UNIVERSITEIT TWENTE.

Gemeente Losser
verslingerd aan de dinkel

CHANGE FOR A CHANCE

A PLAN OF APPROACH FOR IMPLEMENTING THE NEW WORLD OF WORK IN DUTCH MUNICIPALITIES

MASTER THESIS

MANON BOUIUS

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A PLAN OF APPROACH FOR IMPLEMENTING THE NEW WORLD OF WORK IN DUTCH MUNICIPALITIES

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MASTER THESIS BUSINESS ADMINISTRATION

TRACK: HUMAN RESOURCE MANAGEMENT

UNIVERSITY OF TWENTE

SCHOOL OF MANAGEMENT AND GOVERNMENT

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SUMMARY

"The last thirty to forty years, the nature of the work and the external conditions have changed dramatically, but the way we organize, direct, perform and reward work has insufficiently changed. The current management model fits no longer with the actual work we do. Therefore we silt; we miss opportunities" (Bijl, 2009, p. 19). The statement of Bijl indicates that there is a need for a new way in which work is organized. This thesis focuses on one of such new management models: the New World of Work.

Research into the New World of Work within a municipality has – to our knowledge – not been done before. The importance and uniqueness of this research is therefore the contribution it makes to the limited available scientific research on the subject of the New World of Work in conjunction with the research within a municipality. Our aim is to fill up this gap and gain a first insight in how the New World of Work can be optimally implemented in Dutch municipalities.

The main objective of this research is to identify the most important conditions of the New World of Work in order to provide Dutch municipalities with a practical implementation plan, so that the New World of Work can be successfully introduced. This leads to the following main question:

What are the most important conditions of the New World of Work and how can they be improved in order to optimally implement the New World of Work in Dutch municipalities?

In order to answer this main question, the following research design is followed. Based on the literature of the theoretical framework a questionnaire is designed to do a baseline measurement at the municipality of Losser to the current state of affairs. These results have been incorporated and form the basis for five group discussions and five interviews with the managers. In this way we assessed the opinion of the employees to achieve the best possible implementation plan.

The implementation plan is based on Kotter's (1995) eight-step plan to transforming organizations. In this plan, the first four steps relate in particular to preparing for the change, while the change is actually implemented in the last four steps.

In conclusion it can be stated that the most important conditions for the New World of Work are determined based on the literature. Dutch municipalities need to use these conditions (flexible workplace, concentration, flexible working arrangements, degree of virtualness, autonomy, steering on output, trust, social cohesion and communication) to find out what the focus areas are for their municipality to optimize the New World of Work.

For the municipality of Losser, we found that they have not optimally introduced The New World of Work yet. Focus areas are improving the degree of virtualness, the introduction of flexible workplaces, the possibility to concentrate on workplace, steering on output, improving and maintaining the social cohesion, improving communication with the manager and their support for the New World of Work as

well as the attitude of the employees towards the New World of Work. These focus areas can be improved by following the implementation plan to optimally introduce the New World of Work.

ACKNOWLEDGMENTS

Completing my master thesis would not have been possible without the aid and support of many people. Therefore, there are some people that I would like to thank in particular for their contribution to this research.

This thesis would not have been possible without the help of the employees of the municipality of Losser. In particular, I would like to thank the employees who have completed the questionnaire and those who have participated in the discussions for their time and for the interesting conversations we have had.

I would like to thank my supervisors, Dr. ir. Jan de Leede and Dr. Tanya Bondarouk for their dedication, support, critical guidance and flexibility throughout this thesis.
I also would like to thank the municipality of Losser, but especially Jacqueline aan de Stegge for the possibility they gave me to do my research.

Last, but definitely not least, I would like to thank my parents, Myrthe, and Joris for their support, not only during this thesis, but through my entire life.

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1. RESEARCH BACKGROUND

This chapter provides background information on the New World of Work and on Dutch municipalities. Furthermore, it includes an illustration of the societal and organizational factors that drive organizations towards the New World of Work and the need for an understanding of how the New World should be implemented within municipalities. The focus of this research is discussed and justified and the overall research problem and objective that lead to the central question are identified.

1.1. THE NEW WORLD OF WORK

"The last thirty to forty years, the nature of the work and the external conditions have changed dramatically, but the way we organize, direct, perform and reward work has insufficiently changed. The current management model fits no longer with the actual work we do. Therefore we silt; we miss opportunities" (Bijl, 2009, p. 19). The statement of Bijl indicates that there is a need for a new way in which work is organized. This thesis focuses on one of such new management models: the New World of Work.

The concept 'the New World of Work' is relatively new, but also increasingly used. It seems to be very broad and it comes with a wide variety of practices like flexibility, freedom, diversity, trust, responsibility and so on. Therefore, different definitions of various authors contain different themes. Up to now there is no single description of what the definition should contain. Therefore, it is difficult to explain what the New World of Work exactly is. However, the most commonly used definitions are given below.

According to Bijl (2009, p. 27) "the New World of Work is a vision of making work more effective, efficient, but also more enjoyable for both the organization and the employee. That vision will be realized by focusing on the employee and give him – within limits – the space and freedom to determine how he works, where he works, when he works, in which way he works and with whom he works. Recent developments in Information and Communication Technology (ICT) make the New World of Work technically possible and social developments make it desirable".

Volberda, Jansen, Tempelaar & Heij (2011) host the New World of Work under social innovation. "Social innovation is the development of new management skills (dynamic management), the use of flexible organizational principles (flexible organizing) and the realization of high-quality forms of employment (working smarter) to improve competitiveness and increase productivity. With social innovation organizations can better leverage their technological knowledge and improve performance" (Volberda, et al., 2011, p. 85).

The Dutch government retains the definition of Volberda. They see the New World of Work as "a vision to come to the best government by making the work effective, efficient but also enjoyable for both the organization and the employee. This vision is realized by making the employee, as the most critical factor of production, the center stage in work processes and by giving him - within limits - the space and freedom in how he works, where he works, when he works, in which way he works and with whom he

works. It offers clues to modernize the more traditional roles of civil servants and to develop the newer roles" (Ministerie van Binnenlandse Zaken en Koninkrijksrelaties, 2012).

According to Slijkhuis (2012, p. 7) the New World of Work "is a result of the computerization of work, which allows employees to work anytime and anywhere, and, as a result, to carry out their tasks autonomously".

Microsoft (2012) describes the New World of Work as "another way of working and cooperation, supported by the latest technology. It is a way of working that is more flexible and more productive for organizations and it's more fun and inspiring for employees. So, the New World of Work is not just about ICT or a new office, but it is an integrated approach of both the physical, virtual and mental work environment. It is an approach that leads to more success for the company and more job satisfaction for employees".

1.2. SOCIETAL INFLUENCES

Several societal influences ensure that organizations need to change the way in which the work is organized.

First of all, innovations in the ICT have ensured that employees can work independent of time and place. Particularly the emergence of the Internet has played a major role in this development (Bijl, 2009). Infrastructure, tools and applications are becoming more achievable and more accessible (de Pous & van der Wielen, 2010). A term that is associated with these developments is Web 2.0. Web 2.0 can be regarded as a social web, assuming networks, an open environment and space for users to contribute (van Berlo, 2009). Through digitalization and wireless Internet, information becomes available anywhere the user wants. This creates new opportunities to organize and perform activities independent of place (de Pous & van der Wielen, 2010).

Second, this digital revolution has caused that national and continental boundaries faded away. The development of Internet has caused an enhancement and acceleration of globalization (van Berlo, 2009). As a result, the emergence of global trade has also increased (international) competition. This shift is also reflected in the Dutch economy, which is structurally moderate (Bijl, 2009). The last few years more and more Dutch organizations have outsourced certain activities abroad and it is expected that this will continue to grow (Berenschot, 2005). This displacement is due to the fact that the Netherlands cannot compete in labor-intensive production, which is moved to low wage countries. However, globalization also offers new opportunities for Dutch organizations. There is a shift towards a knowledge economy, of which especially customization and service organizations can benefit, because these organizations are involved in site-specific activities (Berenschot, 2005). The emphasis is nowadays on knowledge work and hence it is of importance to exploit employees' talents as best as possible. This requires organizations to differently organize the work, because the way we organize work, set up, manage, steer and reward hardly changed with it (Bijl, 2009). The old way of working is thus not suitable anymore and that has several causes:

- By the shift to a knowledge economy, the client has taken a central position and it is important to serve them as good as possible. To achieve this more flexibility is needed (Bijl, 2009). The organization must adjust to the customer, rather than the other way around (de Pous & van der Wielen, 2010).
- Commuting creates a big pressure on the Dutch roads and causes many traffic jams on a daily basis. In 2010 a Dutch employee spent on average 54 minutes to commute every day (PWC, 2011).
- There is a growing interest in corporate social responsibility and sustainability. The prevention and minimization of damage to the environment and reducing the load on the environment are important themes (de Pous & van der Wielen, 2010). The pollution of the environment has a negative impact on the cost of health care, the number of life years, the agricultural crop, the nature and the biodiversity (PWC, 2011). To counteract this, earnings can be gained by reducing commuting, using fewer square meters of office space and thus less energy in the form of heat and electricity (de Pous & van der Wielen, 2010).

Last, the Dutch working population is aging. In 2011 the first group of the baby-boom generation started to flow out, because they reached the retirement age (Kenniscentrum voor Bevolkingsdaling en Beleid, 2009). Figure 1 shows the development of the Dutch working population from 1990 to 2040. A high outflow of employees in combination with a low influx of new employees ensures that there will be a shortage of employees in the future. According to the CPB (2005) aging leads to a reduction in the workforce with an average of 35,000 persons per annum between 2020 and 2030. This development has implications for organizations. Qualified staff becomes scarce and there arises a war for talent. Organizations must ensure that they remain an attractive employer. In this context, the New World of Work can be a unique selling point, especially when other organizations offer less flexibility (de Pous & van der Wielen, 2010). A result of this flexibility is a better work-life balance. This can help organizations to attract talented women to join the workforce. Research by TNS NIPO (2010) shows that employees with children work flexible to cope with the care for their children: 81% of families with children give this as the main reason to work flexibly.

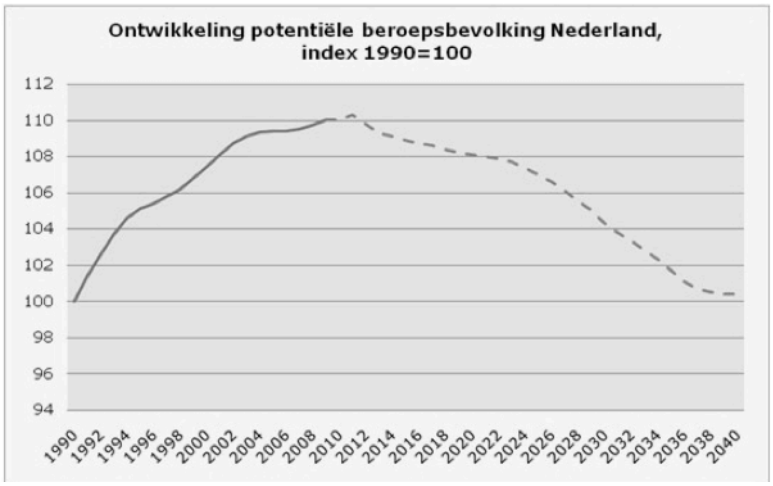

FIGURE 1: DEVELOPMENT OF THE DUTCH WORKING POPULATION

1.3. ORGANIZATIONAL CONTEXT

The societal influences described above also affect the Dutch municipalities. Additional to these societal influences, there are several reasons specific for municipalities to implement the New World of Work. Most common reasons to introduce the New World of Work include:

- Cost savings;
- Optimizing the business processes;
- Attractive employership;
- Sustainability.

1.3.1. COST SAVINGS

One of the most mentioned advantages of the New World of Work is cost savings. The Dutch government should considerably cut down because of the economic crisis. This has a direct effect on the Dutch municipalities; they are allocated less money from the central government. In order to continue to exist, municipalities should drastically reduce their costs.

For the municipality of Losser for example, this means that cost savings must be obtained from three actions. Since early 2011, the municipality Losser established a partnership with the municipality of Enschede. It was decided to do so, to safeguard the autonomy and to improve the service provision (Vereniging van Nederlandse Gemeenten, 2011). The operational management and services (ICT, human resources, communications and back office) have moved to Enschede. With this transition, 55 officials (out of 180) of Losser are also transferred to the municipality of Enschede. Besides, it is expected that after the implementation of the New World of Work employees will work more at home. Therefore, fewer workplaces will be needed. Estimated is a decrease between 20 and 30 per cent of the number of workplaces, based on peak utilization (Gemeente Losser, 2012b). By these two developments less space is needed, which results in a reduction of accommodation costs.

To avoid vacancy in the town hall, a feasibility study was started into the possibilities for a 'Kulturhus'. In this context the possibilities to accommodate the music school, library, welfare organization Cluster and the police in the town hall are examined. Architectural sketches for the new layout in the town hall can be found in Appendix 1. The final report showed that the establishment of the 'Kulturhus' is beneficial for both the municipality of Losser as the foundation (de Stuurgroep, 2012). This means for the municipality of Losser that the level of facilities can be maintained in the longer term. It provides cost savings by eliminating administrative tasks as well as by rental income from renting spaces to the 'Kulturhus'. From 2014, there are rental revenues booked into the budget of the town hall of 58,000 euros in 2014, to structurally 67,000 euros from 2015 onwards. Revenues through the establishment of the 'Kulturhus' can therefore be regarded as an indirect yield of the New World of Work.

Finally, it is decided that the whole organization will be digitalized, which reduces the physical mail and fewer post rounds are needed (Gemeente Losser, 2012b). There are fewer employees required to perform the secretarial activities, which results in a reduction of secretarial costs.

1.3.2. OPTIMIZING THE BUSINESS PROCESSES

Internal processes should be critically examined for efficiency and effectiveness to improve the quality and the performance (Gemeente Losser, 2012b). Also because of the austerity pressure, it is important to further optimize the business processes. The New World of Work can make a contribution to this by dealing more efficient with resources (e.g. housing and producing more output with fewer employees) and by achieving more organizational goals (e.g. by intensifying the cooperation with other municipalities).

1.3.3. ATTRACTIVE EMPLOYERSHIP

The development of the Dutch working population also affects municipalities. Figure 2 displays an example of the occupation by age for the municipality of Losser. The figure shows that by the end of 2011 only 34.96% of the employees was 45 years or younger. In contrast, 29.27% of the employees are 55 years or older. This means that a large percentage of employees will flow out in the coming years. This demonstrates that it is necessary to attract new employees in the forthcoming years to continue to have sufficient labor forces available in the future. However, also in Twente the potential working population is declining (see Appendix 2). For the municipality of Losser, it can become even more complicated to attract talented staff, because the geographical fishing pool is located partly in German-speaking area. It is therefore necessary to remain an attractive employer and to adjust the way of working to the needs of new generations of employees. The New World of Work can make a contribution to this.

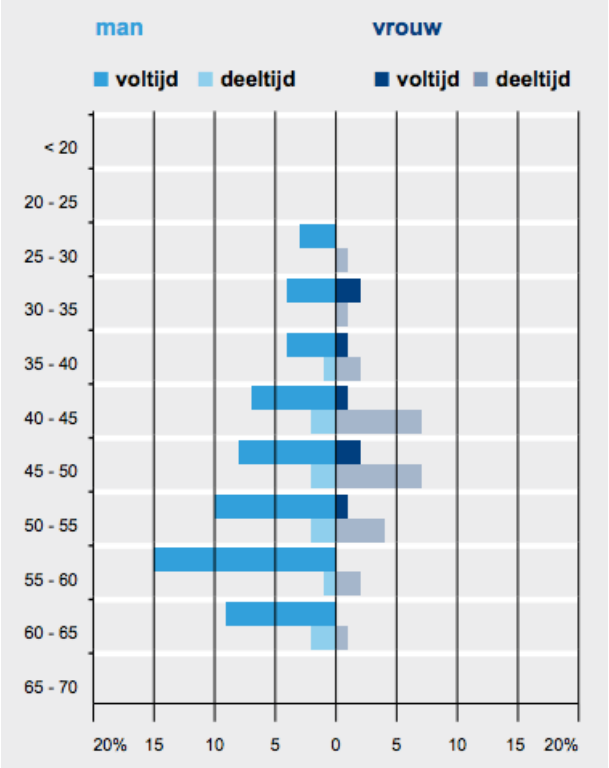

FIGURE 2: NUMBER OF EMPLOYEES DIVIDED BY AGE GROUP (ABP, 2011)

1.3.4. SUSTAINABILITY

In the context of sustainability, the municipality has an exemplary function. Business today revolves not just about profit, but also about people and planet. In this sense, the New World of Work can contribute to corporate social responsibility (CSR). Regarding the well-being of employees, Baruch (2000, p. 38) indicated that possible advantages of teleworking are improved performance and better productivity, less time spent on commuting, satisfying need for autonomy, less work related stress and more time with the family. The planet might also profit from the New World of Work, because there is less commuting, less pollution, less congestion, fewer accidents and more people will get a chance to work (e.g. mothers with little children) (Baruch, 2000, p. 38).

1.4. RESEARCH CONTEXT

The municipality is, after the government and the province, the smallest independent governing unit in the Dutch constitutional system (Gemeente Losser, n.d.-b). Since January 1, 2013 the number of municipalities in the Netherlands is 408 (CBS, 2013). The number of Dutch municipalities reduces annually due to redeployment. In 2013 for example, there are seven municipalities less than in 2012 (CBS, 2013).

A municipality is governed by the Board of Mayor and Aldermen, the municipal council and the administrative organization. The municipal council is the highest body. It represents the inhabitants, determines the main lines of the municipal policy and monitors the Board of Mayor and Aldermen (Gemeente Heemstede, 2013). The executive committee of a municipality is formed by the Board of Mayor and Aldermen. The Mayor is appointed by the Queen on recommendation of the municipal council, while the Aldermen are elected by the municipal council (Gemeente Heemstede, 2013). Each board member has his or her own portfolio and together they are responsible for the preparation and implementation of the Council Decisions. The administrative organization supports the Board of Mayor and Aldermen. Officials are responsible for preparing and implementing the decisions the Board makes.

One of the main tasks of the municipality is to provide sufficient living space. Besides, it is concerned with traffic and transport, education and welfare and social affairs. To an increasing extent healthcare, welfare, culture, sport and recreation constitute the field of activity of the municipality (Gemeente Losser, n.d.-a). To perform these tasks municipalities receive revenue in different ways. The main source of income is the central government. More than 90 percent of revenues come from here. The revenues of the central government can be divided into income from the Municipal Fund and 'purpose benefits'. Income from the Municipal Fund can be spent freely, while 'purpose benefits' should be spent to a well defined goal, such as public transport or youth assistance (Gemeente Losser, n.d.-a). In addition, municipalities can levy taxes.

1.4.1. PROBLEM STATEMENT

In order to cope with the societal and organizational developments as described above, another way of organizing the work is inevitable. One way of doing this is by the implementation of the New World of Work. However, the New World of Work is relatively new and - although the expectations are high - there is a lacking of good scientific research into the concept (Blok, Groenesteijn, Van Den Berg, & Vink, 2011; de Leede, 2011). For example, there is up to now no clear picture of what elements the New World of Work contains or what effects organizations can expect when introducing it.

The handful of scientific research that has been done into the New World of Work is particularly done in companies. As far as we know, no such study is conducted within a municipality, while there are major differences between these organizational forms. As in the research context is described, there are great differences in the way the organizations are governed, the stakeholders that need to be taken into account and the tasks that have to be executed. It is surprising that there are no such studies conducted, because there is a lot going on within municipalities concerning the New World of Work. Already in 2011, the New World of Work was high on the municipal agenda and many municipalities were engaged in the implementation of (aspects of) it (Lassche, 2012). The 'A+O fonds Gemeenten' has therefore established the New World of Work program. This program aims to contribute to the discussion on modernizing work in the municipal sector by giving insight into new forms of work and organization and the impact thereof on the structure of the organization, spreading knowledge on new forms of work and organizing in the sector and supporting municipalities with the implementation and supporting municipalities with the (re)design of their activities in order to create attractive and interesting jobs (A+O fonds Gemeenten, 2013). However, this program has no scientific basis. Therefore we stick to the statement that scientific research into the New World of Work within a municipality has – to our knowledge – not been done before. The importance and uniqueness of this research is the contribution it makes to the limited available scientific research on the subject of the New World of Work in conjunction with the research within a municipality. Our aim is to fill up this gap and gain a first insight in how the New World of Work can be optimally implemented in municipalities.

1.4.2. RESEARCH OBJECTIVE AND CENTRAL QUESTION

Based on the problem statement, the main objective of this research is to identify the most important conditions of the New World of Work in order to provide municipalities with a practical implementation plan, so that the New World of Work can be optimally introduced.

The focus of this research is thus on how the transition from the current way of working to the New World of Work can be shaped as best as possible for both the organization and its employees. The outcome of this study should be a practical action plan, so the project manager of the New World of Work can start immediately with the introduction based on this research.

Based on this research objective the central question in this research is:

WHAT ARE THE MOST IMPORTANT CONDITIONS OF THE NEW WORLD OF WORK AND HOW CAN THEY BE IMPROVED IN ORDER TO OPTIMALLY IMPLEMENT THE NEW WORLD OF WORK IN DUTCH MUNICIPALITIES?

In order to be able to answer this main question, it is divided into the following sub-questions:

SQ 1: What is the difference between the old way of working and working in the New World of Work for employees of Dutch municipalities?

SQ 2: Under what conditions can the implementation of the New World of Work at the Dutch municipalities be effective?

SQ 3: How should the change process be managed to come from the current way of working to the New World of Work in Dutch municipalities?

The main and sub questions in this research are general and therefore applicable to all Dutch municipalities. However, this study uses the municipality of Losser as the sole source of data. This municipality is a small rural municipality that consists of the nuclei Losser, Beuningen, De Lutte, Glane and Overdinkel. It is located in the east of the Netherlands, near the German border and it has chosen to outsource tasks to a larger municipality, namely Enschede. Although we are aware of the fact that only one data source is a restriction, we expect that we are able to eventually say something that holds for municipalities similar to Losser, but also for all Dutch municipalities in relation to the New World of Work.

2. THEORETICAL FRAMEWORK

In this chapter, theoretical concepts are described with respect to the old way of working and the New World of Work and the conditions under which the New World of Work can be effectively implemented. In addition, scientific insights regarding organizational change will be addressed, as well as the effects of the New World of Work.

2.1. FROM THE INDUSTRIAL REVOLUTION TOWARDS THE NEW WORLD OF WORK

In order to come from the old way of working to working in the New World of Work, it is obvious that certain ways of working need to be changed. According to Slijkhuis (2012), a change of the manner in how the work is arranged is not new. Since the industrial revolution there are different ideas about how to motivate employees and optimize performance.

Frederick W. Taylor developed one of the first ideas about how work should be designed. Taylor is seen as the founder of scientific management, which is based on the thought that decisions should be made based on scientific evidence and that conflicts in the workplace should be eliminated by making use of greater management-labor cooperation (Locke, 1982). In Taylor's view, tasks must be simplified into constituent elements or motions, tools and procedures must be standardized in accordance with the context, each worker should be individually assigned to a specific amount of work, of a certain quality, and should be rewarded on an individual basis (Locke, 1982). Besides, employees should be selected on a scientific bases and they should be given shorter working hours and rest pauses during the working day (Locke, 1982). Taylor advocated that when organizations designed jobs in this way, it would lead to more productive employees. Although much of this philosophy is reflected in contemporary organizations, there is also critique on Taylor's scientific management, especially on the fact that there is little account of the social needs of employees and that there is little prospect for personal development.

As research had shown that simplified work was dissatisfying and not necessarily more productive, much research between 1920 and 1950 focused on psychological costs, with as main results the redesign of jobs through practices as job rotation and horizontal job enlargement (Parker & Wall, 2001). Although these practices made sure that there was more variation in the work, the tasks still remained simplistic and thus did not contributed to the social needs and personal development of employees.

Only since the mid-twentieth century attention was paid to these factors within the design of work. For instance, the motivation-hygiene theory of Herzberg (1987) showed that reasons for satisfaction were typically intrinsic to the work itself (e.g., opportunity for achievement, recognition), whereas those associated with dissatisfaction were extrinsic (e.g., company policy, supervision). From this theory, the idea of job enrichment arose, in which attention is paid to the personal needs of employees by building in motivating factors in the jobs. In other words, employees were given some of the responsibilities that used to belong to their supervisors, which provided employees with the opportunity for growth and development; jobs were vertically enlarged (Slijkhuis, 2012). A model that included job enrichment is the

Job Characteristics Model (Hackman & Oldham, 1976). The model displays that five job characteristics (skill variety, task identity, task significance, autonomy and feedback) lead to three critical psychological states (experienced meaningfulness of work, experienced responsibility for the outcomes of the work and knowledge of actual results of work activities) that result in turn in high work satisfaction, high internal work motivation, high work performance and low absence and turnover. Although the work of Herzberg and Hackman and Oldham were important developments in the development of work design, their work only took the individual employee into account.

Since the fifties another stream of researchers took a different approach and focused on group work design. For example, the sociotechnical systems (STS) approach (which has many variants, such as the Dutch variant integral organization renewal), assumes that organizations consist of social and technical subsystems and that these subsystems should be integrally approached. A good balance between technology and people in the workplace would result in joint optimization: improved technological performance and a better quality of life for the employee (Parker & Wall, 2001). Applied to work design, the STS approach led to the idea of autonomous work groups (Parker & Wall, 2001). These autonomous work groups are responsible for the whole product flow, from the beginning to the end, so the complexity of the organization will be reduced, while the complexity of jobs will be increased (de Leede, Looise, & Verkerk, 2002). Although many positive effects of autonomous work groups on employee and organizational outcomes have been found, the STS approach is also widely criticized (e.g., insufficient attention to organizational culture or individual differences, lack of diffusion of STS) (de Sitter, den Hertog, & Dankbaar, 1997; Parker & Wall, 2001).

The work design approaches described above have many similarities and therefore many of the same limitations. According to Parker and Wall (2001), these approaches fail to specify mechanisms through which work design has its effects. They encompass a narrow range of dependent and independent variables and they are universalistic in nature, while there might be contingencies that affect the appropriateness and outcomes of work design. Another limitation is that these approaches do not take the contextual factors that may affect the design of work into account, while the context in which work is performed has changed dramatically over the years. Where in times of the industrial revolution markets were stable and competition was limited to the home country, nowadays the business environment is constantly changing and globalization ensured that competition is all over the world. Developments in the ICT, like Internet, faxes, modems, notebooks and so on, have ensured that employees can share information independent of time and place (Parker & Wall, 2001). Employees no longer need to be physically present in the office from 9 to 5. Besides, the image of the employee has moved from 'the employee as an inanimate and insensitive machine', to 'the employee with a need for autonomy', from 'the employee as a social and sensitive human being' to 'the employee as an independent self-motivating individual' (Slijkhuis, 2012, p. 10). All such developments require a different way of organizing work, because obviously the old way of organizing work does not fit the current context anymore.

One of such new forms of work is called the New World of Work. As mentioned before, there are many different definitions of the New World of Work, but there is also a reasonable amount of agreement in

the central concepts. In this research it was chosen to use the definition of the central government, because in our view, this definition best suits a public authority. "The New World of Work is a vision to come to the best government by making the work effective, efficient but also enjoyable for both the organization and the employee. This vision is realized by making the employee, as the most critical factor of production, the center stage in work processes and by giving him - within limits - the space and freedom in how he works, where he works, when he works, in which way he works and with whom he works. It offers clues to modernize the more traditional roles of civil servants and to develop the newer roles" (Ministerie van Binnenlandse Zaken en Koninkrijksrelaties, 2012).

According to Baane, Houtkamp and Knotter (2010) there are four working principles characteristic for the New World of Work:

1. Employees are given the opportunity to work independent of *time* and *place*.

   New opportunities have arisen due the rapid developments in ICT and as a result, employees are no longer tied to the place and the time at which they work. Employees are just as productive at other places as in the office and can thus work just as well at home, at the client's, or on the go (Vos & van der Voordt, 2002). Employees are allowed by management to align where and when they work with the activities they need to perform.

   The New World of Work also requires a different way of office design. This has to change from traditional cellular offices and the open-plan offices or team-oriented bullpen spaces to the sharing of activity-related workplaces in a combi-office (Van der Voordt, 2004). These trends entail that employees are going to work more virtually (Vos & van der Voordt, 2002).

   In addition to a change in the workplace, the New World of Work also means a change in working hours. Employees are given the freedom to decide at what times they work. The traditional working hours from 9 to 5 are shifting, so that employees can better combine their work with their private activities, although this shift is not compulsory. If employees prefer to work their traditional times, this is also possible.

2. Employees are assessed based on their *results*.

   When employees are no longer from 9 to 5 present at the office, they cannot be evaluated based on their presence and actions anymore. Employees have to be assessed based on the results achieved. The traditional role of the manager changes from giving instructions to employees, checking the task's execution and controlling behavior to a motivating and coaching role in the New World of Work (Dambrin, 2004). According to Dambrin (2004) management by objectives (or output control) is therefore nearly inevitable. In addition, the relationships between management and employees shall be more based on trust.

3. The organization ensures that employees have unlimited access to and use of knowledge, experience and ideas through the application of *ICT*.

   The implementation of the New World of Work implies that employees have to deal with ICT in a different way than they are used to do. Virtual communication and virtual collaboration are examples of this. To make this possible, other physical ICT resources are needed, such as laptops

with webcams and Voice over IP, tablets and/or smartphones. In addition, social media offers a lot of new possibilities to find and share knowledge and expertise and to collaborate online, for example by using Twitter, Yammer, Facebook and LinkedIn.

4. The relationship between employer and employee is more *flexible* arranged.
   Within the New World of Work employment relations are highly individualized (Baane, et al., 2010). Employers and employees make individual agreements about how the work should be performed and the conditions under which this should happen. This ensures that the arrangements better reflect the personal wishes of the employee. De Leede, Looise and van Riemsdijk (2004) state that in the Netherlands there is also a trend towards more decentralized and individual employment relations.

The way work is designed has extremely changed since the industrial revolution and through the years there have been many different forms of work design. Where in times of Taylorism employees were seen as machines, the employee is nowadays recognized as an autonomous and independent individual (Slijkhuis, 2012). Technological and organizational developments have made a major contribution to the contemporary work design and this also applies for the New World of Work. Working independent of time and place as well as the access to and use of knowledge, experience and ideas is dependent on the support and effective use of ICT. In this line of reasoning, employees in the New World of Work can be regarded as members of virtual teams, which can be defined as "teams whose members use technology to varying degrees in working across locational, temporal, and relational boundaries to accomplish an interdependent task" (Martins, Gilson & Maynard, 2004, p. 808). The degree of technology used, also called "virtualness", is dependent on the nature of the task, the technological resources, and members' skills and capabilities (Martins, et al., 2004). In this light, the difference between the old way of working and the New World of Work can be seen as the degree to which an organization works virtually. A high extent of virtualness represents a high degree of the New World of Work in the organization and vice versa. At the same time, this shows that the boundary between the old way of work and the New World of Work is fuzzy. It is difficult to specify where the old way of working stops and the New World of Work makes its appearance.

2.2. EFFECTS OF THE NEW WORLD OF WORK

In the previous section, it became clear what will change when the New World of Work is introduced within an organization. A logical following question is why organizations should actually make such major changes. What are the benefits, or in other words, the effects of the New World of Work for organizations?

That the changes in the four working principles can have positive effects on the organization's performance is widely acknowledged. Already in the late nineties literature reviews show that positive effects were found at different impact levels (employee, organization and society) and at different work forms (from telecommuting to completely virtual teams). Baruch (2000, p. 38) for example, indicated that

possible advantages of teleworking are improved performance and better productivity, less time spent on commuting, satisfying need for autonomy, less work related stress and more time with the family. At the same time, benefits can be achieved at the societal level, because there will be less commuting, less pollution, less congestion, fewer accidents and more people will be able to work (Baruch, 2000, p. 38).
So, it can be stated that there are many potential benefits that can be achieved with the introduction of the New World of Work. In this study it was decided to focus on four potential effects, namely work-life balance, productivity, service orientation and organizational commitment. The following subparagraphs will examine these positive effects in more detail.

2.2.1. WORK-LIFE BALANCE

One of the elements of the New World of Work is that employees will not work at the office all the time. This means that the majority of employees will also work at home. As employees work at home, the boundaries between work and private life blur and the more hours worked at home the more employees' feel that work and private life interfere (Sturges & Guest, 2004). It is therefore important to find a good balance between these two elements.
Work-life balance has traditionally been defined as 'satisfaction and good functioning at work and at home with a minimum of role conflict' (Clark, 2000, p. 751). Although earlier work mainly focused on the balance between work and family, today a broader definition is increasingly used (Sturges & Guest, 2004). People nowadays tend to have more obligations than the traditional family responsibilities, such as caring for the parents or bringing the children to school. Therefore, contemporary definitions increasingly use the term work/non-work balance/conflict instead of work/family balance.
Hill, Ferris and Martinson (2003) investigated how the traditional, virtual and home office influences the work-life balance. They found that employees who work in a virtual office experienced less balance between work and private life. A possible explanation is that virtual workers find it more difficult to make a distinction between when to work and when private matters are on the agenda. Another reason might be that that virtual workers are equipped with many different tools that enable them to carry out their work, making them do more disparate things at the same time, which can have a negative consequences for the perceived work-life balance. The opposite was found for home-based workers. They experienced a better balance between work and private life and the greatest amount of work/family success, because they can more flexibly deal with their working hours. Sometimes the best ideas come at eleven o'clock in the evening instead of at the traditional working hours. This gives the employee for example the opportunity to bring the kids to school the next morning and get to work somewhat later. By a more flexible and thus more efficient division of the day, the same number of hours can be worked, while simultaneously more time can be spent on the private life.
More recently, Morganson, Major, Oborn, Verive, and Helan (2010) also investigated the influence of the worksite on the work-life balance. They found that main office workers had similar high levels of work-life balance and job satisfaction as home-based workers. Home-based workers had higher levels of work-

life balance than satellite and client-based workers, because these workplaces do not meet the wishes of the employee, but those of the organization or the customer. The finding that home-based employees did not have a greater work-life balance, may be because home-based work has benefits and drawbacks, which may counteract one another (Morganson, et al., 2010).

Indeed, some authors suggest that flexible work forms can even have a negative impact on employee's work-life balance. Russell, O'Connell and McGinnity (2009) found that working from home is associated with increased work-life conflict and pressure. This is due to the fact that that home-based work is associated with working longer hours, which causes stress and work overload. Besides, working from home appears to cause greater intrusion of work into non-work time, for example continuing the work in the weekends and evenings and into family space (Russell, et al., 2009).

O'Neill, Hambley, Greidanus, MacDonnell and Kline (2009) also found that although teleworkers enjoy more flexibility, they spent about 10 percent more hours working than non-teleworkers. According to the authors, telework may be a double-edged sword: it might allow some room for flexibility in getting one's job done, but it also appears to increase the amount of work one does overall (O'Neill, et al., 2009, p. 156). Whether or not telework leads to a better balance between work and private life remains therefore an unanswered question.

There is no doubt that over the years perceptions of how work and home life should be shaped have changed. In today's fast paced life, a good balance between work and private life is found increasingly important. However, opinions differ when it comes to whether or not the elements of the New World of Work contribute to a better balance between work and private life. Also scientific research does not indicate in which way and how the New World of Work contributes to this balance. It might be that certain preconditions have an impact on this relationship and that this has resulted in mixed research findings.

2.2.2. PRODUCTIVITY

Another expected effect of the New World of Work is an increase in productivity. Productivity is traditionally broadly defined as the ratio of outputs to inputs (Neufeld & Fang, 2005). This definition can be used for productivity at all levels, from overall business productivity to individual productivity and everything in between. However, as the focus in this study is on individual-level productivity, a more specific definition is used: "productivity is the effectiveness with which a worker applies his or her talents and skills to perform work, using available materials, within a specific time" (Neufeld & Fang, 2005, p. 1038).

According to Blok, et al. (2011) higher productivity can be achieved by better facilitating the work task with ICT and workplace design, so that the place and time at which employees work can be adjusted to the tasks they have to perform. Furthermore, employee productivity will increase when they are provided with more autonomy in where or when to work (Blok, et al., 2011). Others mention that an increase in productivity can be achieved by working at places where there are fewer distractions (Bailey & Kurland,

2002; Neufeld & Fang, 2005). As teleworkers spent about 10 percent more hours working than non-teleworkers (O'Neill, et al., 2009), productivity gains may also be achieved in that area. Additionally, time can be saved by less commuting, leaving more hours to work.

Surprisingly, there is no conclusive evidence that the New World of Work leads to increased individual productivity. Gajendran and Harrison (2007) conducted meta-analysis on telecommuting and found that flexible work arrangements had a small but significant effect on employee productivity. On the other hand, Hill, et al. (2003) found no clear evidence for a relationship between telework and job performance and Beauregard and Henry (2009) even found a negative effect.

2.2.3. SERVICE ORIENTATION

When people talk about the New World of Work, the concept is mainly associated with the benefits for employees and the cost reduction for the organization. But what does the New World of Work actually mean for customers, or in this case for citizens, businesses, institutions and associations within a municipality? Are there also advantages for these groups?

Bijl (2009) states that the New World of Work leads to greater customer satisfaction, because employees will pay more attention to their customers with the result that they will also be more satisfied. Furthermore, he describes that this increase in customer satisfaction sounds not only logical, but it is also detectable. In a large Dutch insurance company customer satisfaction jumped from a score of 6.1 in 1996 to 8.4 in 2009 (Bijl, 2009). Baane et al. (2010) mention IBM, KPN, Microsoft, Philips, Rabobank, SNS and Vitae as companies where good results have been achieved in this area.

Also in the public sector it is expected that the New World of Work can contribute to a more service-oriented government. According to the Dutch government, the New World of Work can contribute to better serve the ever more critical and service demanding citizen (Ministerie van Binnenlandse Zaken en Koninkrijksrelaties, 2012). This higher quality of services to customers can be achieved by an increase in flexibility and more satisfied employees (Ministerie van Binnenlandse Zaken en Koninkrijksrelaties, 2011).

So, although management books promise much about the relationship between the New World of Work and the service orientation of organizations – to our knowledge – there has never been scientific research into this relationship. We have not found any evidence for the relationship between these two concepts and whether this alleged effect actually exists is therefore unknown.

2.2.4. ORGANIZATIONAL COMMITMENT

Organizational commitment can be defined as "a person's affective reactions to characteristics of his employing organization. It is concerned with feelings of attachment to the goals and values of the organization, one's role in relation to this, and attachment to the organization for its own sake rather than for its strictly instrumental value" (Cook & Wall, 1980, p. 40).

A frequently used model to distinguish between various forms of the commitment is Meyer and Allen's (1991) Three-Component Model. In this model they distinguish between affective, continuance, and normative commitment to the organization. Affective commitment refers to an emotional attachment to, identification with, and involvement in the organization (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). Continuance commitment refers to the perceived costs associated with leaving the organization and normative commitment reflects a perceived obligation to remain in the organization (Meyer, et al., 2002).

2.3. NECESSARY CONDITIONS FOR THE NEW WORLD OF WORK

The above described effects of the New World of Work are seen as major advantages of this way of working. However, the New World of Work also brings a number of challenges. The question is how an organization can best meet those conditions to maximize the benefits of the effects. For mapping these conditions, we use a commonly made classification. This classification can be used to define the New World of Work, can be linked to the working principles that are going to change and is based on the different working environments of employees. A distinction is made between the physical, virtual and mental environment (Bijl, 2009; Bijlsma, Efimova, & Janssen, 2010):

- With *physical* environment, the office is intended. In the New World of Work it is common that people will work more on a flexible basis, either in place as well as in time. This also requires a different design of the office (e.g., no fixed workplaces but flexible workplaces).
- The *virtual* environment concerns the application of ICT, which is a necessary condition in the New World of Work. Due to rapid developments in ICT and mobile equipment, people can work independently of time and place. Organizations should facilitate their employees with these applications, so that they are able to work whenever and wherever they want.
- The *mental* environment refers to the central place of the employee. In the New World of Work people have more control over how they organize work, for example in terms of time and place. Although this control should create a better balance between work and private life, it is not immediately obvious that all people know how to organize their work or how they should deal with the increased freedom. Good guidance from the organization, by for example briefings, workshops or training can help the employees with these struggles.

Although the three elements described above are nowadays commonly used to define the New World of Work, there is a lack of scientific literature about the concept. On the other hand, a lot of theory can be found about the underlying practices (de Leede, 2011). Examples are existing literature about teleworking, virtual teams and leadership based on results, which is closely related to the concept of the New World of Work. In addition, there is theory that is less closely linked, but still very relevant for the New World of Work. One can think of literature on self-steering, High Performance Work Practices (HPWP) and ICT applications, such as e-mail, conference calls, video conferencing, document sharing, social media and so forth (de Leede, 2011). However, for this research it is less relevant to repeat all those studies in this section. What is important are the conditions under which the New World of Work can be effective. It

seems logical that there is no direct relationship between the New World of Work and its effects. As with any form of organizing work, there are conditions that must be met in order to utilize the effects as optimal as possible. In literature about the underlying practices of the New World of Work, a lot of conditions can be found. To impose structure onto these conditions, they are linked to different work environments. The linkages are shown in Figure 3. The figure shows that there is a link between the physical environment and flexible workplaces, concentration and flexible working arrangements. It also shows that the virtual environment and ICT can be linked and finally that the mental environment is linked to autonomy, steering on output, trust, social cohesion, communication.

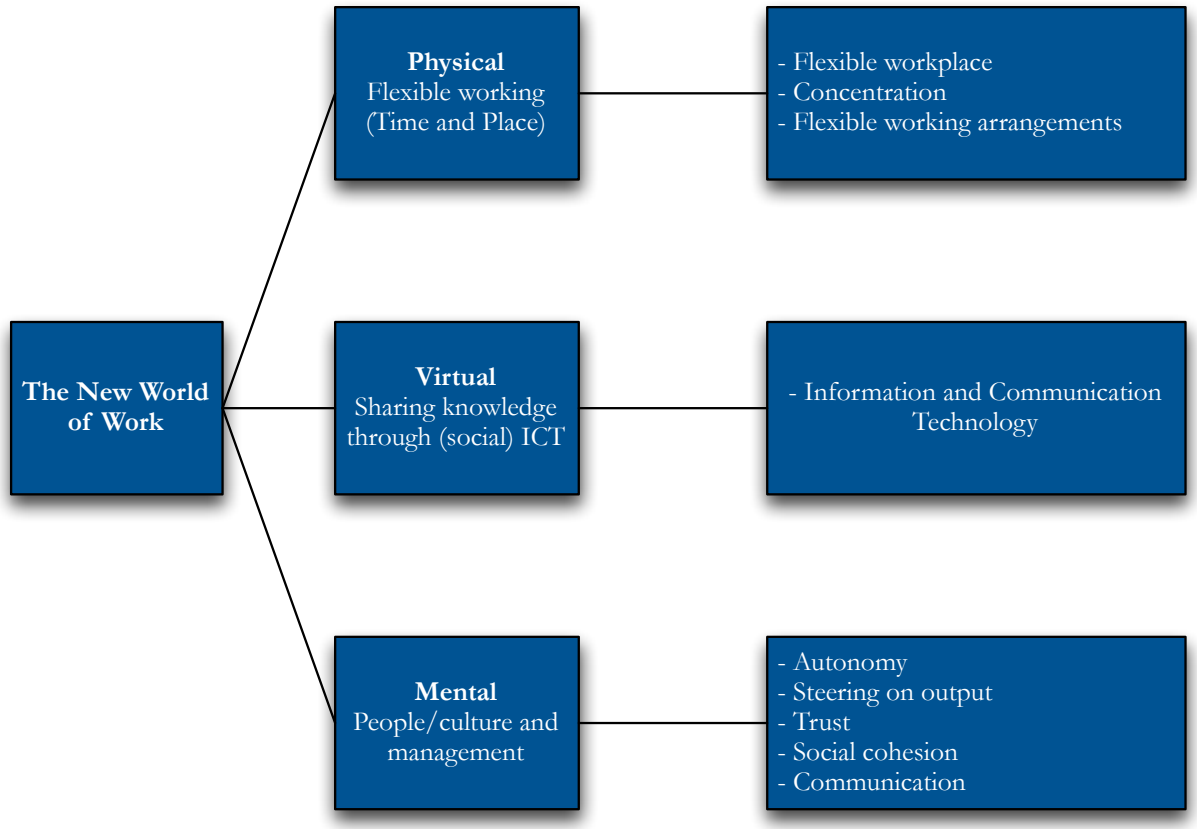

FIGURE 3: OVERVIEW LINKAGES BETWEEN WORK ENVIRONMENTS AND CONDITIONS

2.3.1. PHYSICAL ENVIRONMENT

For the physical environment holds that it can be linked to flexible workplaces, concentration at the workplace and flexible working arrangements.

FLEXIBLE WORKPLACE

Introducing flexible workplaces is one part of the New World of Work. One of these flexible workplace practices is the transition from the traditional fixed workplace in the open-plan office to flexible workplaces that are shared by multiple employees around an open central area for group work, meetings and common facilities (Vos & van der Voordt, 2002). This gives employees the opportunity to choose a workplace that best suits the task they have to perform, for example a concentration area, discussion zone or the coffee corner (Vos & van der Voordt, 2002). The task facilitated working environments with shared work stations bring several advantages. For example, substantial savings can be achieved on the cost for housing because fewer workstations are needed. Besides, Blok, De Korte, Groenesteijn, Formanoy and Vink (2009) found that introducing task facilitated working environments increases communication, concentration, collaboration, privacy and reduces the amount of distractions.

However, flexible workplace practices involve more than just eliminating the fixed workplace. The flexible workplace could likewise be situated outside the office: at the employee's home or at any other imaginable place where the employee has the idea that he or she can work effectively. This type of working is in literature often classified as teleworking, although terms such as telecommuting, mobile working, e-working, remote working and homeworking are sometimes used interchangeably (Wilks & Billsberry, 2007). Teleworking is a way of organizing the work that "occurs when employees perform all or a substantial part of their work physically separated from the location of their employer, using IT for operation and communication" (Baruch, 2001, p. 114). According to Wilks and Billsberry (2007) the amount of time people telework is dependent on the function of the employee and his or her personal preferences.

As already touched upon above, telework can have positive effects on the organization's performance. Kurland and Bailey (1999), differentiated among alternative work forms of teleworking and described the advantages of each form for the individual employee, the organization and society. For home based telecommuters (employees who work at home on a regular basis, though not necessarily every day) they described positive effects at the organizational level on productivity, absenteeism, morale, openness, interruptions at the office, overhead costs, turnover, available talented employees and compliance. At individual level, an even longer list of potential positive effects can be found, among which job satisfaction, workplace fairness, work-family balance, autonomy and cost savings (Kurland & Bailey, 1999). Teleworking also brings some challenges, which organizations have to take into account when implementing teleworking. Kurland and Bailey (1999) mention at the individual level inter alia: isolation, work-family balance, longer hours, access to resources and technical savvy. For the organization they

mention challenges such as performance measurement, managerial control, informal interaction, virtual culture, organization loyalty, availability, communication and technology (Kurland & Bailey, 1999).
More recently, Gajendran and Harrison (2007) constructed a theoretical framework and performed a meta-analysis of 46 studies regarding the positive and negative consequences of telecommuting. They showed that telecommuting had small but mainly beneficial effects on perceived autonomy and (lower) work–family conflict, job satisfaction, performance, turnover intent, and role stress.

CONCENTRATION AT THE WORKPLACE

An important condition to work effectively is that employees are able to concentrate at the workplace. The way in which the workplace is designed has a major impact on the extent to which employees can concentrate on their work. The various workplace designs bring their own problems with it. Open offices have been documented as noisy, lacking privacy and are associated with all kinds of distractions, while on the other hand enclosed, private offices hamper communication, teamwork and flexible use of space (S. Y. Lee & Brand, 2005). Lee and Brand studied, among others, the effects of distractions on perceived job performance, job satisfaction and inclinations to work alone or in an enclosed space and their interrelationships. They found no significant effect of perceived distractions on perceived performance, although their model supported a relationship between distractions and preference for a private office as well as an indication of being more effective in enclosed work areas. Distraction was negatively related to satisfaction with the physical work environment (S. Y. Lee & Brand, 2005).
Blok, et al. (2009) also argue for workplaces where concentrated work can be done. Their study showed that it is possible to increase communication and concentration by introducing task facilitating working environments. Although their data doesn't totally confirm changes between different workplaces, they found significant increases in collaboration, privacy, movement of employees and reduction of distraction by introducing task facilitating working environments (Blok, et al., 2009).

FLEXIBLE WORKING ARRANGEMENTS

Flexible work arrangements (or flexible work schedules) can be defined as: "any policies, practices, formal or informal, which permit people to vary when and where work is carried out" (Maxwell, Rankine, Bell & MacVicar 2006, p. 138). Flexible work arrangements can take many forms, such as flextime, teleworking, working from home, compressed working times, time off in-lieu, reduced working hours, job sharing, self-rostering or part time work (Maxwell, et al., 2007; Sharafizad, Paull, & Omari, 2011).
Flexible working arrangements can have positive effects, both for the organization and for individual employees. It is therefore not surprising that the research of Nadeem and Hendry (2003) has shown that employees have the strong desire for flexible working arrangements. When employees are enabled to schedule their own working times, they can work at times when it suits them best. For example, when the children are at school or in the evenings when they are asleep. This perceived job flexibility has a positive impact on the work-life balance of employees and they are able to work longer hours before workload negatively impacts their work-life balance (Hill, Hawkins, Ferris, & Weitzman, 2001).

From an organizational perspective, flexible working arrangements can help to attract young talented workforce and retaining valuable employees (Maxwell, et al., 2007; Sharafizad, et al., 2011). Maxwell, et al. (2007) also found positive impacts of flexible work arrangements in enhanced employee relations, commitment and loyalty, although they also found disadvantages of operational problems and administrative burdens.

Nadeem and Hendry (2003) also found retention of employees as the primary benefit. Furthermore, they mention that flexible work arrangements can been linked to improved motivation, productivity, satisfaction, reduced absenteeism, and the ability to attract better employees.

2.3.2. VIRTUAL ENVIRONMENT

The virtual environment is linked to the way in which ICT resources are used within the organization.

INFORMATION AND COMMUNICATION TECHNOLOGY

When employees are no longer at the office all days of the week, other ways then face-to-face contact must be found to gather information and to communicate with colleagues, supervisors and clients. Teleworkers use therefore primarily ICT-applications. According to Wilks and Billsberry (2007), ICT even plays a key role in teleworking. Besides, social media offers a lot of new possibilities to find and share knowledge and expertise and to collaborate online, for example by using Twitter, Yammer, Facebook and LinkedIn (Baane, et al., 2010).

When employees work at a distance, most communication takes place by email and telephone, instead of face-to-face contact. Employees should therefore be facilitated with resources as laptops with webcams and Voice over IP, tablets and/or smartphones (Baane, et al., 2010). However, employees can also reach a point where too many technological resources are offered. This can lead to technostress. Technostress is defined by Tarafdar, Tu and Ragu-Natan (2010, p. 304) as "the stress that users experience as a result of application multitasking, constant connectivity, information overload, frequent system upgrades and consequent uncertainty, continual relearning and consequent job-related insecurities, and technical problems associated with the organizational use of ICT". The results of Tarafdar, et al. (2010) show that technostress decreases the satisfaction with the ICT used. Besides, they found that technostress reduces the extent to which employees can utilize ICT for productivity and innovation in their tasks. Mechanisms that facilitate involvement and encourage of users to take risks, learn, explore new ideas, and experiment in the context of ICT use, reduce technostress and increase satisfaction with the ICT they use and have a positive effect on users' appropriation of ICT for productivity and innovation in their tasks (Tarafdar, et al., 2010).

2.3.3. MENTAL ENVIRONMENT

For the physical environment holds that it can be linked to autonomy, steering on output, trust, social cohesion and communication.

AUTONOMY

Autonomy can be defined as "the degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work and determining the procedures to be used in carrying it out" (Hackman & Oldham, 1976, p. 258). It is argued to be a job resource that is positively related to work motivation, job satisfaction, and performance, while on the other hand it can be negatively related to turnover intentions and psychological strain (Slijkhuis, 2012). This psychological strain applies especially to people who attach great importance to structure and clarity (Slijkhuis, 2012). For them autonomy and high amounts of freedom are rather a burden than a blessing.

In a telework situation, employees are remote from their workplace and supervisors, which makes direct observation impossible. As a result, employees are becoming increasingly personally responsible for for example the times at which they work and the number of hours they work. In short, employees receive more freedom and autonomy. That there is a relationship between telework and autonomy is confirmed by scientific research. Gajendran and Harrison (2007), as well as Dambrin (2004) found that telecommuting has a favorable effect on autonomy.

Research of Dimitrova (2003) points in a different direction; the impact of telework on autonomy was found limited. Although direct observation is no longer possible in a situation of telework, it was found that existing control mechanisms did not significantly change; formal procedures and work rules remained the same and informal practices only changed slightly (Dimitrova, 2003). The changes that teleworking brings about manifested themselves only in a change in the work schedules. While employees gained more freedom on when they carried out their work, this resulted simultaneously in putting in longer hours. So, the changes in work schedules are to be attributed to the disappearance of a good balance between work and private life, rather than to flexibility and autonomy (Dimitrova, 2003).

STEERING ON OUTPUT

Steering on output or results control implies that employees are rewarded for generating good results instead of being assessed on behavior in the workplace. These rewards can be financial, but can also include a promotion or receiving more autonomy (Merchant & Van der Stede, 2007). "Results controls influence actions because they cause employees to be concerned about the consequences of the actions they take. The organization does not dictate to employees what actions they should take; instead employees are empowered to take those actions they believe will best produce the desired results" (Merchant & Van der Stede, 2007, p. 25). Results controls are commonly used to control the behavior of professionals, because these employees have the authority to make decisions (Merchant & Van der Stede, 2007).

In the New World of Work, employees will work from a distance and obtain more freedom and autonomy. This has as a result that a different way of supervising employees is required. The traditional role of the manager, which consisted of giving instructions to employees, checking the task's execution and controlling behavior is no longer suitable, because employees are not physically present in the office. Although Dimitrova (2003) found that existing control mechanisms did not significantly change in a telework situation, Dambrin (2004) states that management by objectives (or output control/results control) and a more motivating and coaching role for managers is nearly inevitable. In fact, data from a study of Sánchez, Pérez, de Luis Carnicer and Vela Jiménez (2007) showed statistically significant support for the hypothesis that teleworking organizations are more oriented towards management by results.

TRUST

Cook and Wall (1980, p. 39) define trust as "the extent to which one is willing to ascribe good intentions to and have confidence in the words and actions of other people. This willingness will in turn affect the way in which one behaves towards others". Trust between individuals and groups within an organization is of extreme importance for the long-term stability of the organization and the well-being of its employees (Cook & Wall, 1980).

Mutual trust among employees and between employees and managers is even more important in the New World of Work. Working remotely ensures that employees meet each other less and colleagues and managers have to have the confidence that teleworkers are actually at work when they claim to be. However, trust is harder to achieve in virtual teams than in face-to-face teams, because virtual teams have fewer, if any, face-to-face interactions (Powell, Piccoli, & Ives, 2004). Whereas in face-to-face teams trust develops based on social and emotional attachments, trust in virtual teams develops based on identifiable actions such as timely information sharing, appropriate responses to electronic communications, and keeping commitments to virtual teammates (Furst, Reeves, Rosen, & Blackburn, 2004).

In the New World of Work, the relationships between managers and employees will be more based on trust than on direct control. Managers have to believe that their employees will carry out their work effectively even when they are not in the office anymore (O'Neill, et al., 2009).

Dimitrova (2003) found that mutual trust between employees and manager that is already developed will not suddenly disappear; especially employees with long tenures and established relationships with their mangers adapt more easily to a situation of teleworking. The importance of workplace relations is hardly limited to the role of trust in the relation between employees and their manager; organizations considering the implementation of the New World of Work should seriously consider the relationship between the manager and the employee (Dimitrova, 2003).

SOCIAL COHESION

"Team cohesion refers to the degree to which team members desire to remain on the team" (Hoegl & Gemuenden, 2001, p. 438). An certain level of cohesion is essential to maintain a team. Team members should feel a sense of belonging to the team, as well as a desire to keep the team going, in order to engage in collaboration (Hoegl & Gemuenden, 2001).

According to Brockman, Rawlston, Jones and Halstead (2010) there are two separate dimensions of cohesiveness, namely task cohesiveness and interpersonal cohesiveness. Task cohesiveness is defined as "a group's shared commitment or attraction to the group task or goal", whereas interpersonal cohesiveness refers to "the strength of interpersonal ties among team members" (Brockman, et al., 2010, p. 202). These two dimensions have different effects on group performance. So has only task cohesiveness a positive effect on group performance on tasks that not require group cooperation and coordination, while both task and interpersonal cohesiveness improve group performance on disjunctive tasks (Brockman, et al., 2010).

Social cohesion is associated with higher levels of performance and greater satisfaction (Powell, et al., 2004). However, social cohesion is a challenging part of the New World of Work. Employees are located at a distance from each other and who must collaborate to accomplish organizational tasks. Making contact by means of communications and information technology instead of face-to-face, makes it difficult to form a tight group band. From interviews with over 75 executives, team leaders, and team members, Kirkman, Rosen, Gibson, Tesluk and McPherson (2002) also discovered that social cohesion is a challenge of managing and working at a distance. Employees who have face-to-face contact, automatically share stories, have lunch or take breaks together, and meet each other at the coffee machine. When working remotely these forms of contact are no longer there and employees may feel that they are no longer part of the organization. Thus, a specific challenge for managers in the New World of Work is overcoming member feelings of isolation and detachment (Kirkman, et al., 2002).

COMMUNICATION

Traditional teams share a lot of information through face-to-face contact. In the New World of Work, this is not possible anymore, because the physical absence of colleagues decreases possibilities to interact in an informal way. The chats at the coffee machine and joint walks during lunch disappear. Instead, employees have to communicate by making use of communication and information technology. Working remotely and the concomitant use of ICT resources can have some negative consequences for effective communication, such as time delays in sending feedback, lack of a common frame of reference for all members, differences in salience and interpretation of written text and assurance of participation from remote team members (Powell, et al., 2004). These problems have particularly negative consequences for the way in which problems are addressed, because problems are less likely to be detected. Furthermore, it is more difficult to get help from colleagues when facing a problem. Teleworkers are more on their own, which forces them to independently perform tasks and to show autonomy to solve problems (Dambrin, 2004). Besides, formal communication between the manager and the employee decreases, although

communication between teleworkers and their colleagues as well as communication with customers increases (Dambrin, 2004).

According to Kuruppuarachchi (2009) there are several ways to overcome these implications that are associated with communication at a distance: having face-to-face meetings, using multiple channels of rich media for precise and effective ongoing communication to avoid miscommunication, provide feedback to members of the work progress, status of the project, and the overall team environment and seek top management support to facilitate (and have additional) face-to-face meetings.

2.4. ORGANIZATIONAL CHANGE TOWARDS THE NEW WORLD OF WORK

According to Kotter and Schlesinger (2008, p. 130) "there is nothing more difficult to carry out, nor more doubtful of success, nor more dangerous to handle, than to initiate a new order of things". Therefore, organizations need a plan to successfully implement something new in the organization. These plans can be found in literature about change management.

A very prominent theory about organizational change is Lewin's 3-Step model. According to Lewin a successful change project involves the three steps of unfreezing, moving and refreezing (Burnes, 2004). In the unfreezing step it is important that old behavior is unlearned. This can be done by destabilizing the current situation. After the uncertainty created in the fist step, the next step is to move employees in the new direction. In this phase it is important for people to understand why changing is important and how they can benefit from the change. In the last step, the new behavior has to be re-frozen. Refreezing often requires changes to organizational culture, norms, policies and practices, so the new behavior becomes the status quo (Burnes, 2004).

Another theory about change management is the tipping point theory. This theory is especially useful for organizations that wish to carry out organizational changes, but lack resources like time and money. The theory originates from the epidemiology and suggests that "once the beliefs and energies of a critical mass of people are engaged, conversion to a new idea will spread like an epidemic, bringing about fundamental change very quickly" (Kim & Mauborgne, 2003, p. 38). Within this theory a great role is reserved for management, because change requires leadership (Kotter, 1995); leaders are the initiators of change.

Managers have to take several hurdles in the changing process: make sure that employees feel the need for change, that they efficiently deal with the resources they have at their disposal, that they mobilize the commitment of the organization's key players and that the most vocal naysayers are also pulled along (Kim & Mauborgne, 2003).

The tipping point leadership process reflects Kotter's (1995) eight-step plan to transforming organizations in many ways. Indeed, it is developed to help the organization cope with the difficulties (or in this case hurdles) in the change process. According to Kotter (1995), it is important that all steps in this plan are closely monitored, because mistakes in one of these steps or skipping them can have destructive effects on the organization (Kotter, 1995). The change plan of Kotter (1995) contains the following eight steps:

1. *Establish a sense of urgency*. Change requires the aggressive cooperation of many individuals. It is important that employees are motivated and willing to help to set the change in motion. this can only be achieved by proper leadership and if the change relates to the entire company, the CEO is a key figure. Furthermore, it is important that a discussion about potentially unpleasant facts of the change is held. The urgency for change is high enough when 75% of the management is honestly convinced that the current way of working is totally unacceptable. Anything less can produce very serious problems in one of the following steps.
2. *Form a powerful guiding coalition*. Firstly, a critical mass must be willing to contribute to the success of the change. It is convenient that this mass is pretty powerful, not only in terms of titles, but

also in reputations and relationships. This group consists ideally of managers and employees from different functions and hierarchical relationships as they exist in the normal practice are not valid in this group. In this bottom-up approach, feelings and concerns at lower levels will also achieve the change team.

3. *Create a vision*. A vision clarifies the direction in which an organization wants to move. This usually starts with individual ideas, but eventually the coalition will develop a strategy for achieving that vision. A clear vision does not consist of pages thick notes, but should be possible to communicate to someone in five minutes or less and get a reaction that signifies both understanding and interest.
4. *Communicate the vision*. It is very important that when a clear vision is developed, it is also communicated to everyone in the organization. All forms of communication must be used to get employees excited about the change. In addition, "walk the talk" is a very effective way to get employees enthusiastic. A change plan, however, requires more than just communication. When some very visible managers clearly do not agree with the vision, this is devastating for the result of the change.
5. *Empower others to act on the vision*. Employees are emboldened to try new approaches, to develop new ideas, and to provide leadership. In this step the vision is actually implemented and obstacles that accompany it come up. In the minds of employees, for example because they are against the change, but also in the organization itself, because people run up against problems with for example the organizational structure or performance-appraisal systems that ensure that employees choose their own gain rather than the new vision. These obstacles should be removed before moving on to the next phase.
6. *Plan for and create short-term wins*. Since a change in a long-term process, it may happen that employees at a given point in time no longer act towards the goal of the change. It is important to set short-term objectives and to celebrate when these are achieved. In this way, the process of change remains attention.
7. *Consolidate improvements and produce more change*. As mentioned before, celebrating a win is important to keep employees aboard. On the other hand, it can be dangerous for the change process when victory is declared to soon. The changes that already have been implemented run the risk of slow disappearance. Continuously setting new goals ensures that the change will go on.
8. *Institutionalize new approaches*. The change process is only ended when the vision became the status quo. Two factors are important: a conscious attempt to show people how the new approaches, behaviors, and attitudes have helped improve performance and taking sufficient time to make sure that the next generation of top management really does personify the new approach.

As previously mentioned, management plays an important role within the change process towards the New World of Work. However, there is also a major role for the employees. They, together with management, are the ultimate users of the change. However, they must be prepared to overcome any

resistance they feel towards the New World of Work. In other words, they must be willing to change. According to Metselaar (1997) willingness to change can be defined as "a positive behavioral intention towards the implementation of modifications in an organization's structure, or work and administrative processes, resulting in efforts from the organization member's side to support or enhance the change process". Metselaar's concept of willingness to change is based on the theory of planned behavior by Ajzen (1991). This theory explains how deliberate human behavior can be predicted and is an extension of the theory of reasoned action. The central concept in this theory is the intention to perform a given behavior. The intention is assumed to be the best predictor of human behavior. This intention is determined by three factors: their attitude toward the specific behavior (the expectation that the behavior leads to desired outcomes), their subjective norms (what one thinks others think of the behavior that you execute in combination with the tendency to conform to them) and their perceived behavioral control (the expectation that the (new) behavior can be performed effectively) (Ajzen, 1991).

Metselaar and Cozijnsen (2005, in Roovers, 2008) developed the DINAMO-model, which is based on the theory of planned behavior of Ajzen. In their model, they make a distinction between wanting to change (attitude of the employee), being able to change (the subjective norm) and the need to change (the behavioral control of the employee). The chance of a successful change process is greatest when all three conditions are met (Roovers, 2008).

Another factor that affects the success of the change to the New World of Work is the attitude of employees towards this concept. Teo, Lim and Wai (1998) investigated the attitudes towards teleworking among information technology personnel. They found that that those employees demonstrated a very positive attitude and are likely to choose for teleworking arrangements when offered. Perceived advantages are: saving commuting time, helping employees avoid the hassle of commuting to and from office and also allowing employees more autonomy over their time schedule (Teo, et al., 1998).

3. METHODOLOGY

This chapter discusses and justifies the research strategy and the data collection techniques (mixed methods research) to be adopted in the empirical collection of data for this research. Details on the samples are provided as well as a description of the analysis of the data.

3.1. THE CASE STUDY METHOD

In our study we have chosen for the case study method. It is not necessary to give a detailed description of the case study method as such. For this we refer to the overviews of for example Yin (1994) or Lee (1999). Here, we suffice with a description of the case that is used in this study.

This study was conducted at the municipality of Losser, a small rural municipality that consists of the nuclei Losser, Beuningen, De Lutte, Glane and Overdinkel. It is located in the east of the Netherlands, near the German border. The municipality of Losser is governed by the Board of Mayor and Aldermen, the municipal council and the administrative organization and employed 123 employees (106,7 FTE) at December 31, 2011 (ABP, 2011).

The mission of the municipality of Losser states: "Losser: stronger by neighborhood!" (in Dutch: Losser, sterker door noaberschap[1]!). In general, neighborhood is still widely present in the community of Losser. The municipality of Losser wants to keep this neighborhood vital and use it as a starting point in the task execution. The choice for vital neighborhood is the fall back on traditional values in a time when the government faces many and profound choices (Gemeente Losser, 2012a). Accordingly, the municipality of Losser made the following choices, which can be found in the vision:

- Independence in role and task.

  The choice of autonomy requires a critical view on the tasks. There is a different role and task completion by the municipality of Losser. Hereby, a distinction is made between essential and non-essential tasks of the municipality. The municipality itself will in principle not carry out the non-essential tasks of the municipality. The essential tasks are performed by the municipality itself, placed in a specially established formal partnership, or carried out by others (society, institutions, private companies) under the responsibility of the municipality.
- A modern and future oriented organization.

  In order to guarantee the independence, a modern, forward-looking organization is needed. That organization:

[1] Word from the dialect of Twente that appeals to doing things for each other, doing it yourself, doing things with one another, act out of commitment to each other, solidarity, without payment and reciprocate (Gemeente Losser, 2012a).

1. Acts from the mission and vision - the actions and the organization of the work can be translated back on the mission and the vision;

   The organization of the work is aimed to fully contribute to a stronger Losser by neighborhood. Concepts such as service-oriented, integral, collaboration, entrepreneurship and solution-oriented are guiding.
2. Uses sustainability as a basis;

   By future-oriented and modern belongs sustainability. Sustainable when it comes to energy consumption and others, but also in terms of the relationship with citizens, businesses and institutions.
3. Is arranged according to the latest insights of the New World of Work - attractive for employees, efficient and effective for the organization.

   The New World of Work is an important condition to attract and retain qualified employees in the future. With an impending labor shortage, it is necessary to remain an attractive employer for younger generations with different ideas about work and private life. At the same time, the financial reality requires that the work should be organized as efficient and effective as possible. A high quality organization is required, that is characterized by flexible use of staff and commissioning expertise. The New World of Work makes an important contribution to this.

(Gemeente Losser, 2012a)

The main reason to perform this research within the municipality of Losser is that they consider to implement the New World of Work and they have asked advice on how this can best be done. In addition, the municipality of Losser is an interesting municipality to do research, because it is a typical rural municipality: small, consists of multiple nuclei and has chosen to work with a larger municipality. A small rural municipality differs in several respects from other municipalities. This is apparent from for example the P10, a grouping of large rural municipalities. They share mutual knowledge about specific situations in rural areas and are a discussion partner for various organizations (P10, n.d.).

As already mentioned, the municipality of Losser has not yet introduced the New World of Work. Anyway, we still try to answer the main question by following the research design. Namely, based on the literature of the theoretical framework a questionnaire is designed to do a baseline measurement to the current state of affairs. These results have been incorporated and form the basis for group discussions and interviews with the managers. In this way we hope to find out the opinion of the employees to achieve the best possible implementation plan.

3.2. DATA COLLECTION

As already mentioned, it was chosen to use mixed method research for the data collection, in order to get the fullest possible picture of the thoughts of the employees of the municipality of Losser regarding the New World of Work. Mixed method research can be defined as "a type of research in which a researcher

or team of researchers combines elements of qualitative and quantitative research approaches (e.g., use of qualitative and quantitative viewpoints, data collection, analysis, inference techniques) for the broad purposes of breadth and depth of understanding and corroboration" (Johnson, Onwuegbuzie & Turner, 2007, p. 123). By combining elements from both qualitative and quantitative research, certain shortcomings of one of the types of research can be neutralized or even passed. For example, adding qualitative research can solve the remote possibility in quantitative research to obtain in-depth data. Vice versa ensures quantitative research that a greater number of respondents can be reached in a short period of time and therefore the external validity is higher than in qualitative research. According to Creswell, Plano Clark, Gutmann & Hanson (2003, p. 211) there is wide consensus that the combination of certain types of research can strengthen a research.

In this study we chose a sequential mixed methods data collection strategy. This means that the data collection is an iterative process whereby the data collected in one phase contributes to the data collected in the next (Driscoll, Appiah-Yeboah, Salib, & Rupert, 2007). First of all, the quantitative data is collected by means of a questionnaire in order to measure the concepts that are related to the New World of Work as described in the theoretical framework. Thereafter qualitative data was obtained through five in-depth interviews with the managers and five group interviews for each department. The analysis of the questionnaire provided the input for the interviews.

3.2.1. QUESTIONNAIRE

To obtain the fullest possible picture of the attitudes and expectations of the employees of the municipality of Losser towards the New World of Work, we decided to let all employees who eventually will have to work within the New World of Work fill out a questionnaire. Since there is not worked according to the principles of the New World of Work yet, this questionnaire should be seen as an initial baseline measurement.

The questionnaire was pretested with 3 employees of the municipality of Losser who had experience with filling out questionnaires to obtain feedback about clarity of the questions, length of the questionnaire and to ensure that the questions were appropriate. During the pre-test no strange things came up regarding the questionnaire. Besides, we measured that participants needed on average 20 minutes to fill out the survey. We thought this was an acceptable length.

In total, 82 employees received an invitation by email to complete the questionnaire on the website www.surveygizmo.com. Examples of the layout of the questionnaire can be found in Appendix 4. To ensure that as many employees completed the questionnaire, this invitation was prepared in conjunction with a communications expert (see Appendix 3). In addition, prior to this invitation a request to participate was posted on intranet by the City Manager.

The online questionnaire was opened on 20 August 2012. According to the SurveyGizmo Diagnostic Wizard the estimated length of the questionnaire was 19 minutes, the complexity and fatigue score where ok, the accessibility was perfect. The questionnaire consisted of 108 items, including 7 control variables

and two open questions at the end. The independent and dependent variables are measured on an ordinal level of measurement, using a 5-point Likert scale. On 7 September 2012 and 24 September 2012 reminders were send requesting to still complete the questionnaire. The questionnaire was closed on 29 September 2012. In total, 56 employees completed the questionnaire. This represents a response rate of 68.29 percent (see Table 1).

Department	Completed	Approached	R.R.
BSP	13	17	76.47%
OW	11	13	84.62%
WIZ	7	14	50.00%
VVH	13	19	68.42%
Enschede	12	19	63.16%
Total	**56**	**82**	**68.29%**

TABLE 1: RESPONSE RATE QUESTIONNAIRE

PERSONAL CHARACTERISTICS OF THE SAMPLE

56 persons, including 35 men and 21 women, completed the questionnaire. By far the largest proportion of employees (62,5%) are in the age groups 45 years and older. Furthermore it is striking that the age group 30 years and younger covers only 1.8% of the population. Most employees have relatively high levels of education. In total, 75 percent has a bachelors degree or an academic title. Most employees have full-time employment (60.7%) and work 1-5 years at the municipality of Losser (32,1%). However, there are also many people who have long been employed. 28,6% of the employees work 10 till 20 years at the municipality and the same percentage applies for employees who work there for more than 20 years. A more detailed description of the personal characteristics can be found in Table 3.

In total there are 141 people employed by the municipality of Losser. This number also includes employees who are not covered by the administrative organization, such as field staff, employees of the sports facilities and the Mayor and Aldermen. A large proportion of these 141 employees were not invited to participate in the questionnaire, since they do not have to deal with the New World of Work. The figure excludes the employees who perform work for the municipality of Losser, but are employed by the Municipality of Enschede. Of these 141 employees, 92 (65.2%) are male and 49 (34.8%) are female. Of these 141, 14 employees (9.9%) 30 years or younger, 39 (27.7%) between 31 and 45 and 88 employees (62.4%) are over 45 years old. The majority of the employees work full time (98 persons, 69.5%), 43 employees (30.5%) have a part time job. These figures show that the sample is very similar to the overall population. We also examined the number of employees that are approached for the questionnaire per department and the actual response per department. Table 2 shows that the number of responses per department corresponds well with the real population.

		Sample		Population	
		Frequency	*Percent*	*Frequency*	*Percent*
Department	BSP	13	23,2	17	30,4
	OW	11	19,6	13	23,2
	WIZ	7	12,5	14	25,0
	VVH	13	23,2	19	33,9
	Enschede	12	21,4	19	33,9

TABLE 2: RESPONSES SAMPLE VERSUS POPULATION

		Frequency	*Percent*
Gender	Man	35	62,5
	Woman	21	37,5
Age	< 30 years	1	1,8
	30 - 45 years	20	35,7
	> 45 years	35	62,5
Education	VMBO-T (of MAVO)	3	5,4
	HAVO	2	3,6
	VWO	1	1,8
	MBO	8	14,3
	HBO	30	53,6
	WO	12	21,4
Full-time/Part-time	Full-time	34	60,7
	Part-time	22	39,3
Length of employment	Less than 6 months	0	0
	1 till 5 years	18	32,1
	5 till 10 years	6	10,7
	10 till 20 years	16	28,6
	20 years and longer	16	28,6
Department	Beleid, strategie en projecten	13	23,2
	Openbare werken	11	19,6
	Werk, inkomen en zorg	7	12,5
	Vastgoed, vergunningen en handhaving	13	23,2
	Enschede	12	21,4
Function	Administrative support	6	10,7
	Advisor	13	23,2
	Policy support	1	1,8
	Policymaker	14	25
	Documentary information provider	2	3,6
	Other	20	35,7

TABLE 3: PERSONAL CHARACTERISTICS OF THE SAMPLE (N=56)

3.2.1.1. OPERATIONALIZATION OF THE CONSTRUCTS

This section describes the operationalization of the constructs. For the measurement of the constructs several scales are used. Most of them are existing scales; some of the scales have been self-developed. In Appendix 5 the all items of questionnaire can be found.

To measure the reliability of the questionnaire, we use Cronbach's alpha. Cronbach's alpha is the most commonly used method for measuring scale reliability in scientific research (Field, 2005). It measures the internal consistency of the constructs, which means that all items of a particular construct belong to the same group. Normally Cronbach's alpha has a value between 0 and 1 and the closer the coefficient is to 1 the greater the internal consistency of the items in the scale (Gliem & Gliem, 2003). To determine whether the consistency within the scale is acceptable, the following rule is generally used: "≥ .9 – excellent, ≥ .8 – good, ≥ .7 – acceptable, ≥ .6 – questionable, ≥ .5 – poor, and ≤ .5 – unacceptable (Gliem & Gliem, 2003, p. 87). However, because in this study only 56 people completed the questionnaire, some participants with abnormal scores can have a major impact on the value of the Cronbach's alpha. We therefore accept an alpha of 0.6 and higher. A brief overview of the scales used and their Cronbach's alpha can be found in Table 5.

FLEXIBLE WORKPLACE

For measuring the flexibility in workplace a part of the questionnaire 'Readinessscan HNW het Rijk' was adapted from de Werkmaatschappij (n.d.). The variable consists of 3 items (α= 0.286). Because the Cronbach's alpha for this variable is unacceptable in terms of Gliem and Gliem (2003), the Cronbach's alpha if item deleted is examined. If the item "If I come to the office, I can always find a workplace" is deleted, results this in a Cronbach's alpha of 0.549. This is still insufficient to approach the items as one scale. Therefore, the item that in our eyes most represents the flexible workplace is chosen to analyze this scale: "I do not have a fixed workplace, I can sit wherever I want". The item is measured using a five-point Likert scale (1="strongly agree", 5="strongly disagree").

CONCENTRATION AT THE WORKPLACE

The extent to which employees can concentrate on their workplace is measured with 3 items from an existing questionnaire of Lee and Brand (2005). One (reversed) item was self developed ("Overall speaking, my workplace is unsuitable for the tasks I must perform") and added to strengthen the items of Lee and Brand (2005). So, in total the variable is measured with 4 items (α= 0.874). Participants rated the items on a five-point Likert scale (1="strongly agree", 5="strongly disagree").

FLEXIBLE WORKING ARRANGEMENTS

The scale for measuring flexible working arrangements was self-developed and consisted of 3 items. Cronbach's alpha was only 0.47 and there was no option for deleting an item to obtain a more consistent scale. Therefore, the item that in our eyes most represents flexible working arrangements is chosen to

analyze this variable: "It seems pleasant to me to cope more flexible with my working hours". This item is measured using a five-point Likert scale (1="strongly agree", 5="strongly disagree").

AUTONOMY

Autonomy is assessed using the three-item decision authority subscale of the Job Content Questionnaire of Karasek (1985, in Slijkhuis, 2012). Cronbach's alpha for this scale was 0.748. An example of a reversed item is "I have little freedom to decide how to do my work". The items are measured using a five-point Likert scale (1="strongly agree", 5="strongly disagree").

STEERING ON OUTPUT

The scale for measuring steering on output is composed of two items from 'HNW readiness-scan' developed by Modernworkx (2010) and one item from 'Readinessscan HNW het Rijk' developed by de Werkmaatschappij (n.d.). Cronbach's alpha was only 0.445 and there was no option for deleting an item to obtain a more consistent scale. Therefore, the item that in our eyes most represents steering on output was chosen to analyze this variable: "My manager assesses me on my results, not my presence". The item is measured using a five-point Likert scale (1="strongly agree", 5="strongly disagree").

TRUST IN COLLEAGUES

Trust in colleagues is measured by adapting three items from the Interpersonal trust at work subscale developed by Cook and Wall (1980). The scale consisted of three items and Cronbach's alpha for this scale was 0.863. An example of an item is "I am confident that my colleagues do as they say". Participants rated the items on a five-point Likert scale (1="strongly agree", 5="strongly disagree").

TRUST IN MANAGEMENT

Trust in management is also measured by adapting items from the Interpersonal trust at work subscale developed by Cook and Wall (1980). The scale consisted of four items and Cronbach's alpha for this scale was 0.917. An example of an item is "I am very confident that my supervisor will always treat me honest". The items are measured using a five-point Likert scale (1="strongly agree", 5="strongly disagree").

SOCIAL COHESION

For measuring the degree of social cohesion a five-item scale from the questionnaire of Hoegl & Gemuenden (2001) was used. An example of an item is: "The members in my team have a strong relationship". Cronbach's alpha for this scale was 0.839 and participants rated the items on a five-point Likert scale (1="strongly agree", 5="strongly disagree").

COMMUNICATION WITH COLLEAGUES

The scale of communication with colleagues is self-developed and consisted of 4 items (α= 0.466). Because the Cronbach's alpha for this variable is unacceptable the Cronbach's alpha if item deleted is

examined. The item "I need daily contact with my colleagues to perform my work properly" is deleted, which resulted in three remaining items with a Cronbach's alpha of 0.792. The items are measured using a five-point Likert scale (1="strongly agree", 5="strongly disagree").

COMMUNICATION WITH MANAGER

The scale of communication with manager is also self-developed and consisted of 4 items. Cronbach's alpha for this scale was 0.725. An example of an item is: "My manager makes it very clear what he or she expects of me". Participants rated the items on a five-point Likert scale (1="strongly agree", 5="strongly disagree").

DEGREE OF VIRTUALNESS

We assessed the degree of virtualness using a largely self-developed thirteen-item scale, though 4 items are adopted from two existing questionnaires, namely from 'HNW readiness-scan' developed by Modernworkx (2010) and from 'Readinessscan HNW het Rijk' developed by de Werkmaatschappij (n.d.). The scale includes items that relate to a relatively low degree of virtualness ascending to a high degree of virtualness. Because within these items an incremental scale is used, it seems logical to use different weighting factors for the items. Applying weighting factors means that a question is weighted more heavily in order to assign a greater weight to the relevant topic in the total score. The weighing factors are assigned based on the researcher's own understanding. This led to five different groups of items, each with corresponding weighting factor. An overview can be found in Table 4. The minimum total score that a respondent can get on this scale is 19.5; the maximum total score is 97.5. Subsequently, the total score of the respondents can fall in one of the three groups. Respondents who scored lower than 45,5 are highly virtual, respondents who score between 45,5 and 71,5 are average virtual and respondents who scored higher than 71,5 are barely virtual. The items are measured using a five-point Likert scale (1="strongly agree", 5="strongly disagree").

Item	*Weighting factor*
"I can easily find all the information I need to get my job done"	1
"Within our organization, it is normal to physically meet each other for a consultation or a meeting" (R)	1
"I always have internet access"	1
"I can see the agendas of all my colleagues and make appointments in them"	1,25
"I use a laptop to perform my job"	1,25
"I rarely need paper data to be able to perform my job"	1,5
"I rarely need physical assets to do my job"	1,5
"The organization allows me to choose my own ICT resources"	1,5
"I can be reached always at any time"	1,75
"I always have access to the internal corporate network and important programs"	1,75
"I extensively use contacts within my social network to gain knowledge"	2
"Our department works digital and paperless"	2

"We can work together as a department on a specially designated digital environment to gather information"	2

TABLE 4: ITEMS DEGREE OF VIRTUALNESS WITH CORRESPONDING WEIGHTING FACTORS

WORK-LIFE BALANCE (WORK ON PRIVATE LIFE)

The work on private life balance is measured by using items from the Survey Work-home Interaction-NijmeGen, the SWING developed by Geurts et al. (2005). The scale consisted of four items and Cronbach's alpha for this scale was 0.683. An example of an item is: "How often does it happen what when your at home you're moody of irritable because your work is very demanding?" Participants rated the items on a five-point Likert scale (1="almost never", 5="almost always").

WORK-LIFE BALANCE (PRIVATE LIFE ON WORK)

The private life on work balance is also measured by using items from the SWING (Geurts, et al., 2005). The scale was composed of four items. However, Cronbach's alpha for this scale was only 0.589. Therefore, the item "How often does it happen that after a fun weekend with your partner/family/friends you enjoy your work more?" was deleted. This resulted in a Cronbach's alpha of 0,800. An example of the remaining three items is: "How often does it happen that because of obligations at home you do not accrue to certain things at work?" The items are measured using a five-point Likert scale (1="almost never", 5="almost always").

PRODUCTIVITY

For measuring productivity is a scale composed of one item from the 'HNW readiness-scan' developed by Modernworkx (2010) and three items from the subscale overall productivity from the questionnaire developed by Staples, Hulland and Higgins (2006). Cronbach's alpha for this variable was only 0.338 and therefore Cronbach's alpha if item deleted is examined. If the item "Compared to my colleagues, I think that I perform better" is deleted, Cronbach's alpha is still insufficient (α=0.434). The item "I am satisfied with the quality of the work I deliver" is also removed, which resulted in a Cronbach's alpha of 0.603. The two remaining items are: "I am able to divide my time effectively" and "I work very efficiently". These items are measured using a five-point Likert scale (1="strongly agree", 5="strongly disagree").

SERVICE ORIENTATION

We measured service orientation using a self-developed three-item scale. Cronbach's alpha for this scale was 0.614. An example of an item is: "Complaints of citizens are adequately dealt with". The items are measured using a five-point Likert scale (1="strongly agree", 5="strongly disagree").

ORGANIZATIONAL COMMITMENT

Organizational commitment is measured by adapting several items from the organizational commitment subscale developed by Cook and Wall (1980). The scale consisted of four items and Cronbach's alpha for

this scale was 0.682. An example of an item is "I am proud that I am part of the municipality of Losser". Participants rated the items on a five-point Likert scale (1="strongly agree", 5="strongly disagree").

WILLINGNESS TO CHANGE

Willingness to change is measured using three items from a custom scale from the DINAMO questionnaire for teams developed by Metselaar en Cozijnsen (2005) (in Roovers (2008)). Two items were self-developed and added to strengthen the items of Metselaar en Cozijnsen (2005). In total, the scale consisted of five items and Cronbach's alpha for this scale was 0.812. An example of an item is "When the New World of Work is implemented, I show explicitly that I do not agree with it". The items are measured using a five-point Likert scale (1="strongly agree", 5="strongly disagree").

MANAGEMENT SUPPORT

We measured management support using a self-developed three-item scale. Cronbach's alpha for this scale was 0,680. An example of an item is "My manager has a positive attitude towards the New World of Work". (α= 0.680) Participants rated the items on a five-point Likert scale (1="strongly agree", 5="strongly disagree").

ATTITUDE TOWARDS THE NEW WORLD OF WORK

The scale attitude towards the New World of Work is based on the top perceived advantages and disadvantages of teleworking to individuals as identified by Teo, Lim and Wai (1998). The total score on this scale measures the attitude of respondents towards the New World of Work. All items are found equally important and therefore no weighting factors are applied. The minimum total score is 18 and a maximum total score 90. Again, the total score of the respondents is divided into three groups. Respondents who scored lower than 42 are said to have a positive attitude towards the New World of Work, respondents who score between 42 and 66 look neutral against the New World of Work and respondents who scored higher than 66 have a negative attitude towards the New World of Work. An example of an item is "The introduction of the New World of Work will save me a lot of travel expenses". The items are measured using a five-point Likert scale (1="strongly agree", 5="strongly disagree").

Variable	Example item	# items	Sources	α
Flexible workplace	"I do not have a fixed workplace, I can sit wherever I want"	3	de Werkmaatschappij (n.d.)	n/a
Concentration	"I find it difficult to concentrate at my workplace"	4	Lee & Brand (2005), self-developed	0.874
Flexible working arrangements	"I prefer to work from 9 to 5"	1	self developed	n/a
Autonomy	"I have little freedom to decide how to do my work"	3	Karasek (1985)	0.748
Steering on output	"My manager assesses me on my results, not my presence"	1	de Werkmaatschappij (n.d.)	n/a

Trust in colleagues	"I am confident that my colleagues do as they say"	3	Cook & Wall (1980)	0.863
Trust in management	"I am very confident that my supervisor will always treat me honest"	4	Cook & Wall (1980)	0.917
Social cohesion	"The members in my team have a strong relationship"	5	Hoegl & Gemuenden (2001)	0.839
Communication with colleagues	"My colleagues are clear in the way they communicate"	3	self-developed	0.792
Communication with manager	"My manager makes it very clear what he or she expects of me"	4	self-developed	0.725
Degree of virtualness	"I rarely need paper data to be able to perform my job"	13	Modernworkx (2010), de Werkmaatschappij (n.d.), self-developed	n/a
Work-Life balance (W>P)	"How often does it happen what when your at home you're moody of irritable because your work is very demanding?"	4	Geurts et al. (2005)	0.683
Work-Life balance (P>W)	"How often does it happen that because of obligations at home you do not accrue to certain things at work?"	3	Geurts et al. (2005)	0.800
Productivity	"I am able to divide my time effectively"	2	Staples et al. (1999)	0.603
Service orientation	"Complaints of citizens are adequately dealt with"	3	self-developed	0.614
Organizational commitment	"I am proud that I am part of the municipality of Losser"	4	Cook & Wall (1980)	0.682
Willingness to change	"When the New World of Work is implemented, I show explicitly that I do not agree with it"	5	Roovers (2008), self-developed	0.812
Management support	"My manager has a positive attitude towards the New World of Work"	3	self-developed	0.680
Attitude towards the NWoW	"The introduction of the New World of Work will save me a lot of travel expenses"	18	Teo, Lim & Wai (1998)	n/a

TABLE 5: OVERVIEW SCALES QUESTIONNAIRE

3.2.2. SEMI-STRUCTURED INTERVIEWS

This study uses semi-structured interviews complementary to questionnaire. The analysis of the questionnaire provided input for the interviews. Interviews were conducted to gain in-depth understanding of the problems that could arise when implementing the New World of Work at the municipality of Losser.

As already mentioned in the theoretical framework, employees as well as management play a major role when changing towards the New World of Work. Therefore we would like to know from them whether they recognize the picture that emerges from the questionnaire in practice and how they think the poor scoring conditions can be improved. In total, 10 interviews are conducted, amounting to 8 hours of conversation. The length of the interviews varied widely, the shortest lasted 23 minutes, the longest 65 minutes. Of these 10 conversations, five individual interviews are held with the heads of the four departments and the City Manager. In addition, group interviews are held with a delegation of the 5 departments. The choice to conduct group interviews per department stems from the fact that there is much diversity in the work the departments perform and the resources they need for it. The groups per department consist of 3 to 6 persons and these persons are selected based on their availability. Furthermore, it was decided to separately interview the managers and the employees, so that both parties can talk freely. The interviews are held face-to-face.

An example of an interview protocol can be found in Appendix 6. This PowerPoint presentation serves as an interview protocol and is also shown during the group interviews. The individual interviews are also conducted on the basis of this PowerPoint presentation by the interviewer, but the results are not displayed during the interviews. We have determined that a score of 2.5 or higher (on a Likert scale of 1 to 5) on a variable is a point of improvement for the introduction of the New World of Work. These values are highlighted in the presentation and then point by point discussed during the interviews. In this way it is ensured that no points of improvement are forgotten to discuss.

3.2.2.1. DATA ANALYSIS

To ensure that no important data was lost, the interviews were recorded using a voice recorder. This has the advantage that the interview report is more accurate than writing out notes (Opdenakker, 2006). The interviews are elaborated literally, which took approximately 33 hours to complete. Interviews were conducted in Dutch and the passages that have been used are translated in English as literally as possible.
For the analysis of the interviews, the researcher read the transcriptions carefully. After that, the transcribed texts were analyzed using a categorization process. Subsequently, the responses to the interview questions were categorized on the basis of the variables used in the questionnaire. From this categorized data conclusions were drawn which ultimately led to answering the central and sub questions.
We have chosen semi-structured interviews as the dominant technique. When conflicting results were found between the questionnaire and the interviews, we decide to prefer the interviews over the questionnaire. The questionnaire only gives answers to the degree of importance of the conditions, in other words the 'what' questions, while for this research we were particularly interested in the answers on the 'how' questions from the interviews (e.g. 'How can this bad scoring condition be improved?').

4. RESULTS

This chapter gives per construct an overview of the empirical findings from the questionnaire about the New World of Work. Besides, the results of the five group discussions as well as of the five interviews will be described. Scores of the questionnaire on all items (in percentages) for all employees as well as per department, with corresponding means and standard deviations can be found in Appendix 7 till 11.

4.1. DEGREE OF VIRTUALNESS

Table 6 shows the scores for the variable degree of virtualness for all employees and per department. Almost all employees (91,1%) score 'moderate' virtual. The various departments show the same image. To examine whether there were statistically significant differences among employees working within different departments in relation to their degree of virtualness, a one-way ANOVA was conducted. The results revealed no statistically significant differences among the departments ($F (4, 51) = 0.417$, $p = 0.795$).

Scores on variable Degree of virtualness	*All*		*BSP*		*OW*		*WIZ*		*VVH*		*Enschede*	
	#	%	#	%	#	%	#	%	#	%	#	%
High (<45,5)	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0
Moderate (45,5-71,5)	51	91,1	12	92,3	9	81,8	5	71,4	13	100,0	12	100,0
Low (>71,5)	5	8,9	1	7,7	2	18,2	2	28,6	0	0,0	0	0,0

TABLE 6: SCORES DEGREE OF VIRTUALNESS PER DEPARTMENT

The interviews have shown that all departments recognize the predominantly moderate score on this variable. Several reasons for this modest score are mentioned. First of all, there are not enough digital appliances available to work independent of time and place. Not all employees are in possession of a token, while this is a necessary condition to get access to all company information on a distance. Furthermore, quite a number of employees do not have a smartphone and only the management team are offered an iPad. This while most employees think that they can easier carry out their work when the ICT resources are better facilitated. For example:

"Yes, actually everyone should for example have a smartphone. I just mentioned in a meeting, I knew we had a consultation at 09:30, but I did not know what exactly. If you do not have a smartphone ... or perhaps you want to schedule a new appointment. Or I want to see if you are available next week, I can't." [Group discussion department]

"No I think that is true. The majority of people do not have the resources available. At least, not from the employer." [Interview manager]

In addition, some employees have to work with big programs that can only run on heavy computers. Most of the employees do not have these computers available at other places than the office. There programs require licenses, which makes that these programs are not available on all computers. They are more or less tied to the physical company assets, which makes it for some functions difficult to work virtually. Like one employee put it:

[...] Many programs are device specific. I can now run that program on my computer, but if I would do that at home on a laptop, then it would not function because of the license." [Group discussion department]

A second point that makes it difficult to work virtually is the support from the IT helpdesk. This helpdesk often leaves much to be desired because it lacks adequate knowledge to solve the problems that employees encounter within a reasonable timeframe. As examples the following quotes:

"Everyone or many people have been given a token to work from home. Well that thing is still not activated for me. I have spoken an hour and a half to someone of ICT from Enschede by phone and they can't activate that thing. Then they say it stops here, it does not work. And then I think like, I feel they let me down." [Group discussion department]

"The systems have to work. When I see how many times we fail, the systems. Then my department can do nothing at all, really nothing." [Interview manager]

Last, and by far the most mentioned stumbling block with respect to virtual working, are the enormous amounts of paper. Although there are certain things that are required to appear analogous (e.g., zoning plans), or can only be digitized at a high cost (e.g., drawings in A0 format), much benefits can be gained by the digitization of documents. Currently, people are dragging suitcases full of paper throughout the building and desks are filled with stacks of documents. An employee mentions in this context the facilitating role the organization should have:

"I just think that the employer should encourage working digitally. That you lay down the basis there. You mentioned iPads. I regularly go to another location for a meeting. Then I take such a pile of papers with me, then I'm going to print all of them here first. If you have an iPad, it is much easier to take along with you." [Group discussion department]

These documents often contain sensitive information and it is therefore not intended that these documents leave the town hall. In order to be able to work somewhere else, it is important that these documents are digitized so that they can be approached in a secure electronic environment. Employees also indicate that this hampers the possibility to work location-independent. An employee mentions:

"I find that difficult if you work at home. You cannot just continue. Later, when you return at work, you need to print everything out again because it is just not digitized. So we still have paper files, so you have to deliver everything in print." [Group discussion department]

Another factor that holds paperless working and precludes the efficiency are the work processes; 'the way we do things around here'. A manager gives the following striking example:

"For example 70% of the applications come to us digitally. So that could also be better. At the time it comes to us, then we will print, maybe a silly example. But then we print, do something with it and then we will make it digital again. Well of course that makes no sense. When I look at that, then I think, what's the point in that! Then I think to myself, yes there is still some improvements to be made." [Interview manager]

4.2. EFFECTS OF THE NEW WORLD OF WORK

In the questionnaire, four alleged effects of the New World of Work are tested. Table 7 shows the scores, means and standard deviations for these variables. Most of the employees experience their work on private life balance as good (66,1%), although a considerable portion of the employees experiences this balance as average (35,4%). The private on work balance scores are considerably higher; 67,9% experiences this balance as very well. Scores on the variable productivity are moderate. 46,4% of the employees considers themselves as moderately productive, although 41,1% sees themselves as 'good' productive. Also on the variable service orientation score the most employees moderate (51,8%). This also applies for the variable organizational commitment. No less than 67,9% feels moderately committed to the municipality of Losser.

Variable	*Very good*	*Good*	*Moderate*	*Poor*	*Very poor*	*Mean*	*S.D.*
W-L balance (work on private)	2,0%	66,1%	35,4%	0,0%	0,0%	2,18	0,412
W-L balance (private on work)	67,9%	26,8%	5,4%	0,0%	0,0%	1,37	0,491
Productivity	0,0%	41,1%	46,4%	12,5%	0,0%	2,48	0,639
Service orientation	1,8%	28,6%	51,8%	17,9%	0,0%	2,87	0,657
Organizational commitment	0,0%	14,3%	67,9%	17,9%	0,0%	2,95	0,569

TABLE 7: SCORES ON THE EFFECTS OF THE NEW WORLD OF WORK

The effects of the New World of Work are also divided by department. Table 8 shows the results.

	All		*BSP*		*OW*		*WIZ*		*VVH*		*Enschede*	
Variable	*Mean*	*S.D.*	*Mean*	*S.D.*	*Mean*	*S.D.*	*Mean*	*S.D.*	*Mean*	*S.D.*	*Mean*	*S.D.*
W-L balance (work on private)	2,18	0,412	2,17	0,296	2,2	0,332	2,29	0,509	2,12	0,463	2,17	0,515
W-L balance (private on work)	1,37	0,491	1,23	0,394	1,67	0,632	1,14	0,262	1,41	0,494	1,33	0,471
Productivity	2,48	0,639	2,5	0,677	2,59	0,801	2,57	0,535	2,35	0,689	2,46	0,498
Service orientation	2,87	0,657	2,97	0,687	2,88	0,671	2,24	0,568	2,87	0,632	3,11	0,538
Organizational commitment	2,95	0,569	3,17	0,641	2,7	0,485	3,07	0,898	2,87	0,475	2,96	0,367

TABLE 8: EFFECTS OF THE NEW WORLD OF WORK BY DEPARTMENT

Variance analyzes (one-way ANOVA) were performed with the dependent variables the effects of the New World of Work, and as independent variable the factor department which indicates to which of the five departments an employee belongs, to check for statistically significant differences among the departments on the effects of the New World of Work. The results (see Table 9) revealed no statistically significant differences among the departments for the variables W-L balance (both directions), productivity and organizational commitment. However, the results did reveal statistically significant differences (at a significance level of 0.10) among the departments for the variable service orientation, $F(4, 51) = 2.309$, $p = .07$. Post-hoc Scheffe tests revealed statistically significant differences between the department "Werk, Inkomen en Zorg" ($M = 2.24$, $SD = 0.568$), and the employees of Enschede ($M = 3.11$, $SD = 0.538$). Employees of Enschede reported a significantly higher level of service orientation compared with the employees of the department WIZ. There were no other significant differences between the other departments. The SPSS-output of the Scheffe test can be found in Appendix 11.

One-way ANOVA		Sum of Squares	df	Mean Square	F	Sig.
W-L balance (work on private)	Between Groups	0,142	4	0,035	0,197	0,939
	Within Groups	9,198	51	0,18		
	Total	9,339	55			
W-L balance (private on work)	Between Groups	1,618	4	0,405	1,772	0,149
	Within Groups	11,643	51	0,228		
	Total	13,262	55			
Productivity	Between Groups	0,437	4	0,109	0,253	0,907
	Within Groups	22,045	51	0,432		
	Total	22,482	55			
Service orientation	Between Groups	3,635	4	0,909	2,309	**0,07**
	Within Groups	20,071	51	0,394		
	Total	23,706	55			
Organizational commitment	Between Groups	1,507	4	0,377	1,179	0,331
	Within Groups	16,296	51	0,32		
	Total	17,802	55			

TABLE 9: ONE-WAY ANOVA FOR DIFFERENCES DEPARTMENTS AND EFFECTS OF THE NWOW

PRODUCTIVITY

In all the conversations, the average score on productivity is recognized. A part of the problem has to do with the inefficient way in which work processes are organized. There is not always a fixed way of working within the different departments. In particular, the storage and retrieval of information becomes than problematic. For example:

"But I think that within a team, you need to have the same way to write your files and put them at the same place. If you have an agreement on that, then it doesn't matter whether I'm here or there or at home. But you have to just work there. If everybody puts it locally on his own disk, then yes you have a problem." [Group discussion department]

Another important issue has to do with the expectations of the Board of Mayor and Aldermen. Although the administrative organization is intended to support the Board, the way in which this is arranged is not always very efficient. As example the following quote:

"Let me just say that the Mayor sometimes wants you to come over from another location for half an hour. And then a half hour discussion, but then you've lost an hour and a half. Often you can arrange that it can be combined with other things, but not always. Then he just wants you to come over and discuss something, then yes..." [Group discussion department]

Consultations take within entire administrative organization place on a large scale. A manager thinks productivity gains can be achieved here:

"I think there is still much inefficiency in the organization. The long consultations. People are so used to an hour to discuss, while perhaps it can also be done in half an hour. This is more a cultural aspect I think." [Interview manager]

Furthermore, employees think to work more productive when they have more ICT resources at their disposal. An employee mentions in this context the facilitating role the organization should have:

"For example when I'm at a light post and, when you have such a device (iPad), then I can see the data from the device. How old is the light post? What kind of lamp is in it, that kind of things. That is something you miss. If you would do that now, then you would have to make a printout. It is possible, but not really useful." [Group discussion department]

The most important factor for the average score on the variable productivity has to do with the poor ability to concentrate on the workplace. In section 4.3 a paragraph is devoted to this.

SERVICE ORIENTATION

The service orientation of the municipality of Losser as a whole is seen as inadequate. For the largest part, this results from the cooperation with the municipality of Enschede. Where once the lines of communication were short and employees knew where everyone was, it is now not always clear who is responsible for what. As example the following quotes:

"If something goes wrong with the finances, with a bank transfer, with a giro or whatever, then I want to be able to help that customer, only then we need to cross multiple layers or we need to go to Enschede. We need to look into what has happened and that could take one or two days for us before we get it back. In other words, that customer thinks, well they can't help me even directly. No, we want to, but we need to wait on information from others." [Group discussion department]

"It is not clear which lines you should have precise. That is even for us, or for me often a little bit of searching. In the old situation you know precise who you need to have, but now you call the first person, but actually you have to call the second person who says you need to have the third person." [Group discussion department]

The New World of Work can contribute to the service orientation, because employees can work more efficient. An important prerequisite is the availability of ICT tools. Like a manager puts it:

"And then indeed I think that if such an enforcer is standing outside with a offender or a citizen, and they say can I stop by. Yes, then he actually needs to go to the town hall first. Then I think, just write down such a disposal. Here you have that construction freeze. You can submit a rejection, blabla, and then…yes, but I want to have an conversation. You can come Tuesday morning at 10 am. Hop. Here you have it." [Interview manager]

ORGANIZATIONAL COMMITMENT

The average score on organizational commitment in the questionnaire corresponds to the varying picture that emerges in group discussions and interviews with managers. On the one hand, the cooperation with Enschede ensures the feeling of less connectedness with Losser. Firstly, because the cooperation is not always circulating efficiently and employees feel that they are still in the middle of the transition. Secondly, the staff of Losser who now are employed by the municipality of Enschede, but still perform tasks for Losser feel that they are becoming more and more singled out. As an employee explains:

"The larger the physical distance, the larger the psychic distance. It is just a regularity." [Group discussion department]

On the other hand, employees of Losser are very committed to the organization and really care about the business. Also about the influence of the New World of Work on this loyalty is thought differently. Some people think that the bonding with Losser will decrease, because employees are less likely to be present in the office. However, the following example shows that these problems are not insurmountable:

"In the New World of Work, yes you need to hold on to that connection with people. You should really need to agree on that everybody keeps up his agenda. That people can be reached, that they call back, that they listen to their voicemail. And that there are moments where you are together. I think that it is good to have coffee-moments. I think that helps." [Interview manager]

Others think that the New World of Work can contribute to the organizational commitment, because the job satisfaction increases. As example the following quote:

"If we implement the New World of Work in a good way, then I think loyalty should also increase with it. Because if you increase the job satisfaction with that at Losser, and you see it as a better, more pleasant employer, and because of that the loyalty should also be allowed to increase." [Interview manager]

4.3. NECESSARY CONDITIONS FOR THE NEW WORLD OF WORK

Based on the theoretical framework, the questionnaire addressed eight conditions (two divided into colleagues and management) that must be met to introduce the New World of Work effectively. Table 10 shows the scores, means and standard deviations for these necessary conditions. The variable flexible workplace scores very poor. 83,9% of the employees scored poor or very poor, which indicates that they have a fixed workplace. Most employees (44,6%) indicate that their workplace is not suitable for work which requires concentration. They experience distractions in the workplace. 41,1% of the employees score good on the variable flexible working arrangements. It seems nice to them to deal more flexible with working hours. Most people experience autonomy in their work, 67,9% reported a 'good'. For steering on output, the opinions are more divided (M = 2.63, SD = 0.906), although 44,6% has the feeling to be controlled on output. Trust in colleagues (M = 2.05, SD = 0.548) as well as trust in management (M = 2.01, SD = 0.626) scored good. This also applies for the variable social cohesion (50,0% scored 'good') and communication with colleagues (58,9% scored 'good'), although the averages for these two variables are slightly worse. When we compare the two variables on communication with each other, it is striking that communication with colleagues (M= 2.34, SD = 0.581) is much better than the communication with the manager (M= 2.74, SD = 0.531). 64,3% of the employees reported good or very good communication with colleagues, against only 21,4% good or very good on communication with manager. On the latter, most employees score moderate (66,1%).

Variable	*Very good*	*Good*	*Moderate*	*Poor*	*Very poor*	*Mean*	*S.D.*
Flexible workplace	3,6%	7,1%	5,4%	37,5%	46,4%	4,16	1,058
Concentration	3,6%	10,7%	30,4%	44,6%	10,7%	3,41	0,904
Flexible working arrangements	21,4%	41,1%	28,6%	8,9%	0,0%	2,25	0,899
Autonomy	5,4%	67,9%	23,2%	1,8%	1,8%	2,26	0,616
Steering on output	7,1%	44,6%	26,8%	21,4%	0,0%	2,63	0,906

Trust in colleagues	16,1%	67,9%	16,1%	0,0%	0,0%	2,05	0,548
Trust in management	17,9%	60,7%	21,4%	0,0%	0,0%	2,01	0,626
Social cohesion	14,3%	50,0%	32,1%	3,6%	0,0%	2,27	0,583
Communication with colleagues	5,4%	58,9%	33,9%	1,8%	0,0%	2,34	0,581
Communication with manager	0,0%	21,4%	66,1%	12,5%	0,0%	2,74	0,531

TABLE 10: SCORES ON NECESSARY CONDITIONS FOR THE NWOW

The necessary conditions for the New World of Work are also divided by department. Table 11 shows the results.

Variable	*All*		*BSP*		*OW*		*WIZ*		*VVH*		*Enschede*	
	Mean	*S.D.*	*Mean*	*S.D.*	*Mean*	*S.D.*	*Mean*	*S.D.*	*Mean*	*S.D.*	*Mean*	*S.D.*
Flexible workplace	4,16	1,058	4,15	0,899	4,27	1,009	4,29	1,113	4,54	0,519	3,58	1,505
Concentration	3,4107	0,90382	2,83	1,002	3,3	0,621	3,71	0,756	3,52	0,863	3,85	0,901
Flexible working arrangements	2,25	0,899	1,85	0,555	2,36	0,674	2,86	1,069	2,46	0,877	2	1,128
Autonomy	2,26	0,616	2,1	0,534	2,27	0,892	2,38	0,405	2,33	0,471	2,25	0,698
Steering on output	2,63	0,906	2,31	0,751	3	0,894	2,14	0,378	2,85	0,987	2,67	1,073
Trust in colleagues	2,05	0,548	1,9	0,516	2,06	0,467	2,05	0,405	2,28	0,731	1,94	0,489
Trust in management	2,01	0,626	1,85	0,666	2,27	0,617	2,11	0,61	1,88	0,658	2,04	0,572
Social cohesion	2,27	0,583	1,89	0,487	2,22	0,485	2,69	0,807	2,55	0,433	2,17	0,525
Communication with colleagues	2,34	0,581	2,08	0,512	2,45	0,563	2,38	0,678	2,62	0,591	2,19	0,521
Communication with manager	2,74	0,531	2,62	0,316	2,8	0,35	3,07	0,965	2,52	0,33	2,88	0,626

TABLE 11: NECESSARY CONDITIONS FOR THE NEW WORLD OF WORK PER DERPARTMENT

A one-way ANOVA was conducted to examine whether there were statistically significant differences among the departments in relation to the necessary conditions for the New World of Work. The results (see Table 12) revealed no statistically significant differences among the departments for the variables flexible workplace, flexible working arrangements, autonomy, steering on output, trust in colleagues, trust in management, communication with colleagues and communication with manager. However, the results did reveal statistically significant differences (at a significance level of 0.10, and even at a significance level of 0.05) among the departments for the variables concentration ($F(4, 51) = 2.651$, $p = .044$) and social cohesion ($F(4, 51) = 3.782$, $p = .009$).

Post-hoc Scheffe tests for the variable concentration revealed statistically significant differences between the department 'Beleid, strategie en projecten' (M =2.83, SD = 1.002), and the employees of Enschede (M = 3.85, SD = 0.901). Employees of Enschede reported a significantly lower level of ability to concentrate compared with the employees of the department BSP. There were no other significant differences between the other departments. The SPSS-output of the Scheffe test can be found in Appendix 12.

Post-hoc Scheffe tests for the variable social cohesion revealed statistically significant differences between the department 'Beleid, strategie en projecten' (M =1.89, SD = 0.487), 'Werk, Inkomen en Zorg (M =2.69,

SD = 0.807) and 'Vastgoed, Verguningen en Handhanving' (M = 2.55, SD = 0.433). Employees of BSP reported a significantly higher level of social cohesion compared with the employees of the departments WIZ and VVH. There were no other significant differences between the other departments. The SPSS-output of the Scheffe test can be found in Appendix 13.

ANOVA		Sum of Squares	df	Mean Square	F	Sig.
Flexible workplace	Between Groups	6,103	4	1,526	1,403	0,246
	Within Groups	55,45	51	1,087		
	Total	61,554	55			
Concentration	Between Groups	7,735	4	1,934	2,651	**0,044**
	Within Groups	37,194	51	0,729		
	Total	44,929	55			
Flexible working arrangements	Between Groups	6,174	4	1,544	2,054	0,101
	Within Groups	38,326	51	0,751		
	Total	44,5	55			
Autonomy	Between Groups	0,497	4	0,124	0,311	0,87
	Within Groups	20,39	51	0,4		
	Total	20,887	55			
Steering on output	Between Groups	5,14	4	1,285	1,639	0,179
	Within Groups	39,985	51	0,784		
	Total	45,125	55			
Trust in colleagues	Between Groups	1,137	4	0,284	0,941	0,448
	Within Groups	15,402	51	0,302		
	Total	16,54	55			
Trust in management	Between Groups	1,39	4	0,348	0,879	0,483
	Within Groups	20,162	51	0,395		
	Total	21,552	55			
Social cohesion	Between Groups	4,269	4	1,067	3,782	**0,009**
	Within Groups	14,393	51	0,282		
	Total	18,662	55			
Communication with colleagues	Between Groups	2,296	4	0,574	1,801	0,143
	Within Groups	16,258	51	0,319		
	Total	18,554	55			
Communication with manager	Between Groups	1,857	4	0,464	1,736	0,156
	Within Groups	13,639	51	0,267		
	Total	15,496	55			

TABLE 12: ONE-WAY ANOVA FOR DIFFERENCES DEPARTMENTS AND CONDITIONS

FLEXIBLE WORKPLACE

Currently, there are no flexible workplace for the employees of the municipality of Losser. For the employees of Enschede there are a number of flexible workplaces available, but the permanent staff of Losser have their own desk.

What stands out is that employees are very attached to their own workplace and expect that flexible workplaces will reduce the degree of consultation, which is considered necessary for the proper execution of the function. As an employee and a manager indicate:

"I think you'll get lots of digital consultation. Much more than now. Normally speaking when you are together, you do that verbally, at the time it is needed. Otherwise you get a lot more communication. I do not think that is convenient." [Group discussion department]

"Yeah, you know I think it is ideal (flexible workplaces), but you need to have your dossiers digital. So if we need to go back to one place, then it doesn't have much purpose. My experience also in other organizations, town halls, is that everybody will sit at the same place in the morning. So how that goes, I don't know, but it is probably something that is very difficult to change. What you are going to see it that the people who have the same kind of function, will tend to sit together. Before the consultation or briefly spar. Or how do we tackle this?" [Interview manager]

Another notable point in this context has to do with stacks of paperwork. These large stacks of paper make it difficult to change from workplace. Digitization of these documents makes it possible to switch workplaces and will also ensure that employees can work more virtual.

"We have a lot of communication with the people of spatial planning. Let me put it this way. Every day there is thorough consultation on certain plans. What also a disadvantage is, if you want to do flexible workplaces, then first you need to digitize everything. And that is still very much, but with us that is not so." [Group discussion department]

Furthermore, there are a number of documents that can not be digitized because of the size or should appear analog by law. Although most employees see this as an obstacle, others foresee no problems if they are facilitated. For instance:

"If, say, you have a shelf in a closet and…at least that is what I know form Enschede. If I have a place where I can put my stuff, because that was the case there, then I would be able to do so (flexible workplaces)." [Group discussion department]

"But why would you not have a place, like technical areas, because public work works with A0 drawings. Zoning plans also work with A0 drawings. So, if you are shaping the organisation…you know. Yes, I mean, this is the same as in a hospital. There you have operating rooms. Those are designed to operate. Why not design an area for techies, where they can fold out their drawings? But that is no obstacle." [Interview manager]

CONCENTRATION

The second worst scoring variable is concentration at the workplace. The fact that employees of Enschede reported a significantly lower level of ability to concentrate compared with the employees of the department BSP is not found during the interviews. The interviews revealed that employees of all departments face severe difficulties with their concentration at the workplace. Only one reason is mention for this problem, namely the large number of employees per room. This leads to disturbances of all kinds. As example the following quotes:

"There (the office space) we sit with eight of us. That is sometimes very much. If people go consult with each other, then you can not make a call." [Group discussion department]

"But I find it in a way... that one comes in, calls something, then I think like... If I really need to keep my focus, I find that hard. Then I rather sit quietly at home."
"Yes, and everyone thinks that they need to be involved in everything." [Group discussion department]

A solution to the concentration problem is twofold. First, employees think that they can benefit from workplaces that match the task they need to perform, such as quiet zones, places for calling and meeting rooms. Second, telecommuting provides the possibility to perform tasks that require concentration. A very small number of employees makes already occasionally use of telecommuting. The above solutions are also reflected in the following quotes:

"Well, we now live in a kind of office garden-like something. I hear two kinds of signals about that in the meaning of interaction and integrated working is improving, but it is also disruptive. In the way that when you are thinking, the phone from the neighbor rings, damn. Drives me nuts. But anyway, you need to organize something for that. That you have a quiet room or something. But that you have places like a few rooms you can claim, that you can book or going home as you really need to do some thinking." [Interview manager]

"I find working at home more quiet. I get less incentives and less phone calls." [Group discussion department]

"I'm definitely going to work more concentrated at home. And I really like that when I need to get something done where I really need to put some effort into." [Interview manager]

STEERING ON OUTPUT

Steering on output is not yet introduced in any department. However, it is intended that this will be introduced in the foreseeable future. Employees recognize the usefulness of steering on output when introducing the New World of Work. For example:

"The most difficult point is the New Way of Working. How do you deal with this? You need to have a system. Yes, you need to have something. If you do not have anything, then it's just a matter to doing what you like. That does not work either." [Group discussion department]

"I do think that that point, measuring output, of course plays a role in the evaluation."
"You'll need something. Or you need freedom and joy, but then I think it will eventually cost money." [Group discussion department]

"I see it as an advantage that people get more responsibility. Not so much on how they fill in the small report in a good way, but that they, so to speak, in the end of the ride provide a qualitative and of good level benefits agreement. That is what I think is the most important. The end goal is for me the most important." [Interview manager]

SOCIAL COHESION

For the departments VVH and WIZ applies that they score less well on the variable social cohesion. This The fact that the team spirit is not optimal within these departments is also evident from the interviews. Like their managers explain:

"Let me put it this way, they do not fight each other out of here. But that there is friction here and there, yes there is. But that's lucky, because we have... I have different people, with different levels and different views on how to deal with each other. But I'm quite happy with it. (...) Yes it is strong though. But we are not all friends of each other and that's okay. One is more into you then the other." [Interview manager]

"Uhm, yes there (social cohesion) I am somewhat ambivalent about. When I look at the work and the commitment of the people at work, on the customers, on each other when it is about work, it is high I think. There is little grumbling or whining or whatever regarding that. But if you want to organize a party then they have other things to do, or they don't feel like to. Then I think, I find that typical that there is no feeling of doing something nice together." [Interview manager]

Furthermore, the interviews show that employees are afraid to lose the contact with colleagues when the New World of Work is introduced. With this contact employees mean the contact that is needed to perform their tasks properly (e.g. consultation), and not the 'cozy' social contacts as sharing private moments or undertaking activities outside working hours. The latter seems to be less needed in all departments.

"I think that if I work three days, and I would work from home two days, then I think you get less feeling with the rest of the group." [Group discussion department]

"What seems difficult to me, is you now know where to find someone if you have a question. And when you have flexible workplaces, you don't know who's sitting next to you. You know no one, so you lose contact with colleagues very quickly." [Group discussion department]

COMMUNICATION WITH COLLEGES

The department VVH scored badly on the variable communication with colleagues in the questionnaire. However, the interviews show a different picture. As stated in the methodology we prefer the interviews over the questionnaire. We therefore assume that the communication with colleagues within this department is not an issue for the introduction of the New World of Work. The following quotes confirm this assumption:

"Yes, because just as there is something. Step just directly towards each other like hey how about that. So I think that communication is rather very good."
"Yes. We do not do nothing with it. That is, that I think that is really strong in our team, or in our department." [Group discussion department]

"That they can address each other on behaviour, yes that's true. That may be so. But the basis is good. It looks pretty good." [Interview manager]

COMMUNICATION WITH MANAGER

The communication with the manager is in every department insufficient and this is confirmed in the group discussions.
Within all departments, there is a head of the department (manager) and a first employee. The division of roles between these persons is not always clear, which makes the communication between the employees and these two leaders not clear. An employee explains:

"No, but at the time when communication between team members and manager does not go well, then the professional information from us does not come across and we do not get back the management information we want. Or need to have. So indeed I think, a manager can as well be a more general someone. He does not have to be obsessed with work, but at the moment he need that information, that professional information and when that information channel is not going smooth, then this is what you get. Then you get a red box (insufficient score on variable)." [Group discussion department]

Another common complaint is that managers are difficult to access. This is recognized by both the departments and the managers. As examples the following quotes:

"Yes, there is almost no communication."
"X is there, but not very often. X is not that often on his place, so uhh."
"Yes, you need to do some attempts. I agree with you on that. Yes." [Group discussion department]

"Then they say, yes I come along but you're never there." [Interview manager]

The last remark regarding communication with the manager has to do with the way by which things that are discussed in the management team are fed back. The feedback that employees receive is not always optimal. This is also recognized by both the departments and the managers. They explain:

"Only, the communication of the management. That is not always optimal. One hears it, the other does not hear it. But yes, on intranet it says that if there is a management-team consultation, that the feedback is not always that good. If you are not there, and the manager is going to tell this or that. You are not there, then you have missed it." [Group discussion department]

"The department-head will not always communicate the same way, and not always on the same things. There's still an issue. That what we agree upon is communicated through all departments on a similar manner. There is still some improvements to be made, I think." [Interview manager]

4.4. NECESSARY CONDITIONS FOR CHANGING TOWARDS THE NEW WORLD OF WORK

The questionnaire addressed three conditions which are related to changing towards the New World of Work. Table 13 shows the scores, means and standard deviations for the necessary conditions willingness to change and management support. 50% of the employees has a good will towards change, although 41,1% reports a moderate willingness. Furthermore, employees report a moderate support of the management regarding the New World of Work (53,6%), while 44,6% indicates good management support.

Variable	*Very good*	*Good*	*Moderate*	*Poor*	*Very poor*	*Mean*	*S.D.*
Willingness to change	8,9%	50,0%	41,1%	0,0%	0,0%	2,31	0,562
Management support	0,0%	44,6%	53,6%	1,8%	0,0%	2,59	0,484

TABLE 13: SCORES ON CONDITIONS FOR CHANGING TOWARDS THE NWOW

The conditions for changing towards the New World of Work are also displayed by department. Table 14 shows the results.

Variable	*All*		*BSP*		*OW*		*WIZ*		*VVH*		*Enschede*	
	Mean	*S.D.*	*Mean*	*S.D.*	*Mean*	*S.D.*	*Mean*	*S.D.*	*Mean*	*S.D.*	*Mean*	*S.D.*
Willingness to change	2,31	0,562	2,2	0,424	2,36	0,505	2,37	0,423	2,28	0,539	2,4	0,84
Management support	2,59	0,484	2,51	0,443	2,27	0,36	2,71	0,525	2,79	0,374	2,67	0,603

TABLE 14: CONDITIONS FOR CHANGING TOWARDS THE NWOW PER DEPARTMENT

A one-way ANOVA was conducted to examine whether there were statistically significant differences among the departments in relation to the willingness to change and management support. The results (see Table 15) revealed no statistically significant differences among the departments for willingness to change. However, the results did reveal statistically significant differences (at a significance level of 0.10) among the departments for the variable management support ($F(4, 51) = 2.217$, $p = .08$).

However, Post-hoc Scheffe tests for the variable concentration revealed no statistically significant differences between the departments (see Appendix 13). The fact that the one-way ANOVA shows a significant difference between the departments and the post hoc test doesn't, can be explained by the fact that the post hoc test corrects for repeated testing. On the other hand, both Tukey HSD and Bonferroni show a significant difference between 'Vastgoed, Vergunning en Handhaving' ($M = 2.79$, $SD = 0.374$) and 'Openbare Werken' ($M = 2.27$, $SD = 0.36$) on the variable management support. We will therefore assume that employees of VVH reported a significantly lower level of management support compared with the employees of the department OW. There were no other significant differences between the other departments.

ANOVA		Sum of Squares	df	Mean Square	F	Sig.
Willingness to change	Between Groups	0,326	4	0,081	0,244	0,912
	Within Groups	17,023	51	0,334		
	Total	17,349	55			
Management support	Between Groups	1,909	4	0,477	2,217	**0,08**
	Within Groups	10,978	51	0,215		
	Total	12,887	55			

TABLE 15: ONE-WAY ANOVA FOR DIFFERENCES DEPARTMENTS AND CONDITIONS FOR CHANGE

MANAGEMENT SUPPORT

The scores for the variable management support for the New World of Work vary between the departments. The department OW for instance scored very well and the department BSP scored only 0.01 beyond the limit. On the other hand, the employees of the department VVH reported a significantly lower level of management support compared with the employees of the department OW. The head of the department admits this immediately:

"That's okay, that is always part of it. There are all theoretical books written about. I also keep that in account. In fact, I am one of the resistance. I'm part of it as well. I really think, before I am completely convinced, that there is a lot of hassle for me around it." [Interview manager]

Also another manager acknowledges the fact that he falls sometimes short in terms of management support:

"Only planting and waiting for it to flower, that is not going to work for me. I think if you, for example tokens. There I also harm myself under. I mean, I'm also managerial, but the tokens are awarded and there's not much else done with it. Period. Then I note that on my department you simply need to do more to let it become a success." [Interview manager]

The final point with respect to management support is that most managers think that an unambiguous picture to the outside world is a point of improvement is for the management team. Like one manager explains:

"Yes, I think that is also a challenge for the management-team. That we can emit one picture even more. I think that is one aspect." [Interview manager]

ATTITUDE TOWARDS THE NEW WORLD OF WORK

Table 16 shows the scores for the variable attitude towards the NWoW for all employees and per department. Almost all employees (85,7%) score 'neutral' towards the NWoW. The various departments show the same image. To examine whether there were statistically significant differences among employees working within different departments in relation to their attitude towards the NWoW, a one-way ANOVA was conducted. The results revealed no statistically significant differences among the departments ($F (4, 51) = 1.226$, $p = .312$).

Attitude towards NWoW	*All*		*BSP*		*OW*		*WIZ*		*VVH*		*Enschede*	
	#	%	#	%	#	%	#	%	#	%	#	%
Positive (<41)	8	14,3	4	30,8	1	9,1	0	0,0	2	15,4	1	8,3
Neutral (42-66)	48	85,7	9	69,2	10	90,9	7	100,0	11	84,6	11	91,7
Negative (>67)	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0

TABLE 16: SCORES ATTITUDE TOWARDS NWOW PER DEPARTMENT

The above table shows that most employees perceive the New World of Work as neutral, although eight employees perceive it as positive. The group discussions show that the employees see both the advantages as well as the disadvantages. Many of these advantages and disadvantages are already discussed above, for example that employees think that they have more opportunities to work concentrated within the New World of Work. Therefore, only topics that are not already covered will be discussed in this section.
One of the disadvantages of the New World of Work is that employees fear that the ability to consult each other disappears through flexible working, although others see this flexibility as an advantage:

"Within the New World of Work, which is functionally useful, there you go join. If that's different the next day, then you sit somewhere else." [Group discussion department]

A disadvantage of the New World of Work is considered the balance between work and private life. Most employees are really busy and find it difficult to find a good balance. For example:

"If you are at home doing something, you should be careful that you, at one point say well, now I have done so many hours. Tomorrow is another day. Let go. I think that is a pitfall." [Group discussion department]

"I find writing my time by myself very tricky, because I never put my phone off. I always pick it up. In the weekends, in the evenings. Also with that phone. You always look at your mail. Private and work mixes up very much, and when is something work and when is something private. I'm quite double in this case, because on one hand I really like it, because I'm at home that day. On the other hand, yes, you are never actually letting it go." [Group discussion department]

Others express their concern about their workplace at home. Especially when it comes to health and safety legislation and (ergonomic) facilities / adjustments that they currently have on their fixed work in the office. An employee explains further:

"If it expected of me that I work at home ... that's fine, but then I want a customized workspace. (...) I do not care if I work here or at home, but then I want the same facilities that I have here. So the same chair, ergonomically responsible, same PC facilities, not with my private PC. Uh, yes PC. That will be an expensive joke. I suppose." [Group discussion department]

5. DESIGN PLAN OF APPROACH

This chapter will pay attention to the plan of approach for the organizational change towards the New World of Work based on the eight-step plan of Kotter (1995). A brief overview of this plan of approach can be found in Table 19.

1. ESTABLISH A SENSE OF URGENCY

According to Kotter (1995) change can only be implemented successfully when the leaders of the organization take the lead. In the case of the municipality of Losser, a major role should by played by the city manager. At this time, the heads of the department are the point of contact for the employees and the city manager fulfills his role in the background. Like one manager puts it:

"I also think that our front man profiles himself not enough as the helmsman of the entire organization. (...) He's keeping track of all kinds of lists, while it comes to inspiration. You should provide inspiration, you have to inspire people." [Interview manager]

In the whole process of change, it is important that the head of the organization is a visible key figure. Furthermore, it is important that the entire management team acknowledges the importance of the introduction of the New World of Work, so that they can act as one unanimous team to the departments. At present, this consensus is not always there. For example:

"No, we need to do something about that I think. The one that...I think if you ask them they would all say in outline yes, but if you ask through then there is still a difference in it. Look that is of course also a problem in the New World of Work. Some say the New World of Work is that I can work where and when it suits me. Or that I can work wherever I want. And another says no the New World of Work is for me no more fixed workplaces. The following says the New World of Work means to me that I have an iPad and a smartphone. Someone else says it is making clear agreements." [Interview manager]

So, in this first step clear agreements must be made about how the management team behaves towards the employees. If this is not unanimous consent, it can lead to major problems in the next steps.

2. FORM A POWERFUL GUIDING COALITION

The results have shown that eight employees have a positive attitude towards the New World of Work. These eight employees can in this phase be deployed to form a powerful guiding coalition together with the management team. This group of people are going to put the change in motion in one of the next steps. The use of precisely these employees has several advantages. First, they can convince their colleagues with their positive attitude of the importance and benefits of the New World of Work. Secondly, they are part of the departments in which the New World of Work is eventually introduced.

They can be the contact person for the departments, against whom they can tell their feeling and concerns about the New World of Work. In this way, the concerns of the departments will reach the guiding coalition. However, it is important that from each department one or two positive employee takes place in the coalition, so that each department is represented. This means that the head of the department WIZ should look for employees who can fulfill this role.
On the other hand, one could argue that the four positive employees of the department BSP could start with the New World of Work in a pilot. We do not choose for this option, because the various departments perform various tasks. For this, they also need different tools. When the implementation is deployed only in the department BSP, these different needs and the associated problems will not be revealed, which is precisely the idea behind a pilot. In addition, we would like to know the needs and issues of all departments, so these can be included in the design of the 'Kulturhus'.

3. CREATE A VISION

In this phase, it should become clear how the municipality of Losser defines the New World of Work. The rules of the New World of Work will be determined. Questions that may arise are for example what do we facilitate as municipality and where should employees take care of themselves or what do we actually mean with accessibility and how far should this reach?
Currently, employees have no good idea of what the New World of Work is and what this means for their situation. Employee wonder:

"I mean we are so free to put down one PC at home, but if I had to sit behind it all the time and the children need to do their homework and my husband also needs to do something on it, will that be facilitated? You just get a laptop that you simply can use? There is basically nothing about...We are asked what you think of this? Yes, I think I am therefore very neutral. You do not want to be negative, because it can have a lot of benefits. But if you do not know exactly what the purpose is and how it is working, then you can not have a good idea about it.." [Group discussion department]

"There should come rules of the game. That's just the whole point, and that is still lacking. Do you get equipment to take home? Workplace, you name it. Do you have to make sure of that by yourself? [Group discussion department]

In order to unfreeze employees and reduce their resistance, the above questions can be discussed during a department meeting. In this way, employees get the idea that the organization listens to them and that they have influence in the details of the New World of Work. Besides, the concerns of the employees get back to the guiding coalition. They can take these concerns into account when forming a vision. Employees of Losser feel the need to join the conversation about the New World of Work:

"I think if the conditions are good...What X says, that's very important. That the input comes from the department and not from above and if you can combine that good with each other and implement it good, I expect that people are positive." [Group discussion department]

When the vision is clear, it is according to Kotter (1995) important that this vision does not consist of pages thick notes, but it should be possible to communicate to someone in five minutes or less and get a reaction that signifies both understanding and interest. This point is also reflected in the interviews:

"And then not to by putting some management document on intranet about this is how we are going to work, because I mean, that is what they do about the cooperation with Enschede. Then there is some construct of 20 pages that I will not read in any case. Then I think, if I already get it, because it is written in such abstractions, then it's still not about the questions that I actually have. What does this mean in practice?" [Group discussion department]

4. COMMUNICATE THE VISION

When the vision is clear, the next step – communication of the vision – can be applied. Good information to employees from the beginning of the implementation process is essential to get as many employees along in the change process. In addition, good communication can contribute to a decrease or even elimination of resistance.

As said before, many employees do not know what the New World of Work is and how the municipality of Losser want to give substance to the concept. For example:

"You just missing the goal of what the municipality wants with it, with the New World of Work. Say, the blueprint what they want with it. You can give everyone the tools, but what do you do with it? [Group discussion department]

The previous step has made clear what the vision of the municipality of Losser about the New World of Work is. In this step, the vision should become clear for all departments. This can be accomplished through information sessions. The positive people from the guiding coalition can communicate the view on the New World of Work in these meetings and explain what the implementation plan will look like. In these meetings, they can also answer questions of colleagues so their resistance will reduce.

5. EMPOWER OTHERS TO ACT ON THE VISION

In the fifth step, the actual change - the implementation of the New World of Work - takes place. For the municipality of Losser holds that there are many things that simultaneously happen. This is also the reason why the works council has for example decided that performance based working should be postponed. Besides, there are a number of projects which do not proceeded smoothly, such as the cooperation with the municipality of Enschede. These developments have affected the employees, and generally, they are reluctant to a new project. Given the above, it seems that a phased introduction of the New World of Work is most appropriate for the situation in Losser. This gives employees time to quietly get used to the new situation, without having the feeling of being forced into a new project, which only leads to more resistance. In the first phase of the implementation plan, the following steps must be taken:

Mental	- Performance based working/steering on output
Physical	- Introduce clean desk policy - Eliminate fixed workplaces - Stimulate telecommuting
Virtual	- Start with digitization of documents - Provided positive employees from the guiding coalition with the necessary ICT tools

TABLE 17: OVERVIEW IMPLEMENTATION PLAN PHASE 1

For the mental environment applies that steering on output is not yet introduced in any department. The first phase is fine to start with steering on output, since it requires no physical changes. Steering on output requires a change from behavior management to a focus on results. This requires trust in the employee, but also responsibility for the employee. Good performance agreements are essential to the success of steering on output and define the responsibility of the employee. These performance objectives must be verifiable and measurable, and a good reflection of what is really asked for (Bijl, 2009).

In this first phase, the clean-desk policy can be introduced in the physical environment. This is closely related to the digitization of documents from the virtual environment. Currently, employees have lots of paper documents lying on their desks. While this does not always seem to be needed. For example, a manager thinks that most documents can be discarded, while only a small part should be scanned:

"Just throw away all that shit. Then people will already learn to make a distinction between what they should store and what they should throw away. I have only one meter, so I can not save that much...and what needs to be scanned. They would prefer to scan it all of course. But you have some research reports that you do not scan. That's just more convenient if you put in a library somewhere in a closet. I would especially recommend to start." [Interview manager]

When all desks are empty and the essential documents are scanned, the elimination of the fixed workplaces and working in places other than the town hall can be started. As said before, this does not happen by itself. This is partly because employees are still very attached to their fixed workplace, but also because most employees are not used to working outside the office (e.g. at home). The guiding coalition should play a stimulating role and should lead by example to make this a success.

Finally, for the virtual environment holds that the positive employees from the guiding coalition should be provided with the ICT tools they need to perform their job. This not only contributes to an additional positive attitude of this coalition, but also ensures that employees in the departments are going to see the benefits of the New World of Work and get excited.

6. PLAN FOR AND CREATE SHORT-TERM WINS

The introduction of the New World of Work is a long-term process. To make sure that everyone also in the long term acts towards the goals of the changes, it is important set short-term goals and celebrate them when achieved (Kotter, 1995). This also ensures that the New World of Work remains constant to the attention. A manager gives as an example:

"Emptying desks, you have four months. We are dropping a container and make sure that the scanning is facilitated. The first department with clean desks will get pie. Those are the simple steps, that also suit Losser you know. (...) You have to do that three times I think, because...you should see those desks. And then you say to people if you sit down in that place and you over there, then you are already rotating. Then people get used to it. You can do this tomorrow." [Interview manager]

7. CONSOLIDATE IMPROVEMENTS AND PRODUCE MORE CHANGE

The second phase of the implementation plan can be introduced with the transition to the 'Kulturhus'. It should contain the following elements:

Mental	- Maintain social cohesion through physical meetings
Physical	- Design different workplace for different tasks - Number of workplaces based on the standard of 0.7 FTE
Virtual	- Provided all employees with the necessary ICT tools

TABLE 18: OVERVIEW IMPLEMENTATION PLAN PHASE 2

In this second phase of the implementation plan, for the mental environment applies that it is important to plan regular meetings. Within the New World of Work much contact is through digital means rather than physical. The chat at the coffee machine is not there anymore. This puts pressure on the social cohesion. In order to maintain the social cohesion, regular meetings (e.g. team outings, joint lunch or a drink) should be planned not only to discuss work-related issues, but also the personal matters. In addition, these meetings can avoid that some employees end up in social isolation.

Within the physical environment, the need for different workplaces should be taken into account when developing the design of the 'Kulturhus'. As already mentioned, employees perform various tasks and they require a number of different workplaces to do so. Workplaces should reflect the kind of work that gets done during the day, for example meeting areas, quiet spaces and concentration workplaces. Especially the latter is currently very missed. A good inventory of the type of workplace that is required in the 'Kulturhus' is important. This ensures that all employees can work effective in the new setting. It must also be determined how many workplaces are needed. A commonly used standard (for example by the central government, but also by the municipality of Enschede) is 0.7 workplace per full-time employee. Given the fact that these organization perform the same activities and that they have investigated their utilization rate, we recommend this norm also for the municipality of Losser.

Finally, there must be paid attention to the virtual environment in this stage. However, given the limited financial resources, the ICT-tools must be handed out conservatively. Again, customization is important to let the New World of Work fit the municipality of Losser. A good inventory of the resources needed for each function can contribute to this.

8. INSTITUTIONALIZE NEW APPROACHES

After the implementation phase, the last phase of the plan of approach is reached. The new situation gets institutionalized and becomes the status quo. This means that the New World of Work becomes part of a normal day at work. In this phase, the 're-freezing' of the organization starts.

Table 19 gives a brief overview of the plan of approach for the implementation of the New World of Work.

1. Establish a sense of urgency	- Visibility of the city manager - MT should act as a one
2. Form a powerful guiding coalition	- Involve some employees with a positive attitude towards the New World of Work of all departments in the coalition
3. Create a vision	- Determine the rules by means of a bottom-up approach
4. Communicate the vision	- Through information sessions guided by the coalition
5. Empower others to act on the vision	- Follow implementation plan phase 1
6. Plan for and create short term wins	- Keep change under attention
7. Consolidate improvements and produce more change	- Follow implementation plan phase 2
8. Institutionalize new approaches	- The New World of Work should become the status quo

TABLE 19: BRIEF OVERVIEW PLAN OF APPROACH

6. DISCUSSION AND CONCLUSION

In this chapter, we will discuss the findings described in the results chapter. Besides, the limitations and recommendations for further research will be elaborated. Furthermore, the main question of this research will be answered.

6.1. DISCUSSION

In the previous chapter, the plan approach for the implementation of the New World of Work for the municipality of Losser is discussed. In this section we go back to the generic model. The question is therefore to what extent this plan is applicable for other Dutch municipalities.

First of all, we assume that in terms of degree of virtualness (and thus in degree of the New World of Work) most municipalities do not start at zero, but are on the same level as the municipality of Losser. That is, the government is the number one when it comes to the New World of Work: 85 percent of the Dutch government agencies is concerned with the introduction of the concept (de Bruijn, 2012). So, for that matter, we expect no difference between the Dutch municipalities.

Another similarity between Dutch municipalities is the organizational structure. In all Dutch municipalities, the Board of Mayor and Aldermen are the head of the organization. These are supported by the administrative organization. In addition, all municipalities perform the same tasks. For example, they all grant permits and carry out maintenance on the infrastructure. As they perform the same tasks, we can also assume that they have the same basic needs when it comes to the New World of Work. For example, all municipalities will need technical workplaces and some employees will need a bigger screen to perform their job.

On the other hand, we also see differences between Dutch municipalities. First, big municipalities generally have more employees, and thus more hierarchical levels. The guiding coalition must communicate the plan over multiple layers. This in contrast to a smaller municipality, in which the guiding coalition has a direct line with the work floor. Therefore, we think that communication in a larger municipality may also be a greater challenge. This should be taken into account when implementing the New World of Work.

Finally, we expect that a larger municipality has access to more resources than a small municipality. For example, large municipalities often have their own IT department, while small municipalities only employ a system administrator or even outsource their ICT. For a large municipality, we expect that the virtual environment can be easier provided with the necessities for the New World of Work, while for a smaller municipality this may be a greater challenge.

In conclusion can be argued that there are both similarities and differences between the Dutch municipalities. However, we believe that there are more similarities than differences that are important for the introduction of the New World of Work. The differences between the municipalities should - in our

eyes - be seen as points for consideration regarding the introduction. We therefore believe that this plan of approach is applicable for other Dutch municipalities.

6.2. LIMITATIONS AND RECOMMENDATIONS FOR FURTHER RESEARCH

Like all researches, this research has important limitations. The first limitation is that the municipality of Losser is the only data source, which is clearly a restriction and makes generalization more difficult. However, this was not to prevent, as the main reason for this research was the request for advice of the municipality of Losser regarding the implementation of the New World of Work. On the other hand we see many similarities between the Dutch municipalities and therefore we think that this plan of approach can also be applied in other Dutch municipalities. Anyway, more research in other municipalities is needed to confirm this assumption.

The conditions for the New World of Work that are included in this study emerged first and repeatedly in other researches. However, there might be more conditions that are important for the success of the New World of Work, which not emerged first and repeatedly and are therefore not included in this research. Further research is needed to investigate if there are more of these conditions and what their precise influences are.

The last limitation of the research mentioned here, has to do with the data collection. We have chosen semi-structured interviews as the dominant technique. When conflicting results were found between the questionnaire and the interviews, we decide to prefer the interviews over the questionnaire. Although semi-structured interviews have a lot of advantages (e.g. flexibility and the focus on the respondents' perspective), it's disadvantages are another limitation of this research. The judgment of the answers is namely dependent on the interviewer's view of the matter (Babbie, 2007). This means that another interviewer could have interpreted the answers otherwise. However, by the thorough categorization process we have tried to avoid misinterpretations. The semi-structured interviews have therefore ensured that there is a more comprehensive picture of the situation within the municipality of Losser.

6.3. CONCLUSION

The central research question of this study is supported by three sub questions. The central research question is:

WHAT ARE THE MOST IMPORTANT CONDITIONS OF THE NEW WORLD OF WORK AND HOW CAN THEY BE IMPROVED IN ORDER TO OPTIMALLY IMPLEMENT THE NEW WORLD OF WORK AT DUTCH MUNICIPALITIES?

The most important conditions for the New World of Work are determined based on the literature. Dutch municipalities need to use these conditions (flexible workplace, concentration, flexible working

arrangements, degree of virtualness, autonomy, steering on output, trust, social cohesion and communication) to find out what the focus areas are for their municipality to optimize the New World of Work.

For the municipality of Losser, we found that they have not optimally introduced The New World of Work yet. Focus areas are improving the degree of virtualness, the introduction of flexible workplaces, the possibility to concentrate on workplace, steering on output, improving and maintaining the social cohesion, improving communication with the manager and their support for the New World of Work as well as the attitude of the employees towards the New World of Work.

Almost all employees (91.1%) scored 'moderate' virtual on the variable degree of virtualness, and 8.9% scored low. No employee scores high on this variable. So they make insufficient use of the possibilities that ICT offers today. Another bad scoring condition are the flexible workplaces. These are currently not present in the municipality of Losser. In addition, most employees have difficulties concentrating at their workplace. Only 14.3% of the staff indicates to be able to concentrate on the workplace. This bad score is because there are too many employees in a large office. There is a clear need for more different workplaces that match the tasks to be performed. Steering on output is currently not yet implemented in the municipality of Losser. It is an important component of the New World of Work, since employees can no longer be managed by behavior. Given the fact that employees are no longer full-time in the office, this requires a shift to clear performance objectives. Social cohesion is not optimal in two departments. This can be even more problematic when the New World of Work is introduced and employees will meet less physically but will have to continue to cooperate and consult. In order to improve and maintain the social cohesion, regular meetings (e.g. team outings, joint lunch or a drink) should be planned not only to discuss work-related issues, but also the personal matters. The communication with the manager is in every department insufficient. Only 21.4% of the employees are finding the communication good, 66.1% moderate and thinks it is 12.5% poor. This communication is not good, because the lines of communication are not clear, the managers are poor to reach and there is no structure in the feedback of information from the management team. When implementing the New World of Work, communication of the guiding coalition is of major importance for the success of the introduction. But also when the New World of Work is introduced, clear agreements and transparent communication is important, especially when employees meet each other less often. In addition, managers should provide support for the New World of Work. Most employees (53,6%) do not feel that their manager supports the New World of Work. Some managers are feeling resistance to the concept, others are passive in promoting the New World of Work. During the whole process, it is important that the management team acts as one unit. Consensus within the team about what the New World of Work means and the rules that go with it before the concept will be implemented, should ensure that they can act as one towards the rest of the organization. The last low scoring condition is the attitude of the employees towards the New World of Work. Most employees (85.7%) are neutral about the New World of Work. Only 14.3% have a positive attitude towards it. By providing the employees with the positive attitudes from the guiding coalition with

the ICT tools they need in the first phase of the implementation plan, it is attempted to spread this positive attitude to more employees of the municipality in Losser.

The above insufficient scoring conditions of the New World of Work should be improved in order to optimally implement this new way of working. This can be achieved by following the plan of approach for implementing the New World of Work.

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APPENDICES

APPENDIX 1: FROM CURRENT SITUATION TO KULTURHUS PER FLOOR

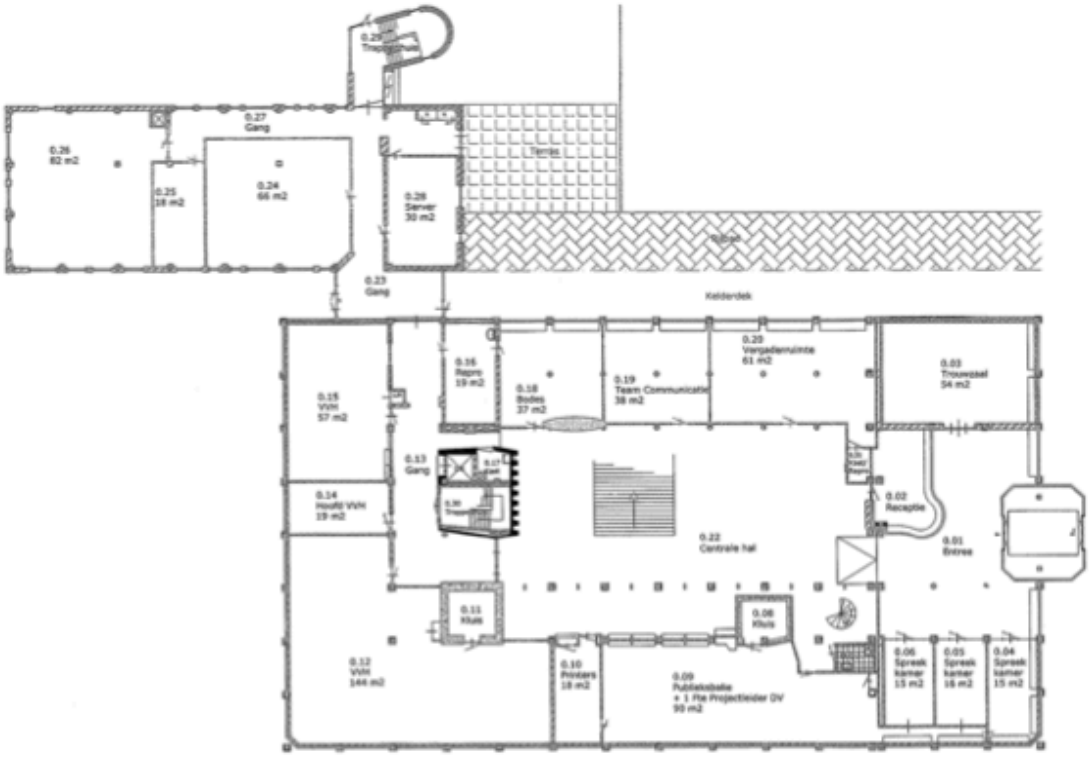


FIGURE 4: CURRENT SITUATION TOWN HALL GROUND FLOOR (G. WIJNIA AVB, 2012).

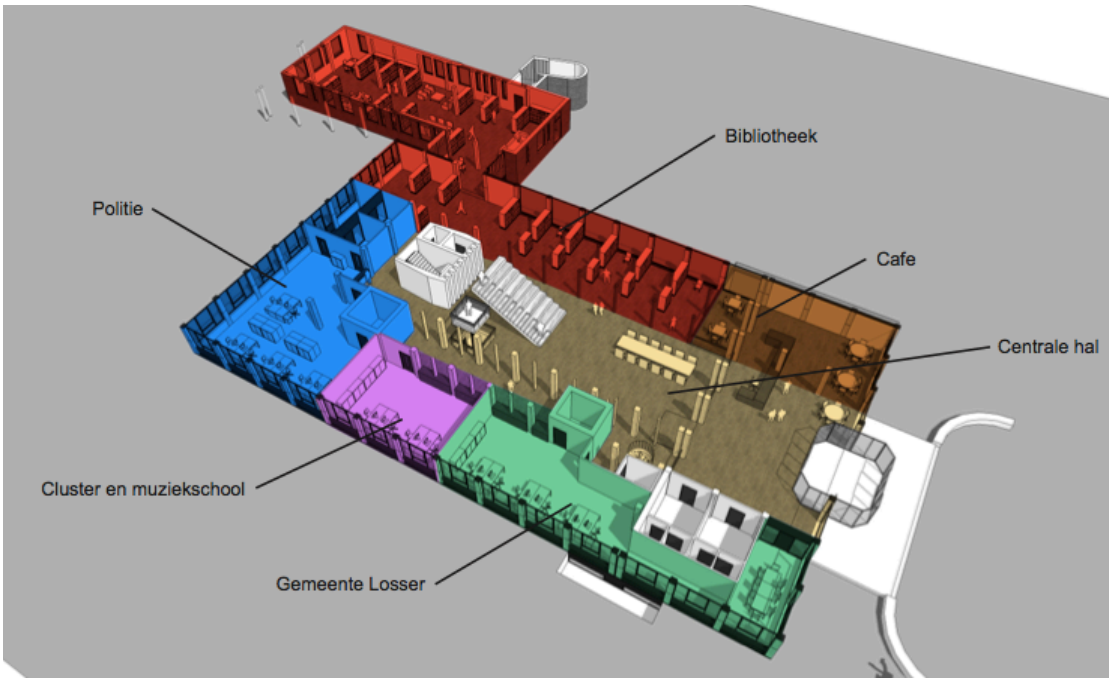


FIGURE 5: SITUATION IN KULTURHUS GROUND FLOOR (G. WIJNIA AVB, 2012).

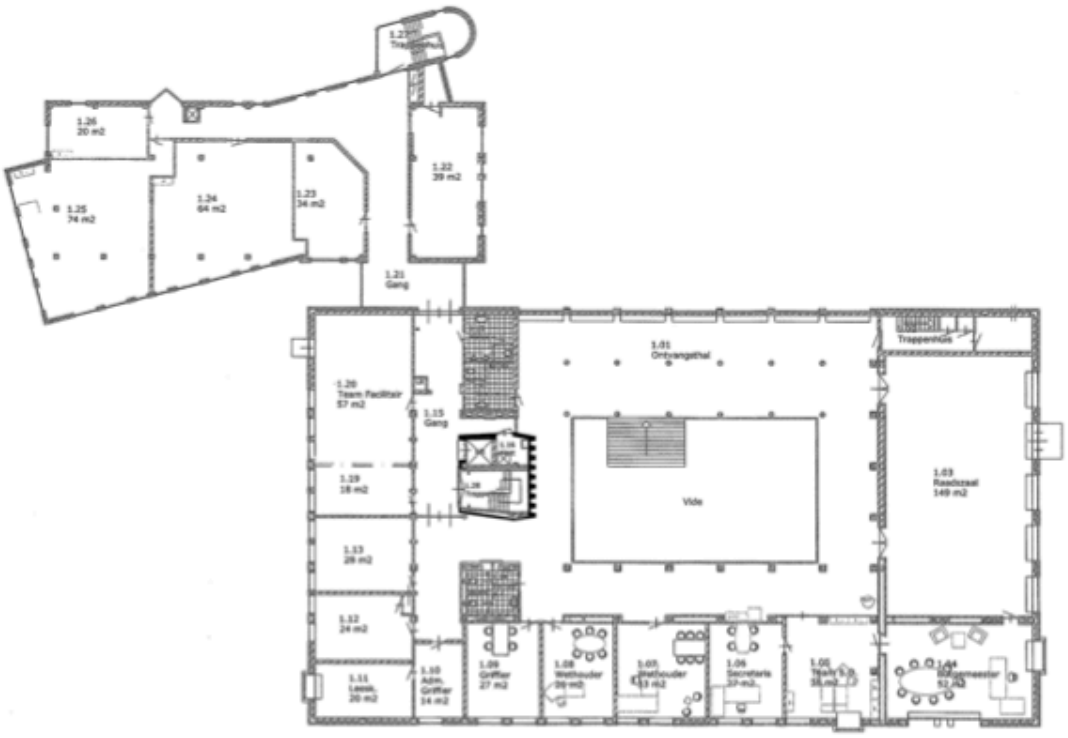


FIGURE 6: CURRENT SITUATION TOWN HALL FIRST FLOOR (G. WIJNIA AVB, 2012).

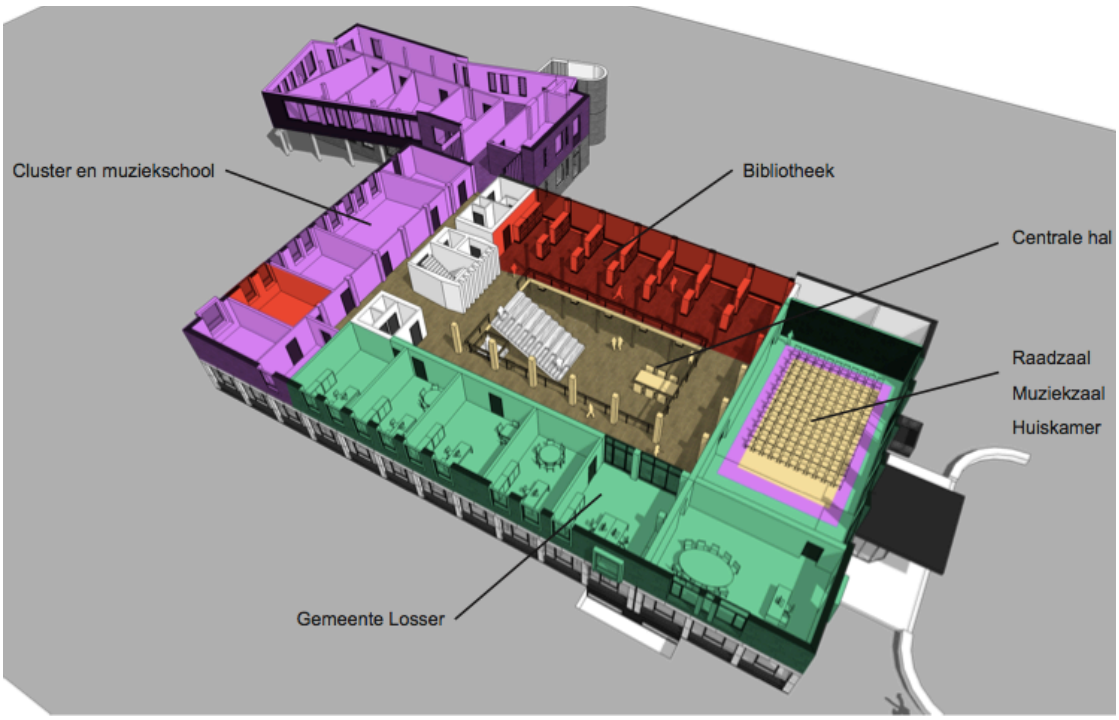


FIGURE 7: SITUATION IN KULTURHUS FIRST FLOOR (G. WIJNIA AVB, 2012).

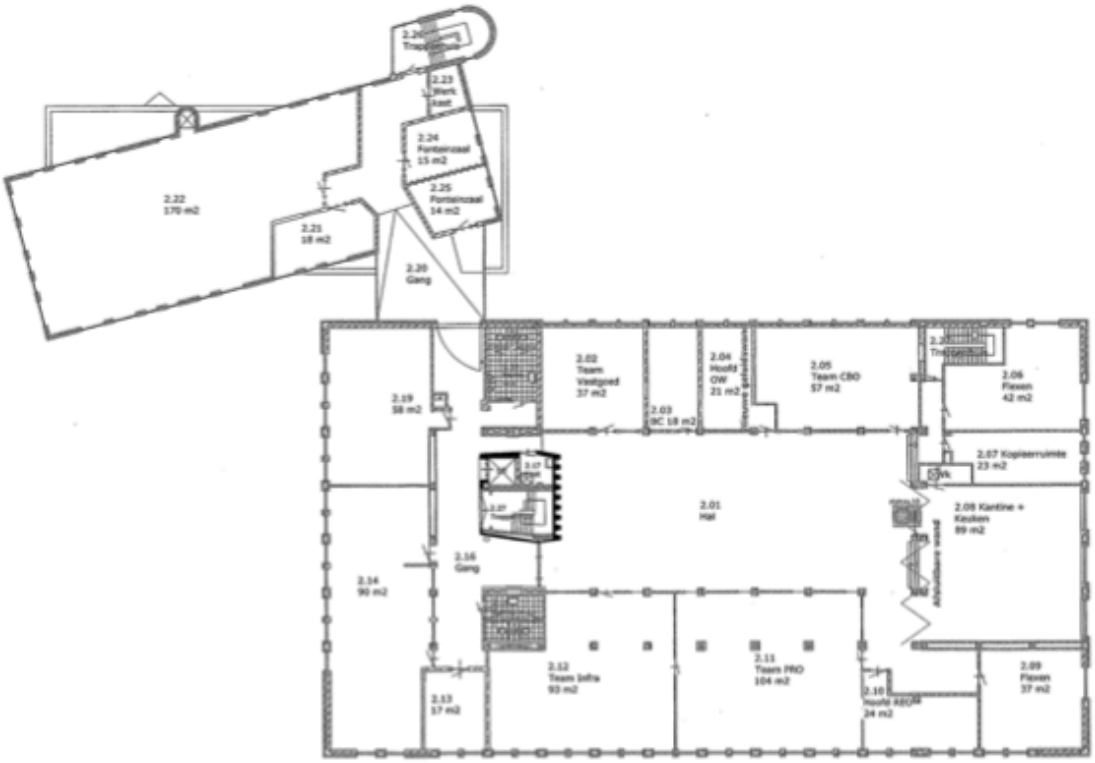


FIGURE 8: CURRENT SITUATION TOWN HALL SECOND FLOOR (G. WIJNIA AVB, 2012).

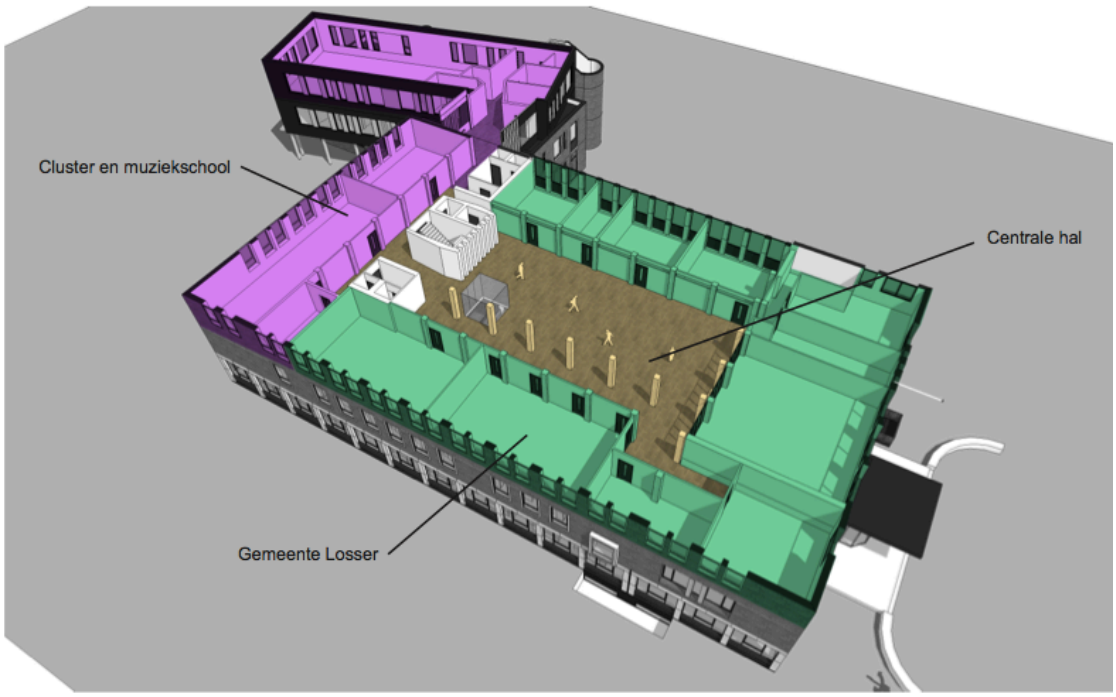


FIGURE 9: SITUATION IN KULTURHUS SECOND FLOOR (G. WIJNIA AVB, 2012).

APPENDIX 2: AGE STRUCTURE TWENTE IN 2012 AND IN 2025

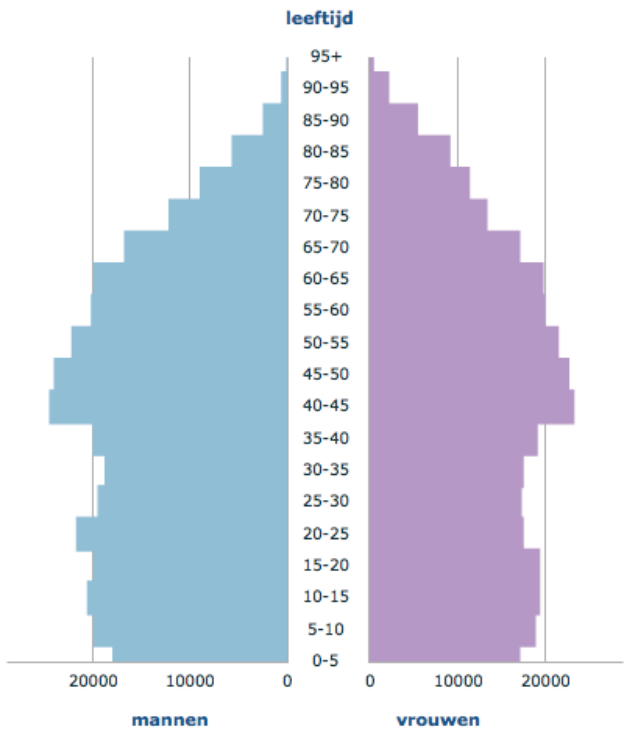


FIGURE 10: AGE STRUCTURE TWENTE 2012

FIGURE 11: AGE STRUCTURE TWENTE 2025

APPENDIX 3: INTRODUCTORY TEXT QUESTIONNAIRE

Beste collega's,

Losser staat aan het begin van het invoeren van Het Nieuwe Werken. Het MT en de directie wil zich, voordat het zover is, een beeld vormen over hoe jullie tegen Het Nieuwe Werken aankijken. Daarom ben ik bezig met een onderzoek naar de implementatie van Het Nieuwe Werken binnen de gemeente Losser, zoals ik in de meeste afdelingsoverleggen inmiddels heb toegelicht. Meer informatie over het complete onderzoek is te vinden op intranet.
Eén van de onderdelen van dit onderzoek is een vragenlijst. Deze vragenlijst kan bijdragen aan de wijze waarop dit concept ingevoerd wordt om het werken effectiever, efficiënter én plezieriger te maken. Jullie input biedt dus informatie voor het opstellen van het uiteindelijke plan van aanpak.

Ik zou het op prijs stellen wanneer jullie mij willen helpen door voor 10 september deze vragenlijst in te vullen. Door op onderstaande link te klikken word je automatisch doorverwezen. Het beantwoorden van de vragen kost ongeveer 15 minuten. De antwoorden worden vertrouwelijk behandeld. De inhoud van de vragenlijst bestaat uit meerkeuze vragen over het daadwerkelijk gebruik, voorkeuren en de effecten van Het Nieuwe Werken. Tenslotte krijg je de gelegenheid om opmerkingen te plaatsen danwel suggesties te doen. Graag wil ik benadrukken dat deze vragenlijst gericht is op de grote lijnen van Het Nieuwe Werken.

<Link>

Voor eventuele vragen of onduidelijkheden verzoek ik je een e-mail te sturen naar m.bouius@losser.nl. De resultaten van het onderzoek zullen t.z.t. worden gepubliceerd op intranet.

Ik dank jullie alvast hartelijk voor je medewerking.

Met vriendelijke groet,

Manon Bouius

APPENDIX 4: EXAMPLES LAYOUT ONLINE QUESTIONNAIRE

Wat is je geslacht? *

-- Please Select --

Wat is je leeftijd? *

-- Please Select --

Wat is je hoogst genoten opleiding? *

-- Please Select --

Werk je voltijd of deeltijd? *

-- Please Select --

Hoe lang ben je al in dienst van de gemeente Losser? *

-- Please Select --

Op welke afdeling ben je werkzaam? *

-- Please Select --

FIGURE 12: EXAMPLE 1: LAYOUT ONLINE QUESTIONNAIRE

Het eerste deel van de vragenlijst bestaat uit stellingen over de manier waarop je op dit moment werkt.

*

	Heel erg mee eens	Mee eens	Neutraal	Niet mee eens	Absoluut niet mee eens
Ik heb geen vaste werkplek, ik kan gaan zitten waar ik wil. *					
Als ik op kantoor kom, kan ik altijd een werkplek vinden. *					
Ons kantoor heeft verschillende soorten werkplekken (bijvoorbeeld vergaderplekken, belplekken, concentratieruimtes). *					

*

	Heel erg mee eens	Mee eens	Neutraal	Niet mee eens	Absoluut niet mee eens
Ik vind het moeilijk om me te concentreren op mijn werkplek. *					
Ik ervaar veel auditieve afleiding (geluid, lawaai) op mijn werkplek. *					
Ik ervaar veel visuele afleiding (storende zichtbaarheden) op mijn werkplek. *					
Totaal genomen is mijn werkplek ongeschikt voor de taken die ik uit moet voeren. *					

FIGURE 13: EXAMPLE 2: LAYOUT ONLINE QUESTIONNAIRE

APPENDIX 5: QUESTIONNAIRE THE NEW WORLD OF WORK (IN DUTCH)

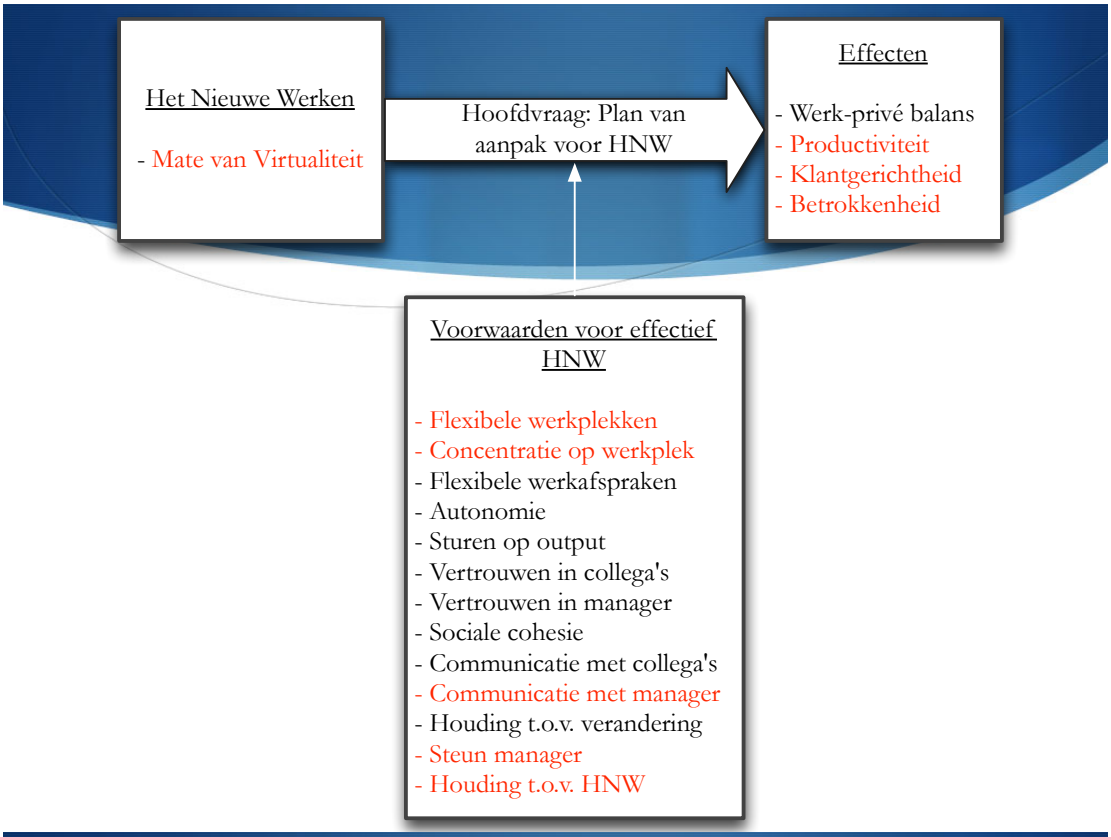
CONTROL VARIABLES
Wat is je geslacht?
Wat is je leeftijd?
Wat is je hoogst genoten opleiding?
Werk je voltijd of deeltijd?
Hoe lang ben je al in dienst van de gemeente Losser?
Op welke afdeling ben je werkzaam?
Wat is je functie?
PHYSICAL ENVIRONMENT
Het eerste deel van de vragenlijst bestaat uit stellingen over de manier waarop je op dit moment werkt.
De volgende stellingen hebben betrekking op de kantooromgeving en op je werktijden.
Workplace
Ik heb geen vaste werkplek, ik kan gaan zitten waar ik wil
Als ik op kantoor kom, kan ik altijd een werkplek vinden
Ons kantoor heeft verschillende soorten werkplekken (bijvoorbeeld vergaderplekken, belplekken, concentratieruimtes)
Concentration
Ik vind het moeilijk om me te concentreren op mijn werkplek
Ik ervaar veel auditieve afleiding (geluid, lawaai) op mijn werkplek
Ik ervaar veel visuele afleiding (storende zichtbaarheden) op mijn werkplek
Totaal genomen is mijn werkplek ongeschikt voor de taken die ik uit moet voeren
Flexible working arrangements
Ik werk het liefst van 9 tot 5
Voor een vergadering of andere werk gerelateerde afspraak, kom ik op mijn vaste vrije dag niet terug
Het lijkt mij prettig om meer flexibel om te kunnen gaan met mijn werktijden
MENTAL ENVIRONMENT
De volgende stellingen gaan over de manier waarop je werk op dit moment is ingericht.
Autonomy
Mijn werk laat het toe dat ik zelf beslissingen neem
Ik heb veel te zeggen over wat er op mijn werk gebeurt
Ik heb weinig vrijheid om te beslissen hoe ik mijn werk doe
Steering on output
De resultaten van mijn werk zijn makkelijk te meten
Mijn leidinggevende rekent mij af op mijn resultaten en niet op mijn aanwezigheid
Als ik mijn werk af heb, is mijn leidinggevende tevreden

Trust in colleagues
Ik vertrouw er op dat mijn collega's doen wat zij zeggen
Ik kan er op vertrouwen dat collega's mij helpen wanneer ik dat nodig heb
Ik heb er alle vertrouwen in dat mijn collega's mij altijd eerlijk zullen behandelen
Trust in management
Ik heb er alle vertrouwen in dat mijn leidinggevende mij altijd eerlijk zal behandelen
Mijn leidinggevende doet zijn/haar best om zaken ook van mijn kant te bekijken
Ik vertrouw er op dat mijn leidinggevende doet wat hij/zij zegt
Ik kan er op vertrouwen dat mijn leidinggevende mij helpt wanneer ik dat nodig heb
Social cohesion
Teamleden in mijn team hebben onderling een sterke band
Teamleden zijn trots om deel uit te maken van ons team
Wij zijn een hecht team
Er zijn veel persoonlijke conflicten in mijn team
Elk teamlid voelt zich verantwoordelijk voor het behoud en beschermen van ons team
Communication with colleagues
Mijn collega's zijn duidelijk in de manier waarop zij communiceren
Ik weet wat ik van mijn collega's kan verwachten
Mijn collega's maken goed duidelijk wat zij van mij verwachten
Ik heb dagelijks contact nodig met mijn collega's om mijn werk goed uit te kunnen voeren
Communication with manager
Mijn leidinggevende is duidelijk in de manier waarop hij of zij communiceert
Ik heb dagelijks contact nodig met mijn leidinggevende om mijn werk goed uit te kunnen voeren
Ik weet wat ik van mijn leidinggevende kan verwachten
Mijn leidinggevende maakt goed duidelijk wat hij of zij van mij verwacht
VIRTUAL ENVIRONMENT
De volgende stelling hebben betrekking op digitaal werken.
Degree of virtualness
Ik heb vrijwel nooit papieren gegevens nodig om mijn werk uit te kunnen voeren
Ik heb vrijwel nooit fysieke bedrijfsmiddelen nodig om mijn werk uit te kunnen voeren
Ik kan gemakkelijk alle informatie vinden die ik nodig heb om mijn werk uit te voeren
Binnen onze organisatie is het normaal om elkaar voor overleg of een vergadering fysiek te ontmoeten
Ik ben altijd en overal bereikbaar
Ik heb altijd toegang tot internet
Ik heb altijd en overal toegang tot het interne bedrijfsnetwerk en belangrijke programma's
Ik kan de agenda's van al mijn collega's inzien en hierin afspraken maken
Ik gebruik een laptop om mijn werkzaamheden uit te voeren
De organisatie staat toe dat ik mijn eigen ICT-middelen kies
Ik maak veel gebruik van de contacten binnen mijn sociale netwerk om kennis op te doen
Onze afdeling werkt digitaal en 'paperless'
We kunnen als afdeling samenwerken op een speciaal daarvoor bedoelde digitale omgeving om informatie te verzamelen

EFFECTS OF THE NWoW
De volgende stellingen gaan over de effecten van Het Nieuwe Werken.
WL-balance (werk op privé)
Hoe vaak komt het voor dat…
…je thuis prikkelbaar of humeurig bent, omdat je werk veeleisend is?
…je moeilijk aan je verplichtingen thuis kunt voldoen, omdat je in gedachten steeds met je werk bezig bent?
…je na een plezierige werkdag/week meer zin hebt om met je partner/gezin/vrienden activiteiten te ondernemen?
…je zoveel tijd in je werk stopt dat je niet toekomt aan dingen die echt belangrijk voor je zijn?
WL-balance (privé op werk)
Hoe vaak komt het voor dat…
…je na een gezellig weekend met je partner/gezin/vrienden met meer zin je werk uitvoert?
…je vanwege verplichtingen thuis niet toekomt aan bepaalde zaken op je werk?
…je je moeilijk kunt concentreren op je werk, omdat je je druk maakt over zaken in je thuissituatie?
…je prestaties op het werk verminderen door problemen met je partner/gezin/vrienden?
Productiviteit
Ik ben in staat om mijn tijd effectief in te delen
In vergelijking met mijn collega's vind ik dat ik beter presteer
Ik werk zeer efficiënt
Ik ben tevreden over de kwaliteit van het werk dat ik lever
Service orientation
Ik vind onze organisatie zeer klantgericht
Klachten van een burger worden adequaat afgehandeld
Het is voor burgers duidelijk waar zij naar toe kunnen met vragen en klachten
Organizational commitment
Ik zou de gemeente Losser aanraden aan een vriend of vriendin wanneer hij/zij op zoek is naar een baan.
Ik ben trots dat ik als werknemer deel uit maak van de gemeente Losser.
De gemeente Losser is voor mij de beste organisatie om voor te werken.
Wanneer ik een job-aanbod krijg van een ander bedrijf, dan overweeg ik dit serieus.
Het Nieuwe Werken kan worden omschreven als een middel om het werk effectiever, efficiënter en plezieriger te maken. Dit geldt zowel voor de organisatie als voor de medewerker. Binnen Het Nieuwe Werken wordt de medewerker centraal gesteld. Er wordt - binnen grenzen - de ruimte en vrijheid gegeven over hoe je werkt, waar je werkt, wanneer je werkt, op welke manier je werkt en met wie je werkt. Het Nieuwe Werken biedt aanknopingspunten om de meer traditionele rol van ambtenaren te moderniseren en nieuwe rollen te ontwikkelen. Kortom, Het Nieuwe Werken biedt de mogelijkheid om onafhankelijk van *plaats* en *tijd* te werken, door meer gebruik te maken van *ICT*-hulpmiddelen. Hierdoor zal er meer beoordeeld moeten worden op *resultaten* dan op aanwezigheid.
De volgende vragen hebben betrekking op hoe je over Het Nieuwe Werken denkt en op je voorkeuren ten aanzien van Het Nieuwe Werken.
ORGANIZATIONAL CHANGE
Willingness to change
Ik kijk uit naar de verandering naar Het Nieuwe Werken binnen mijn werkomgeving
Wanneer Het Nieuwe Werken start, toon ik nadrukkelijk dat ik het hier niet mee eens ben
Ik ben bereid om mijn collega's te overtuigen van het nut van Het Nieuwe Werken.

Ik ben bereid om mij in te zetten zodat Het Nieuwe Werken slaagt.
Ik ben bereid om eventuele weerstand tegen Het Nieuwe Werken te overwinnen.
Management support
Mijn leidinggevende luistert naar de bedenkingen die ik heb over Het Nieuwe Werken
Mijn leidinggevende motiveert de afdeling om Het Nieuwe Werken op te nemen
Mijn leidinggevende heeft een positieve houding ten opzichte van Het Nieuwe Werken
In hoeverre bent u het eens met de volgende stellingen?
Wanneer ik geen dagelijkse interactie heb met mijn collega's, zal ik dat erg missen.
Door de invoering van Het Nieuwe Werken kan ik flink op mijn reiskosten besparen.
Ik vind het bezwaarlijk om een werkplek te moeten delen.
Door de invoering van Het Nieuwe Werken zal de interactie met mijn zakelijke contacten verminderen.
Het lijkt mij prettig om zelf te beslissen hoe ik mijn tijd indeel.
Door vaker op andere plekken te werken dan op kantoor, bespaar ik nog steeds geen reistijd.
Ik heb er geen moeite mee om mijn vaste werkplek te verliezen.
Door flexibeler te werken qua plaats en tijd zal ik een betere relatie krijgen met mijn partner/gezin/vrienden.
Door de invoering van Het Nieuwe Werken zullen vergaderingen moeilijker in te plannen zijn, omdat iedereen minder op kantoor is.
Een voordeel van Het Nieuwe werken is, dat ik kan werken op momenten dat ik het meest productief ben.
Het Nieuwe Werken biedt mij de mogelijkheid om mijn tijd beter in te delen.
Door de invoering van Het Nieuwe Werken voorzie ik problemen met de toegang tot documentatie.
Een flexibelere indeling van mijn werkweek, biedt mij de mogelijkheid om te werken en op hetzelfde moment voor de kinderen zorgen.
Het Nieuwe Werken zal de ontwikkeling van mijn carrière negatief beïnvloeden, als gevolg van minder fysieke aanwezigheid op kantoor.
Door de invoering van Het Nieuwe Werken zal mijn moraal verbeteren, doordat ik het gevoel heb dat ik als verantwoordelijke professional wordt behandeld
Ik vind het niet erg wanneer de grootte van mijn werkplek wordt verkleind.
Ik verwacht dat ik door Het Nieuwe Werken waarschijnlijk zal worden gepasseerd bij een promotie, omdat mijn leidinggevende mij niet vaak genoeg ziet.
Het Nieuwe Werken biedt mij de mogelijkheid om de kwaliteit van het werkende leven te verbeteren.
Zoals eerder gezegd staat Losser aan het begin van het invoeren van Het Nieuwe Werken. De manier waarop dit gaat gebeuren is op dit moment nog niet bekend. Graag wil ik van jullie weten hoe jullie tegen Het Nieuwe Werken aankijken. De laatste twee vragen hebben hier dan ook betrekking op.
Afsluitende vragen
Al met al, hoe kijk je zelf - in algemene zin - aan tegen Het Nieuwe Werken bij de gemeente Losser?
Heb je nog aanvullende opmerkingen of suggesties ter verbetering van de invoering van Het Nieuwe Werken?

APPENDIX 6: EXAMPLE OF AN INTERVIEW PROTOCOL



Mate van virtualiteit

Vragen over o.a. digitaal werken, bereikbaarheid, gebruik van ICT-middelen…

Scores op variable Mate van virtualiteit	*All*		*BSP*		*OW*		*WIZ*		*VVH*		*Enschede*	
	#	%	#	%	#	%	#	%	#	%	#	%
Hoog	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0
Gemiddeld	51	91,1	12	92,3	9	81,8	5	71,4	13	100,0	12	100,0
Laag	5	8,9	1	7,7	2	18,2	2	28,6	0	0,0	0	0,0

- Klopt dit beeld met de werkelijkheid op jullie afdeling?
- Wat moet er verbetert worden voor Het Nieuwe Werken?

Effecten van HNW

	All		*BSP*		*OW*		*WIZ*		*VVH*		*Enschede*	
Variable	*Mean*	*S.D.*	*Mean*	*S.D.*	*Mean*	*S.D.*	*Mean*	*S.D.*	*Mean*	*S.D.*	*Mean*	*S.D.*
W-L balance (work on private)	2,18	0,412	2,17	0,296	2,2	0,332	2,29	0,509	2,12	0,463	2,17	0,515
W-L balance (private on work)	1,37	0,491	1,23	0,394	1,67	0,632	1,14	0,262	1,41	0,494	1,33	0,471
Productivity	2,48	0,639	2,5	0,677	2,59	0,801	2,57	0,535	2,35	0,689	2,46	0,498
Service orientation	2,87	0,657	2,97	0,687	2,88	0,671	2,24	0,568	2,87	0,632	3,11	0,538
Organizational commitment	2,95	0,569	3,17	0,641	2,7	0,485	3,07	0,898	2,87	0,475	2,96	0,367

1= Heel erg goed, tot en met 5= heel erg slecht

- Klopt dit beeld met de werkelijkheid op jullie afdeling?
- Wat moet er verbetert worden voor Het Nieuwe Werken?

Voorwaarden voor HNW

	All		*BSP*		*OW*		*WIZ*		*VVH*		*Enschede*	
Variable	*Mean*	*S.D.*	*Mean*	*S.D.*	*Mean*	*S.D.*	*Mean*	*S.D.*	*Mean*	*S.D.*	*Mean*	*S.D.*
Flexibele werkplekken	4,16	1,058	4,15	0,899	4,27	1,009	4,29	1,113	4,54	0,519	3,58	1,505
Concentratie op werkplek	3,4107	0,903	2,83	1,002	3,3	0,621	3,71	0,756	3,52	0,863	3,85	0,901
Flexibele werkafspraken	2,25	0,899	1,85	0,555	2,36	0,674	2,86	1,069	2,46	0,877	2	1,128
Autonomie	2,26	0,616	2,1	0,534	2,27	0,892	2,38	0,405	2,33	0,471	2,25	0,698
Sturen op output	2,63	0,906	2,31	0,751	3	0,894	2,14	0,378	2,85	0,987	2,67	1,073
Vertrouwen in collega's	2,05	0,548	1,9	0,516	2,06	0,467	2,05	0,405	2,28	0,731	1,94	0,489
Vertrouwen in manager	2,01	0,626	1,85	0,666	2,27	0,617	2,11	0,61	1,88	0,658	2,04	0,572
Social cohesie	2,27	0,583	1,89	0,487	2,22	0,485	2,69	0,807	2,55	0,433	2,17	0,525
Communicatie met collega's	2,34	0,581	2,08	0,512	2,45	0,563	2,38	0,678	2,62	0,591	2,19	0,521
Communicatie met manager	2,74	0,531	2,62	0,316	2,8	0,35	3,07	0,965	2,52	0,33	2,88	0,626

	All		*BSP*		*OW*		*WIZ*		*VVH*		*Enschede*	
Variable	*Mean*	*S.D.*	*Mean*	*S.D.*	*Mean*	*S.D.*	*Mean*	*S.D.*	*Mean*	*S.D.*	*Mean*	*S.D.*
Houding t.o.v. verandering	2,31	0,562	2,2	0,424	2,36	0,505	2,37	0,423	2,28	0,539	2,4	0,84
Steun van manager voor HNW	2,59	0,484	2,51	0,443	2,27	0,36	2,71	0,525	2,79	0,374	2,67	0,603

Houding t.o.v. HNW

Houding t.o.v. HNW	*All*		*BSP*		*OW*		*WIZ*		*VVH*		*Enschede*	
	#	%	#	%	#	%	#	%	#	%	#	%
Positief	8	14,3	4	30,8	1	9,1	0	0,0	2	15,4	1	8,3
Neutraal	48	85,7	9	69,2	10	90,9	7	100,0	11	84,6	11	91,7
Negatief	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0

- Klopt dit beeld met de werkelijkheid op jullie afdeling?
- Wat moet er veranderen om positiever tegen HNW aan te kijken? Of ontbreekt het ergens aan?

Afsluitend

Wat moet er nog meer gebeuren om HNW binnen Losser in te kunnen voeren?

Hoe zou de invoering volgens jullie aangepakt moeten worden? Welke elementen zouden hierin niet mogen ontbreken?

APPENDIX 7: SCORES PER ITEM, MEANS AND STANDARD DEVIATIONS SAMPLE

ALGEMEEN
Voor alle items geldt N=56; items zijn getoetst door gebruik te maken van een 5-punt Likert schaal (1="heel erg mee eens", 5="absoluut niet mee eens").

Flexible workplace	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik heb geen vaste werkplek, ik kan gaan zitten waar ik wil	3,6%	7,1%	5,4%	37,5%	46,4%	4,16	1,058

Concentration	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik vind het moeilijk om me te concentreren op mijn werkplek	3,6%	23,2%	30,4%	33,9%	8,9%	3,21	1,022
Ik ervaar veel auditieve afleiding (geluid, lawaai) op mijn werkplek	7,1%	39,3%	19,6%	23,2%	10,7%	2,91	1,164
Ik ervaar veel visuele afleiding (storende zichtbaarheden) op mijn werkplek	3,6%	10,7%	17,9%	50,0%	17,9%	3,68	1,011
Totaal genomen is mijn werkplek ongeschikt voor de taken die ik uit moet voeren	3,6%	8,9%	14,3%	46,4%	26,8%	3,84	1,041

Flexible working arrangements	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Het lijkt mij prettig om meer flexibel om te kunnen gaan met mijn werktijden	21,4%	41,1%	28,6%	8.9%	0,0%	2,25	0,899

Autonomy	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Mijn werk laat het toe dat ik zelf beslissingen neem	10,7%	78,6%	7,1%	1,8%	1,8%	2,,05	0,644
Ik heb veel te zeggen over wat er op mijn werk gebeurt	1,8%	58,9%	26,8%	7,1%	5,4%	2,55	0,872
Ik heb weinig vrijheid om te beslissen hoe ik mijn werk doe	0,0%	8,9%	8,9%	71,4%	10,7%	3,84	0,733

Sturen op output	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Mijn leidinggevende rekent mij af op mijn resultaten en niet op mijn aanwezigheid	7,1%	44,6%	26,8%	21,4%	0,0%	2,63	0,906

Vertrouwen in collega's	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik vertrouw er op dat mijn collega's doen wat zij zeggen	8,9%	75,0%	12,5%	3,6%	0,0%	2,11	0,593
Ik kan er op vertrouwen dat collega's mij helpen wanneer ik dat nodig heb	19,6%	64,3%	14,3%	1,8%	0,0%	1,98	0,646
Ik heb er alle vertrouwen in dat mijn collega's mij altijd eerlijk zullen behandelen	16,1%	62,5%	21,4%	0,0%	0,0%	2,05	0,616

Vertrouwen in leidinggevende	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik heb er alle vertrouwen in dat mijn leidinggevende mij altijd eerlijk zal behandelen	23,2%	58,9%	14,3%	3,6%	0,0%	1,98	0,726
Mijn leidinggevende doet zijn/haar best om zaken ook van mijn kant te bekijken	17,9%	53,6%	25,0%	3,6%	0,0%	2,14	0,749
Ik vertrouw er op dat mijn leidinggevende doet wat hij/zij zegt	21,4%	64,3%	14,3%	0,0%	0,0%	1,93	0,599
Ik kan er op vertrouwen dat mijn leidinggevende mij helpt wanneer ik dat nodig heb	23,2%	55,4%	19,6%	1,8%	0,0%	2	0,714

Sociale cohesie	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Teamleden in mijn team hebben onderling een sterke band	10,7%	55,4%	25,0%	8,9%	0,0%	2,32	0,789
Teamleden zijn trots om deel uit te maken van ons team	12,5%	46,4%	35,7%	5,4%	0,0%	2,34	0,769
Wij zijn een hecht team	10,7%	51,8%	30,4%	7,1%	0,0%	2,34	0,769
Er zijn veel persoonlijke conflicten in mijn team	0,0%	1,8%	16,1%	50,0%	32,1%	4,13	0,74
Elk teamlid voelt zich verantwoordelijk voor het behoud en beschermen van ons team	5,4%	46,4%	44,6%	3,6%	0,0%	2,46	0,66

Communicatie met collega's	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Mijn collega's zijn duidelijk in de manier waarop zij communiceren	5,4%	53,6%	30,4%	10,7%	0,0%	2,46	0,762
Ik weet wat ik van mijn collega's kan verwachten	10,7%	67,9%	16,1%	5,4%	0,0%	2,16	0,682
Mijn collega's maken goed duidelijk wat zij van mij verwachten	3,6%	57,1%	35,7%	3,6%	0,0%	2,39	0,623

Communicatie met leidinggevende	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Mijn leidinggevende is duidelijk in de manier waarop hij of zij communiceert	8,9%	66,1%	21,4%	3,6%	0,0%	2,2	0,644
Ik heb dagelijks contact nodig met mijn leidinggevende om mijn werk goed uit te kunnen voeren	0,0%	3,6%	14,3%	60,7%	21,4%	4	0,714
Ik weet wat ik van mijn leidinggevende kan verwachten	5,4%	66,1%	17,9%	10,7%	0,0%	2,34	0,745
Mijn leidinggevende maakt goed duidelijk wat hij of zij van mij verwacht	5,4%	57,1%	26,8%	10,7%	0,0%	2,43	0,759

Mate van virtualiteit	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik heb vrijwel nooit papieren gegevens nodig om mijn werk uit te kunnen voeren	0%	8,9%	12,5%	50,0%	28,6%	3,98	0,884
Ik heb vrijwel nooit fysieke bedrijfsmiddelen nodig om mijn werk uit te kunnen voeren	1,8%	23,2%	14,3%	46,4%	14,3%	3,48	1,062
Ik kan gemakkelijk alle informatie vinden die ik nodig heb om mijn werk uit te voeren	5,4%	53,6%	19,6%	21,4%	0,0%	2,57	0,892

Binnen onze organisatie is het normaal om elkaar voor overleg of een vergadering fysiek te ontmoeten	23,2%	60,7%	12,5%	3,6%	0,0%	1,96	0,713
Ik ben altijd en overal bereikbaar	0,0%	53,6%	25,0%	17,9%	3,6%	2,71	0,889
Ik heb altijd toegang tot internet	21,4%	60,7%	7,1%	10,7%	0,0%	2,07	0,85
Ik heb altijd en overal toegang tot het interne bedrijfsnetwerk en belangrijke programma's	10,7%	46,4%	16,1%	23,2%	3,6%	2,63	1,071
Ik kan de agenda's van al mijn collega's inzien en hierin afspraken maken	10,7%	35,7%	16,1%	32,1%	5,4%	2,86	1,151
Ik gebruik een laptop om mijn werkzaamheden uit te voeren	0,0%	1,8%	5,4%	48,2%	44,6%	4,36	0,672
De organisatie staat toe dat ik mijn eigen ICT-middelen kies	0,0%	10,7%	12,5%	35,7%	41,1%	4,07	0,988
Ik maak veel gebruik van de contacten binnen mijn sociale netwerk om kennis op te doen	7,1%	53,6%	25,0%	10,7%	3,6%	2,5	0,915
Onze afdeling werkt digitaal en 'paperless'	0,0%	5,4%	12,5%	48,2%	33,9%	4,11	0,824
We kunnen als afdeling samenwerken op een speciaal daarvoor bedoelde digitale omgeving om informatie te verzamelen	1,8%	26,8%	25,0%	30,4%	16,1%	3,32	1,097

WL-balance (werk op privé)	*(bijna) Nooit*	*Soms*	*Gemiddeld*	*Vaak*	*Altijd*	*Mean*	*S.D.*
Hoe vaak komt het voor dat je thuis prikkelbaar of humeurig bent, omdat je werk veeleisend is?	23,3%	66,1%	10,7%	0,0%	0,0%	1,88	0,574
Hoe vaak komt het voor dat je moeilijk aan je verplichtingen thuis kunt voldoen, omdat je in gedachten steeds met je werk bezig bent?	33,9%	50,0%	14,3%	1,8%	0,0%	1,84	0,733
Hoe vaak komt het voor dat je na een plezierige werkdag/week meer zin hebt om met je partner/gezin/vrienden activiteiten te ondernemen?	8,9%	17,9%	46,4%	23,2%	3,6%	2,95	0,961
Hoe vaak komt het voor dat je zoveel tijd in je werk stopt dat je niet toekomt aan dingen die echt belangrijk voor je zijn?	30,4%	50,0%	14,3%	5,4%	0,0%	1,95	0,818

WL-balance (privé op werk)	*(bijna) Nooit*	*Soms*	*Gemiddeld*	*Vaak*	*Altijd*	*Mean*	*S.D.*
Hoe vaak komt het voor dat je vanwege verplichtingen thuis niet toekomt aan bepaalde zaken op je werk?	75,0%	19,6%	5,4%	0,0%	0,0%	1,3	0,57
Hoe vaak komt het voor dat je je moeilijk kunt concentreren op je werk, omdat je je druk maakt over zaken in je thuissituatie?	57,1%	35,7%	7,1%	0,0%	0,0%	1,5	0,632
Hoe vaak komt het voor dat je prestaties op het werk verminderen door problemen met je partner/gezin/vrienden?	73,2%	23,2%	3,6%	0,0%	0,0%	1,3	0,537

Productiviteit	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik ben in staat om mijn tijd effectief in te delen	10,7%	62,5%	17,9%	7,1%	1,8%	2,27	0,82
Ik werk zeer efficiënt	0,0%	42,9%	44,6%	12,5%	0,0%	2,7	0,685

Klantgerichtheid	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik vind onze organisatie zeer klantgericht	3,6%	35,7%	39,3%	17,9%	3,6%	2,82	0,897
Klachten van een burger worden adequaat afgehandeld	1,8%	35,7%	46,4%	12,5%	3,6%	2,8	0,818
Het is voor burgers duidelijk waar zij naar toe kunnen met vragen en klachten	1,8%	28,6%	46,4%	16,1%	7,1%	2,98	0,904

Betrokkenheid bij organisatie	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik zou de gemeente Losser aanraden aan een vriend(in) wanneer hij/zij op zoek is naar een baan	5,4%	35,7%	35,7%	19,6%	3,6%	2,8	0,942
Ik ben trots dat ik als werknemer deel uit maak van de gemeente Losser	7,1%	33,9%	48,2%	10,7%	0,0%	2,63	0,776
De gemeente Losser is voor mij de beste organisatie om voor te werken	1,8%	17,9%	58,9%	21,4%	0,0%	3	0,688
Wanneer ik een job-aanbod krijg van een ander bedrijf, dan overweeg ik dit serieus	7,1%	32,1%	51,8%	8,9%	0,0%	2,63	0,752

Houding t.o.v. verandering	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik kijk uit naar de verandering naar Het Nieuwe Werken binnen mijn werkomgeving	14,3%	32,1%	41,1%	12,5%	0,0%	2,52	0,894
Wanneer Het Nieuwe Werken start, toon ik nadrukkelijk dat ik het hier niet mee eens ben	0,0%	1,8%	23,2%	53,6%	21,4%	3,95	0,724
Ik ben bereid om mijn collega's te overtuigen van het nut van Het Nieuwe Werken	7,1%	28,6%	55,4%	8,9%	0,0%	2,66	0,745
Ik ben bereid om mij in te zetten zodat Het Nieuwe Werken slaagt	17,9%	57,1%	25,0%	0,0%	0,0%	2,07	0,657
Ik ben bereid om eventuele weerstand tegen Het Nieuwe Werken te overwinnen	10,7%	53,6%	33,9%	1,8%	0,0%	2,27	0,674

Ondersteuning van management	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Mijn leidinggevende luistert naar de bedenkingen die ik heb over Het Nieuwe Werken	0,0%	30,4%	62,5%	7,1%	0,0%	2,77	0,572
Mijn leidinggevende motiveert de afdeling om Het Nieuwe Werken op te nemen	0,0%	48,2%	46,4%	5,4%	0,0%	2,57	0,599
Mijn leidinggevende heeft een positieve houding ten opzichte van Het Nieuwe Werken	7,1%	46,4%	42,9%	3,6%	0,0%	2,43	0,684

Houding t.o.v. HNW	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Wanneer ik geen dagelijkse interactie heb met mijn collega's, zal ik dat erg missen	17,9%	30,4%	25,0%	23,2%	3,6%	2,64	1,135
Door de invoering van Het Nieuwe Werken kan ik flink op mijn reiskosten besparen	16,1%	23,2%	23,2%	21,4%	16,1%	2,98	1,328
Ik vind het bezwaarlijk om een werkplek te moeten delen	16,1%	30,4%	30,4%	16,1%	7,1%	2,68	1,146
Door de invoering van Het Nieuwe Werken zal de interactie met mijn zakelijke contacten verminderen	3,6%	17,9%	23,2%	44,6%	10,7%	3,41	1,023

Het lijkt mij prettig om zelf te beslissen hoe ik mijn tijd indeel	21,4%	44,6%	26,8%	5,4%	1,8%	2,21	0,909
Door vaker op andere plekken te werken dan op kantoor, bespaar ik nog steeds geen reistijd	14,3%	25,0%	26,8%	30,4%	3,6%	2,84	1,125
Ik heb er geen moeite mee om mijn vaste werkplek te verliezen	3,6%	10,7%	26,8%	35,7%	23,2%	3,64	1,069
Door flexibeler te werken qua plaats en tijd zal ik een betere relatie krijgen met mijn partner/gezin/vrienden	1,8%	16,1%	37,5%	19,6%	25,0%	3,5	1,095
Door de invoering van Het Nieuwe Werken zullen vergaderingen moeilijker in te plannen zijn, omdat iedereen minder op kantoor is	10,7%	53,6%	12,5%	19,6%	3,6%	2,52	1,044
Een voordeel van Het Nieuwe werken is, dat ik kan werken op momenten dat ik het meest productief ben	10,7%	44,6%	23,2%	12,5%	8,9%	2,64	1,119
Het Nieuwe Werken biedt mij de mogelijkheid om mijn tijd beter in te delen	14,3%	32,1%	32,1%	16,1%	5,4%	2,66	1,083
Door de invoering van Het Nieuwe Werken voorzie ik problemen met de toegang tot documentatie	7,1%	30,4%	30,4%	26,8%	5,4%	3,93	1,042
Een flexibelere indeling van mijn werkweek, biedt mij de mogelijkheid om te werken en op hetzelfde moment voor de kinderen zorgen	7,1%	14,3%	42,9%	19,6%	16,1%	3,23	1,112
Het Nieuwe Werken zal de ontwikkeling van mijn carrière negatief beïnvloeden, als gevolg van minder fysieke aanwezigheid op kantoor	0,0%	10,7%	32,1%	37,5%	19,6%	3,66	0,92
Door de invoering van Het Nieuwe Werken zal mijn moraal verbeteren, doordat ik het gevoel heb dat ik als verantwoordelijke professional wordt behandeld	1,8%	14,3%	46,4%	25,0%	12,5%	3,32	0,936
Ik vind het niet erg wanneer de grootte van mijn werkplek wordt verkleind	7,1%	16,1%	23,3%	28,6%	25,0%	3,48	1,236
Ik verwacht dat ik door Het Nieuwe Werken waarschijnlijk zal worden gepasseerd bij een promotie, omdat mijn leidinggevende mij niet vaak genoeg ziet	0,0%	8,9%	33,9%	37,5%	19,6%	3,68	0,897
Het Nieuwe Werken biedt mij de mogelijkheid om de kwaliteit van het werkende leven te verbeteren	7,1%	25,0%	44,6%	16,1%	7,1%	2,91	0,996

APPENDIX 8: SCORES PER ITEM, MEANS AND STANDARD DEVIATIONS BSP

BSP
Voor alle items geldt N=13; items zijn getoetst door gebruik te maken van een 5-punt Likert schaal (1="heel erg mee eens", 5="absoluut niet mee eens").

Flexible workplace	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik heb geen vaste werkplek, ik kan gaan zitten waar ik wil	0,0%	7,7%	7,7%	46,2%	38,5%	4,15	0,899

Concentration	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik vind het moeilijk om me te concentreren op mijn werkplek	15,4%	30,8%	30,8%	15,4%	7,7%	2,69	1,182
Ik ervaar veel auditieve afleiding (geluid, lawaai) op mijn werkplek	23,1%	38,5%	30,8%	7,7%	0,0%	2,23	0,927
Ik ervaar veel visuele afleiding (storende zichtbaarheden) op mijn werkplek	15,4%	7,7%	30,8%	38,5%	7,7%	3,15	1,214
Totaal genomen is mijn werkplek ongeschikt voor de taken die ik uit moet voeren	15,4%	15,4%	15,4%	38,5%	15,4%	3,23	1,363

Flexible working arrangements	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Het lijkt mij prettig om meer flexibel om te kunnen gaan met mijn werktijden	23,1%	69,2%	7,7%	0,0%	0,0%	1,85	0,555

Autonomy	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Mijn werk laat het toe dat ik zelf beslissingen neem	15,4%	76,9%	7,7%	0,0%	0,0%	1,92	0,494
Ik heb veel te zeggen over wat er op mijn werk gebeurt	0,0%	69,2%	15,4%	7,7%	7,7%	2,54	0,967
Ik heb weinig vrijheid om te beslissen hoe ik mijn werk doe	0,0%	0,0%	7,7%	69,2%	23,1%	4,15	0,555

Sturen op output	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Mijn leidinggevende rekent mij af op mijn resultaten en niet op mijn aanwezigheid	7,7%	61,5%	23,1%	7,7%	0,0%	2,31	0,751

Vertrouwen in collega's	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik vertrouw er op dat mijn collega's doen wat zij zeggen	0,0%	92,3%	0,0%	7,7%	0,0%	2,15	0,555
Ik kan er op vertrouwen dat collega's mij helpen wanneer ik dat nodig heb	38,5%	53,8%	7,7%	0,0%	0,0%	1,69	0,63
Ik heb er alle vertrouwen in dat mijn collega's mij altijd eerlijk zullen behandelen	23,1%	69,2%	7,7%	0,0%	0,0%	1,85	0,555

Vertrouwen in leidinggevende	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik heb er alle vertrouwen in dat mijn leidinggevende mij altijd eerlijk zal behandelen	30,8%	53,8%	15,4%	0,0%	0,0%	1,85	0,689
Mijn leidinggevende doet zijn/haar best om zaken ook van mijn kant te bekijken	23,1%	61,5%	15,4%	0,0%	0,0%	1,92	0,641
Ik vertrouw er op dat mijn leidinggevende doet wat hij/zij zegt	30,8%	53,8%	15,4%	0,0%	0,0%	1,85	0,689
Ik kan er op vertrouwen dat mijn leidinggevende mij helpt wanneer ik dat nodig heb	38,5%	46,2%	15,4%	0,0%	0,0%	1,77	0,725

Sociale cohesie	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Teamleden in mijn team hebben onderling een sterke band	23,1%	61,5%	15,4%	0,0%	0,0%	1,92	0,641
Teamleden zijn trots om deel uit te maken van ons team	23,1%	46,2%	30,8%	0,0%	0,0%	2,08	0,76
Wij zijn een hecht team	30,8%	53,8%	15,4%	0,0%	0,0%	1,85	0,689
Er zijn veel persoonlijke conflicten in mijn team	0,0%	0,0%	0,0%	46,2%	53,8%	4,54	0,519
Elk teamlid voelt zich verantwoordelijk voor het behoud en beschermen van ons team	15,4%	61,5%	15,4%	7,7%	0,0%	2,15	0,801

Communicatie met collega's	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Mijn collega's zijn duidelijk in de manier waarop zij communiceren	15,4%	61,5%	15,4%	7,7%	0,0%	2,23	0,725
Ik weet wat ik van mijn collega's kan verwachten	23,1%	76,9%	0,0%	0,0%	0,0%	1,77	0,439
Mijn collega's maken goed duidelijk wat zij van mij verwachten	7,7%	61,5%	30,8%	0,0%	0,0%	2,23	0,599

Communicatie met leidinggevende	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Mijn leidinggevende is duidelijk in de manier waarop hij of zij communiceert	15,4%	69,2%	15,4%	0,0%	0,0%	2	0,577
Ik heb dagelijks contact nodig met mijn leidinggevende om mijn werk goed uit te kunnen voeren	0,0%	0,0%	15,4%	69,2%	15,4%	4	0,577
Ik weet wat ik van mijn leidinggevende kan verwachten	0,0%	84,6%	15,4%	0,0%	0,0%	2,15	0,376
Mijn leidinggevende maakt goed duidelijk wat hij of zij van mij verwacht	0,0%	69,2%	30,8%	0,0%	0,0%	2,31	0,48

Mate van virtualiteit	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik heb vrijwel nooit papieren gegevens nodig om mijn werk uit te kunnen voeren	0,0%	0,0%	0,0%	76,9%	23,1%	4,23	0,439
Ik heb vrijwel nooit fysieke bedrijfsmiddelen nodig om mijn werk uit te kunnen voeren	0,0%	15,4%	15,4%	53,8%	15,4%	3,69	0,947
Ik kan gemakkelijk alle informatie vinden die ik nodig heb om mijn werk uit te voeren	7,7%	69,2%	15,4%	7,7%	0,0%	2,23	0,725

Binnen onze organisatie is het normaal om elkaar voor overleg of een vergadering fysiek te ontmoeten	38,5%	53,8%	7,7%	0,0%	0,0%	1,69	0,63
Ik ben altijd en overal bereikbaar	0,0%	38,5%	23,1%	23,1%	15,4%	3,15	1,144
Ik heb altijd toegang tot internet	23,1%	61,5%	0,0%	15,4%	0,0%	2,08	0,954
Ik heb altijd en overal toegang tot het interne bedrijfsnetwerk en belangrijke programma's	23,1%	61,5%	15,4%	0,0%	0,0%	1,92	0,641
Ik kan de agenda's van al mijn collega's inzien en hierin afspraken maken	23,1%	38,5%	7,7%	30,8%	0,0%	2,46	1,198
Ik gebruik een laptop om mijn werkzaamheden uit te voeren	0,0%	0,0%	15,4%	46,2%	38,5%	4,23	0,725
De organisatie staat toe dat ik mijn eigen ICT-middelen kies	0,0%	15,4%	15,4%	23,1%	46,2%	4	1,155
Ik maak veel gebruik van de contacten binnen mijn sociale netwerk om kennis op te doen	15,4%	46,2%	30,8%	0,0%	7,7%	2,38	1,044
Onze afdeling werkt digitaal en 'paperless'	0,0%	7,7%	15,4%	61,5%	15,4%	3,85	0,801
We kunnen als afdeling samenwerken op een speciaal daarvoor bedoelde digitale omgeving om informatie te verzamelen	0,0%	23,1%	30,8%	23,1%	23,1%	3,46	1,127

WL-balance (werk op privé)	*(bijna) Nooit*	*Soms*	*Gemiddeld*	*Vaak*	*Altijd*	*Mean*	*S.D.*
Hoe vaak komt het voor dat je thuis prikkelbaar of humeurig bent, omdat je werk veeleisend is?	23,1%	76,9%	0,0%	0,0%	0,0%	1,77	0,439
Hoe vaak komt het voor dat je moeilijk aan je verplichtingen thuis kunt voldoen, omdat je in gedachten steeds met je werk bezig bent?	23,1%	61,5%	15,4%	0,0%	0,0%	1,92	0,641
Hoe vaak komt het voor dat je na een plezierige werkdag/week meer zin hebt om met je partner/gezin/vrienden activiteiten te ondernemen?	15,4%	15,4%	38,5%	23,1%	7,7%	2,92	1,188
Hoe vaak komt het voor dat je zoveel tijd in je werk stopt dat je niet toekomt aan dingen die echt belangrijk voor je zijn?	38,5%	30,8%	30,8%	0,0%	0,0%	1,92	0,862

WL-balance (privé op werk)	*(bijna) Nooit*	*Soms*	*Gemiddeld*	*Vaak*	*Altijd*	*Mean*	*S.D.*
Hoe vaak komt het voor dat je vanwege verplichtingen thuis niet toekomt aan bepaalde zaken op je werk?	84,6%	15,4%	0,0%	0,0%	0,0%	1,15	0,376
Hoe vaak komt het voor dat je je moeilijk kunt concentreren op je werk, omdat je je druk maakt over zaken in je thuissituatie?	69,2%	30,8%	0,0%	0,0%	0,0%	1,31	0,48
Hoe vaak komt het voor dat je prestaties op het werk verminderen door problemen met je partner/gezin/vrienden?	76,9%	23,1%	0,0%	0,0%	0,0%	1,23	0,439

Productiviteit	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik ben in staat om mijn tijd effectief in te delen	15,3%	53,8%	23,1%	7,7%	0,0%	2,23	0,832
Ik werk zeer efficiënt	0,0%	30,8%	61,5%	7,7%	0,0%	2,77	0,599

Klantgerichtheid	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik vind onze organisatie zeer klantgericht	0,0%	23,1%	38,5%	23,1%	15,4%	3,31	1,032
Klachten van een burger worden adequaat afgehandeld	0,0%	46,2%	53,8%	0,0%	0,0%	2,54	0,519
Het is voor burgers duidelijk waar zij naar toe kunnen met vragen en klachten	0,0%	30,8%	38,5%	23,1%	7,7%	3,08	0,954

Betrokkenheid bij organisatie	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik zou de gemeente Losser aanraden aan een vriend(in) wanneer hij/zij op zoek is naar een baan	7,7%	38,5%	15,4%	23,1%	15,4%	3	1,291
Ik ben trots dat ik als werknemer deel uit maak van de gemeente Losser	7,7%	30,8%	38,5%	23,1%	0,0%	2,77	0,927
De gemeente Losser is voor mij de beste organisatie om voor te werken	0,0%	7,7%	53,8%	38,5%	0,0%	3,31	0,63
Wanneer ik een job-aanbod krijg van een ander bedrijf, dan overweeg ik dit serieus	15,4%	30,8%	53,8%	0,0%	0,0%	2,38	0,768

Houding t.o.v. verandering	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik kijk uit naar de verandering naar Het Nieuwe Werken binnen mijn werkomgeving	23,1%	30,8%	30,8%	15,4%	0,0%	2,38	1,044
Wanneer Het Nieuwe Werken start, toon ik nadrukkelijk dat ik het hier niet mee eens ben	0,0%	0,0%	0,0%	76,9%	23,1%	4,23	0,439
Ik ben bereid om mijn collega's te overtuigen van het nut van Het Nieuwe Werken	0,0%	38,5%	46,2%	15,4%	0,0%	2,77	0,725
Ik ben bereid om mij in te zetten zodat Het Nieuwe Werken slaagt	23,1%	76,9%	0,0%	0,0%	0,0%	1,77	0,439
Ik ben bereid om eventuele weerstand tegen Het Nieuwe Werken te overwinnen	15,4%	46,2%	30,8%	7,7%	0,0%	2,31	0,855

Ondersteuning van management	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Mijn leidinggevende luistert naar de bedenkingen die ik heb over Het Nieuwe Werken	0,0%	15,4%	84,6%	0,0%	0,0%	2,85	0,376
Mijn leidinggevende motiveert de afdeling om Het Nieuwe Werken op te nemen	0,0%	46,2%	53,8%	0,0%	0,0%	2,54	0,519
Mijn leidinggevende heeft een positieve houding ten opzichte van Het Nieuwe Werken	23,1%	38,5%	38,5%	0,0%	0,0%	2,15	0,801

Houding t.o.v. HNW	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Wanneer ik geen dagelijkse interactie heb met mijn collega's, zal ik dat erg missen	7,7%	30,8%	23,1%	23,1%	15,4%	3,08	1,256
Door de invoering van Het Nieuwe Werken kan ik flink op mijn reiskosten besparen	23,1%	30,8%	7,7%	7,7%	30,8%	2,92	1,656
Ik vind het bezwaarlijk om een werkplek te moeten delen	15,4%	30,8%	30,8%	7,7%	15,4%	2,77	1,301
Door de invoering van Het Nieuwe Werken zal de interactie met mijn zakelijke contacten verminderen	0,0%	15,4%	23,1%	30,8%	30,8%	3,77	1,092

Het lijkt mij prettig om zelf te beslissen hoe ik mijn tijd indeel	30,8%	53,8%	15,4%	0,0%	0,0%	1,85	0,689
Door vaker op andere plekken te werken dan op kantoor, bespaar ik nog steeds geen reistijd	7,7%	30,8%	15,4%	38,5%	7,7%	3,08	1,188
Ik heb er geen moeite mee om mijn vaste werkplek te verliezen	7,7%	0,0%	30,8%	38,5%	23,1%	3,69	1,109
Door flexibeler te werken qua plaats en tijd zal ik een betere relatie krijgen met mijn partner/gezin/vrienden	0,0%	23,1%	23,1%	23,1%	30,8%	3,62	1,193
Door de invoering van Het Nieuwe Werken zullen vergaderingen moeilijker in te plannen zijn, omdat iedereen minder op kantoor is	0,0%	38,5%	7,7%	38,5%	15,4%	3,31	1,182
Een voordeel van Het Nieuwe werken is, dat ik kan werken op momenten dat ik het meest productief ben	23,1%	30,8%	23,1%	15,4%	7,7%	2,54	1,266
Het Nieuwe Werken biedt mij de mogelijkheid om mijn tijd beter in te delen	30,8%	23,1%	23,1%	15,4%	7,0%	2,46	1,33
Door de invoering van Het Nieuwe Werken voorzie ik problemen met de toegang tot documentatie	0,0%	23,1%	38,5%	23,1%	15,4%	3,31	1,032
Een flexibelere indeling van mijn werkweek, biedt mij de mogelijkheid om te werken en op hetzelfde moment voor de kinderen zorgen	7,7%	23,1%	38,5%	7,7%	23,1%	3,15	1,281
Het Nieuwe Werken zal de ontwikkeling van mijn carrière negatief beïnvloeden, als gevolg van minder fysieke aanwezigheid op kantoor	0,0%	7,7%	15,4%	30,8%	46,2%	4,15	0,987
Door de invoering van Het Nieuwe Werken zal mijn moraal verbeteren, doordat ik het gevoel heb dat ik als verantwoordelijke professional wordt behandeld	0,0%	15,4%	38,5%	15,4%	30,8%	3,62	1,121
Ik vind het niet erg wanneer de grootte van mijn werkplek wordt verkleind	15,4%	7,7%	7,7%	23,1%	46,2%	3,77	1,536
Ik verwacht dat ik door Het Nieuwe Werken waarschijnlijk zal worden gepasseerd bij een promotie, omdat mijn leidinggevende mij niet vaak genoeg ziet	0,0%	0,0%	30,8%	30,8%	38,5%	4,08	0,862
Het Nieuwe Werken biedt mij de mogelijkheid om de kwaliteit van het werkende leven te verbeteren	23,1%	23,1%	30,8%	7,7%	15,4%	2,69	1,377

APPENDIX 9: SCORES PER ITEM, MEANS AND STANDARD DEVIATIONS OW

OPENBARE WERKEN

Voor alle items geldt N=11; items zijn getoetst door gebruik te maken van een 5-punt Likert schaal (1="heel erg mee eens", 5="absoluut niet mee eens").

Flexible workplace	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik heb geen vaste werkplek, ik kan gaan zitten waar ik wil	0,0%	9,1%	9,1%	27,3%	54,5%	4,27	1,009

Concentration	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik vind het moeilijk om me te concentreren op mijn werkplek	0,0%	27,3%	18,2%	54,5%	0,0%	3,27	0,905
Ik ervaar veel auditieve afleiding (geluid, lawaai) op mijn werkplek	0,0%	63,6%	18,2%	18,2%	0,0%	2,55	0,82
Ik ervaar veel visuele afleiding (storende zichtbaarheden) op mijn werkplek	0,0%	18,2%	18,2%	63,6%	0,0%	3,45	0,82
Totaal genomen is mijn werkplek ongeschikt voor de taken die ik uit moet voeren	0,0%	9,1%	18,2%	45,5%	27,3%	3,91	0,944

Flexible working arrangements	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Het lijkt mij prettig om meer flexibel om te kunnen gaan met mijn werktijden	9,1%	45,5%	45,5%	0,0%	0,0%	2,36	0,674

Autonomy	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Mijn werk laat het toe dat ik zelf beslissingen neem	9,1%	81,8%	0,0%	0,0%	9,1%	2,18	0,982
Ik heb veel te zeggen over wat er op mijn werk gebeurt	9,1%	54,5%	27,3%	0,0%	9,1%	2,45	1,036
Ik heb weinig vrijheid om te beslissen hoe ik mijn werk doe	0,0%	9,1%	9,1%	72,7%	9,1%	3,82	0,751

Sturen op output	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Mijn leidinggevende rekent mij af op mijn resultaten en niet op mijn aanwezigheid	0,0%	36,4%	27,3%	36,4%	0,0%	3	0,894

Vertrouwen in collega's	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik vertrouw er op dat mijn collega's doen wat zij zeggen	9,1%	81,8%	9,1%	0,0%	0,0%	2	0,447
Ik kan er op vertrouwen dat collega's mij helpen wanneer ik dat nodig heb	9,1%	81,8%	0,0%	9,1%	0,0%	2,09	0,701
Ik heb er alle vertrouwen in dat mijn collega's mij altijd eerlijk zullen behandelen	9,1%	72,7%	18,2%	0,0%	0,0%	2,09	0,539

Vertrouwen in leidinggevende	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik heb er alle vertrouwen in dat mijn leidinggevende mij altijd eerlijk zal behandelen	9,1%	72,7%	9,1%	9,1%	0,0%	2,18	0,751
Mijn leidinggevende doet zijn/haar best om zaken ook van mijn kant te bekijken	9,1%	36,4%	45,5%	9,1%	0,0%	2,55	0,82
Ik vertrouw er op dat mijn leidinggevende doet wat hij/zij zegt	9,1%	72,7%	18,2%	0,0%	0,0%	2,09	0,539
Ik kan er op vertrouwen dat mijn leidinggevende mij helpt wanneer ik dat nodig heb	9,1%	54,5%	36,4%	0,0%	0,0%	2,27	0,647

Sociale cohesie	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Teamleden in mijn team hebben onderling een sterke band	9,1%	54,5%	27,3%	9,1%	0,0%	2,36	0,809
Teamleden zijn trots om deel uit te maken van ons team	9,1%	45,5%	45,5%	0,0%	0,0%	2,36	0,674
Wij zijn een hecht team	0,0%	72,7%	27,3%	0,0%	0,0%	2,27	0,467
Er zijn veel persoonlijke conflicten in mijn team	0,0%	0,0%	9,1%	54,5%	36,4%	4,27	0,647
Elk teamlid voelt zich verantwoordelijk voor het behoud en beschermen van ons team	0,0%	63,6%	36,4%	0,0%	0,0%	2,36	0,505

Communicatie met collega's	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Mijn collega's zijn duidelijk in de manier waarop zij communiceren	0,0%	45,5%	45,5%	9,1%	0,0%	2,64	0,674
Ik weet wat ik van mijn collega's kan verwachten	9,1%	54,5%	27,3%	9,1%	0,0%	2,36	0,809
Mijn collega's maken goed duidelijk wat zij van mij verwachten	0,0%	63,3%	36,4%	0,0%	0,0%	2,36	0,505

Communicatie met leidinggevende	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Mijn leidinggevende is duidelijk in de manier waarop hij of zij communiceert	0,0%	63,6%	36,4%	0,0%	0,0%	2,36	0,505
Ik heb dagelijks contact nodig met mijn leidinggevende om mijn werk goed uit te kunnen voeren	0,0%	0,0%	18,2%	63,6%	18,2%	4	0,632
Ik weet wat ik van mijn leidinggevende kan verwachten	0,0%	72,7%	27,3%	0,0%	0,0%	2,27	0,467
Mijn leidinggevende maakt goed duidelijk wat hij of zij van mij verwacht	0,0%	45,5%	54,5%	0,0%	0,0%	2,55	0,522

Mate van virtualiteit	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik heb vrijwel nooit papieren gegevens nodig om mijn werk uit te kunnen voeren	0,0%	9,1%	27,3%	9,1%	54,5%	4,09	1,136
Ik heb vrijwel nooit fysieke bedrijfsmiddelen nodig om mijn werk uit te kunnen voeren	0,0%	36,4%	9,1%	27,3%	27,3%	3,45	1,293
Ik kan gemakkelijk alle informatie vinden die ik nodig heb om mijn werk uit te voeren	0,0%	45,5%	27,3%	27,3%	0,0%	2,82	0,874
Binnen onze organisatie is het normaal om elkaar voor overleg of een vergadering fysiek te ontmoeten	36,4%	54,5%	9,1%	0,0%	0,0%	1,73	0,647

Ik ben altijd en overal bereikbaar	0,0%	54,5%	45,5%	0,0%	0,0%	2,45	0,522
Ik heb altijd toegang tot internet	18,2%	54,5%	18,2%	9,1%	0,0%	2,18	0,874
Ik heb altijd en overal toegang tot het interne bedrijfsnetwerk en belangrijke programma's	9,1%	54,5%	36,4%	0,0%	0,0%	2,64	1,12
Ik kan de agenda's van al mijn collega's inzien en hierin afspraken maken	18,2%	45,5%	18,2%	18,2%	0,0%	2,36	1,027
Ik gebruik een laptop om mijn werkzaamheden uit te voeren	0,0%	0,0%	0,0%	54,5%	45,5%	4,45	0,522
De organisatie staat toe dat ik mijn eigen ICT-middelen kies	0,0%	9,1%	18,2%	27,3%	45,5%	4,09	1,044
Ik maak veel gebruik van de contacten binnen mijn sociale netwerk om kennis op te doen	9,1%	45,5%	27,3%	9,1%	9,1%	2,64	1,12
Onze afdeling werkt digitaal en 'paperless'	0,0%	0,0%	18,2%	36,4%	45,5%	4,27	0,786
We kunnen als afdeling samenwerken op een speciaal daarvoor bedoelde digitale omgeving om informatie te verzamelen	0,0%	0,3%	0,3%	0,2%	0,3%	3,45	1,214
	0,0%	0,0%	0,0%	0,0%	0,0%		

WL-balance (werk op privé)	*(bijna) Nooit*	*Soms*	*Gemiddeld*	*Vaak*	*Altijd*	*Mean*	*S.D.*
Hoe vaak komt het voor dat je thuis prikkelbaar of humeurig bent, omdat je werk veeleisend is?	0,0%	81,8%	18,2%	0,0%	0,0%	2,18	0,405
Hoe vaak komt het voor dat je moeilijk aan je verplichtingen thuis kunt voldoen, omdat je in gedachten steeds met je werk bezig bent?	18,2%	72,7%	9,1%	0,0%	0,0%	1,91	0,539
Hoe vaak komt het voor dat je na een plezierige werkdag/week meer zin hebt om met je partner/gezin/vrienden activiteiten te ondernemen?	0,0%	0,0%	63,6%	36,4%	0,0%	3,36	0,505
Hoe vaak komt het voor dat je zoveel tijd in je werk stopt dat je niet toekomt aan dingen die echt belangrijk voor je zijn?	9,1%	72,7%	18,2%	0,0%	0,0%	2,09	0,539

WL-balance (privé op werk)	*(bijna) Nooit*	*Soms*	*Gemiddeld*	*Vaak*	*Altijd*	*Mean*	*S.D.*
Hoe vaak komt het voor dat je vanwege verplichtingen thuis niet toekomt aan bepaalde zaken op je werk?	54,5%	27,3%	18,2%	0,0%	0,0%	1,64	0,809
Hoe vaak komt het voor dat je je moeilijk kunt concentreren op je werk, omdat je je druk maakt over zaken in je thuissituatie?	27,3%	54,5%	18,2%	0,0%	0,0%	1,91	0,701
Hoe vaak komt het voor dat je prestaties op het werk verminderen door problemen met je partner/gezin/vrienden?	63,6%	27,3%	9,1%	0,0%	0,0%	1,45	0,688

Productiviteit	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik ben in staat om mijn tijd effectief in te delen	9,1%	54,5%	18,2%	18,2%	0,0%	2,45	0,934
Ik werk zeer efficiënt	0,0%	45,5%	36,4%	18,2%	0,0%	2,73	0,786

Klantgerichtheid	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik vind onze organisatie zeer klantgericht	0,0%	54,5%	36,4%	9,1%	0,0%	2,55	0,688
Klachten van een burger worden adequaat afgehandeld	0,0%	45,5%	36,4%	18,2%	0,0%	2,73	0,786
Het is voor burgers duidelijk waar zij naar toe kunnen met vragen en klachten	0,0%	18,2%	36,4%	36,4%	9,1%	3,36	0,924

Betrokkenheid bij organisatie	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik zou de gemeente Losser aanraden aan een vriend(in) wanneer hij/zij op zoek is naar een baan	9,1%	45,5%	36,4%	9,1%	0,0%	2,45	0,82
Ik ben trots dat ik als werknemer deel uit maak van de gemeente Losser	0,0%	45,5%	54,5%	0,0%	0,0%	2,55	0,522
De gemeente Losser is voor mij de beste organisatie om voor te werken	0,0%	27,3%	63,6%	9,1%	0,0%	2,82	0,603
Wanneer ik een job-aanbod krijg van een ander bedrijf, dan overweeg ik dit serieus	0,0%	18,2%	63,6%	18,2%	0,0%	3	0,632

Houding t.o.v. verandering	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik kijk uit naar de verandering naar Het Nieuwe Werken binnen mijn werkomgeving	9,1%	45,5%	36,4%	9,1%	0,0%	2,45	0,82
Wanneer Het Nieuwe Werken start, toon ik nadrukkelijk dat ik het hier niet mee eens ben	0,0%	0,0%	18,2%	72,7%	9,1%	3,91	0,539
Ik ben bereid om mijn collega's te overtuigen van het nut van Het Nieuwe Werken	9,1%	27,3%	54,5%	9,1%	0,0%	2,64	0,809
Ik ben bereid om mij in te zetten zodat Het Nieuwe Werken slaagt	9,1%	54,5%	36,4%	0,0%	0,0%	2,27	0,647
Ik ben bereid om eventuele weerstand tegen Het Nieuwe Werken te overwinnen	0,0%	63,6%	36,4%	0,0%	0,0%	2,36	0,505

Ondersteuning van management	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Mijn leidinggevende luistert naar de bedenkingen die ik heb over Het Nieuwe Werken	0,0%	54,5%	36,4%	9,1%	0,0%	2,55	0,688
Mijn leidinggevende motiveert de afdeling om Het Nieuwe Werken op te nemen	0,0%	90,9%	9,1%	0,0%	0,0%	2,09	0,302
Mijn leidinggevende heeft een positieve houding ten opzichte van Het Nieuwe Werken	0,0%	81,8%	18,2%	0,0%	0,0%	2,18	0,405

Houding t.o.v. HNW	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Wanneer ik geen dagelijkse interactie heb met mijn collega's, zal ik dat erg missen	0,0%	54,5%	18,2%	27,3%	0,0%	2,73	0,905
Door de invoering van Het Nieuwe Werken kan ik flink op mijn reiskosten besparen	18,2%	18,2%	27,3%	18,2%	18,2%	3	1,414
Ik vind het bezwaarlijk om een werkplek te moeten delen	18,2%	36,4%	36,4%	9,1%	0,0%	2,36	0,924
Door de invoering van Het Nieuwe Werken zal de interactie met mijn zakelijke contacten verminderen	0,0%	9,1%	36,4%	54,5%	0,0%	3,45	0,688

Het lijkt mij prettig om zelf te beslissen hoe ik mijn tijd indeel	18,2%	54,5%	27,3%	0,0%	0,0%	2,09	0,701
Door vaker op andere plekken te werken dan op kantoor, bespaar ik nog steeds geen reistijd	18,2%	27,3%	27,3%	27,3%	0,0%	2,64	1,12
Ik heb er geen moeite mee om mijn vaste werkplek te verliezen	0,0%	9,1%	36,4%	36,4%	18,2%	3,64	0,924
Door flexibeler te werken qua plaats en tijd zal ik een betere relatie krijgen met mijn partner/gezin/vrienden	0,0%	9,1%	54,5%	9,1%	27,3%	3,55	1,036
Door de invoering van Het Nieuwe Werken zullen vergaderingen moeilijker in te plannen zijn, omdat iedereen minder op kantoor is	9,1%	36,4%	36,4%	18,2%	0,0%	2,64	0,924
Een voordeel van Het Nieuwe werken is, dat ik kan werken op momenten dat ik het meest productief ben	0,0%	45,5%	36,4%	0,0%	18,2%	2,91	1,136
Het Nieuwe Werken biedt mij de mogelijkheid om mijn tijd beter in te delen	9,1%	45,5%	18,2%	9,1%	18,2%	2,82	1,328
Door de invoering van Het Nieuwe Werken voorzie ik problemen met de toegang tot documentatie	9,1%	9,1%	36,4%	45,5%	0,0%	3,18	0,982
Een flexibelere indeling van mijn werkweek, biedt mij de mogelijkheid om te werken en op hetzelfde moment voor de kinderen zorgen	0,0%	18,2%	54,5%	9,1%	18,2%	3,27	1,009
Het Nieuwe Werken zal de ontwikkeling van mijn carrière negatief beïnvloeden, als gevolg van minder fysieke aanwezigheid op kantoor	0,0%	0,0%	36,4%	45,5%	18,2%	3,82	0,751
Door de invoering van Het Nieuwe Werken zal mijn moraal verbeteren, doordat ik het gevoel heb dat ik als verantwoordelijke professional wordt behandeld	0,0%	18,2%	54,5%	18,2%	9,1%	3,18	0,874
Ik vind het niet erg wanneer de grootte van mijn werkplek wordt verkleind	0,0%	9,1%	27,3%	45,5%	18,2%	3,73	0,905
Ik verwacht dat ik door Het Nieuwe Werken waarschijnlijk zal worden gepasseerd bij een promotie, omdat mijn leidinggevende mij niet vaak genoeg ziet	0,0%	18,2%	9,1%	54,5%	18,2%	3,73	1,009
Het Nieuwe Werken biedt mij de mogelijkheid om de kwaliteit van het werkende leven te verbeteren	0,0%	18,2%	63,6%	18,2%	0,0%	3	0,632

APPENDIX 10: SCORES PER ITEM, MEANS AND STANDARD DEVIATIONS WIZ

WIZ
Voor alle items geldt N=7; items zijn getoetst door gebruik te maken van een 5-punt Likert schaal (1="heel erg mee eens", 5="absoluut niet mee eens").

Flexible workplace	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik heb geen vaste werkplek, ik kan gaan zitten waar ik wil	0,0%	14,3%	0,0%	28,6%	57,1%	4,29	1,113

Concentration	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik vind het moeilijk om me te concentreren op mijn werkplek	0,0%	28,6%	14,3%	42,9%	14,3%	3,43	1,134
Ik ervaar veel auditieve afleiding (geluid, lawaai) op mijn werkplek	0,0%	42,9%	0,0%	42,9%	14,3%	3,29	1,254
Ik ervaar veel visuele afleiding (storende zichtbaarheden) op mijn werkplek	0,0%	0,0%	0,0%	71,4%	28,6%	4,29	0,488
Totaal genomen is mijn werkplek ongeschikt voor de taken die ik uit moet voeren	0,0%	0,0%	28,6%	57,1%	14,3%	3,86	0,69

Flexible working arrangements	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Het lijkt mij prettig om meer flexibel om te kunnen gaan met mijn werktijden	14,3%	14,3%	42,9%	28,6%	0,0%	2,86	1,069

Autonomy	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Mijn werk laat het toe dat ik zelf beslissingen neem	0,0%	100,0%	0,0%	0,0%	0,0%	2	0
Ik heb veel te zeggen over wat er op mijn werk gebeurt	0,0%	42,9%	42,9%	14,3%	0,0%	2,71	0,756
Ik heb weinig vrijheid om te beslissen hoe ik mijn werk doe	0,0%	14,3%	14,3%	71,4%	0,0%	3,57	0,787

Sturen op output	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Mijn leidinggevende rekent mij af op mijn resultaten en niet op mijn aanwezigheid	0,0%	85,7%	14,3%	0,0%	0,0%	2,14	0,378

Vertrouwen in collega's	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik vertrouw er op dat mijn collega's doen wat zij zeggen	0,0%	100,0%	0,0%	0,0%	0,0%	2	0
Ik kan er op vertrouwen dat collega's mij helpen wanneer ik dat nodig heb	14,3%	71,4%	14,3%	0,0%	0,0%	0	0,577
Ik heb er alle vertrouwen in dat mijn collega's mij altijd eerlijk zullen behandelen	14,3%	57,1%	28,6%	0,0%	0,0%	2,14	0,69

Vertrouwen in leidinggevende	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik heb er alle vertrouwen in dat mijn leidinggevende mij altijd eerlijk zal behandelen	28,6%	42,9%	14,3%	14,3%	0,0%	2,14	1,069
Mijn leidinggevende doet zijn/haar best om zaken ook van mijn kant te bekijken	0,0%	85,7%	0,0%	14,3%	0,0%	2,29	0,756
Ik vertrouw er op dat mijn leidinggevende doet wat hij/zij zegt	14,3%	85,7%	0,0%	0,0%	0,0%	1,86	0,378
Ik kan er op vertrouwen dat mijn leidinggevende mij helpt wanneer ik dat nodig heb	28,6%	42,9%	14,3%	14,3%	0,0%	2,14	1,069

Sociale cohesie	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Teamleden in mijn team hebben onderling een sterke band	14,3%	42,9%	14,3%	28,6%	0,0%	2,57	1,134
Teamleden zijn trots om deel uit te maken van ons team	14,3%	28,6%	28,6%	28,6%	0,0%	2,71	1,113
Wij zijn een hecht team	14,3%	14,4%	57,1%	14,3%	0,0%	2,71	0,951
Er zijn veel persoonlijke conflicten in mijn team	0,0%	14,3%	42,9%	42,9%	0,0%	3,29	0,756
Elk teamlid voelt zich verantwoordelijk voor het behoud en beschermen van ons team	0,0%	28,6%	71,4%	0,0%	0,0%	2,71	0,488

Communicatie met collega's	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Mijn collega's zijn duidelijk in de manier waarop zij communiceren	14,3%	57,1%	14,3%	14,3%	0,0%	2,29	0,951
Ik weet wat ik van mijn collega's kan verwachten	14,3%	57,1%	14,3%	14,3%	0,0%	2,29	0,951
Mijn collega's maken goed duidelijk wat zij van mij verwachten	0,0%	57,1%	28,6%	14,3%	0,0%	2,57	0,787

Communicatie met leidinggevende	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Mijn leidinggevende is duidelijk in de manier waarop hij of zij communiceert	14,3%	57,1%	0,0%	28,6%	0,0%	2,43	1,134
Ik heb dagelijks contact nodig met mijn leidinggevende om mijn werk goed uit te kunnen voeren	0,0%	14,3%	0,0%	57,1%	28,6%	4	1
Ik weet wat ik van mijn leidinggevende kan verwachten	0,0%	42,9%	28,6%	28,6%	0,0%	2,86	0,9
Mijn leidinggevende maakt goed duidelijk wat hij of zij van mij verwacht	14,3%	28,6%	0,0%	57,1%	0,0%	3	1,291

Mate van virtualiteit	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik heb vrijwel nooit papieren gegevens nodig om mijn werk uit te kunnen voeren	0,0%	0,0%	14,3%	71,4%	14,3%	3,86	0,9
Ik heb vrijwel nooit fysieke bedrijfsmiddelen nodig om mijn werk uit te kunnen voeren	0,0%	57,1%	28,6%	14,3%	0,0%	2,57	0,787
Ik kan gemakkelijk alle informatie vinden die ik nodig heb om mijn werk uit te voeren	0,0%	57,1%	28,6%	14,3%	0,0%	2,43	0,787

Binnen onze organisatie is het normaal om elkaar voor overleg of een vergadering fysiek te ontmoeten	0,0%	85,7%	0,0%	14,3%	0,0%	2,29	0,756
Ik ben altijd en overal bereikbaar	0,0%	14,3%	42,9%	42,9%	0,0%	3,29	0,756
Ik heb altijd toegang tot internet	14,3%	71,4%	14,3%	0,0%	0,0%	2	0,577
Ik heb altijd en overal toegang tot het interne bedrijfsnetwerk en belangrijke programma's	0,0%	28,6%	28,6%	42,9%	0,0%	3,14	0,9
Ik kan de agenda's van al mijn collega's inzien en hierin afspraken maken	0,0%	0,0%	28,6%	57,1%	14,3%	3,86	0,69
Ik gebruik een laptop om mijn werkzaamheden uit te voeren	0,0%	0,0%	0,0%	42,9%	57,1%	4,57	0,535
De organisatie staat toe dat ik mijn eigen ICT-middelen kies	0,0%	0,0%	0,0%	71,4%	28,6%	4,29	0,488
Ik maak veel gebruik van de contacten binnen mijn sociale netwerk om kennis op te doen	0,0%	57,1%	14,3%	28,6%	0,0%	2,71	0,951
Onze afdeling werkt digitaal en 'paperless'	0,0%	0,0%	14,3%	57,1%	28,6%	4,14	0,69
We kunnen als afdeling samenwerken op een speciaal daarvoor bedoelde digitale omgeving om informatie te verzamelen	0%	0%	29%	57%	14%	3,57	1,134

WL-balance (werk op privé)	*(bijna) Nooit*	*Soms*	*Gemiddeld*	*Vaak*	*Altijd*	*Mean*	*S.D.*
Hoe vaak komt het voor dat je thuis prikkelbaar of humeurig bent, omdat je werk veeleisend is?	14,3%	85,7%	0,0%	0,0%	0,0%	1,86	0,378
Hoe vaak komt het voor dat je moeilijk aan je verplichtingen thuis kunt voldoen, omdat je in gedachten steeds met je werk bezig bent?	14,3%	71,4%	14,3%	0,0%	0,0%	2	0,577
Hoe vaak komt het voor dat je na een plezierige werkdag/week meer zin hebt om met je partner/gezin/vrienden activiteiten te ondernemen?	0,0%	14,3%	71,4%	14,3%	0,0%	2,71	0,951
Hoe vaak komt het voor dat je zoveel tijd in je werk stopt dat je niet toekomt aan dingen die echt belangrijk voor je zijn?	14,3%	71,4%	0,0%	14,3%	0,0%	2	0

WL-balance (privé op werk)	*(bijna) Nooit*	*Soms*	*Gemiddeld*	*Vaak*	*Altijd*	*Mean*	*S.D.*
Hoe vaak komt het voor dat je vanwege verplichtingen thuis niet toekomt aan bepaalde zaken op je werk?	85,0%	14,3%	0,0%	0,0%	0,0%	1,14	0,378
Hoe vaak komt het voor dat je je moeilijk kunt concentreren op je werk, omdat je je druk maakt over zaken in je thuissituatie?	85,7%	14,3%	0,0%	0,0%	0,0%	1,14	0,378
Hoe vaak komt het voor dat je prestaties op het werk verminderen door problemen met je partner/gezin/vrienden?	85,7%	14,3%	0,0%	0,0%	0,0%	1,14	0,378

Productiviteit	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik ben in staat om mijn tijd effectief in te delen	0,0%	57,1%	42,9%	0,0%	0,0%	2,43	0,535
Ik werk zeer efficiënt	0,0%	42,9%	42,9%	14,3%	0,0%	2,71	0,756

Klantgerichtheid	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik vind onze organisatie zeer klantgericht	0,0%	71,4%	14,3%	14,3%	0,0%	2,43	0,787
Klachten van een burger worden adequaat afgehandeld	14,3%	57,1%	28,6%	0,0%	0,0%	2,14	0,69
Het is voor burgers duidelijk waar zij naar toe kunnen met vragen en klachten	14,3%	57,1%	28,6%	0,0%	0,0%	2,14	0,69

Betrokkenheid bij organisatie	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik zou de gemeente Losser aanraden aan een vriend(in) wanneer hij/zij op zoek is naar een baan	14,3%	14,3%	14,3%	57,1%	0,0%	3,14	1,215
Ik ben trots dat ik als werknemer deel uit maak van de gemeente Losser	14,3%	28,6%	28,6%	28,6%	0,0%	2,71	1,113
De gemeente Losser is voor mij de beste organisatie om voor te werken	14,3%	14,3%	42,9%	28,6%	0,0%	2,86	1,069
Wanneer ik een job-aanbod krijg van een ander bedrijf, dan overweeg ik dit serieus	0,0%	57,1%	42,9%	0,0%	0,0%	2,43	0,535

Houding t.o.v. verandering	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik kijk uit naar de verandering naar Het Nieuwe Werken binnen mijn werkomgeving	0,0%	57,1%	42,9%	0,0%	0,0%	2,43	0,535
Wanneer Het Nieuwe Werken start, toon ik nadrukkelijk dat ik het hier niet mee eens ben	0,0%	14,3%	28,6%	42,9%	14,3%	3,57	0,976
Ik ben bereid om mijn collega's te overtuigen van het nut van Het Nieuwe Werken	0,0%	42,9%	57,1%	0,0%	0,0%	2,57	0,535
Ik ben bereid om mij in te zetten zodat Het Nieuwe Werken slaagt	14,3%	71,4%	14,3%	0,0%	0,0%	2	0,577
Ik ben bereid om eventuele weerstand tegen Het Nieuwe Werken te overwinnen	0,0%	57,1%	42,9%	0,0%	0,0%	2,43	0,535

Ondersteuning van management	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Mijn leidinggevende luistert naar de bedenkingen die ik heb over Het Nieuwe Werken	0,0%	42,9%	42,9%	14,3%	0,0%	2,71	0,756
Mijn leidinggevende motiveert de afdeling om Het Nieuwe Werken op te nemen	0,0%	42,9%	42,9%	14,3%	0,0%	2,71	0,756
Mijn leidinggevende heeft een positieve houding ten opzichte van Het Nieuwe Werken	0,0%	42,9%	42,9%	14,3%	0,0%	2,71	0,756

Houding t.o.v. HNW	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Wanneer ik geen dagelijkse interactie heb met mijn collega's, zal ik dat erg missen	28,6%	14,3%	28,6%	28,6%	0,0%	2,57	1,272
Door de invoering van Het Nieuwe Werken kan ik flink op mijn reiskosten besparen	0,0%	42,9%	28,6%	14,3%	14,3%	3	1,155
Ik vind het bezwaarlijk om een werkplek te moeten delen	14,3%	14,3%	28,6%	42,9%	0,0%	3	1,155
Door de invoering van Het Nieuwe Werken zal de interactie met mijn zakelijke contacten verminderen	0,0%	0,0%	28,6%	71,4%	0,0%	3,71	0,488

Het lijkt mij prettig om zelf te beslissen hoe ik mijn tijd indeel	0,1%	0,7%	0,0%	0,1%	0,0%	2,14	0,9
Door vaker op andere plekken te werken dan op kantoor, bespaar ik nog steeds geen reistijd	14,3%	14,3%	28,6%	28,6%	14,3%	3,14	1,345
Ik heb er geen moeite mee om mijn vaste werkplek te verliezen	0,0%	28,6%	28,6%	14,3%	28,6%	3,43	1,272
Door flexibeler te werken qua plaats en tijd zal ik een betere relatie krijgen met mijn partner/gezin/vrienden	0,0%	28,6%	42,9%	14,3%	14,3%	3,14	1,069
Door de invoering van Het Nieuwe Werken zullen vergaderingen moeilijker in te plannen zijn, omdat iedereen minder op kantoor is	0,0%	85,7%	0,0%	14,3%	0,0%	2,29	0,756
Een voordeel van Het Nieuwe werken is, dat ik kan werken op momenten dat ik het meest productief ben	0,0%	71,4%	14,3%	14,3%	0,0%	2,43	0,787
Het Nieuwe Werken biedt mij de mogelijkheid om mijn tijd beter in te delen	0,0%	42,9%	28,6%	28,6%	0,0%	2,86	0,9
Door de invoering van Het Nieuwe Werken voorzie ik problemen met de toegang tot documentatie	14,3%	42,9%	14,3%	28,6%	0,0%	2,57	1,134
Een flexibelere indeling van mijn werkweek, biedt mij de mogelijkheid om te werken en op hetzelfde moment voor de kinderen zorgen	0,0%	28,6%	28,6%	28,6%	14,3%	3,29	1,113
Het Nieuwe Werken zal de ontwikkeling van mijn carrière negatief beïnvloeden, als gevolg van minder fysieke aanwezigheid op kantoor	0,0%	14,3%	28,6%	57,1%	0,0%	3,43	0,787
Door de invoering van Het Nieuwe Werken zal mijn moraal verbeteren, doordat ik het gevoel heb dat ik als verantwoordelijke professional wordt behandeld	0,0%	14,3%	42,9%	42,9%	0,0%	3,29	0,756
Ik vind het niet erg wanneer de grootte van mijn werkplek wordt verkleind	0,0%	28,6%	42,9%	14,3%	14,3%	3,14	1,069
Ik verwacht dat ik door Het Nieuwe Werken waarschijnlijk zal worden gepasseerd bij een promotie, omdat mijn leidinggevende mij niet vaak genoeg ziet	0,0%	14,3%	42,9%	42,9%	0,0%	42,9	0,756
Het Nieuwe Werken biedt mij de mogelijkheid om de kwaliteit van het werkende leven te verbeteren	0,0%	57,1%	42,9%	0,0%	0,0%	2,43	0,535

APPENDIX 11: SCORES PER ITEM, MEANS AND STANDARD DEVIATIONS VVH

VVH
Voor alle items geldt N=13; items zijn getoetst door gebruik te maken van een 5-punt Likert schaal (1="heel erg mee eens", 5="absoluut niet mee eens").

Flexible workplace	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik heb geen vaste werkplek, ik kan gaan zitten waar ik wil	0,0%	0,0%	0,0%	46,2%	53,8%	4,54	0,519

Concentration	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik vind het moeilijk om me te concentreren op mijn werkplek	0,0%	15,4%	46,2%	30,8%	7,7%	3,31	0,855
Ik ervaar veel auditieve afleiding (geluid, lawaai) op mijn werkplek	7,7%	38,5%	15,4%	23,1%	15,4%	3	1,291
Ik ervaar veel visuele afleiding (storende zichtbaarheden) op mijn werkplek	0,0%	7,0%	23,1%	46,2%	23,1%	3,85	0,899
Totaal genomen is mijn werkplek ongeschikt voor de taken die ik uit moet voeren	0,0%	7,7%	15,4%	53,8%	23,1%	3,92	0,862

Flexible working arrangements	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Het lijkt mij prettig om meer flexibel om te kunnen gaan met mijn werktijden	15,4%	30,8%	46,2%	7,7%	0,0%	2,46	0,877

Autonomy	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Mijn werk laat het toe dat ik zelf beslissingen neem	15,4%	69,2%	15,4%	0,0%	0,0%	2	0,577
Ik heb veel te zeggen over wat er op mijn werk gebeurt	0,0%	53,8%	30,8%	15,4%	0,0%	2,62	0,768
Ik heb weinig vrijheid om te beslissen hoe ik mijn werk doe	0,0%	15,4%	15,4%	61,5%	7,7%	3,62	0,87

Sturen op output	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Mijn leidinggevende rekent mij af op mijn resultaten en niet op mijn aanwezigheid	7,7%	30,8%	30,8%	30,8%	0,0%	2,85	0,987

Vertrouwen in collega's	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik vertrouw er op dat mijn collega's doen wat zij zeggen	15,4%	53,8%	23,1%	7,7%	0,0%	2,23	0,832
Ik kan er op vertrouwen dat collega's mij helpen wanneer ik dat nodig heb	15,4%	46,2%	38,5%	0,0%	0,0%	2,23	0,725
Ik heb er alle vertrouwen in dat mijn collega's mij altijd eerlijk zullen behandelen	15,4%	30,8%	53,8%	0,0%	0,0%	2,38	0,768

Vertrouwen in leidinggevende	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik heb er alle vertrouwen in dat mijn leidinggevende mij altijd eerlijk zal behandelen	30,8%	53,8%	15,4%	0,0%	0,0%	1,85	0,689
Mijn leidinggevende doet zijn/haar best om zaken ook van mijn kant te bekijken	30,8%	38,5%	30,8%	0,0%	0,0%	2	0,816
Ik vertrouw er op dat mijn leidinggevende doet wat hij/zij zegt	30,8%	53,8%	15,4%	0,0%	0,0%	1,85	0,689
Ik kan er op vertrouwen dat mijn leidinggevende mij helpt wanneer ik dat nodig heb	30,8%	53,8%	15,4%	0,0%	0,0%	1,85	0,689

Sociale cohesie	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Teamleden in mijn team hebben onderling een sterke band	0,0%	53,8%	30,8%	15,4%	0,0%	2,62	0,768
Teamleden zijn trots om deel uit te maken van ons team	0,0%	46,2%	46,2%	7,7%	0,0%	2,62	0,65
Wij zijn een hecht team	0,0%	46,2%	46,2%	7,7%	0,0%	2,62	0,65
Er zijn veel persoonlijke conflicten in mijn team	0,0%	0,0%	38,5%	38,5%	23,1%	3,85	0,801
Elk teamlid voelt zich verantwoordelijk voor het behoud en beschermen van ons team	0,0%	23,1%	76,9%	0,0%	0,0%	2,77	0,439

Communicatie met collega's	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Mijn collega's zijn duidelijk in de manier waarop zij communiceren	0,0%	30,8%	46,2%	23,1%	0,0%	2,92	0,76
Ik weet wat ik van mijn collega's kan verwachten	0,0%	69,2%	23,1%	7,7%	0,0%	2,38	0,65
Mijn collega's maken goed duidelijk wat zij van mij verwachten	0,0%	53,8%	38,5%	7,7%	0,0%	2,54	0,66

Communicatie met leidinggevende	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Mijn leidinggevende is duidelijk in de manier waarop hij of zij communiceert	7,7%	84,6%	7,7%	0,0%	0,0%	2	0,408
Ik heb dagelijks contact nodig met mijn leidinggevende om mijn werk goed uit te kunnen voeren	0,0%	7,7%	15,4%	61,5%	15,4%	3,85	0,801
Ik weet wat ik van mijn leidinggevende kan verwachten	7,7%	76,9%	15,4%	0,0%	0,0%	2,08	0,494
Mijn leidinggevende maakt goed duidelijk wat hij of zij van mij verwacht	7,7%	69,2%	23,1%	0,0%	0,0%	2,15	0,555

Mate van virtualiteit	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik heb vrijwel nooit papieren gegevens nodig om mijn werk uit te kunnen voeren	0,0%	15,4%	23,1%	38,5%	23,1%	3,69	1,032
Ik heb vrijwel nooit fysieke bedrijfsmiddelen nodig om mijn werk uit te kunnen voeren	7,7%	15,4%	15,4%	53,8%	7,7%	3,38	1,121
Ik kan gemakkelijk alle informatie vinden die ik nodig heb om mijn werk uit te voeren	15,4%	61,5%	15,4%	7,7%	0,0%	2,15	0,801

Binnen onze organisatie is het normaal om elkaar voor overleg of een vergadering fysiek te ontmoeten	15,4%	61,5%	23,1%	0,0%	0,0%	2,08	0,641
Ik ben altijd en overal bereikbaar	0,0%	15,4%	61,5%	23,1%	0,0%	2,62	0,87
Ik heb altijd toegang tot internet	23,1%	53,8%	7,7%	15,4%	0,0%	2,15	0,987
Ik heb altijd en overal toegang tot het interne bedrijfsnetwerk en belangrijke programma's	0,0%	30,8%	23,1%	30,8%	15,4%	3,31	1,109
Ik kan de agenda's van al mijn collega's inzien en hierin afspraken maken	7,7%	38,5%	15,4%	30,8%	7,7%	2,92	1,188
Ik gebruik een laptop om mijn werkzaamheden uit te voeren	0,0%	0,0%	7,7%	53,8%	38,5%	4,31	0,63
De organisatie staat toe dat ik mijn eigen ICT-middelen kies	0,0%	0,0%	7,7%	46,2%	46,2%	4,38	0,65
Ik maak veel gebruik van de contacten binnen mijn sociale netwerk om kennis op te doen	7,7%	76,9%	15,4%	0,0%	0,0%	2,08	0,494
Onze afdeling werkt digitaal en 'paperless'	0,0%	7,7%	7,7%	46,2%	38,5%	4,15	0,899
We kunnen als afdeling samenwerken op een speciaal daarvoor bedoelde digitale omgeving om informatie te verzamelen	7,7%	15,4%	30,8%	46,2%	0,0%	3,15	0,987

WL-balance (werk op privé)	*(bijna) Nooit*	*Soms*	*Gemiddeld*	*Vaak*	*Altijd*	*Mean*	*S.D.*
Hoe vaak komt het voor dat je thuis prikkelbaar of humeurig bent, omdat je werk veeleisend is?	30,8%	53,8%	15,4%	0,0%	0,0%	1,85	0,689
Hoe vaak komt het voor dat je moeilijk aan je verplichtingen thuis kunt voldoen, omdat je in gedachten steeds met je werk bezig bent?	53,8%	30,8%	7,7%	7,7%	0,0%	1,69	0,947
Hoe vaak komt het voor dat je na een plezierige werkdag/week meer zin hebt om met je partner/gezin/vrienden activiteiten te ondernemen?	15,4%	0,0%	61,5%	15,4%	7,7%	3	1,08
Hoe vaak komt het voor dat je zoveel tijd in je werk stopt dat je niet toekomt aan dingen die echt belangrijk voor je zijn?	23,1%	23,1%	0,0%	7,7%	0,0%	1,92	0,76

WL-balance (privé op werk)	*(bijna) Nooit*	*Soms*	*Gemiddeld*	*Vaak*	*Altijd*	*Mean*	*S.D.*
Hoe vaak komt het voor dat je vanwege verplichtingen thuis niet toekomt aan bepaalde zaken op je werk?	76,9%	23,1%	0,0%	0,0%	0,0%	1,23	0,439
Hoe vaak komt het voor dat je je moeilijk kunt concentreren op je werk, omdat je je druk maakt over zaken in je thuissituatie?	46,2%	46,2%	7,7%	0,0%	0,0%	1,62	0,65
Hoe vaak komt het voor dat je prestaties op het werk verminderen door problemen met je partner/gezin/vrienden?	69,2%	23,1%	7,7%	0,0%	0,0%	1,38	0,65

Productiviteit	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik ben in staat om mijn tijd effectief in te delen	15,4%	69,2%	7,7%	0,0%	7,7%	2,15	0,987
Ik werk zeer efficiënt	0,0%	53,8%	38,5%	7,0%	0,0%	2,54	0,66

Klantgerichtheid	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik vind onze organisatie zeer klantgericht	7,7%	46,2%	38,5%	7,7%	0,0%	2,46	0,776
Klachten van een burger worden adequaat afgehandeld	0,0%	30,8%	46,2%	7,7%	15,4%	3,08	1,038
Het is voor burgers duidelijk waar zij naar toe kunnen met vragen en klachten	0,0%	23,1%	61,5%	0,0%	15,4%	3,08	0,954

Betrokkenheid bij organisatie	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik zou de gemeente Losser aanraden aan een vriend(in) wanneer hij/zij op zoek is naar een baan	0,0%	46,2%	46,2%	7,7%	0,0%	2,62	0,65
Ik ben trots dat ik als werknemer deel uit maak van de gemeente Losser	7,7%	46,2%	46,2%	0,0%	0,0%	2,38	0,65
De gemeente Losser is voor mij de beste organisatie om voor te werken	0,0%	7,7%	46,2%	46,2%	0,0%	2,85	0,555
Wanneer ik een job-aanbod krijg van een ander bedrijf, dan overweeg ik dit serieus	7,7%	46,2%	46,2%	0,0%	0,0%	2,38	0,65

Houding t.o.v. verandering	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik kijk uit naar de verandering naar Het Nieuwe Werken binnen mijn werkomgeving	15,4%	23,1%	53,8%	7,7%	0,0%	2,54	0,877
Wanneer Het Nieuwe Werken start, toon ik nadrukkelijk dat ik het hier niet mee eens ben	0,0%	0,0%	30,8%	46,2%	23,1%	3,92	0,76
Ik ben bereid om mijn collega's te overtuigen van het nut van Het Nieuwe Werken	7,7%	30,8%	53,8%	7,7%	0,0%	2,62	0,768
Ik ben bereid om mij in te zetten zodat Het Nieuwe Werken slaagt	7,7%	76,9%	15,4%	0,0%	0,0%	2,08	0,494
Ik ben bereid om eventuele weerstand tegen Het Nieuwe Werken te overwinnen	7,7%	76,9%	15,4%	0,0%	0,0%	2,08	0,494

Ondersteuning van management	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Mijn leidinggevende luistert naar de bedenkingen die ik heb over Het Nieuwe Werken	0,0%	30,8%	69,2%	0,0%	0,0%	2,69	0,48
Mijn leidinggevende motiveert de afdeling om Het Nieuwe Werken op te nemen	0,0%	15,4%	76,9%	7,7%	0,0%	2,92	0,494
Mijn leidinggevende heeft een positieve houding ten opzichte van Het Nieuwe Werken	0,0%	23,1%	76,9%	0,0%	0,0%	2,77	0,439

Houding t.o.v. HNW	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Wanneer ik geen dagelijkse interactie heb met mijn collega's, zal ik dat erg missen	38,5%	7,7%	23,1%	30,8%	0,0%	2,46	1,33
Door de invoering van Het Nieuwe Werken kan ik flink op mijn reiskosten besparen	15,4%	15,4%	30,8%	30,8%	7,7%	3	1,225
Ik vind het bezwaarlijk om een werkplek te moeten delen	7,7%	46,2%	30,8%	15,4%	0,0%	2,54	0,877
Door de invoering van Het Nieuwe Werken zal de interactie met mijn zakelijke contacten verminderen	7,7%	23,1%	15,4%	46,2%	7,7%	3,23	1,166

Het lijkt mij prettig om zelf te beslissen hoe ik mijn tijd indeel	15,4%	23,1%	46,2%	7,7%	7,7%	2,69	1,109
Door vaker op andere plekken te werken dan op kantoor, bespaar ik nog steeds geen reistijd	7,7%	38,5%	23,1%	30,8%	0,0%	2,77	1,013
Ik heb er geen moeite mee om mijn vaste werkplek te verliezen	0,0%	7,7%	30,8%	53,8%	7,7%	3,62	0,768
Door flexibeler te werken qua plaats en tijd zal ik een betere relatie krijgen met mijn partner/gezin/vrienden	7,7%	15,4%	38,5%	15,4%	23,1%	3,31	1,251
Door de invoering van Het Nieuwe Werken zullen vergaderingen moeilijker in te plannen zijn, omdat iedereen minder op kantoor is	7,7%	61,5%	7,7%	23,1%	0,0%	2,46	0,967
Een voordeel van Het Nieuwe werken is, dat ik kan werken op momenten dat ik het meest productief ben	7,7%	46,2%	38,5%	7,7%	0,0%	2,46	0,776
Het Nieuwe Werken biedt mij de mogelijkheid om mijn tijd beter in te delen	15,4%	30,8%	53,8%	0,0%	0,0%	2,38	0,768
Door de invoering van Het Nieuwe Werken voorzie ik problemen met de toegang tot documentatie	7,7%	30,8%	38,5%	23,1%	0,0%	2,77	0,927
Een flexibelere indeling van mijn werkweek, biedt mij de mogelijkheid om te werken en op hetzelfde moment voor de kinderen zorgen	23,1%	7,7%	30,8%	23,1%	15,4%	3	1,414
Het Nieuwe Werken zal de ontwikkeling van mijn carrière negatief beïnvloeden, als gevolg van minder fysieke aanwezigheid op kantoor	0,0%	23,1%	38,5%	23,1%	15,4%	3,31	1,032
Door de invoering van Het Nieuwe Werken zal mijn moraal verbeteren, doordat ik het gevoel heb dat ik als verantwoordelijke professional wordt behandeld	0,0%	15,4%	61,5%	15,4%	7,7%	3,15	0,801
Ik vind het niet erg wanneer de grootte van mijn werkplek wordt verkleind	0,0%	23,1%	23,1%	23,1%	30,8%	3,62	1,193
Ik verwacht dat ik door Het Nieuwe Werken waarschijnlijk zal worden gepasseerd bij een promotie, omdat mijn leidinggevende mij niet vaak genoeg ziet	0,0%	15,4%	53,8%	7,7%	23,1%	3,38	1,044
Het Nieuwe Werken biedt mij de mogelijkheid om de kwaliteit van het werkende leven te verbeteren	0,0%	15,4%	61,5%	15,4%	7,7%	3,15	0,801

APPENDIX 12: SCORES PER ITEM, MEANS AND STANDARD DEVIATIONS ENSCHEDE

ENSCHEDE
Voor alle items geldt N=12; items zijn getoetst door gebruik te maken van een 5-punt Likert schaal (1="heel erg mee eens", 5="absoluut niet mee eens").

Flexible workplace	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik heb geen vaste werkplek, ik kan gaan zitten waar ik wil	16,7%	8,3%	8,3%	33,3%	33,3%	3,58	1,505

Concentration	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik vind het moeilijk om me te concentreren op mijn werkplek	0,0%	16,7%	33,3%	33,3%	16,7%	3,5	1
Ik ervaar veel auditieve afleiding (geluid, lawaai) op mijn werkplek	0,0%	16,7%	25,0%	33,0%	25,0%	3,67	1,073
Ik ervaar veel visuele afleiding (storende zichtbaarheden) op mijn werkplek	0,0%	16,7%	8,3%	41,7%	33,3%	3,92	1,084
Totaal genomen is mijn werkplek ongeschikt voor de taken die ik uit moet voeren	0,0%	8,3%	0,0%	41,7%	50,0%	4,33	0,888

Flexible working arrangements	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Het lijkt mij prettig om meer flexibel om te kunnen gaan met mijn werktijden	41,7%	33,3%	8,3%	16,7%	0,0%	2	1,128

Autonomy	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Mijn werk laat het toe dat ik zelf beslissingen neem	8,3%	8,3%	75,0%	8,3%	0,0%	2,17	0,718
Ik heb veel te zeggen over wat er op mijn werk gebeurt	0,0%	66,7%	25,0%	0,0%	8,3%	2,5	0,905
Ik heb weinig vrijheid om te beslissen hoe ik mijn werk doe	0,0%	8,3%	0,0%	83,3%	8,3%	3,92	0,669

Sturen op output	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Mijn leidinggevende rekent mij af op mijn resultaten en niet op mijn aanwezigheid	16,7%	25,0%	33,3%	25,0%	0,0%	2,67	1,073

Vertrouwen in collega's	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik vertrouw er op dat mijn collega's doen wat zij zeggen	17%	58%	25%	0%	0%	2,08	0,669
Ik kan er op vertrouwen dat collega's mij helpen wanneer ik dat nodig heb	17%	75%	8%	0%	0%	1,92	0,515
Ik heb er alle vertrouwen in dat mijn collega's mij altijd eerlijk zullen behandelen	17%	83%	0%	0%	0%	1,83	0,389

Vertrouwen in leidinggevende	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik heb er alle vertrouwen in dat mijn leidinggevende mij altijd eerlijk zal behandelen	16,7%	66,7%	16,7%	0,0%	0,0%	2	0,603
Mijn leidinggevende doet zijn/haar best om zaken ook van mijn kant te bekijken	16,7%	58,3%	25,0%	0,0%	0,0%	2,08	0,669
Ik vertrouw er op dat mijn leidinggevende doet wat hij/zij zegt	16,7%	66,7%	16,7%	0,0%	0,0%	2	0,603
Ik kan er op vertrouwen dat mijn leidinggevende mij helpt wanneer ik dat nodig heb	8,3%	75,0%	16,7%	0,0%	0,0%	2,08	0,515

Sociale cohesie	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Teamleden in mijn team hebben onderling een sterke band	8,3%	58,3%	33,3%	0,0%	0,0%	2,25	0,622
Teamleden zijn trots om deel uit te maken van ons team	16,7%	58,3%	25,0%	0,0%	0,0%	2,08	0,669
Wij zijn een hecht team	8,3%	58,3%	16,7%	16,7%	0,0%	2,42	0,9
Er zijn veel persoonlijke conflicten in mijn team	0,0%	0,0%	0,0%	66,7%	33,3%	4,33	0,492
Elk teamlid voelt zich verantwoordelijk voor het behoud en beschermen van ons team	8,3%	50,0%	33,3%	8,3%	0,0%	2,42	0,793

Communicatie met collega's	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Mijn collega's zijn duidelijk in de manier waarop zij communiceren	8,3%	66,7%	25,0%	0,0%	0,0%	2,17	0,577
Ik weet wat ik van mijn collega's kan verwachten	8,3%	75,0%	16,7%	0,0%	0,0%	2,08	0,515
Mijn collega's maken goed duidelijk wat zij van mij verwachten	8,3%	50,0%	41,7%	0,0%	0,0%	2,33	0,651

Communicatie met leidinggevende	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Mijn leidinggevende is duidelijk in de manier waarop hij of zij communiceert	8,3%	50,0%	41,7%	0,0%	0,0%	2,33	0,651
Ik heb dagelijks contact nodig met mijn leidinggevende om mijn werk goed uit te kunnen voeren	0,0%	0,0%	16,7%	50,0%	33,3%	4,17	0,718
Ik weet wat ik van mijn leidinggevende kan verwachten	16,7%	41,7%	8,3%	33,3%	0,0%	2,58	1,165
Mijn leidinggevende maakt goed duidelijk wat hij of zij van mij verwacht	8,3%	58,3%	16,7%	16,7%	0,0%	2,42	0,9

Mate van virtualiteit	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik heb vrijwel nooit papieren gegevens nodig om mijn werk uit te kunnen voeren	0,0%	8,3%	8,3%	58,3%	25,0%	4	0,853
Ik heb vrijwel nooit fysieke bedrijfsmiddelen nodig om mijn werk uit te kunnen voeren	0,0%	8,3%	8,3%	66,7%	16,7%	3,92	0,793
Ik kan gemakkelijk alle informatie vinden die ik nodig heb om mijn werk uit te voeren	0,0%	25,0%	25,0%	50,0%	0,0%	3,25	0,866

Binnen onze organisatie is het normaal om elkaar voor overleg of een vergadering fysiek te ontmoeten	16,7%	58,3%	16,7%	8,3%	0,0%	2,17	0,835
Ik ben altijd en overal bereikbaar	0,0%	83,3%	8,3%	8,3%	0,0%	2,25	0,622
Ik heb altijd toegang tot internet	25,0%	66,7%	0,0%	8,3%	0,0%	1,92	0,793
Ik heb altijd en overal toegang tot het interne bedrijfsnetwerk en belangrijke programma's	16,7%	50,0%	16,7%	16,7%	0,0%	2,33	0,985
Ik kan de agenda's van al mijn collega's inzien en hierin afspraken maken	0,0%	41,7%	16,7%	33,3%	8,3%	3,08	1,084
Ik gebruik een laptop om mijn werkzaamheden uit te voeren	0,0%	8,3%	0,0%	41,7%	50,0%	4,33	0,888
De organisatie staat toe dat ik mijn eigen ICT-middelen kies	0,0%	25,0%	16,7%	25,0%	33,3%	3,67	1,231
Ik maak veel gebruik van de contacten binnen mijn sociale netwerk om kennis op te doen	0,0%	41,7%	33,3%	25,0%	0,0%	2,83	0,835
Onze afdeling werkt digitaal en 'paperless'	0,0%	8,3%	8,3%	41,7%	41,7%	4,17	0,937
We kunnen als afdeling samenwerken op een speciaal daarvoor bedoelde digitale omgeving om informatie te verzamelen	0,0%	41,7%	25,0%	16,7%	16,7%	3,08	1,165

WL-balance (werk op privé)	*(bijna) Nooit*	*Soms*	*Gemiddeld*	*Vaak*	*Altijd*	*Mean*	*S.D.*
Hoe vaak komt het voor dat je thuis prikkelbaar of humeurig bent, omdat je werk veeleisend is?	41,7%	41,7%	16,7%	0,0%	0,0%	1,75	0,754
Hoe vaak komt het voor dat je moeilijk aan je verplichtingen thuis kunt voldoen, omdat je in gedachten steeds met je werk bezig bent?	50,0%	25,0%	25,0%	0,0%	0,0%	1,75	0,866
Hoe vaak komt het voor dat je na een plezierige werkdag/week meer zin hebt om met je partner/gezin/vrienden activiteiten te ondernemen?	8,3%	33,3%	41,7%	16,7%	0,0%	2,67	0,888
Hoe vaak komt het voor dat je zoveel tijd in je werk stopt dat je niet toekomt aan dingen die echt belangrijk voor je zijn?	50,0%	25,0%	16,7%	8,3%	0,0%	1,83	1,03

WL-balance (privé op werk)	*(bijna) Nooit*	*Soms*	*Gemiddeld*	*Vaak*	*Altijd*	*Mean*	*S.D.*
Hoe vaak komt het voor dat je vanwege verplichtingen thuis niet toekomt aan bepaalde zaken op je werk?	75,0%	16,7%	8,3%	0,0%	0,0%	1,33	0,651
Hoe vaak komt het voor dat je je moeilijk kunt concentreren op je werk, omdat je je druk maakt over zaken in je thuissituatie?	66,7%	25,0%	8,3%	0,0%	0,0%	1,42	0,669
Hoe vaak komt het voor dat je prestaties op het werk verminderen door problemen met je partner/gezin/vrienden?	75,0%	25,0%	0,0%	0,0%	0,0%	1,25	0,452

Productiviteit	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik ben in staat om mijn tijd effectief in te delen	8,3%	75,0%	8,3%	8,3%	0,0%	2,17	0,718
Ik werk zeer efficiënt	0,0%	41,7%	41,7%	16,7%	0,0%	2,75	0,754

Klantgerichtheid	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik vind onze organisatie zeer klantgericht	8,3%	0,0%	58,3%	33,3%	0,0%	3,17	0,835
Klachten van een burger worden adequaat afgehandeld	0,0%	8,3%	58,3%	33,3%	0,0%	3,25	0,622
Het is voor burgers duidelijk waar zij naar toe kunnen met vragen en klachten	0,0%	25,0%	58,3%	16,7%	0,0%	2,92	0,669

Betrokkenheid bij organisatie	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik zou de gemeente Losser aanraden aan een vriend(in) wanneer hij/zij op zoek is naar een baan	0,0%	25,0%	58,3%	16,7%	0,0%	2,92	0,669
Ik ben trots dat ik als werknemer deel uit maak van de gemeente Losser	8,3%	16,7%	66,7%	8,3%	0,0%	2,75	0,754
De gemeente Losser is voor mij de beste organisatie om voor te werken	0,0%	16,7%	58,3%	25,0%	0,0%	3,08	0,669
Wanneer ik een job-aanbod krijg van een ander bedrijf, dan overweeg ik dit serieus	8,3%	16,7%	50,0%	25,0%	0,0%	2,92	0,9

Houding t.o.v. verandering	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Ik kijk uit naar de verandering naar Het Nieuwe Werken binnen mijn werkomgeving	16,7%	16,7%	41,7%	25,0%	0,0%	2,75	1,055
Wanneer Het Nieuwe Werken start, toon ik nadrukkelijk dat ik het hier niet mee eens ben	0,0%	0,0%	41,7%	25,0%	33,3%	3,92	0,9
Ik ben bereid om mijn collega's te overtuigen van het nut van Het Nieuwe Werken	16,7%	8,3%	66,7%	8,3%	0,0%	2,67	0,888
Ik ben bereid om mij in te zetten zodat Het Nieuwe Werken slaagt	33,3%	8,3%	58,3%	0,0%	0,0%	2,25	0,965
Ik ben bereid om eventuele weerstand tegen Het Nieuwe Werken te overwinnen	25,0%	25,0%	50,0%	0,0%	0,0%	2,25	0,866

Ondersteuning van management	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Mijn leidinggevende luistert naar de bedenkingen die ik heb over Het Nieuwe Werken	0,0%	16,7%	66,7%	16,7%	0,0%	3	0,603
Mijn leidinggevende motiveert de afdeling om Het Nieuwe Werken op te nemen	0,0%	50,0%	41,7%	8,3%	0,0%	2,58	0,669
Mijn leidinggevende heeft een positieve houding ten opzichte van Het Nieuwe Werken	8,3%	50,0%	33,3%	8,3%	0,0%	2,42	0,793

Houding t.o.v. HNW	*Heel erg mee eens*	*Mee eens*	*Neutraal*	*Niet mee eens*	*Absoluut niet mee eens*	*Mean*	*S.D.*
Wanneer ik geen dagelijkse interactie heb met mijn collega's, zal ik dat erg missen	16,7%	41,7%	33,3%	8,3%	0,0%	2,33	0,888
Door de invoering van Het Nieuwe Werken kan ik flink op mijn reiskosten besparen	16,7%	16,7%	25,0%	33,3%	8,3%	3	1,279
Ik vind het bezwaarlijk om een werkplek te moeten delen	25,0%	16,7%	25,0%	16,7%	16,7%	2,83	1,467
Door de invoering van Het Nieuwe Werken zal de interactie met mijn zakelijke contacten verminderen	8,3%	33,3%	16,7%	33,3%	8,3%	3	1,206

Het lijkt mij prettig om zelf te beslissen hoe ik mijn tijd indeel	25,0%	33,3%	33,3%	8,3%	0,0%	2,25	0,965
Door vaker op andere plekken te werken dan op kantoor, bespaar ik nog steeds geen reistijd	25,0%	8,3%	41,7%	25,0%	0,0%	2,67	1,155
Ik heb er geen moeite mee om mijn vaste werkplek te verliezen	8,3%	16,7%	8,3%	25,0%	41,7%	3,75	1,422
Door flexibeler te werken qua plaats en tijd zal ik een betere relatie krijgen met mijn partner/gezin/vrienden	0,0%	8,3%	33,3%	33,3%	25,0%	3,75	0,965
Door de invoering van Het Nieuwe Werken zullen vergaderingen moeilijker in te plannen zijn, omdat iedereen minder op kantoor is	33,3%	58,3%	8,3%	0,0%	0,0%	1,75	0,622
Een voordeel van Het Nieuwe werken is, dat ik kan werken op momenten dat ik het meest productief ben	16,7%	41,7%	0,0%	25,0%	16,7%	2,83	1,467
Het Nieuwe Werken biedt mij de mogelijkheid om mijn tijd beter in te delen	8,3%	25,0%	33,3%	33,3%	0,0%	2,92	0,996
Door de invoering van Het Nieuwe Werken voorzie ik problemen met de toegang tot documentatie	8,3%	50,0%	16,7%	16,7%	8,3%	2,67	1,155
Een flexibelere indeling van mijn werkweek, biedt mij de mogelijkheid om te werken en op hetzelfde moment voor de kinderen zorgen	0,0%	0,0%	58,3%	33,3%	8,3%	3,5	0,674
Het Nieuwe Werken zal de ontwikkeling van mijn carrière negatief beïnvloeden, als gevolg van minder fysieke aanwezigheid op kantoor	0,0%	8,3%	41,7%	41,7%	8,3%	3,5	0,798
Door de invoering van Het Nieuwe Werken zal mijn moraal verbeteren, doordat ik het gevoel heb dat ik als verantwoordelijke professional wordt behandeld	8,3%	8,3%	33,3%	41,7%	8,3%	3,33	1,073
Ik vind het niet erg wanneer de grootte van mijn werkplek wordt verkleind	16,7%	16,7%	25,0%	33,3%	8,3%	3	1,279
Ik verwacht dat ik door Het Nieuwe Werken waarschijnlijk zal worden gepasseerd bij een promotie, omdat mijn leidinggevende mij niet vaak genoeg ziet	0,0%	0,0%	33,3%	58,3%	8,3%	3,75	0,622
Het Nieuwe Werken biedt mij de mogelijkheid om de kwaliteit van het werkende leven te verbeteren	8,3%	25,0%	25,0%	33,3%	8,3%	3,08	1,165

APPENDIX 13: SPSS-OUTPUT FOR POST-HOC SCHEFFE TEST: DEPARTMENT AND SERVICE ORIENTATION

Multiple Comparisons

Dependent Variable: Service Orientation

Scheffe

(I) DEP	(J) DEP	Mean Difference (I-J)	Std. Error	Sig.	90% Confidence Interval	
					Lower Bound	Upper Bound
BSP	OW	,096	,257	,998	-,64	,83
	WIZ	,736	,294	,197	-,11	1,58
	VVH	,103	,246	,996	-,60	,81
	Enschede	-,137	,251	,990	-,86	,58
OW	BSP	-,096	,257	,998	-,83	,64
	WIZ	,641	,303	,359	-,23	1,51
	VVH	,007	,257	1,000	-,73	,74
	Enschede	-,232	,262	,939	-,98	,52
WIZ	BSP	-,736	,294	,197	-1,58	,11
	OW	-,641	,303	,359	-1,51	,23
	VVH	-,634	,294	,339	-1,48	,21
	Enschede	-,873*	,298	,089	-1,73	-,02
VVH	BSP	-,103	,246	,996	-,81	,60
	OW	-,007	,257	1,000	-,74	,73
	WIZ	,634	,294	,339	-,21	1,48
	Enschede	-,239	,251	,922	-,96	,48
Enschede	BSP	,137	,251	,990	-,58	,86
	OW	,232	,262	,939	-,52	,98
	WIZ	,873*	,298	,089	,02	1,73
	VVH	,239	,251	,922	-,48	,96

*. The mean difference is significant at the 0.1 level.

TABLE 20: SPSS-OUTPUT POST-HOC SCHEFFE TEST DEPARTMENT AND SERVICE ORIENTATION

APPENDIX 14: SPSS-OUTPUT FOR POST-HOC SCHEFFE TEST: DEPARTMENT AND CONCENTRATION

Multiple Comparisons

Dependent Variable: Concentration

Scheffe

(I) DEP	(J) DEP	Mean Difference (I-J)	Std. Error	Sig.	90% Confidence Interval	
					Lower Bound	Upper Bound
BSP	OW	-,469	,350	,773	-1,47	,54
	WIZ	-,887	,400	,311	-2,04	,26
	VVH	-,692	,335	,382	-1,65	,27
	Enschede	-1,027*	,342	,076	-2,01	-,05
OW	BSP	,469	,350	,773	-,54	1,47
	WIZ	-,419	,413	,904	-1,60	,77
	VVH	-,224	,350	,981	-1,23	,78
	Enschede	-,559	,356	,654	-1,58	,46
WIZ	BSP	,887	,400	,311	-,26	2,04
	OW	,419	,413	,904	-,77	1,60
	VVH	,195	,400	,993	-,95	1,34
	Enschede	-,140	,406	,998	-1,31	1,03
VVH	BSP	,692	,335	,382	-,27	1,65
	OW	,224	,350	,981	-,78	1,23
	WIZ	-,195	,400	,993	-1,34	,95
	Enschede	-,335	,342	,914	-1,32	,65
Enschede	BSP	1,027*	,342	,076	,05	2,01
	OW	,559	,356	,654	-,46	1,58
	WIZ	,140	,406	,998	-1,03	1,31
	VVH	,335	,342	,914	-,65	1,32

*. The mean difference is significant at the 0.1 level.

TABLE 21: SPSS-OUTPUT POST-HOC SCHEFFE TEST DEPARTMENT AND CONCENTRATION

APPENDIX 15: SPSS-OUTPUT FOR POST-HOC SCHEFFE TEST: DEPARTMENT AND SOCIAL COHESION

Multiple Comparisons

Dependent Variable: Social cohesion

Scheffe

(I) DEP	(J) DEP	Mean Difference (I-J)	Std. Error	Sig.	90% Confidence Interval	
					Lower Bound	Upper Bound
BSP	OW	-,326	,218	,692	-,95	,30
	WIZ	-,793*	,249	,051	-1,51	-,08
	VVH	-,662*	,208	,052	-1,26	-,06
	Enschede	-,274	,213	,796	-,88	,34
OW	BSP	,326	,218	,692	-,30	,95
	WIZ	-,468	,257	,513	-1,20	,27
	VVH	-,336	,218	,668	-,96	,29
	Enschede	,052	,222	1,000	-,58	,69
WIZ	BSP	,793*	,249	,051	,08	1,51
	OW	,468	,257	,513	-,27	1,20
	VVH	,132	,249	,991	-,58	,85
	Enschede	,519	,253	,388	-,21	1,24
VVH	BSP	,662*	,208	,052	,06	1,26
	OW	,336	,218	,668	-,29	,96
	WIZ	-,132	,249	,991	-,85	,58
	Enschede	,387	,213	,513	-,22	1,00
Enschede	BSP	,274	,213	,796	-,34	,88
	OW	-,052	,222	1,000	-,69	,58
	WIZ	-,519	,253	,388	-1,24	,21
	VVH	-,387	,213	,513	-1,00	,22

*. The mean difference is significant at the 0.1 level.

TABLE 22: SPSS-OUTPUT POST-HOC SCHEFFE TEST DEPARTMENT AND SOCIAL COHESION

APPENDIX 16: SPSS-OUTPUT FOR POST-HOC SCHEFFE TEST: DEPARTMENT AND MANAGEMENT SUPPORT

Multiple Comparisons

Dependent Variable: Management support

Scheffe

(I) DEP	(J) DEP	Mean Difference (I-J)	Std. Error	Sig.	90% Confidence Interval	
					Lower Bound	Upper Bound
BSP	OW	,240	,190	,809	-,31	,79
	WIZ	-,201	,218	,929	-,83	,42
	VVH	-,282	,182	,664	-,80	,24
	Enschede	-,154	,186	,952	-,69	,38
OW	BSP	-,240	,190	,809	-,79	,31
	WIZ	-,442	,224	,433	-1,09	,20
	VVH	-,522	,190	,127	-1,07	,02
	Enschede	-,394	,194	,399	-,95	,16
WIZ	BSP	,201	,218	,929	-,42	,83
	OW	,442	,224	,433	-,20	1,09
	VVH	-,081	,218	,998	-,70	,54
	Enschede	,048	,221	1,000	-,59	,68
VVH	BSP	,282	,182	,664	-,24	,80
	OW	,522	,190	,127	-,02	1,07
	WIZ	,081	,218	,998	-,54	,70
	Enschede	,128	,186	,975	-,40	,66
Enschede	BSP	,154	,186	,952	-,38	,69
	OW	,394	,194	,399	-,16	,95
	WIZ	-,048	,221	1,000	-,68	,59
	VVH	-,128	,186	,975	-,66	,40

TABLE 23: SPSS-OUTPUT POST-HOC SCHEFFE TEST DEPARTMENT AND MANAGEMENT SUPPORT