

# The influence of New Ways of Working practices on the Employment Relationship: An exploratory case study

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### *Abstract*

This paper set out to study the influence of New Ways of Working practices on the employment relationship within Dutch organisations. The core of NWW consist of time, and place, independent working, with the support of an ICT infrastructure. Next to this, organisational management and an organisational culture that support NWW are important conditions that need to be present in the organisation (De Leede, 2017). The employment relationship can be seen in two ways. As the relationship that an employee has with their supervisor, and as a network of agreements related to e.g. salaries, working times, qualifications, recruitment, training, known as the contractual relationship (Fruytier, 1994). While both concepts have been studied before, this study specifically looks at the influence these constructs have, on each other, and on the work-life balance and productivity of employees. This exploratory multiple case study has been conducted within two organisations currently using NWW practices. A total of ten interviews has been conducted with HR experts, managers, and employees. Results show that the way people work, just as the employment relationship, will become more flexible, but the NWW concept as it was determined in literature will not be used to its full extent in the near future. Another interesting finding is that the work-life balance improves and the individual productivity of employees increases through the introduction of NWW.

*Keywords:* New Ways of Working, Employment Relationship, Work-life balance, Productivity, Exploratory research, Multiple case study

## 2. Index

<b>1. Acknowledgements: A word of appreciation</b>	<b>2</b>
<b>3. Introduction: Outlining the subject under study</b>	<b>5</b>
<b>4. Theory: Establishing a framework based on literature</b>	<b>8</b>
4.1 <i>New Ways of Working (NWW)</i>	8
4.1.1 <i>New Ways of Working (NWW) definition</i>	8
4.1.2 <i>NWW practices</i>	8
4.1.3 <i>Conditions of NWW</i>	9
4.1.4 <i>The combination of NWW practices and conditions</i>	10
4.1.5 <i>Reasons for implementing NWW</i>	11
4.2 <i>The employment relationship</i>	14
4.2.1 <i>Operational and contractual aspects of the employment relationship</i>	15
4.2.2 <i>NWW impact on the operational dimension of the employment relationship</i>	16
4.2.3 <i>NWW impact on the contractual dimension of the employment relationship</i>	16
4.3 <i>Outcomes of NWW</i>	17
4.4 <i>Conceptual Model</i>	20
<b>5. Methodology: Elaboration on the adopted research design</b>	<b>22</b>
5.1 <i>Operationalisation of variables</i>	22
5.2 <i>Data Collection</i>	23
5.3 <i>Data Analysis</i>	24
<b>6. Results: A practitioners view on the subject</b>	<b>26</b>
6.1 <i>NWW</i>	26
6.1.1 <i>Location in dependent working in NWW</i>	26
6.1.2 <i>Time independent working in NWW</i>	28
6.1.3 <i>ICT</i>	29
6.1.4 <i>Organisational management</i>	29
6.1.5 <i>Organisational culture</i>	30
6.2 <i>Employment relationship</i>	31
6.2.1 <i>Working hours</i>	32
6.2.2 <i>Leave policies</i>	33
6.2.3 <i>Learning &amp; Development</i>	33
6.2.4 <i>Compensation &amp; Benefits</i>	34
6.3 <i>Outcomes</i>	35
6.3.1 <i>Work-life balance</i>	35
6.3.2 <i>Productivity</i>	36
6.4 <i>Overall results</i>	36
6.4.1 <i>Analysis of relationships</i>	37
<b>7. Discussion: A critical analysis of the discovered results</b>	<b>39</b>
7.1 <i>Theoretical implications</i>	41
7.2 <i>Practical implications</i>	43
7.3 <i>Limitations &amp; Suggestions for further research</i>	45
<b>8. Conclusion: Coming back to the research question</b>	<b>47</b>
<b>9. Appendix</b>	<b>48</b>
9.1 <i>Interview protocol</i>	48
9.2 <i>List of codes</i>	52
9.3 <i>Code Co-occurrence table</i>	53
<b>10. References</b>	<b>54</b>

### 3. Introduction: Outlining the subject under study

In literature increasingly attention has been giving to New Ways of Working or sometimes called the New World of Work (De Leede, 2017; De Spiegelaere, Van Gyes, Benders, & Van Hootegeem, 2015; De Leede and Kraaijenbrink, 2014; Gates, 2005). Although this concept is relatively new, quite some scholars have already studied this concept and to some extent agreed on the definition of it. NWW has three core components; location, time and device independent working (Microsoft whitepaper, 2005, De Leede and Kraaijenbrink, 2014). In essence this new concept gives employees the opportunity to work on different locations (e.g. from home or at a customer) and removes the 'difficulty' from working at the company headquarters. With this trend, time independent working has also become increasingly popular since people have the opportunity to work from home or other locations and can therefore also work in evenings or weekends. To facilitate time and place independent work the IT infrastructure of an organisation has to be excellent in order to give employees the opportunity to work, and access their personal company files, from anywhere, at any time. In addition, an organisational culture that supports NWW, and organisational management focussed on output, giving employees more responsibility and autonomy, are important conditions that need to be present in the organisation (De Leede and Kraaijenbrink, 2014, De Leede, 2017). Increasing autonomy and responsibility improves the level of engagement of employees and this ultimately results in higher organisation performance (Grant & Parker, 2009).

Although there is some literature about New Ways of Working, the concept is still relatively new. Besides, few studies have been done into the influence that NWW has on the existing employment relations, whereas it is thought that the employment relationship could have a significant impact on the success of NWW. Employment relations concern the relationship that employees have with their employer. Several distinctions can be made in this concept, but this study will point out two examples. The first is a distinction made by Kluijtmans (2008). He argues that the employment relationship consists of (1) employees receive wages in exchange for labour, (2) the relationship employees have with their colleagues, and (3) there is a subordinated relationship between the employee and the employer. While current labour conditions are based on these three relations it is likely that changes should be made to accommodate the new ways of working. The relationship between employee and employer could, for example, change because people work at other locations and managers are less able to oversee the work of their subordinates. As a result, the appraisal of employees will primarily be based on results and deliverables only. The number of hours an employee works to achieve these results will thus become less important. Moreover, time independent work could mean that the work-life balance of employees is shifting. Mobile phones are turned on twenty-four hours a day, seven days a week, and people are expected to respond to calls and emails. This may result in difficulties for employees because they cannot get enough rest from their job and ultimately hurt their performance.

The employment relationship could also be analysed through another theoretical perspective. Fruytier (1994) argues that a distinction between an operational and contractual relationship can be made. The operational relationship concerns the contents of an employee's job and

the thereby connected norms, values and expectations. The contractual relationship is a network of agreements related to salaries, working times, qualifications, recruitment, training etcetera (Fruytier, 1994).

The goal of this study is twofold. On the one hand this study attempts to deepen our knowledge on the relationship between New Ways of Working and the employment relationship. On the other hand, the practical goal of this study is to give advice on how organisations should change their employment relationship to better fit the New ways of working. This will be done by doing case studies with two Dutch organisations currently using or planning to implement NWW. The focus lies on Dutch organisations to narrow the scope of the study and to give more detailed information about the rules and procedures in this specific country. This country has a unique system for ruling both the government and organisations, called 'het poldermodel'. The key element to this system is that employers, labour organisations, and the government, work together and bargain about the collective labour agreements. This means that other stakeholders, next to the organisation have relatively much influence on the CLA's. Because of this labour system, the outcomes of this study may be distinctive to results from other studies and deepen our knowledge about NWW in the Netherlands.

### *Motivation*

The motivation behind this study comes from two interesting companies in the tech sector, Netflix and Bynder. Because these organisations operate in a highly competitive environment with competitors like Google and Apple, they go to high lengths to provide the best employment conditions for their highly valuable employees. Netflix beliefs in the hiring of high performing employees to deal with business complexity, instead of increasing the rules and procedures. The latter would only result in less flexibility, and flexibility is necessary to deal with rapid market changes. Especially in creative environments, like the tech sector, errors can be made as long as they can be fixed easily. An agile organisation is crucial to achieve this (Netflix, 2009). The idea that rules and procedures only increase complexity is in line with findings from Ten Have, Dorenbosch, Moonen en Oeij (2010). They argue that rules create a vicious cycle, whereby unauthorised behaviour is corrected with more rules and this leads to more unauthorised behaviour et cetra. As a result, employees only become more indolent and the controllability of the organisation decreases (Ten Have et al. 2010).

As a method to retain their employees these organisations have implemented new working standards. Employees for example no longer need to show up at work at a certain time, but are able to plan their own hours. The focus has shifted to what people get done, not on how many days they have worked. The idea behind this is that employees always act in the best interest of the company (Netflix, 2009). Furthermore, employees at Bynder and Netflix are free to take vacation days whenever they feel like they need it. This shows that the company values its employees and gives them the freedom to better balance their work-life balance (Bynder.com). However, some people argue that group pressure and negative impressions prevent employees from taking vacation days. Besides, some employees even have to respond to work when on vacation (Glassdoor.com). As a result of this employees become overworked more easily and the new policies actually have a negative effect of organisational performance. To prevent this from happening Bynder has set a base vacation entitlement so that every employee gets their rest (Bynder.com).

### *The research question*

While both organisations are interesting examples of companies leading the NWW implementation some remarks have to be made. Both of these organisations are booming tech companies looking for talent in a highly competitive labour market pool. This makes these organisations more willing to provide the best employment conditions for their employees. This research tries to give empirical evidence on how this works for second wave organisations who are more representative for the Dutch environment.

The main research question that this study seeks to answer is '*How do New Ways of Working practices influence the employment relationship of Dutch organisations?*'



*Figure 1: Graphical illustration of the studied relationship*

The remainder of this paper is structured as follows. First the theoretical background of the employment relationship and New Ways of Working concepts will be discussed. In this, the reasons for implementing, practices, and necessary conditions of NWW will also be explained. Then the link between NWW and the employment relationship will be touched upon by analysing the impact of NWW on the operational and contractual dimension of the employment relationship. This is followed up by a description of the methodology used in this paper, eventually leading to the results section, a discussion with theoretical and practical implications, and a conclusion.

## 4. Theory: Establishing a framework based on literature

### 4.1 *New Ways of Working (NWW)*

In order to explain the relationship between New Ways of Working (NWW) and the employment relationship, we should first define the concept of NWW. Hereby it is important to make a distinction between the core of the concept and the conditions that need to be available in the organisation to support NWW (De Leede, 2017).

#### 4.1.1 *New Ways of Working (NWW) definition*

Scholars use different definitions for the concept New Ways of Working (NWW) or the New World of Work, as it is sometimes entitled. In a Microsoft Whitepaper, Gates (2005) defines NWW as, “Consistent of a large variety of measures that enable flexibility in the time and location of work. The New World of Work, says goodbye to strict working hours and useless and complicated technology”. Another definition that is encouraged due to its comprehensiveness is a definition from De Leede and Kraaijenbrink, 2014. “NWW is an innovative configuration of work, technology and people whereby the employee is able to work independent of time, place and organisation. It is supported by a flexible work environment which is facilitated by the latest technology and ICT. In addition, it provides more responsibility and autonomy to employees, and management will change into managing by output and trust” (De Leede & Kraaijenbrink, 2014, p.4). The latter also highlights the increasing importance of self-employed employees by stating that employees could work independent of organisation. Using these definitions in combination with additional literature, resulted in the following understanding of NWW for this study: New Ways of Working is the possibility for employees to choose when and where to work, while being supported by ICT facilities. In addition, it implicates changes to the management of the organisation and organisational culture (Ten Brummelhuis, Bakker, Hetland, & Keulemans, 2012; De Leede and Kraaijenbrink 2014; Peters, Den Dulk, & Van der Lippe, 2009; Blok, Groenesteijn, Schelvis & Vink, 2012; Peters et al., 2014). Because HR managers and CEO’s sometimes have different attitudes towards NWW, these organisational changes could be hard to implement (Peters et al., 2009). Important to note is that this study specifically looks at the practices related to the New Ways of Working. Using the definition of NWW used before, this concept can be divided into five categories; Place independent, Time independent, ICT, Organisational management, and Organisational culture. Time and place independent working, together with ICT support, can be seen as the core of the NWW concept. Organisational management and organisational culture are also crucial, but are more important conditions that need to be available in the organisation (De Leede, 2017).

#### 4.1.2 *NWW practices*

Practices that are important for (1) place independent working are mobile offices and flexible workplaces. Mobile offices are office spaces at home, at clients, or at a third-party location, that allow employees to do their work at a location other than the main workplace. Another practice related to place independent working is the concept of flexible workplaces. Flexible workplaces, can for example be introduced to use office spaces more efficiently or to



stimulate collaboration. With this concept employees no longer have their own office, but share desks (often in an open working environment) with their colleagues. (2) Practices related to time independent working are; flexible working hours, teleworking and the work-life balance (WLB). Flexible working hours give employees the possibility to schedule their own working hours. Teleworking relates to “working at various locations other than the central office during or outside formal working hours” (De Leede, 2017, p.2). Teleworking is thus a more complete concept while it includes both time and location independent working. The WLB is the balance between personal and working hours (Hill, Erickson, Holmes & Ferris, 2010). When employees spend more time working at home, they need make sure to also make time for their personal life. This concept will be further explained in the “outcomes” chapter of NWW. (3) ICT practices are; bring your own device, collaborative tools, and accessing your personal files from home. Bring your own device refers to a policy in which employees can choose their own device to work on. Some employees might want a desktop, while others prefer the portability of a tablet. Collaborative tools, e.g. video conferencing software, are needed to let employees communicate with their colleagues from other locations. In addition, when employees do work at other locations, they need to have the ability to access their personal files at all locations to keep on working. This anywhere accessibility and sharing of knowledge with the help of ICT functionalities is in literature also referred to as a virtual office (Hill et al. 2010; De Leede, 2017).

#### *4.1.3 Conditions of NWW*

Based on De Leede (2017) a distinction between the core of NWW and its necessary conditions is made. (4) A condition related to the management part of NWW is the establishment of a trust relationship, whereby responsibility and autonomy is given to employees. This encourages work engagement and employee performance (De Leede & Kraaijenbrink, 2014; Baane, Houtkamp & Knotter, 2010). Another condition (5) is a change in organisation culture towards coaching, cooperation, and collegial commitment to support the implementation of NWW (Peters et al. 2014; Blok et al. 2012). Important in achieving cultural change is the presence of ambassadors in higher management who support the implementation of the cultural change. When they are not present employees might feel limited to use the new ways of working. These two conditions of NWW will be further defined below.

##### *Organisational management*

Among others, De Leede and Kraaijenbrink (2014) stated in their definition of NWW that employees will receive more responsibility and autonomy when working according to the principals of NWW. Employees will spend more time working away from the office, which means that managers have less control over the work that employees actually do. Managers have to give more autonomy to their subordinates and must trust them to do their job the way they are supposed to do. When trust and autonomy are given to employees this has a positive influence on the productivity of an employee (Grant & Parker, 2009).

Currently the salary of employees is often based on the number of hours they spent working at the office. The possibility to work at other locations results in less direct control from the manager at his employees. This requires a shift to rewards based on deliverables instead of productive hours. However, according to Kelly, Ammons, Chermack & Moen (2010), this comes with some challenges. They did a case study at Best Buy Inc. about what they call a

Results-Only Work Environment (ROWE). In this model, the performance of employees is only measured on deliverables and not on the number of hours they spent in the office. Results from Kelly et al. (2010) showed that especially women were very interested in ROWE, because they could better combine their work with raising their kids. Men however, were better able to cope with the ideal worker norm (long hours, place work first, and willing to travel (Bailyn, 1993)) from the current organisation culture and were therefore more reluctant to adopting ROWE. Furthermore, men were afraid it might negatively influence their career if they do not show full commitment to the organisation (Wharton, Chivers, & Blair-Loy, 2008). While these opinions may be some challenges in implementing ROWE as a component of NWW Kelly et al. (2010) also mention that the workforce is shifting and increasingly more parents have a job. This asks for more flexibility and ROWE might be a good opportunity to answer to this call.

#### *Organisational culture*

Simply starting to work according to NWW principles is not enough. In order to succeed and successfully implement the NWW practices there are some necessary conditions. One important condition, that is often neglected, is the cultural change to the organisation. There has to be a culture change towards coaching, cooperation, and collegial commitment in organisations to support the implementation of NWW (Peters et al. 2014; Blok et al. 2012). “Of course, changing an organisational culture toward more trust and cooperation takes time, and can face resistance, from both employees and managers. The latter may feel especially uncomfortable with NWW practices, as implementing NWW should be centred on the employees themselves” (Peters et al. 2014.P.14).

In practice this means employees have to get used to some changes in the way they work. Employees may no longer have their own office. Shared working places are created and people have to get used to sharing their working space with others. The sharing of office space is often combined with a clean desk policy. Personal touches and files need to be removed at the end of the day to give other employees the possibility to start at this workstation with a clean desk the next day. Furthermore, employees should free to work at other times and locations. This also means they have to commit themselves to actually work when they are at home. Family distractions need to be put aside to focus on work. To be able to give employees this opportunity a supportive culture and trust has to be established between them and management, but also among colleagues.

#### *4.1.4 The combination of NWW practices and conditions*

While these practices each have their own individual influence on the success and outcomes of NWW it is most likely that they will be combined when implemented in an organisation. This is where the configurational theory comes in. This theory focusses on ‘patterns’ between different HR practices in a HR system (a combination of practices) (Verbarg, Den Hartog & Koopman, 2007). The practices should be aligned with each other following a ‘best-fit’ approach to result in a high internal fit within the HR system. The main idea behind this approach is that certain combinations of HR practices have a synergistic effect and will therefore result in higher organisational performance. To give an illustration what this means for NWW: Teleworking needs to be combined with collaborative tools, online file access and other ICT functionalities to improve the work-life-balance and increase productivity of employees. Furthermore, configurational theory follows the equifinality principle that argues

that there are multiple ways to reach the intended outcomes (Verburg et al, 2007; Jiang, Lepak, Han, Hong, Kim & Winkler, 2012). In other words, different combinations of practices can ultimately achieve the same result. An assumption inherent to this theory is that organisations are always rational in utilizing or applying HR systems. However, it can be argued that this is not the case, because organisational actors are often influenced by norms and values. Next to internal fit, there should also be external fit between HR practices. The external fit consists of the cultural fit and strategic fit. The cultural fit is the degree to which the HR practices fit the organisational culture. The strategic fit is degree to which the HR practices fit to the business strategy (Stahl, Björkman, Farndale, Morris, Paauwe, Stiles, Trevor & Wright, 2007). Attention to the cultural fit is often overlooked when implementing change to an organisation. The policymakers design a plan, but to change the organisational culture so that it fits the intended plan is far more difficult. In the case of NWW, organisations should make sure that employees feel free to work at other locations and to spend former working time on other activities. If this is not done right it will have consequences for the outcomes of NWW. More on these outcomes will be discussed in the specific section later in this paper. The strategic fit will most likely not prove to be a problem for most organisations. Reason being that the motivation for implementing NWW often originates from the same people who determine the strategy, namely top management. The strategy and NWW plans will therefore better fit to each other and result in a high external fit.

#### *4.1.5 Reasons for implementing NWW*

Organisations use different reasons for the implementation of NWW, but the expectations for organisations implementing NWW are often high (Blok et al. 2012). The drivers for implementation can be sorted in three categories; Economic, Societal, and Technological drivers. Economic drivers are ways of organisations to reduce costs and improve efficiency (Ten Brummelhuis, 2012). In addition, it can also be a good technique to deal with intensified competition, and challenges that arise due to globalisation, such as the war for talent (Michaels, Handfield-Jones & Axelrod, 2001). Societal drivers are developments in the expectations from employees. Examples are the increased individualisation of society (and thereby employees), and the different expectations from a new generation of employees (Kluijtmans, 2008), sometimes called screenagers, or millennials. But it should be mentioned that there is still an ongoing debate about the expectations of the new generation of employees. The third driver of NWW is technology. Innovations in the field of ICT and the digitalisation of the organisation allows employees to work at other locations. The level of technological development determines if an employee is able to work (i.e. by accessing their personal files or video conferencing) according to the NWW practices (De Leede & Kraaijenbrink, 2014).

##### *Economical Drivers*

Top management sees NWW often as a method to reduce operating costs and improve efficiency. When more people work at home the company has to spend less money on the daily commute of their employees. This not only saves money on travel allowance, but can also be a great solution to deal with the increasing traffic infarcts in rush hours. Having employees stuck in traffic also costs organisations a lot of money due to a loss in working hours. In addition, more working away from the office gives organisations in the long run the possibility to reduce the number of office spaces. Reducing the number of office spaces saves

electricity and heating costs and it could even mean that an organisation has the possibility to move to a smaller building.

Increasing efficiency is also seen as one of the important reasons to implement NWW (Blok et al. 2012; Ten Brummelhuis, 2012). This could be done in two ways, true increased productivity, and by increased information sharing among employees. Allowing employees to choose the place they want to work allows them to better match this to their current working needs. This saves time and energy and thereby makes employees more efficient (Kelliher & Anderson, 2008). When working together with other colleagues on a specific project it may be useful to have an open workspace with a large table and monitors to stimulate collaboration. On the contrary, when employees need to read reports a quieter place at home or at the office may be more suitable. In some literature this working at other locations is also referred to as flexworking (Kelliher & Anderson, 2008; Sardeshmukh, Sharma & Golden, 2012). Furthermore, NWW could lead to more effective and efficient communication. Examples are; making phone calls while travelling, working in one document with a colleague from separate locations, and reduced interruptions from people coming into your office. Efficient communication not only increases the work engagement, but it also reduces employees' exhaustion. (Peters et al. 2014; Ten Brummelhuis et al. 2012).

Peters et al. (2014) use the concept of employee flow to reach employee performance. Flow can be defined as a short-term peak experience and can be conceptualized by three dimensions: (1) Absorption, which refers to a state of complete concentration in which employees are totally immersed in their work. (2) Work enjoyment, occurs when employees are content with their job, and (3) intrinsic motivation, which refers to satisfaction achieved by inherent pleasure of the activity itself (Bakker, 2008). This flow is achieved when employees are challenged in their job. This motivates them to give their best effort, while too easy jobs are more likely to create boredom and to difficult tasks are likely to provide stress (Bakker, 2008). The reasoning behind this concept is that flow creates satisfaction with employees and satisfaction leads to employee performance. Crucial for the achievement of flow is the support of line management to their employees, the enhancement of trust relations, and the implementation of an organisational culture that supports NWW (Peters et al. 2014). This last condition is unfortunately often neglected by organisations and employees often not feel free to work away from the office.

As we learned from Netflix (2009) it is, for an innovative company, essential to adapt quickly to changes in the market to stay profitable. New Ways of Working is also seen as a method to make an organisation more flexible and thereby better able to respond to market requirements (Peters et al. 2014). There are several reasons behind this finding. With the implementation of NWW there will be more people working from other locations, and most likely less people physically present at the office. Less fixed office spaces not only allow a smaller office building, it is also better to cope with temporary peak occupation. When people from other locations or partners come to visit, they have enough desks to host them. This enables an organisation to be more flexible. Ten Have et al. (2010) argued that increasing the amount rules to control an organisation only make the organisation more complex and harder to control. The New Ways of Working practices allow more room for debate and job tasks tailored to personal preferences, so called I-deals (Rousseau, 2005). Because of the personalized 'deals' there need to be less rules and this opens up the flexibility of an

organisation. Finally, the increased communication opportunities allow organisations to communicate information more effectively and efficiently to their employees (Ten Brummelhuis et al. 2012). This also gives organisations the opportunities to keep employees better up-to-date about changes in the market, resulting in more flexibility.

### *Societal Drivers*

Organisations have to take into account two types of employees when setting out their practices. On the one hand, they have the employees currently working for them and who may have been doing so for years. On the other hand, organisations have the young generation of employees who recently joined the organisation, or the organisation wants to attract in the future.

To be attractive to young and new employees, organisations have to change their way of working. These new employees have different needs to previous generations and these should be accounted for in the employment relationship. One of the differences is that the new generations value flexible working arrangements. Organisations therefore need to invest in order to be attractive to the future workforce (Deusen, James, Gill, & McKechnie, 2008), but also for today's young worker (Bijl, 2009). High rewards are less important for young professionals, because they take this for granted. Instead they want a more challenging job, freedom, variety, a nice working environment, and time for their private life. Employees are less interested in jobs with a high status, instead they want something that is in line with their goals in life. The term lifestyle job is introduced. (Kluijtmans, 2008).

The future workforce can make these demands because of the "War for Talent", as it was first labelled by McKinsey & Company in the 1990's, (Michaels, 2001) that is still going on (Meyers & Van Woerkom, 2013). A shortage for talent on the labour market has caused organisations to go through great lengths to attract and retain their precious talents. One of the means in which they attempt to do this is by providing attractive New Ways of Working. As has been discussed before, this concept consists of the possibility of working anywhere and anytime while being supported by ICT. In addition, some organisations offer their most valuable employees the option to individualize the contents of their contract, which is also referred to as I-deals (Rousseau, 2005; Dorenbosch, Van Zwieten & Kraan, 2012). These deals allow employees to negotiate about for example, their working hours, compensations, development and deliverables in order to adapt their job to their personal needs. This should keep talents motivated to stay at this organisation. In addition, it tries to keep employees satisfied, which should lead to more productive employees.

However, the organisation should be careful when implementing these changes, especially for their existing workforce, because people are sometimes reluctant to change. According to Shein, in Cameron & Green (2012), this is caused by a lack of survival anxiety and too much learning anxiety. To make the change happen, managers must increase the survival anxiety of employees, while reducing the learning anxiety. Taking these lessons from change management into account is important, while the shift towards NWW could lead to resistance. Resistance naturally limits the ease of implementation and the effectiveness of NWW practices. Therefore, it is important for employees to understand the benefits of NWW, otherwise they could think of it as another manner to let them do more work (Peters et al. 2014). Extra attention must be given in the implementation phase to make sure everyone

understands the ideas behind NWW and knows how to operate with it. Additionally, HR experts have to make sure employees continue to work according to the NWW philosophy and do not fall back into old patterns.

#### *Technological Drivers*

As De Leede and Kraaijenbrink (2014) mentioned, an important condition to successfully implement teleworking (working at other times and locations) is the availability of ICT functions. This could mean new enterprise software has to be implemented and new devices, or software has to be bought. Employees need these systems to be able to reach their personal files when working away from the office and to be able to communicate with their colleagues successfully. Telecommunication services like Skype and Facetime are becoming increasingly important to facilitate working away from the office. These video conference systems improve the communication process because employees can participate in meetings without begin physically present at the office. While connectivity makes employees feel more engaged and thereby improve performance, it also has a downside. Interruptions caused by electronic devices trigger employees to constantly switch their attention, leading to more exhaustion and less performance (Brummelhuis et al. 2012). The challenge for employees thus lies in finding the right balance in the use of electronic devices. This could mean not immediately responding to a text message or choosing to return a call later.

## *4.2 The employment relationship*

#### *Changes to the employment relationship*

According to several scholars (e.g. Kluijtmans, 2008) a change in employment relations is taking place. The number of female workers is growing rapidly (CBS, 2015). According to the numbers of the CBS (2015) the number of working women has in the past ten years grown with 11,8% to a total of 3,8 million, whereas the male workers have only increased with 2,3% to 4,5 million in total. Hereby has to be noted that most of the women work in part time jobs, but still the numbers are interesting. According to Kluijtmans (2008) the reason for this high number of part-time workers is the difficulty that arises when combining a full-time job with a family life. This fits with the classic family view in which a mother's primary task is to take care of the children, with a possible part-time job, and the father goes for the career life. For HR this means that they have to better adapt the job characteristics to the needs of women. More focus comes to flexibility and freedom to adapt work to personal preferences. This concept is in some literature referred to I-deals (Rousseau, 2005).

As discussed in the introduction the employment relations traditionally consist of three dimensions. Employees receive wages in exchange for labour (exchange), they have to work together with their colleagues and supervisors (collaboration), and there is a subordinated relationship between the employee and the employer (authority) (Kluijtmans, 2008). However, in his oration Kluijtmans (2008) describes that this relationship is changing. Increasingly freedom is permitted to employees to negotiate about their working hours, rewards, development and deliverables, also called I-deals (Rousseau, 2005; Dorenbosch, Van Zweiten & Kraan, 2012). The authority relationship is changing as well, managers who only steer on the bases of power do not get the maximum potential out of employees. Employees have to be involved in the organisation and be tempted to work hard. The collaboration part changes also. Employees no longer work in a predetermined role in the organisation, but their

role is more dynamic. Their role changes due to changes in the organisation and work environment and as a result of this, their tasks and responsibilities are more open for debate (Kluijtmans, 2008).

Contrary to the I-deals from Rousseau (2005), research from Perlow and Kelly (2014) argues that the organisational change should happen in the whole organisation and not just on individual basis. When these arrangements are made individually, employees often have the feeling they need to work harder for their organisation to show their gratitude. This could lead to increased levels of stress and therefore not have the intended outcome of higher productivity. Furthermore, if flexible working is provided on individual basis employees are judged harshly by violating both gender and ideal worker norms (Bailyn, 1993). When the whole organisation uses the flexible working arrangements (in their study called the Work Redesign model) this is no longer a problem (Perlow and Kelly, 2014).

#### *Contract types*

Changes to the global economy, increased competition, and uncertainty have organisations constantly looking to cut costs and increase profit. One of the methods in which they can do this is by increasing flexibility in the allocation of their employees (Kalleberg, 2000). A distinction is made between internal and external flexibility. With the former, organisations redistribute workers from one job to another. The latter consists of the organisations' ability to adjust the size of the workforce to the current demand (Kalleberg, 2003). Adjustments in size can be made by part-time workers, temporary employment, or contract work (Kalleberg, 2000). Part-time employees have less fixed costs compared to full time employees and are therefore a good technique to increase flexibility and reduce costs (Kalleberg, 2000). To deal with the increased flexibility in the labour force these nonstandard work arrangements were introduced. However, the question that arises is if nonstandard work arrangements increases the inequality between employees. Nonstandard employees are assumed not to be in the core of the organisation. Because of this, it could be that they receive less training, compensation and promotion opportunities (Kalleberg, 2003). The threat for temporary employees is to be seen as disposable resulting in lower performance.

#### *4.2.1 Operational and contractual aspects of the employment relationship*

Kluijtmans (2008) and earlier studies from Fruytier (1994) found that the employment relationship is changing. Employees have more personal specific skills and are consequently less interchangeable. Therefore, a more personal relationship emerges between employee and supervisor, which is also called a "clan relationship". (Fruytier, 1994). This means that there will be more equality between employer and employee in the authority relationship, as it was described by Kluijtmans (2008).

The contents of the employment contract are another aspect of the employment relationship that will be studied in this research. Based on a study from Fruytier (1994) a distinction between an operational and contractual relationship can be made. The former consists of the contents of an employee's job and the thereby connected norms, values and expectations. The latter (the contractual relationship) is a network of agreements on e.g. beliefs, norms, values, and rules, that gives content to the membership of the organisation and all associated rights and obligations (Nieuwkamp, 2008). Additionally, this concept consists of processes related to

salaries, working times, qualifications, recruitment and selection, training, hierarchy, non-competition disclosures, and regulations made by the government and labour organisations (Fruytier, 1994). The contractual relationship has a connection with the exchange relationship from Kluijtmans (2008). Changes to the contract (e.g. the specific contents or individualisation options) namely alter the exchange relationship between employer and employee.

Since the contractual relationship leaves the most room for employee individual customisation, this will be the focus of this research. The individualisation options on compensation & benefits, working hours, leave policies, and personal development will specifically be subject to this study. In the next sections the relationship between NWW and the employment relationship will be further discussed.

#### *4.2.2 NWW impact on the operational dimension of the employment relationship*

As mentioned earlier, the operational dimension mainly consists of the contents of the job (Fruytier, 1994). Because of NWW the relationship between an employee and his employer' changes. There is increased room for debate on job tasks and more attention is given to job design. This concept refers to the possibility for employees to discuss the contents of their job with their boss (Grant & Parker, 2009). Adapting the job to their personal preferences, for example by giving more autonomy, leads to more satisfaction. Happy employees will lead to higher intrinsic motivation and eventually higher employee performance. Important to note here is that the role of the employee changes. Previously there was a more top-down approach, whereby new innovations or organisation decisions were communicated to the employees. However, today there is increasingly debate between the employee and his supervisor. This illustrates the management change described by Kluijtmans (2008). More focus also lies on the trust and autonomy granted to employees, because they work at other locations. This trust and autonomy empowers employees and leads to higher employee performance.

#### *4.2.3 NWW impact on the contractual dimension of the employment relationship*

The contents of an employee's contract can be very complex and must be in line with the rules and regulations of government and wills of labour organisations. Especially with the so called 'Poldermodel' (in which multiple stakeholders have influence on the contents of the CLA) that we have in the Netherlands, it could be very complex to change the contents of the contract to better suit NWW. The room in the contract that is left for individualisation by employers is called the customisation room. Research from Dorenbosch, Van Zwieten & Kraan (2012) among Dutch organisations has already proven that there is enough room for customisation within the CLA. The current study will focus on the topics of worktime and leave regulations, learning & development practices, and compensation & benefit policies. These are the backbones of the employee contracts and are most subject to change when implementing NWW.

Flex working and the possibility for employees to determine their own working times implies that the traditional office hours are likely to change. Employees no longer only work from nine-to-five on Monday till Friday, but can adjust their working time to their personal preference (i.e. also in evenings or weekends). Control over working hours can be extended



to control over working days and days off. In some companies like Netflix this flexible working is combined with an unlimited vacation policy, whereby employees have the freedom to determine when and for how long they take vacation. Consequently, it gets harder for supervisors to oversee the work of employees when they work at another location, or take a day off without giving notice. The trust relation between employee and supervisor is essential for permission to work at other locations. This may cause supervisors to allow only few employees to work at other locations, which may result in inequality between co-workers. Company policies on flexible working should therefore be regulated in the contract, to prevent this inequality and better suit the behaviour of modern organisations.

There are generally two types of salaries, either a flexible salary based on the number of hours they work at the office, or a salary whereby employees receive a certain amount of money irrespective of the amount of time and effort they put in to achieve this result. This reward based on results is most likely to be introduced to more jobs in the future, because employees can work from other locations and managers cannot check if they spend the agreed upon number of hours on a job. To do this, the compensation and benefits policy for employees should be more focused on the output instead of the amount of effort it took to achieve this.

The learning and development aspect of the employee contract is not likely to change. Organisations have to adapt to the upcoming changes and prepare their employees to work with the New Ways of Working. To some employees their new role is easy and they feel comfortable with it quickly. These employees are most likely younger and they won't have to change their behaviour and work patterns as much to deal with the new ways of working. On the other hand, some might find it very hard to change their working behaviour because they have worked in their old pattern for many years. For those employees, more training and coaching has to be arranged. However, most of the time there are already regulations about learning and development in current contracts. While the contents of the trainings are most likely to change, there will not be much change in the contents of the contract.

#### *4.3 Outcomes of NWW*

##### *The Work-life Balance*

An outcome of NWW that will be further analysed in this exploratory research is the shift in Work-life Balance (WLB). Work-life Balance, or sometimes called Work Family Balance (Hill, Hawkins, Ferris & Weitzman, 2001) "may be defined as the degree to which an individual is able to simultaneously balance the temporal, emotional, and behavioural demands of both paid work and family responsibility" (Hill et al., 2001, p.49).

Because of increased flexibility in timing, location of work, and the improved ICT connectivity, employees can work when, and where, they want. The traditional nine to five workdays will change and the working hours will get more dispersed. According to findings from Hill et al. (2001) and Hill, Erickson, Holmes & Ferris (2010) this perceived flexibility in the timing and location of work is significantly and positively related to work-family balance. In their article Hill et al. (2010) also mention results from earlier meta studies which have found that schedule flexibility was significantly associated with less work-family conflict. The benefits of NWW are that employees have to spend less time on the daily commute, have a work life that is more synchronised with the life of their children, can make optimal use of their quality time (when

they have energy and are productive), and have quality time with the family at home during workday's (Hill et al. 2001). This means that employees can work more hours before difficulties with their work-life balance arise. Important to note is that work-at-home should be coupled to the ability to schedule your own working hours to achieve the best results (Hill et al. 2010).

Contrary to these benefits there are of course also some drawbacks, which are referred to as work-life balance problems. These problems can be defined as an incompatibility between work, personal and family life (Hill, Erickson, Holmes & Ferris, 2010). Working anytime and anywhere results in less boundaries between work and private life. For some people flex working and the possibility to be contacted at all times might therefore be problematic since they cannot psychologically detach themselves from work (Brummelhuis et al. 2012; Mellner, Kecklund, Kompier, Sariaslan & Aronsson, 2017). This spill over between work- and family life could cause several problems, e.g. withdrawal from family interactions, increased conflict in marriage, depression, increased absenteeism, decreased job satisfaction, and overall decrease in the quality of life (Hill et al., 2001). Interestingly Mellner et al. (2017) found differing results between the effects of place-, and time independent, working on psychological detachment, which is an important aspect of the work-life balance. Anywhere working was not associated to poor psychological detachment rejecting their hypothesis, whereas anytime working was indeed found to be associated to poor psychological detachment (Mellner et al. 2017). The possible explanations they give for the absence of a relationship with anywhere working are; the reduction in commuting time, and physically moving between different workplaces could mean 'switch off' work thoughts and thereby create detachment. Mellner et al. (2017) also studied the relationship between long weekly work hours and poor psychological detachment and found a positive, although weak, relationship between these variables.

When taking a closer look at the creation of the relationship between weekly work hours and poor psychological detachment, Mellner et al. (2017) found that anytime working has a strong positive influence, and anywhere working a strong negative influence on the variable weekly work hours. This is caused by the inability to switch-off thoughts of work during leisure time. Less boundaries cause problems related to unwinding and relaxation from work, as was found in an earlier study by Kompier, Taris & Van Veldhoven (2012). A good method for organisations to solve this problem is by giving employees the opportunity to schedule their availability. This allows them to spend time solely on leisure without 'interruptions' of work (Mellner et al. 2017). On the other hand, the negative influence of anywhere working on the variable weekly work hours may serve as a protective factor against the unfavourable effects of working anytime on poor psychological detachment, as working anywhere indicates a reduction in overall weekly working time (Mellner et al. 2017).

### *Productivity*

Continuing on the output side of NWW, this study also explores the influence that NWW has on the productivity of employees. Much literature has been written about productivity. A very abstract definition comes from Gummersson (1998) who says productivity is the ratio between output and input. Other definitions of productivity are: the effectiveness to which an employee applies his or her talents and skills to perform work, using available materials within a specific time (Neufeld & Fang, 2005), the individual's self-reported effectiveness,

efficiency, productiveness, and quality of work (Staples, Hulland & Higgins, 1998) as read in Hoornweg, Peters & Van der Heijden, 2017). The definition from Staples et al. (1998) is most relevant for this research while this variable is measured by asking employees during interviews about their own productivity. Before digging deeper into the concept that is productivity, a distinction between individual and team productivity should be made. When asking about productivity people often have the tendency to only take their own productivity into account. However, employees often work in teams, or have to collaborate with co-workers. Therefore, it is also important to take the influence of NWW on team productivity into account.

New ways of working could increase the productivity of employees for several reasons. First of all, NWW results in less traveling time while employees do not have to come to the office every day. Working at another time or location also gives them the opportunity to avoid being stuck in traffic and prevents employees from driving back all the way to the office when they are at a client, for example. This ultimately saves them time, which they can use to do their work more efficiently, or spend more time on non-work activities (Hoornweg et al. 2017). Working at other locations also helps employees to avoid interruptions from colleagues (Neufeld & Fang, 2005). When employees work at the office, they most often sit in a room with other employees. While this could lead to potential collaborative benefits, it also causes disturbance when co-workers walk in to ask questions or have a telephone conversation in the same room you are working in. Working at home at your own personal office could thus be beneficial when a quieter workspace is needed. This is in line with the concept of activity based working, which states that employees should choose their workplace based on the activities they have to do (Kelliher & Anderson, 2008). When writing or reading a document it could be useful to work in a quiet location, whereas meetings and collaborations are preferable held at the office. A possible drawback could be that employees do not have a good working space at home, or have disturbance from others like children or elderly people they have to take care of. It is therefore important that a manager makes sure the employee's living situation is good enough to work in.

Continuing on the subject of family, NWW allows employees to work around their family activities (Hill et al. 2010). They describe a situation in which someone rises early to works a few hours, then bring their children to school or day care. Later that day the employee can join the family diner and work some more hours after the children are put to bed. While some could argue that there is a possibility that family activities create distraction from the actual job, the employee also has more connection to their family. When organisations grant employees this freedom, it will lead to higher satisfaction and motivation, ultimately resulting in high productivity.

Another important factor that influences the relationship between NWW and productivity is the use of energy. The ability to schedule your own work allows employees to work when they feel the energy to do so and are more productive. Employees could for example decide to stop working at Friday afternoon, or when someone is not feeling well, and continue their work on Sunday morning, or the evening.

When purely looking at teleworking some authors argue that a high degree of working away from the office (more than 8 hours a week) leads to professional isolation (Golden, Veiga, &

Dino, 2008; Hoornweg, Peters & Van der Heijden, 2017). Professional isolation is the “state of mind or belief that one is out of touch with others in the workplace” (Golden et al., 2008, p.1412). This means that lacking connectivity and social interaction with co-workers leads to less productivity. In addition, high levels of teleworking can even turn into a stressor which in the end causes strain, leading to less productivity (Hoornweg et al. 2017). However, this study also found that the combination of high levels of office hours (more than 32 hours a week) and high levels of teleworking (8 hours a week) did prove to increase productivity. Reason being that the relatively few hours at the office means that employees schedule their appointments during these hours and use their other hours to do more concentrated working. However, this would cause work intensification and longer working days (Peters, Den Dulk & Van der Lippe, 2009). There is thus still some discussion about the influence of NWW on productivity and this study tries to add empirical evidence to this ongoing debate.

#### 4.4 Conceptual Model

Figure 2 represents the conceptual model of the studied relationship. Some constructs, for example the drivers of NWW, where discussed in the theory, but are not included in this conceptual model. These constructs are interesting to discuss to get a better understanding of the concept of NWW, but they have been studied before and are therefore not subject to this study. For this reason, they are not included in the conceptual model (Figure 2), but when they would have been in this model, the drivers of NWW would be located in front of the NWW construct.

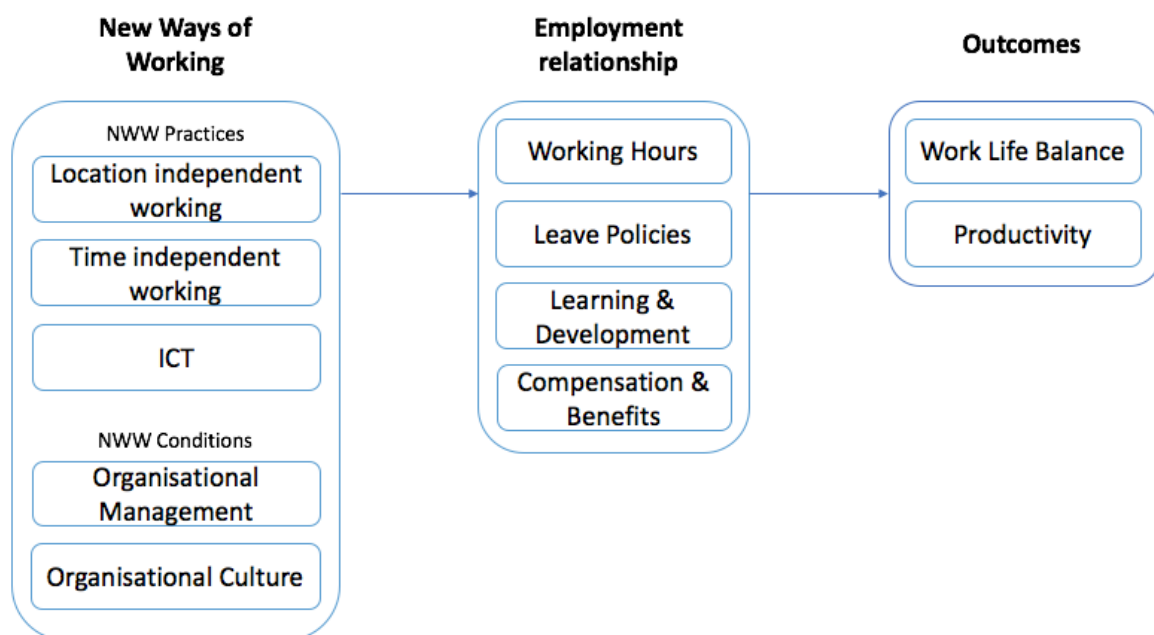


Figure 2: Conceptual model of the studied relationship

The goal of this study is twofold. On the one hand this study attempts to deepen our knowledge on the relationship between New Ways of Working and the employment relationship. On the other hand, the practical goal of this study is to give advice on how organisations should change their employment relationship to better fit the New ways of working. As a practical implication, this study tries to give clear guidelines on how

organisations should deal with developments in NWW practices and how not to disturb the work-life balance of their employees. With this information, an organisation can change their employment relations to the best possible for employees in order to keep them satisfied and productive. This study aims to contribute to existing literature by providing empirical evidence on the current phase of NWW, and provide more knowledge about developments in employment relations. This helps researchers to adapt their studies to be more suitable to the needs of organisations.

## 5. Methodology: Elaboration on the adopted research design

Before digging deeper into the specifics of this study we should first define the type of study. This is an exploratory multiple case study. An exploratory approach “typically occurs when a researcher examines a new interest of when the subject of study itself is relatively new” (Babbie, 2013, p.90). It enables the researcher to gain more in-depth knowledge of one or multiple cases that are believed to represent key features of a topic (Gerring, 2012). This is an appropriate approach for this study, since the concept of NWW is still relatively new and the relationship between this concept and the employment relationship, in a Dutch environment, has not been studied specifically before. In practice, this translates to open ended questions during the interviews. Naturally, literature provided a general understanding of the studied variables, but during the interviews the questions were held as open as possible to find cohesion between variables. “Case studies in their true essence, explore and investigate contemporary real-life phenomenon through detailed contextual analysis of a limited number of events or conditions, and their relationships” (Zainal, 2007, p.1). Because this study analyses a small number of organisations (two) it allows a more detailed analysis, while also leaving the possibility to compare the results with each other and establish some general understanding.

### 5.1 Operationalisation of variables

As can be seen in the conceptual model, there are several variables studied. These variables need to be operationalised so that they can be analysed during the interviews. However, due to the exploratory nature of this study the variables cannot be extensively operationalised. It is difficult to assess a priori what the answers to the interview questions will be and some room for adaptations should be left open. Nevertheless, table 1 provides a definition for each of the studied variables.

Variable	Definition
<b><i>New ways of working</i></b>	
<b>Location independent working</b>	“Place autonomy (telework, telecommuting, working at home, remote work, mobile work)” (De Leede & Kraaijenbrink, 2014, p.2).
<b>Time independent working</b>	“Autonomy in time issues (schedule flexibility)” (De Leede & Kraaijenbrink, 2014, p.2).
<b>ICT</b>	“Media autonomy (communication by smart phones, e-mail, video conferencing etc.)” (De Leede & Kraaijenbrink, 2014, p.2).
<b>Organisational management</b>	A shift towards managing by output, together with a relationship focused on trust and autonomy, is one of the key characteristics of NWW (Baane et al., 2010)
<b>Organisational Culture</b>	Organisation culture towards coaching, cooperation, and collegial commitment to support the implementation of NWW (Peters et al. 2014; Blok et al. 2012)
<b><i>Employment relationship</i></b>	
<b>Working Hours</b>	The number of hours, and the moment that, an employee has to work.
<b>Leave policies</b>	Leave policies for days off, vacation policies, the places that an employee can work, and if he is obligated to show up at work.

<b>Learning &amp; Development</b>	The accessibility that employees have over coaching and training, even as the level of customisation in Learning & Development practices.
<b>Compensation &amp; Benefits</b>	The ways in which employees are appraised and compensated for their work (e.g. hour-based compensation, deliverables-based compensation, healthcare options, non-monetary benefits).
<b>Outcomes</b>	
<b>Work-life Balance</b>	“The degree to which an individual is able to simultaneously balance the temporal, emotional, and behavioural demands of both paid work and family responsibility” (Hill et al., 2001, p.49).
<b>Productivity</b>	The individual effectiveness, efficiency, productiveness, and quality of work (Hoornweg, Peters & Van der Heijden, 2017)

Table 1: Operationalisation of variables

## 5.2 Data Collection

This study is based on two cases: a small consultancy firm, as an innovative organisation, and a large retailer, being a more traditional organisation. Both companies are using some NWW practices, but are not leaders in the implementation of NWW. The reasoning behind this is as follows. It is assumed that the leaders take care of themselves, determine their own path and are often ahead of scholars. Therefore, it could be more interesting to study how NWW practices of leaders fit in the ‘second wave’ of organisations. They are more representative for the Dutch society and consequently results from these companies are better generalizable to the rest of the population. In addition, differences in organisation size, firm innovativeness, and the availability of a CLA, between the two studied organisations, could lead to interesting results (Table 2). This study specifically focusses on Dutch organisations to narrow down the scope of the study, and because of the Dutch unique labour system. Due to the difference of this system, compared to other countries, the results will most likely not be generalizable to other countries.

<b>Sector</b>	<b>Retail</b>	<b>Consultancy</b>
<b>Employee size</b>	21.000	20
<b>Store size</b>	1633 (Europe)	1
<b>Age (in years)</b>	42	15
<b>Countries</b>	5 (in Europe)	The Netherlands
<b>Collective Labour Agreement</b>	Yes	No

Table 2: Some facts about the studied organisations

In total ten interviews were conducted, in which open-ended questions were asked to the respondents. Seven interviews were conducted in the retail company, and three at the consultancy firm. The number of interviews is determined based on saturation theory. This theory states that when there are no new results found the researcher has conducted enough interviews (Bowen, 2008; O’Reilly & Parker, 2013). The reasoning behind this theory is that qualitative analysis does not count the opinions, but rather explores the range of possibilities or opinions (O’Reilly & Parker, 2013). There is thus not a predetermined number of interviews required to generalise the results. For this reason, there were less interviews conducted at the consultancy firm, because this company was much smaller and more interviews would

therefore not provide any more information. The interviews were conducted with three types of employees. HR experts (R1, C1), team leaders (R2, R3, C2), and regular employees (R4, R5, R6, R7, C3), so to say. The team leaders and employees were specifically chosen based on their experience with NWW practices, and thus not selected through random sampling. The reason for not using random sampling is that this study tries to find how NWW practices influence the employment relationship. It will thus be more relevant for the outcomes to interview people who have actual knowledge of NWW practices and can motivate answers from their own experience. Especially considering the relative small sample size it is sensible to only ask respondents who know what they like and do not like about NWW. For the HR related questions, the person with the most knowledge about HR was asked. In one organisation, this was also the CEO, in the other organisation a HR manager was thought to have better knowledge of the subject. Interviewing people with different levels of information accessibility and interest allows to check for variability in answers. This variability can be analysed by comparing the intended, actual and perceived HR practices with each other (Wright & Nishii, 2007). The questions that were asked during the interviews can be found in Appendix 1.

### *5.3 Data Analysis*

After conducting the interviews, the audio records were transcribed and anonymised. The next step was to assign codes to specific words or segments. This was done with the help of a computer assisted text analysis tool Atlas.ti. The reason for using this software is that computer coding leads to intersubjective results, because the personal bias of the coder have no influence on the results (Popping, 2015). To ensure coding consistency, the first interview was checked by another independent coder (Popping, 2015). This showed, to a large extent, the same codes and some minor changes were made. The other transcriptions were analysed using the same coding process to ensure inter-coder reliability.

This study will follow the grounded theory approach (Glaser and Strauss, 1967), with the exception that a set of concept codes based on the theory was created beforehand. "Grounded theory is an inductive approach to the study of social life that attempts to generate a theory from the constant comparing of unfolding observations. This is very different from hypothesis testing, in which theory is used to generate hypotheses to be tested through observations" (Babbie, 2013, p.336). With this type of inductive analysis, the codes are thus not strictly set beforehand. Based on systematically analysing each interview, the codes can then be created or adjusted to build theory (Patton, 2002; Popping, 2015). Grounded theory is then created by categorizing findings from the data to discover in-depth concept related factors. This captures the essence of the meaning of the data and can be used to build theory (Corbin & Strauss, 1990). This method will thus not provide an extensive explanation for the research questions, but does provide a theoretical basis for hypothesising and further analysis. After defining the codes they were assigned to a certain variable. This gives the opportunity to see how often a certain code gets mentioned during the interview and to see what the relative importance of this variable is. It also helps the researcher to get a clear overview of the quotations when analysing the data. The grounded theory approach is suitable because it allows to build theory, and give hypotheses, of a new phenomenon with qualitative data through systematically analysing the data. This fits the idea of an explorative study on a new phenomenon.



The coding process consisted of a combination of open and closed coding, in which the main variables of this research (see figure 2) were used as a starting point. With the use of open coding, so called “sub-codes” were created, as well as some totally new codes. Sub-codes are an additional distinction within an already existing code. For example, the code “NWW\_loc.indep.” was derived from the initial variables. The sub-code “NWW\_loc.indep.\_AB” was created to indicate when respondents said anything about activity based working. The eventual codes thus consisted of the main variables of this research, with possible sub-codes, and the new codes created via open coding. Some examples of the eventual codes are presented here. For the purpose of clarification not all codes are included in here, but the whole list of codes can be found in the appendix 2.

- NWW\_loc.indep.
- NWW\_loc.indep.\_AB
- ER\_hours
- Out\_WLB
- Organisation\_Size
- Out\_team\_prod.
- Generation

After the coding process has been completed a code co-occurrence table will be created with the help of Atlas.ti. A co-occurrence table shows how often a certain code gets used in combination with other codes. The numbers in such a table can either be expressed in frequencies or as a coefficient. In this case, the frequencies are used since a c-coefficient is only meaningful with a larger dataset (Atlasti.com). The code co-occurrence table (table 3) can be used to analyse the interrelatedness between codes and is a good method to get an overview of the data.

## 6. Results: A practitioners view on the subject

In this section the results from the interviews at the retail and the consultancy firm will be described. This will be done in two stages. First, the results per variable will be reported by giving a description of the found results supported by quotes from the interviews. After this, some overall results will be presented.

Before digging deeper into the results per variable, we should first point out a general finding that became apparent through a majority of the interviews. Most of the employees knew what the concept of NWW meant, but there were some differences. They all agreed on the inclusion of both location and time independent working of NWW. However, the other variables (i.e. ICT, culture and organisational management) were not always mentioned on first hand. When asking further questions most respondents did however understand the influence of these concepts on NWW. An interesting definition came from interview C1 of the consultancy firm.

*"In my opinion the new ways of working do not exist, but we do have the old way of working... The old way of working is working whereby someone receives salary based on the fact that you commit yourself to the job for a certain amount of time, within a certain timeframe. So, if you are present from nine to five you have right on some sort of compensation. But this is not working, this is presence... So, in my opinion you have got working, and you have got presence. And old presence, that is our problem. It is a shared problem that we have, because many people believe that presence equals working, but this is total nonsense (C1)."*

This statement supports the idea that most of the people have a general understanding of the NWW concept, but that there is some confusing regarding the exact definition and its practices. To get a better understanding of the ideas from practitioners the findings will now be reported per variable. For the purpose of clarification the sections are divided per construct (i.e. NWW, employment relationship & outcomes). After this some overall results will be reported.

### 6.1 NWW

#### 6.1.1 Location in dependent working in NWW

Respondents use different types of location independent working. Most of the respondents worked from their home every now and then, but some employees who had a more mobile function, they have to visit clients, also used mobile offices like a Van der Valk hotel or Seets2Meet (R5 & R6). In interview R5 the respondent mentioned:

*"But you do see that the Van der Valk's and the like are always full, so they have anticipated this trend really well. So it is facilitated more and I can reach my files everywhere" ... "Van der Valk has made that step. Earlier on it was really bad... but now they have fine lunches, fine food, good coffee, and good facilities, so really appropriate (R5)."*

As will be mentioned in other sections of the results, organisation size seems to have an important influence on the adoption of flexible workplaces. In the consultancy firm, employees did not use flexible workplaces. Reason being that they see all of their colleagues on a daily basis and rotating workplaces would not provide an information sharing benefit

(C3). In addition, C3 also argued that rotating workplaces could for some employees add stress:

*"I imagine, and I don't have that to such an extreme level, but some people may get extra stress when they have to switch places every time. Because, who are you sitting next to and that kind of stuff, where are my things. I imagine that this could be very irritating (C3)."*

The retail organisation has started a pilot with integrating flexible workplaces to the office. The reason for implementing this, is to deal with the growing workforce in the organisation, meet the demands of employees, and according to some also because of the cost reduction. In this pilot, only the HR department uses flexible workplaces, however not all the HR employees. Some of them still have fixed workplaces, which has caused some controversy among employees. The idea behind this separation within the HR department is that some employees have a field function and they therefore do not need to be at the office every day of the week. They only use a flexible workplace when they visit the office. On the contrary, others have a function that is more focussed at the office itself and it was therefore thought to be beneficial when these employees could be found easily. This organisation started with the HR department, while they have more knowledge of the NWW concept and are therefore a good testing ground. The plan is to slowly integrate flexible workplaces to other departments also, but the size of the organisation and the thereby associated costs (for example to renovate the build) limit the growth.

Most of the respondents use activity based working while working at other locations. Group meetings or contact with colleagues takes place at the office, and when someone has to write or read something a quieter place at the office, or a location at home is used. During interview R4 the respondent was asked whether she did different work related activities at home compared to the office. She responded by saying:

*"Yes, most of the time I choose to do social things, so stopping by, or calling here at the office. And at home indeed the things I have to write, which I can do, and do independently, I try to plan in such a way that I can do them at home (R4)."*

A limitation to the effectiveness of flexible workplaces is that the office needs to have the right equipment. When there are differences in chairs, not all computers function properly, or only some of the workplaces have a working docking station, this was found to be annoying. It decreased the likeliness of employees actually visiting the office while they did not have a sufficient and inspiring location to work (R6). Furthermore, working at home also proved to result in some difficulties regarding the actual workplace. While Dutch working conditions regulations (ARBO) obligate organisations to provide healthy furniture for their employees this could not be guaranteed at home. In both organisations subject to this study, employees had to buy their own furniture (e.g. chairs, desks) to work with and these do not meet the requirements set by ARBO. It could therefore be the case that employees develop health problems which ultimately result in problems for the employer.

### 6.1.2 Time independent working in NWW

Whereas working at home is quite common and accepted, time independent working is still new to most employees and none of the respondents used this concept to its full extent. In the retail organisation, the formal policy says that employees have to be at work at nine, and they cannot leave before four o'clock. Informally there are some exceptions to this rule, but this is still the standard. In the consultancy firm, employees have the freedom to walk in whenever they want. The employer allows them this freedom, but social control from colleagues prevents employees to start working at twelve every day (C3). What becomes apparent from the interviews is that time independent working is only used at the start or the end of the day. What this means is that employees use the opportunity to start a little bit later at the office and decide to work the first few hours from home to avoid traffic. This also gives them the possibility to take care of the children in the morning and start working a bit later. At the end of the day, the same concept applies. Respondents use this opportunity to leave work early to pick up the children, avoid traffic, or when they do not have the right energy for the job. For example, by leaving early on Friday afternoon and finish working on Sunday morning or in evenings (R3).

*"But I really believe in it because it is time and place independent. And I believe people should work at the moment they are at their best and generally I am not anymore at the end of the afternoon, but I am on Sunday morning when I step out of my bed. I try to work very flexible and just work on moments that I think I have added value instead of waiting for five hours until you may go home (R3)."*

While this could prove to increase the productivity of employees (more on this at the productivity chapter) there are also some risks. Working in evenings could lead to an increase of the total amount of worked hours and working in weekends could limit an employee's ability to switch off from work, ultimately resulting in potential work-life balance problems.

Respondent R3 also argued that there is a relationship between the success of NWW and the model we know around social services. She gave an example in which people have to pick up their children from day care at six o'clock, because the day care is closing. This limits employees to work at the end of the day while their children are already at home than.

*"For example in America this is a lot more flexible... Over there the opening hours are much broader and you could for example do something with the children in the morning, bring them to day care at twelve and pick them up again at nine. Whereby you have increased flexibility to schedule your working times.... The Netherlands is of course focussed on, well the shops open at eight in the morning and close at six in the evening, so you should do your groceries in between. Of course, this has been broadened a bit, but in essence this is still the model. Day care works in the same when, whereby you could question if it becomes ever possible in the Netherlands to start the day with yoga and work from twelve to nine, because if the children have to eat at six this will not work (R3)."*

Respondents said they liked to know where their colleagues are when they are working at other times and locations. This can of course be done in different ways. Examples are weekly meetings on Monday whereby co-workers discuss their plans for the current week and where

and when they will be working. However, this will most likely only be possible for smaller organisations, otherwise the group will be too large and it will cost too much time. Another possibility that employees working at the retail organisation told was to schedule your availability in your agenda. By doing this, someone can easily check if their colleague is at work at this moment and if so, ask where he is working. Furthermore, WhatsApp is also a platform through which employees communicate their availability. When working somewhere else or having a day off, employees sent a message where they are. These options can be used by employees to prevent work related activities to happen when they are not working, but it also takes away the stress of not knowing if you can call a colleague or not.

### 6.1.3 ICT

In both organisations, it was possible to reach company files when working somewhere else, for example through VPN (R5). All the employees also had access to a laptop and company phone. In the retail organisation, they have recently introduced 'choose your own device' for company phones (R1). This gives employees the opportunity to choose the phone they want albeit by paying the device partially by themselves. This is not yet introduced with laptops or tablets, but employees responded they would like to have this opportunity. Especially employees who are in the field most of the time would like to have the opportunity to choose a tablet instead of a laptop (R6).

Both organisations make use of digital agenda's and other basic ICT applications. Software to communicate when working apart (e.g. video conferencing or online documents) is only used sporadically. One of the respondents (R3) argued these systems should be more facilitated by the organisation if they want employees to use them.

*"That was for example by my previous employer much more facilitated. There, you could easily login at home and access video conferencing, chat systems etc. ... I notice in comparison to my previous employer that when it is not facilitated by the organisation people are less likely to search for it themselves. (R3)"*

### 6.1.4 Organisational management

There are quite some differences between the two organisations when it comes down to organisational management. The consultancy firm has, partly due to its limited size, an informal culture with little hierarchy. Employees also have a lot of freedom and autonomy to determine the way they work. Managers also make use of NWW practices, so the ambassadors are present and employees do feel free to work at different times and locations.

In the retail organisation the ability to use NWW practices is dependent on the manager. From the interviews it became clear that there is much difference between managers. Since there is no formal policy that determines if employees are allowed to work at other locations, they are dependent on their manager. Reasons for not allowing employees to work from home could be varying but two things are most commonly heard: (R2).

*"It is very function dependent. I think that for a lot of managers it is seen as less appropriate if it concerns supporting functions within a department, or very administrative functions, or*

*functions where indeed a lot of contact with other departments is required. Another thing you see often is that the manager is cautious while he thinks if I allow one employee I should allow it for the rest as well and what does that mean. The feeling of what will happen, and not being able to get a clear view of that, is often the most restraining factor. (R2)”*

Not knowing what to do and what the outcomes of allowing employees to work at other times and locations are, could thus prove to be a limiting factor in the success of NWW. The question rises if formal policy could be a solution to this problem. One of the line managers (R2) told that this is a difficult subject. She told that formal policies would be a step to far for the current position of the retail organisation. The reason for this is that formal policy also demands clear guidelines which can be followed and this means that an organisation has to formalise which functions and more specifically which employees are allowed and which not.

Results also indicate that the presence of ambassadors is crucial for the success for NWW. Not only from a managerial point of view, but also for the organisational culture.

*“As long as there are no real ambassadors who believe in this way of working on board, and at top management level, it will never be possible to let everyone work this way. It is truly a culture thing, and you know what, you can do it on a small scale within departments, but there really needs to be someone who says, okay we are now really changing the way we work. (R3)”*

To the question if the organisation should impose managers to allow their employees to work at home (R7) responded:

*“Yes I do think so, if the board supports that as well. And I would see it like this, that indeed support needs to be created, but that there should also be cultural sessions and clarification about what is expected from managers, what is expected from employees, and how one should all of a sudden change from lead on presence to task focussed and output based leadership. I think you cannot at once say, well from now on we will only use the new way of working, because it will become a bit vague what is expected from everyone. (R7)”*

The conclusion from this section is that organisational management does indeed have an influential role in the success of NWW. For organisations to really adopt the NWW the management needs be committed to the cause and make sure it is clear to the rest of the organisation what is expected from them, for example through formal policy.

#### *6.1.5 Organisational culture*

The culture of an organisation needs to be open towards NWW to make it a success. Important to mention here is that culture is closely related to the previous section of organisational management, and to the size of the organisation. The board and higher management needs to be committed towards a culture change to make the rest of the organisation work according to this principle. Employees need to feel free to work at home or other locations and have the freedom to determine their own working hours. Furthermore, steering on output is related to organisational management, but also an important aspect of culture. The (line) managers must trust the employees and allow them to have more freedom and autonomy in their work. The respondents said that a small organisation has more benefits

when it comes down to culture since it becomes easier to change the opinion of a few people. A small organisation makes the culture also more informal and this allows employees to better speak their mind when there is something they do not like.

The results for the culture can best be divided into two categories. A culture towards location independent working, and a culture towards time independent working.

Location independent working is in the consultancy firm fully accepted. There is no issue when employees work somewhere else and colleagues trust each other in this. In the retail organisation this is a bit different while there are many different departments. Within the HR department respondents argued that there is enough cooperation and collegial commitment for location independent working. However, respondent R4 said she is also in contact with many other departments and it is not always customary that employees leave at half past four to finish work at home. Flexible workplaces are introduced at the retail organisation, but using them to the full potential is not part of the culture yet. Not all employees are for example thinking in advance about their workplace (activity based working), or employees are irritated when someone is sitting at 'their' place as R5 mentioned.

*"So, I came in here as, I don't know, eleventh I think, while there were only ten desks available so to speak, so I always had to sit at someone else his desk who was not there. But if I sat somewhere and that someone came in saying you are on my place, I thought what does that matter? But yes that was something where people seem to have need for (R5). "*

Time independent working is in both organisations not really culturally integrated. In both organisations some employees do not work the edges of the day and continue in the evening, but there was only one respondent who said she sometimes went to do something for herself at three o'clock and compensated this time somewhere else. Only this can be seen as completely time independent working, but this is thus not commonly accepted. A reason for this was already mentioned before and that is that Dutch society is not set up to work like this because children have to be picked up from day care at six and shops close as well. In line with this reasoning is another interesting finding from the interviews whereby respondent (R7) mentions she will probably end up in the office between nine and five anyway:

*"But I don't think that I will end up doing something else three days a week and that I spend three evenings working. Because I still see in my private life that people are working during the day and are free in evenings. So I would like to have some more flexibility, but I don't think I would completely change my schedule (R7)."*

As with most organisational changes, culture is a very important aspect, but it takes a long time to change. And even after a long period of time the interviewees still thought there would be some employees who would never change and should be better off by leaving the organisation.

## 6.2 Employment relationship

The common opinion among respondents was that the autonomy and responsibility should be with the employee themselves. Especially when working with professionals, who have had

a higher level of education and work in higher functions this should be expected. However, respondents also mentioned that it is important to have trust in each other (R1). The employee must also feel that their superior acts in their best interest for a healthy relationship. Due to the diminishing face-to-face contact of NWW, this may call for additional contact between employee and superior to strengthen their relationship (R5). Of course, supervisors need to be delicate that this does not turn into a control relationship, because this can limit the employee in adopting NWW.

A somewhat different perspective on the employment relationship is the work agreement or contract that an employer and employee take together. Because of governmental regulations in the Netherlands, the protection of employees through a contract is quite high, compared to Anglo-Saxon countries like the USA. While this obviously leads to job security and other potential benefits for employees it could also harm the employment relationship as C1 mentioned. He argues that the future would bring more flexibility in making, and breaking, this relationship because this lets employees work at the best of their energy which is ultimately better for both the employee and the company. To support this claim he brings up the example of an employee who did no longer 'fit' to his company, but is now one of the rising stars in another organisation.

*"The goal is to make employees perform a little better each day. And I think... when I no longer achieve this with a client, we end the customer relationship. So, if we notice with a customer that we do not manage to improve their business, it just does not work because we've done everything already, everything is working and the chemistry is gone, we end the customer relationship, done, we are done. With employees, it does not work like this and in my opinion this is strange." ... "And that's not because you do not like someone, not it's because... and I would like to put time and energy into helping people to get somewhere else, because it's not said that's a bad person, not at all, it's a very good person. Only in another setting, at another company he can be energetic again (C1)."*

#### 6.2.1 Working hours

In both organisations working hours are fixed in the contract. As mentioned before, in the retail organisations people are expected to start working between seven and nine and cannot leave the office before four. While the HR manager and other employees agreed that the system was a bit old fashioned they still had to fill in the number of hours they worked every day. In practice one of the employees responded that everyone just fills in 8-8-8 while they did not work these number of hours that day per se. Sometimes employees work six hours one day and ten the next, or some hours in evenings or weekends, but this is not recorded.

In the retail organisation, they made a document a few years ago where policies are written about occasionally working at home, but this was hard to get approved by the board and is now not used very often. The main reason for this was that the organisation did not want to formalise working at home, or working other times to their employees at that time. According to the HR manager they have made some steps to increase flexibility, but it is still mainly informal.



In interviews with the consultancy firm it was also mentioned that the type of organisation, and its core business, could have an influence on this. Consultancy firms, for example, have to write a certain number of hours to a customer and therefore need to keep a record of the worked hours. The retail organisation does not work for external clients and could therefore be more flexible in the administration of their working hours.

### 6.2.2 Leave policies

In both organisations leave policies are standard. Employees have a fixed amount of day's each year they may take vacation. They do not have to schedule this many months in advance, but it is important to discuss your plans with colleagues. The reason for this planning is to make sure that there is always someone at the office to deal with emergencies or stay in contact with customers. In the retail organisation, one of the departments worked with a so called 'buddy system'. This means that each employee always has a 'buddy' who takes care of urgent matters when you have a day off (R6).

One of the questions that was asked regarding the leave policies is the amount of vacation day's employees may take consecutively. In both organisations, there have been a few employees who had time off for a longer period, but this is only possible when planned months in advance and when combined with partially unpaid leave. However, especially managers are not keen on this, while it has a serious impact on the organisation:

*"But it has a mega impact on the organisation if someone leaves for a longer period. And the reason for this is that if someone leaves for more than six weeks, even as someone leaves for more than three weeks' vacation, so four weeks or more, than you will get a week before and a week after, as an added gift as vacation as employer. It works like this, if you take vacation for four or more weeks, you need one week before to transfer everything, and when you return you need another week to get up to speed again. So, three weeks is manageable, this does not require any transferring, with four weeks this does not work. When someone goes on vacation for eight weeks, one can add two weeks before and two weeks afterwards. So that person is not eight weeks on vacation, he is actually twelve weeks on vacation, or at least twelve weeks not productive, while the employer one needs to give eight weeks of vacation. And that simply causes a lot of pressure, so that is why I became a bit more reluctant (C1)."*

In both organisations employees responded that they were interested in the idea of unlimited vacation days but they did not think it would fit their organisation. Especially in large organisations it was thought not to be possible to maintain this kind of freedom. However, some more flexibility in the rules about leave policies was thought to be good.

### 6.2.3 Learning & Development

In both organisations there are no specific trainings to deal with the NWW practices. The retail organisation has a large variety of trainings in which the employee can choose the trainings they want, but they do not have an individual learning budget. There is no difference in the amount of trainings a part-time or full-time employee is allowed to participate in, but in practice the full-time employee spends more time at the office and therefore also has more

time to participate in trainings. The consultancy firm has no predetermined trainings, but when employees pro-actively request extra coaching or training this is possible.

However, for the successful implementation of NWW employees consider training and coaching to be necessary. Not only for the employees, but also for the managers who have to change the way they manage their employees. As mentioned in the section about organisational management, managers are a crucial factor in the success in NWW, so they need to believe in the success of NWW and know how to work accordingly. Otherwise employees will not feel the freedom to change the way they work. Examples of trainings are:

*“Or a training about communication, or maybe for management how to steer on output, trust, and that that kind of themes, cultural themes. What are your expectations about the new ways of working, what are your needs, how does your manager look at that? To remove the barriers, and also to get the idea to the team how others look at that. But also practical things, what are... how do you for example make sure the social moments stay, when are you obligated to be at the office, for example on a HR-day or something, those are for me really moments where I expect from myself, but also from colleagues to be there. (R7)”*

#### 6.2.4 Compensation & Benefits

Compensation and benefits policies are included in the contract. Sometimes employees have the possibility to make choices in this contract to, for example have more vacation days, or travel compensation. Due to the size of the organisation and the thereby associated (monetary) impact, the retail organisation has not yet changed its contract to make this individualisation in labour conditions possible, but it is high on their agenda. At the consultancy firm this contract flexibility was not specifically spoken of, but since this organisation is much smaller it is assumed that there is more flexibility in the contents of the contract. Additional reason for this is that C1 said every employee can have a company car, as long as this makes them perform better and achieve their goals.

Important to note for the next findings is that there is a difference between the way employees are appraised and the way they receive their salary. Due to (governmental) regulations it is not possible to pay salaries solely based on output, e.g. the achievement of goals, or performance. The salary of employees is always based on the number of hours someone worked, with the possibility of an additional bonus for overachievement. So, there is room in the bonus structure of employees, but a base salary must always be paid based on the hours they worked. According to the owner of the consultancy firm here lies the problem with NWW:

*“Look, when you want to discuss the new ways of working, what could be a problem with the new ways of working, so if one no longer pays wages for presence, but for the achievement of goals, that is not possible. That is not possible, because I cannot say, well you haven’t achieved your goals, this month you won’t get a salary (C1).”*

Employees thus cannot be fully rewarded based on output. However, their evaluation, or appraisal can be based on output. In the consultancy firm the appraisal of employees is fully based on the targets they achieve and the level of growth they showed over the year. Thereby

it could be possible that one employee receives a wage increase because he showed more personal growth that year compared to another employee. In the retail organisation it is not completely clear how employees are evaluated. Some respondents said they were appraised based on output, for example:

*“Yes, so we are clearly evaluated on output. You have to make sure that the HR-policy is implemented well, that you take care of incidents in your area, and if you do that and your output, sickness, and leave numbers are good you basically do whatever you want (R5).”*

While others would like to see more steering on output:

*“I do not yet for example have an output oriented agreement with my manager like you have to deliver this and this and the end of the week and see for yourself how you schedule these hours (R7).”*

This discrepancy could arise because of the function both employees have. Both of them are employees of the HR department and as has been discussed in literature before the HR function is often difficult to measure. It could therefore be the case that the specific function of R5 is better measurable than the function of R7 and that this caused a discrepancy in results.

### 6.3 Outcomes

#### 6.3.1 Work-life balance

Because of the increased flexibility all respondents agreed that NWW would be better for their work-life balance. It gives them the opportunity to spend parts of the day on taking care of the kids, do errands at home, and drive to work when there is less traffic. Respondent R3 argued that a better WLB makes employees also more satisfied and therefore perform better.

However, the risk of a burn-out is high. Multiple employees said they have had troubles themselves before with separating work from personal life and make sure they get enough rest. This responsibility lies with the employee themselves. They need to figure out how they can make this separation. A company and personal telephone could make it easier to ignore incoming calls when someone is not working, but most employees responded that they would return an important call anyway. Another thing to help the separation is the management of expectations. When you are working in the evening or in weekends it could be best to not let your colleagues know this. Otherwise it could become an expectation that you will respond to their questions or calls as well.

Something else that stood out was the occurrence of overtime. Because employees have the opportunity to take their work home it is also easier to work extra hours in evenings or weekends. As respondent R6 mentioned this is partially due to the nature of work. In some periods there is more work to do and this requires employees to finish some at home. However, other respondents mentioned that this often results in structural overtime and that they most of the time work more than forty hours a week. This could of course become a threat to the work-life balance, so both organisations and employees need to be careful with this.

### 6.3.2 Productivity

Most employees argue they are more productive when using time and place independent working. Reasons for this are; a quieter work environment, activity based working, different moments of energy, less social talks and a reduction in travel time. However, respondent C3 said she is more distracted when working at home and she values the working environment at the office. Whereas other respondents also said their efficiency went up, she thought this was more dependent on the number of projects someone had to work on and not only the result of NWW. Respondents also said the quality of their work went up. Two main reasons for this were found. Because of increased responsibility, and because of the ability to use activity based working. Activity based working gives employees the opportunity to plan discussions with colleagues when they are at the office, and let them use a quieter location when they need to work something out. They thus use the optimal location for a specific activity and this improves the quality of the work.

However, something else that was first brought up by the HR manager of the retail organisation is the influence that NWW has on the team productivity.

*“But my biggest concern, why I would argue we must make sure that there is not too much only working at home, is mainly that the individual productivity might increase because of NWW, but the team productivity will become under pressure. And that is what I see here as well. We increasingly work for the operation, and increasingly HR-advisors are working from home and through the country. They have less and less contact hours and in my opinion there is a price to be paid in the team productivity. And you should make agreements about that in my opinion, because everyone is thinking from their own work-life balance, for their own agenda, from their own ideas, but that is not always best for the team. That is why I would argue, yes you should always set agreements on when you meet as a team (R1).”*

This is an important topic while other respondents also valued the connection they had with employees and the synergistic effects that were achieved when working together. Organisations thus need to make sure that there are still social moments where employees need to be at the office. Not only to keep up team productivity, but also to ensure work engagement.

### 6.4 Overall results

Continuing with some more overall findings, most respondents think NWW will be the future for each organisation, albeit in partial form. The main reason for this is the request from new employees. Not only young employees, but also people who have been working in other organisations that used NWW before. Moreover, the shortage of office space that growing organisations must deal with is also a reason to make the shift.

From the interviews it became clear that both of the studied organisations are a bit hesitant in implementing the concept of NWW to its full extent. Working at home is commonly accepted by society and in some organisations into the culture. Time independent working, on the other hand, seems to be more difficult to implement. Other factors, e.g. opening hours, friends, culture, and social services seem to be a limitation to the successful implementation

of this NWW practice. Employees in some organisations are already working at other hours but this often comes down to leaving a bit early and finishing in the evening or weekend. However, this is not the time independent working as defined by NWW-scholars, for example by going to the gym in the morning and starting work at twelve o'clock. This seems to be a step too far for the current studied Dutch organisations. Reasons that were brought up is that the success is also dependent on the function that people have in and the culture of the company. So, the increased flexibility is something that is most likely to be implemented in Dutch organisations over the coming years. By allowing employees more flexibility in the moments they work they will be better in keeping their work and private life in balance. The results show that balanced employees are more satisfied and more productive for the organisation.

#### *6.4.1 Analysis of relationships*

It also became apparent that when talking about a certain variable, another variable was often also believed to be important. In some cases, this could also be a third variable, for example organisation size, function, or age. This finding is supported by the co-occurrence table of Atlas.ti (table 3), which shows that the variables are indeed interconnected. In this table, only the codes with a co-occurrence of five or more are included in this table, since they provide the most relevant findings for this study. A complete overview of the co-occurrences can be found in appendix 3. The number in the cell show the amount of co-occurrences two codes have with each other. The green cells in the table show that many codes have at least one co-occurrence with each other, while the cells marked in red show that some codes are even more related to each other. The codes that have the highest interrelatedness (The number between the brackets shows how often both codes are used together) are; NWW\_time.indep. and NWW\_loc.indep.(33), NWW\_management and Employment\_relationship (27), NWW\_time.indep.\_function and NWW\_loc.indep.\_function (16), NWW\_management and NWW\_culture (14), NWW\_loc.indep. and NWW\_ICT (12). Interesting to notice is that the leave policies (ER\_leave) and learning & development policies (ER\_L&D) of the employment relationship are not included in table 3. The reason for this is that they both have a relatively low number of co-occurrences (4 and 8, respectively) and the connections they have are not very strong. Other codes like Generation (8 co-occurrences), Organisational\_Size (10 co-occurrences), and Commitment (10 co-occurrences) are also not very strong related to other codes, but have more co-occurrences.

These findings implicate that the codes with a high interrelatedness have more relative importance than other codes. The results make sense while most codes originate from the theoretical foundation of this study. They are the basis of this study and are therefore also more likely to be mentioned by respondents and used as categories. The contractual aspects of the employment relationship have only few co-occurrences. This could mean they have less relative importance to other codes, but the low results could also be due to the specificity of the codes. For example, learning & development is more narrowed down than location independent working, where more finding could be categorized under. The high number of co-occurrences on codes like organisational size and commitment shows the importance of other (third) variables to this study. Further implications of these findings will be discussed in the next chapter.

	Availability	Employment_relationship	ER_C&B	ER_hours	flexible_workplaces	NWW_ambassador	NWW_Culture	NWW_definition	NWW_future	NWW_ICT	NWW_loc.indep.	NWW_loc.indep._AB	NWW_loc.indep._function	NWW_management	NWW_time.indep.	NWW_time.indep._function	Out_prod	Out_team_prod	Out_WLB	Traffic
Availability	0	0	0	1	0	0	2	0	0	0	4	0	0	0	5	1	0	0	2	0
Employment_relationship	0	0	6	1	1	0	4	0	3	0	4	0	1	27	4	0	0	1	0	0
ER_C&B	0	6	0	2	0	0	2	1	1	0	2	0	0	8	1	0	1	0	0	0
ER_hours	1	1	2	0	0	0	0	0	0	0	6	0	0	2	6	0	0	0	0	1
flexible_workplaces	0	1	0	0	0	1	8	0	0	0	6	4	2	1	0	0	1	0	0	0
NWW_ambassador	0	0	0	0	1	0	1	0	1	0	3	0	0	5	1	0	0	0	0	0
NWW_Culture	2	4	2	0	8	1	0	0	4	1	7	2	2	14	9	0	1	2	2	0
NWW_definition	0	0	1	0	0	0	0	0	0	1	5	1	0	2	5	0	1	0	2	0
NWW_future	0	3	1	0	0	1	4	0	0	3	6	1	2	2	9	2	1	1	1	0
NWW_ICT	0	0	0	0	0	0	1	1	3	0	12	2	1	0	3	1	0	0	5	1
NWW_loc.indep.	4	4	2	6	6	3	7	5	6	12	0	5	2	8	33	1	5	0	7	3
NWW_loc.indep._AB	0	0	0	0	4	0	2	1	1	2	5	0	1	0	1	0	3	1	0	1
NWW_loc.indep._function	0	1	0	0	2	0	2	0	2	1	2	1	0	3	3	16	0	0	1	0
NWW_management	0	27	8	2	1	5	14	2	2	0	8	0	3	0	6	0	1	1	2	0
NWW_time.indep.	5	4	1	6	0	1	9	5	9	3	33	1	3	6	0	2	2	0	8	5
NWW_time.indep._function	1	0	0	0	0	0	0	0	2	1	1	0	16	0	2	0	0	0	1	0
Out_prod	0	0	1	0	1	0	1	1	1	0	5	3	0	1	2	0	0	6	4	1
Out_team_prod	0	1	0	0	0	0	2	0	1	0	0	1	0	1	0	0	6	0	0	0
Out_WLB	2	0	0	0	0	0	2	2	1	5	7	0	1	2	8	1	4	0	0	1
Traffic	0	0	0	1	0	0	0	0	0	1	3	1	0	0	5	0	1	0	1	0

Table 3: Atlas.ti Code Co-occurrence Table. The number in the cells is the amount of co-occurrences. A green cell means at least 1 co-occurrence, and red cells have 5 or more co-occurrences.

## 7. Discussion: A critical analysis of the discovered results

The goal of this study was to deepen our knowledge on the relationship between NWW and the employment relationship and to give advice on how organisations should change their employment relationship to better fit the new ways of working. The latter will be discussed in the practical implications chapter, first the relationship between NWW and the employment relationship will be discussed. Based on the results from the interviews a new model is found (Figure 3).

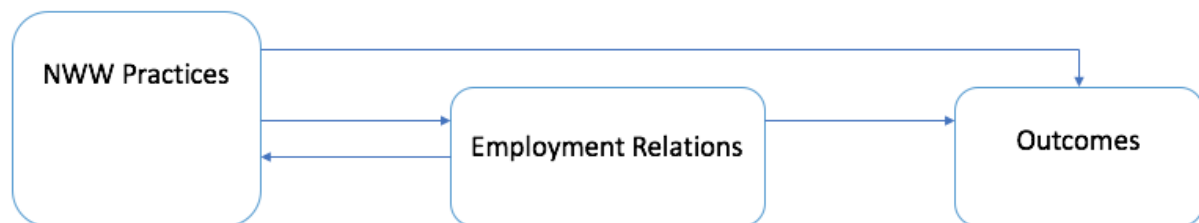


Figure 3: The relationship based on interview findings

### *NWW – Employment relationship*

The results show that NWW has an influence on the employment relationship, but it works both ways. Due to the change in how people work (i.e. other times and locations), more requests arise for flexibility from the contractual relationship, but changing the contractual working hours also contributes to the success of NWW. At this moment employees need to be, and cannot leave before, a certain time. Next to the arrival and leave at fixed times the declaration of hours is also getting obsolete. These times need to become more flexible to stimulate the use and effectiveness of NWW.

Leave policies are in both organisations fixed. In other words, there is a fixed amount of day's employees can take off each year. However, they have complete freedom in when they use these days as long as there is always someone present at the office who can take up urgent matters. Respondents said there were increased request for longer times off (e.g. sabbatical, maternity leave, or to travel around the world), but the question is whether this trend is caused by NWW, or if it is the result of a cultural shift in society. Because of globalization it becomes easier to visit other counties and it might be that employees take this opportunity to travel more. Additional reasoning behind this idea is that it seems not likely that NWW causes employees to take more vacation days, based on the interviews. Autonomy to choose your own working days is essential for NWW, but will demand more flexibility from the contract.

Both organisations used learning on the job in combination with some formalized trainings. However, there was no specific coaching or training for NWW. Although it was not thought to be necessary by all respondents, trainings in NWW could be important for employees, but certainly also for managers. For example on how to cope with the NWW practices, and how to change the way of steering your employees.

Individualisation of the contract, or so called I-deals (Rousseau, 2005), were not yet integrated in the studied organisations. This applies for the contractual practices mentioned before, but also for the compensation & benefits. NWW asks for more steering on output, but we should point out that this is function specific and for some employees therefore not possible. In

addition, it also asks for commitment and trust of management and this was not always present in the studied organisations. There was also argued that the salaries of employees should be completely based on the output of employees. A salary completely based on output is however not possible at this moment. Rules of employment limit this, but wages with a low base salary supplemented by bonuses, could be a good middle ground. Regarding the influence of the employment relationship on NWW, a change towards more output based pay should stimulate NWW because it gives employees freedom to choose their own working time, and place, as long as they deliver their results.

#### *NWW → Outcomes*

NWW also has an influence on the productivity and work-life balance of employees. However, there should be mentioned that the influence on the latter could be positive and negative. The ability to schedule your own working hours and the thereby related increase in flexibility makes it possible for employees to adapt their working hours to family related activities. This creates a better WLB and therefore more satisfaction. Higher employee' satisfaction leads to higher productivity. Nevertheless, as was found in earlier studies NWW could also have its downsides on the WLB. Some employees responded that they have had issues separating work from private time themselves, and others also responded that they could imagine this being a problem. Being able to take your work home and stay connected to the office 24/7 also brings the risk of overtime. The results show that in the end the increased flexibility will be more valued than the possible threat of WLB problems. It may take some time at first, but after a while, albeit with some help, employees will learn how to balance their work and personal life and they will benefit from the NWW practices.

We should also point out how the relations between NWW and the employment relationship are transformed to outcomes. As was determined in previous sections, NWW has an influence on the outcomes of this study, i.e. the WLB and productivity of employees. While this is a direct effect, there is also an indirect effect, from the employment relationship on NWW and eventually to the outcomes. Flexibility in the contract on working times and vacation days, availability of training and coaching for employees who value this, and a change towards steering on output increase the effectiveness of NWW practices. If the NWW practices are better implemented in the organisation it will also have a positive effect on the WLB and productivity of employees.

#### *Employment relationship → Outcomes*

Based on the interviews it became clear that the employment relationship also has a direct influence on the outcomes, albeit a small one. We think the largest effect of the employment relationship is trough enabling, i.e. facilitating NWW, and not directly to the outcomes. Increasing flexibility in working hours and leave policies has positive effects on both the WLB and productivity of employees. Practices related to training and coaching, were also found to have a positive influence on the WLB of employees albeit only when employees have WLB problems in the first place. Although it was assumed that individualisation in compensation & benefits policies would have a positive impact on the productivity, and therefore performance of employees, this was not specifically found in the interviews. Both organisations did not use individualisation options in C&B and therefore no new findings could be reported.



### *Propositions*

Thus, what we can conclude from these findings is the following. (1) NWW practices will be implemented in more organisations and the employment contract should become more flexible to facilitate this. (2) In the end employees will overcome potential WLB problems and NWW will have a positive effect on the outcomes. (3) The largest effect of the employment relationship is through enabling or facilitating NWW, and not directly at the outcomes.

For future research this means that it is no longer the question 'if' the implementation of NWW practices will take place, but when and how. There will always be exceptions for organisations where NWW is not suitable, but most of the organisations will implement NWW practices in some form. Future research should thus more focus on the 'how' rather than on the 'if' question. In addition, this study found that employees will overcome WLB problems, but gaining deeper knowledge about how organisations can help their employees with this balance could smoothen the transition towards NWW. Helping employees takes away potential downsides of NWW and makes it easier for organisation to make the change. Lastly, research should further investigate the margin for change in the employment contract (also considering CLA's) to understand its influence on NWW practices.

### *7.1 Theoretical implications*

#### *New Ways of Working*

Among others De Leede (2017) argued that NWW is a concept which originates from practice. Although it is therefore relatively new to researchers, the findings show that researchers already have a good understanding of the concept. We agree that the core components of NWW are time and place independent working. The availability of ICT is thereby often included into the core of NWW, since technology is such an important part of it. However, important to mention is that the success of NWW is dependent on ICT facilitates, but it is more of a so-called hygiene factor. When it is not available it fundamentally limits employees in using NWW, but having the ability to use ICT applications does not contribute to the success of NWW itself. We would thus argue that ICT is rather a necessary condition of NWW than a practice, which is contradictory to earlier findings from De Leede (2017). Additional argumentation for this claim is that the accessibility to ICT has become much more a common good than it was 5 years, or even 10 years, ago. Every respondent had a mobile phone, a laptop, and the ability to reach their files everywhere they wanted. This already makes employees much more flexible and has become the standard now. Of course, the field of ICT is constantly changing and there could always be more advanced applications, but having the availability over ICT systems is in our opinion now ordinary and therefore no longer the core of NWW.

In line with findings from Peters et al. (2014) changing the organisational culture is difficult but crucial for the success of implementing NWW. Especially in large organisations this culture change can be hard to realise because there are a lot of different people with different wishes and needs. From the interviews it became clear that it is important to have ambassadors in higher management who support this culture change. Respondents said they experienced enough trust from their manager, but this was not perceived this way by the whole organisation. In addition, there was also mentioned that it was important to sustain the change and to make sure everyone works accordingly. We will not dig any further into this

change process, while this is more the field of change management. What can be added to existing literature is that a culture for working in evenings or weekends is not yet commonly accepted in neither Dutch society, nor in organisational culture. Colleagues said they trust each other, which is important, but to say it is fully integrated into the culture of the organisation whereby working at other times has become natural is a step too far.

Not much can be added to existing literature on organisational management. As was reported in earlier studies (Grant & Parker, 2009; Kelly et al. 2010; De Leede & Kraaijenbrink, 2014) responsibility, trust, and autonomy between manager and employee are crucial for the successful implementation of NWW. Results show that not every manager is fully convinced of the effectiveness of NWW and not all employees are therefore allowed to work this way.

### *Employment relationship*

Kalleberg (2000) argued that organisations could increase the flexibility of their workforce to deal with increased competition, cut costs, and deal with uncertainty. Organisations could do this by hiring part-time workers, temporary employment, or contract work. Although these methods were not specifically mentioned by the respondents there was argued that it should be easier to start and end a working relationship with an employee. At the current form employees have a lot of protection from their contract, but in some cases it is best for both parties if it was easier for employees to switch between organisations. Decreasing the contractual securities could obviously mean that employees are fired more easily, but working in an organisation you do not fit is also not desirable.

During the interviews the question was also asked what employees thought of the unlimited vacation policies that companies like Netflix and Bynder use. While most of them found this to be interesting, none of the employees responded that they saw this implemented in their organisation anytime soon. Respondents said it was very function dependent and not suitable for every organisation. When for example dealing with customers this cannot be used. An organisation builds a relationship with a client. This increases the effectiveness of the communication, but also the trust between parties. When a customer does not know beforehand who he is in contact with, because employees could have a day off, this could lead to serious damage to the relationship. In addition, many organisations have to adapt to their store operations, which are open on traditional office hours and are open the whole year round. So, the unlimited vacation policies of these large (international) organisations are interesting, but based on these two case studies a step too far for the current Dutch organisational environment. This does not mean that it is impossible, and some organisations use these policies, but for normal organisations (who are not leaders in the implementation of NWW) that are representative for the Dutch professional organisational environment, these policies are not suitable yet.

### *Work-Life Balance*

On the topic of work-life balance this study can only add empirical evidence to existing literature. The benefits of scheduling around family activities were found, but also the possible threats of overtime and lack of boundaries between work and private life. Respondents did schedule when working at home, for example through a text message, or agenda. Most of the time this was enough to make sure their colleagues did not contact them when they were at home. When they were called anyway it is the responsibility of the employee to determine if

it is an important call, or if it can wait till later. Scheduling your availability does thus improve the WLB as was found by Hill et al. (2010). Despite these possible disadvantages NWW was still thought to improve the WLB of employees.

### *Productivity*

The results showed that most respondents thought that their productivity increased due to reasons that were also mentioned in the literature, e.g. less travelling time, less interruptions, and better WLB (Neufeld & Fang, 2005; Hoornweg et al. 2017). Something that is worth mentioning is the importance of team productivity. Especially in the retail organisations several respondents brought up the value they attach to team productivity. NWW causes employees to be more at other locations and this makes communication among colleagues and between manager and employer harder. Therefore, NWW could be a threat to the productivity of the team. The negative influence on the team productivity was one of the reasons why the retail organisation was hesitant to fully implement the New Ways of Working.

Nobody worked enough at other locations to experience professional isolation (Golden et al. 2008). Respondents did however mention that they deemed it important to meet co-workers every now and then. Keeping in touch and sharing information is important for the involvement with the organisation. For this reason, it was suggested that organisations should always create some sort of social moments where employees have to be present. For example, on Monday or Friday to bring everyone up to speed to current organisational developments. This secures employees' involvement with the organisation and benefits their productivity.

## *7.2 Practical implications*

The practical goal of this study is to give advice on how organisations should change their employment relationship to better fit the New ways of working. This section points out the most notable findings from this study and gives guidelines to organisational managers and policy makers on how to deal with NWW.

In today's modern society it is unthinkable that organisations refuse flexible work arrangements, like NWW. As was discussed in the theoretical chapter, different drivers (societal, technological & economical) increase the attention for NWW. The concept with complete flexibility over working time and -place, as it was defined in literature, is maybe a step too far for the current Dutch corporate environment, but the first step towards increasing flexibility is definitely going. Some Dutch organisations are already working according to this concept (e.g. VGZ & Bynder), but the majority is still exploring their options and analysing best practices from other organisations.

The current stage for regular Dutch professional organisations implementing NWW, is giving employees more flexibility in working times, changing the working environment, and building a sufficient ICT infrastructure. Organisations should leave the traditional nine to five policies for what they are, and shift towards more flexibility in when employees can arrive at work and are allowed to leave. This allows employees to adapt their working hours better to the needs of their private lives. Freedom to choose the place you work should also be granted to employees. Workplace flexibility not only applies to working at other locations outside the office, but organisations should also stimulate flexible workplaces at the office itself. This

flexibility allows employees to choose their working place based on the activity they need to do at that moment. Activity based working was found to increase productivity, since employees can choose the place that best fits their current needs, in line with findings from Kelliher & Anderson (2008). Next to increased productivity, a better work-life balance is also a result of NWW. An important condition to achieve these results is the availability of a sufficient ICT infrastructure. This means at least, a mobile phone, a laptop, and the ability to reach company files on every location.

It was also found that organisations should not be too hesitant to give employees this freedom, because they have not much to fear. Increased flexibility improves the performance of employees and there are other factors that limit employees to work at other locations multiple days a week, or change their working times completely. (1) Most employees responded they still wanted to have some sort of structure in their lives. Commuting to the office, social contact with colleagues, and physically stopping with work by going home, helps in this. (2) In addition, the Dutch society is not completely ready for the New Ways of Working. Supermarkets have started to change their opening hours, but other social services (e.g. day care and hospitals) have not yet adopted this change and this limits the implementation of NWW. This finding is in line with earlier reports from a Dutch advisory body to the government (SER). Back in 2011 they presented a document in which they stated that 50% of the people working more than 35 hours a week experienced difficulties with scheduling their work around opening hours of medical services, public services, and business services (SER, 2011). They proposed that day-care should have longer opening hours and a full day's programme should be offered to children between 4-12, which also helps to stimulate their physical and cultural education. Other public services should also increase their opening hours to provide more flexibility. (3) Furthermore, evenings or weekends are moments to hang out with friends and rest from work. It would not make sense to be the only one who is working at these moments and have Monday mornings off, when everyone else in your private life is working. Giving employees the impression they have complete flexibility could thus already provide the benefits of NWW, without much consequences.

The unlimited vacation days policies that some organisations are currently experimenting with seems to be a bit farfetched for the current Dutch corporate environment. However, these innovations are interesting to watch for other organisations. When there is more experience with the benefits and drawbacks of these policies, other organisations should consider if this would fit their organisation. In the meantime, organisations should stick to their current leave policies, but grant employees to take longer periods off if they request this. Leave should always be planned in advance and discussed with managers, but not granting employees to take longer periods off is not accepted anymore. Denying not only limits the motivation and productivity of employees, but it might also cause them to leave the organisation.

For the successful implementation of NWW, trainings or coaching should be made available to both employees and managers. We cannot stress enough the importance of convincing managers to accept the new work form. Without the support of managers, employees won't feel free to work at other times and locations. Examples of such trainings are how to separate work and private life, or how to steer on output for managers. Although change management literature might point out otherwise, we would suggest for organisations to make this support

on a pro-active basis. It should be communicated to the employees clearly, but in our opinion obligating employees to take certain courses does not achieve the best result.

When employees are working all over the country and at different times during the week it is important to keep social moments with colleagues. Organisations should make sure these moments exist several times a week to ensure employee involvement and to stimulate team productivity. This could for example be a meeting at the start or the end of the week to fill your colleagues in on your current projects and keep everyone up to speed.

Lastly, we would like to point out the importance of organisational culture. This has been written in literature before, but a change in organisational culture is essential to make the change towards NWW possible. However, since this is more subject to other studies we would advise organisations to take lessons from change management literature.

### *7.3 Limitations & Suggestions for further research*

#### *Limitations*

Naturally there are some limitations to this study. First of all, the results of this study are based on a relatively small sample size. Although the ten interviews gave a good reflection on opinions of professionals they were collected from only two organisations. Based on the chosen research method, and supplemented theoretical foundation the results can be generalised to the whole population. However, based on only two case studies we cannot generalise the found results. To do this, additional case studies should be added to these findings.

Both studied organisations use location independent working and employees had flexibility in their working hours to some extent, but they are not the market leaders when it comes down to New Ways of Working. Some of the employees in these organisations had previous experience with working in NWW organisations themselves, or knew friends who worked there, but this does not give the full picture. As a suggestion for further research we would therefore point out to study some of the Dutch market leaders when it comes down to NWW, for example Bynder or Achmea. Experiences from the employees in these organisations might result in new insights that could contribute to existing literature.

Furthermore, the respondents for the interviews were not found using random sampling. The interviews were only conducted with professionals who had experience with working at home or other working times themselves. This choice was made specifically while this study explores the influences that NWW practices have on the employment relationship. The opinion of employees who work in the traditional way would not contribute to answering this research question. Interviewing both (traditional and new) employee types may have brought up other interesting findings, but this was thought to be outside the scope of this study.

Due to the high level of interrelationship between variables it is hard to determine causality. It is for example hard to determine if time independent working influences the leave policies of organisations, or if it is the other way around. Furthermore, there are other third variables (e.g. organisation size, age & function) that influence the relationship between NWW and the

employment relationship. Therefore, it is hard to determine how one variable influences the other, since there are also other third variables that have an influence.

#### *Suggestions for further research*

Considering that this study specifically looks at professionals, we proposed that NWW practices will be implemented in more organisations and the employment contract should become more flexible to facilitate this. The extent to which organisations will do this will however differ. The NWW leaders of today will most likely keep up with developments and stay the groundbreakers. Second wave organisations will follow, but other variables as culture, the type of employees (professionals or not), and function (does someone have to be at the workplace?) will cause holdbacks to the change. Further research has to determine what the specific influence of these 'third' variables are. When this is established, clear guidelines can be given to specific type of organisations on how to implement NWW.

To contain the scope of this study, the specific contents of the employment contract and the thereby connected rules and procedures were not investigated. Contracts can be very complex and in the case of an CLA even concluded by several stakeholders. Future research should point out to what extent there is room for change in the employment contract. This helps researchers to understand the contract's influence on NWW practices and helps to determine what should change to stimulate the implementation of NWW.

## 8. Conclusion: Coming back to the research question

Due to the increased attention of both practitioners and researchers into the concept of NWW this study started with the following research question: *“Which influences have New Ways of Working practices on the employment relationship of Dutch organisations?”*

The results show that the increased flexibility of NWW in working times and locations requires organisations to make the employment relationship also more flexible. The latter consists of policies about working hours, leave policies, learning & development, and compensation & benefits. Traditionally these are rather fixed and not open for individual changes. Organisations should make these more flexible and allow employees more flexibility in working hours and locations. More specifically, not only in the number of hours, but also the moments of the day, and the locations, they can work these hours. Flexibility will give employees the freedom to better combine their work & private life, and work in their optimal energy, which ultimately benefits the organisations performance. Loosening the working hours and leave policies will also benefit the adoption of NWW.

So, how people work and the employment relationship will thus become more flexible, but the NWW concept as it was determined in literature will not be used to its full extent in the near future. The note has to be made that this applies especially to second wave organisations with professionals as employees, because NWW leaders are already a step ahead. Organisational characteristics (e.g. organisational culture, and organisational sector) will drive them to remain innovative and stay leaders in this field. The reason that NWW practices will not be fully implemented is related to culture. Interviews prove that the organisational culture is not yet ready for this change, but also the culture in Dutch society is a limiting factor. In line with earlier findings from the SER, social institutions, e.g. day-care and hospitals, still use traditional opening hours. Employees thus need to schedule their work around these opening times and therefore have no complete flexibility in their agenda. In practice this means working at home will be done regularly and some employees will leave early, or come into work later, but going to the gym on Tuesday morning and compensate these hours at some other time is a step too far at this point.

Regarding the outcomes of NWW, both the work-life balance and individual productivity of employees increase through the introduction of NWW practices. At first the change towards NWW might cause some WLB problems, but eventually employees will overcome these potential problems and this leaves the beneficial effects. About the productivity of employees, organisations should be careful that the team productivity is not impaired too much when most of their employees are working at other times and locations. Moreover, organisations should be aware that NWW could create inequality between employees when only some are allowed to work this way, or can work this way due to their specific function. Assumed that organisations take these possible difficulties into account, the implementation of NWW is beneficial for the organisations and its employees.

## 9. Appendix

### 9.1 Interview protocol

This chapter shows the interview protocol that was used during the interviews. Specific sets of questions were created for each 'type' of respondent, but there are also some interchangeable questions. Note, this is a very raw version of the protocol and some words are used as a memory aid.

#### Human Resources

##### NWW

1. Hoe zou u het gebruik van NWW binnen uw organisatie beschrijven?
2. Hoe worden de werktijden van werknemers bepaald?
  - a. Kan er hierdoor ook 's avonds of in het weekend gewerkt worden?
3. Welke locaties kunnen werknemers gebruiken om te werken?
  - a. Hebben werknemers dan ook de mogelijkheid om overal bij hun bestanden te kunnen?
  - b. Waarom willen mensen op een andere locatie werken?
4. Hoe controleert u of medewerkers daadwerkelijk aan het werk zijn?
5. Is het kantoor ingericht om te kunnen flexwerken, waarom wel, of waarom niet?
6. Van welke apparaten mogen werknemers gebruik maken tijdens het werken? (iPad, laptop etc.)
7. Van welke communicatietechnologieën wordt er gebruik gemaakt? (video conferencing, cloud computing)
  - a. Kunnen werknemers hierdoor overal bij hun bestanden?
8. Wat is de reden om het Nieuwe Werken te implementeren?
  - a. Economisch, sociaal (vraag van nieuw talent), technisch
9. Hoe zou u de cultuur van uw organisatie beschrijven?
  - a. Wordt het nieuwe werken hierdoor ondersteund? (coaching, collegial commitment, cooperation, trust)
10. Denkt u dat er een limiet zit aan het aantal dagen de mensen kunnen flexwerken met het oog op detachment?
11. Kenmerken van de werknemers
  - a. Man/vrouw → merkt u verschil in de manier van werken, hebben ze bepaalde voorkeuren m.b.t. tijd en locatie?
  - b. Part-time/full-time → andere training, compensatieregels, promotiekansen?
  - c. Leeftijd
  - d. Nationaliteiten

##### Arbeidsrelatie

1. Bent u van mening dat door invoering van NWW de arbeidsrelatie tussen werknemer en werkgever veranderd is? (meer vertrouwen, verantwoordelijkheid)
  - a. Is de manier van leiding geven/aansturen veranderd?
2. Hoe reageren mensen op het nieuwe werken?
3. Hoe worden mensen beoordeeld (aantal gewerkte uren of resultaten)?
  - a. Waarom is er voor deze manier gekozen?
  - b. Is dit een variabele beloning?
  - c. Is deze beloning individueel of per groep?
4. In hoeverre is er dialoog in het vaststellen van een arbeidscontract?



- a. Kunnen werknemers hier bepaalde keuzes in maken?
5. Hoe is de verlofregeling, hoeveel, hoelang achter elkaar? (voor iedereen hetzelfde → Turkse medewerkers)
6. Zijn de werktijden en werkplekken contractueel vastgelegd?
7. In hoeverre hebben mensen keuzevrijheid in hun contract (trainingen, beloning etc.)?
8. Worden er trainingen aangeboden om mensen met deze nieuwe manier van werken om te laten gaan?

#### Uitkomsten

1. Denkt u dat de productiviteit (efficiënter/effectiever/hogere kwaliteit) van werknemers omhoog is gegaan na de invoering van NWW?
  - a. Waarom wel/waarom niet?
2. Is er veel betrokkenheid van werknemers bij de organisatie?
3. Denkt u dat er een goede balans is tussen werk en privé leven? Zo ja, waarom?
4. Hoe ziet u de toekomst voor NWW?

#### Leidinggevende

##### NWW

1. Wat ziet u als het nieuwe werken?
2. Hoe komt dit terug in dagelijkse bezigheden?
3. Hoe zou u het gebruik van HNW binnen uw organisatie beschrijven?
4. Wat is volgens u de reden om de overstap naar HNW te maken?
5. In hoeverre hebben werknemers de keus om zelf te bepalen waar en wanneer zij gaan werken?
  - a. Mag iedereen dit? Waarom wel/niet
  - b. Krijgt u wel eens te horen wat werknemers hier van vinden?
6. In hoeverre hebben uw werknemers de keus om 's avonds of in het weekend te werken? Waar baseert u dit op?
7. Hoe controleert u dat uw werknemers daadwerkelijk met werk bezig zijn als zij ergens anders werken?
8. In hoeverre krijgen werknemers autonomie in hun werk?
9. Merkt u verschil in voorkeur voor werkplek of werktijd tussen man en vrouw?

##### Arbeidsrelatie

1. Hoe reageren mensen op invoering van het nieuwe werken?
2. Bent u van mening dat door invoering van NWW de arbeidsrelatie tussen u en de werknemers waar u leiding aan geeft is veranderd? Hoe?
  - a. Is de manier van leiding geven/aansturen veranderd? (samen vastgesteld of 360 graden feedback)
  - b. Verandering in vertrouwen/verantwoordelijkheid/vrijheid?
3. Als u werknemers evalueert voor een loonsverhoging of promotie, hoeveel waarde hecht u dan aan resultaten?
  - a. Sommige mensen doen hetzelfde werk in minder tijd, hoe gaat u daar mee om?
4. In hoeverre zijn werknemers verantwoordelijk voor hun eigen werk?
5. Hoe is de verlofregeling, hoeveel vrij, hoelang achter elkaar? (voor iedereen hetzelfde → Turkse medewerkers)
6. In hoeverre hebben mensen keuzevrijheid in de trainingen die zij volgen?

#### Uitkomsten

1. Is uw werk veranderd door de invoering van NWW practices?
2. Hoe ervaart u de balans tussen werk- en privéleven?
  - a. Krijgt u genoeg ontspanning?
  - b. Wordt u vaak gestoord door collega's op momenten dat u niet werkt?
  - c. Heeft de vakantie policy van uw organisatie hier invloed op?
3. Hoe denkt u dat dit is voor de mensen waar u leiding aan geeft?
4. Heeft het nieuwe werken invloed op uw productiviteit?
  - a. Bijv. Efficiënter/effectiever/ van hogere kwaliteit
  - b. Doet u thuis andere werkzaamheden dan op kantoor?
5. Denkt u dat de productiviteit van werknemers omhoog is/zal gaan na invoering van NWW?
  - a. Waarom wel, waarom niet?
6. Hoe ziet u de toekomst voor het nieuwe werken?

### **Werknemer**

#### **NWW**

1. Wat doet u nu met het nieuwe werken en hoe vertaalt dat zich naar uw dagelijkse werkzaamheden?
2. Hoeveel vrijheid krijgt u om zelf uw verlofdagen in te plannen? (wat zijn de eisen)
  - a. Mag u zelf vakantiedagen inplannen?
  - b. Neemt u nog evenveel vakantie op als eerst?
  - c. Hoe wordt er door uw collega's op gereageerd als u vakantie opneemt?
3. Hoeveel uren per week werkt u op een andere werkplek?
  - a. Waar baseert u de keuze voor uw werkplek op?
  - b. Hoe ervaart u deze keuzevrijheid?
  - c. Hoe ervaart u het om op een andere plek te werken?
4. Hoeveel vrijheid krijgt u om te bepalen waar en wanneer u werkt?
5. Heeft u thuis de benodigdheden (computer, snel internet, bereiken van bestanden etc.) om te werken?
6. Hoe vaak gebruikt u video conferences?
7. Hoeveel uur per week bent u bezig met werk gerelateerd taken, terwijl u onderweg bent voor uw werk (Mailen, Bellen, schrijven)
8. Van welke communicatietechnologieën maakt u verder gebruik? Vindt u dit prettig?
9. Zou u zeggen dat de cultuur van uw organisatie het nieuwe werken ondersteunt?
 

Waarom wel of niet? Wat zou er moeten veranderen?

  - a. (coaching, collegial commitment, cooperation, trust)
10. Hoe ervaart u het nieuwe werken?
  - a. Zijn er bepaalde aspecten wel of niet goed bevallen?
  - b. Wat zou u graag anders willen zien?
11. Wat was volgens u de reden om deze manier van werken in te voeren?

#### **Arbeidsrelatie**

1. Bent u van mening dat door invoering van NWW de relatie met uw leidinggevende is veranderd?
  - a. Is de manier van aansturen veranderd? Hoe wordt u beoordeeld? (360 graden, of samen met uw leidinggevende)
  - b. Veranderingen in vertrouwen/verantwoordelijkheid/vrijheid?
2. Wordt u vertrouwd als u op een andere locatie werkt? (autonomie)

3. Welke afspraken zijn er gemaakt over de trainingen die u mag volgen?
4. Doet het management zijn best om de standpunten van u als werknemer te zien?
5. Vertrouwt u het management om verstandige besluiten te maken over de toekomst van het bedrijf?
6. Bent u van mening dat het bedrijf u altijd eerlijk behandelt?
7. In hoeverre kunt u op hulp van uw collega's rekenen als u problemen heeft op uw werk?
8. Heeft u vertrouwen in de vaardigheden van uw collega's?
9. In hoeverre heeft u er vertrouwen in dat collega's doen wat ze zeggen?

#### Uitkomsten

1. Is uw werk veranderd door de invoering van NWW practices?
2. Hoe ervaart u de balans tussen werk- en privéleven?
  - a. Krijgt u genoeg ontspanning?
  - b. Wordt u vaak gestoord door collega's op momenten dat u niet werkt?
  - c. Heeft de vakantie policy van uw organisatie hier invloed op?
3. Heeft het nieuwe werken invloed op uw productiviteit?
  - a. Bijv. Efficiënter/effectiever/ van hogere kwaliteit
  - b. Doet u thuis andere werkzaamheden dan op kantoor?
4. Voelt u zich betrokken bij de organisatie? Hoe?
5. Waar denkt u dat de toekomst ligt voor het nieuwe werken?

## 9.2 List of codes

This image is a print screen of Atlas.ti. It shows all the codes used in this study and the number of times they are used in the interview transcripts. In total 38 codes were used in this study. Some codes have less quotations than others, because they were mentioned less often, or because they were created to mark a specific interesting finding and are therefore not mentioned in every interview.

Code	^
◇ Arbo	5
◇ Availability	16
◇ commitment	26
◇ Employment_relationship	33
◇ ER_C&B	26
◇ ER_hours	16
◇ ER_L&D	18
◇ ER_leave	16
◇ flexible_workplaces	29
◇ Formal Policies	1
◇ Generation	23
◇ NWW_ambassador	10
◇ NWW_Culture	71
◇ NWW_Culture_change	8
◇ NWW_definition	13
◇ NWW_downside	15
◇ NWW_Expectations	2
◇ NWW_future	30
◇ NWW_ICT	41
◇ NWW_limitation	6
◇ NWW_loc.indep.	80
◇ NWW_loc.indep._AB	24
◇ NWW_loc.indep._function	38
◇ NWW_management	75
◇ NWW_reason	15
◇ NWW_time.indep.	66
◇ NWW_time.indep._function	17
◇ NWW_time.indep._overtime	13
◇ Organisation_Size	13
◇ Out_prod	40
◇ Out_team_prod	18
◇ Out_WLB	49
◇ Personal Attitude	2
◇ Personal Characteristics	4
◇ Sociale functie	13
◇ Traffic	9
◇ Travel_time	6
37 Code(s)	

### 9.3 Code Co-occurrence table

	Arbo	Availability	commitment	Employment_relationship	ER_C&E	ER_hours	ER_L&D	ER_leave	flexible_workplaces	Formal Policies	Generation	NWW_ambassador	NWW_Culture	NWW_Culture_change	NWW_definition	NWW_downside	NWW_Expectations	NWW_future	NWW_ICT	NWW_limitation	NWW_loc.indep.	NWW_loc.indep._AB	NWW_loc.indep._function	NWW_management	NWW_reason	NWW_time.indep.	NWW_time.indep._function	NWW_time.indep._overtime	Organisation_Size	Out_prod	Out_team_prod	Out_WLB	Personal Attitude	Personal Characteristics	Sociale functie	Traffic	Travel_time	
Arbo	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	3,00	0,00	3,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	
Availability	0,00	0,00	0,00	0,00	0,00	1,00	0,00	0,00	0,00	0,00	0,00	0,00	2,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	4,00	0,00	0,00	0,00	0,00	5,00	1,00	2,00	0,00	0,00	0,00	2,00	0,00	0,00	0,00	0,00	0,00	
commitment	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	3,00	0,00	4,00	0,00	0,00	1,00	0,00	0,00	0,00	1,00	1,00	0,00	0,00	0,00	0,00	1,00	0,00	0,00	0,00	2,00	4,00	1,00	0,00	0,00	2,00	0,00	0,00	
Employment_relationship	0,00	0,00	0,00	0,00	6,00	1,00	1,00	0,00	1,00	0,00	0,00	0,00	4,00	0,00	0,00	0,00	0,00	3,00	0,00	0,00	4,00	0,00	1,00	27,00	1,00	4,00	0,00	0,00	2,00	0,00	1,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
ER_C&E	0,00	0,00	0,00	6,00	0,00	2,00	2,00	0,00	0,00	0,00	0,00	0,00	2,00	0,00	1,00	1,00	0,00	1,00	0,00	0,00	2,00	0,00	8,00	0,00	1,00	0,00	0,00	1,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	
ER_hours	0,00	1,00	0,00	1,00	2,00	0,00	0,00	2,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	6,00	0,00	2,00	0,00	6,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	1,00	0,00	
ER_L&D	0,00	0,00	0,00	1,00	2,00	0,00	0,00	0,00	0,00	0,00	0,00	1,00	2,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	3,00	0,00	0,00	0,00	1,00	1,00	0,00	1,00	0,00	0,00	0,00	0,00	0,00	0,00	
ER_leave	0,00	0,00	0,00	0,00	0,00	2,00	0,00	0,00	0,00	0,00	1,00	0,00	0,00	0,00	0,00	0,00	0,00	1,00	0,00	0,00	0,00	0,00	0,00	1,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	
flexible_workplaces	0,00	0,00	0,00	1,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	1,00	8,00	0,00	0,00	0,00	0,00	0,00	0,00	1,00	6,00	4,00	2,00	1,00	2,00	0,00	0,00	0,00	1,00	1,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	
Formal Policies	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	
Generation	0,00	0,00	3,00	0,00	0,00	0,00	0,00	1,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	2,00	0,00	1,00	1,00	0,00	0,00	4,00	1,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	1,00	0,00	0,00	
NWW_ambassador	0,00	0,00	0,00	0,00	0,00	0,00	1,00	0,00	1,00	0,00	0,00	0,00	1,00	2,00	0,00	0,00	0,00	1,00	0,00	0,00	3,00	0,00	0,00	5,00	0,00	1,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
NWW_Culture	0,00	2,00	4,00	4,00	2,00	0,00	2,00	0,00	8,00	0,00	0,00	1,00	0,00	2,00	0,00	1,00	0,00	4,00	1,00	0,00	7,00	2,00	2,00	14,00	0,00	9,00	0,00	0,00	4,00	1,00	2,00	2,00	0,00	1,00	0,00	0,00	0,00	0,00
NWW_Culture_change	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	2,00	2,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	2,00	0,00	0,00	0,00	0,00	1,00	0,00	0,00	0,00	0,00	1,00	1,00	0,00	0,00	0,00	
NWW_definition	0,00	0,00	0,00	0,00	1,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	1,00	0,00	5,00	1,00	0,00	2,00	0,00	5,00	0,00	0,00	0,00	1,00	0,00	2,00	0,00	0,00	0,00	0,00	
NWW_downside	0,00	0,00	1,00	0,00	1,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	1,00	0,00	0,00	0,00	0,00	2,00	0,00	1,00	0,00	0,00	1,00	1,00	0,00	0,00	1,00	0,00	0,00	2,00	1,00	0,00	0,00	1,00	0,00	0,00	0,00	
NWW_Expectations	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	
NWW_future	0,00	0,00	0,00	3,00	1,00	0,00	0,00	1,00	0,00	0,00	2,00	1,00	4,00	0,00	0,00	2,00	0,00	0,00	3,00	0,00	6,00	1,00	2,00	2,00	1,00	9,00	2,00	0,00	2,00	1,00	1,00	1,00	1,00	0,00	0,00	0,00	0,00	
NWW_ICT	3,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	1,00	0,00	1,00	0,00	0,00	3,00	0,00	2,00	12,00	2,00	1,00	0,00	1,00	3,00	1,00	0,00	0,00	0,00	0,00	5,00	0,00	0,00	0,00	1,00	0,00	
NWW_limitation	0,00	0,00	1,00	0,00	0,00	0,00	0,00	0,00	1,00	0,00	1,00	1,00	0,00	0,00	0,00	1,00	0,00	0,00	2,00	0,00	3,00	0,00	1,00	1,00	0,00	0,00	1,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	
NWW_loc.indep.	3,00	4,00	1,00	4,00	2,00	6,00	0,00	0,00	6,00	0,00	1,00	3,00	7,00	0,00	5,00	0,00	0,00	6,00	12,00	3,00	0,00	5,00	2,00	8,00	2,00	33,00	1,00	0,00	2,00	5,00	0,00	7,00	0,00	0,00	0,00	3,00	0,00	
NWW_loc.indep._AB	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	4,00	0,00	0,00	0,00	2,00	0,00	1,00	0,00	0,00	1,00	2,00	0,00	5,00	0,00	1,00	0,00	0,00	1,00	0,00	0,00	3,00	1,00	0,00	0,00	0,00	1,00	1,00	0,00	0,00	
NWW_loc.indep._function	0,00	0,00	0,00	1,00	0,00	0,00	0,00	0,00	2,00	0,00	0,00	0,00	2,00	0,00	0,00	1,00	0,00	2,00	1,00	1,00	2,00	1,00	0,00	3,00	0,00	3,00	16,00	0,00	0,00	0,00	0,00	1,00	0,00	1,00	0,00	0,00	1,00	
NWW_management	0,00	0,00	0,00	27,00	8,00	2,00	3,00	1,00	1,00	0,00	0,00	5,00	14,00	2,00	2,00	1,00	0,00	2,00	0,00	1,00	8,00	0,00	3,00	0,00	2,00	6,00	0,00	0,00	2,00	1,00	1,00	2,00	0,00	1,00	0,00	0,00	0,00	
NWW_reason	0,00	0,00	0,00	1,00	0,00	0,00	0,00	0,00	2,00	0,00	4,00	0,00	0,00	0,00	0,00	0,00	0,00	1,00	1,00	0,00	2,00	0,00	0,00	2,00	0,00	1,00	0,00	0,00	0,00	1,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	
NWW_time.indep.	0,00	5,00	1,00	4,00	1,00	6,00	0,00	0,00	0,00	0,00	1,00	1,00	9,00	0,00	5,00	0,00	0,00	9,00	3,00	0,00	33,00	1,00	3,00	6,00	1,00	0,00	2,00	4,00	1,00	2,00	0,00	8,00	0,00	0,00	0,00	5,00	2,00	
NWW_time.indep._function	0,00	1,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	1,00	0,00	0,00	2,00	1,00	1,00	1,00	0,00	16,00	0,00	0,00	2,00	0,00	0,00	0,00	0,00	0,00	1,00	0,00	0,00	0,00	0,00	0,00	
NWW_time.indep._overtime	0,00	2,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	4,00	0,00	0,00	0,00	0,00	0,00	2,00	0,00	3,00	0,00	0,00	0,00	0,00	
Organisation_Size	0,00	0,00	0,00	2,00	0,00	0,00	1,00	0,00	1,00	0,00	0,00	0,00	4,00	1,00	0,00	0,00	0,00	2,00	0,00	0,00	2,00	0,00	2,00	0,00	1,00	0,00	0,00	0,00	1,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	
Out_prod	0,00	0,00	2,00	0,00	1,00	0,00	1,00	0,00	1,00	0,00	0,00	0,00	1,00	0,00	1,00	0,00	0,00	1,00	0,00	0,00	5,00	3,00	0,00	1,00	1,00	2,00	0,00	2,00	1,00	0,00	6,00	4,00	0,00	0,00	0,00	1,00	1,00	
Out_team_prod	0,00	0,00	4,00	1,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	2,00	0,00	0,00	2,00	0,00	1,00	0,00	0,00	0,00	1,00	0,00	1,00	0,00	0,00	0,00	0,00	0,00	6,00	0,00	0,00	0,00	0,00	4,00	0,00	0,00	
Out_WLB	0,00	2,00	1,00	0,00	0,00	0,00	1,00	0,00	0,00	0,00	0,00	0,00	2,00	0,00	2,00	1,00	0,00	1,00	5,00	0,00	7,00	0,00	1,00	2,00	0,00	8,00	1,00	3,00	0,00	4,00	0,00	0,00	0,00	0,00	1,00	0,00	0,00	
Personal Attitude	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	1,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	
Personal Characteristics	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	1,00	1,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	1,00	1,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	1,00	0,00	0,00	0,00	0,00	0,00	
Sociale functie	0,00	0,00	2,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	1,00	0,00	0,00	0,00	0,00	1,0																						

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