick leaves or productivity as well as work quality drops (ROSSI et al. 2014, p. IX).

### **Developing skills of employees**

At the company level it is important to promote participation in learning by workers of all ages who are facing technological, organizational and legislative changes. Older workers in managerial and professional occupations as well as

those employed in large companies are more likely to participate in training. The relationship between skills investments, productivity and competitiveness has been widely presented in the literature. It is referred to as being positive, since employee skills are not only developed but also used (FIELD 2015, p. 316, 317). It is worth remembering that formal education and formal training contribute only a small part of what is learnt at work (BURKE 2015, p. 330). Therefore it is crucial for today's companies to go further – to create and develop a workplace learning culture bearing in mind the potential of their multi-generational workforce.

### **Reconciliation between work and life**

Working time arrangements as well as access to care facilities at a company level can make the reconciliation between work and private life possible. Shorter working hours (including the possibility of working part-time), employee-friendly flexible hours (flexitime or being able to take time off at a short notice) as well as predictable working hours can reduce the work-life conflict (Eurofound 2015a, p. 10). Access to facilities such as a company kindergarten or a room for breastfeeding mothers can make the life of working parents easier. Considering those who look after their aging family member, workplace-based eldercare support might include both policies and programs that are introduced by the HR department and supported by upper-level management, as well as informal practical help and emotional support provided by co-workers and supervisors. Formal eldercare support might be classified in the following categories: counselling and referral services, training for managers, flexible work arrangements and subsidies for services (CALVANO 2015, p. 168).

Managers are interested in supporting eldercare policies and programs as long as they do not cost their institutions money or have a positive return on investment (CALVANO 2015, p. 168). Generally the need for WLB programs might be related to a general approach to innovation creation in a particular company. Social companies are more focused on meeting social needs both internally and externally and may be more open to support their employees in this field.

### **Organizational philosophy supporting innovations**

Bearing in mind the importance and benefits of a sustainable work concept being alive in an organization, we need knowledge concerning the factors that influence its implementation. While considering the factors supporting sus-

tainable work implementation in a particular company, considerable attention should be placed on its philosophy (approach) supporting innovations. Such a philosophy is a multi-dimensional issue involving a wide range of components. The reference literature presents a variety of frameworks examining crucial components of organizational philosophy favorable to innovations. Among the crucial variables of organizational philosophy fostering innovations we can indicate: organizational strategy and mission clarity, leadership and supervisory encouragement, organizational culture and values, supporting employee development, challenging and interesting work, employee feeling of freedom and autonomy, positive interpersonal exchange, positive peer group, employee trust and openness, freedom from workload pressure, debating and tolerance for criticism, rewarding creative performance, approval of flexibility and risk-taking, sufficient resources facilitating the process of creating innovations (AMBILE et al. 1996, LOEWE, DOMINQUINI 2006, HUNTER et al. 2007, ISAKEN, EKVAL 2010).

Organizational philosophy supporting innovations also concerns respect for employee needs. Nowadays, the leaders who want their subordinates to be open to innovation and be engaged in creating new solutions need to focus on meeting the working needs of their employees (BAL-WOŹNIAK 2013, p. 405, 406). Responding to these needs, organizations should aim to be innovative and actively engage in the field of employee satisfaction measurement. It is indisputable that satisfied employees are loyal to their employers and highly engaged in accomplishing organizational goals. Moreover, they are more eager to learn new things and they spread positive word-of-mouth which creates positive interpersonal relationships as well as positive feelings at the workplace (GREGORY 2011). Undertaking activities oriented at satisfying employee needs requires feedback from the workers. Such activities very often focus on providing employees the opportunity for personal and professional development, but they may also concern such areas as their health and well-being or reconciling working and non-working life. Regardless of the particular category of employee needs related to their work, it is crucial to investigate and then try to satisfy those needs as much as possible. This will certainly pay off in terms of employee work commitment. Moreover, assuming that one of the crucial barriers to innovation is people's fear of change, we can say that by introducing "pro-employee" innovative solutions the organization can bring the benefits resulting from the new solutions to the employees attention.

Summing up, enhancing an organization's ability to innovate seems to be a necessity today, the managers of both companies and social enterprises should be conscious about the variables constituting the philosophy supporting innovations. Without this knowledge they are not able to create and implement

any kind of innovation, including new solutions related to sustainable work. This in turn will make them take a step backward instead of taking a step forward and outstrip the competition.

## **Research problems and methodology**

In this paper, we study both firms and non-profit enterprises by addressing two following research problems:

1) Are the three aforementioned dimensions of work sustainability (improving employee health and well-being, developing skills of employees and reconciliation between work and life) present in companies and social enterprises?

2) What components of organizational philosophy supporting innovation stimulate the three aforementioned dimensions of work sustainability the most?

The study is based on the statistical analysis of data obtained in a survey being an element of the comprehensive research project "Innovation among people. The analysis of innovation creation and its implementation in companies and social economy enterprises operating in Poland". The project was funded by the Polish National Science Centre grant on the decision number DEC-2013/11/B/HS4/00691. The research was conducted using the CATI technique (Computer Assisted Telephone Interview) on a sample of 200 firms (randomly selected from among the "Business Gazelles" and the "Deloitte Technology Fast 50 in Central Europe") and 140 social enterprises. The investigated sample of 200 businesses consisted of: enterprises from the commerce sector (98 entities), industry (76 entities), services (57 entities), construction (29), IT (6), transportation (6), agriculture (9), energy (3) and publishing (3). The representatives of firms were mainly human resource managers, marketing managers, specialists and other persons in managerial positions. The analyzed group of social enterprises was composed of 40 centers of social integration and 100 social cooperatives. The respondents from this group were mainly heads of cooperatives and directors of centers of social integration, managers and coordinators of different projects. Most of the investigated non-profit companies operated in the service sector (127) and trade (18). Only 4 of the studied non-profit enterprises represented industry, 7 were in the IT sector and the rest described their field as "other". In the questionnaire survey, research participants were asked to provide their assessments by answering the question "to what extent, in your opinion, each of these statements characterizes your company?". The scale ranged from 0% ("I fully disagree") to 100% ("I fully agree").

## **Employee health and well-being, skills development and work-life balance in business and social enterprises – results**

The first research problem of the paper was to answer the question: Are the three aforementioned dimensions of work sustainability present in companies and social enterprises? The data concerning this issue is given in Table 1.

Table 1

Work sustainability dimensions that have appeared in business and social enterprises over the last 3 years

Work sustainability dimensions	Innovations	Social enterprises [%]	Business enterprises [%]
Improving employee health and well-being	implementation of solutions aimed at improving employee work conditions	74	96
	implementation of solutions aimed at improving employee social and living conditions	54	83
Developing skills of employees	implementation of activities aimed at employee personal and professional development	68	60
Reconciliation between work and life	implementation of individual solutions concerning work organization and time schemes	72	77
	implementation of solutions enabling employee reconciliation between work and personal life	69	46

Source: own calculation.

Firms focus more on health and well-being issues due to the fact that first of all they are aimed at productivity and performance. While considering work-life balance, they mainly chose time and work organization arrangements. On the other hand, non-profit companies are more active in the field of work-life balance facilities including eldercare support. As far as employee health and well-being is concerned, both companies and social enterprises implement the solutions oriented on employee working conditions improvement. However, the activities in the field of improving employee social and living conditions are much more visible in the group of companies.

The second research problem of the paper was to identify which components of the analyzed organizational philosophy support innovation the most. These dimensions of work sustainability included: improving employee health and well-being, developing employee skills and reconciliation between work and life.

The data collected in the course of the survey enabled us to calculate Pearson correlation coefficients between the need for caring out the activities concerning the sustainable work concept and chosen components of an organization's approach towards innovation for the group of business and social enterprises.

### **Improving employee health and well-being in business and social enterprises**

The analysis of correlations presented in Table 2 proves the relationship between the need for implementing solutions oriented toward improving employee working conditions and the positive relationship between employees in the organization. Bearing in mind that positive relationships between co-workers, among others, involve mutual trust between people, we assumed that in such a positive atmosphere employees are open and frank with one another. Thus, they are more eager to propose innovations (changes) related to work sustainability. The idea is that they believe they can count on each other for any kind of support. Based on the literature, we can point out that trust resulting in a positive atmosphere at the workplace highly positively influences optimism for the future as well as people's goodwill (LEWICKI, BUNKER 1996, MCKNIGHT, CHERVANY 2001, PIRSON 2008). And these are obviously necessary while implementing new solutions concerning a work sustainability concept.

In social enterprises the need for improving working conditions is positively correlated with positive relationships in work teams and the fact that the organization cares about the attractiveness of the employee premises. The latter seems to be positively correlated to the need of improving social and living conditions of workers. There is also a positive correlation between the fact that the company involves people being under reintegration in the process of creating innovation and the need for implementing solutions aimed at improving employee social and living conditions (health and well-being of employees).

### **Skills development in business and social enterprises**

The data presented in Table 3 indicates quite a high positive correlation between the need to carry out the activities supporting employee personal and professional development and the fact that in a company there are intentionally created teams dedicated to creating innovations. Taking into account this relationship, we assume that firms are strongly oriented on efficiency

Table 2  
 Pearson Correlation Coefficients between the need for introducing solutions oriented toward employee work as well as social and life conditions improvement and chosen components of an organization's approach towards innovations

The components of an organization's approach towards innovations	Managing innovations is the central element of our strategy	In our organization there are teams dedicated to creating innovations	In our organization the way of proposing innovations is formally described	In our organization people being under a reintegration process participate in creating innovations	In our organization we focus on positive relationships in work teams	In our organization relations between employees are generally positive	While creating working teams, the character of interpersonal relations of team members is considered	In our organization frequent employee satisfaction assessments are conducted	In our organization we care about the attractiveness of employee premises
Solutions oriented to employee working conditions improvement	0.226**	0.193**	0.158*	X	0.343**	<b>0.404**</b>	0.117	0.064	0.249**
	0.270**	0.143	0.198*	0.194*	<b>0.408**</b>	0.239**	0.161	0.172*	<b>0.435**</b>
Solutions oriented to improving employee social and life conditions	0.155*	0.163*	0.139	X	0.287**	0.287**	0.192**	0.179*	0.287**
	0.294**	0.012	0.298**	<b>0.331**</b>	0.247**	0.085	0.108	0.187*	<b>0.344**</b>

\* – correlation is significant at the 0.05 level (two-sided), \*\* – correlation is significant at the 0.01 level (two-sided).  
 Source: own calculation.

Table 3  
 Pearson Correlation Coefficients between the need for introducing solutions aimed at developing employee skills and chosen components of an organization's approach towards innovation

		The components of an organization's approach towards innovation								
		Managing innovations is the central element of our strategy	In our organization there are teams dedicated to creating innovations	In our organization the way of proposing innovations is formally described	In our organization people being under a reintegration process participate in creating innovations	In our organization we focus on positive relationships in work teams	In our organization relations between employees are generally positive	While creating working teams, the character of interpersonal relations of team members is considered	In our organization frequent employee satisfaction assessments are conducted	In our organization we care about the attractiveness of employee premises
Activities supporting employees' personal and professional development		0.340**	<b>0.414**</b>	0.222**	X	0.286**	0.223**	0.296**	0.339**	0.259**
Business companies		0.342**	0.233**	0.266**	<b>0.416**</b>	<b>0.408**</b>	0.311**	0.335**	<b>0.402**</b>	<b>0.484**</b>
Social enterprises										

\* - correlation is significant at the 0.05 level (two-sided), \*\* - correlation is significant at the 0.01 level (two-sided).  
 Source: own calculation.

and performance. Thus they mainly focus on the dimensions of work sustainability (skills development) directly connected to the results delivered by employees.

According to the research findings in social enterprises, the highest positive correlations existed between the need for caring out the activities supporting employee personal and professional development and some components of the organization's approach towards innovation. Namely, we can see that in non-profit enterprises involving people being under reintegration in the process of creating innovations and caring about the attractiveness of the employee premises constitute very important aspects. Due to the aforementioned statement, we assume that the investigated organizations aimed at having a social impact rather than making a profit, and they focused more on the issues related to preventing social exclusion through occupational and economic activation of particular groups of people. Thus, the fact that those who are under reintegration participated in the process of creating innovations leads directly to the need for improvement of their skills. Therefore, the companies were supporting the personal and professional development of employees making them more employable. We also assume that the focus on making the workplace more attractive for employees and people under reintegration shows that the company is really caring about them and supporting their motivation to work and efficiency.

As is evident in Table 3, there is also quite a high correlation between the fact that the company focuses on positive relationships in work teams and the need for caring out the activities supporting employees' personal and professional development which is also quite highly correlated with implementing solutions aimed at employees' working conditions improvement (Table 2 mentioned above). As was mentioned earlier in the paper, positive relationships among people who perform some tasks together are fundamental for their behavior, motivation and performance. While feeling safe in the company, employees and people under reintegration are more open and eager to come up with the ideas concerning their needs related to work. What is interesting, the correlations presented in Table 3 also prove the relationship between the fact that the company frequently conducts the assessment of employee satisfaction and the need for carrying out the activities supporting employees' personal and professional development. It is indisputable that the feedback from employees is the starting point to enhance their potential, skills, motivation but also a sense of security. It is also the source of information which the enterprise should and could do in order to activate its workers.

## **Work-life balance in business and social enterprises**

In the group of investigated firms, the highest positive correlation existed between the need for implementing individual solutions concerning work organization or time schemes and the fact that a company has a strong strategic focus on managing innovation. This is not surprising, as generally an organization's concentration on the issues is related to any kind of innovation that naturally results in the openness to several new solutions, including these that concern work organization. It also confirms the openness of enterprises to new concepts in the field of human resource management which consider, among others, reconciling working and non-working employees' lives. Moreover, as is evident in Table 4, there is a relatively high positive correlation between the need for implementing individual solutions concerning work organization or time schemes and the fact that the organization considers the character of interpersonal relations of team members in the process of creating work teams. The importance of interpersonal relations seem to also be proven by the correlation between the need for implementing individual solutions concerning work organization or time schemes and the fact that the enterprise focuses on positive relationships in work teams as well as by the correlation between the need for implementing individual solutions concerning work organization or time schemes and the fact that in the company the relations between employees are generally positive. The aforementioned data prove the studies highlighted by several researchers. Namely, positive relationships between employees are a kind of base for introducing any changes and progress within the organization. Positive relationships between people in the workplace result in their feeling of psychological safety and mutual trust. This, in turn, makes them more open to any innovations and bring the need for introducing new solutions within a company (CHIABURU, HARRISON 2008, CARMELI, BRUELLER, DUTTON 2009).

In social enterprises there seems to be no link between the positive relations between employees and the need to introduce individual solutions concerning work organization and time schemes. What matters is considering the character of interpersonal relations while creating work teams and frequently conducted employee satisfaction assessments. It might be related to specific relations between reintegrated workers and other employees in social enterprises.

The last relationship worth mentioning concerns the impact of the fact that the company involves people being under reintegration in the process of creating innovation and the need for implementing solutions focused on reconciliation between work and personal life (including care facilities

Table 4  
 Pearson correlation coefficients between the need for introducing solutions concerning work organization or time schemes as well as solutions enabling WLB and chosen components of an organization's approach towards innovation

The components of an organization's approach towards novelty		Managing innovations is the central element of our strategy	In our organization there are teams dedicated to creating innovations	In our organization the way of proposing innovations is formally described	In our organization people being under a reintegration process participate in creating innovations	In our organization we focus on positive relationships in work teams	In our organization relations between employees are generally positive	While creating working teams, the character of interpersonal relations of team members is considered	In our organization frequent employee satisfaction assessments are conducted	In our organization we care about the attractiveness of employee premises
Individual solutions concerning work organization or time schemes	business	<b>0.459**</b>	<b>0.347**</b>	0.114	X	<b>0.415**</b>	0.402**	0.443**	0.295**	0.360**
	social	0.297**	0.269**	0.209*	0.258**	0.285**	0.068	<b>0.360**</b>	0.387**	0.274**
Solutions enabling employees reconciliation between work and personal life	business	0.085	0.093	-0.079	X	0.258**	0.165*	0.283**	0.223**	0.113
	social	0.195*	0.162	0.143	<b>0.344**</b>	0.194*	0.072	0.083	<b>0.254**</b>	0.239**

\* – correlation is significant at the 0.05 level (two-sided), \*\* – correlation is significant at the 0.01 level (two-sided).  
 Source: own calculation.

and eldercare support). In for-profit companies, the need to introduce solutions facilitating WLB seems not to be strongly stimulated by various components of organizational philosophy supporting innovations (Tab. 4).

## Conclusion

The research findings prove that the investigated business and social entities are active in sustainable work concept implementation. Companies seem to be mainly focused on efficiency so the dimensions of sustainable work in this group concern mainly enhancing employee potential by improving their working conditions, changing their work organization or developing employee skills. On the other hand, social enterprises, which due to their nature focus on providing social benefits to society, concentrate more on the needs related to the widely understood concepts of employee satisfaction and their sense of security. While considering the insight into relationships between particular components of organizational innovation philosophy and implementing a sustainable work concept, the greatest stimulators were a strategic focus on innovation management and an organization's attention to create positive relationships between co-workers, in particular in work teams. Our research findings demonstrate that positive relationships at work highly stimulate the organization to carry out the activities related to work sustainability. This phenomenon is especially visible in social enterprises where the relationships in work groups also depend on people being under reintegration. As they participate in social enterprise processes, including creating innovations, the entities seem to particularly focus on their satisfaction by developing their skills as well as enabling all workers to reconcile between work and personal life. We believe that our findings provide useful managerial implications as without knowledge concerning the factors that mostly support the implementation of a sustainable work concept, neither companies nor social enterprises will be successful in this new management field.

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