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ON THE PATH TO SOCIAL SUSTAINABILITY: ENHANCING PRODUCTIVITY AND WELL-BEING THROUGH STRUCTURED TIME MANAGEMENT

NA TRILHA DA SUSTENTABILIDADE SOCIAL: AUMENTANDO A PRODUTIVIDADE E O BEM-ESTAR POR MEIO DA GESTÃO ESTRUTURADA DO TEMPO

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ABSTRACT

Purpose: The aim of this study is to examine the effectiveness of specific interventions designed to improve the productivity and well-being of employees by reorganizing their work routines and meeting structures, using the case of Aker Solutions company.
Theoretical framework: The theoretical framework is based on the principles of Cal Newport's "Deep Work", David Allen's "Getting Things Done" (GTD), and Eisenhower's Decision Matrix, providing a structured approach to enhancing productivity through focused work and effective time management.
Methodology/Approach: The methodology involves a quasi-experimental design with pre- and post-intervention measures applied in the company Aker Solutions. Data were collected through performance indicators and surveys with employees to assess changes in productivity, stress levels, and job satisfaction.
Findings: The results indicate a significant improvement in productivity indicators and a reduction in stress and fatigue among employees after the interventions. Engagement levels positively correlated with the success of the implemented time management strategies.
Research, practical & social implications: This study emphasizes the importance of structured time management and task prioritization in enhancing employee performance and well-being, suggesting that these strategies can be applied across various organizational contexts. Additionally, aligning effective time management practices with the social sustainability principles of ESG can foster a healthier and more equitable work environment, promoting a balanced work-life equilibrium.
Originality/ Value: The significance of this study lies in its application of productivity theories within a genuine corporate environment, providing tangible evidence of their efficacy. It enriches existing literature by demonstrating how these practices can be tailored to meet the specific needs of organizations and employees, while also highlighting the importance of policies that foster a fair and sustainable work environment, reinforcing a commitment to social responsibility and ethical governance.
Keywords: Productivity; Sustainability; Employee Well-being; Time Management; Organizational Behavior.

RESUMO

Objetivo: O objetivo deste estudo é examinar a eficácia de intervenções específicas projetadas para melhorar a produtividade e o bem-estar dos funcionários ao reorganizar suas rotinas de trabalho e estruturas de reuniões, utilizando o caso da empresa Aker Solutions.
Framework Teórico: O marco teórico está fundamentado nos princípios de "Trabalho Profundo" de Cal Newport, "*Getting Things Done*" (GTD) de David Allen e na Matriz de Eisenhower para tomada de decisão, proporcionando uma abordagem estruturada para melhorar a produtividade através do trabalho focado e gestão eficaz do tempo.
Metodologia/Abordagem: A metodologia envolve um desenho quase-experimental com medidas pré e pós-intervenção aplicadas na empresa Aker Solutions. Os dados foram coletados através de indicadores de desempenho e pesquisas com funcionários para avaliar mudanças na produtividade, níveis de estresse e satisfação no trabalho.
Resultados: Os resultados indicam uma melhoria significativa nos indicadores de produtividade e uma diminuição no estresse e fadiga entre os funcionários após as intervenções. Os níveis de engajamento correlacionaram-se positivamente com o sucesso das estratégias de gestão de tempo implementadas.
Implicações de Pesquisa, Práticas e Sociais: Este estudo destaca a importância da gestão do tempo e da priorização de tarefas para melhorar o desempenho e o bem-estar dos funcionários, sugerindo que essas estratégias podem ser aplicadas em diferentes contextos organizacionais. Além disso, ao alinhar práticas eficazes de gestão do tempo com os princípios de sustentabilidade social do ESG, é possível promover um ambiente de trabalho mais equitativo e saudável.
Originalidade/Valor: A contribuição deste estudo está na aplicação de teorias de produtividade em um ambiente empresarial real, oferecendo evidências concretas de sua eficácia. Ele enriquece a literatura existente ao mostrar como essas práticas podem ser adaptadas às necessidades específicas das organizações e dos funcionários, destacando a importância de políticas que promovam um ambiente de trabalho justo e sustentável.
Palavras-chave: Produtividade; Sustentabilidade; Bem-estar dos Funcionários; Gestão do Tempo; Comportamento Organizacional.

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1. INTRODUCTION

In an era characterized by rapid technological advancements and increasing organizational complexity, productivity has emerged as a cornerstone of competitiveness and sustainability in the business world. Modern enterprises are under growing pressure to meet high-performance standards while simultaneously adapting to constant changes in their environments. Productivity, acknowledged as one of the main drivers of organizational success, goes beyond adopting cutting-edge technology. It also hinges on effective time management practices and the efficient structuring of work routines, essential for achieving tangible outcomes and long-term growth (Grahammer, 2002; Akinyemi et al., 2021). This study explores these dynamics, focusing on the specific productivity challenges faced by technical teams within engineering environments.

In the context of technical sectors such as engineering, productivity challenges become even more pronounced. Engineering teams frequently face complex tasks requiring both rapid problem-solving and precise execution, often under strict deadlines. These demands create an intense work environment where employees are pressured to accomplish more within increasingly compressed timeframes (Teuchmann et al., 1999; Major et al., 2002). While such intensity aims to boost output, it can lead to adverse effects, including decreased productivity and heightened stress levels, particularly affecting mental resilience and overall job satisfaction.

The importance of a balanced work environment has grown with the recent classification of Burnout Syndrome as an occupational disease by the World Health Organization (WHO) in 2022. Burnout, defined by chronic stress and emotional exhaustion, significantly affects mental health, impairing workers' performance, and is often associated with reduced productivity, increased absenteeism, and high turnover rates (Maslach & Leiter, 2016; Carlotto, 2001). Research demonstrates that high-pressure work environments, compounded by inadequate time management and task overload, can worsen Burnout, with engineering teams particularly vulnerable to these effects (Palmer & Schoorman, 1999). This backdrop underscores the critical need for companies to prioritize strategies that support productivity and protect employee well-being.

Addressing these issues, this study aims to explore and propose practical solutions to enhance the efficiency of routines and meetings within Aker Solutions' engineering team. Aker Solutions is an engineering-focused organization, in which employees face daily demands that impact both performance and well-being, illustrating the need for tailored solutions to optimize routines and meetings. By identifying key productivity bottlenecks and evaluating targeted

interventions, this research seeks to foster both improved performance and enhanced employee well-being. This focus extends beyond Aker Solutions, providing insights relevant to other organizations facing similar challenges within their technical teams. By bridging productivity and occupational health considerations, this study aligns with a more sustainable and human-centered approach to time management and workplace practices.

This research contributes to the field in several keyways. Theoretically, it advances understanding of the relationship between productivity and well-being, particularly in engineering contexts where routine optimization can mitigate stress and enhance engagement (Allen, 2001). Methodologically, it employs an empirical, case-based approach, implementing and evaluating practical interventions that offer a replicable model for other organizations seeking to address similar challenges (Schaufeli & Bakker, 2004). Practically, the study's findings inform the development of organizational policies to improve work environments, with implications for both corporate and public policy focused on occupational health. Aligned with the United Nations' Sustainable Development Goals (SDGs) 3, 8, and 11—promoting good health, decent work, and sustainable communities—this research supports creating healthier, more productive work settings, emphasizing a holistic balance between performance and well-being (United Nations, 2015).

2. LITERATURE REVIEW

This section presents an analysis of strategies that organizations can implement to optimize productivity and enhance quality of life in the workplace, with the goal of positively impacting organizational performance. In the sequence, it is presented methods such as Getting Things Done (GTD), which organizes tasks to reduce cognitive load; Deep Work, which fosters uninterrupted focus; the Eisenhower Matrix, which aids in activity prioritization; and No Meeting Day, which minimizes interruptions. Applied in industrial and corporate settings, these approaches aim to align operational efficiency with employee well-being, providing a technical framework for productivity and human development in the corporate environment.

2.1 Productivity theory

Several studies show that efficient time management is closely linked to enhanced organizational performance. According to Adamu & Agbo (2020), practices such as structured planning, priority setting, and minimizing distractions are essential for productivity. The authors state that employees' ability to focus on the most important tasks amplifies outcomes, establishing time management as a strategic competence in the corporate environment.

Complementing this, Akinyemi et al. (2021) assert that, beyond self-management, the work environment plays a crucial role in productivity. They emphasize that workplaces that promote focus by minimizing distractions enhance employees' ability to manage time effectively, which positively impacts team performance. Thus, companies that foster a culture focused on time management and concentration, alongside providing a conducive environment, tend to achieve higher productivity levels (Aamu & Agbo, 2020; Akinyemi et al., 2021).

The main productivity theories adopted by companies include approaches in resource management, employee motivation, and productivity measurement methods. McGregor's Theory X and Theory Y, for example, address managerial attitudes toward employee behavior. While Theory X relies on close supervision, Theory Y believes in self-direction and employee potential. Theory A further complements this by focusing on the development of individual creativity and self-expression as drivers of high performance, particularly in innovative settings (Aithal & Kumar, 2016). Additionally, Herzberg's Motivation-Hygiene Theory proposes that motivational factors such as recognition and growth, when integrated into the workplace, enhance job satisfaction and, consequently, productivity. Companies have applied this theory by reinforcing career development and employee recognition programs, promoting an improved quality of work life (Herzberg, 1959).

Taylor's Scientific Management Theory is applied to improve operational efficiency, particularly in production environments, through standardized processes. However, in settings that require flexibility, this approach can be combined with motivational methods, such as Theory A and Theory Y, to balance control with innovation (Bernolak, 1997). Advanced Productivity Theory, on the other hand, integrates modern technologies such as automation and digitalization into management to maximize efficiency in highly complex sectors. When applied in an integrated manner, these theories help companies adapt their productivity strategies to the specific demands of their industry and teams, fostering a more efficient and fulfilling work environment.

The practical application of productivity theories, as discussed by various authors, relies on a combination of precise performance measurement techniques, encouragement of creativity, and an adequate governance structure. In complex work environments, the use of reliable metrics allows companies to assess the impact of interventions and adjust practices according to their specific needs (Bernolak, 1997). Additionally, monitoring tools that track performance evolution help ensure that the implemented actions are sustainable and yield the desired results.

Establishing effective governance, based on incentives that promote creativity and

innovation, is equally important. For instance, by integrating practices from Theories Y and A, managers not only supervise but also encourage creativity, which is essential in environments that require constant innovation (Aithal & Kumar, 2016). These strategies require adjustments according to the characteristics of each team, ensuring that practices are aligned with the specific needs of each sector.

In summary, implementing productivity theories requires a structured and customized approach, where reliable data measurement enables accurate assessment of results and provides valuable insights for managerial decisions. The following sections discuss practical strategies that exemplify this adapted application, offering a detailed overview of implementing productive methodologies in the organizational context.

2.2 Deep work

The concept of Deep Work, introduced by Cal Newport (2016), is defined as the ability to focus intensely on cognitively demanding tasks without interruptions, allowing individuals to achieve high levels of performance and innovation. Newport (2016) argues that in a world saturated with digital distractions and superficial work, deep work becomes essential for productivity and success. Based on cognitive psychology theories, Newport emphasizes the importance of continuous attention and deep information processing as strategies to optimize professional performance (Newport, 2016).

The practical application of Deep Work is supported by studies such as that of Bailey & Konstan (2006), which show that extended periods of undistracted concentration increase both the efficiency and quality of the work performed. The research suggests that focusing continuously reduces the need to switch between tasks, a process that can impair performance. With fewer attention shifts, professionals are able to execute complex tasks with greater precision, directly reflecting in their productivity and the final output of their work (Bailey & Konstan, 2006).

Moreover, more recent studies, such as Porche (2019), reinforce the idea that deep work is not an innate skill but rather something that must be learned and consistently practiced. The author highlights that maintaining uninterrupted focus is crucial for accomplishing complex tasks. The research suggests that as deep work is trained and integrated into daily practices, it can improve the quality and consistency of work, driving advancements in fields that require precision and detailed analysis (Porche, 2019).

Another relevant study by Rodríguez et al. (2020), analyzed the perception of 482 workers regarding deep work habits. The research indicates that the adoption of intensive focus

practices is positively correlated with organizational productivity. According to the study, deep work can have a significant impact on company efficiency, showing that this practice not only enhances individual productivity but also contributes to overall organizational performance (Rodríguez et al., 2020).

Despite the benefits highlighted in these studies, implementing Deep Work poses challenges in collaborative work environments, where constant information exchange and interruptions are necessary for the workflow. While Newport (2016) and the previous studies suggest that distraction-free focus has a positive impact on productivity, this work model may be more effective in roles that require individual concentration than in environments that demand constant collaboration. For this reason, adopting Deep Work requires a careful assessment of the organizational context and the specific needs of each team, in order to balance individual focus with the collaboration necessary for the collective success of the organization (Newport, 2016; Rodríguez et al., 2020).

2.3 Getting things done

The Getting Things Done (GTD) method, created by David Allen (2001), is a time management approach designed to increase productivity and reduce stress through the structured organization of daily activities. Composed of five key stages: Capture, Clarify, Organize, Review, and Engage, GTD allows individuals to externalize tasks and commitments, freeing the mind from the constant effort of remembering everything that needs to be done, which in turn enables clearer focus on essential activities (Allen, 2001).

Recent studies, such as the one by Heylighen & Vidal (2008) titled Getting Things Done: The Science Behind Stress-Free Productivity, support the GTD practices based on the theory of situated and distributed cognition. According to the authors, the human brain uses the environment as an external memory and feedback source, which is implemented in GTD by structuring tasks into lists and external digital tools. This process of externalization reduces cognitive overload, allowing individuals to focus on more immediate tasks, thereby reducing stress and increasing efficiency (Heylighen & Vidal, 2008).

Furthermore, the study by Sá et al. (2018) explores the practical applicability of GTD and presents two digital tools that facilitate the implementation of the method's steps. These digital tools are highlighted as essential for helping professionals organize and monitor workflows in a simplified and efficient manner, especially in contexts that require managing multiple demands and simultaneous deadlines. The digitization of these processes makes incorporating GTD into daily life easier, making it an accessible practice for those seeking to

boost productivity and reduce stress (Sá et al., 2018).

Although GTD provides an effective framework for personal and professional management, its practical application depends heavily on the discipline and commitment of the user to follow the proposed steps. In dynamic work environments, where priorities can shift rapidly, the rigidity of the method may become a challenge, requiring constant adjustments to maintain the system's relevance. However, by encouraging the externalization of information and the use of supporting tools, GTD helps reduce stress and cognitive overload, promoting clarity and focus. Even in high-pressure scenarios, professionals can maintain a more sustainable and productive workflow. This adaptability, combined with the method's potential to improve both productivity and mental well-being, makes GTD a widely applicable and effective methodology, both for individuals and organizational teams seeking to optimize their performance and well-being.

2.4 Eisenhower matrix

In the context of project management, prioritization methodologies are essential for evaluating and deciding which tasks should be executed based on both quantitative and qualitative criteria. The Eisenhower Matrix, also known as the Urgent-Important Matrix, is a practical tool that categorizes activities according to their urgency and importance, contributing to the organization and efficiency of teams. Inspired by former U.S. President Dwight Eisenhower, this matrix divides tasks into four quadrants, allowing individuals and teams to prioritize activities that truly contribute to long-term strategic goals, rather than focusing solely on demands that seem urgent (Moon, 2016).

This tool distinguishes activities into four categories: in Quadrant I, tasks that are "Important and Urgent", such as emergencies or tight deadlines requiring immediate attention, are given priority. In Quadrant II, tasks that are "Important but Not Urgent", such as strategic planning and personal development, are essential for sustainable long-term growth. By allocating specific time for these activities, the Eisenhower Matrix promotes proactive planning, which not only reduces future crises but also enhances organizational performance. In Quadrant III, "Not Important but Urgent" tasks, such as interruptions or delegable tasks, demand quick attention but have little impact on long-term outcomes. Finally, Quadrant IV groups "Not Important and Not Urgent" tasks, which are low-value activities that should be minimized or eliminated to optimize resources and time (Columbia, 2024).

The Eisenhower Matrix not only helps avoid the "urgency trap" but also encourages deeper reflection on the true importance of tasks. It fosters greater awareness of priorities and

stimulates the elimination of activities that add little to the final outcome, improving the balance between immediate demands and long-term objectives. Although the Eisenhower Matrix offers an effective framework for time management, its successful implementation requires discipline and a clear understanding of urgency and importance criteria. The practical application of this tool can become a significant differentiator in both corporate and academic environments, promoting productivity and renewed focus on the priorities essential for organizational success.

2.5 No Meeting day

The "No Meeting Day" is an emerging practice aimed at optimizing time management and enhancing productivity in the corporate environment. This approach allows employees to have a day free from interruptions, providing the necessary focus for tasks that require deeper cognitive effort. Hansen (2009) suggests that reducing distractions, such as frequent meetings, can increase both the efficiency and quality of work. However, Hansen (2009) does not explore in detail how this practice applies to different organizational contexts. While it is acknowledged the pitfalls of interruptions, the analysis lacks a specific discussion on the impact that the absence of meetings can have on team interaction and collaboration, which are essential in many organizations.

On the other hand, Perlow (2012) emphasizes the importance of tailoring practices like "No Meeting Day" to the specific profile and needs of each team. His approach suggests a flexibility that, although necessary, requires careful management to avoid employees feeling disconnected or disengaged from team objectives. Perlow (2012) highlights that one of the biggest challenges of this practice is ensuring that communication remains fluid and that task coordination needs are still met. However, the analysis also raises the issue of balancing the flexibility required for the implementation of "No Meeting Day" with the discipline needed to maintain deadlines and productivity—something companies must carefully consider when adopting this practice.

More recent studies, such as the one conducted by Laker et al. (2022), provide quantitative data that complement the reflections of these authors. A survey of 76 companies revealed that employees who had one to five "No Meeting Days" per week reported greater autonomy and lower levels of stress. The reduction in stress was significant, with stress levels dropping by up to 75% when five "No Meeting Days" were implemented (Laker et al., 2022). These findings suggest that the "No Meeting Day" can be a powerful tool to increase employee productivity and well-being. However, the study also reveals that three "No Meeting Days" per week seem to be the ideal balance, offering a compromise between individual focus and the

necessary opportunities for interaction and collaboration. This balance is particularly relevant for companies that rely on a constant flow of communication and innovation, indicating that the "No Meeting Day" should not be seen as a universal approach, but rather one that is adaptable to the needs of each organization.

These contributions demonstrate the complexity of implementing the "No Meeting Day," which, while beneficial for individual productivity, may present challenges to team cohesion and collective responsibility. A critical analysis reveals that, despite the reported advantages, this practice does not replace the need for structured communication and may even require complementary methods, such as asynchronous communication and the use of collaboration tools. Such tools ensure the continuity of activities without the physical or virtual presence of meetings. Therefore, the successful implementation of the "No Meeting Day" depends on strategic management that balances periods of focus with moments of collaboration, considering the demands of each role and the organizational culture of each company.

3. METHODOLOGY

The methodology applied in this article is characteristically quantitative, as evidenced by the systematic collection and analysis of numerical data. This approach, as described by Creswell (2014), is effective for testing specific hypotheses and objectively measuring variables. Techniques such as the use of structured questionnaires, a common practice in quantitative research, were employed to collect data related to productivity and stress levels. The quantitative methodology, noted for its precision and objectivity, is essential in studies aiming to analyze the impact of specific interventions in corporate environments. The application of this approach allows for a detailed analysis grounded in concrete data, ensuring more reliable conclusions based on quantitative evidence.

3.1 The case study: Aker Solutions Company

Aker Solutions is recognized as a global leader in providing integrated solutions, products, and services to the energy industry worldwide, with a focus on low-carbon oil and gas production and the development of renewable energy solutions. This positioning places the company at the forefront of the transition to sustainable energy production. As highlighted on its official website, Aker Solutions (2024) has played a key role for nearly two centuries, delivering some of the world’s most complex and strategically significant energy projects. Its

portfolio includes a wide range of projects, from large-scale platforms and subsea systems for oil and gas production to offshore wind energy facilities and solutions for carbon capture, utilization, and storage.

The company's commitment to sustainability is evident in its operations, prioritizing the safety of employees and the environment, as well as having robust programs in social and governance areas. Aker Solutions strives to achieve emission reduction targets, support clients in their sustainability goals, and develop low-carbon solutions. The “Power The Change” initiative is a demonstration of the company’s commitment to challenging norms, promoting innovation, and collaborating to accelerate the transition to sustainable energy production. Aker Solutions' core values — Excellence, Integrity, Safety, Sustainability, and Partnership — reflect its approach to addressing challenges, driving innovation, and fostering collaboration.

Aker Solutions’ commitment to sustainability reflects a strategic move to meet the growing demand for sustainable energy solutions. By addressing global energy challenges for future generations, the company leverages its expertise not only to enhance its competitiveness but also to align with the United Nations Sustainable Development Goals (SDGs), particularly those related to decent work, innovation, and climate action. This positions Aker Solutions as a relevant case to study productivity and well-being factors.

3.2 Methodological procedures

The complete method proposed to thoroughly assess the intervention’s impact proposed in this study is shown in Table 1.

Table 1

Objectives, methodology, and results of each step.

Specific Objectives	Research Procedure	Results
1. Conducting a study on improving work routines and time management and productivity tools.	**1.1** A bibliographic and documentary research were conducted, along with data analysis, on management tools, time optimization, and meeting organization.	Acquire theoretical background and in-depth knowledge about different tools and their applicability; List tools and benefits to choose which improvements fit the Aker engineers.
2. Define productivity indicators and collect data from Aker Solutions employees to identify the main impacting factors.	**2.1** Creation of key performance indicators - KPIs (applicability of the intervention, self-perception of productivity and stress, hours dedicated to engineering documents, and uninterrupted period) and data collection instruments (questionnaires, analysis of schedules, and routines). **2.2** Application of previously designed research instruments to collect data. The	Tabulate data acquired through questionnaires and schedules for future analysis; Define KPIs with the team.

	questionnaire process for this research was structured in three stages. Initially, a baseline survey collected data on the current work environment at Aker Solutions. Throughout the intervention phase, daily data collection tracked changes as methods were applied. Lastly, a life satisfaction and engagement survey were conducted to enhance the findings.	
3. Model the current scenario to identify bottlenecks and key areas for improvement (scenario modeling study).	**3.1** Data tabulation (indicators, how much time is spent on certain activities).	Present results in a simplified manner for easy visualization and analysis - Examples: Pie chart, Box Plot, and Objective Dashboards.
4. Propose and implement routine interventions for the identified important items using intelligent time management and productivity tools researched in the first objective.	**4.1** First Intervention: Two Deep Work (focused work) sessions per week without interruptions and blocking of the agenda. **4.2** Second Intervention: GTD (Getting Things Done) method, to list tasks that need to be done and classify them into priority levels using the Eisenhower matrix. **4.3** Third Intervention: Absence of meetings for 4 consecutive Fridays.	Generate tables and charts with the results after applying time management tools.
5. Compare productivity indicators before and after the proposed interventions and assess the effectiveness of the actions.	**5.1** KPIs - Time dedicated to projects, uninterrupted hours, level of stress, fatigue, and productivity.	Create a demonstrative dashboard with the before-and-after results for comparison.

The outcomes include identifying the main bottlenecks affecting Aker Solutions' productivity and proposing practical solutions to optimize the company's routines and meetings. The recommendations are based on best practices identified in the literature on time management and efficient meetings. It is anticipated that the proposed recommendations can be easily implemented by the company and contribute to enhancing team productivity.

A study conducted by Laker et al. (2022), examined 76 companies with over 1,000 employees in 50 countries that had implemented time management practices into their routines. They concluded that by reducing 40% of meetings, they achieved a 71% increase in productivity, and employees felt more empowered and autonomous. Workers replaced meetings with better forms of individual connection, at a pace suitable for them, using management tools to aid communication. It was also noted that the risk of stress decreased by 57% and cooperation increased by 55%, consequently improving the psychological, physical, and mental well-being of employees. Following the interventions, individuals reported feeling valued, trusted, and 44% more engaged (Laker et al., 2022).

Therefore, with the positive results from studies and companies worldwide, this study aims to adopt best intervention practices to suggest actions for improving the productivity of the company under study and stakeholders. A similar optimistic return to the analyzed success

cases is expected to recommend the implementation of strategies resulting in efficiency gains, a better work environment, and increased employee satisfaction.

3.3 Intervention schedule and activities

A schedule for a case study is an essential tool for organizing and guiding the implementation process of planned interventions, serving as more than just a list of activities and deadlines. In this case study, it was used as a practical method to structure and monitor the execution of time management activities.

In the first phase, Data Collection (Current Scenario), which spans two weeks, data was collected on the current scenario to inform the planning of future interventions. Following the data collection, it was proceeded with the scheduled interventions as outlined below:

- Deep Work: Two weeks dedicated to developing deep concentration.
- GTS Method: Two weeks of applying the method for organizing tasks.
- No Meeting Day: An intervention conducted over four weeks, focusing on one day a week with no meetings (Fridays) to maximize productive work time.

Thus, the schedule was developed with specific intervals that reinforce the practical purpose of the intervention, serving not only to guide the team but also to ensure that each phase of the case study receives the necessary attention within realistic deadlines. In this way, the schedule stands out as a practical strategy for achieving case study goals in an organized and effective manner.

The schedule used in this research is adaptable to different companies and organizational contexts. It can serve as a practical foundation for implementing interventions aimed at management innovations focused on social sustainability, allowing other organizations to benefit from this approach in promoting more responsible and sustainable practices. Figure 1 shows the schedule that was followed during the application of the interventions.

Figure 1
Schedule of the activities.

Data Collection (Current Scenario)	Deep Work	GTS Method	No Meeting Day	Engagement and Burnout Questionnaire
Weeks 1 and 2	Weeks 3 and 4	Weeks 5 and 6	Weeks 7/8/9/10	Week 11, 12 and 13

The study involved the participation of 17 members of the engineering team of Aker

Solutions. Throughout the study duration, three distinct interventions were implemented to optimize processes and boost productivity. The first intervention involved dedicating two weeks to Deep Work, followed by two weeks utilizing the Getting Things Done (GTD) Method. The final intervention introduced No Meeting Day, exclusively observed on Fridays for four weeks. This comprehensive approach targeted the entire engineering team, enabling a thorough analysis of interventions across the entire group.

To introduce these practices, an initial online onboarding meeting was conducted, outlining the case study, and explaining the methodology for collecting questionnaires designed to assess the scenario before implementing the interventions (Table 2). Subsequently, a face-to-face meeting was organized at the company's office to provide detailed instructions on the application of the methods, accompanied by practical examples, clarification of doubts, and discussion of the underlying concepts.

Data collection was conducted through structured questionnaires on Google Forms, anonymously completed at the end of each workday (refer to Tables 3 and 4). The selection of this data collection method, via questionnaires, was justified by its efficacy in capturing detailed perceptions and feedback from participants on each intervention. This approach enabled an understanding of not only the observed impacts but also the individual perceptions regarding the implemented methodologies.

To further explore the relationship between employee productivity and well-being, the interventions were supplemented with an additional questionnaire focused on engagement and burnout (refer to Table 4 and Figure 2). These questionnaires were based on the Brazilian Version of the Burnout Assessment Tool (BAT) for work (Schaufeli et al., 2019) and the Work & Well-being Survey - UWES (Schaufeli & Bakker, 2003).

To ensure data security and confidentiality, a Python script developed in Google Colab was utilized. This script automated the distribution of emails containing unique and random codes to the participants, facilitating secure access to the forms. This procedure ensured that each response was associated with a specific code, preserving the anonymity of the respondents and the integrity of the collected data.

3.4 Questionnaire and scales

To analyze the current scenario, a questionnaire has been meticulously crafted to assess various facets of the workday for individuals involved in engineering documentation tasks. The survey encompasses evaluations of workload volume, frequency of interruptions, levels of

stress and fatigue, and perceived productivity.

Responses were collected anonymously to ensure data confidentiality. Participants were asked to report the number of hours dedicated specifically to engineering document tasks, the duration of their longest uninterrupted work period, their current levels of stress and fatigue, and their self-assessment of productivity concerning engineering documentation.

Furthermore, respondents were requested to provide details on the total hours worked during the day and indicate their workplace location, specifying whether it is a home office or a physical office setting. This information facilitated a comprehensive analysis of working conditions and daily performance among engineers, thereby contributing valuable insights for enhancing the work environment and human resource management.

Table 2

Questionnaire of the Pre-Intervention - Current Scenario.

Question	Response Options
Write your identification code:	Anonymous code sent via email
How many hours did you work today approximately on engineering documents and activities directly related to them?	0 to 10
What was the longest period you managed to work today without interruptions?	Between 30 min to 4 hours
How would you describe your individual perception of stress and fatigue at this moment?	From no stress or fatigue to extremely stressed and tired
Select the option that best describes your perception of today's level of productivity in relation to engineering documents:	● Between low (I worked much less on engineering documents than I expected) ● To excellent (I worked more on engineering documents than I expected) ● N/A (I was not scheduled to work on engineering documents today).
Indicate the total number of hours worked today (duration of the workday):	Less than 5 hours to 9 and a half hours
Select the option that applies to your work situation today:	Worked from Home office or physically at the office

The questionnaire used for data collection during the intervention was identical to the one employed in the pre-intervention scenario research (Table 2), with the addition of four additional questions, as indicated in Table 3.

Table 3

Additional questions used in the intervention scenario research.

Interventions Scenario Survey - Aker Solutions	
Additional Questions	**Response Options**
If you describe yourself with stress levels, what do you think is influencing this?	Text: Individual perception
Were you able to apply the method today?	a) Yes, I was able to apply the method well today. b) No, I was not able to apply the method today. c) I applied the method partially today.
If you failed, what is the reason?	Text: Individual perception
Give suggestions to improve productivity, the application of methods or the company culture (resources, engagement, motivation, balance, etc.)	Text: Individual perception

The engagement and burnout questionnaire included questions about professional life satisfaction, with statements to measure the degree of employee engagement using scales ranging from never to always, as shown in Table 4 and Figure 2.

Table 4

Engagement and Burnout Questionnaire.

Engagement	**Burnout**
I feel truly happy (relaxed) at work.	I have to struggle to remain excited about work.
I am someone who finds meaning in the work that I do.	Everything I do at work requires effort.
"Time flies" when I'm working.	I think I recover more energy after a day of work.
At work I feel strong and vigorous (vitality)	I work hard, but I feel remarkably exhausted.
I am enthusiastic about my job.	It is getting harder and harder to start a new workday.
When I am working, everything happens as if it were passing by me (I do not notice).	When I am not working, I feel like I'm falling apart in some way.
My work inspires me.	It takes me a long time to relax after work.
When I work, I forget everything around me.	Even if I work hard, I think my work remains inaccurate and sloppy.
I feel that when I am working, I am inside a bubble.	I am pessimistic about what my job means to others.
Sometimes when I am working, I feel totally disconnected.	I feel indifferent in relation to my job.

Figure 2
Response scale for the questionnaire.

Never	Almost never	Sometimes	Regularly	Frequently	Almost always	Always
Not a single time in a year	A few times in a year	Once or twice a month	Sometimes per month	Once a week	A few times per week	Every day
0	**1**	**2**	**3**	**4**	**5**	**6**

3.5 Data Processing

To analyze the information, the qualitative response options were converted into quantitative scales using conversion tables (Table 5). The results were processed using the in Excel software.

Table 5
Questions and scales.

Questions	Response Options	Scale
How would you describe your individual perception of stress and fatigue at this moment?	A. Extremely stressed and tired B. High level of stress and tiredness C. Moderate D. Low level of stress and tiredness E. No level of stress or tiredness	A. Extremely = 5 B. High = 4 C. Moderate = 3 D. Low = 2 E. None = 1
Select the option that best describes your perception of today's level of productivity in relation to engineering documents:	A. Excellent (I worked more on engineering documents than expected). B. Good (I worked on engineering documents as expected). C. Moderate (I worked a little less than expected on engineering documents). D. Low (I managed to work much less on engineering documents than I expected). E. N/A (I was not scheduled to work on engineering documents today).	A. Excellent = 5 B. Good = 4 C. Moderate = 3 D. Low = 2 E. N/A = 1

To compute the burnout and engagement indicators, all responses were aggregated to generate a composite score for each participant. To comprehensively visualize all the indicators, the data underwent processing in Power Query and Power BI, serving as a double check of the manual treatment in Excel and rendering the indicators more visual and dynamic. The same conversions between qualitative and quantitative data mentioned earlier have been applied, alongside measure functions and formulas in Power BI. The results are systematically presented and elucidated throughout Section 4.

4. RESULTS AND DISCUSSION

4.1 Pre-intervention scenario

The descriptive analysis of the data, as illustrated in Table 6 and Figures 3 and 4 below, provides an overview of the period before the implementation of interventions. To separate the data, four main indicators were chosen: Mean (x̄) hours spent on engineering document analysis; Mean (x̄) longest uninterrupted period; Self-perception of productivity and stress.

Table 6
Results obtained in the questionnaire of the pre-intervention scenario.

x̄) Hours spent on document analysis	(x̄) Longest period without interruption	Self-perception of productivity (Good or Excellent)	Self-perception of Stress and Fatigue (Extremely high and high)
3.4 hours	1.8 hours	31.30%	19.20%

Figure 3
Results of self-perception of productivity – pre-intervention scenario.

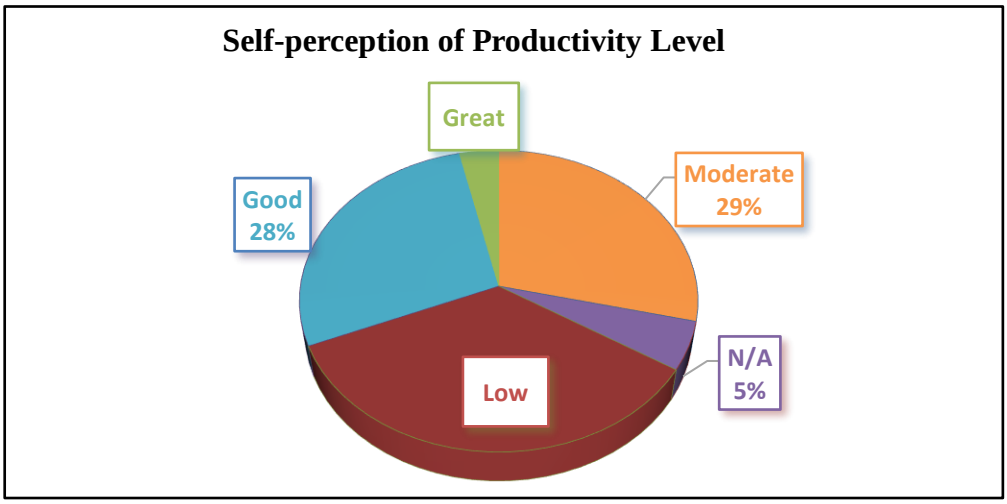
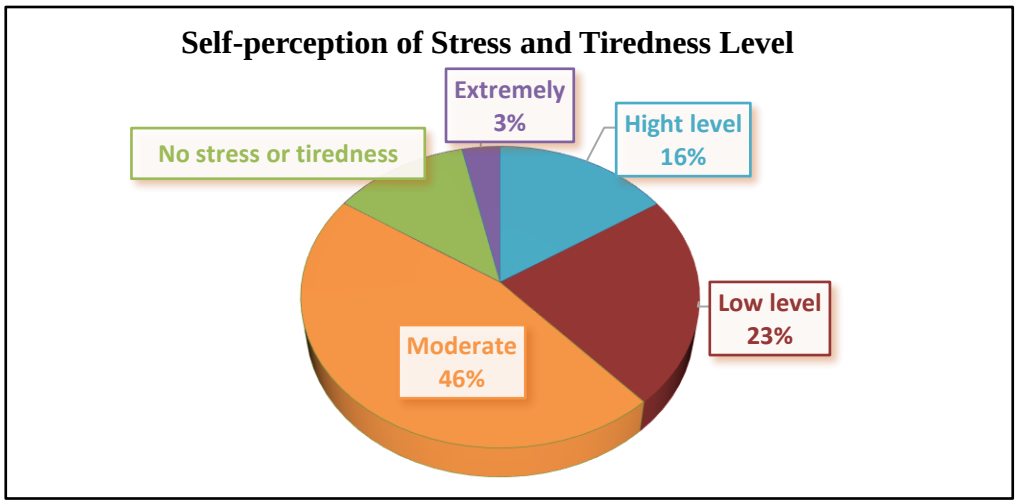


Figure 4

*R*esults of self-perception of stress and tiredness – pre-intervention scenario.



In terms of employees' self-perception, 31.30% rated their productivity as good or excellent, indicating significant potential for enhancing work efficiency. Moreover, a notable proportion of respondents reported experiencing extreme or high levels of stress and fatigue, reaching 19.20%. This data underscores the prevalence of stress and fatigue among employees, factors that could detrimentally affect both well-being and productivity.

These indicators serve as a baseline for evaluating the effectiveness of subsequently implemented interventions. It is anticipated that the strategies put in place increase the focused work periods, reduce the perception of stress and fatigue, and achieve an overall enhancement in employees' self-perceived productivity.

4.2 Results of the interventions

4.2.1 Deep work method

In the realm of business productivity, the implementation of Deep Work entails establishing designated periods wherein employees can fully immerse themselves in their most critical tasks without disruptions from communications, meetings, or other common workplace distractions. This approach proves particularly valuable in environments where intellectual work necessitates deep analysis, creativity, and the resolution of complex problems.

For two weeks, the intervention centered on the concept of "Deep Work" was executed within the Engineering department at Aker Solutions. This initiative entailed scheduling a two-hour daily block, facilitated through the Outlook platform, with the objective of fostering an environment conducive to deep concentration and minimizing interruptions. Throughout this specified timeframe, meticulous data collection was undertaken to evaluate the efficacy of implementing this distinct intervention. The outcomes of the Deep Work application are

detailed in Table 7.

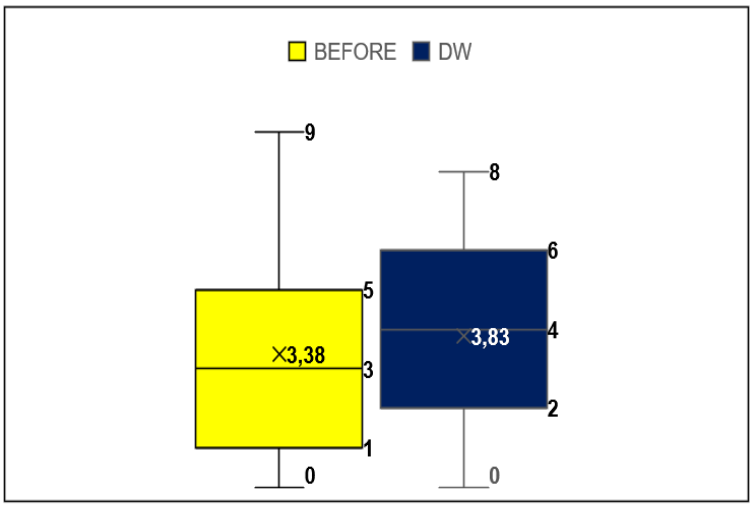
Table 7
Results obtained with the use of Deep Work.

	(x̄) Hours in document analysis	(x̄) Longest period without interruption	Self-perception of productivity	Self-perception of Stress and fatigue	Applicability of the method
Before (h)	3.38	1.84	1.90	1.62	78%
Deep Work (h)	3.83	1.83	2.29	1.66	
Difference (h)	0.45	-0.01	0.39	0.04	
Difference (min)	27.00	-0.60	23.40	2.40	
Difference (%)	13%	-1%	21%	2%	

Following the adoption of the Deep Work technique, a thorough examination of the gathered data unveils intriguing insights regarding employee productivity and well-being. Particularly noteworthy is the observed uptick in the average time allocated to document analysis, signifying a notable 13% enhancement compared to the Pre-Deep Work period. This uptrend suggests that employees are devoting more time to this crucial activity.

Moreover, the reduction in the interquartile range (IQR) indicates that the intervention has led to greater consistency in responses or measured behavior, thereby yielding a favorable outcome. This is further corroborated by the augmented median and the diminished dispersion of data post-intervention, as illustrated in Figure 5.

Figure 5
Box Plot: Before x Post Deep Work Intervention (Hours allocated in engineering documents).



When examining the longest uninterrupted work period, minimal change was observed, suggesting that employees' ability to work without interruption remained stable. However, a

significant leap of 21% was noted in the self-perception of productivity, indicating that employees perceived a notable improvement in the quality and effectiveness of their work.

It is essential to note that alongside these improvements, there was a modest 2.10% increase in employees' self-perception of stress and fatigue. While this increment suggests a potential association between the Deep Work technique and heightened stress levels, it is important to highlight that the increase in stress is approximately ten times smaller than the increase in perceived productivity. This discrepancy raises questions about the statistical significance of the stress increase, as it may be attributable to sample randomness rather than a direct consequence of the interventions.

Moreover, the Deep Work method was positively evaluated for its practical viability, with 78.00% of respondents indicating its applicability. This high level of applicability underscores employees' ability to effectively integrate Deep Work into their work routines, despite potential challenges associated with maintaining prolonged periods of intense focus.

In summary, the data indicates an overall positive impact of Deep Work on employee productivity. However, attention to stress management and potential adjustments in work strategies may be necessary to address associated challenges effectively.

4.2.2 Getting Things Done (GTD) method

During a period of two weeks, an intervention based on the GTD methodologies and the Eisenhower Matrix was introduced. This process involved providing an infographic (Figure 6) outlining clear guidelines on how tasks should be listed and prioritized, with the aim of promoting focus on activities of greater relevance and urgency.

The results of applying the GTD methods and the Eisenhower Matrix can be seen in Table 8. The implementation of these methods produced notable results in the workplace, as evidenced by the analysis of the collected data. There was an increase in the average hours dedicated to document analysis, by 33% compared to the period before the application. This increase suggests that employees are investing more time in tasks that require greater attention and concentration.

Figure 6
Infographic – GTD Method.

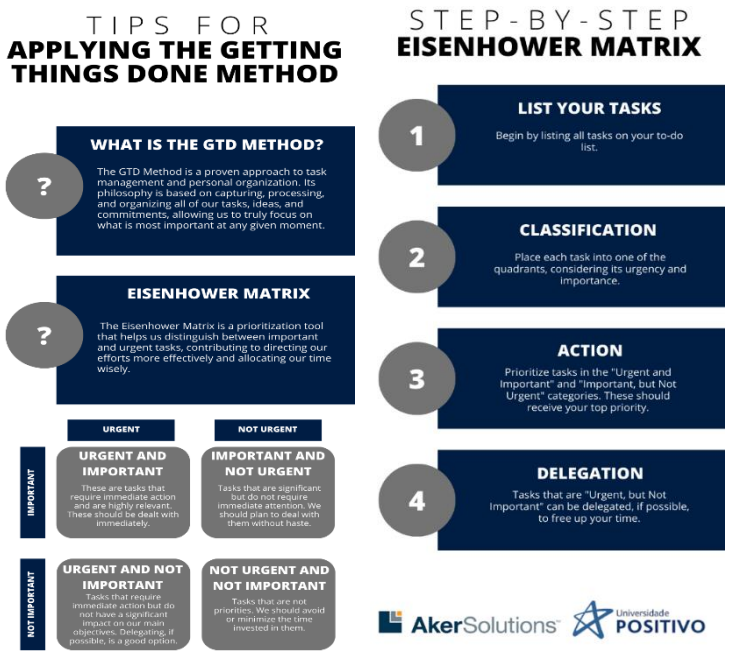


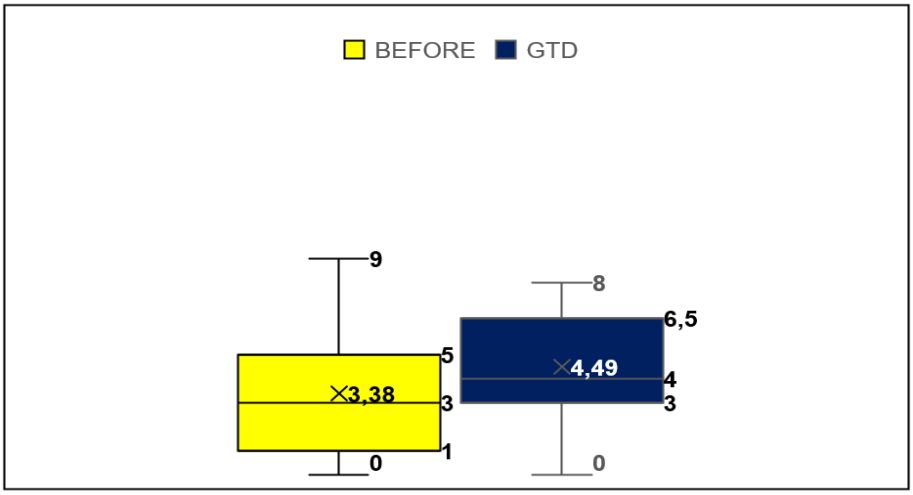
Table 8
Results obtained using GTD and Eisenhower Matrix.

	(x̄) Hours in document analysis	(x̄) Longest period without interruption	Self-perception of productivity	Self-perception of Stress and fatigue	Applicability of the method
Before (h)	3.38	1.84	1.9	1.62	97%
GTD (h)	4.49	2.00	2.68	1.14	
Difference (h)	1.11	0.16	0.78	-0.48	
Difference (min)	66.60	9.6	46.80	-28.8	
Difference (%)	33%	8%	41%	-30%	

When examining the boxplot graph (Figure 7 and Table 8) comparing the periods before and after the implementation of the GTD method and the Eisenhower Matrix, a notable improvement in the variable under consideration is evident. This observation is substantiated by increases in medians, interquartile ranges (IQR), and greater dispersion of data, indicating enhanced uniformity or effectiveness of the evaluated process post-implementation.

Regarding uninterrupted work periods, there was an 8% increase in employees' ability to maintain continuous focus. While more modest compared to the total time spent on document analysis, this change still signifies progress in managing interruptions in the workplace.

Figure 7
Box Plot: Pre x Post GTD and Eisenhower Matrix intervention (Hours allocated to engineering documents).



Most significantly, the self-perception of productivity exhibited a 41% increase, signifying an improvement in individuals' perception of effectiveness and performance at work a promising reflection of the GTD method's success in enhancing professional fulfillment. Conversely, the self-perception of stress and fatigue decreased by 30%, suggesting that the method may have contributed to greater well-being in the workplace, alleviating feelings of overload and exhaustion associated with daily tasks.

Furthermore, the methodology proved highly applicable, with a 97% rate, indicating that nearly all employees were able to integrate these practices into their routines. The combination of improved time management, increased productivity, and reduced stress underscores the value of GTD as an effective organizational strategy.

4.2.3 No Meeting Day method

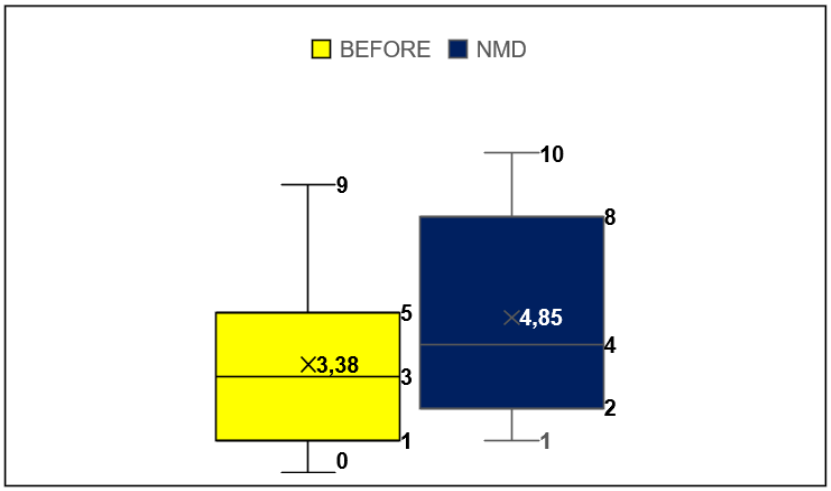
Throughout four consecutive weeks, the intervention known as "No Meeting Day" was implemented, particularly on Fridays. This strategy involved intentionally restricting participants' schedules, prohibiting any meeting arrangements throughout the day. During this period, data collection was conducted to assess the effectiveness of implementing this distinctive intervention. The results of applying the No Meeting Day method can be observed in Table 9 and Figure 8.

Table 9
Results obtained using No Meeting Day.

	(x̄) Hours in document analysis	(x̄) Longest period without interruption	Self-perception of productivity	Self-perception of Stress and fatigue	Applicability of the method
Before (h)	3.38	1.84	1.9	1.62	70%
No Meeting Day (h)	5.35	2.35	2.55	1.30	
Difference (h)	1.97	0.51	0.65	-0.32	
Difference (min)	118.20	30.6	39.00	-19.2	
Difference (%)	58%	27%	34%	-20%	

The introduction of "No Meeting Day" into the work routine brought significant transformations as indicated by the collected data (Table 9). After implementing this intervention, which designates days without meetings, employees experienced an increase of almost two hours in the average time dedicated to document analysis. This growth, representing a 58% advancement, suggests deeper concentration on analysis tasks when interruptions from meetings are eliminated.

Figure 8
Box Plot: Pre x Post the No Meeting Day intervention (Hours allocated to engineering documents).



Additionally, the longest uninterrupted work period increased by just over half an hour, representing a 27% extension, indicating that employees could sustain their focus for longer periods. This data underscores the effectiveness of "No Meeting Day" in facilitating uninterrupted work blocks, enabling deeper engagement in tasks without the interruptions typically caused by meetings.

Perceptions of productivity also experienced a significant improvement, with a 33.7%

increase suggesting positive impacts resulting from the method's adoption. Particularly noteworthy is the substantial reduction of 19.20% in perceived stress and fatigue among employees. This shift implies that the absence of meetings likely contributed significantly to stress alleviation and the cultivation of a more tranquil, less overwhelmed work environment.

The method's high applicability, rated at 70%, indicates that the majority of employees successfully incorporated the "No Meeting Day" practice into their routines. Thus, the implementation of this policy not only appears feasible but also advantageous, fostering enhanced productivity and a notable enhancement in employee well-being.

4.3 Comparison of pre and post intervention scenarios

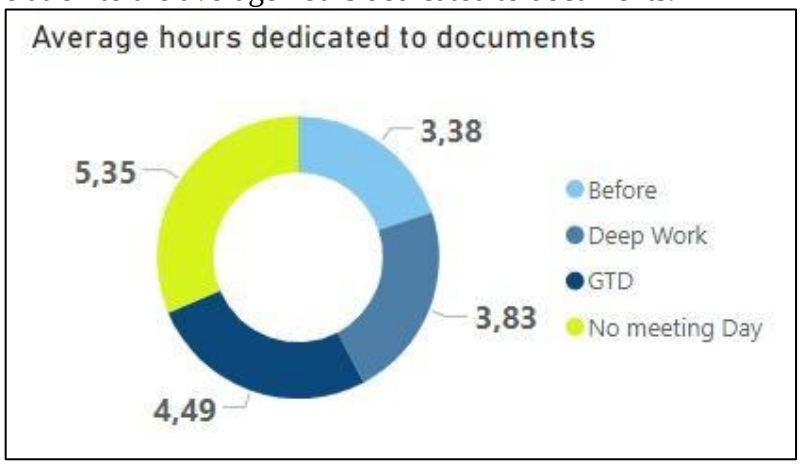
By analyzing the interventions as a whole and comparing them with the initial scenario mapped without the implemented tools (Table 10), it was possible to verify valuable insights about their efficacy and benefits of such methodologies.

Table 10
Results obtained with the use of the three interventions (average of all).

	(x̄) Hours in document analysis	(x̄) Longest period without interruption	Self-perception of productivity	Self-perception of Stress and fatigue	Applicability of the methods
Before (h)	3.38	1.84	1.9	1.62	82%
Deep Work	3.83	1.83	2.29	1.66	
GTD Method	4.49	2.00	2.68	1.14	
No Meeting Day	5.35	2.35	2.55	1.30	
Combined Average	4.56	2.06	2.51	1.37	
Difference (%)	34.81%	11.71%	31.93%	-15.64%	

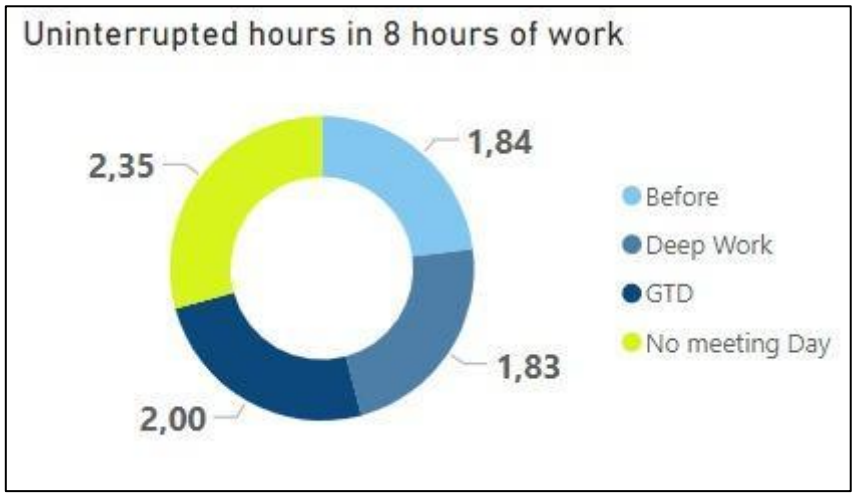
Initially, there was an increase in the average time dedicated to document analysis (Figure 9), rising from 3.4 to 4.5 hours, which represents an increase of 25%. This change suggests a greater emphasis on analytical activities, which are essential in the studied sector, potentially reflecting an improvement in the quality of intellectual work.

Figure 9
Comparison in relation to the average hours dedicated to documents.



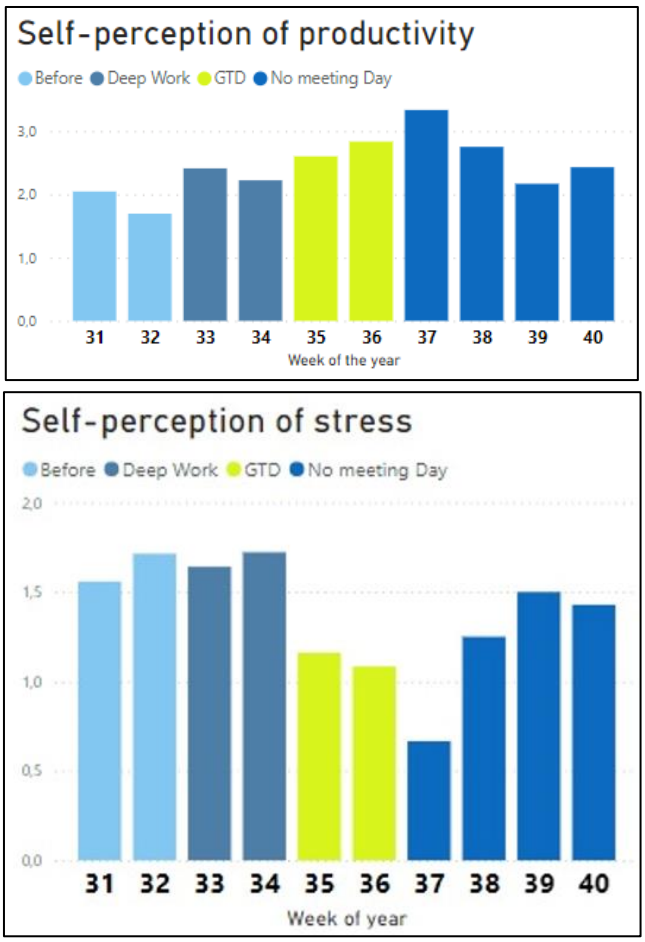
Moreover, the period of uninterrupted work showed a modest improvement (Figure 10), increasing by 11%, which denotes a possible reduction in distractions or external interruptions, a factor that can contribute to greater concentration and, consequently, to an increase in the quality of the work performed.

Figure 10
Comparison in relation to the average uninterrupted hours (pre vs. post-interventions).



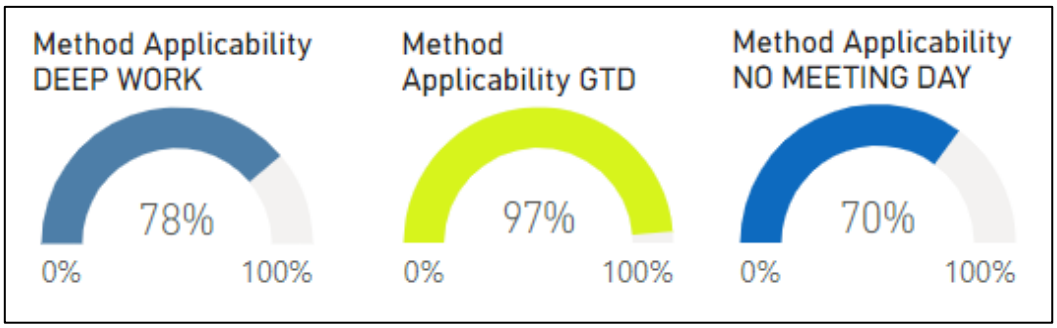
The self-perception of productivity (Figure 11) experienced a notable increase of 31.93%. Such a change is not only quantitative but also qualitative, reflecting greater satisfaction with one's own performance. This is corroborated by the significant reduction of 15.64% in self-perceived stress and fatigue, indicating that the interventions may be contributing to a psychologically healthier and more sustainable work environment.

Figure 11
Comparison of self-perception of productivity and stress (Pre vs. Post interventions)



The applicability an indicator of adherence of the three interventions (Figure 12), evaluated at an average of 82%, highlights their relevance and adaptability to the routines of the individuals involved. This high rate suggests that the participants found the methods practical and integrable into their daily work activities.

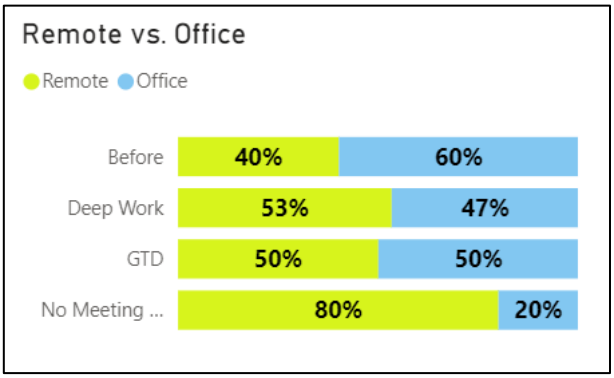
Figure 12
Percentage of applicability of each method.



In the current scenario, analysis of the graph in Figure 13 reveals that the majority of individuals (60%) preferred working in person rather than remotely. However, there was a

notable increase in the preference for remote work during the implementation of different methodologies, particularly evident on the "No Meeting Day" Fridays.

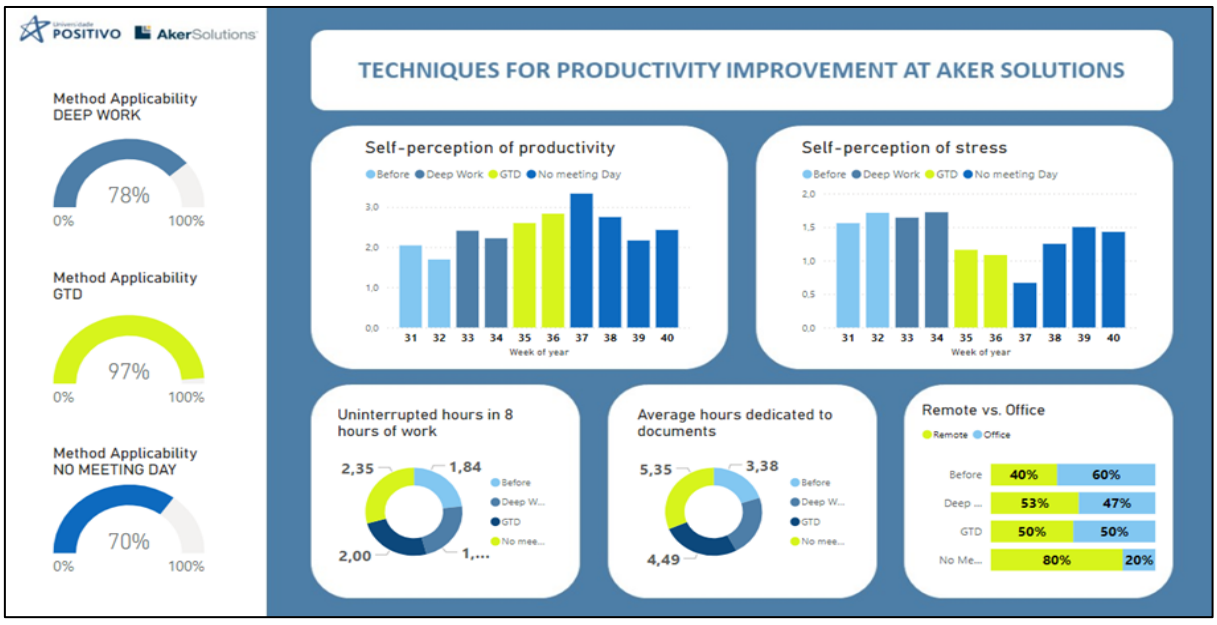
Figure 13
Remote vs In-Office Work.



This underscores how the adoption of diverse methodological approaches can influence the choice between remote or in-person work, indicating significant variations in preference and effectiveness across different contexts. This trend suggests that future investigations could offer deeper insights into how modes of work whether remote or in-person impact the efficacy of time management methods, highlighting a rich area for further research that could refine work practices across diverse environments.

Finally, the Power BI dashboard comparing the results of the methods with the pre-intervention scenario is presented in Figure 14.

Figure 14
Final Dashboard



4.4 Engagement *versus* burnout

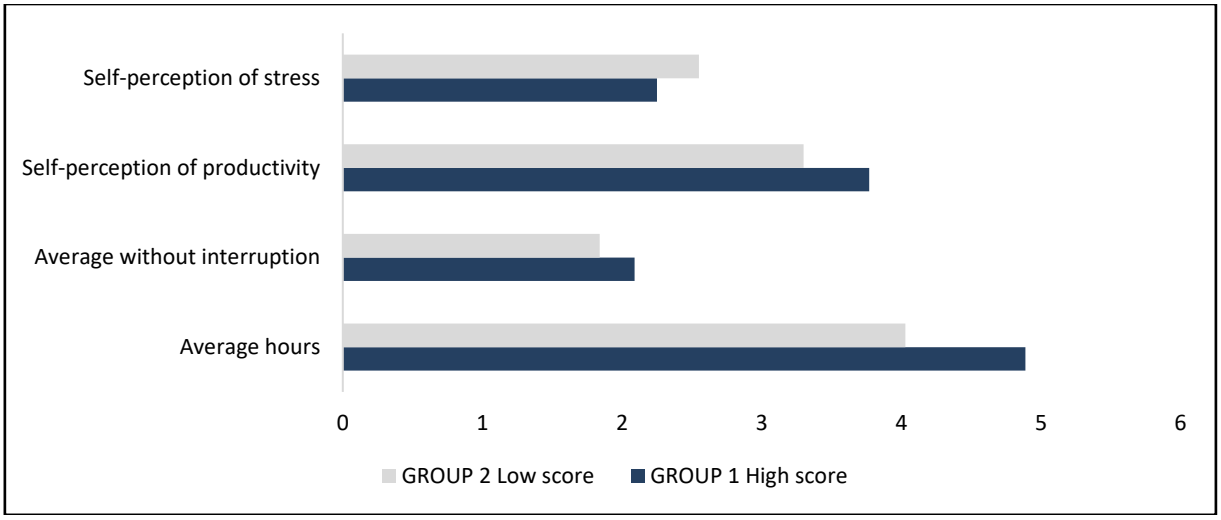
The Engagement and Burnout questionnaire was utilized to gather crucial data for comprehending respondents' levels of engagement and exhaustion within their work environments. This data was meticulously organized and analyzed, as demonstrated in Table 11, which categorizes the results into two primary groups: the Top 5 highest and lowest scores. This segmentation enables a clear comparison between different segments of the sample. Moreover, Figure 15 offers a visual representation of these analyses, facilitating the interpretation of observed patterns and trends.

The analysis aims to identify the main differences and similarities between the groups, delving into factors that could influence engagement, burnout, and the efficacy of implemented methods.

Table 11
Results obtained from the questionnaire in Table 10 (divided between two main groups).

	Code for Identification	Engagement	Burnout	Average hours	Average without interruption	Self-perception of productivity	Self-perception of stress
GROUP 1 High score	MR33X	47	22	4.89	2.09	3.77	2.25
	BF2C1	47	15				
	RCJ7V	47	28				
	B141C	45	20				
	I77U9	43	23				
GROUP 2 Low score	NARNC	40	21	4.03	1.84	3.30	2.55
	6OHTQ	39	19				
	NVDLY	34	31				
	E0HCZ	32	27				
	314504	32	44				

Figure 15
Comparison graph between groups with the best and worst scores.



The analysis of the data unveils a positive correlation between engagement and productivity, alongside a negative correlation between burnout and productivity, subsequent to the implementation of time management interventions (Table 11 and Figure 15). This trend implies that the interventions proved to be more advantageous for individuals experiencing higher levels of engagement and lower levels of exhaustion.

Individuals in Group 1, displaying the most favorable scores, also exhibited elevated levels of engagement (Table 11). This observation suggests that heightened engagement correlates with increased productivity. Factors such as interest in work, acknowledgment, and a sense of contributing significantly to the team or organization's objectives can drive engagement.

Conversely, burnout appears to detrimentally impact productivity. The analysis indicates that reduced levels of burnout are linked to higher productivity ratings, underscoring the importance of mitigating burnout through strategic breaks, manageable workloads, and robust social support.

The comparison between the two individuals outlined in Table 12 underscores the idea that individuals already engaged may derive greater benefits from time management interventions, thereby maximizing their efficiency and well-being. This observation suggests avenues for future research aimed at motivating disengaged or overwhelmed individuals and customizing interventions to accommodate varying levels of engagement and exhaustion.

Table 12

Individual comparison between more engaged vs less engaged

Code	Scenario	Average hours	Average without interruption	Self-perception of productivity	Self-perception of stress
MR33X	Before	4.29	1.79	3.3	2.0
	After	5.06	2.08	3.3	2.5
314504	Before	1.15	1.23	3.46	2.69
	After	Did not apply the method			

The methods employed to optimize time management appear to have enhanced the productivity of those who were already highly engaged and less affected by burnout. This underscores the potential effectiveness of interventions when coordinated with efforts to bolster engagement and alleviate burnout.

Taken together, these observations highlight the necessity for effective management tools that not only enhance productivity but also prioritize employee well-being, addressing stress and fostering a more sustainable and positive work environment.

5. CONCLUSION

This study revealed that the time management interventions implemented at Aker Solutions had a positive impact on employee productivity and well-being. The strategies, based on methods such as "Deep Work," the "Getting Things Done" (GTD) method alongside the Eisenhower Matrix, and the practice of "No Meeting Day," effectively increased task focus, workplace concentration, and personal satisfaction with performance.

The data analyzed before and after the interventions show a significant improvement in productivity indexes, along with a reduction in stress and fatigue levels among employees. It was observed that the success of time management strategies was influenced by employee adherence, indicating that personalized methods—taking into account each employee's level of exhaustion, motivation, profile, preferences, culture, autonomy, and feedback—tend to generate better results. From a practical standpoint, this study provides applicable insights for companies seeking to increase productivity and foster a healthier work environment. The development of adaptable time management policies allows companies to achieve benefits that go beyond increased efficiency, also contributing to mental health and employee engagement.

5.1 Contributions of the study

This study offers substantial contributions across theoretical, methodological, and practical dimensions, providing a comprehensive approach to addressing productivity and well-being within technical teams. For the theory, this research advances the understanding of the intersection between productivity and well-being within high-demand environments, particularly in technical sectors such as engineering. Existing studies have underscored the impact of effective time and meeting management on reducing workplace stress while enhancing employee engagement and satisfaction (Allen, 2001). Notably, Palmer & Schoorman (1999) and Carlotto (2001) have demonstrated that high-pressure work environments are often correlated with elevated stress levels and Burnout, both of which adversely affect organizational performance. By concentrating on an engineering team within Aker Solutions, this study provides a targeted analysis of how optimized management practices around routines can directly influence employee performance and mental well-being. In doing so, this research deepens the body of knowledge on organizational productivity by exploring the critical role that well-structured routines play in fostering healthier and more productive work environments.

Methodologically, this study employs an empirical, case-based approach that examines the implementation and impact of targeted interventions within the specific context of Aker Solutions' engineering team. Such an approach allows for a robust, in-depth examination of these interventions' effects on productivity and occupational health. This methodology aligns with existing studies emphasizing the importance of applied, real-world solutions for workplace productivity challenges, such as those by Schaufeli & Bakker (2004), who advocate for practical, data-driven methods to mitigate workplace stress. By focusing on time management and meeting optimization, this study develops a model that can be adapted and applied by other organizations, especially those in technical fields facing similar high-stakes performance demands. The research thereby provides a replicable framework for evaluating and enhancing time management practices within technical and engineering teams, contributing valuable insights for organizations seeking to balance performance and employee well-being.

For the practice, the study's recommendations carry substantial implications for both organizational policy and broader occupational health standards. The proposed interventions aim to foster a healthier, more productive work environment by addressing the reduction of workplace stress and the prevention of Burnout. These findings are especially relevant for technical teams and may serve as a blueprint for companies striving to create work environments that prioritize both productivity and employee health. Additionally, this research aligns with public policy objectives concerning occupational health, echoing the United

Nations' Sustainable Development Goals (SDGs) 3, 8, and 11, which advocate for good health, decent work, and sustainable communities (United Nations, 2015). By contributing evidence-based insights that support productivity alongside employee well-being, this study underscores the importance of a balanced approach to organizational performance, reinforcing the value of work environments that holistically address the needs of their workforce.

In summary, the theoretical, methodological, and practical contributions of this study make it highly relevant for Aker Solutions and comparable organizations. By promoting a culture that values both high performance and quality of life, this research supports the development of productivity strategies that not only drive organizational success but also enhance employee well-being.

5.2 Limitations and future work

However, this study presents some limitations. The small number of participants limits the generalizability of the findings to other contexts, and adherence to the new methods varied over the period, impacting the consistency of the results. Additionally, the short-term analysis did not capture possible long-term effects of the interventions, indicating the need for future research with larger samples, greater participant adherence, and a longitudinal analysis to validate the sustainability of these practices.

Finally, the following future work is suggested: the application of the same intervention in another period with the same team at the company, to verify the effects of the interventions over a longer period and analyze the evolution of results regarding employee behavior and productivity; the implementation of the same interventions in other departments within the same company, aiming to investigate the impacts of the methodology on different areas and identify how the strategies can generate productivity and well-being gains in other teams; the application of similar interventions in other companies within the same industry, in order to assess the replicability of the obtained results and adapt the practices to different organizational realities within the same market context; and finally, the implementation of these interventions in companies from other sectors, to explore the effects of these practices in diverse environments and understand how they can be adapted to different management models and types of organizations.

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