The New Normal,
But What Will Happen Next?

A shadowing study into sustaining eudaimonic well-being at work
in post-crisis working from home

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The New Normal, But What Will Happen Next?

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Preface

Before you lies the Master Thesis "The new normal, but what will happen next? A shadowing study into meaningful work in post-crisis working from home". This thesis has been written to proof my individual academic excellence and knowledge in the field of Human Resource Management (HRM) to meet the graduation requirements of the Master Business Administration at the University of Twente (UT). I was engaged in researching and writing this thesis from June 2020 to February 2021.

The research was undertaken at the University of Twente and based on my personal interest in the topic of working from home in a crisis situation and well-being among employees combined with the obtained knowledge in the field of HRM. In collaboration with my supervisor, I was able to formulate an interesting research question to conduct an intriguing type of research with useful and refreshing outcomes.

I am pleased to mention that this research project has challenged me in several ways and that this would not have been possible without my supervisors. Firstly, I would like to thank Prof. dr. Tanya Bondarouk for her energetic support during this process. Thanks to her supportive guidance I was able to think outside the box and I was constantly challenged to get the best out of myself. Our discussions were refreshing, gave me inspiration, spirit and new ideas to continue. Secondly, I would like to thank my second supervisor dr. Jeroen Meijerink for his participation in this research project. As a second supervisor challenged the research and this paper. Lastly, I am thankful for the respondents who participated in this research project. For the purpose of this research, I would not have been able to accomplish my research without their willingness to participate and their openness to share their life and perceptions about the topic during the shadowing weeks.

I am thankful for my friends and family, their support to accomplish my master was helpful and pleasant. Tim Simon deserves a special note of thanks: during my study period you supported me in every way possible. Thanks for your kind words when I faced some challenges and your wise counsel to improve my essays, and especially this thesis.

Enjoy your reading and I hope I can inspire you to implement a hybrid workplace model.

Rian Femke Hessels, Utrecht, February 21, 2020

Abstract

The world currently faces a rapid change since the appearance of Covid-19 virus. It is established that many organizations adapt to the measures to battle the virus, one of these measures is enforced working from home. This study investigates the perceptions of happiness of employees in the knowledge intensive sector, who work from home by choice and enforced. Specifically, we aim to understand the effects of the enforced working from home and to develop a futureproof work(place) model to enable organisations to take care of eudaimonic well-being and work-life balance of their employees, during crisis times. In this context, eudaimonic well-being is defined as meaningful work: delightful harmony between personality traits job design and related factors, perceived leadership organizational culture at work. Based upon the literature we developed a research framework that guided our empirical investigation. We adopted an explorative qualitative research that was based on the shadowing technique. We have shadowed three participants during the crisis-enforced home working, for the period of 13 days. During the shadowing process we made notes about what we observed, and we initiated conversations with the participants to dig deeper in their perceptions and to confirm our analyzations. We shadowed for a total of 73 hours and the shadow notes all together contained a total of 16.212 words. This allowed to nuance the initial research framework and to discover factors to keep work meaningful during enforced home work, among them: teambuilding and supervision and incorporation of a clear border between work and home. We saw that working from home – forced and by choice – decreases commuting time, which is beneficial for the work-life balance. Furthermore, the findings also suggest the importance of being able to go to the office occasionally to be among colleagues to hold important meetings and to become inspired. Our findings also suggest that working from home increases productivity, in case when employees are able to work from home by choice. Based on our findings we suggest a hybrid workplace model: enable employees to work from home by choice and use the office as a meeting place to become inspired and to stay engaged. We argue that this model has the ability to boost both on the business outcomes and the employees' life e.g., improved business outcomes due to enhanced work-life balance and work becomes more meaningful.

Keywords: happiness, eudaimonic well-being, work-life balance, hybrid workplace model, Covid-19, shadowing.

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Glossary of terms

Covid-19	Corona-virus-disease which caused a pandemic starting in 2019
Eudaimonic well-being	The process of acting in line with virtues such as wisdom, gratitude, love and wisdom; functioning well
Happiness	Activity of the soul in harmony with the best and most integrated virtue of a perfect life
Hedonic well-being	Pleasure seeking and comfort; feeling good
Hybrid workplace	Entails the freedom for employees to schedule their workweek in a way what suits them best; the possibility to choose where to work
Job Demands Resource model	Model that encourages the functioning of employee well-being. Divides working conditions in two components: job demands and job resources; both have an effect on stress and performance levels.
Lockdown	One of the measures in The Netherlands to battle the virus e.g., employees are forced to work from home
Meaningful work (*eudaimonic well-being in context of work*)	Satisfying balance between (1) personality traits & individual psychological states, (2) job design and related factors, (3) perceived leadership & management and (4) organizational culture and contextual factors at work to achieve meaningful work.
Shadowing technique	A kind of qualitative research. Following (shadowing) participants over an extended amount of time in an environment where they work and perform their daily activities. Sometimes the researchers interact with the participants.
Social Exchange Theory (SET)	The SET explains that when an organization invests in an employee, the employee wants to reciprocate something back what is valuable for the organization, for instance more delivered work.
Work-life balance	Work-life balance is a state of equilibrium and satisfaction regarding the engagement in various roles in work and nonwork roles and activities with a proportionate level of attention, time and commitment.

Introduction

Work from home was always considered to have a positive impact on balanced well-being of employees (Dizaho, Salleh & Abdullah, 2017; Felstead & Henseke,2017). A conventional logic is that people perceive more freedom to schedule their own working hours and they can spend more time with their family. Stress levels are found to be lower and mental well-being is higher when people work from home (Bloom, Liang, Roberts, Ying, 2014; Kelly et al., 2014). However, recent developments have challenged the traditional understanding of working from home by choice and its benefits. Since the start of 2020 employees in the Netherlands are enforced to work from home. This has been a fundamental change for the workforce and HR management. A new way of working, communication and balance between life and work had to be found. To begin with, employees reported to feel extremely challenged and exhausted since the measures of enforced working from home.[1][2][3] Regarding employee well-being, we must review the conceptual of employee well-being since employees are enforced to work from home. Thus, we need an understanding of well-being and whether enforced working from home or home office by choice has a big impact on the concept of well-being to transfer this new knowledge into new situations and to apply it to new contexts e.g., other post crisis-situations or the *new normal after covid-19.*

A brief history lesson in happiness teaches us a great deal that this topic has been an important field of interest in the human history. Great thinkers wrote on happiness and other aspects to live the Good Life (Aristotle, 4th Century BCE / 1986). One can find "Eudaimonia" as a central word used in the Nicomachean ethics (Irwin, 2012) which is nowadays translated into happiness and/or flourishing (Irwin, 2020; Huta & Waterman, 2013). Aristotle is traditionally referred to as the founder of the sciences of eudaimonia claiming that the human good, in other words *happiness [4],* is an activity of the soul in harmony with the best and most integrated virtue of a perfect life (Irwin, 2012). Scholars describe that Aristotle argued that happiness is achieved through eudaimonia: seeking to use and develop the best in oneself (Huta & Ryan, 2009). In other words, eudaimonia is viewed as akin to the process of acting in line with virtues such as wisdom, kindness, gratitude love and wisdom (Der Kinderen & Khapova, 2020; Huta & Ryan, 2009). Such aspects of eudaimonic happiness are mentioned as personal growth, meaningful life, realize the full potential of someone's self and acting in line with deeply held values (Waterman, 1993; Der Kinderen & Khapova, 2020). However, to synonymize happiness and eudaimonia would be too simplistic. In the contemporary language

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[1] CNV (2020, 9th of July). CNV-onderzoek: werkdruk hoger dan ooit door coronacrisis. Retrieved from: https://www.cnv.nl/actueel/nieuws/nieuwsdetail/cnv-onderzoek-werkdruk-hoger-dan-ooit-door-coronacrisis/

[2] TNO (2020*). De impact van de COVID-19 crisis op werknemers Stand van zaken na de eerste golf.* Retrieved from: https://wp.monitorarbeid.tno.nl/wp-content/uploads/2020/11/TNO_Rapport_NEA-Covid.pdf

[3] RTLNieuws (2021, 17th of January) *Dichthouden school valt ouders zwaar: 'Alle begrip, maar je gaat kapot.* Retrieved on 17th of January from: https://www.rtlnieuws.nl/nieuws/nederland/artikel/5209128/ouders-scholen-dicht-zwaar-kinderopvang-basisschool

[4] In this paper we use the term happiness to refer broadly to one of more subjectively experience states of one's life that could be rated as pleasant and unpleasant, such as positive and negative effect on individual emotional and general well-being, job and career-related subjects, and performance and behavioural aspects *(Der Kinderen & Khapova, 2020; Huta & Richard, 2010)*

happiness is generally used as the opposing pursuit of eudaimonia, which is known as hedonic happiness (Waterman, 1993). Hedonia is a subjective experience which includes "the belief that one is getting the important things one wants, as well as certain pleasant affects that normally go along with this belief'' (Kraut, 1979, p.178). Therefore, it is shortly defined as pleasure seeking and comfort (Huta & Ryan, 2009) and includes an emotional dimension of high levels of positive effects and low levels of negative effects (Der Kinderen & Khapova, 2020). In other words, the contemporary scholarship about happiness differentiates between feeling good and functioning well – as captured by the hedonic and eudaimonic traditions (Waterman, 1993).

With respect to the different views on happiness in one's personal life, it is also possible to study eudaimonic and hedonic happiness in other contexts such as management and organization. Thus, Der Kinderen and Khapova (2020) mention that the hedonic conceptualization dominated studies on positive psychological well-being. Although the hedonic view on happiness seems to cover important aspects of happiness, it does not explain nor describe the behaviour, motivations, or functioning involved in human attempts to achieve well-being. They argue that little is known about the eudaimonic well-being (EWB) in management and organizational studies, although it constitutes an important part of workers well-being. EWB in context of work implies that employees should accomplish meaningful work and realizing their full potential. It is the responsibility of both the employee and manager that the employee perceives his/her job as meaningful and to increase EWB. Hence, the higher employees rate their EWB, the better they can fulfil their job. Increase in amount of knowledge regarding to EWB among employees helps us to understand and to improve their well-being with, most likely, better results for the organizations. Westman et al. (2009) argues that achieving a balance between work and private life leads to the ultimate experience of EWB, because work-life balance is likely correlated with the fulfilment of the three central psychological needs of relatedness, competences and autonomy which are necessary for people to bloom and grow psychologically. With respect to the latter, the psychological needs have a mediating function on the effects of pursuit and achievement of work-life balance on eudaimonic well-being (Westman, Brough & Kalliath, 2009).

Given the amount of research within the fields of eudaimonic and hedonic well-being, we see that these topics gain more importance in the last years (Der Kinderen & Khapova, 2020; Bataineh, 2019; Salas-Vallina, Alegre, Rafael, & Guerrero, 2018). Now, after we introduced eudaimonic and hedonic well-being, we turn to the topic of working from home. The year 2020 has been different than other years due to a worldwide crisis situation. Since Covid-19 (the Coronavirus) made an appearance in the Netherlands, we see increasing numbers of people being forced to work from home. From one day to another people were isolated, individually or with their family. Since the measures of the *new normal*, including forced working from home have been introduced the world of work has changed forever. Given the novelty of the new situation and the urgency to develop actionable knowledge, there is a high

need for research to understand effects of enforced working from home on eudaimonic and hedonic well-being.

To address this knowledge call in our research, we aim to explore how employees experience and perceive enforced home office in comparison to home office by choice, and to explain its effects on both hedonic and eudaimonic well-being.

This study contributes to the understanding of the perceptions of enforced home office and home office by choice on employees' well-being. The results address the Call about how to sustain job meaningfulness in the new normal work conditions. The results provide both (HR)-managers and employees with recommendations for actions which measures should be taken to secure well-being within new situations like enforced home office and the future of working remotely.

The paper is structured as follows. First, a literature review is conducted to dig into the topic of happiness in context of work. This leads us to our research framework of hedonic and eudaimonic well-being, work-life balance and work from home. This research framework serves as a guideline for conducting an empirical study. After that, we discuss the research methodology and analyzation method. Lastly, we discuss our study including the managerial relevance followed by a conclusion.

Happiness in the context of work

This thesis makes a link between happiness and work from home by choice and enforced. We cannot ignore the great variety of literature which exists about the concepts of happiness and happiness at the workplace (e.g., Veenhoven, 2016; Intelisano, et al., 2020). Veenhoven (2020) found in the literature review over thirty thousand publications in the context of happiness by involving 1) 'distributional findings' on how happy people are in particular times and places and 2) 'correlational findings' on the concepts that go together with more or less happiness. A few pathways with regard to happiness are, for instance, whole life satisfaction (Feldman, 2008), self-determination (Ryan & Deci, 2000) and a surplus of energy (Gailliot, 2012).

We acknowledge that the concept of well-being - in general and in context of work- has been widely researched (e.g., Parker & Hyett, 2011; Huta & Waterman, 2013; De Simone, 2015; Der Kinderen and Khapova, 2020). However, our research takes a special stream of happiness and focuses on the concept of well-being within the "happiness literature" (Irwin, 2020; Huta & Waterman, 2013). This research elaborates further on well-being by taking a perspective of hedonic and eudaimonic well-being.

In this thesis the focus is on the division of eudaimonic and hedonic well-being rather than seeing well-being as a balance between e.g., job stress, job satisfaction, positive psychology, organizational respect for the employee and intrusion of work into private life (Parker & Hyett, 2011; De Simone, 2015). We want to emphasise that the aforementioned authors in some way all refer back to either hedonic and eudaimonic well-being and base their research on these constructs. Overall, we position our research in the stream of well-being research that pays attention to both hedonic and eudaimonic well-being in the context of work. In addition, we explore the perceptions of these concepts from a new perspective: to work from home enforced and by choice. Research shows that work from home has an impact on (work) related outcomes and is beneficial for both employee and employers (Parry, 2020).

Eudaimonic well-being

Well-being is a complex construct and can be divided in to two different perspectives. The first perspective is the eudaimonic approach which focuses on meaning and self-realization and defines well-being in terms of the degree to which a person is functioning to its full potential. The other approach, which will be discussed in the next paragraph is hedonic well-being which focuses on happiness and defines well-being in terms of increasing pleasure and minimalizing pain (Ryan & Deci, 2001). Nevertheless, both perspectives of well-being trying to answer questions regarding the nature of a good life. Theory of eudaimonism extends back as far as the great thinkers wrote and spoke about the Good Life (Waterman, 1993. A state of eudaimonia occurs when people fulfil their life with activities that are most in line with deeply held values (Waterman, 1993 Der Kinderen & Khapova, 2020; Huta & Ryan, 2009). That being the case, eudaimonia has attracted more attention in the modern research domain (Huta & Waterman, 2014).

Different definitions at both the trait level and state level of a human being were defined by various researchers. On a trait level eudaimonia can be operationalized as intrinsic aspirations for personal growth, self-realization, development of potentials combined with community contribution, quality relationship competence and autonomy and physical heath (Huta & Waterman, 2013; Ryan & Deci, 2001). Another view on eudaimonia -on a state level- is having a meaning and or purpose, a long-term perspective including caring about and contributing to the broader context (Huta & Waterman, 2013). Eventually, eudaimonia can also be the focus on orientation towards personal growth and feeling engaged (Vittersø, 2004, 2009). The latter can also be a part of eudaimonia at the state level.

To measure eudaimonic as well as hedonic well-being one can assess the following categories of analysis: orientations/values/motives/goals, behaviour characteristics and contents, cognitive-affective experiences and ways of functioning (Huta & Waterman, 2013). For this research we will mainly focus on the latter, which includes indices of positive psychological functioning, mental health and flourishing. This category is usually measured as an outcome after a prolonged period. Another perspective on happiness is hedonia, which will be explained below. To summarize and by keeping the eudaimonian philosophy in mind a 'short-cut' can be given with three distinct routes to happiness: (1) pleasure, (2) gratification and (3) meaning (Westman, Brough & Kalliath, 2009).

Hedonic well-being

Hedonia is another perspective on happiness and well-being and can be explained by subjective experiences of enjoyment and life-satisfaction (Huta & Waterman, 2013). Where Aristotle considered hedonic well-being to be a vulgar ideal, making human beings' slavish followers to their desires, Aristippus - another Greek philosopher - thought that the goal of life is to experience the maximum amount of pleasure and minimum amount of pain. Hence, happiness is the total sum of one's hedonic moments. Ryan & Deci, 2001; Westman, 2009). Hedonism includes living a life full of shallow values, avarice and exploitation of others. Further, hedonism deals with assessing the frequency and intensity of pleasant and unpleasant emotions (Ötken & Erben, 2013).

Modern psychologists focus on a broad conception of hedonism that includes the preferences and pleasures of both mind and body, in other words: hedonism focuses on how a person feels about his or her life (Ryan & Deci, 2001; Kashdan, 2008). Definitions of hedonic well-being can be categorized in orientations, behaviours, experiences and levels of measurement (trait only or trait and state level) (Huta & Waterman, 2013). Hedonism in the category of orientations can be seen as life of pleasure, evaluative mindset, life satisfaction and seeking homeostasis and having hedonic motives for activities. The category behaviour includes a hedonic behaviour checklist. The last category, experiences, is included in many definitions from a variety of researchers. It is about hedonic enjoyment in combination with life satisfaction, focussing on pleasure and avoiding negative effects of life (Huta & Waterman,

2013). Admittedly, both pursuits (hedonia and eudaimonia) are related to vitality and showing links with overall life satisfaction. Results of an intervention study show that hedonia produces more short-term follow up well-being benefits, while eudaimonia produces more well-being benefits in the long-term (Huta & Ryan, 2009). Even though hedonia and eudaimonia are different, both can be seen in the context of work-life balance that we will consider below.

Antecedents of happiness at work and eudaimonic well-being at work

Regarding eudaimonia and hedonia as two flips of a coin of well-being and happiness in general, we will now continue with the antecedents of happiness at work. Happiness at work is a general construct which includes the combination of psychological capital, engagement, job satisfaction and organizational commitment (Bataineh, 2019; Salas-Vallina, Alegre, Rafael, & Guerrero, 2018). Job satisfaction has been elaborated as an enjoyable or positive emotional state caused by the tasks which needs to be done for work. Organizational commitment is viewed as a combination of different elements, for example, loyalty towards the organization and the identification with the goals and values established by the organization (Betaineh, 2019; Salas-Vallina et al., 2018). Engaged employees are those who employ and express themselves during their job fulfilment. One can identify them as individuals working with a lot of energy, alertness and dedication together with the organization towards success. Research shows that an improvement of energy, engagement and shared dedication results in happier employees with better performance and thus an increase in success of the organization (Salas-Vallina et al., 2018).

A result of happiness at work is an improvement in quality of life. Speaking of happiness in the workplace, earlier research shows a differentiation between the transient level (e.g., flow state and momentary affect) person level (e.g., engagement, vigour and affective well-being at work), and unit level (e.g., group mood and unit-level engagement) (Fisher, 2010). However, EWB goes a step further than general happiness at work and integrates meaningful work in. Der Kinderen and Khapova (2020) studied EWB in the context of work. EWB in the context of work has different antecedents which we can divide into four different categories, namely: personality traits & individual psychological states, job design and related factors, perceived leadership & management and organizational culture and contextual factors (Der Kinderen & Khapova, 2020; Fisher, 2010). Besides the antecedents we can also provide some examples of different variables influencing EWB, for instance, moderators to achieve eudaimonic well-being are job meaning, content of communication and challenge demands (Der Kinderen & Khapova, 2020; Fisher, 2010). A few mediators to achieve EWB at work are motivation, self-esteem and cognitive engagement (Salas-Vallina et al., 2018). After the state of eudaimonic well-being (at work) has been accomplished job satisfaction and organizational commitment are examples of mediators to achieve different types of outcomes. These outcomes can be categorized into three main categories, namely: individual emotional and general well-being, job and career related outcomes, and performance and behavioural outcomes. Based on the latter, there is evidence that enhancing employee well-being can lead to improved

performance which explains the relationship between both concepts (e.g. Robertson & Cooper, 2011; Wright & Cropanzano, 2000). The relationship between well-being and performance is also advocated by Guest (2017) with an "alternative route to high performance" with the central role of well-being: the mutual gains perspective. In order to achieve EWB at work, hedonia at work is an important moderator to reach the different outcome levels (Der kinderen & Khapova, 2020; Salas-Vallina et al., 2018).

Towards a research framework

The impact and outcomes of working from home by choice seem to be positive and includes improved work-life balance, increased job satisfaction and lower levels of strand and stress (Kehiler & Anderson, 2009). Another positive effect of home working by choice is positive spill over and family enrichment. Employees can schedule their weekly activities more in way that suits their personal situation (Van der Lippe & Lippényi, 2018). Thus, employees are able to better combine work with family tasks and it reduces family conflicts. However, employees who are working from home require a lot of self-control to fulfil their job-related tasks, to be a spouse and parent at the same time. In other words, they need to be able to fulfil different roles in the same environment. From the organizational point of view there is also evidence for the benefits of working from home and giving the employee more flexible working hours. These benefits are, for instance, increased productivity, above average performance and quality improvement (Kehiler & Anderson, 2009). Employees tend to make longer workdays to put more effort in their work. Also, research shows that remote workers report their job as more pleasurable and stimulating (Felstead & Henseke, 2017).

Figure 1. presents our research framework which guided us through this research together with the research question "*What are perceptions of eudaimonic and hedonic well-being of employees who work from home by choice and enforced?*" The figure shows that we only know little about the differences between the perceptions of enforced home office and home office by choice on the overall level of happiness and work-life balance.
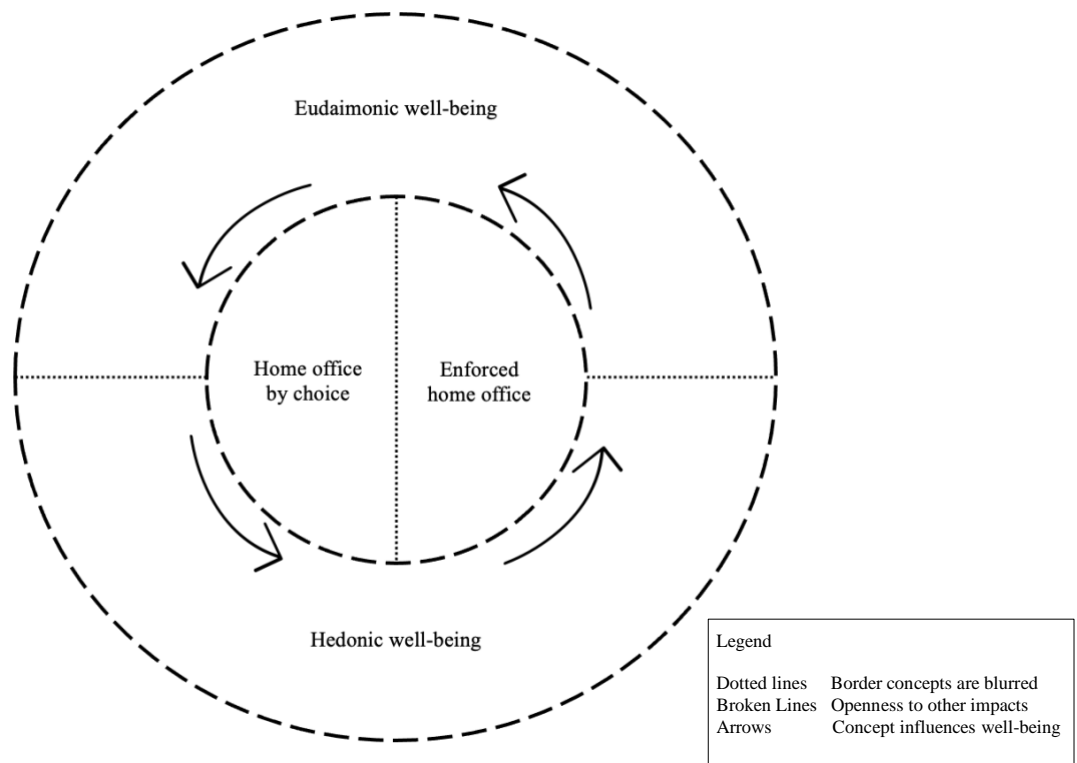
FIGURE 1 - EQUILIBRIUM BETWEEN EUDAIMONIC AND HEDONIC WELL-BEING AND WORKING FROM HOME

Research methodology

We aim to explore perceptions of employees being forced to work from home or by choice and its effects on both hedonic and eudaimonic well-being.

Given the determination of this research study, we adopted an inductive qualitative approach to provide an in-depth account on the research topic. Our empirical exploration was mainly based on the shadowing techniques; however, we enriched the data through semi structured interviews. We opted for this approach, because this allowed us to study eudaimonic and hedonic behaviours and their traits in action during a longer period of time. This method provided us with a rich data set which made it possible to recognize patterns for each participant during their work week. It also allowed us to recognize patterns across the participants.

Shadowing process

To collect in-depth data and first-hand information, we shadowed three different employees for a period of one week each, which makes a shadow period of three weeks in total. Shadowing technique allowed us to follow our participants over an extended period of time (McDonald, 2005). We followed three participants for a minimum of three hours up to a maximum of seven hours per day. Based on the level of saturation each day we decided daily the end time of that shadow period.

We informed and instructed participants regarding the shadow process. Firstly, the participants were asked to try to live and act in a usual way, without paying attention to the presence of the researcher, exactly how they used to do without changing their behaviour. Secondly, they were informed that the researcher neither would judge anything regarding their (work) related behaviour, nor the findings would be shared with their employers. Thirdly, the participants were allowed to stop at any time with the participation in the research project. Lastly, they were told that they are allowed to interact with the researcher.

As a final point, during the shadow sessions we asked several questions to ask for clarification or to reveal purpose of certain actions taken by the participant. These occasions turned sporadically into semi-structured interviews to talk about the topics related to this paper.

Operationalization of key concepts

Based on our literature research and research framework we were able to operationalize the aforementioned concepts about eudaimonic and hedonic well-being in a context of work into several indicators we observed during the shadowing process. Given that eudaimonia manifests over time, we focused on the trait and state level of the participants during the shadowing period (Appendix I, table II). Operationalization of these concepts into different indicators allowed us to study behaviour and traits in action and therefore we were able to look at every participant though the same lens.

Participants

We selected participants on the basis of their fit with the research inclusion criteria. We looked for emerging adults who are being forced to work at home because of the pandemic circumstances. Emerging adulthood comprises the life stage between adolescence and adulthood, roughly between the ages 18–29 (Rasmussen et al., 2020). Furthermore, we chose participants from the knowledge-intensive sector, as this sector is reported to score high on enforced home office.

We shadowed three participants individually. Two of them live together with their partners, since the start of the lockdown they live and work together in one apartment. We focused on the main participant, however we also included data based on their synergy and atmosphere.

To handle their data carefully, we used pseudonyms and we did not include the name of the company they work for. We included the exact age of the participants (with permission), the number of employees within the company and a short description of the function of the participant (Table 1).

Participant	Age	Role	Company size	Working hours / week	Living situation
Oliver	28	Platform consultant	250 employees, global	40	together with partner
Laura	23	Healthcare administration consultant	75 employees, The Netherlands	40	alone
Mia	26	Growth manager at a start-up	14 employees, The Netherlands	40	together with partner

TABLE 1 - PARTICIPANTS OVERVIEW

Data analysis

Before the analysis, we sent the shadow notes to the participants on which they all agreed upon. The shadow notes were analysed manually, and the method of analysis chosen for this study was a hybrid approach with inductive and deductive coding. The inductive part included a preconstructed list of codes based on the literature and figure 1. The deductive part included codes which were based on the most frequent visible and identified themes during the shadow period. The first step was going through the shadow notes and highlighting elements which belong to a code until saturation. The second step was to recode, when necessary, pieces of text and to eliminate certain codes in order to create a short final list of codes. The final list of used codes is *well-being/happiness, meaningful, stress, enforced home office, home office by choice, hybrid model, work-life balance, engagement with the company and team, perceived supervision and freedom perception*. Certain elements were highlighted with different codes due to some overlap. For instance, we found occasionally an overlap between well-being, work-life balance and enforced home office. It should be mentioned that during the shadow sessions and the coding process we made different notes and comments to add variables to the findings. The different perspectives on a certain theme were combined in order to make the findings more generalizable.

Research ethics

To protect the participants and ensure meeting ethical requirements, we acted according to the approval of the ethical committee of the faculty of Behavioural, Management and Social sciences (BMS). Each participant received an informed consent letter and returned it with an approval signature. The informed consent letter contained the following information: the goal of the research, the research process, explanation of potential risks and discomfort, elaboration on their privacy protection, explanation and rights of their voluntarism during the shadow period. Additionally, we acted according the guidelines of the Rijksinstituut voor Volksgzondheid en Milieu (RIVM) and the introduced measures which were taken at the time of the research to battle the virus in The Netherlands.

Trustworthiness of the study

We have spent 160 hours of collecting data and generating results in five weeks. This is a sum of: (I) the shadowing period of three weeks (73 hours), (II) two phone calls with the participants for clarification (2 hours), (III) coding of the shadow notes until saturation (14 hours) and, (IV) writing the results section (71 hours). The shadow notes all together contained a total of 16.212 words.

To increase the trustworthiness of the research, member reflection of the notes was included. The participants all agreed upon the shadow notes which were taken by the researcher and, thus the mutual understanding was ensured, and the interpretations were verified. In like manner and to include a double-check we asked the respondents to read the completed findings of this thesis to ensure that there were no misinterpretations of the shadow sessions. The participants acknowledged our interoperations in the findings section. This being the case, we guaranteed the analyzation and interpretation method of this study.

To conclude, we regularly discussed the empirical data process collection process and interpretations of the findings with the senior researcher. Throughout the entire study process we discussed the study and the findings for a total of ten hours.

Findings

In this section we present the findings retrieved from shadowing three different participants for three weeks. The participants each worked forced from home because of the Covid-19 circumstances, however, two of them were allowed to go to the office once a week. To understand the perceptions of employees eudaimonic and hedonic well-being who work enforced from home or by choice, we divided this section into different parts. We focused on eudaimonic and hedonic well-being, however we were often confronted with the topic *work-life balance,* therefore this topic will be another main element of our findings.

Enforced working from home

Imbalanced work from home

Enforced working from home had an effect on the employees on many aspects. To start with, we emphasize that we did not see clear borders between work and home. It has been seen that most of the participants work from their kitchen table in their living space. The work set-up compromised of a separate monitor, keyboard and laptop was most of the time visible and thus the participants worked in an environment which used to be a space to calm down after a workday. Oliver mentioned the following: "*It is still difficult for me to separate work and private life. But I have to say it got much better since the start of the lockdown in the beginning of 2020".* This was due to a high workload and because work was always around. Also, Mia shared this vision and told that currently her work-life balance is more positive than before the pandemic and lockdown, since there was no clear border between work and free time. She became more aware of herself, since she opens her laptop during free time to work a little which she did not do during the time she went to the office five days a week. She said the following about this topic "*However, since Covid I notice that it's harder to really end the day and it's easier to work a bit longer. Also, I notice that some work-related topics keep going around in my head during the night, but this was already the case before Covid and didn't change."* During our shadowing week with Oliver, we made the following notes: *Since I shadow him, he works longer than the usual 8 hours per day. Monday and Tuesday, he worked 30 minutes till 90 minutes longer and yesterday he made three over hours. I asked him what he does with the over hours he makes daily. He says that he cannot take those hours back on other days, since has a lot to do. "Today I try to stop earlier", he said.* We noted that that did not happen. We could classify this behaviour – the border between home and work- as eudaimonic well-being. As emphasized before, the ultimate experience of eudaimonic well-being included achieving a balance between work and private life leads. In other words: the ultimate state of eudaimonic well-being could not be achieved with enforced working from home.

We noticed that a high workload combined with enforced work from home increased the challenge to find a balance between work and non-work activities which resulted in stressful situations. However, as long as the employees felt they could handle the workload we emphasised that this should not necessarily be a problem. However, we are convinced that it is

crucial that employees are aware of their own workload and are able to indicate when it gets too overwhelming for them. Oliver shared the following about this topic with us: "*My workload is pretty often quite high and then it is too difficult to always find the balance…But I have the feeling I can handle the workload.*"

Since the start of the lockdown, the participants took breaks during their workday since they are forced to work from home. We recognized a pattern among the participants, which was a long work session in the morning, a lunchbreak followed by a work session in the afternoon. To a simple question *"Do you take less breaks during the day compared to your breaks in the office?"* they all responded with a *yes*. In the office they usually drink coffee with another colleague while having a small talk at the coffee corner. These little spontaneous breaks did not happen anymore, and the participants did not suggest a virtual coffee appointment. Oliver said that he would like to do that, however his workload was too high and then he preferred to work. However, Laura did that ones in a while, because she needed the breaks and would like to stay in touch with her colleagues, which inspired us with the next interpretations that we present in the subsection below. As a final mark, we identified taking breaks as hedonic well-being since we scaled this in pleasure seeking and short-term thinking and behaviour.

Good supervision and team effort are essential for sustaining eudaimonic well-being

Based on the latter we will continue with the importance of keeping in touch with a team and the top-down supervision. We noticed that every participant had several meetings during the week with different colleagues. Most of them were work related, however both Laura and Mia also held meetings to keep up the team spirit and to check up on each other. After these meetings we simply asked them about their feelings and the importance of those (formal and informal) meetings. They all responded that those meetings were extremely important for them. Additionally, it gave them new and different energy because they were motivated to talk about new topics. To illustrate; Laura introduced a weekly challenge with her team to have fun together and to inspire each other. The challenge during the shadowing week was to eat every day a different piece of fruit. Besides that, they challenged each other to make daily a walk outside (with the gamification app on their phone *"Ommetje Maken"*) and they planned virtual coffee or lunch session. The application tracked the daily walks of a team and team members could follow each other's walks. Also, a scoreboard was included which was used as a mean of gamification to create a challenge between the participants. According to Laura, this was necessary to keep the spirit alive within the team and to create a good work environment for each other, while they were all forced to work at from home. On one of the shadowing days at 2 PM -right after we arrived at Laura's house- we made the following remark: *She offers me a tea and says her meeting starts in a couple of minutes. Before that, she told me that she did not make a walk yet, but her colleagues did (she could follow that with the app).* Thus, this allowed us to make a preliminary conclusion: an app could help to motivate team members to go outside, to challenge each other and to make sure everybody had some daily movement while working at home. The aforementioned examples could be classified as hedonic well-being at

work, because we identified these fun activities as pleasure seeking and feeling good in the moment.

Despite the satisfaction about the contact with her team members, Laura also recognized that she had significant less contact to other teams. She told us that it was simply not possible to have a conversation with everyone due to time constraints, therefore a lot of communication steams with other colleagues outside her primary team were not happening anymore: *"With my team I feel more connected, and it is really personal, and I think that's because we do it out of intrinsic motivation. We all find the connection with each other important. Also, the connection with other teams became less…or even no connection at all"*.

Mia shared this vision and mentioned that she and her colleagues all found the connection with each other important. Besides the formal meetings they also had personal talks, however, she elaborated on the fact that she was only able to have a virtual meeting with a few colleagues and therefore the connection with other colleagues within the company got less. The team effort to organize something like a virtual lunch, or another meeting was high because of the intrinsic motivation. Mia emphasised the shared mindset among her and her colleagues *"We need to deal with this, how can we do it together?"* In other words, we observed that the intrinsic motivation of keeping up the team spirt was important for employees. They wanted to do it together and they wanted to be there for each other.

In addition, we noticed that Mia and Laura both had a lot of short, small talk before the start of their official meetings. In contrast to that, we did not observe a lot of small talks when shadowing Oliver and he shared with us that he really missed the little chats in the coffee corner. However, he and his colleagues did not initiate a small talk before an official meeting. That being the case, we were triggered how Oliver dealt with this situation of having less contact with his colleagues.

We asked him whether he missed the personal contact with his colleagues and how he perceived the support from the organization. *"Well, we ask each other how we are doing, before a meeting but that is just with the people we work with. In the beginning of Covid-19 the office manager, called everybody to check upon him/her. Since then, we did not receive special individual attention from the company (…) Yes, I miss the coffee breaks with colleagues… I mean, I speak and see my colleagues -virtually- with whom I work close quiet often and with them I have sometimes a personal conversation. But the people, you usually see in the office at the coffee corner... yeah, I do not talk to them anymore (…) If my workload was a bit lower, I would also take more time to set something up, like a virtual coffee date. But now, I rather keep working so I can have a free evening with for example my girlfriend.* These notes allowed us to make the following preliminary conclusion: Granted that there were more employees like Oliver, with a high workload, it might happen that they were losing the engagement with their company and their team. They preferred work and thereafter their free time over personal contacts with colleagues. The project teams did not start fun activities to challenge each other, nonetheless, the company did. We got to know that since the start of the lockdown the company organized some online company-wide activities, which were well

received: "*Yes, lately we had an online escape room with 140 colleagues which was a lot of fun and a great opportunity to connect with colleagues with whom I usually don't work together with. Also, my company just sent a package with all kinds of goodies which can make the home office easier, for example a wireless headset and a couple of beers and snacks to eat during the game*". We noticed that Oliver told this with a big glance on his face and that he was pleased by the company. In terms of happiness perception, we were able to scale these illustrations both in hedonic and eudaimonic perception of happiness since this was mostly about pleasure seeking in team building activities. Admittedly, these examples emphasized also the link with some factors to achieve eudaimonic well-being e.g., organizational support, job happiness and feeling engaged with the organization. Based on the latter we made a primary conclusion that the amount of contact had more overlap with employees' hedonic well-being. Nonetheless, we classified the fun related activities as hedonic well-being.

As a final point the level of supervision seemed to be important for our participants since it was recognized among them that they appreciated top-down interest in their eudaimonic well-being. Throughout the shadow period from each participant, we did not see or hear a talk with the manager or team leader and thus we asked them how they feel about it. They all responded that they valued good supervisory high to receive the support they needed and to be able to talk about the new circumstances. However, to the simple question if the supervisory currently was how they want it to be, the answers were mixed. Oliver did not know whether there was a lot of top-down support, but also did not need it for himself. Oliver voiced the following: "*My counsellor contacts me sometimes to check in with me, to ask me if I need support with something. And therefore, I feel being supported. But it is not that I need him to contact me.*"

Contrary, Laura would have liked to receive more support from her supervisor, something which was not happening during the lockdowns. She mentioned the following about this topic: "*Well, they don't ask me how I'm doing personally, but they do not ask the other colleagues either... ad, I actually miss that… That someone from the company is interested in me and how I am doing under these circumstances. I find it actually a pity that they do not know and ask for that. Among the colleagues we talk about that, but I also think someone from HR or management should ask us about that on a regular basis.*" Mia shared the same vision with us, she experienced that her team had to notify the founders of the company that they needed more top-down support. After, the founders searched for a solution to keep bonding with the employees, and they improved the situation. Nonetheless, Mia shared the following with us "*Our bosses stimulate us to brainstorm together, and they motivate everybody to join. But I have to say, during the first wave, our bosses invented a lot to keep us engaged, and during the second wave we as employees come up with ideas to engage with each other.*"

Based on these observations, we made the following reflection point: an involved supervisor was essential for employees, because that enabled them to share their experiences about their personal situation, though working in a team seemed to be even as important. The

latter we could interpret as a eudaimonic well-being, since it touches clearly the perceived leadership and organizational culture.

Engagement and meaningful work are on a high demand for eudaimonic well-being

We saw that both the level of supervisory and team effort ware closely tied to engagement and meaningful work. Since employees were forced to work from home, the level of engagement with the company and fulfilling meaningful work seemed to be more important.

We discovered that being forced to work from home was an eye opener for employees regarding their work-related tasks, whether they are meaningful to them or not. Next, we offer a great example of how working from home adds insights to eudaimonic well-being, where workers reflect on what is meaningful to them in the long run regarding their work-related tasks. Laura realized that she did not like the type of work she was doing since she was forced to fulfil her tasks at home. Being at the office, among other colleagues made her work nice and meaningful to her. Laura asked herself what type of work would make her happy and how that can contribute to her overall feeling of happiness. During the shadow period we saw that when we talked about meaning full work-related topics, the body posture of the participant changed. Laura, for instance, had a completely different body posture and level of focus during work related tasks which were not meaningful to her. She was easily distracted and started to privately chat on WhatsApp or being busy with booking a holiday destination. On the simple question if the same work-related tasks felt different at home compared to at the office and how that influences her level of focus and motivation she answered *"yes, I feel less motivated when I work at home. I have some stuff to do, and I definitely do all those things, but not more than that"*.

Our participant Mia argued that her work was meaningful to the company and that her contribution was valuable, however she also shared Laura's vision and amplified that with the following comment: *"I do feel like I lose "the bigger picture" a bit when I'm working from home, because I'm on my own "island", doing my own tasks"*. As she was forced to work from home made her feel less enthusiastic about the work she has to do. And we made the next reflection point: the type of work was important to challenge and motivate employees while being forced to work at home. Hence, the level of engagement and the type of work played a vital role during the work week for employees and influenced their eudaimonic well-being. As described before, engagement, motivation and job happiness were related to this type of well-being.

Before the crisis situation they all felt engaged with the company in terms of having a voice within the company, a lot of (personal) contact with other colleagues, being present during events and workshops and sharing the same work environment. During the shadow week we noticed that there was not much contact to other colleagues or supervisors/managers. Therefore, we asked the participants how they perceived the level of engagement. As described before, they mentioned that their team engagement was satisfying to them, however, being forced at home decreased the level of engagement of all participants due the less contact

moments with other colleagues and not being at the office. Oliver stated that during the summer of 2020 he was allowed to go to the office once in a while and that increased his level of engagement with the company, by just simply being there. Since the start of the Covid-19 crisis, the companies of the participants gave their best to keep their employees engaged with e.g., organizing online workshops, trainings or fun related activities. However, every participant felt a higher level of engagement when it was possible to go to the office. Mia answered on our simple question whether she goes to the office to increase her engagement with the company, she answered "*Yes, definitely. When we did not go the office, the feeling of building something together left…Thus, for me it is important to go to the office and to increase my level of engagement…*" Therefore, it is emphasized that the office could be seen as place to meet, to talk and to collaborate with colleagues to bring the company steps further.

Imbalanced well-being

We found interesting insights into the level of eudaimonic well-being. Being forced to work from home might affect this negatively due to several reasons. We saw two reasons to be worth mentioning: challenges with partner and increased level of stress. The participants we followed faced some challenges with their partners because they were both forced to work from home They worked together in the same room and they even shared the same table during the beginning of the crisis. This led to observable irritations due to the fact that they disturbed each other during meetings. Moreover, they had to deal with the new situation of being with each other all day long. After a long workday they were not into spending time together as a couple, since they worked together. However, Oliver bought a foldable desk for the bedroom, which was, according to him the best solution he could come up with due to two reasons. We document: "*Oliver mentioned he should have bought that one way earlier, because it is better for his productivity and after a workday, he literally removes his workplace. Then he told me that that is something which works well for him, to literally stop your workday and start your private time. He works most of the time in the bedroom, and his girlfriend in the living room. However, sometimes they switch workplaces to work in a different environment in the house*". Thus, it allowed him to remove his workplace after a workday, which gave him the believe that the workday was over. And it gave him the possibility to work in a different environment than his partner, which improved their relationship. In other words, the situation of working from home affected his eudaimonic well-being negatively but by implementing the right solutions under the new circumstances he tried to get the best out of the situation. The border between work and free time became more apparent and he did his best that his relationship did not have to suffer under the new circumstances of working in the same environment.

On the other hand, the synergy and atmosphere between Mia and her partner was found to be very peaceful and harmonious. Both were able to work in the same environment with a good focus, but they also gave each other attention with a kiss or a hug. This positive effect on well-being will be discussed in the next section in more detailed.

Stress was the other argument why eudaimonic well-being might be affected negatively. This was due to several reasons like no clear border between work and free time, a high workload, feeling pressured to perform and working together with the partner causes stress. A high workload was not necessarily linked to being forced to work at home. However, a high workload resulted in longer workdays which was easier since employees work from home. As argued before, we did not see a clear border between home and work, this was an ingredient for work-related stress. Oliver also shared with us that he saw that there were possibilities to schedule his time more flexible, however he could do that due to his high workload. From the three participants we followed, we noticed that Oliver faced the highest level of stress and had the least amount of small talks with his colleagues. During the shadowing week we made daily notes about his stress level, for example: *"it is interesting to see, how his face and body posture changes from one to the other moment. From quite relaxed to stressed"*. In other words, we saw a link between a high workload, high level of stress and not taking time for small talks with colleagues which in our view resulted in a lower level of engagement and therefore we identified stress and challenges with partner as eudaimonic well-being.

As a final point about well-being, we wanted to review the non-ergonomically set workplaces of the participants. As mentioned before, the participants worked at their kitchen tables without ergonomic office chairs. They did use separate monitors to keep their neck in the right position. Though, their body posture was not agronomical, since the tables and chairs were not aligned and not designed to work at. To illustrate, some of our notes about what we observed during the shadowing weeks: *(1) "During the meeting, she switches from posture on her chair. From a normal posture, till a bit hanging in the chair, till legs folded on the chair." (2) "his feet are on the desk; the chair is a little bit to the back bended." (3) "Since she works at her kitchen table, she does not have an official office chair. She changes quiet often from position."* This led to our preliminary reflection: these non-ergonomically workplaces caused many movements to sit in a relaxed manner. However, none of them faced physical related problems, yet, but they mentioned that that will not be inevitable in the future.

Based upon our observations from enforced working from home we made one recapitulation (table 2). This table served for the creation of our final model

Observations about participants	Type of well-being
No clear border between home and work	Eudaimonic
Amount of contact with colleagues is important	Eudaimonic
Challenges with partner	Eudaimonic
Top-down support	Eudaimonic
Increased importance type of work	Eudaimonic
Stress	Eudaimonic
Loss of connection with the company	Eudaimonic
Organized online fun activities	Hedonic

TABLE 2 - OVERVIEW FINDINGS ENFORCED WORKING FROM HOME

Home office by choice

During the shadow period two participants were allowed to go to the office once a week since the start of the lockdown. We studied their behaviours while being forced to work at home and asked them about the situation when they can go to the office by choice and how they feel about that. Based on these dialogues we highlighted the effects of home office by choice. We argue that these findings are closely related to a situation without Covid-19, since an employees' perception of this situation -working from home hundred percent by choice- will not differ.

(Im)balanced work from home

Speaking of the negative influence on well-being and work-life balance, we also saw the contrary. We saw that well-being and work-life balance both can be affected positively when one can work from home by choice. For example, Mia mentioned that she liked to work at home to get things done, however, she preferred to work in the office for important meetings with her colleagues and to be in a certain synergy of working together on a certain task. *"But it really depends, because this week I had at home also good days, and I would give them a 7 out of 10. But there is a big difference between home and office regarding my output. At the office, the direct output is less. Cause it is actually a day… where I do less, but I make the fundaments for the rest of the week. It does not feel productive, but it feels good to be with my colleague (…) I would say, at the office I have less focus, since many things happening around me, like conversations or people distract me. And I talk to colleagues more easily to ask something or to have chat (…) But in general, my focus is better at home."* Laura shared the same vision; however, she preferred to work four days at the office and one day at home by choice. She argued that her focus usually was better at the office. She preferred to have the freedom to work where she wanted to during the weekday, based on her feelings and personal agenda.

These findings allowed us to assume that eudaimonic well-being of employees could be affected positively in the sense of providing them the freedom to work where they want to execute their job tasks. Autonomy was found as an important factor of eudaimonic well-being and therefore we linked this finding to this aspect of well-being.

As mentioned before, the harmony between Mia and her partner was pleasant, because of their way of being. The place they live in is kind of small, but they both had a different work spot, and they were not annoyed by the other one. Since he is from Colombia, they enjoyed having lunch the Colombian way. This entailed a longer lunchbreak compared to – what is known as - the Dutch standards combined with the warm meal of the day. During the shadow period their lunch breaks roughly took one and a half hour. During this break they usually had pleasant conversations, and they liked to invest that time in each other. Thus, in this case, working at home had a positive influence on well-being by taking care of your loved ones and to be freer in scheduling the day. Also, meaningful work, eudaimonic well-being, was affected, because employees were free to go and work from places where they like to work from. This

resulted in a better energy and motivation level throughout the week: "*I think I'll have my focus moments and motivation at home and when that decreases, I can go to the office to get new energy. When I work to long at home, I become crazy, but 5 days a week to the office will also tire me. Thus, it is the best for my focus to be a couple of days at home and a couple of days in the office*" Consequently, meaningful work(places) and a sufficient energy level increased the perception of well-being since employees spend forty hours on work every week. And thus, the decision where to work had a big impact on one's happiness level. Oliver argued that his well-being is better when he can work from home by choice, granted that the workload is not too high. He mentioned: "*A workout in the beginning of the day gives me a fresh start of the day and a good feeling. And it is possible since I don't have any commuting time, so I can use that time efficiently.*" We argue, based on our findings, that commuting time is related to both well-being and work-life balance. As a result of home office by choice, employees can work on their own health and well-being instead of commuting. A sport activity -which we classified as a hedonic activity- in the morning was easier achievable without the idea and pressure of going to the office in time. The latter made it possible to influence the productivity and motivation to work at home in a positive manner, which influenced eudaimonic well-being. Hence, this was a great example of how hedonic activities influence eudaimonic well-being.

However, commuting time was not only seen as negative or time consuming, but participants agreed that less commuting time per week would be a good idea. Oliver shared with us the following: "*I actually prefer to work at home instead of commuting (…) I enjoy the fact that I don't have to commute anymore, but it is still difficult for me to separate work and private life.* Mia shared that her perception of her work-life balance was sometimes negative, because of the nonclear border between work and home. Based on what we saw, we emphasise the importance of creating a border between home and work by employees themselves. Time gained due to less commuting can be used for other personal activities, for instance, sport or social activities which increases both work-life balance and eudaimonic well-being.

As a final point here, we noted that employees liked their commuting time when they were able to cycle to the office. This gave them the time and space to start their day with some psychical movement and they were able to reflect their day when cycling home. Based on what we observed and notified, we classified the topic of commuting as hedonic well-being because it was subjected to feeling good and increased or decreased amount of pleasure.

Increased perceived freedom

We saw that when employees were provided with a choice to work from home when they preferred to, that increased their perception of freedom. It might be clear that there was a difference between being forced to work at home and to be free in that decision, it still influenced the perception of our participants. While employees got the feeling to work as much as possible at home to show their commitment, that pressure might have been lower when they were not obligated to work at home. The increased perception of freedom was categorized as both hedonic and eudaimonic well-being. We noted that it touched the life of pleasure, because

employees were able to choose which non-work-related activities, they wanted to do during their workday in order to feel good. Contrary, we also saw that the increased perceived freedom touched the level of autonomy of employees. Also, because of the increased perceived freedom they were able to focus on their physical health and personal growth during the workday; two elements of the trait level of eudaimonia.

Next, we noticed that when our participants were free to schedule their day in a way which suited them most, their perception of freedom improved. For example, both Laura and Oliver did some groceries during the workday to have some physical activity during the day and not to think about it after work. Our remarks read about Oliver: "*After 2 pm he wants to go outside for a bit (first time today). He goes to the supermarket to get some groceries*". We observed a similar pattern with Laura: "*After the meeting, she returns to work and at 11.22, she asks me if I want to join her outside, and of course I would love to join. We go to a few stores to buy Laura some wrapping paper, laundry liquid and other goodies. As soon as we are home, we make some lunch which we eat together. At 12.40 she continues working again, thus the break took longer than one hour.*" Working at home made this freedom more tangible for employee. Especially when they were not forced to work at home, they felt more freedom to execute not work-related tasks during the day. Also, it was easier to take a longer break (when needed) at home compared to working at the office, since there were no colleagues around. In our observations, it resulted in different working hours e.g., not the standard office hours from nine to five. As describe above, Oliver recognized the possibilities of having the freedom in scheduling his day in a way which suits him best, but he did not do that, yet. Based upon our observations, we would advise managers and companies to go through a transformation together with their employees to build a new trust relationship while working remotely.

Possibility to enhance performance and motivation

In our small sample of participants, we saw that the focus and distraction varied per person, however, we observed and discussed that the focus at home was better especially when employees were allowed to go to the office -once per week- and thus could work from home by their own choice. As mentioned earlier, Mia explained that her focus at home is better compared to the office, "*I would say, at the office I have less focus, since many things happening around me, like conversations or people distract me. And I talk to colleagues more easily to ask something or to have chat (…) But in general, my focus is better at home.*" Given our observation that employees wanted to finish their work, while having a heavy workload and/or difficult tasks, we noticed that their output was better at home. Home office (by choice) made it possible for them to choose where to work and to schedule their (home) office days efficiently aligned with their task for that day. They experienced less distraction from colleagues that helped them to achieve their goals and therefore, to increase their performances.

On the contrary, Laura shared with us that especially when she was *forced t*o work from home, she was easily distracted. We noted several times that she was browsing with her phone or texting with friends.

For her a change of environment was necessary to increase her performance and motivation. For her, the best solution was home office by choice, because of the provided flexibility. "…*But I like the flexibility and I can sometimes go the office and I like that a lot. The best for me would be 3 or 4 times per week to the office, actually.*" The days she did not spend in the office but at home were useful to work on her to-do list. Considering the topic of living and working together with a partner, Mia's partner mentioned that his motivation and performance were better when Mia was not every day around him. He mentioned that he was not in particular distracted, but that one day per week when she went to the office, his focus and performance was better. Thus, home office by choice also had an effect on the performance of partners of our participants. All participants expressed the idea that they preferred to hold their important meetings at the office and to be free in their choice where to work whenever there were no meetings scheduled. As mentioned before, Mia told us that she imagined herself to work where she wanted depending on her energy level. It brought us to yet another notice - a changing workplace helped employees to keep the energy high, thus the decision on where to work increased the energy, motivation and workflow.

Based upon the level of focus and distraction, we classified the latter as hedonic well-being. Within the new circumstances, we noticed that employees needed to feel good at home. Therefore, they searched for pleasure since they were forced to work from home. As mentioned before, the type of work and whether is felt meaningful to them was important. Since this was not always the case, employees searched for other *feeling good* activities, and thus were easily distracted. As a final remark we noted that the idea of flexible office and home-office days was well received by the participants. Motivation and performance could be improved, and this was identified as eudaimonic well-being on a trait level: development of potentials.

Recapitulation of the findings from choice-based home working

Based upon our observations from working from home by choice we made one overview (table 3) to put them all together. This table will serve us later for the creation of our final model.

Observations about participants	Type of well-being
Ownership of their own energy and agenda	Eudaimonic
Increased perceived freedom	Eudaimonic
Less commuting time by choice	Hedonic
Social and official meetings at the office	Hedonic
Number of breaks during the day	Hedonic
Focus and distraction	Hedonic
More time for social activities and sport	Hedonic

TABLE 3 - OVERVIEW FINDINGS WORKING FROM HOME BY CHOICE

Based on our 73-hours of shadowing, we developed a hybrid workplace model (Figure 2) that integrates all the findings which were advocated before. We also discussed this model with our participants. In the following section we present the model and the discussion about it.

Hybrid model: working from home and office by choice

One topic which all participants agreed upon was the desire to be able to decide themselves where and when to work. Our hybrid workplace model entails the freedom for employees to schedule their workweek in a way what suits them best. Going to the office a few times per week increases the engagement among employees since they meet their colleagues on a regular basis and they feel aligned with the company. This vision is reflected by Oliver: *"I really enjoyed those few weeks during the summer that we could go to the office once or twice a week. That hybrid model gave me the flexibility I needed. I loved to go the office to have a different environment and to meet some colleagues. I also felt more engaged with the company again, since I met more people".* Hence, in terms of sustaining eudaimonic well-being at work it was the best case scenario for the participants to work both at the office and home by choice. Work felt more pleasurable, at home employees were able to focus and at the office they felt more engaged with the organization. On the simple question to rate the pleasure of work Oliver answered *"For me, my work felt more pleasurable when I could decide myself what to do. It felt like an opportunity to leave the house."* This vision is shared by Laura, since she was forced to work from home it became clear to her that she did not like the tasks she was doing because it did not feel meaningful to her. She did not notice this while working at the office, because she likes the environment, atmosphere and collaboration with other colleagues. We assume that a hybrid workplace model keeps the employees motivated to fulfil their tasks, although they may find not all tasks attractive. Considering the issue of motivation, Mia also told us that she preferred the hybrid model, too. As quoted before, Mia argued she was able to renew her work-related energy at the office and became inspired to bring new ideas to continue working from home.

To bring the idea of a hybrid workplace model to a next level, in our next section we will discuss how our findings are related to eudaimonic well-being, the state of happiness we have mostly focused on. Hence, we will reflect on our findings (figure 2) retrieved from 73 hours of shadowing the behaviour of employers who were enforced to work from home, against the other visions on well-being in the context of work (e.g., Der Kinderen and Khapova, 2020) in the discussion section. We will also discuss the potential of the hybrid workplace model related to both well-being and work-life balance since we were confronted with this topic throughout the shadowing process.

Eudaimonic well-being

No clear border between work and home
Ownership of their own energy and agenda

Amount of contact with colleagues is important
Top-down support is crucial

Loss of connection with company when enforced work from home
Feeling engaged with the organization

Challenges with a partner
Stress because of different reasons

Increased perceived freedom
Increased importance type of work

Hedonic well-being

Less commuting by choice
More time for social activities and sport

Social and official meetings at the office
Organized online activities

Focus and distraction varies per person
Number of breaks during the day

Increased perceived freedom

HYBRID

Eudaimonic well-being

Home office by choice | Enforced home office

Hedonic well-being

WORKPLACE
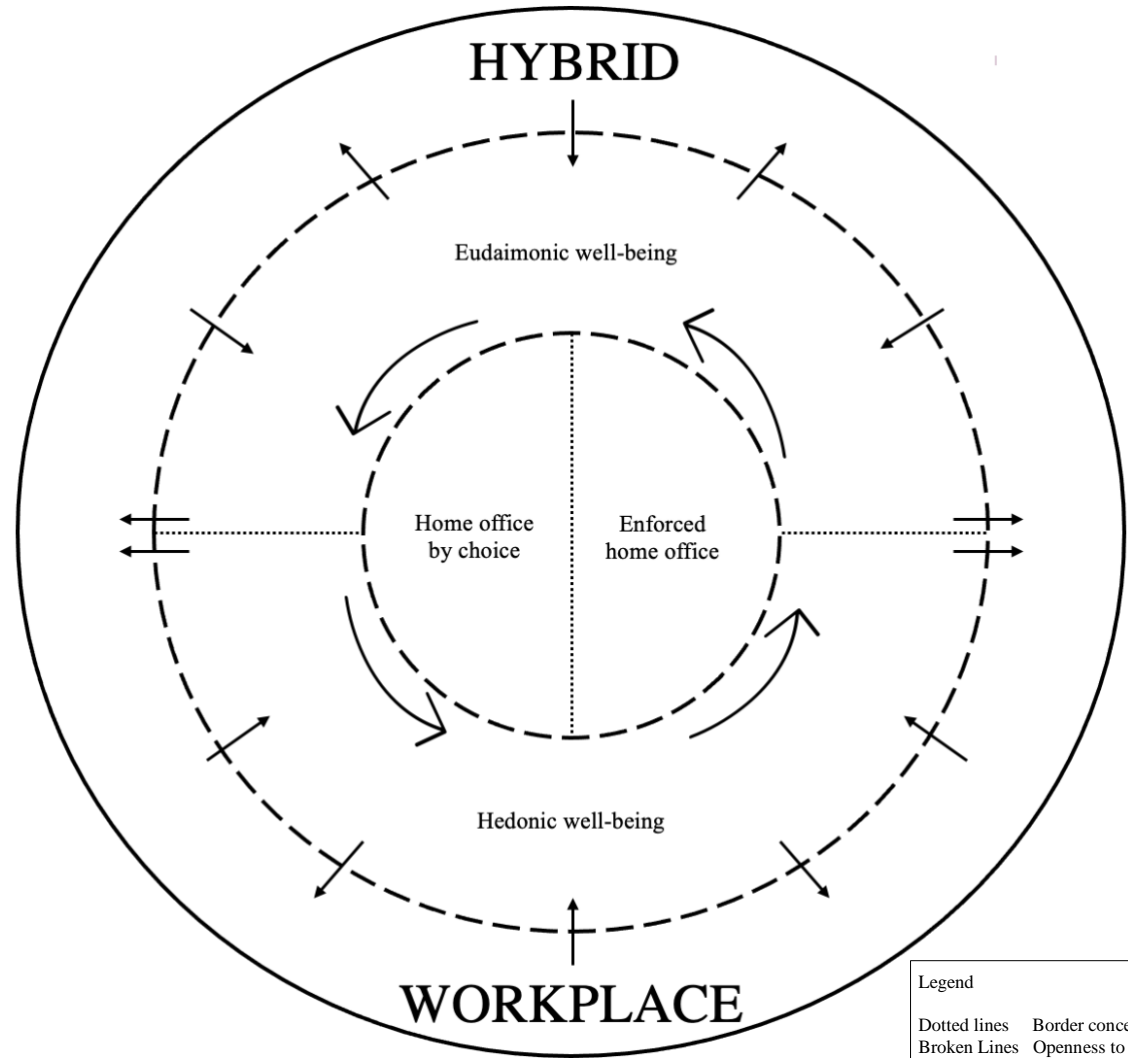
Legend

Dotted lines   Border concepts are blurred
Broken Lines   Openness to other impacts
Arrows   Concept influences well-being

FIGURE 2 – SUSTAINING EQUILIBRIUM BETWEEN EUDAIMONIC AND HEDONIC WELL-BEING AND WORKING FROM HOME WITH A HYBRID WORKPLACE

Discussion

This study aimed to explore how employees perceived enforced home office in comparison to home office by choice, and to explore its effects on both hedonic and eudaimonic well-being of employees. The results presented in figure 2 addressed the call to sustain job meaningfulness in the so-called new normal working conditions. With this in mind we will challenge and discuss our findings in this section. Our findings may remind some known theories of which some already touched upon these topics; however, our findings also suggest new nuances to well-being and work-life balance in the context of work from home enforced and by choice. As mentioned earlier, we did not intend to look at work-life balance. However, during our shadowing processes, we were regularly confronted with this topic. Hence, our findings suggest work-life balance to be an important element of both eudaimonic and hedonic well-being in the context of work.

Linking the hybrid workplace model with eudaimonic well-being

As stated before, this research was focused on well-being and in particular eudaimonic well-being. We focused on the indices of positive psychological functioning, mental health and flourishing. Bringing this in the context of work, we argued that eudaimonic well-being indeed combined general happiness and the perceptions of meaningful work. To achieve this; both employees and employers need to focus on several factors which have an impact on happiness at work. However, a combination of these factors leads to eudaimonic well-being in the context of work. Given all these points and our hybrid model (figure 2), we argue that this model represents the future of work. Next, we will relate our findings to another model of eudaimonic well-being (Der Kinderen and Khapova, 2020). Starting with ground qualifications, we first discuss the group *personality traits and individual psychological states*. Research has shown that employees consider their eudaimonic well-being to be high when their needs for autonomy and self-orientation are satisfied (Imamoğlu & Beydoğan, 2011). This is related to our model, since a hybrid workplace provides employees with more autonomy. Additionally, job happiness relates to eudaimonic well-being and we believe that increases with a hybrid workplace model since employees feel more trusted and are enjoying their work more.

The next impactful factor group, *job design and related factors,* is about the interaction between contextual work and personal factors. To illustrate it, Pawar (2016) found that workplace spirituality – meaning and community experiences at work- is positively related to eudaimonic feelings. Bringing this in relation to our model, we can stress the importance of being in the office from time to time to connect with colleagues. Contrary, job demands such as workload and work hours are both negative and positive related to eudaimonic well-being. From other research, we know that productivity increases while working from home, and this might affect the decrease of workhours positively (Kazekami, 2020; Bloom, 2014), e.g., less work hours due to smarter execution of work which might decrease the perception of a high workload. Bringing this in relation with work-life balance the other positive outcome of a

hybrid workplace model, we argue that an increased productivity indirectly influences the latter.

Speaking of *perceived leadership and management* we emphasize that empowering and transformational leadership is important to increase eudaimonic feelings. Employees need leaders who are empathic, motivational and interested in welfare (Gillet et al., 2012). These leadership styles are not directly related to a hybrid workplace model, but it is important to keep in mind, especially during a crisis-situation when the situation of work changes rapidly. Based on our findings we argue that employees highly value the interest in their welfare by their leaders. When employees work (more) from home, it is crucial to keep in touch with the employees to be up to date about their well-being and to keep them engaged.

The last group organizational *culture and contextual factor* relates to our model since perceived organizational support is one of the aspects of this group (Der Kinderen & Khapova, 2020). A hybrid workplace model supports employees in scheduling their week the way that suits them best. Also, as they argue, the organizational culture will be maintained since employees actively go to the office to connect and to organize interesting meetings. This way, they make time to be with each other and to get inspired.

After accomplishing the state of eudaimonic well-being at work we can categorize the outcomes in three groups (Der Kinderen & Khapova, 2020). We stress that these outcomes (1) *individual emotional and general well-being,* (2) *job and career related outcomes, and (2) performance and behavioural outcomes* will be positively influenced by the implementation of the hybrid workplace model. Aspects of these outcome groups are e.g., life satisfaction, inspiration and creativity, organizational commitment behaviours and performance. Offering the possibility to work from home and the office likely affects ones' life satisfaction, since commuting time decreases and productivity increases. Work-life balance improves, and that is likely to have a positive effect on the overall life satisfaction. A feeling of improved productivity can affect overall life satisfaction, since productivity and building something is the antidote of flatness.

Next, inspiration is an outcome of being in a state of eudaimonic well-being, we also relate this to being free where to work. A creative work environment stimulates inspiration and creativity flow of employees (Politis, 2005; Dul & Ceylan, 2011). This being the case, employees who work from home by choice - in case they feel more inspired in their own environment- or perhaps work form other locations such as the library or coffee bars to increase the inspiration.

Organizational commitment as an outcome of eudaimonic well-being (Der Kinderen & Khapova, 2020) is an argument for implementing the hybrid workplace model. Providing the freedom to work remotely and on site increases the commitment from employees to the organization. Employees feel honoured and trusted and they want to reciprocate that with commitment. The latter will be discussed in the section where we relate our model to the social exchange theory.

The line between work and life has been an interesting topic among researchers. Increase in workhours, a change in the demographic composition in both labour market and the amount and pace of work are some factors to be mentioned to understand why the interest in this field grew rapidly (Bataineh, 2019; Sirgy and Lee, 2017; Haar et al., 2018). Our research adds another delightful factor in this research field, since we include the dimensions of well-being and working from home enforced or by choice.

Work-life balance can be categorized in two key dimensions, namely role engagement in multiple roles in work and nonwork life and minimal conflict between these different roles (Sirgy & Lee, 2017). It is possible to identify four different visions within the first dimension of work-life balance, namely (1) attentive engagement in multiple roles, (2) equal time and involvement across multiple roles (Sirgy & Lee, 2017; Kirchmeyer, 2000), (3) a balanced satisfaction across different life domains (Greenhaus et al., 2003) and (4) balance and satisfaction across life domains (Greenhaus et al., 2003). Work-life balance is achieved when there is little to no role conflict between different roles of one. Research has shown that a role conflict between family and work is associated with life dissatisfaction include symptoms of low mental and negative state of well-being (Sirgly & Lee, 2017). Based on the latter, we formulated a working definition to cover both dimensions *''Work-life balance is a state of equilibrium and satisfaction regarding the engagement in various roles in work and nonwork roles and activities with a proportionate level of attention, time and commitment''* (inspired by Kirchmeyer, 2000; Allen et al., 2000; Greenhaus et al., 2003).

Personal and organizational predictors are the two major groups of determinants of work-life balance (Sirgy & Lee, 2017; Guest, 2002). Personal predictors who might influence work-life balance include individual characteristics and cultural values. Work-life balance is influenced by several job characteristics, for example, decreases in job demands and increases in autonomy, and various organizational support programs aimed at assisting employees to better manage work and life demands. Organizational support programs including, for example, flexible work arrangement and the possibility to work part-time (Sirgy & Lee, 2017). We see that working from home blurs the line between work and free time and that employees taking less breaks throughout the day. Employees tend to work longer when they work from home, because work is close by and it is easier to open the laptop after working hours. Also, they do not have spontaneous coffee meetings at the coffee corner with colleagues. Furthermore, considering the personal factors, we see challenges with a spouse because they work and live together in the same environment. This is the so-called role conflict which we will discuss in the next alinea. Nevertheless, working from home by choice offers the possibility to have more time and flexibility in scheduling sport and other social activities, which is a positive effect.

The last two examples are closely related to the next relationship between work-life balance and overall life satisfaction is explained by Sirgy & Lee (2017). Overall life satisfaction is determined by cumulative satisfaction experienced in different life domains such as work,

family and leisure life. Improvement in one single life domain is not a guarantee to create a positive effect on the overall life satisfaction (Sirgy & Lee, 2017). Besides overall life satisfaction the principle of role conflict also plays a role within work-life balance. The principle of role conflict postulates that role conflict between different life domains has a negative impact on life satisfaction (Greenhouse & Allen, 2011).

Given these points, we can derive different consequences as a result of a positive work-life balance, like high job performance, low job burnout, high life and family satisfaction and low level of anxiety (Sirgy & Lee, 2017). As a final remark, empirical results indicate that psychological well-being mediates the link between work-life balance and job performance. Also, employees' satisfaction with coworkers enhances job performance by strengthening the effect of work-life balance on psychological well-being (Haider, Jabeen and Ahmad 2008).

Based upon the latter we conclude that work-life balance and well-being are closely related to each other. As mentioned before, a few aspects of well-being -hedonic and eudaimonic- in context of work, are job happiness, autonomy, time and organizational culture and support (Der Kinderen & Khapova, 2020). As discussed, these aspects are also aspects of work-life balance. Therefore, we suggest a hybrid way of working is a solution to enhance work-life balance. Employees can enjoy from the benefits of working from home, but also from the benefits of working in the office.

A hybrid workplace model: societal and managerial relevance

As has been noted, we believe that our suggested hybrid workplace model is the future of work. We challenge our interpretations to think further than this Covid-19 crisis situation by providing insights into the impact on the society and what it means for managers. Our suggested hybrid workplace model does not only have an influence on a small scale e.g., relationships between employer and employee, but we can indicate its impact on a bigger scale: families of employees and the society as a whole. Thus, what does it mean for society? A hybrid workplace model possibly integrates work and non-work-related activities of employees being able to fulfil their personal, work, family and community obligations as it was noticed somewhat earlier (e.g., Morris & Madsen, 2007). It might be an effective strategy for efficient coordination of time among all stakeholders sharing the energy of employees. Results of several empirical studies show that working from home positively impacts the perception of work-life balance (Haddad, Lyons & Chatterjee, 2009; Wheatley, 2012). Family members also benefit from the provided flexibility since parents or partners can schedule their time and workplaces freely.

Moreover, we assume that we can explain the impact on society from a different angle which we will illustrate with the metaphor of the domino effect. Employees provided with the freedom to work from home and office perceive a better work-life balance and eudaimonic well-being. We saw that working from home increased the productivity which – arguably - affected organizational performance. Better organizational performance boosts the economy. And this is why we argue that a hybrid workplace model affects the society as a whole. Also,

employees show more commitment to organizations when they are able to make autonomous decisions. Moreover, a perceived better work-life balance results in a higher rate of life satisfaction and it is assumed that higher life satisfaction improves well-being which impacts the motivation to work.

Other research shows that a work-life conflict negatively affects business costs due to lack of engagement, high turnover rates and low productivity (Lazar, Osoian, & Ratiu, 2010).

Our framework can serve organizations, HR-management and leaders during strategic HRM-decision making processes as a guidance to improve individual and organisational performance. This model enables them to assess which aspects of behaviour and drawn conclusions are most applicable to their organization. After a certain time of the implementation of new working standards, they can assess whether the well-being, motivation and engagement of their employees improved. We suggest implementing a hybrid working model under a few conditions, namely mutual trust between employer and employee, employees need to have a convenient work setting at home, a clear policy from the employer regarding the working from home agreements, a daily (virtual) stand-up with the team to keep up the team spirit and one fixed day at the office to keep employees engaged and the company culture alive. A last important element to keep in mind is the level of supervision and team effort. These elements can make or break the idea of a hybrid workplace model. These are the recommendations for actions which measures should be taken to secure well-being and work-life balance within new situations with the hybrid workplace model.

Hybrid workplace model and social exchange relationships at the work floor

Providing a hybrid workplace might affect social exchange relationship between employers and employees since – as we saw - it positively influences employee well-being. Hence, we will discuss our findings and the hybrid workplace model in light of well-known theories, the social exchange theory (SET) (Blau, 1964) and the job demands resources model (JDR-model) (Bakker & Demerouti, 2007).

To start with, the SET predicts that there is two-way exchange - something has to be given and something has to be returned in social relationships —and over time, the exchange results in mutually rewarding transactions and interdependent relationships (Blau, 1964; Bondarouk, Trullen, & Valverde, 2018). Considering the topic of work and hybrid workplace model, we clearly see a social exchange relationship between managers, HR-department and employees. Regarding the findings and the recommended approach to sustain meaningful work in the future and during a post-crisis situation, we argue that a hybrid workplace model has a positive effect on the social exchange between both parties. To start with, a hybrid workplace model provides employees with freedom which they might need to combine work and non-work activities. By providing this kind of freedom, employees feel trusted that they will fulfil their job-related tasks. In return they show willingness to work and to proof they can handle a high amount of flexibility of scheduling their own agenda. Next, implementing a hybrid workplace model reduces unnecessary commuting time. Lancée, Burger, and Veenhoven

(2018) found that employees have lower levels of happiness when commuting than at home. Both our findings and other literature suggest that the difference is relatively small when commuting by bike, yet there is a large difference when commuting with public transportation (Lancée et al.,2018). It should be mentioned, it is not per se the commuting time that causes happiness loss, but specific combinations of commuting time and choice of transportation. Therefore, we argue that commuting time should be always considered with the type of transportation to address happiness and well-being. Moreover, research shows that there is a negative relationship between commuting time and commitment (Emre & De Spiegeleare, 2019). In this case commitment relates to the attachment of the employee to the organization. Related to our research, we identified this as being engaged to the organization. We found that employees need to go to the office from time to time to connect with their colleagues and to be surrounded with the organizational culture. On the other hand, they preferred to work at home to focus and to work. We observed that longer commuting times was related to lower commitment and well-being. In this case, it is a give and take mechanism from employer to employee and vice versa. An employee will reciprocate the provided possibility to work from home and that increases the commitment to the organization including a higher productivity rate (Hill, Ferris & Martinson, 2003; Emre & Stan de Spiegeleare, 2019).

With a similar vein we can explain our findings with the JDR model, a model which be used to predict employee burn-out, engagement and therefore organizational performance. The essence of the JDR model - which is applicable to various occupational settings- is, to analyse causes of employee well-being classified based on two main categories: job demands and job resources. Bakker & Demerouti (2007) argue that job demands "refer to those physical, psychological, social, or organizational aspects of the job that require sustained physical and/or psychological (cognitive and emotional) efforts or skills and are therefore associated with certain physiological and/or psychological costs" (p. 213). Examples are, work pressure, time pressure and emotionally demanding interactions at work. Job resources include organizational or social aspect of the job that encourage employees to peruse goals. These aspects are (1) functional in achieving work goal, and/or (2) reduce job demands and the associated physiological and psychological costs and/or (3) stimulate personal growth, learning, and development (Bakker & Demerouti, 2007), for example, coaching, autonomy, interpersonal and social relations and type of work. The interaction between the latter is important for the development of job strain and motivation. Regarding this development two underlying psychological processes play crucial role; namely a process which is motivational by nature (support, autonomy and feedback) and a process which is related to the health impairment process (high demands which lead to depletion of energy) (Bakker & Demerouti, 2007). A balance between the previous aspects leads to employee well-being and the degree of energy one gets from the occupation.

Relating our findings and hybrid workplace model to the JBR-model we emphasize that implementing a hybrid workplace model indeed influences job demands and job resources, but we believe that these influences are positive by nature since the hybrid workplace model

possibly increases employee well-being. As mentioned before, the hybrid workplace model possibly integrates work and non-work-related activities of employees being able to fulfil their personal, work, family and community obligations. The job demands might feel different to employees, since they are free to choose where they work. The latter might increase their productivity and thus their work-related output. Subsequently, getting more work done at the same time might decrease work-pressure. And this aspect is related to an increase of well-being, because employees gain time to spend on other activities. The latter can be linked to work-life balance which we argued before.

Next, the hybrid workplace model touches the other category, job resources, since the level of support possibly increases (persuading personal and work-related goals due to not being forced to work at the office) and the perception of autonomy. As mentioned before, after implementing the hybrid workplace model it is important to sustain a positive workplace and healthy relationships among employees to keep them motivated and engaged. In other words, we identify an overlap between JBR-model and our model.

Positive outcomes -under the umbrella of well-being- of the JDR-model are, for instance, more productivity, less sickness leave and a pleasant working atmosphere. Negative outcomes are lack of focus, higher rate of sickness leave and low productivity (Demerouti et al., 2001). As argued before, we also assume these positive outcomes with our hybrid workplace model and we hypothesize the same for the negative outcomes in case employees are forced work at one place, might be the office or at home.

However, both models consider employee well-being as an outcome. While the JDR-model focusses on both negative and positive indicators of employee well-being, our hybrid workplace model is a solution for, among other things, well-being and in particular *eudaimonic well-being*.

Overall reflection and future research

Based on shadowing three participants we claim that we have created an innovative framework for a hybrid workplace. Looking back, we are convinced that the chosen method for this study was corresponding with the aim of the study. We argue that the level of saturation is reached after the executed shadow sessions, in other words: more hours of shadowing would not have led to more enriched data.

As with all studies, our work has limitations as our research process was challenged in several ways. For example, every little detail could have been important for the findings and thus it was important to stay focussed during the whole process, every day. During the coding process we recognized some parts in the written notes where we could have asked for more clarification. This challenge – a continuous reflection about whether we got to the bottom of the knowledge – was the strongest push factor in the project. Another challenge was to look with every participant through the same lens. We started the shadowing process with one participant, and we made notes in a specific way by looking and focussing on different aspects. This first week of shadowing set the baseline for the other weeks, and thus it was important to

continue with the same way of execution to retrieve comparable data sets. The challenges can be seen as limitations of the study; however, the shadowing technique does not aim at finding common patterns of behaviour, on the contrary - we were looking for meaningful differences that were explained by personality differences of our participants.

We encourage future explorative studies into relationships between eudaimonic well-being, work-life balance and the hybrid workplace model after some time of the implementation of the model. Such studies will help further extend our knowledge regarding this topic. Processes like well-being and work-life balance can evolve over time which is why a qualitative study over longer time spans may reveal new insights.

Conclusion

This research aimed to answer the research question "*What are perceptions of happiness and work-life balance of employees who work from home by choice and enforced?* Based on a qualitative study and 73 hours of shadowing three participants in the knowledge intensive sector, we argue that the level of happiness and work-life balance is most outstanding when employees are able to work from home by choice. This means that employers need to consider a hybrid workplace model: the freedom to work remotely from home or to work on site in the office. This positively affects the perception of happiness and especially eudaimonic well-being in context of work. Employees feel more committed to the organization and the productivity level increases. Meetings and working days in the office can be used to keep employees engaged with the organization and to work on innovative ideas. These ideas can be worked out from home, where the productivity is higher. This model has the ability to boost work-life balance for employees since their commuting times decrease and they have more ownership of their own energy and agenda. The latter can positively impact the family life of an employee. One should keep in mind that implementing this model is not without boundaries, but clear policies, mutual trust, good supervision, and team effort are important to make it a success.

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Appendix I – Operationalization of key concepts

Concepts	Definition	Indicators
Hedonic well-being	Increasing pleasure and comfort; feeling good and minimalizing pain. Includes an emotional dimension of high levels of positive effects and low levels of negative effects.	Hedonic behaviour - Life of pleasure - Short-term thinking and behaviour - Evaluative mindset - Focussing on pleasure and avoiding negative effects of life
Eudaimonic well-being	The process of acting in line with virtues such as wisdom, gratitude, love and wisdom; functioning well. Aspects of personal growth, the degree to which a person is functioning to its full potential.	Trait level - Focus on personal growth and self-realization - Development of potentials - Contributes to the community - Focus on physical heath - Flourishing in life State level - Having a meaning/purpose in life - A long-term perspective including caring about and contributing to the broader context - Feeling engaged with other people and organizations.
Hedonic well-being in context of work	Includes the combination of psychological capital, engagement, job satisfaction and organizational commitment	- Lots of energy, alertness and dedication - together with the organization towards success - shows a differentiation between the transient level (e.g., flow state and momentary affect) person level (e.g., engagement, vigour and affective well-being at work), and unit level (e.g., group mood and unit-level engagement) Employee: focus on short-term happiness, likes to do fun-related activities, enjoys time off for leisure activities, does not focus too much on negativity, could be easily distracted to do something fun.
Eudaimonic well-being in context of work; meaningful work	Implies that employees should accomplish meaningful work and realize their full potential.	There is a satisfying balance between (1) personality traits & individual psychological states, (2) job design and related factors, (3) perceived leadership & management and (4) organizational culture and contextual factors. Employee: seems calm, has no stress signs, is engaged with the company, enjoys the work-related tasks, feels valued by the organization, perceives leadership as sufficient, is motivated to work, enjoys the organizational culture, takes time for personal health and development