

Location Flexibility, Identity Elasticity and a Sense of Unity

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Management Summary

Background - In the consultancy work sector location flexibility is central to the organization. Consultants work at different places, depending on the projects they work on. This results in members who infrequently visit the main office. However, the main office is much more than a practical workspace. It displays the group vision while communicating the group identity and represents the expression of a member's group membership and attachment (Ashkanasy, Ayoko, & Jehn, 2014). Therefore it can be questioned to what degree there is a sense of unity in these organizations, because the members do not see each other every day and do not visit the main office every day.

Aim – The aim is to explore to what degree there is a sense of unity in organizations in the consultancy work sector by answering the next research question: ‘How does the interplay between location flexibility and identity elasticity influence an organization’s sense of unity?’ Location flexibility and how members perceive the organization are possible factors that reciprocally influence the degree of unity felt in an organization. How different members perceive the organization can be defined as identity elasticity. This can be further explained as tension consisting of the different visions toward the organization held by members, which simultaneously stretches identity while holding it together. It could be that due to location flexibility members do not feel part of the organization and therefore do not share a common ground with colleagues. This can result in members seeing the organization differently than other members do or a management that focuses on desperately creating connectedness by which the identity becomes very constricted. It is also possible that location flexibility has a positive influence on how members perceive the organization, as seeing each other not often can lead to well-planned events to talk about the vision and strategy of the organization. Conversely: the positive or negative atmosphere in the organization, created by the different visions members held toward the organization, may influence members wanting to work together/not wanting to work together.

Method - This influence is investigated by observations and 15 interviews with consultants in one organization and another 6 interviews with consultants in three organizations to gather comparative data.

Results - The results show that in an organization where the vision and strategy are very well-communicated, the interplay between location flexibility and identity elasticity has either no influence or a positive influence on an organization’s sense of unity. Precisely because the members in these organizations have to work at different customer locations, some members feel more connected to their organization, because at these different customer locations they actively feel and work with the vision and strategy of their organization. However, in an organization where the vision and strategy are not well-communicated, it appeared that members find it harder to cope with location flexibility. This subsequently resulted in a lower sense of unity in the organization.

Conclusion - This study demonstrates the importance of a clearly communicated vision and strategy of an organization in the work area where location flexibility is central to the organization.

Keywords – Location flexibility, identity elasticity, an organization’s sense of unity

Table of content

1. Introduction.....	4
2. Theoretical Background.....	6
3. Method	11
4. Results.....	15
Observations at Apro	15
Interviews at Apro.....	17
Benchmark: Belder, Cikor and Dolter	26
5. Discussion.....	30
References.....	37
Appendices.....	39
Appendix A: Interview questions	39
Appendix B: Aspects that contribute to a sense of unity	40

'The interaction with colleagues is mwaah... moderate. It is partly because of location flexibility. It means that when you're looking for contact, you're doing it with a specific reason. And most of the time that is project-related. But when the need is not there, in not project-related work, then there's a lot of pressure. When you are sitting far from each other you need a founded reason to look for contact next to concrete projects, you know, just talking about the profession, about what we are actually doing.'

- Anonymous member

'So I think you are an agency, so you need flexibility. But inside this flexibility there needs to be a certain basis, by which flexibility is possible.'

- Anonymous member

1. Introduction

Nowadays more and more organizational members carry out their jobs at different places, enabled by the technological progress of the last few years (Koroma, Hyrkkänen, & Vartiainen, 2014). When organizations engage in location flexibility the work environment changes; the main office with traditional artefacts an organization uses to communicate its core values to its members and the place where members communicate face to face with each other (Ashkanasy, Ayoko, & Jehn, 2014), is less frequently visited. The main office is however much more than a practical workspace. It displays the group vision while communicating the group identity and represents the expression of a member's group membership and attachment (Ashkanasy et al., 2014). Besides, it facilitates work collaborations and simplifies contact between members, which is desired by its members (Rockmann, & Pratt, 2015). The group membership, attachment and group vision contribute to the organizational sense of unity: the degree in which members define common features to the organization they work for. Therefore it can be wondered to what degree flex workers still feel a sense of unity toward their organization, as they visit the main office less frequently.

It seems like many organizations engage in location flexibility without carefully considering what influence this has on their organization. Consequently the organizational culture may not be supportive and this may put pressure on the work atmosphere and weaken the organizational identity (Galea, Houkes, & De Rijk, 2014). Subsequently members may not feel supported in their careers and personal development (Redman, Snape, & Ashurst, 2009), which may also lead to a low organizational sense of unity and a decrease in work motivation of the members. This low organizational sense of unity may result in members who do not understand the added value of being part of an organization anymore, because a certain basis by which the organization is defined is missing. This can lead to the organization falling apart. The focus in this research therefore will be on the influence of location flexibility and the organizational identity on an organization's sense of unity.

Consultancy is a work area in which location flexibility is central to the organization; the environment is continually changing, depending on the customers where from time to time organizational members have to be physically present. The main office becomes a secondary workplace and other places like a car, a customer's premises, a hotel, a café or a home will also be used as workplaces (Koroma et al., 2014). It can be assumed that by the influence of location flexibility the organizational identity changes, because the organizational identity is an unstable notion that is up for redefinition of organizational members depending on the environmental demands (Gioia, Schultz, & Corley, 2000). When investigating the influence of location flexibility and the organizational identity on an organization's sense of unity, the aim is to unravel how members of an organization cope with location flexibility, perceive the organizational identity and how they feel related to the organization they work for. In this way remarks can be made about the degree of unity the organization represents.

Over the last few years researchers have broadened their scope on the influence of location flexibility in organizations. They have mostly pointed their attention to the work/home balance in the context of location flexibility (Galea et al., 2014; Redman et al., 2009; Richardson, & Mckenna, 2014; Wapshott, & Mallett, 2011). By aiming the focus on the organizational identity the target shifts from managing members' emotions to overall organizational structures resulting in how to optimally integrate location flexibility in an organization. The organizational structures are present in what is central, enduring and distinctive (CED) about the organization according to its members (Kreiner, Hollensbe, Scheep, Smith, & Kataria, 2015) and these features contribute to the degree in which a sense of unity is felt in an organization. Therefore it can be questioned if members in the context of location flexibility still know what is CED about the organization they work for (Kreiner et al., 2015). The concept 'identity elasticity' will be used as core construct to make the things members see as CED more tangible. Identity elasticity can be defined as a tension consisting of the different visions toward the organization held by members, which simultaneously stretches identity while holding it together (Kreiner et al., 2015). Through being more aware of what members see as CED about the organization and what kind of influence location flexibility has on the organization, miscommunication about the features of an organization and therewith the organization falling apart can be prevented. Therefore this study gives a more comprehensive framework on what influence location flexibility and identity elasticity may have on an organization's sense of unity.

To investigate the influence of location flexibility and identity elasticity on an organization's sense of unity the next research question was created and will be answered in this paper: In which way does the interplay between location flexibility and identity elasticity influence an organization's sense of unity? To accomplish this goal a qualitative study was conducted among members of various organizations. Prior to the results of this study the theoretical background will be discussed in which the research question will be explained, after that the method and results of this study will be described and finally the discussion will be illustrated.

2. Theoretical Background

The research question consists of three core concepts: location flexibility, identity elasticity and an organization's sense of unity. To answer in which way the interplay between location flexibility and identity elasticity influence an organization's sense of unity, first a detailed explanation of these core concepts will be discussed in this section, subsequently the sub-questions will be described.

Location Flexibility

Flexibility refers to work being carried out at different locations (as mentioned above), with expanding job descriptions, open forms of employment, open time arrangements and variable pay (Grote, & Raeder, 2009). This work atmosphere is central to members who work for consultancy and advisory bureaus. These differences in contrast to the traditional work environments lead to a change in focus from long-term loyalty and employer-managed careers to competence development, self-managed careers and employability (Eby, Butts, & Lockwood, 2003). When working at different places, members can find new spaces outside their main office in which they can create, exploit and share knowledge. These new spaces can combine physical spaces with social and virtual spaces, shared by people working alone or together. This results in an embeddedness of different spaces in which tasks have to be completed (Koroma et al., 2014). A consequence of these new spaces is that the traditional benefits (e.g. face to face contact and work collaborations) of a co-located office cannot always be enjoyed anymore by members of the organization, because sometimes too many people work offsite (Rockmann, & Pratt, 2015). The members who still want to work in the main office (onsite) are the ones who suffer the most of this new reality, because the office becomes an impersonal place. This results in members who choose to work offsite when they know that their colleagues also work offsite: working offsite then becomes contagious (Rockmann, & Pratt, 2015). This raises the question whether flexible working is positive for the whole organization. To handle the flexibility required of members, employability demands have to be specified and members have to be structurally supported in their development of skills needed to handle the demands (Grote, & Raeder, 2009). When location flexibility is supported in the correct way by the management and fits the work culture, it appears to be highly appreciated for work and private-related reasons (Galea et al., 2014).

Identity Elasticity

Location flexibility influences how members of an organization perceive their work and organization, because it co-determines their workspace and the people they work with. In consultancy work, location flexibility is seen as something that is central to the organization, because in this work area the environment is continually changing as the members have to work flexibly to fulfill their jobs. Consequently it influences an organization's identity, because an organization's identity is constituted by what members see as central, enduring and distinctive (CED) about the organization (Kreiner et al., 2015). What members perceive as central about

their organization relates to what they see as a vital feature of the organization, the things that matter most deeply. What members perceive to be enduring about their organization relates to the things that maintain in time. And what members perceive to be distinctive about their organization relates to how members discern their organization from others.

By determining what is CED about their organization, members can answer the questions: ‘Who are we?’, ‘What makes us different?’ and ‘What is important to us?’. This process is part of organizational identity work. In this process individuals create, present, sustain, share, and/or adapt an organizational identity (Kreiner et al., 2015). This identity is created in a cognitive, discursive and behavioral process (Kreiner et al., 2015). How members consequently see the organizational identity may vary, because every member brings his or her own context along when giving meaning to the identity. This context can be influenced by members who for example feel free or suppressed in the organization by influence of work hours or grew up in a different environment. Therefore the different visions of the members result in a tension that simultaneously stretch identity while holding it together, that can be defined as organizational identity elasticity (Kreiner et al., 2015). This can be further explained as the boundaries of a rubber band expanding and contracting, leading to the construction of the organizational identity as being elastic or inelastic, through the sum of the different visions held by members. Hereby inelastic constructions constrict identity and elastic constructions favor the expansion of an identity (Kreiner et al., 2015).

Identity elasticity can show how the creation of an organizational identity is an unstable process dependent on environmental demands, which can manifest in elasticity or inelasticity. This process creates tensions in several areas, including on what is CED about an organization (Kreiner et al., 2015). On the centrality level there is a stretch between what is essential and negotiable in an organization. On the endurance level there is the tension between what is consistent and what is changeable in an organization. On the distinctiveness level the question is what links or separates ‘who we are’ vis-à-vis other organizations. These examples show the dialectic nature of an organizational identity and also claim that identity is a process and characteristic; therewith a contribution to the emerging debate on this subject (Schultz, Maguire, Langlely, & Tsoukas, 2012). While it becomes clear that some members may give ‘thing-like’ interpretations to the identity, this is manifested through the process of identity work (Kreiner et al., 2015). However, how identities actually endure over time remains poorly understood (Anteby, & Molnar, 2012). By conducting a qualitative study in which the influence of location flexibility and identity elasticity on an organization’s sense of unity will be investigated, it will also be taken into account how an organizational identity is constructed and changed over time. The social constructionist approach will be adopted: identity elasticity as construction is produced by actors instead of a generalized state which is fixed (Charmaz, 2006; Gergen, 1985).

The evolving nature of identity elasticity, in contrast to a fixed state, defines the state of the organizational identity. In cases of an elastic identity the identity can be attracting or repelling, but still held simultaneously in an interplay such that the constructed identity of the organization does not fragment and is elastic (Kreiner et al., 2015). In contrast, in cases of an inelastic identity the identity is constricted, perceived as a split and/or one identity claim predominates at the expense of its opposite. In this situation, the risk exists that ultimately the elasticity goes away and the organization will fragment into new organizations or groups, because members feel suppressed and want to leave the organization (Kreiner et al., 2015). Then there is also the situation in which the identity does not attract or repel, but is stable. In practice this commonly leads to elasticity or inelasticity because identity work is an evolving process. Summarized through identity work three potential elasticity-related results arise (see figure 1); **1. Expansion (elastic)**, where new and changing identities are welcome; **2. Stasis**, where identity is held together, but does not attract or repel; or **3. Constriction (inelastic)**, where new and changing identities are rejected and some identity claims are dismissed (Kreiner et al., 2015). In figure 2 the extreme variants, which result in the organization falling apart, of the elasticity-related results are illustrated. When developing this figure, **post-elasticity** was added. This variant is added because it is also possible to have too much elasticity (post-elasticity) in the situation of expansion. In this situation the different views held by members become too extreme, by which the interplay cannot be held and the members of the organization do not know anymore what the organization stands for and lose motivation to work. This can result in the organization falling apart. To survive as an organization and to prevent the organization's identity falling apart, this disequilibrium must be attended to closely and creatively.

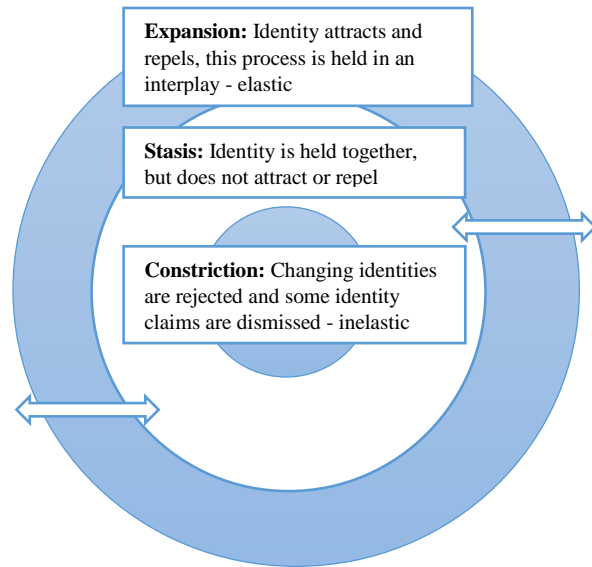


Figure 1 Identity Elasticity

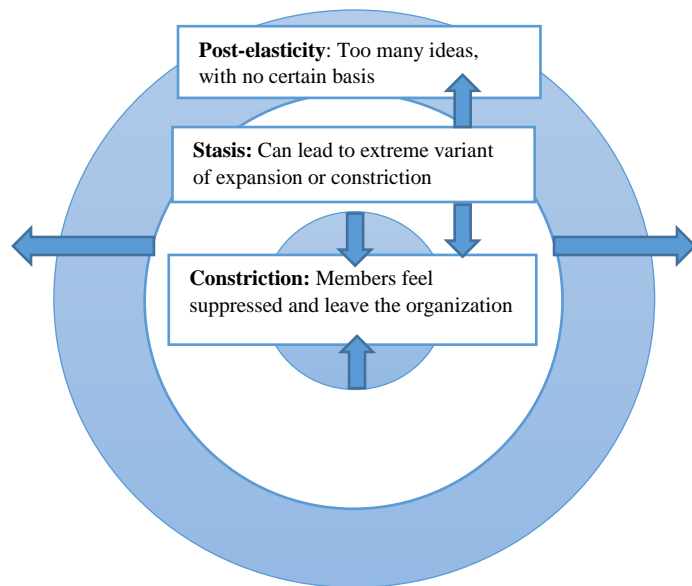


Figure 2 Broken Identity Elasticity

When developing this figure, **post-elasticity** was added. This variant is added because it is also possible to have too much elasticity (post-elasticity) in the situation of expansion. In this situation the different views held by members become too extreme, by which the interplay cannot be held and the members of the organization do not know anymore what the organization stands for and lose motivation to work. This can result in the organization falling apart. To survive as an organization and to prevent the organization's identity falling apart, this disequilibrium must be attended to closely and creatively.

An example of identity elasticity is the organizational identity of the Episcopal Church, researched in a 10-year long multiple-method study by Kreiner et al. (2015). Their results show that there is a tension that simultaneously stretches identity while holding it together. One clergy member declared that identity is not merely about being, but about becoming (process related). In accordance many members saw identity not as static, but connected process-related definitions to identity. However, in these definitions different features, processual and tensional descriptions, came up; in which a pull to expansion of identity, but also a pull toward the constriction of the organizational identity were found. One interviewee for instance described his view on identity as something that is no longer tenable for expansion, but in contrast others said that expansion is crucial to maintain a 'creative tension'. This example shows how members construct such tensions in ways to shape identity as elastic or inelastic. If this identity elasticity is still held in an interplay, due to the different visions held by members, the identity stays elastic, but in some cases it fragments or too much elasticity arises and the identity will become inelastic or post-elastic. This can lead to the organization falling apart. The understanding of identity elasticity can be expanded by investigating the consequences and construction of the dialectical tensions in the organizational identity (Kreiner et al., 2015). This paper will contribute to the matter by conducting a qualitative study in this area and by placing identity elasticity as core construct.

The interplay between Location Flexibility and Identity Elasticity

In this part an explanation as to how location flexibility can influence identity elasticity will be given. Subsequently the topic how conversely identity elasticity can influence location flexibility will be discussed.

It is known that becoming a member of an organization when colleagues are not physically present is a big challenge (Mark, & Su, 2010): it would undermine a member's perception of the organization as supporting his or her career and personal development (Redman et al., 2009). Consequently not feeling like a member in an organization probably influences the way a member perceives the organization in a negative way and may result in totally different perceptions of the organization by different members or a suppressed perception of the organization in attempt to desperately create connectedness. Therefore location flexibility may be a factor of an organizations' post-elastic identity or inelastic identity. In contrast, due to the fact that members see each other not very often, they can also create well-planned events to see each other and be very productive during these meetings. The emphasis can be on the culture and vision in the organization with room for new and changing identities, exactly because there is less face to face contact and the main office is less frequently visited (Kelliher, & Andersson, 2010). Therefore location flexibility may be a factor of an organizations' elastic identity. Finally, members of an organization may see each other not often and think differently about the organizational identity, but this vision may still be held in an interplay by which it not fragments and stays elastic. In this case location flexibility may also be a factor of an organization's elastic

identity (with the risk to convert to post-elasticity). These examples show that location flexibility can influence the identity elasticity of an organization.

Conversely, it is also possible that the identity elasticity of an organization influences how members cope with location flexibility. If the organizational identity is post-elastic or inelastic, when members of an organization have extremely different visions about the organization or one identity claim predominates another, it is very likely that the organization will fall apart. In this situation it is possible that members do not like to work with each other, because they feel suppressed or do not share a common ground with colleagues and therefore work at home or at other places most of their time. If the organizational identity is elastic, when members of an organization can have the same or different opinions about the vision of the identity, but this vision is still held in an interplay, the organization will not fall apart. In these situations it is most likely that members of the organization want to see each other more often to exchange ideas and to help each other. Despite the fact they may not have the exact same vision of the organization, they still have a basic understanding of what they expect from the organization and therefore see working together as useful.

An Organization's Sense of Unity

The interplay between location flexibility and identity elasticity influences the degree in which a sense of unity is created in an organization, in other words to what degree members feel attached to the organization. The way members perceive an organizational identity through identity work results in an elastic or inelastic organizational identity. During this process members are influenced by location flexibility; the places they work at and with whom they interact. In these circumstances location flexibility can be a factor that co-creates elasticity as well as inelasticity. Conversely elasticity or inelasticity can influence how members cope with location flexibility; if members endeavor to work together or not. Therefore the interplay between location flexibility and identity elasticity contributes to the degree of unity in the organization, whereby an elastic identity is needed for an organization to survive as a whole (Kreiner et al., 2015).

The interplay between location flexibility and identity elasticity can result in a high or low sense of unity in an organization. As mentioned above, location flexibility may be a factor of an organizations' inelastic identity which can result in members working alone most of the time. In this case it is most likely that there is a low sense of unity in the organization, because the vision is fragmented. Then location flexibility may be a factor of an organizations' elastic identity and an elastic identity may result in members working together when members have a mostly shared feeling about the organizations' goals. In this case it is most likely that there is a high sense of unity in the organization. Finally, location flexibility may be a factor of an organization's elastic identity (with the risk to post-elasticity), but result in a low sense of unity in the organization. In this case members perceive the organizations' vision and strategy totally differently, but the

different views are still held in an interplay. This kind of elastic identity does not stimulate members to work together.

Sub-questions

To explore in which way the interplay between location flexibility and identity elasticity influences an organization's sense of unity, the next sub-questions were created:

1. How do consultants perceive location flexibility?
2. How do members give meaning to the vision of their organization?
3. How do location flexibility and identity elasticity influence each other?
4. How do members describe and perceive the sense of unity in their organization?

By answering question 1 we learn what the impact of location flexibility is in an organization. By answering question 2 we learn how members perceive the organizational identity, by answering question 3 we understand the interplay process and by answering question 4 we will see to what degree members feel attached to their organization. By combining the answers of these questions, the research question can be answered.

3. Method

Participants

This study was conducted at four organizations, pseudonyms will be used for these organizations and its members to ensure the privacy of the organizations. Through connections at the University of Twente, collaboration with Apro was facilitated. Apro is a communication bureau that focuses on making organizations communicative through consultancy work and therefore the members work at different locations. The three partners of Apro are very interested in the sense of unity of their organization, because during the past years several members resigned. Hence Apro will probably benefit from a study on the sense of unity in their organization. After consultation with the entire organization, all members were willing to cooperate in this study. Therefore Apro was the main object of study in this paper. Next to Apro, secondary sites were added to the study as a benchmark. This created the ability to compare Apro with other organizations and get a more realistic view of the situation. The other organizations are Belder, Cikor and Dolter. Cikor and Dolter are also communication bureaus. In one of the organizations the focus lies on improving internal communication through consultancy work and in the other organization the focus lies on improving overall communication through consultancy work. One of the partners of Apro knows the directors of Cikor and Dolter and through these connections it became easy to contact these organizations. To be able to see a bigger difference between consultancy bureaus, a consultancy bureau from a different work sector was also added to this study: Belder. Belder is one of the biggest accountancy bureaus in The Netherlands and has a well-known reputation. It was also easy to contact Belder, because of private connections with this organization.

At Apro observations were made and all members, of which 10 are female and 3 are male, were interviewed: 5 senior Communication Advisors, 3 medior Communication Advisors and 5 junior Communication Advisors. Almost all members work fulltime (40 hours a week); only 3 members work part-time (32 hours a week). Next to these 13 members, 2 other 'members were interviewed. These 2 persons are closely connected to Apro and advice Apro in several areas, but do not work for Apro. One of the partners from Apro suggested that it could be interesting to see how connected these two persons feel to Apro, while they do not work for Apro, but share the same vision on communication. At the other organizations only 2 members at each organization were interviewed and no observations were made, this because of time constraints of this study and of the cooperating organizations. The contact persons at the organizations asked several of their colleagues to participate in this study and chose two members who were willing to participate. At Belder 1 male junior Risk Consultant/IT Auditor and 1 male medior Risk Consultant/IT Auditor were interviewed, they both work fulltime. At Cikor 2 female senior Communication Advisors who work fulltime were interviewed and at Dolter 1 female senior Communication Advisor and 1 male senior Communication Advisor who also work fulltime were interviewed.

Observations

The observations were guided by the field of Organizational Ethnography (Neyland, 2008, p.11). In the research observations the realistic approach was adopted: what is seen at the organization is taken as a definitive version of what is going on. Through a (I aspired to do this) thick description this inquiry was described. Prior to this study the time schedule was known: this inquiry had a period of six months in which the first four months were used to gather data and writing the first part of the report and the last two months were used for the data analysis and writing the final report. By means of close involvement in a pervasive way I tried to establish myself as member of Apro to get to know everyone and to eventually be able to get more information during the semi-structured interviews. Especially the initial stages of observing were the most important stages, because in these stages the organization was not familiar to the ethnographer. Field notes were written down concerning the dynamics of the organization: What is the function of the office? Who works with whom? How do they communicate (face to face, telephone, email)? What happens during the lunchbreak? What happens at team building events? This close involvement was not possible at the other three organizations due to time constraints.

Semi-Structured Interviews

Next to these observations, semi-structured interviews were conducted to see whether or not anything else that is going on should be taken into account, to expose the underlying structures of the organizations and to obtain the opinions of the members. All members of Apro (15 members) and 2 members of Belder, Cikor and Dolter were questioned about their opinion on location flexibility, the organizational identity and the sense of unity in the organization (see appendix A for the interview questions). The interviews typically lasted 60 minutes and

participants were assured that the information would remain anonymous and confidential. In advance the members were informed about this study and were informed that in the interview several questions would be asked to understand the organizations' dynamics. Next to answering the questions the members were told that they could also bring up more topics in case they thought it would add something to the study.

In the interviews the members were asked what their job description is (question 2). After this several questions about location flexibility were asked to understand how they cope with location flexibility (questions 1, 3, 4, 5 and 7), such as: Can you describe an average workday? At which places do you work? How do you experience location flexibility? After that, questions about the influence of location flexibility on the connectedness the members feel toward their organization and vice versa were asked (questions 10, 11 and 12) to better understand the interplay process: What influence does location flexibility have on how connected you feel toward your organization? What influence does your connectedness toward your organization have on location flexibility? Then questions related to identity elasticity were asked based on the CED levels. These questions led to defining the organization as elastic or inelastic by means of the vision toward the organization of the members and an understanding on how the organizational identity is constructed and changed over time (questions 6, 13, 14, 15 and 16): What is the vision of the organization? Did this vision change in time? Also, questions about the freedom they experience by the influence of the work hours they have to make were asked, because this may be a factor that influences how they perceive the organization: Do you feel pressure of margins? To what degree is it possible for you to classify your own work hours? Finally questions about their relatedness to the organization they work for were asked to explore to what degree there is a sense of unity in the organization they work for (questions 8, 17, 18, 19 and 20), for example: To what degree do you feel connected to your organization? Do you value a sense of unity in an organization? And questions about team building and improvement advice were asked to understand what already is done to create a sense of unity in the organization and what could be done to create a higher sense of unity in the organization. Beforehand one of the partners of Apro told that there is a buddy system in the organization, by which members could help each other with personal development. Therefore the members of Apro were also asked if they have a buddy.

There is also an interview question that was omitted. It concerns question 9: 'Do you feel appreciated in your organization?' It did not feel appropriate to ask this question explicitly. There was also no added value to ask this question separately, because the members answered this question naturally during the interview.

Data Analysis Procedure

The data of the observations and semi-structured interviews needed to be interpreted to answer the research question. By answering the research question a recommendation on how to optimally implement location flexibility could be designed. The field notes were structured by means of the questions concerning the organization's dynamics and the interviews were recorded and transcribed verbatim to eventually answer the sub-questions. During the 6 months the members of Apro knew what the focus of this research was, which allowed them to ask questions and give tips to the ethnographer.

To be able to compare the data between members a scale was made. The scale runs from preferable/likely to least preferable/likely for each question separately in the context of consultancy work. For example a member was assigned a '+' when he/she works at many different locations, works with many different members, describes the same vision as the director, feels very connected to the organization etc. And a member was assigned a '-' when he/she works at one location, always works alone, describes a totally different vision than the director, does not feel connected to the organization. In between these two scale options the answers of members for each question could get a '+' or a '-' (see Results: Interviews). There was also a '0' scale option developed, which stands for a neutral answer, but it appeared that the answers that were given by the interviewees did not fit this option. Therefore this scale option was not added to the result section. The development of the scale contributed to making it possible to easily compare the answers and insert the categorized answers in a cross table, by which patterns could be easily made visible. Such as: the interplay between location flexibility and identity elasticity, the mutual influence of location flexibility and how connected members feel toward their organization and the relation between how connected members feel toward their organization and team building activities.

By choosing this deductive method, the possibilities to see more than was expected at the start are excluded. This decision was made to prevent drowning in the big amount of data gathered in this study and to be able to make a clear comparison between the members. To support the results, quotes and tables were added in the result section (Nederhoed, 2011). To deal with the problem that in an ethnographic research the complexity of the ethnographer's interpretation as the only voice in the matter is present, an independent coders' voice was brought in the text. The coder read three transcribed interviews and sorted the 17 interview questions into the categories and the other 4 questions by deducing the direct answers from the transcribed text (function in organization, buddy, general advice and average workday). After this coding process the coders' results and the researchers' results were compared and this resulted in a kappa of 0.87. The researchers' results were also based on observations, hence the disagreement gap can be compensated for.

4. Results

Observations at Apro

In this section the observation results from Apro will be discussed.

What is the function of the office? – The office is located in a building with many other organizations and has a nice design with light colors, a bookcase, some plants and an open kitchen. It is a place where members work for themselves, make appointments with each other or with customers. The conference room, a table with chairs in the hallway, a lunch table and some other places in the building are the places that are used when members have an appointment. It is remarkable that there are not enough workplaces for the amount of members that work at Apro, this means that it is assumed that not ever all colleagues will be present at the office at the same time. The office also functions as a place where members can have some informal face to face conversations. Unfortunately the office is not optimally used for this function, despite the fact that there are four lounge places. The workplaces at the office are all flexible workplaces, but almost half of the members always sit at the same workplace.

Who works with whom? – Members work with each other on projects or to give each other advice. It is remarkable that members only work with each other on projects most of the time and not to give each other advice. This is presumably because members do not really know what the expertise of their colleagues is (member of Apro: *‘I have no idea what other colleagues are really doing.’*). The organizational atmosphere does not support talking with each other or working together out loud, so when sitting at a workplace in the office the members hardly work together or talk with each other. Most of the time the members work for themselves sitting at a workplace in the office and work with other members or customers sitting somewhere else. This means that sometimes everybody is gone from their workplace at the office.

How do they communicate? – The communication goes mainly through email. Probably as result of the organizational atmosphere that does not support talking out loud much in the office and because members mostly work for themselves when sitting at a workplace in the office. There are also some informal and formal face to face conversations at the desks or at the coffee machine, but this happens not often. When members need a quick answer and the colleague is not physically near, the members call each other.

What happens during the lunchbreak? – It varies by day how many members are present at the office and at the lunchbreak depending on the appointments the members made for the day: sometimes they have an appointment and come back to the office afterwards and sometimes they have to be at the customer’s location the entire day. On Monday most of the members are at the office for at least one daypart, so during this lunchbreak many members (about 8 people) lunch

together. On average, there are about 4 members present during the other days. The members ask each other to lunch together most of the time, but there is always one partner who works throughout the lunchbreak. It often happens that some members go to the supermarket to buy some food. Usually they ask the other members if they also have to buy something for them. During the lunchbreak there are formal and informal conversations. Sometimes good conversations about the vision and strategy of Apro take place, but there are also lunchbreaks in which not much is said. It becomes clear that the members do not know each other very well, this is maybe due the fact that in the time of observation 4 members resigned and 5 new members were hired. A member said the following about the interchange of colleagues: *'They come in as nice spontaneous persons with brains and like to do the work and after two months they sit crippled behind the computer, cannot take the travel distance, feel alone and cannot talk to someone about it.'*

What happens at team building events? – The team building events that were observed were: collective breakfast, inspiration session on Friday, team day, barbeque for family and three farewell dinners. The collective breakfast is once a month on Monday morning. It is notable that during this breakfast most of the members are present and judging by their behavior it is clear that the members like to see each other. So this breakfast starts off with fun, but the atmosphere changes to a serious matter when one of the partners starts the formal part of the breakfast in which announcements are shared. The inspiration sessions are on Friday afternoons in which a topic of members' own choice will be highlighted. Striking in these afternoons is that there is not much enthusiasm and that the members do not say much. This might be due to the hierarchy in the organization, which suppresses the opinions of some members (a member said the following about this matter: *'There is a gap between the partners/seniors and the other members, there is not the right contact and that is too bad'*).

The team day was for personal development and working on the vision and strategy of the organization. The members were very enthusiastic about the personal development part of the day. About the second part of the day, vision of the organization, the members were less enthusiastic. Again maybe due to hierarchy aspects and also because of the lack of clarity where the responsibility lies to change and improve things. Each time when core themes were discussed the employees said the partners had to take more responsibility and the answer of the partners on this matter was that the employees have to indicate where they need help. This results in a passive construction of employees who think the partners have to take the lead and partners who think their employees have to take the lead in changing things. The barbeque was an informal event where also family was invited, almost all Apro members were present. The barbeque was also the farewell dinner of a member, by which the atmosphere was influenced negatively. Beyond the farewell, the members were enthusiastic. At the other two farewell dinners the atmosphere was good and the members had fun together.

There was also an event that unintended became a team building event. At a communication congress the assignment from Apro was to talk to potential customers to add new customers to its network and not to talk to own team members. Eventually the members talked almost exclusively with each other, because apparently the need to talk to each other was higher than the need to add new customers to Apro's network. A member said the following about the assignment of the day: *'You cannot stand with each other and go and meet as many new people as is possible. Which contradicts that what you like; to experience such a day together and reflect together on the day on what you hear and see [...] then it backfires on both sides; in the creation of a team feeling and in reaching your ambition.'*

Interviews at Apro

At Apro 15 members were interviewed and in this section the interview results will be described.

Location Flexibility

Table 1 (see p.18) shows an overview of the questions and answers concerning location flexibility that were categorized according to the scale. All members could not describe an average workday, but some said there is a rhythm in their work activities depending on the projects they work for. They explained that sometimes they have to work on the same day(s) each week on a project for a longer period of time. Most of the members from Apro work at many different locations such as: at home, at the office, at a customer, in coffee bars, in the car and on the train. Every day they have to determine which place is most strategic to work at (*'The question all the time is; am I going to the office? Not only for me but also for others and when the attracting power is very low, why would people come to the office?'*).

A few members have limited their different locations to an amount of 3 or 4 to keep balance in their work rhythm. Only one person works at one location, this is due to the fact that this person works as interim manager at one location for a longer period of time. At these locations most of the members work with other colleagues, but there are also 2 members who work alone most of the time and there is 1 member who always works alone (interim manager). When indicating with how many colleagues the members work, several members said that despite working together they still have the feeling of standing on their own: *'Yes you can consult, but in the end you have to do it on your own. So it is said that we do everything in teams, but for me it is bullshit, because in the end I have to do it on my own.'* Some members also said that they have trouble with hierarchy when working together, by which it becomes hard for them to know how to behave:

'On the other hand they say we are equal as partners and employees [...] and on the other side they are directive. Sometimes I have to do things that I do not sympathize [...] So that is contradictory, are they above us and do we have to listen to them or do we stand side by side and do we do the things together?'

When asking if the members have an own workplace, they all talked about a workplace at the office. All members declared that the workplaces at the office are flexible workplaces. However, it appeared that 3 members created an own workplace and that 6 members are inclined to sit at the same place, by which some places became less flexible. The members who created their own workplace said that they like to have a place where they can leave their stuff, or like some specific workplaces more than others due to lighting, the chairs and other related reasons. Another 6 members do not have a specific spot and sit at a different place every time. They do not have much stuff and do not value an own workplace.

Table 1 Location Flexibility by members of Apro

Theme		Definition	Sample Comments	X
<i>Number of different work locations</i>	++	Works at many different locations (>5)	'Everywhere really, for sure if I am on the road and there is a half hour left; then I'll go to a place on the side of the road where there's Wi-Fi.'	9
	+	Works at several different locations (3 or 4)	'I'm trying to make the right mix between the office, the customer and home, because I have the need to do this.'	5
	-	Works at few different locations (<2)	-	0
	--	Works at one location	'I see it as if it belongs to my function to make sure that my teams can work in the best way and with that I support them. And the only way to do that in the best way is to be there.'	1
<i>Not having an own workplace</i>	++	Does not have an own workplace	'Well, I flex very often, I have sat on every chair at least one time.'	6
	+	Most of the time sits at the same workplace	'I notice that I am inclined to sit in this corner very quickly...'	6
	-	Created his/her own workplace	'Yes, I have owned my own workplace. It was actually the spot where my laptop was put down on the first day.'	3
	--	Does have an own workplace	-	0
<i>Experience with location flexibility</i>	++	Sees location flexibility as a lifestyle	'I do not want to think about coming to the office and leaving the office at a certain time.'	7
	+	Sees location flexibility as fitting	'In terms of guidance it is sometimes a little bit tricky, on one hand the freedom is very nice [...] but on the other hand some guidance is also nice, especially if you are a starter.'	4
	-	Finds it hard to cope with location flexibility	'I think I like location flexibility, but some weeks I cannot handle it. But that is maybe more my own restlessness.'	4
	--	Finds it really hard to cope with location flexibility	-	0
<i>Amount of people with whom he/she works together</i>	++	Works with many other members most of the time	'Uhm yes I think that I'm with everyone in some kind of project.'	2
	+	Works with some other members	'Uhm yes I always work with at least 1 colleague, max 2.'	10
	-	Works most of the time alone	'Well I work with 2 colleagues on projects, but one is almost finished. Further, well yeah I work alone most of the time.'	2
	--	Works always alone	'I am at a fulltime interim management job.'	1

Finally, members' experience with location flexibility differs: most of the members see it as a lifestyle: *'Yes I really like it [...] maybe I do not use the freedom, but only the feeling that I have freedom creates much space in my head'*, or see it as fitting and find it easy to cope with. Some members like it because it gives them the space to go to the gym in the morning, bring their child to school in the morning or work in the evening or weekends. However, there are also 4 members who find it really hard to cope with location flexibility. These members find it hard to reach other colleagues and create structure in their work activities. The lack of structure in their activities leads to chaos in their heads, which results in a high workload. Next to these obstacles one member indicated that seeking a balance between work and private life becomes very hard, due to the extensive work hours and travel distances that come with location flexibility.

It is clear that in the consultancy area, working at many different locations is the norm and that at these locations there are flexible workplaces. It is remarkable that half of the interviewees from Apro created their own workplace or sit at the same workplace most of the time. Most of the interviewees like location flexibility, but some find it hard to cope with and many members indicated that they feel lonely during their work activities. The four members who find it hard to cope with location flexibility are juniors, mediors and seniors, this indicates that work experience is not the main reason why they find it hard to cope with location flexibility. The problem lies more in being able to bring structure in work activities and finding balance between work and private life.

Identity Elasticity

Table 2 (see p.21) shows an overview of the questions and answers concerning identity elasticity that were categorized in accordance with the scale. The questions concerning identity elasticity are based on the CED levels.

Centrality level - When coding the question by which the members were asked to tell their organization's vision, the vision of the partner who founded Apro was taken as a reference point. There are 5 members who described the exact same vision as the founder of the organization, 9 members described it slightly different and 1 member described it totally different. This 1 member is not a permanent member, but a member that is closely connected to Apro. This member advises Apro on a specific area in communication. Consequently the description of this member's vision was according to this specific area, therewith missing the overall vision of Apro. The members who described the vision slightly differently could mention the overall well-known vision of Apro, but did not know the future perspective that is also added in the vision of the director. There is also a member who suggested that not everybody has to say the same: *'If the basis is the same, and if you translate this basis to practice and you talk about that with your colleagues, then not everybody has to do and think the same.'* But then another member said that the basis that has to be communicated by the partners is missing and that there is no transparent communication. This makes it very hard for this member to feel connected to the organization

and to ask the things he/she wants to ask: *'But the partners are not transparent enough. They are not very accessible to us and in their meetings they talk about things and I believe that they really think it through and they will have all kinds of visions and ideas about things, but this information does not reach the employees, they do not communicate!'*

Total freedom in classifying work hours and no pressure of margins is experienced by 8 members and 6 members experienced freedom in classifying work hours most of the time and occasionally felt pressure because of margins. The members declared that it is normal in the organization they work for that they can classify their own work hours, and that it is central to the organization. However, some members said that they do not feel space to have formal conversations with colleagues, because they have to be billable. They stated that this could be a reason for the small amount of conversations they have when they are in the office (which influences the way members perceive the identity of the organization). There is also a member who feels almost no freedom in classifying work hours and a lot of pressure of margins. This member resigned in the meantime.

Endurance level - When asking if any changes occurred in vision, 5 members indicated the same change in vision as the founder did and 5 other members indicated a slightly different change in vision as the founder. These 5 members did not mention the change Apro has made concerning the addition of organizational development advice. A divergent change in vision was described by 1 person, but this is again the closely connected person who interpreted the organization only in the area in which this member advises Apro. Another 4 members indicated no change in vision, they stated that they did not know the history of Apro.

Distinctive level - Subsequently the members were asked if they could tell how Apro differs from other equivalent organizations; 5 members gave the same distinctive aspects as the founder, 7 members gave similar aspects and 3 members did not know how to distinguish the organization from other equivalent organizations. The members who gave similar distinctive aspects did not mention the innovative value of Apro.

All members know what the vision of their organization is, but there is some variety in the details of the described vision by members. The history of the organization is not communicated to all members of the organizations; only 5 members really know how the vision changed over time. Then not all members know how to distinguish their organization from competitors, but most of them could mention some differences. Finally, most members feel (almost) complete freedom in classifying their work hours and experience little or no pressure because of margins.

Table 2 *Identity Elasticity by members of Apro*

Theme	Definition	Sample Comments	X	
Same description of vision of the organization	++	Describes a common vision	‘Our most important assignment is building at communicative organizations [...] It is also in organizational development, we think we are really on the border of communicating and organizing [...] I would prefer to put a we-go-away-warranty in our propositions.’	5
	+	Describes a mostly common vision	‘According to me we are building at communicative organizations [...] more human power is important in that aspect.’	9
	-	Describes a rather divergent vision	‘Apro sees that doing research and data driven work becomes more and more important.’	1
	--	Describes a divergent vision	-	0
Same description of change in time of vision	++	Indicates a common change in vision	‘First we focused more on communication advice, so more the communication side and now we’re going toward the organization consultancy area, so more the organizing side.’	5
	+	Indicates a mostly common change in vision	‘Yes according to me it is, I thought that the communicative organization and the ‘doing it on your own’ with our 70/20/10 % principle and that we support in that area, that is from the last few years. Before it was more about advice only.’	5
	-	Indicates a rather divergent change in vision	‘I think that the vision changed from interest in data and analytics to a necessity to embed it in the work they do.’	1
	--	Indicates no change in vision	‘No, I only know them from how they are now.’	4
Same description of distinctive aspects	++	Distinguishes the organization the same	‘What I think is really cool about Apro is that there’s more room for the ‘organizing’ part, and that we’re no longer only making flyers.’	5
	+	Distinguishes the organization mostly the same	‘I think we’re more focused on environment. [...] We’re looking more from above and that means that you’re very critical and for some organizations that’s very hard.’	7
	-	Distinguishes the organization hardly the same	-	0
	--	Does not know how to distinguish the organization	‘If you ask me: ‘What is Apro?’ well, I really don’t know.’	3
Freedom to classify own work hours and no pressure of margins	++	Feels freedom in classifying own hours and no pressure of margins	‘Yes total freedom, so sometimes I also work during the weekend. It goes on, and sometimes during the week I think ok I need rest and then I’ll take it. [...] No I do not worry about that, of course you have to take care of your own costs and ensure that you realize your own sales volume.’	8
	+	Feels freedom in classifying own hours most of the time and sometimes pressure of margins	‘Yes in itself. But it still feels, I mean you are still going to work between 9 and 5 or at least you can be reached. [...] I also don’t feel the freedom, because I’m not yet that busy that I can’t talk with others. But others are and you don’t want to bother them.’	6
	-	Almost never feels freedom in classifying own hours and much pressure of margins	‘Actually no, because they’re saying you can do it the way you want, but when I wanted to work less [...] then I’ll prefer to work 4x9 hours and I arranged that with a partner and then it was like uuh [...] afterwards I got an email that we had to talk about my working days. [...] It is especially when the partners are there, then it’s like you can’t say a thing and you have to work very hard.’	1
	--	Does not feel freedom in classifying own hours and always feels pressure of margins	-	0

The interplay between Location Flexibility and Identity Elasticity

Table 3 (see p.24) shows an overview of the questions and answers concerning the influence of location flexibility on the connectedness the members feel toward their organization and vice versa that were categorized according to the scale. As mentioned earlier the members of Apro, except for one interim manager, work at several or many different locations. In addition, all members know what the vision of their organization is, but there is some variety in the details of the described vision by members. To explore whether the variety in the vision held by the members of Apro is due to location flexibility and to understand whether the identity elasticity influences how members cope with location flexibility, additional questions were asked. By seeing each other not very often a common ground toward the organization may be missing, because less attention could be paid to communication about the vision and strategy of the organization. Furthermore, if the different visions held by members toward the organization are still held in an interplay, a basic understanding between the members, about what they expect from the organization can still be present; therefore they can see working together as useful. By asking the members if they think location flexibility has influence on how connected they feel and vice versa, this underlying structure may be exposed. When classifying the answers concerning what influence location flexibility has on the members' connectedness toward their organization, a positive influence and no influence of location flexibility are categorized as '++'. This choice was made, because no influence of location flexibility on connectedness could also be seen as a positive feature in this situation.

When members were asked what influence location flexibility has on their connectedness toward their organization, 8 members answered that it does not have any influence. They stated that they do not specifically need an office or another location to feel connected to the organization, but that the connectedness depends on other aspects. The other aspects are the existing structures and manners in the organization, like the pressure of margins, dynamic between colleagues or the passive construction to change or improve things because of a lack of clarity on which side the lead has to be taken (management/employees). A member said the following about consultancy work and the additional lack of structure at Apro: *'Yes and that makes it restless and with that you have to be more flexible, but within the flexibility there can be more structure and that is also lacking. So it is already restless at that point.'*

There are also 5 members who feel less connected to the organization by influence of location flexibility and 1 member who does not feel connected to the organization by influence of location flexibility (the interim manager). The members who feel less connected by influence of location flexibility explained that working at different locations resulted in developing their own individual skills. In this development of the individual skills they feel no support from the organization, hereby they see the added value of being part of the organization less and less. There are also members who said that by working on a project for a longer time, the people they had to work with on these projects felt more like colleagues than their own colleagues at Apro,

which resulted in losing sight of the vision and strategy of Apro. Finally, there is also one member who indicated that by influence of location flexibility the connection to the organization is enhanced, because it resulted in being more aware of having to make an effort to contact colleagues:

'So, I am really a team player and in location flexibility the team playing is not natural, because you are not sitting in one space with each other every day. Then you have to make a big effort to speak to people. Yes I try to call people to say I am now here and there and busy with this and that, can you think along with me? Would you do that the same way? [...]'

Then the question was reversed and the members were asked if their connectedness toward their organization influences how they cope with location flexibility. In this case 7 members visit the office or contact colleagues very often because of their connection and 5 members visit the organization regularly. They said that they find it very important to contact each other and really like to see each other, but that it is also hard to seek contact. While they never know if coming to the office will be of added value to them, because they do not know who will be there. Some members also said that it is not uncommon that there are only 2 members at the office and that thereby the added value of the office becomes less and less for them. So when they now beforehand that there are going to be only 2 members in the office, they prefer to work at home. They also said that when colleagues are at the office the atmosphere is not always very motivating: *'But for real; being together, that is what I miss. I am also disappointed that sometimes if we are with each other at the office, it feels a little bit awkward or silent as well. That is not okay...'* There are also 3 other members who do not visit the organization because of their disconnectedness. Among them are the interim manager and a member that in the meantime resigned, because the work area did not fit the expectations the person had.

By asking these questions it became clear that at Apro the variety in the description of the vision held by the members is partly because of location flexibility. The members who feel less connected to the organization by influence of location flexibility explained that they do not feel and work with the vision and strategy of their organization and feel they have to develop their own way of working. Other members explained that they sometimes feel more connected to the other organizations they had to work for than their own organization, which leads to losing the vision and strategy of Apro out of sight. Then there were also members who said that location flexibility has no influence on how connected they feel, but that other aspects influenced this feeling. This means that other structures in the organization are responsible for how members describe the vision of the organization. The identity elasticity in Apro is still held in an interplay and does not fragment. The members' connection to the organization influences the motivation to visit or contact colleagues. This means that the identity elasticity in Apro results in members who cope with location flexibility in such a way that they still see each other.

Table 3 *Interplay between Location Flexibility and Identity Elasticity by members of Apro*

Theme		Definition	Sample Comments	X
<i>Influence of location flexibility on connectedness feeling toward organization</i>	++	Feels very connected to the organization by the influence of location flexibility	'Maybe it does influence that fact that I talk even more with my colleagues because of location flexibility, because I don't speak with them automatically.'	1
	++	Location flexibility hardly has an influence on how connected he/she feels to the organization	'Well the sense of unity is not only in physical presence, but it is also in interaction [...] so this physical presence doesn't say so much to me, it is more in how you are in a constant dialogue with each other.'	8
	+	Feels connected to the organization by the influence of location flexibility	-	0
	-	Feels less connected to the organization by the influence of location flexibility	'[...] At the other places you're busy with other content, and you develop in another way [...] and you create your own style as advisor. [...] And then when you are together, you're busy with other content. [...] so there is no space to let things emerge or to let sharing emerge.'	5
	--	Doesn't feel connected to the organization by influence of location flexibility	'I think it plays a big role. [...] Because when I am not there then I also cannot expect that people are going to do things.'	1
<i>Influence of connectedness feeling toward organization on location flexibility</i>	++	Visits the organization often because of his/her connectedness	'Yes, because when I go to the office I feel more connected and then I want to do my work there instead of at home.'	7
	+	Visits the organization regularly because of his/her connectedness	'Yes it is also fun that people come here and that you can show that you have a nice place. [...] but if you really need it; that's something I don't know.'	5
	-	Does not visit the organization often because of his/her disconnectedness	'It is very hard to get a good feeling about this, because when I'm there (other work location) I feel bad about this (Apro), but when I'm here (at Apro) I have the feeling that I have to be over there (other work location).'	3
	--	Does not visit the organization because of his/her disconnectedness	-	0

An Organization's Sense of Unity

Table 4 (see p.25) shows an overview of the questions and answers concerning an organization's sense of unity that were categorized in accordance with the scale. The degree of connection the members feel toward Apro varies: 2 members feel very connected, 7 members feel connected, 5 members feel a little bit connected and 1 member does not feel connected (the member who resigned). The members who feel very connected are both partners of Apro, which gives an explanation for why they have a higher level of connectedness. The other members who feel connected to Apro said that they feel connected to the organization, because they like their colleagues and/or capture gratification because due to Apro they can help other organizations to be more communicative. The members who feel a little bit connected explained that they like to work at Apro, but miss a supportive structure in the organization which helps them to make their work easier (like an office manager, personal development on frequent basis etc.). Several members also mentioned that they sometimes find it hard to feel connected to Apro, because the environment in which they work does not motivate to emphasize for which organization they

actually work: *'Not everybody has to know that I am from Apro, no I even get annoyed by people who constantly say where they are from.'*

Table 4 Organization's Sense of Unity by members of Apro

Theme	Definition	Sample Comments	X	
<i>Connectedness feeling toward organization</i>	++	Feels very connected to the organization	'I always represent myself as member of Apro. Yes I always have a pitch ready and I am always ready to tell what we are doing here and why.'	2
	+	Feels connected to the organization	'Yes I really like the Apro image. [...] I mean I didn't come here for nothing.'	7
	-	Feels a little bit connected to the organization	'Yes I feel very independent as communication advisor. [...] but it feels more like stand alone, while you still work for a company and you actually have to feel a certain degree of connectedness.'	5
	--	Does not feel connected to the organization	'Well actually I do not feel connected to Apro. Yes I work there, but that's it.'	1
<i>Degree in which a sense of unity is valued</i>	++	Highly values a sense of unity	'[...] But I would like more connectedness to create more energy in a common goal. That is what I like, when you work with different types of people and you come in a certain flow.'	11
	+	Values a sense of unity	'[...] Unity yes, unity in how the world changes and how important it is with the environment with that kind of network and principals. But there can also be much variety, how you do things, one is very good in moving people [...] the other is more rational focused and I think that those can complement each other very well.'	4
	-	Attaches little value to a sense of unity	-	0
	--	Does not value a sense of unity	-	0
<i>Amount of team building activities organized by the organization</i>	++	Describes many activities (>5)	-	0
	+	Describes several activities (3 or 4)	'Yes that is how you explain team building. But the moments we speak with each other are once a month the breakfast, once in two months an inspiration session, regularly a dinner, a barbeque, those kind of things.'	8
	-	Describes a few activities (<2)	'Well, an inspiration session like last Friday, [...] or the breakfast sessions. Yes those things I think.'	5
	--	Describes no activities	'At this moment, honest? Nothing I notice.'	2
<i>Amount of improvements advice on location flexibility in the organization</i>	++	Describes no improvements on location flexibility	-	0
	+	Describes a few improvements on location flexibility (<2)	'I almost have the feeling that we need a manager, but one who is always at the office.'	8
	-	Describes several improvements on location flexibility (3 or 4)	'I don't know if it's manageable, but I think the partnership; they have to ensure the unity. [...] I think it has to be on the agenda, the money and the unity of the company. More at the human level...'	3
	--	Describes many improvements on location flexibility (>5)	'I think it starts at the selection. Making sure that this job is something for a person. When you are very social, then you value the unity very much. [...] and I think online, a medium by which sharing knowledge becomes easier...'	4

It is striking that despite not all members are feeling connected, they all value a sense of unity: 11 members even highly value it. It could be assumed that to enhance the sense of unity, team

building activities could be beneficial. Apparently no member of Apro could mention a lot of team building activities (see appendix B). As a member mentioned: *'Are we a team together? No. And are you going to improve that by having a joint breakfast or inspiration session once a month? No. There is too little that connects us.'* Adjoining, all members described improvements for the organization (see practical implications).

Finally, all members of Apro were asked if they have a Buddy. The founder of the organization said that there is a buddy system with which members reciprocally could find personal support. This buddy system should enhance the sense of unity in the organization, while it is meant to give personal support to colleagues, which may result in a better understanding between colleagues. But when asking if members have a buddy, 6 out of 15 members answered 'no'. There was also a member who said no, who was later mentioned as a buddy by another member. A member said the following about this buddy system and about personal development: *'Yes I asked a colleague if she knows who her buddy is, or do we actually have a conversation after a month about oh how do you function and do you like your job? We also did not have a trial period or something and it is normal to have such a thing and that is not present here.'* The members explained that the past year was not very easy for the members, because several members resigned and new members were hired. Due to this, some basic elements were missing in the organizational structure, including the badly implemented buddy system. Therefore this buddy system did not contribute to the sense of unity in the organization. As a member from Apro states: *'And for sure last year it has been very busy, people came in and were thrown into the deep with the hope they could keep swimming. And that is not good for those people, and for sure not for the crew.'*

Benchmark: Belder, Cikor and Dolter

At Belder, Cikor and Dolter 2 members of each organization were interviewed to be able to compare Apro with other organizations and get a more realistic view of the situation. In this section the interview results from Belder, Cikor and Dolter and the most notable differences compared to Apro will be described.

Location Flexibility

At Belder, Cikor and Dolter the members also work at many different locations. Cikor does not even have an own office, so the members always have to look for places to work at. Of the three organizations, only one person has created an own workplace, because this member likes to leave stuff behind. The members of Belder, Cikor and Dolter also work with other members, they mentioned that they have to put much effort in contacting their colleagues. The experience with location flexibility is also pleasant for most of the members, but there is also 1 member who finds it really hard to cope with location flexibility. This member cannot find the balance between work life and private life and misses the contact with colleagues that could lead to more inspiration.

It is again clear that in the consultancy area, working at many different locations is the norm and that at these locations there are flexible workplaces. Besides, the interviewees all mention that they like to work flexible, but that it is sometimes hard to find balance in their work rhythm or to contact colleagues.

Identity elasticity

At Belder, Cikor and Dolter all members described the same vision of their organization as is stated on their website. At two organizations the members described the same change in vision and in one organization a slightly different change in vision was described. Subsequently at one organization the members described the same difference-making aspects and at two organizations the members gave almost the same aspects. Total freedom in classifying work hours and no pressure of margins is experienced by 5 members and 1 member feels freedom in classifying work hours most of the time and feels the pressure of margins occasionally.

All members of the four organizations know what the vision of their organization is, but it appears that the history of the organization is not communicated to all members of the organizations. At Belder, Cikor and Dolter the members could distinguish their organization from competitors, but at Apro not all members were able to do this. Finally, most members of the four organizations feel (almost) complete freedom in classifying their work hours. Additionally, most members experience little or no pressure because of margins.

The interplay between location flexibility and identity elasticity

In order to describe the interplay between location flexibility and identity elasticity the answers to the questions: ‘At which locations do you work?’ and ‘How would you describe the vision of your organization?’ are combined (see table 5). This table shows that all members, except for one interim manager, work at different locations. The table shows also that half of the members gave the same description of the vision of their organization, but that the other half gave a slightly different description of the vision of their organization. As earlier mentioned to explore whether the variety in the vision held by the members is due to location flexibility and to understand whether the identity elasticity influences how members cope with location flexibility, additional questions were asked.

		<i>Same description of vision</i>			
		++	+	-	--
<i>Number of different work locations</i>	++	3 Apro 3 Other	3 Apro	1 Apro	
	+	2 Apro 2 Other	5 Apro 1 Other		
	-				
	--	1 Apro			

Table 5 *Interplay between Location Flexibility and Identity Elasticity*

At Belder, Cikor and Dolter it appeared that for some members being at different places enhanced their connection with the organization, because when they work at different locations they have to use their strategy and vision concerning handling things every time. Then there are also members who do not feel any influence of location flexibility on their connectedness toward their organization. At Belder this was the case, because the identity of the organization is already so intense that either way they feel connected to their organization:

‘But I think that, well I have everything from Belder; I have a laptop and we have intranet of course, we have all kinds of templates in case I have to make a report or something, everything is already available in PowerPoint or Word. Well yeah everything is Belder. [...] So the sense of unity and connection with Belder is because of everything.’

When the members were asked if their connectedness toward their organization influences how they cope with location flexibility, 5 members answered that they visit the organization very often and 1 answered that he/she visits the organization regularly to feel more connected. The members mentioned that it is not specifically the organization they visit, but emphasized the importance of contacting their colleagues to maintain the feeling and understanding of the vision and strategy of their organization.

To summarize, for most of the members from Apro location flexibility has no influence (no influence and a positive influence are categorized as ++) or a negative influence on their connectedness toward their organization. However, at Belder, Cikor and Dolter location flexibility could even enhance the connection to the organization or the organization already has such a strong identity that location flexibility does not have any influence on how connected members are to their organization. Almost all members want to visit their organization because they already feel connected to the organization (*‘the office is backstage, there they are not particularly in function, so that talks easier’*), and want to improve their connection by seeing their colleagues. Only 3 members from Apro did not want to visit the organization. Two of these members had to deal with balancing being interim manager and working for Apro and one member did not like to work at Apro. Table 6 shows a display of these dynamics.

		Influence of connectedness feeling on visiting the organization			
		++	+	-	--
Influence of location flexibility on connectedness feeling	++	4 Apro 5 Other	4 Apro 1 Other	1 Apro	
	+				
	-	3 Apro	1 Apro	1 Apro	
	--			1 Apro	

Table 6 Mutual influence of Location Flexibility and connectedness

An organization's sense of unity

At Belder, Cikor and Dolter all the members feel very connected to the organization and all highly value a sense of unity. As mentioned earlier, at Belder and Dolter the connectedness is emphasized because of the strong identity. At Dolter, a member said the following: *'I really feel like a communication advisor from Dolter. And that's mostly because we, all advisors, have the same vision on communication. So it is a kind of content connectedness, we deal with issues in the same way.'* Then the members of Cikor also feel very connected to the organization, despite not having an office, for the same reason as the members of Dolter: *'Yes the advantage is that we all really believe in what Cikor stands for, from our approach and theory and how we look at internal communication within an organization. How we approach each other, that is at first our connectedness. We find each other in content.'* It is also because Cikor has no office that the members are very conscious of the fact that they have to make more of an effort to feel connected with colleagues and the organization. Subsequently all members described a lot of team building activities and other aspects that enhance the sense of unity and all mentioned a few improvements for their organization (see practical implications).

At Belder, Cikor and Dolter all members feel connected to the organization, but at Apro not all members feel connected to the organization (*'But I absolutely do not have the one team and one task feeling'*). This can be due to the fact that at Apro there are also less team building activities compared to the other organizations (see table 7). The members of Apro also generally mentioned more improvements for their organization than the members at Belder, Cikor and Dolter did. Despite the fact of there not being a high sense of unity, all members indicated that they highly value a high sense of unity in their organization.

		<i>Connectedness towards organization</i>			
		++	+	-	--
<i>Amount of team building activities</i>	++	6 Other			
	+	2 Apro	3 Apro	3 Apro	
	-	3 Apro		1 Apro	1 Apro
	--	1 Apro		1 Apro	

Table 7 Relation between connectedness and team building activities

5. Discussion

To thoroughly answer the research question of this paper, four sub-questions were created which will be answered in this section. The interpretation of the results answer the sub-questions: how members perceive location flexibility, how members give meaning to the vision of the organization based on the CED levels, an understanding of the interplay between location flexibility and identity elasticity and a description of how members describe and perceive the sense of unity in the organization. By answering these sub-questions the research question of this paper can be answered. Subsequently some discussion points, limitations and practical implications will be described.

1. How do consultants perceive location flexibility?

The members of the four different organizations work at several locations and most of the members like to have some kind of consistency in their work. They create this by limiting the locations they have to visit and/or work at, create an own workplace, regularly contact colleagues and/or make very structured schedules. It becomes clear that location flexibility can be contagious as stated by Rockmann and Pratt (2015), as the members sometimes experience the office as an impersonal place, in the situation in which all other colleagues work offsite, and prefer to work at home or at another place than the office. So some members find it really hard to cope with location flexibility, because they find it hard to reach other colleagues, find balance in work activities and find balance between work and private life, but most of the members see it as a lifestyle or see it is as fitting. So when supported and handled in the correct way, location flexibility fits the work culture and appears to be highly appreciated for work and private-related reasons (Galea et al., 2014).

2. How do members give meaning to the vision of their organization?

All members of Apro could tell the vision of their organization. The identity is not perceived as a split and one identity claim did not predominate at the expense of its opposite, therefore it can be concluded that Apro has an elastic identity. The organizational identity is held in an interplay such that the constructed identity of the organization does not fragment and is still elastic (Kreiner et al., 2015). In the process of identity work Apro could be placed in a process of *expansion* (Kreiner et al., 2015), because the members all knew the vision but added their own interpretation and ideas to the description of the organizations' vision. Here, it could be said that on the centrality level (CED), there is a balance between what is essential and negotiable in the organization (Kreiner et al., 2015), but this centrality is not really expressed in working practice. However, at Apro only a few members could really explain the total picture of the organization. It therefore seems that the members at Apro do not know much of the CED levels concerning the endurance and distinctive level. At the other companies the members were better informed about the history of their organization and the differences compared to other equivalent organizations.

3. How do location flexibility and identity elasticity influence each other?

For most of the members of Apro, location flexibility has no influence or a negative influence on how they perceive their organization, while at the other organizations it even enhances the connectedness to their organization for some members. The members from Belder, Cikor and Dolter mentioned that when they work, they always work with the vision and strategy of their organization. This is not as often mentioned at Apro, but their vision is still held in an interplay and does not fragment. Therefore, it can be assumed that location flexibility is a factor of Apro's elastic identity, but with a risk of post-elasticity. As Redman et al. (2009) also stated: due to location flexibility there can be a lack of a clear basis to support members' work activities and personal development. This can lead to too much elasticity which can result in post-elasticity. On the contrary it seems that at the three other organizations location flexibility is also a factor of the organizations' elastic identity, mainly because well-planned events are created to see each other and the emphasis is placed on culture and vision with room for new and changing identities exactly because there is less face to face contact, this result is in line with Kelliher and Andersson's (2010) study.

The identity elasticity in Apro and likely also in the other organizations is elastic: a basic understanding between the members of what they expect from the organization and each other is still present. Therefore they see working together as useful. This results in members who want to work together and therefore try to contact each other frequently or try to visit the office frequently. However, all the members stated that contacting colleagues or knowing when and where to find support from colleagues is not easy due to the influence of location flexibility.

4. How do members describe and perceive the sense of unity in their organization?

While Apro has an elastic identity, not all members feel very connected to the organization and a few members said that the 'one team' and 'one goal' feeling is not present. For some members this is due to location flexibility and others state that their connectedness does not depend on location flexibility, but depends on other aspects of the organization. When comparing this with the other companies it became clear that in the other organizations there are more basic structures by which the 'one team' and 'one goal' feeling is enhanced. At Apro there are less team building activities and the members give more suggestions for improvements for their organization in comparison to Belder, Cikor and Dolter.

This interplay between location flexibility and identity elasticity and the already existing manners and structures in Apro result in a not very high sense of unity. This relatively low sense of unity does not stimulate members to work together and support each other. At Belder, Cikor and Dolter it seems that the members who were interviewed have a more communal feeling about the organizations' vision and strategy and this results in motivated members and members that can easily support each other.

Research question: In which way does the interplay between location flexibility and identity elasticity influence an organization's sense of unity?

This study uncovered that the interplay between location flexibility and identity elasticity can have a negative influence on an organization's sense of unity when the vision and strategy are not clearly communicated. However, in organizations in which the vision and strategy of the organization are well-communicated it appears that there is no negative influence of location flexibility on the sense of unity. Location flexibility may even be a positive influence, because members feel more connected the higher the number of organizations is they have to work for, whereby they have to use their organizations' vision and strategy. The results of this research therefore demonstrate the importance of a clearly communicated vision and strategy of an organization in the work area where location flexibility is central to the organization.

A point of discussion concerns the difference between a clearly communicated vision and strategy in an organization and constriction in the process of identity elasticity mentioned by Kreiner et al. (2015). It has to be noted that a clearly communicated vision and strategy are not the same as constriction in the process of identity elasticity. In the situation of constriction, new and changing identities are rejected and some identity claims are dismissed (Kreiner et al., 2015). With communicating a clear vision and strategy it is meant to support members in an organization with a certain central basis from where new and changing identities are welcome and identity claims are discussed.

Another point of discussion in this research is the choice for using a deductive method to analyze the data. By developing a scale by which the answers were classified and developing questions concerning the concepts location flexibility, identity elasticity and an organization's sense of unity, the results and interpretation of this study are directed. By choosing this deductive method, the possibility to see more than can be expected beforehand is excluded. Therefore it could be discussed that the results of this research exclude other interesting aspects that might have been possible to gather from this study. If an inductive method was chosen, the chances to see more than expected would have been stretched out. However, the deductive method used in this study has made it possible to compare the gathered data at a more dense level than would have been possible when using an inductive method.

Then the concept post-elasticity was added to the theory of Kreiner et al. (2015). In the theory about identity elasticity it is only mentioned by Kreiner et al. (2015) that an inelastic identity can lead to the organization falling apart. By adding post-elasticity an elastic identity can also lead to the organization falling apart. As it became clear in this study, it is also possible to have too much elasticity in an organization in the situation of expansion. In this situation the different views held by members become too extreme, by which the interplay cannot be held and the members of the organization do not know anymore what the organization stands for and lose motivation to work. This can also result in the organization falling apart. Further research on

identity elasticity should take the concept post-elasticity into account to be able to expand the understanding of identity elasticity. In this way a more comprehensive view on the dialectical tensions in the organizational identity could be gathered.

This research raises the question whether flexible working is positive for the whole organization. Galea et al. (2014) mention that when location flexibility is supported in the correct way by the management and fits the work culture, it appears to be highly appreciated for work and private-related reasons. However, Rockmann and Pratt (2015) state that the members who still want to work in the main office (onsite) are the ones who suffer the most in this new reality, because the office becomes an impersonal place. Subsequently Rockmann and Pratt (2015) wonder if organizations which become more and more distributed might move to a form whereby everyone is distributed, like a truly virtual organization. As mentioned in this study at Cikor the office is already truly virtual. Rockmann and Pratt (2015) ask in their study which new elements will be added in situations in which the office is truly virtual. This study shows that there is a big difference between Apro and Cikor in the aspects that contribute to a sense of unity (see appendix B). The two members of Cikor mentioned 21 aspects that contribute to a sense of unity in their organization, this in comparison with 6 aspects mentioned by 15 members of Apro. It may be wondered whether having an office diminishes the importance to add structures and activities that enhance a sense of unity. This can be wondered, as having an office can result in members that do not directly feel the pressure to create a sense of unity, because the main office is always in place and displays the group vision while communicating the group identity and representing the expression of a member's group membership and attachment as Ashkanasy et al. (2014) state in their study. Therefore, it would be interesting for further research to look at the differences between a virtual and physical office and the aspects that contribute to a sense of unity. This would probably create a better understanding of the choices organizations make concerning the sense of unity in their organization and a better understanding on the added value of an office for a certain organization.

Finally, by researching the interplay between location flexibility and identity elasticity on an organization's sense of unity, the focus lies on location flexibility. During this study it became clear that there are many other factors that influence the identity elasticity and an organization's sense of unity. Especially in organizations where there already is a high sense of unity. It would be interesting to do more research in this area. Besides, it would be gainful to compare the results of this research with traditional organizations. Especially on the factors that influence a sense of unity to see the differences between these factors. In this way the structures of organizations could be made clear, by which it becomes easier to advise various types of organizations on the topic of connectedness.

Limitations

This study has some limitations. Due to time constraints observations were made only at Apro and only at Apro all the members were interviewed. It could be that the differences between Apro and the other organizations are therefore outlined in a larger manner than the realistic picture would display. To get a better picture of the situation it would be profitable to do this research again in more detail, by observing and questioning more members of the other organizations. The time constraints also limited the possibilities to analyze the data in more detail. There is much more valuable information available in the interviews. A lot is said about personal development and about how the members look and behave toward their colleagues. A separate study on this topic would be interesting.

Enteby and Molnar (2012) stated that how identities actually endure over time remains poorly understood. This research contributed to this understanding by asking questions about the vision and change of vision over time of an organization, by which could be explored how an organizational identity is constructed and changed over time. However, to be able to actually explore how an organizational identity is constructed and changed over time a longitudinal study is advised. In this way it is possible to ask members of an organization at different moments during a longer period of time how they perceive their organization. In this way a better understanding of the construction of the organizational identity could be obtained.

Furthermore, the observations at Apro were made while being closely involved. The researcher knew the interviewees at Apro beforehand. In these situations there is always the problem of too much involvement and familiarity of the researcher which might influence the objectivity of the researcher and the reported data. By adding an independent second coder to the data analysis process, the intention was to capture the biggest part of this problem.

Practical Implications

'I think we have everything to make something beautiful out of this organization, but steps have to be taken to connect at internal level.'

- Anonymous member

This study shows that a low sense of unity in an organization does not stimulate members to work together and support each other. It appeared that the members who have a communal feeling about the organizations' vision and strategy, were more motivated and were better able to support colleagues. It would therefore be profitable for organizations with a low sense of unity to make sure that the members are more aware of the vision and strategy of their organization to prevent post-elasticity. In this way it could help the members to feel less alone and more connected to their organization, which subsequently could enhance their motivation to work.

Especially because all the members of the organizations in this study want a high sense of unity and like to see and help each other. The members of the four organizations in this study gave advice on how to better implement location flexibility in their organization, and also for other organizations. These suggestions will probably be interesting for organizations in the consultancy sector to discuss. Table 8 shows an overview of the suggestions:

Table 8 *Improvement advice and general advice*

Advice of members for their organization:	General advice from members:
<p>APRO</p> <ul style="list-style-type: none"> -Organize personal development conversations once a month -Secure psychological safety -Know what your colleagues are doing -Work in teams -Communicate more about what you need -Communicate more at human level/emotions -Facilitate a good work environment -Think about basic structures in the company -Organize more inspirational sessions at inspiring places -Organize more fun events or team building events -Do not mix social events and formal agenda moments -Have a manager who's always there -Make sure that partners take the lead -Have a manager that has time for employees -Let partners arrange team building events -Organize a team day to discuss the vision -Ensure visibility of the vision -Communicate the vision -Make core values explicit -Have an online medium for sharing knowledge -Find balance between flexibility and network structures -Be clear on how to write work hours -Give small rewards -Find balance in the amount of projects -Make a guide for new employees -Take care of a good selection procedure when hiring new members 	<p>APRO</p> <ul style="list-style-type: none"> -Organize collectivity, unity and collaboration -Have more informal contact with colleagues -Determine the priorities together every week -Know what your colleagues are doing -Have clarity about the vision and how to accomplish this vision -Take care of the right equipment for workers -Choose a good location for the office -Hire an independent coach for questions and energy, communicate transparent and be approachable -Do not underestimate the social meaning in an organization and secure knowledge -Add more value to the social events and find an internal communication tool -Schedule meetings and fun events at the office -Create and sustain a good corporate culture -Find balance between flexibility and network structures -Create a safety net; it only works to be free if you know where the boundaries are
<p>BELDER</p> <ul style="list-style-type: none"> -Create a better way to share data -Organize enough fun events -Obligate social events 	<p>BELDER</p> <ul style="list-style-type: none"> -Make sure that employees know each other, so that they know in which way they can help each other -Do more with visibility: gadgets with the company name on it
<p>CIKOR</p> <ul style="list-style-type: none"> -Better control of the back office and newest developments -Create an easy way to see what other people are doing -Pay more attention to talent development 	<p>CIKOR</p> <ul style="list-style-type: none"> -Make sure that software and hardware are well organized -Take care of the wellbeing of employees and secure knowledge development and inspiration
<p>DOLTER</p> <ul style="list-style-type: none"> -Stay focused on who you are and what you want as a company -Know what your colleagues are doing and be there for each other -Pay more attention to the direction of the company, the 'where are we and where are we going' 	<p>DOLTER</p> <ul style="list-style-type: none"> -Ensure that everybody knows from each other what they are doing and what is going on in the organization -Make sure that 1. The direction of the company is clear 2. There is recognition and appreciation toward each other and 3. There is a good workplace and good coffee

An important advice that was mentioned several times is ‘know what your colleagues are doing’. This is also supported by Rockmann and Pratt (2015), they discovered that offsite working is contagious, but that members still have the desire to have an office for work collaborations and social ties. When members know from each other what they are doing, the disappointment of coming to the office and finding only one colleague there could be prevented.

Grote and Raeder (2009) also suggested that to handle the flexibility required of members, employability demands have to be specified and members have to be structurally supported in their development of skills needed to handle the demands. These employability demands and structurally support in development of skills were also mentioned by the members of Apro, Belder, Cikor and Dolter. For example, they suggested more structured personal development, transparent communication and the implementation of a safety net (see table 8).

Finally, the need for good facilities was mentioned several times. For example: facilitate a good work environment, have an online medium for sharing knowledge, be clear in how to write work hours and better control of the back office and newest developments. Koroma et al. (2014) also state in their research about the hindrances when working in multiple locations, that it is very important to analyze the needs and provide applicable ICT support. This emphasizes the importance of having good facilities and good ICT support. In this way it becomes easier for members of an organization to work flexibly.

Conclusion

This study demonstrates the importance of a clearly communicated vision and strategy of an organization in the work area where location flexibility is central to the organization, to enhance a sense of unity in an organization, which subsequently leads to members who can more easily cope with location flexibility. By exploring what influence location flexibility and identity elasticity have on an organization’s sense of unity, this study raised new questions concerning location flexibility and an organization’s sense of unity. This study encourages an examination of the differences between a virtual and physical office to better understand the value of an office. Next to this, this study encourages a comparison of the results of this research with traditional organizations, to be able to understand the dynamics concerning a sense of unity in various types of organizations. In addition the concept post-elasticity was added to the theory of identity elasticity, by which this theory became more complete and by which an understanding of this theory can be better pursued. These new themes would be interesting to add to the research agenda to increase the understanding of location flexibility, identity elasticity and an organization’s sense of unity.

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Appendices

Appendix A: Interview questions

1. Can you describe an average workday?
2. Can you give your job description?
3. With whom do you work together?

4. At which locations do you work?
5. Do you have your own workplace?
6. To what degree is it possible for you to classify your own work hours?
7. How do you experience location flexibility?

8. To what degree do you feel connected to your organization?
9. Do you feel appreciated in your organization?
10. What influence does location flexibility have on how connected you feel to toward your organization?
11. What influence does your connectedness toward your organization have on location flexibility?
12. What impact has location flexibility on you?
13. Do you feel pressure of margins?

14. How would you describe the vision of your organization?
15. Did this vision change in time?
16. How does your organization differ compared with other organizations?
17. Do you value a sense of unity in an organization?

18. What kind of team building activities organizes your organization?
19. At which area of location flexibility is still some improvement needed in your organization?
20. Based on your own experience with location flexibility; how would you advice other organization?

21. Apro: Do you have a buddy?

Appendix B: Aspects that contribute to a sense of unity

***In case things are not mentioned, it does not mean the companies do not take care of it. It means that the members did not mention it.**

Apro	Belder	Cikor	Dolter
<p>1- Inspiration session once in two months 2- Breakfast once a month + massage 3- Once a year BBQ with family 4- Laptop/mobile phone from Apro 5- Present for birthday 6- Dinner when somebody leaves</p> <p>In one year: - 4 members resigned - 6 new employees were hired</p> <p>Later/during observation period: 7- WhatsApp group 8- FB group 9- Office manager 10- Team day</p> <p>In process: 11- Route for new employees</p>	<p>1- Structures in Belder/protocols 2- Much for visibility: like cups/pens/papers with Belder on it 3- Summer course once a year 4- Business plan every year 5- Every quarter year meetings 6- Several trainings during year 7- Table discussions with customers 8- Fun events like: dinner, sailing, squash 9- Department for communication 10- Two secretaries for departments 11- IT Helpdesk in India 12- Every week a sales call 13- New employees have to do a selection route 14- Office days: doing something fun together 15- Video conference by managing board 16- Christmas diner 17- Ski trip 18- Laptop/mobile phone/lease car from Belder</p>	<p>1- No office, once a month office day 2- SharePoint for documents 3- Skype for companies with chat function 4- Yammer as communication tool 5- Family day with family 6- Dinner when somebody leaves the company 7- Christmas dinner and presents 8- Birthday presents, message from director and card also for family 9- New colleagues get a method day from director 10- Books that were written by Cikor are used by members 11- Study trip 12- Nijmeegse Vierdaagse 13- A beer in a bar 14- BBQ in July 15- Good food during events 16- Office management team 17- New employee gets welcome flowers and card 18- Signing contract with champagne 19- Amount of years employed is celebrated 20- Rituals for marriage and births 21- Every month newsletter by mail</p>	<p>1- Every Friday morning everyone at the office 2- Once a year several days in a row to think about where the company stands and is going 3- Every quarter year day for content discussion 4- Every two months intervision with extern person 5- One day to Film Festival 6- With all colleagues Singelloop (running race) 7- To Theater Festival De Parade 8- Christmas dinner 9- Dinner when somebody leaves 10- Tour de Utrecht, cycling with everyone</p>