



IO1. Task 1.1 Common report of the State of the Art

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Partners



GrowthCoop (Spain)



CPIP (Romania)



Orange Hill (Poland)



INDEPCIE (Spain)



LUV (Slovenia)



I&F (Ireland)

Project Code



Introduction

Nowadays workers have a frenetic work pace and multitasking is seen as a great skill. However, the idea of being more efficient when doing more than one task at a time is just an illusion. It has been proven that performing more than one task at a time decreases productivity and concentration and increases the likelihood of making mistakes and suffering from stress and anxiety at work. This is the reason why a balance between work and personal life must be found and this is where the slow movement becomes important.

The **slow movement** started in Italy in 1986 with the slow food movement which defended the importance of quality, simplicity and pleasure. It began as a response to the growing popularity of fast food with the objective of returning to our roots and forgetting the rush and lack of time that prevail in modern life today. The slow concept expanded to other areas and today we can find concepts like slow fashion, slow home or slow life. These concepts have also reached the world of work where we talk about slow business, slow management and the most important aspect within the framework of this project, **slow work**. The common goal of all these concepts is to make us more aware of the use of our time and to help us realize that we do not need to fill every hour of our day with hectic activities.

SNAIL (Slow, Necessary and Improves the Level) is based on the idea of achieving more and being more productive by working calmly and with dedication, paying attention to detail and enjoying the creative process.

SNAIL's philosophy is linked to the introduction of **Emotional Intelligence** (EI) in the workplace, **cognitive flexibility** and the **development of soft skills** in the world of work. That is to say, those soft skills that the job market demands today and that will be basic not only for workers but also for companies, organizations and entrepreneurs in the next decade. SNAIL has a **double focus on both the worker and the final product**. For companies that follow this philosophy the most important is to increase the level of motivation and creativity of their employees so that productivity will be higher and long-term employment possibilities will be better. At the same time, they make customers happier than if they were offering a product in large quantity but lower in quality. SNAIL is committed to projects and products carried out with the utmost dedication, thinking of more benefits for companies and more stable jobs but also of establishing long-term professional relationships.

3 The objective of SNAIL is to bring the benefits of slow work in relation to the way of working and productivity to companies and their employees.



The project consortium is composed of six organizations from five different EU countries: LUV (Slovenia), Indepcie and GrowthCoop (Spain), Orange Hill (Poland), CPIP (Romania) and I&F (Ireland).

This report is based on the analysis of the national reports from the partners that are part of this project. They have done research in the recent literature written in their countries on the topic of work pace.

KEY CONCEPTS

Slow movement advocates a cultural shift toward slowing down life's pace.

Emotional Intelligence is the ability to perceive and control one's own feelings and know how to interpret those of others.

Overtime is the time spent working after the usual time needed or expected in a job.

Labour productivity is defined as output per unit of labour input. It measures the hourly output of a country's economy. It charts the amount of real gross domestic product (GDP) produced by an hour of labour.

Work-life balance is the amount of time people spend doing their job compared with the amount of time they spend with their family and doing things they enjoy.

Work absenteeism is abstention from going to work. There are two types of work absenteeism: justified and unjustified. The first may be due to illness, holidays, paid leave, etc., while the second one is due to the employee simply not attending to work. The last one is a major concern for most companies.

Presenteeism is the practice of being present at one's place of work for more hours than is required, especially as a manifestation of insecurity about one's job.

Multitasking is a person's ability to do more than one thing at a time.

Task switching is shifting attention between one task and another.

Teleworking is the regular performance of remote work activity in a different place than the usual one in the company and sometimes at different times.



1. Time spent working

The **European standard of working hours per week is 40 hours**. People from Slovenia, Spain, Poland, Romania and Ireland work on average 40 hours per week, divided into 8 hours per day.

In **Slovenia** many people work 10 hours a day in the private sector. The working day can be less than 40 hours but not less than 36 hours, unless the job entails great risk of injury or ill-health and workers may not work less than four days a week. In Slovenia, the research shows that “according to [Eurofond’s analysis](#), in more than one-third of establishments, a majority of employees have the possibility to adapt the start and the end of their working day according to their personal needs.

In **Spain** the number of hours may not exceed 9 per day. According to the **Polish Labour Code**, firefighters, security guards and rescues services can work up to 12 or 24 hours per day but still no more than 40 hours per week so the workers are entitled to longer rest periods. In the case of **Ireland**, the [Organisation of Working Time Act 1997](#), states that the maximum average working week for many employees cannot exceed 48 hours.

Breaks

In **Slovenia**, workers can have a 30-minute break in their working day. In **Spain** and **Poland**, if the length of the continuous working day exceeds six hours, a rest period of at least 15 minutes shall be provided. This time is counted as working time. In **Ireland**, workers are entitled to a 15-minute break if they work for 4 ½ hours. If they work more than 6 hours they are entitled to a 30 minute break, which can include the first 15-minute break. **Unlike Spain and Poland**, they do not have to be paid for these breaks because **they are not considered working time**. Special rules apply to shop employees who work more than 6 hours and whose hours of work include the period 11.30am to 2.30pm. These employees are entitled to a one-hour consecutive break which must occur between 11.30am to 2.30pm.

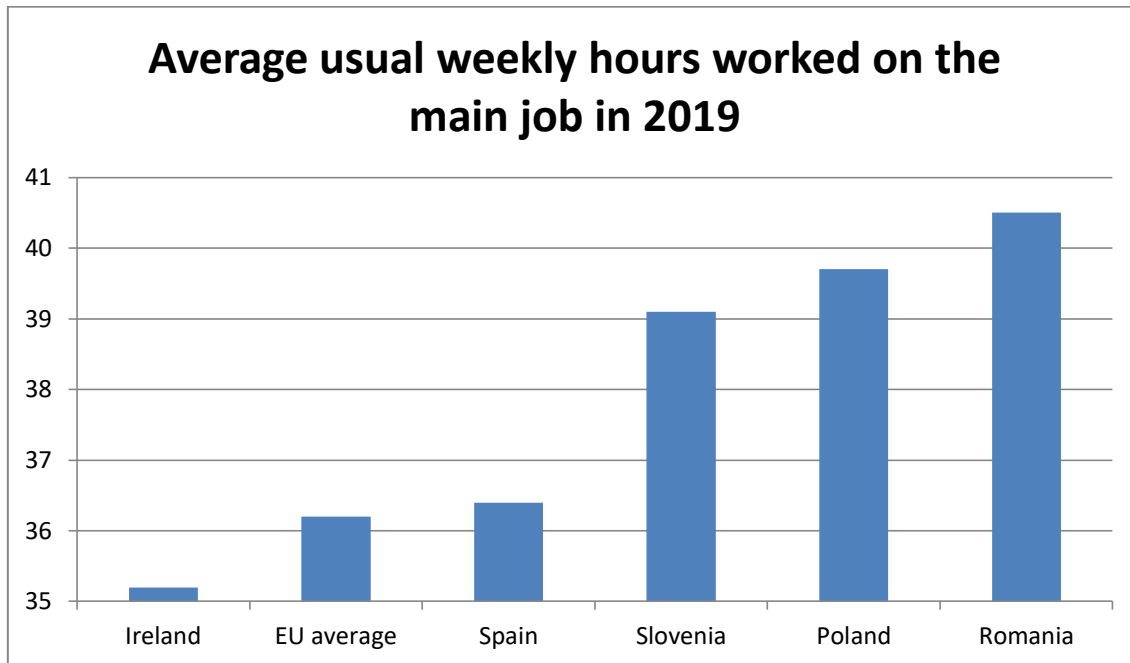
Rest period between working days and weekly rest periods

Regarding the rest period between working days and weekly rest period, most countries have similar rules. In **Spain**, at least 12 hours must elapse between the end of one work day and the start of the next and workers enjoy a minimum weekly rest period, which may be accumulated over periods of up to fourteen days, of one and half day’s continuous rest, which, as a general rule, include Saturday afternoon or Monday morning and the full day of Sunday. In **Poland**, all workers are entitled to uninterrupted daily rest of at least 11 hours and continuous weekly rest of 35 hours, or at least 24 hours in certain cases. Employees have the possibility to work from home or spend more time at work from Monday to Thursday to start the weekend earlier if they arrange it with the employer. In **Ireland**, employees have 11 hours of consecutive



rest as well. They should get 24 consecutive hours rest in any period of 7 days and this should normally follow on from one of the 11-hour rest periods mentioned before. The 24-hour rest period should include a Sunday unless their contract states otherwise.

Weekly average hours worked



According to an OECD [statistic](#) on the average usual weekly hours worked on the main job, employees in **Romania** work more hours than in the rest of the countries (40.5 per week) while in **Ireland** employees work 35.2 hours per week, which is below the European Union average of 36.2 hours.

According to Statista, the average usual weekly hours worked on the main job in **Spain** from 2000 to 2019, fell by [2.4 hours](#) while in **Slovenia** they fell by [1.5 hours](#), in **Ireland** by [1.1 hours](#) and in **Poland** by [0.8](#) hours.

Overtime

The [Statistical Office of the Republic of Slovenia](#) shows that “in 2016, 98.3% of effective work hours of people in paid employment in Slovenia was worked during normal working hours, **1.6% was done as paid overtime hours** and 0.1% applied to the time of layoffs, delays and interruptions at work.”

It is interesting how in 2016, people employed in the **public sector** worked on average more paid overtime hours than people employed in the **private sector** but the share of effective work hours in the available working time in the private sector (77.8%) was much higher than in the public sector (74.1%). The reason could be that people



employed in the **public sector** were on average longer absent from work due to annual leave, parental leave, professional education and training, sick leave up to 30 days and other health reasons than people employed in the **private sector**.

In **Spain**, overtime may be added to the normal working day but the **maximum of hours is 80 per year**. This does not include overtime compensated with rest time, or work carried out to prevent or repair extraordinary and urgent damage. The latter is obligatory for the worker and must be paid as overtime. Overtime at night is illegal, except in duly-specified and expressly authorized special activities. It is also illegal for people under 18 years of age. Overtime may be remunerated or compensated for with equivalent paid rest time.

Spanish workers reported more [than 166 million hours in paid overtime in 2018](#) the **second highest figure since 2008** and a 13.1% increase over 2017. Spanish employees worked an average of 8.1 hours of paid overtime, a 3.8% more than in 2017.

Since May 2019, all companies are obliged to keep a record of the working hours of workers in order to be able to accurately determine overtime, among other reasons. To do this, companies must use some form of time recording system.

The **Polish Labour Code** states that weekly working time, together with overtime hours, must not exceed an average of 48 hours in the applicable calculation period. Workers should be paid their regular remuneration and a bonus of 100% for overtime work at night, on Sundays and public holidays. If they work overtime on a different day the remuneration is 50%. Employees can also ask for time off equal to the overtime work.

According to the research in Poland, “an employee can refuse to work overtime, but the employer has a full right to ask to stay longer, e.g. if there is an emergency requiring assistance, for instance in saving human life or company property. It is illegal to ask a pregnant woman to do overtime in Poland.”



2. General productivity

[Eurostat Statistical Atlas](#) shows the **labour productivity per hour worked in 2017**. Norway, Denmark, Switzerland, Iceland and Ireland are some of the European countries with the highest labour productivity rates. **Poland** and **Romania** are not in a good position in this index based on gross value added per hour worked. They are in the range below 50, with the exception of the region of Warszawski stołeczny in Poland (with 70.5) and București-Ilfov in Romania (with 58.6). **Slovenia**, with 60.5, and **Spain** are in the range between 50 and 90. In Spain, communities such as Cantabria, La Rioja, Aragon, Catalonia and the Balearic Islands exceed the rest in terms of productivity. Above them are Madrid, Navarre and the Basque Country, the most productive autonomous communities in Spain. In the case of **Ireland**, Southern Ireland and Eastern and Midland Ireland are above 150 and Northern and Western Ireland are in the range between 90 and 100. The **EU average is 100**.

3. Level of productivity

[Slovenia](#) ranks around the middle among the EU Member States in terms of productivity. Most of its lag behind the EU average is explained by the productivity gap. Since 2009 productivity growth has slowed down in most sectors. It has a large number of less productive firms and a smaller share of highly productive ones, but this is one of the smallest by international comparison. In 2018, productivity was 17% below the EU average. In economic development and productivity, Slovenia ranks above most new EU Member States and below the majority of old Member States.

According to the **Polish research**, “Poland is one of the least productive countries in the entire European Union. Working time does not translate into productivity. Despite the fact that Poles are one of the longest working nations, they are in the last positions of European productivity rankings.”

However, according to OECD data from the last 25 years, labour productivity among Polish employees has recorded spectacular increases, almost the best in the world. Unfortunately, earnings do not keep up with it. Over the past 1995-2017, productivity has increased 2.5 times, while the average earnings have only increased 1.7 times.

In **Spain**, the sector in which people work more hours is wholesale and retail trade, repair of motor vehicles and motorbikes with more than 105 million hours in the last quarter of 2019, closely followed by the manufacturing industry in which more than 87 million hours were worked in the last quarter of 2019.



Ireland's Labour Productivity Growth for 2000-2018 at 3.4% is above the EU average of 1.3%. Ireland's high concentration of multinationals drives its largest productivity gains.

The largest sectors that contribute to labour productivity are the foreign dominated sectors of Manufacturing and Information and Communications. The next largest contributor is the domestic dominated sector of Wholesale and Retail, which is the first one in Spain, while Mining and Quarrying and the financial services sectors also play a small part in this growth.

According to the research carried out by I&F "the negative contributors are recorded in the Public sector. It is important to note, for example, that increased hours in the Education sector lead to reduced pupil teacher ratios, hence improving outcomes rather than improving productivity. The main negative contributor to growth in 2018 was the Agricultural sector, largely due to a fall in GVA, which was the first decline in GVA growth recorded in the sector since 2012. This decline is largely due to the decrease in cattle output combined with falling prices in the beef sector in 2018, as well as a small fall in numbers employed of 3.6% when compared with 2017."

According to the Organisation for Economic Co-operation and Development (OECD), Irish workers are now officially the most productive in the world, adding an average of €87 to the value of the economy every hour they work.

A recent Central Statistics Office report suggested labour productivity in Ireland grew by 4.5% on average between 2000 and 2016 with a significant increase in 2015, the year that saw a massive influx of multinational assets and an unprecedented 26% jump in gross domestic product, later derided as "leprechaun economics".

Reasons for low productivity

The reasons for low productivity vary from country to country but the ones in common are low salaries and fewer incentives to improve productivity.



4. Work absenteeism

The [World Health Organisation](#) reports that a negative work environment or excessive job strain may lead to physical and mental health problems, increased substance abuse, absenteeism and loss of productivity.

In **Slovenia**, on average, between 38,000 and 40,000 people are absent every day. The figures also show **the country loses 10 million working days a year** due to temporary absence from work for health reasons or because family members need care. In **Spain**, **absenteeism rate is 5.2%**. In 2017, **Poland** took more than **19.35 million days off work** due to mental disorders, presenting more than 1.1 million medical certificates. Unfortunately, this is a record in Polish statistics. This result is almost 70% higher than that achieved in the same period in 2010. Compared to 2016, it is more than 400 thousand days more. Up to **11 million days are lost through absenteeism every year at a cost of €1.5bn to the Irish economy**.

Causes of absenteeism

In all the studies carried out by the partners, depression, stress and anxiety are highlighted as the main cause of absenteeism.

According to [research](#), in **Slovenia ¾ of employees experience some type of stress in their workplace**, leading to mental problems that remain the most common causes for absenteeism. Especially in modern organizations, stress and burn-out syndrome are becoming a big problem. As many as **72% of Slovenian** estimate that cases of work-related stress in their work environment are very common or fairly common, while the **EU average is 51%**. Half of all employees in Slovenia show signs of **burnout** and 10% say they are already burned out. Slovenia is at the top of the EU countries in terms of feelings of stress and work under high pressure which are indicators of sick leave and that could be the reason why it is well below the EU average in terms of labour productivity. Slovenia has one of the higher rates of alcohol addiction and suicide, which is also associated with depression.

In **Spain**, people working in the **service sector are the most likely to suffer from this type of disorder**, especially those who are more highly qualified, have more responsibilities and have jobs that involve greater emotional involvement. Stress is often one of the main factors causing depression in the workplace. It is estimated that 80% of productivity loss due to depression can be attributed to inadequate capacity in the execution of tasks.

In **Poland**, the **average length of leave** due to mental and behavioural disorders was almost **18 days** in 2017.



In **Romania**, one in two employees considers that the current stress level at work is high, and **15.4% consider that it is unsustainably high**.

Job stress among employees in **Ireland doubled from 8% in 2010 to 17% in 2015**. It is becoming a more important issue in the Irish workplace as the economy becomes increasingly service based and employers need to manage these risks to prevent the significant individual and organisational costs of stress-related illness. However, the level of job stress in Ireland was still below the average of 19% for ten Western European countries in 2015. The sectors that experience the highest levels of job stress are the health sector (18%), Public Administration (16%) and the manufacturing sector (15%) and the groups most likely to experience job stress are technical or associate professionals (20%), professionals (16%) and managers (14%).

Causes of stress

The common causes of stress identified by the partners are:

- Workload, for example increased seasonal work
- Long working hours
- Feeling underpaid
- Possibility of injuries
- Lack of control over workers, tasks or working hours
- Lack of training for position or role
- Role ambiguity
- Responsibility
- Workplace relationships
- lack of supporting co-workers
- Career development
- Organisational factors
- Bullying, harassment, violence, discrimination etc
- Job insecurity: as the research carried out by **I&F** reveals, “uncertain times, such as the coronavirus pandemic, can make employees feel unsure of the safety of their position.”
- Lack of resources for work-life balance

The research carried out by **CPIP**, highlights the consequences of stress:

- From regular services to absences;
- From punctuality to delay;
- From positive attitude to negative attitude;
- From openness of changes to resistance to change;
- From freshness to fatigue etc.

Measures to prevent absenteeism



In **Slovenia**, the most common company measures against absenteeism were annual medical examinations carried out frequently or always in almost half of the companies. **68.6% of employers** agreed that higher pay was also a useful way to help decrease the rotation of staff. Good working conditions and a good organisational culture were also seen as ways of keeping staff.

Among the most important preventive measures rated by **employees** were steps to increase confidence in leadership, company subsidies to organise various meetings and public acknowledgement.

Presenteeism

EU research shows that people in **Slovenia** more likely than in other countries go to work even though they are sick. According to EU research, 54,8% Slovenian employees answered that they went to work in past 12 months when they were sick, while the EU average is 42,4%. In the same research 34,4% of interviewees responded that their job negatively affects their health, in comparison to EU average, which is 25%. The most of sick leaves are in industry, trade, educational sector and health and social care sector.

Presenteeism is a big problem for companies in all the countries where the research was carried out.



5. Multitasking: how it affects worker effectiveness and productivity

In the research carried out by **Orange Hill**, an interesting article published in Time magazine is mentioned. In this article, Claudia Walls describes the modern generation as “The Multitasking Generation”. The multimedia expert Linda Stone has coined the concept of “continuous partial attention”.

Multitasking has been valued by employers and employees until recently but it is losing its value. It causes stress, fatigue and can [reduce productivity by up to 40%](#). Employees make more mistakes and feel more tired because the brain is using more energy by doing many activities at the same time. This has a negative impact in the tasks that employees perform. Some researchers also proved that repeated performance of several activities at once permanently impairs our ability to concentrate and even if we return to performing only one task at a time we will not do it as quickly and well as we could.

According to the Spanish report by **Indepcie**, “multitasking is actually **task switching**. Our brain is not ready for multitasking, it needs to disconnect from one task to focus on another one and then go back to the first one. To be able to do two tasks at once, they require different brain processes. The more complicated the task and the less familiar it is, the more time and effort it takes to make the change.”

In the study carried out by **CPIP**, it is mentioned that “setting too many goals at one time and multitasking to achieve them does more harm than good. Frequent multitasking is detrimental to our memory.”

I&F also mentions something that is really important “Good project managers set clear expectations about what work should take priority and in the absence of a good project manager, it’s up to you to understand that not all work is equally important. That’s why it’s important to focus on one project at a time.”

“In addition to affecting cognitive function and the brain’s structure, multitasking could affect your brain in another way. Mental health problems can increase with multitasking, including increased anxiety, chronic stress and depression.”



6. Work-life balance and work from home

Reconciliation between work and life is one of the most important concerns for the EU.

[Work-life balance related problems](#) are less common in **Slovenia** in comparison with the EU average. In 2016, 51% workers from Slovenia were too tired from work to do household jobs several times a month, compared with the EU28 average which amounts to 59%, 40% experienced difficulties to fulfill family responsibilities because of work at least several times a month, which was very close to the EU average of 38%.

In **Poland**, more and more companies include work-life balance activities in the company's strategy, but a lot of work is still ahead of them. 40% of Poles believe that they do not have good work-life balance. In their report, they mention that “according to the work-life balance index calculated by the OECD, which illustrates the conditions of combining work and private life, Poland ranks rather low. We score 6.5 points on a 10-point scale, close to countries that do not support the balance.” They declare that they sometimes have to work on weekends and holidays and that 55% of Poles work when they are ill and 43% during vacation. Only 3% of companies have developed a uniform work-life balance policy, and 81% have not developed and implemented a work-life balance policy at all.

In the research carried out by **Slovenia**, an interesting fact is stated. According to [“Eurofond’s article on working during COVID-19”](#), most EU workers report a positive experience teleworking during the pandemic but very few wish to telework all the time, with the preferred option being a mix of teleworking and presence at the workplace.”

In **Spain**, **Indepcie** mentions that “people who live with a partner and children work from home more often. By type of occupation, 100% of people in management positions could make use of teleworking for the performance of their tasks. In contrast, people who carry out manual tasks or work in industry can only use telework in 3% of cases. Before the pandemic, only [4.8% of Spaniards worked from home](#). This figure has risen to [34% in weeks of confinement](#). Many workers have made an effort to adapt to this new way of working.”

Their report reveals that 51% of Spaniards prefer working from home as opposed to 25% who prefer working in office, 40% say their work day is longer and 68% are equally productive or more working from home.



In OECD countries, 40% of employees have the opportunity to work remotely, in **Poland** 27%. The report reveals that “the difference between Poland and other OECD countries results from the structure of the Polish economy based on the industrial sector. Although more than half of the workforce in Poland works in the services sector, a large part works in industries that require a presence in the workplace.”

Only 12% of Poles would like to work constantly from home, 14% think that the best work model for them would be to combine remote and workplace work, and 16% replied that they prefer working at the workplace.

According to experts, in the future, a small group of Polish employees will perform all their work remotely (approx. 5-10%) and a larger group (approx. 15%) will be able to work remotely, but it will not be the main way of work.

I&F reports that “four in ten employees working from home in **Ireland** are working longer hours than they would in a standard working day. Some 90% of workers are now based at their homes since the coronavirus restrictions came into place to help prevent the spread of Covid-19.”

In the EU, the average of workers who report their home to be their primary place of work is 2.9% while in Ireland it is 5.4%. According to Eurofound, Ireland had one of the highest rates of home-working during the lockdown period earlier this year, with about 40% of paid hours performed by employees from home.

Most of the business leaders, 78%, expect some negative impact on productivity, 22% expect a strong negative impact and 15% believe that it will have no impact or a positive impact on productivity.

Advantages and disadvantages for companies and employees

Advantages for the company

- Reduction of costs
- More productivity: less interaction among workers
- Reduction of work absenteeism
- Geographical expansion
- Improving the environment
- Accelerates technological evolution
- Talent retention
- Goal-oriented work
- Staff motivation

Disadvantages for the company

- Difficulty monitoring performance
- Less team work
- Difficulty creating company culture
- The cost of technological infrastructure
- Information security risk
- Not suitable for all jobs

Advantages for the worker

Disadvantages for the worker



- Time flexibility
- Flexibility to work from other places
- Reduction of stress
- Balance of family and work life
- No commuting time
- Home comfort
- Savings in time and money
- Learning new skills
- Freedom of action
- Health problems such as back pain
- Risk of not disconnecting and working longer hours
- Isolation
- Sense of being undervalued as a worker
- The boundaries between professional and personal life are blurred
- Distractions
- Difficulty with self-discipline

CPIP mention in their report that there are several things that they have learnt and should be considered when employees work from home in order to decrease the disadvantages:

- Team cohesion before starting to work remotely
- Online tools
- Trust and control
- Fixed online team meetings
- Meetings outside the team
- Managing time and space limits
- Face to face team meetings
- Written communication pitfalls
- Feedback within the team
- Mood and background feelings.



7. Emotional Salary

As stated in the research carried out by **Slovenia**, emotional salary is associated with non-monetary remuneration, which manages to motivate employees to perform with greater productivity.

When employees are happy with their companies, they are less likely to go to another company for a higher salary so the emotional salary plays a very important role if companies want to keep their workers.

This becomes more important in the period of social and economic changes affecting the market.

Examples of emotional salary mentioned in the different reports are:

- Flexible working hours
- Educational training that ultimately benefits the company
- Child care
- Leisure spaces where employees can relax and disconnect
- Being part of the decision-making process
- Personal recognition
- Working from home
- A pleasant working space
- Encouraging healthy living, for example offering sports facilities.
- Independence
- Opportunity for development and promotion
- Days off on designated dates
- Good working atmosphere
- Low level of stress
- Workers rating
- Flexible forms of pay
- Feedback
- Security of employment
- Work-life balance
- Ambitious tasks
- Use of modern technologies
- Health care
- Restaurant vouchers
- Transportation cheques
- Volunteer jobs
- Flexible retribution which allows employees to choose from the services offered by the company



8. Extrinsic and Intrinsic motivation

A [study](#) on extrinsic and intrinsic motivators in **Slovenia** in comparison with Spain, shows that in Slovenia 80% of respondents felt that intrinsic motivators are far more important than extrinsic ones, whereas 20% of respondents felt that extrinsic motivators are more important.

“Extrinsic motivators that have minimal effect on respondents in Slovenia are punishment for the work not done sufficiently, award for the work done well and taking part in accepting choices in a company.”

“For the intrinsic motivators, the respondents answered that what they feel about themselves is of highest importance, as well as general satisfaction with themselves and the fact that they get to learn something new at the workplace is significant. Intrinsic motivators with little effect on respondents in Slovenia are the fact that their work is fun and that the work they do is the work they have always wanted.”

In this study, 71.10% of employees answered that they were not satisfied with the current way of awarding employees of them, 87.80% long for more monetary awards.

According to a [study](#), in **Spain, 47% of workers say they are quite unhappy with their jobs** and feel little or no commitment. This study makes Spain one of the most unmotivated countries in the world along with France and Belgium. Only 55% say that are motivated by their jobs when the global average is 68%.

Extrinsic rewards can be used to motivate workers but intrinsic motivation should be considered as important as extrinsic motivation since employees, especially millennials, seek self-realisation in the long term. A company must encourage both extrinsic and intrinsic motivation in order to succeed. If both are combined, workers will grow as individuals and professionals. A balance is essential to retain talent, achieve success and improve productivity.

Examples of extrinsic and intrinsic motivation

Extrinsic motivation

- Economic incentives
- Promotions at professional level
- Good work environment
- Good communication
- Improvements in working conditions such as having a company car, more generous

Intrinsic motivation

- Work achievements
- Recognition for the work done
- Responsibility at work
- Personal growth
- Feeling competent
- Networking with colleagues
- Being autonomous



- diets, tickets for restaurants
- Suitable policy
- Good relationships with superiors and co-workers
- Good working conditions

Conclusion

As the report by **Orange Hill** concludes, “slow work does not mean going slowly. Slow management is about relations, sharing values and culture, and, at the same time, capability of learning from co-workers. It is about human-oriented business, creating an open and friendly work environment and understanding that taking the time for the team is about contributing to their well-being and thus, contributing to the performance of the business as a whole.”

As we have learnt in this report, the main problems in the partner countries are work-related stress which leads to mental and physical problems, low productivity and work absenteeism due to burnout.

Employees find reconciliation of work and family life one of the most important things. Extrinsic motivators such as salary, relationships with co-workers and superiors and career development are as important as intrinsic motivators such as recognition, responsibility at work and being autonomous.

As reported by **LUV**, “most EU workers reported a positive experience teleworking during the pandemic but very few wish to telework all the time. The preferred option is a combination of teleworking and presence at the workplace.”

According to **CPIP**, “in the work-from-home context, the benefits of well-being have become even more relevant. Organizations have implemented measures to maintain a sense of team membership: online conferences to facilitate communication and constant information from management. “

A way to address the problems mentioned above and increase productivity and well-being at work is implementing **slow work** in companies. Working fewer hours but more efficiently, paying attention to work and avoiding multitasking will result in better quality work.

How to implement **slow work** according to **Indepcie**, **I&F** and **Orange Hill**:

- Time optimization: increasing flexibility
- Working from home: Regulate teleworking with measures such as a timetable to facilitate digital disconnection and be aware that not all employees want to



work from home and except for extraordinary situations they should not be forced to do so. Companies must have an implementation protocol for workers who work from home and thus avoid the main problems or inconveniences derived from this practice: lower than normal productivity, lack of communication, feeling of isolation or lack of identification or belonging to the company.

- Strengthening the resilience of workers: training in handling of emotions, stress management, communication, soft skills and self-leadership.
- Involving employees in decision-making.
- Offering programmes for career development.
- Promoting extrinsic as well as intrinsic motivation: recognizing and rewarding work performance in addition to providing a good salary, possibilities of promotion and work environment. This positively affects employee's motivation, physical and mental well-being and therefore the company's productivity and total benefits.
- Decreasing collective stress at this time.
- Equal treatment
- Diversity that builds creativity and innovation
- Openness to a different point of view
- Care for values
- Partnership and relationships
- Friendly work environment
- Both companies and institutions must take action against the main factors of absenteeism: Stress, anxiety and depression. They must analyse what is causing them and take action on them: Deadlines, working overtime, pressure from employees and managers (Middle-management positions).
- Reduce multitasking practices and focusing on one task at a time to reduce stress and increase productivity.





References:

Slovenia

Nº	Title of the document	Author(s) or origin	Format(Book, article, etc)	Summary(5-10 lines)
1	Working life in Slovenia	Aleksandra Kanjuo Mrčela and Barbara Luzar, University of Ljubljana, Faculty of Social Sciences (FDV)	Article, published on November 18, 2019	It describes key characteristics of working life in Slovenia by providing relevant background information regarding working life. The profiles are updated annually.
2	European Quality of Life, Survey 2016 Quality of life, quality of public services, and quality of society	Daphne Ahrendt, Robert Anderson, Hans Dubois, Jean-Marie Jungblut, Tadas Leončikas, Laura Pöntinen, Eszter Sandor	Report	This report covers the 28 EU Member States. It uses 2016 EQLS data and information from previous survey rounds as well as other research to assess trends in European societies. Retrieved on January 4, 2021 from ef1733en_ef0743en.qxd (europa.eu) .
3	Stress, absenteeism and economical aspects of physical inactivity	Patricia Blatnik, Maksimiljana Marinšek, Matej Tušak	Article	Reducing absenteeism and managing stress can be tackled ad hoc or systematically and with great dedication, as is the practice of many developed economies around the world. Retrieved on January 12, 2021 from (PDF) Stress, absenteeism and economical aspects of physical inactivity (Stres, absentizem in ekonomski vidiki telesne nekativnosti) (researchgate.net)
4	Oblikovanje dela in kakovost delovnega življenja: V Menedžment človeških virov	Svetlik Ivan in Nada Zupan	Article/Study	Study about the quality of working life.
5	Analiza ekstrinzičnih in intrinzičnih	Sanja Franić	Master's thesis	The purpose of the thesis is to study the construct of motivating employees in connection to extrinsic and intrinsic



	motivacijskih dejavnikov ter sodobnih načinov motiviranja zaposlenih v izbranih državah			motivators, and thus study their effect on employees in Slovenia and Spain. Retrieved from franic1769-B.pdf (uni-lj.si) on January 12, 2021.
6	Poročilo o psihosocialnih tveganjih na delovnem mestu v Sloveniji	Aleksandra Kanjuo Mrčela in Miroljub Ignjatović, Fakulteta za družbene vede Univerze v Ljubljani	Report	The report presents data on working conditions and mental and health conditions risks in the working environment in Slovenia, obtained through the European survey on working conditions and the Slovenian module on mental and health risks, implemented in 2010.
7	Evropske javnomnenjske raziskave na področju varnosti in zdravja pri delu		Survey analysis	Retrieved from http://www.osha.mddsz.gov.si/aktivnosti/raziskave/raziskave-evropske-agencije-zavarnost-in-zdravje-pri-delu
8	Working during Covid-19	Retrieved from Eurofound (2020), Living, working and COVID-19 dataset, Dublin, http://eurofound.link/covid19data	Study	Living, working and COVID-19 , provides a snapshot of the impact of the pandemic on people's lives, with the aim of helping policymakers to bring about an equal recovery from the crisis.
9	Living and working in Slovenia	Eurofond	Research	This profile describes the key characteristics of working life in Slovenia.
10	Average weekly working hours	Statista	Data analysis	This site presents data on weekly working hours for Slovenia. Retrieved from: https://www.statista.com/statistics/419615/main-job-average-weekly-working-hours-slovenia-y-on-y/
11	Multitasking in work-related situations and its relevance for occupational health and safety: Effects on performance, subjective strain and physiological parameters	Marlen Kaufmann Hiltraut M Paridon	Research	In this study, the effects of multitasking were investigated using two work-related scenarios. Paridon, Hiltraut & Kaufmann, Marlen. (2010). Multitasking in work-related situations and its relevance for occupational health and safety: Effects on performance, subjective strain and physiological parameters. Europe's Journal of Psychology. 6. 10.5964/ejop.v6i4.226



12	Productivity report 2019 Slovenia	Katarina Ivas, MSc, Rotija Kmet Zupančič, MSc, Janez Kušar, MSc, Urška Lušina, MSc, Nataša Todorović Jemec, Master Universitario en Economía y Finanzas, Universitat Pompeu Fabra, Kingdom of Spain	Report	Report on Slovenia's productivity in 2019. Retrieved from pop_2019_ang.pdf (europa.eu)
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Spain

Nº	Title of the document	Author(s) origin	Format(Book, article, etc)	Summary(5-10 lines)
1	Número de horas semanales realiza das las personas ocupadas	Encuesta de población activa (Labour Force Survey)	https://www.ine.es/jaxiT3/Datos.htm?t=24082#!tabs-tabla	A table that shows the average number of hours per week worked by all employed people, men and women, (whether or not they worked during the week) by age group (from workers under 25 to 64 years old) and period in Spain from 2009 to 2019.
2	Estatuto de los trabajadores (Workers' Statute)	Ministerio de Trabajo y Economía Social (Ministry of Labour and Social Economy)	http://www.mites.gob.es/es/Guia/texto/guia_6/contenidos/guia_6_14_1.htm	The Workers' Statute includes the fundamental rules existing in Spanish labour law. It is the legal text that regulates labour relations. It covers the process involved in an employment contract and after the contract has expired and deals with aspects such as working hours, worker representation and salaries.
3	Hours worked	OECD	https://data.oecd.org/emp/hours-worked.htm	This statistic by the OECD shows the total number of hours actually worked per year divided by the average number of people in employment per year. This particular chart shows the total hours worked per worker in the year 2019. It covers employees and self-employed workers.



4	Las horas extra remuneradas superan los 166 millones de horas de incremento consecutivo	Ranstad	https://www.randstad.es/nosotros/sala-prensa/las-horas-extra-remuneradas-superan-los-166-millones-tras-cinco-anos-de-incremento-consecutivos/	An analysis based on the Labour Cost Survey published by the National Statistics Institute (INE) since 2008, on how Spanish professionals' paid overtime has evolved, taking into account their sector of activity and autonomous community.
5	Statistical Atlas	Eurostat	https://ec.europa.eu/eurostat/statistical-atlas/gis/viewer/?mids=BKG_CNT,C06M04,CNTOVL&o=1,1,0.7&ch=ECO,C06&center=46.8147,25.43728,3&lcis=C06M04&	An statistical atlas that shows labour productivity per hour work in 2017. It is an index based on gross value added per hour worked in Europe in relation to the EU-27 average = 100, by NUTS 2 regions.
6	La productividad del trabajo y la conciliación laboral	EAE Business School	http://marketing.eae.es/prensa/SRC_Productividad-Conciliacion.pdf	An analysis of information regarding productivity at work and work-life balance from an international, national and regional perspective. It analysis OECD countries, and more specifically, Europe and Spain.
7	Spain productivity	Trading Economics	https://tradingeconomics.com/spain/productivity	A chart that shows data related to productivity in Spain from January 2018 to January 2020. It shows the actual productivity as well as the previous, highest and lowest one from 1995 to 2020.
8	Spain – A great place to live, a terrible place to work?	El País	https://english.elpais.com/elpais/2014/12/17/inenglish/1418816737_691083.html	An article about how Spain is seen as a great place to live but not to work. It contains the opinions of several experts on the Spanish situation at work. They compare the situation to other countries, analyse the problems and suggest solutions.
9	Salud mental en el trabajo	World Health Organisation	https://www.who.int/mental-health/in-the-workplace/es/	Information on mental health in the workplace. It contains facts and figures, a general overview, health risks related to work, guidelines to creating a healthy working environment, support at work for people with mental disorders and action plans.
10	La depresión es la segunda causa de baja laboral,	ORH (Observatorio de	https://www.observatoriorh.com/orh-posts/la-depresion-es-la-segunda-	An article which contains information about depression and its costs in Spain. The



	incapacidad permanente o jubilación anticipada en España	Recursos Humanos)	causa-de-baja-laboral-incapacidad-permanente-o-jubilacion-anticipada-en-espana.html	experts consulted for the article highlight the importance of prevention to avoid presenteeism and how the current situation has affected workers.
11	Is multitasking bad for your brain? Experts reveal the hidden perils of juggling too many jobs	John Naish in the Daily mail	https://www.dailymail.co.uk/health/article-1205669/Is-multi-tasking-bad-brain-Experts-reveal-hidden-perils-juggling-jobs.html	An article from 2009 on the dangers of multitasking. Several studies and research are mentioned in the article to evidence the drawbacks of multitasking such as low concentration and therefore productivity.
12	Media multitaskers pay mental price, Stanford study shows	University of Stanford	https://news.stanford.edu/news/2009/august24/multitask-research-study-082409.html	Research study out among two groups of students: students who regularly do a lot of media multitasking and students who do not do it. It evidences how people who multitask are easily distracted.
13	Employed persons working from home as a percentage of the total employment, by sex, age and professional status	Eurostat	https://appsso.eurostat.ec.europa.eu/nui/show.do?dataset=lfsa_ehomp	A statistic that reveals the percentage of employed people who usually work from home by sex, age (from 15 to 64 years) and professional status in the European Union from 2010 to 2019. It shows how Spain has increased the percentage of people working from home.
14	El impulso al teletrabajo durante el covid-19 y los retos que plantea.	IvieLab	https://www.ivie.es/wp-content/uploads/2020/05/11.Covid19IvieExpress.El-impulso-al-teletrabajo-durante-el-COVID-19-y-los-retos-que-plantea.pdf	This report reveals the boost of teleworking during lockdown due to the covid-19 crisis in Spain and its challenges. It reports on pre-crisis and current data and analysis the current situation.
15	Engagement and the Global Workplace	Steelcase	https://cdn2.hubspot.net/hubfs/1822507/2016-WPR/EN/2017-WPR-PDF-360FullReport-EN.pdf	Study about employee engagement in the world. Its findings indicate that work environment influences employee engagement and it identifies areas of change to the workplace that can have a positive impact.

Poland

Nº	Title of the document	Author(s) or origin	Format (Book, article, etc)	Summary (5-10 lines)
1	The Polish Labour Code		Code	The Labour Code is the key legal act regulating relations between employers and employees. It sets out



				conditions under which work can be carried out in Poland.
2	Working time in Poland	Dudkowiak, Kopeć, Putyra	Article	The description and characteristics of working time in Poland.
3	Skrócenie czasu pracy receptą na zwiększenie wydajności w polskich firmach?	aleBank.pl	Article	The Polish economy must become more productive, because the power of the magnet for investments is already starting to weaken, which are undoubtedly the low labor costs on the Vistula River today. Cheap, long and inefficient. Do Poles work like that? #employment #working market
4	Wydajność polskich pracowników rośnie najszybciej na świecie. A płace wcale nie	Katarzyna Domagała-Szymonek	Article	Analysis of the performance of Polish employees in relation to the average salary and the consequences of the interaction between the indicators.
5	Absencja chorobowa w 2017 roku [Sick leaves in 2017], Warszawa 2018; Absencja chorobowa w 2016 roku [Sick leaves in 2016], Warsaw 2017	Zakład Ubezpieczeń Społecznych Departament Statystyki i Prognoz Aktuarnych	Book	Discussion of the phenomenon of sickness absenteeism in 2017 based on the data of the Social Insurance Institution Department of Statistics and Actuarial Forecasts
6	The Management of Mental Health at Work Work-related stress, anxiety or depression statistics in Great Britain, London 2016	Maria Hudson	Research Paper	Analysis of the general practitioner's network identifying work-related mental ill-health cases by precipitating events. Pressures as the predominant factor, in agreement with the LFS, with interpersonal relationships at work and changes at work significant factors.
7	Calculating the cost of work-related stress and psychosocial risks,	European Risk Observatory Literature Review	Report	The impact of psychosocial risks and work-related stress on health. Business results based on an analysis of European jobs.
8	Czy multitasking to mit?	Konrad Maj, Uniwersytet SWPS	Article	The article proves that it is practically impossible for the brain to fully focus on information from various sources or to perform several activities at the same time,


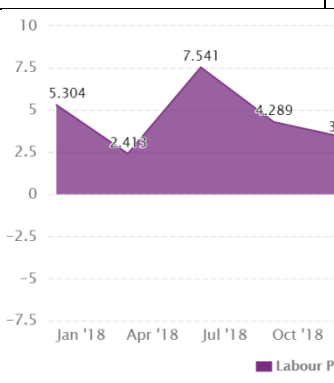


				because it has difficulty quickly and continuously switching to other modes of operation. The time of performing several tasks at the same time is significantly longer and is accompanied by side effects - various types of cognitive errors.
9	Jak wygląda zarządzanie różnorodnością i work-life balance w Polsce, Forum Odpowiedzialnego Biznesu, 2020	Elwira Gross-Gołacka	Report	The article by Elwira Gross-Gołacka, PhD comes from the publication "Courage and balance" devoted to managing diversity with particular emphasis on combining private and professional life. The publication has been released as part of # MonthofDiversity
10	Motywacja materialna i niematerialna w Polsce, Uniwersytet Ekonomiczny we Wrocławiu, 2015	Katarzyna Rozbejko	Research Paper	Motivating is about influencing the behavior of employees with specific stimuli, both material and non-material. The discussed issues become more important in the period of social and economic changes that are still taking place on the Polish labor market.
11	Jak zabić w pracownikach chęć do pracy? – czyli o sztuce demotywacji	Centrum Rozwoju	Article	The article describes in a comprehensive way the factors influencing the demotivation of employees. Provides examples and research results.
12	THE ESSENTIALS OF DIVERSITY & INCLUSION MANAGEMENT by Diversity Hub, Krakow 2019	Anna Zaroda Dąbrowska, Tomasz Dąbrowski	Book	The collection of articles published by Diversity Hub experts in Personel Plus magazine. Selected topics will enable readers to get better acquainted with the issue of diversity management. The selected topics are very diverse – just like the entire debate about the issue of D&I: age, unconscious bias, gender balance, LGBTI, mental health, disability, engaging managers, employee resource groups.



1. Jak się zorganizować, by nie zwariować, czyli multitasking w praktyce, Łukasz Kalinowski, <https://biznes.cafe/czytaj/multitasking-w-praktyce>
2. Pół Polski przeszło w pandemii na pracę zdalną? Rzeczywiste liczby zaskakują, <https://businessinsider.com.pl/firmy/praca-zdalna-w-polsce-w-czasie-pandemii-ilu-z-nas-pracowalo-z-domu/c5rwvdm>
3. Praca zdalna w Polsce – jeszcze przywilej czy już standard? <https://hrbusinesspartner.pl/arttykul/praca-zdalna-w-polsce-jeszcze-przywilej-czy-juz-standard>
4. Praca zdalna, <https://poradnikprzedsiebiorcy.pl/-praca-zdalna-za-i-przeciw>






Romania

Nº	Title of the document	Author(s) or origin	Format(Book, article, etc)	Summary(5-10 lines)
1	A new market: Half a million Romanians to work from home for at least two months	Romania-Insider.com (24 March 2020)	Article (Romania-Insider.com) 	Creasoft, part of the Creative General Invest group, is an electronic access control and timekeeping product available on the Romanian market since 2017. Creasoft, which produces electronic time-sheet and access control, among others, says that the demand for remote electronic time-sheet solutions has visibly increased over the last two weeks.
2	Romania Labour Productivity Growth	CEIC DATA	 Infographic/Statistics	Romania Labour Productivity improved by 2.90% YoY in Sep 2020, compared with a drop of 7.11 % in the previous quarter. Its Unemployment Rate dropped to 5.10 % in Nov 2020.
3	ABOUT MULTITASKING OR WHY YOU ARE STRESSED AND UNPRODUCTIVE WHEN YOU TRY TO SOLVE EVERYTHING	Evolve Today	Article https://evolvetogether.ro/multitasking/	Take a second and analyze your monitor a bit. If you're like most people, you have at least a few (or more) internet windows open, and each of them contains something you need to fix or not forget. When was the last time you focused 100% on






				one thing at a time? If it's hard for you to remember, it means you're a multitasking practitioner. A study from the University of California, San Francisco, found that the "drafts" in your brain are actually one of the reasons you forget details.
4	Remote work in Romania: Ten things we've learned in four years	Romania-Insider.com	Article https://www.romania-insider.com/remote-work-romania-ten-things-2020-coronavirus 	With the coronavirus pandemic, along came several business and society changes whose effects will be interesting to see in the coming weeks and months. One of them is the change from office work to home-based or remote work, which most companies in Romania have had to implement in recent days.
5	The project "Addressing the challenges generated by the new labor legislation and social dialogue in Romania"	Conect Association - We connect people, cultures and ideas	Project-based http://www.asociatiaconect.ro/detaliileproiectului 	The project aims to actively contribute to the increased commitment of the social partners and the government to building a stable climate, enabling employers and trade unions to be effectively involved in promoting decent work and respect for the fundamental rights of freedom of association and collective negotiation.
6	EMOTIONAL INTELLIGENCE AND OCCUPATIONAL STRESS IN ROMANIAN ORGANIZATIONS	Ramona-Diana LEON, Ramona Ioana TĂNĂSESCU	Book - ISSN 2392-8042 (online) file:///D:/%23Documents/Downloads/255-1022-2-PB.pdf	The research showed that those who have a high level of EI are less stressed at the workplace; due to the fact that they manage to understand and control their own emotions and the emotions of others, they are more goal-oriented, focus on what they are doing, and use their emotions in a constructive way. The fact that most of the respondents (participated in previous research) work for the company for more than 5 years may have influenced their perspectives and reactions to occupational stress.
7	The project "Improving the level of knowledge for employees in Romania"	Project co-financed from the Human Capital Operational Program 2014-	https://ugir.ro/proiectul-imbunatatirea-nivelului-de-cunostinte-pentru-angajatii-din-romania/	The project wants to support the improvement of the level of knowledge and skills of employees in companies in the region, through lifelong learning programs:


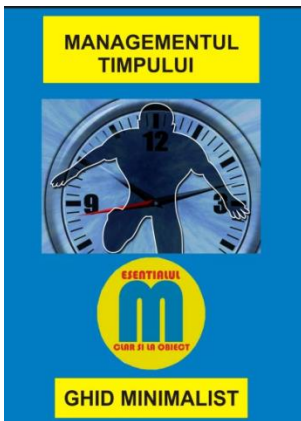


		2020	 	<p>- Because the specialization in competitive fields is done only with properly trained employees.</p> <p>- Because today competitiveness is supported by competence and innovation.</p>
8	1 in 2 Romanian employees are very stressed at work	Teona Tomoiaga	<p>Media article https://www.mediafax.ro/economic/1-din-2-angajati-romani-sunt-foarte-stresati-la-locul-de-munca-factorii-care-genereaza-neplaceri-18488409</p> 	<p>1 in 2 Romanian employees consider that the current stress level at work is high, and 15.4% consider that it is unsustainably high (BestJobs platform). For 27% of Romanian employees the stress is moderate and only 7.7% state that it is low or missing. According to the quoted source, the disorganized and chaotic work environment, the overload and the responsibilities that go beyond their area of competence represent the main three stress factors invoked by half of the employees.</p>
9	How to measure and improve labor productivity: employer and employee	Up Romania	<p>https://upromania.ro/blog/cum-masori-si-imbunatatesti-productivitatea-muncii/</p> 	<p>How can we know if it is productivity at the levels we want, if we do not know how to measure it?</p> <p>In an ideal world, employees would be happy, proactive and productive. We all want maximized productivity in the business we are a part of, but what is productivity really? How can we know if it is at the levels we want, if we do not know how to measure it?</p>
10	Are we working to exhaustion? Romanian employees, increasingly stressed at work	Elena Marinescu	<p>https://www.newmoney.ro/lucram-pana-la-epuizare-angajatii-romani-tot-mai-stresati-la-locul-de-munca/</p> 	<p>According to a survey conducted by BestJobs, three out of ten say they wait too long for superiors to make certain decisions and that there is no teamwork, each on their own. Other "stress factors" for two out of ten respondents are the fact that they are set difficult goals, they receive unrealistic deadlines or that they are not given all the information they need to do their job.</p> <p>Emails or SMS received from superiors/managers/directors outside of business hours also contribute to the high degree of</p>



				employee stress. Unfortunately, almost eight out of ten respondents said that the level of stress has increased in the last three years, and for more than half of them, it has even doubled.
11	ManpowerGroup: Slow recovery of employment activity, until July 2021	Stelian DINCA	https://www.agendaconstructiilor.ro/files/piata-muncii-resurse-umane/manpowergroup-recuperare-lenta-a-activitatii-de-angajari-pana-in-luna-iulie-2021.html 	<p>Romanian employers anticipate limited staff growth for October-December 2020, according to the latest ManpowerGroup survey on Employment Prospects conducted on a sample of 459 Romanian employers.</p> <p>Given that 11% of employers forecast an increase in the total number of employees, 6% anticipate a decrease and 69% do not expect any change, the resulting net employment is - 5%.</p>
12	SOCIAL MEDIA OR THE ENEMY OF JOB PRODUCTIVITY	Aviva Vita – We are HR	https://www.wearehr.ro/social-media-sau-inamicul-productivitatii/ 	<p>What solutions are there for employees who are on social media at work?</p> <ul style="list-style-type: none"> - Regular discussions with the HR manager, in order to know the situation and mood of employees; - Improving the task allocation process among the team; - Actions at company / team level in order to improve its cohesion.
13	How did companies change their remuneration and benefits policies?	Magda Purice	https://outsourcing-today.ro/?p=1990 	<p>Regarding the companies participating in the study that have temporarily suspended their activity or reduced their work schedule due to the imposition of social distance measures, 30% of them still pay employees at the same salary level, 14% of companies have reduced the level of salaries proportionally with the decrease of the number of hours worked and 20% of the companies implemented the technical unemployment in the conditions of the new provisions related to the State of Emergency. The rest of the companies mentioned that this measure does not apply to them.</p>



14	Home Is More Important To Happiness Than Job Or Salary, GoodHome Report	Alina Grigoras	https://www.romaniajournal.ro/society-people/home-more-important-happiness-than-job-salary-goodhome-report-romanians-rank-7th-among-ten-europe-on-home-happiness/ 	Home Is More Important To Happiness Than Job Or Salary, GoodHome Report. Romanians Rank 7th Among 10 In Europe On Home Happiness.
15	8 HOUR WORK SCHEDULE - THE ENEMY NUMBER ONE OF A BALANCED LIFE	George Leurzeanu - Lives minimalist	https://traiesteminimalist.com/2019/09/07/programul-de-munca-de-8-ore-inamicul-numarul-unu-al-unei-vieti-echilibrate/ 	Work efficiency decreases with the number of hours spent at work, as it is in sports: you cannot have a maximum performance of 8 hours of play even if you take breaks. So instead of working hard and badly, it's better less and more efficient.

Ireland

Nº	Title of the document	Author(s) or origin	Format (Book, article, etc.)	Summary(5-10 lines)
1	Average weekly hours worked on the main job in Ireland 2000-2019	Statistic	Statistic (Website) www.statistic.com	Data on the average usual weekly hours worked on the main job in Ireland from 2000 to 2019
2	Work entitled	Citizen Information Ireland	Web site www.citizeninformation.ie	Irish work legislation.



3	Labour productivity per person employed and hour worked	Eurostat.	Study, statistic. Website: www.statistic.com	Labour productivity per hour worked is calculated as real output per unit of labour input (measured by the total number of hours worked).
4	Most productive countries in Europe	O.E.C.D Library.	Study, statistics	Most productive countries in Europe: comparative between working hours and productivity.
5	Ireland's Labour Productivity Growth for 2000-2018 at 3.4% is above the EU average of 1.3%	Central statistics office (CSO Ireland)		The Central Statistics Office (CSO) has today (28 July 2020) published Productivity in Ireland 2018. This publication presents a comprehensive picture of productivity and economic growth in the Irish economy for the Domestic and Other Sector, and the Multinational dominated Foreign-Sector, since 2000.
6	Levels of productivity by sector	Central statistics office (CSO Ireland)	Study, statistics	Sectoral labour productivity growth is also presented in two charts highlighting the domestic and other and the foreign dominated sectors. In addition, analysis of Ireland's relative position with its EU counterparts in terms of labour productivity is included.
7	Irish workers now ranked as most productive in world.	Central statistics office (CSO Ireland) O.E.C.D)	Study, statistics	Irish workers are now officially the most productive in the world, adding an average of \$99.50 (€87) to the value of the economy every hour they work, according to the Organisation for Economic Co-operation



				and Development (OECD).
8	Increase of productivity in Ireland	O.E.C.D C.S.O	Study, statistics	report suggested labour productivity here grew by 4.5 per cent on average between 2000 and 2016 with a significant increase recorded in 2015, the same year that saw a massive influx of multinational assets and an unprecedented 26 per cent jump in gross domestic product (GDP)
9	Level of job stress in Ireland doubles in five years	ESRI , and the Health and Safety Authority (HSA),	Study, statistics	Workers in Ireland were more likely to report the pressures of emotional demands and exposure to bullying, harassment and other forms of mistreatment but less likely to report time pressure than their Western European counterparts.
10	4 Ways Multitasking Decreases Productivity	northeastern	Website / study/vlog. www.northeastern.edu/graduate/blog/why-you-shouldnt-multitask/	Research suggests that multitasking can disrupt short-term memory, decrease creativity, and even lower your IQ, all of which can severely impact your job performance and career advancement.
11	How Multitasking Affects Your Mental Health	Entrepreneur	Article / Study (Website) https://www.entrepreneur.com/article/224943	Mental health problems can increase with multitasking, including increased anxiety, chronic stress and depression. Multitasking takes up all of your brain's energy, which neuroscientists say can cause you to be



				less focused and become more anxious.
12	Reasons why work-life-balance is important	Course correction coaching	Article. (Website) www.coursecorrectioncoaching.com/reasons-why-work-life-balance-is-important/#How_Work_Life_Balance_Typically_Gets_Defined .	When thinking about what work life balance means, most of us envision equalizing a see-saw (with work on one side and the rest of your life on the other side). And we think that we're supposed to equalize both sides, focusing on the amount of time spent on each side of the see-saw.
13	How many hours do we work from home	Central Statistics Office (CSO).	Study, statistic	The Republic had the fourth-highest rate of people working from home in the EU last year, according to the Central Statistics Office (CSO). As part of a recent Labour Force Survey, the CSO asked additional questions relating to place of work and commuting times.
14	Emotional Salary. How do we understand it? How does it affect us?	factorialhr	Article / study website : Www.factorialhr.com	As the name suggests, an emotional salary is one that touches on emotional gains rather than monetary benefits.



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