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## **Flexwork and its effects on well-being, collaboration and productivity at work**

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TASKIN, L., DESMARETS, M., & BOUCHAT, P.

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The main objective of this empirical report is to present the risks and opportunities *flexwork* generates in terms of collaboration, well-being and productivity. This report draws on the scientific literature review conducted and published elsewhere<sup>1</sup>.

## 1. Model and variables

According to the literature review and the decisions the research group made, the following model has been developed and tested (see Figure 1):

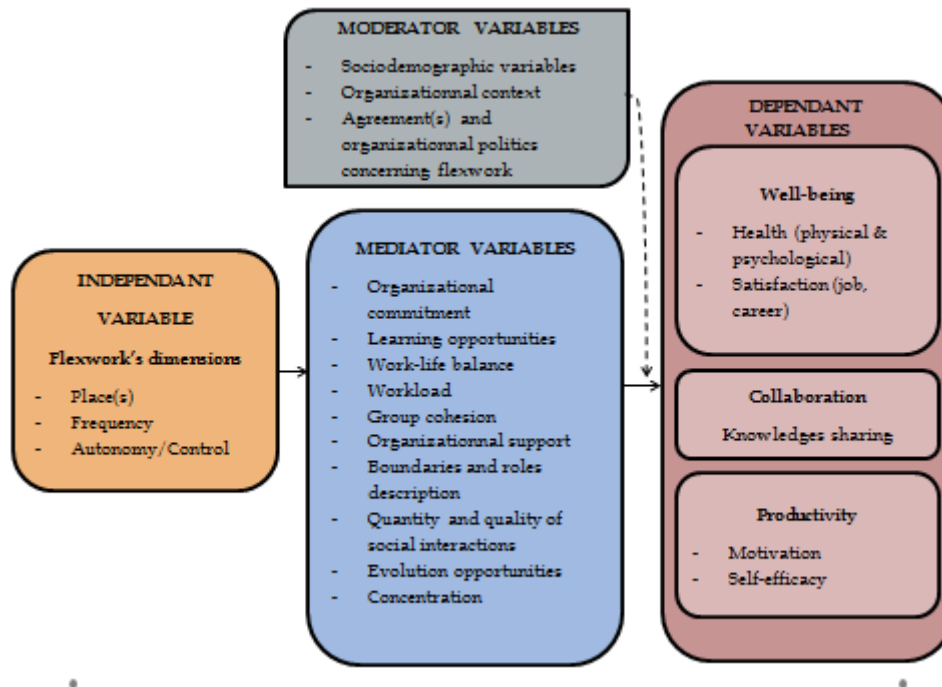


Figure 1 - The research model

The independent and moderating variables allowed us to several profiles of workers: teleworkers (at home, mobile or in a satellite office), workers who work in a flexdesk (traditionnal openspace or shared desk) or in an individual office, men vs. women, managers vs. non-managers, work with or without children, etc.

<sup>1</sup> See : Desmarests, M., Taskin, L., Nils, F., & Rousseau, A. (2014) Le flexwork et ses effets sur le bien-être, la collaboration et la productivité au travail : Rapport théorique. *Rapport de recherche Chaire laboRH*, vol.3 (1), 62p.

We compare these different profiles and their relations and influences on 18 variables:

<b>Autonomy &amp; Control</b>	<i>Can workers choose how to do their job ; do they have control on what there are supposed to do ; etc. (Breaugh, 1989)</i>
<b>Workload</b>	<i>Do workers have enough time to do their work ; do they have too much responsibilities ; etc. (Klitzman et al. 1999)</i>
<b>Concentration</b>	<i>Are workers interrupt in their work by others ; are they disturb ; etc. (Lin, Kain, Fritz, 2013)</i>
<b>Work Life Balance</b>	<i>Do professional duties interfere with private life ; etc. (Netemeyer, Boles, McMurrian, 1996)</i>
<b>Job satisfaction</b>	<i>Do my job give me a good perception of myself ; Does my job give me future perspectives of evolutions ; etc. (Mohrman, Cooke, Morhman, 1977)</i>
<b>Career satisfaction</b>	<i>Am I satisfied of my professional life ; does my career correspond to my ideals ; etc. (Fouquereau &amp; Rioux, 2001)</i>
<b>Organizational commitment</b>	<i>Do I feel a belonging feeling to my organization ; Am I proud to be part of the organization ; etc. (Vandenberghe &amp; Stinglhamber, 2002)</i>
<b>Learning opportunities</b>	<i>Am I adequately trained ; Do I have the opportunity to increase my competencies ; etc. (Vandenberg, Richardson and Eastman, 1999)</i>
<b>Work environment</b>	<i>Does my work environment allow me to do my work effectively ; etc. (Becker et al. 1996)</i>
<b>Perceived organizational support</b>	<i>Does my organization consider my opinions, my well-being, my values, my objectives, etc. (Eisenberger et al. , 1986)</i>
<b>Clarity of roles and boundaries</b>	<i>Am I working with clear and circumscribe rules ; Do I already have incompatible requests ; etc. (Rizzo, House, Lirtzman, 1970)</i>
<b>Perceived supervisor support</b>	<i>Does my supervisor value my contribution ; does he consider my objectives and values ; etc.</i>
<b>Group cohesion</b>	<i>Does it exist a strong team spirit in my workgroup ; do my colleagues help me in my job ; etc. (Langfred, 1998)</i>
<b>Emotional involvement (supervisor)</b>	<i>Do I personally like my supervisor ; Am I proud to work with my supervisor ; etc. (Vandenberghe &amp; Stinglhamber, 2002)</i>
<b>Emotional involvement (group)</b>	<i>Do I feel I belong to my workgroup ; Am I proud to be part of the workgroup ; etc. (Vandenberghe &amp; Stinglhamber, 2002)</i>
<b>Psychological health</b>	<i>Do I feel I am in a good mood ; Do I easily find solutions to my problems ; etc. (Gilbert et al. , 2011)</i>
<b>Self-efficacy</b>	<i>Am I confident in my capabilities to do my work ; Does my impact is important on what going on in my workgroup; etc. (Spreitzer, 1995)</i>
<b>Motivation</b>	<i>Do I do my job because I like it ; or because I have pleasure to do it ; or because I earn money ; etc. (Gagné et al., 2010)</i>

Table 1 - Presentation of mediating and dependant variables, and items illustrations

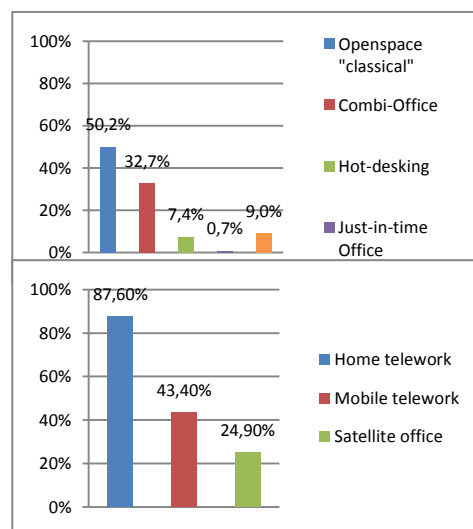
## 2. Sample

We administrated our survey from March 15 till April 15, 2014. On the 1253 answers we received, **841 were complete** and compose the sample used here. Among them:

- 86% are teleworking<sup>i</sup> ;
- 91% are working in an flexdesk (50% traditional openspace, 41% shared desk)<sup>ii</sup> ;
- 34% are managers ;
- 55% are men (45% women) ;
- 53% speak French (47% Dutch) ;

Among workers who telework:

- 87% are home-based teleworkers<sup>iii</sup>
- 43% are mobile-teleworkers<sup>iv</sup>
- 25% work in a satellite office<sup>v</sup>



Many people consider they combine different forms of telework. For instance, 123 people (14%) estimate they combine all the three forms of telework. Among our sample, 21,6% of the workers used to telework since they have been hired, and 52% work in a flexdesk since they started to work. Finally, 64% of our respondents have children.

## 3. Analysis

### 3.1. Specific distinctions

Comparing to women, **men** feel more satisfied (about their job and their career) and motivated, while also experimenting a better psychological health.

Overall, comparing to workers with children, workers **without children** have a better score on almost all the variables we tested in the model. They feel more satisfied (about their job and their career); they estimate they have better learning opportunities; they feel more autonomous and having a better work environment, a better support from both the organization and their supervisors; they feel more motivated, having a higher commitment about their organization and a higher self-efficacy. **But**, they experiment more work/family conflicts.

**Managers** show better results on the majority of our variables, comparing to the non-managers : they feel more autonomous; more satisfied (about their job and their career); more motivated, having a higher commitment about their organization and a higher self-efficacy. **But**, they feel a heavier workload, also less concentrated, and that their job description and boundaries are more unclear; they also experiment more work/family conflicts.

People **who are teleworking since they have been hired** feel more satisfied about their autonomy and their job, they estimate having a better support from the organization and their supervisor, are more motivated and have a higher self-efficacy; what may be understood as a consequence of a certain experience effect. **But**, they feel their job description and boundaries are more unclear, and they experiment more work/family conflicts.

A last interesting observation is that, paradoxically, people **who won't give up telework** in the future are those who also experiment a worse work-life balance. But, they estimate also that their work environment and motivation are better. They estimate they have more support from their supervisor and better learning opportunities. They also show more affective implication concerning their supervisor. Even some work-life balance problems, is telework countervailing these problems thanks to a better work environment and learning opportunities?

### 3.2. Flexwork practices

#### a. Telework and flexdesk (see table 2, p.7)

**Telework vs non-telework:** teleworkers have a better score on all the variables we have tested, except on work-life balance (teleworkers estimate having a lower WLB than those who do not telework). There is no significant difference about the workload, the concentration and the psychological health.

- **Telework has a positive effect on all the variables which have been tested.**

**Flexdesk vs. non-flexdesk:** people who work in a flexdesk feel less autonomous; have lower concentration; lower satisfaction (about their job and their career); lower organizational support and commitment; lower learning opportunities; lower self-efficacy; and are less satisfied about their work environment. Regarding the other variables, there is no significant difference, but surprisingly, workers in a flexdesk have a better work life balance than those who do not work in a flexdesk.

- **People who work in a flexdesk feel less satisfied** on almost all the variables which have been tested.

**Telework and flexdesk vs. non-telework and flexdesk :** workers who mix telework and flexdesk have better score on almost all the variables we have checked compare to those who only work in a flexdesk. There is no significant difference concerning the workload, the concentration and the psychological health. There is no significant difference concerning the work-life balance, which means that working alternately in a flexdesk can countervail the conflicts family/work experienced by teleworkers.

- **When workers mix the two practices, telework seems to have a positive influence and countervails the negative impacts of the flexdesk.**

Table 2 - Flexwork practices: telework and flexdesk

VARIABLES		Telework vs. non-telework <i>I'm teleworking, compared to those who do not</i>	Flexdesk vs. non-flexdesk <i>I'm working in a flexdesk, compared to those who do not</i>	Telework and flexdesk vs. non-telework and flexdesk <i>I'm teleworking and working in a flexdesk, compared to those who do not telework but work in a flexdesk</i>	Telework and non-flexdesk vs. non-telework and non-flexdesk <i>I'm teleworking but I do not work in a flexdesk, compared to those who do not telework and do not work in a flexdesk neither</i>
Workload	Well-being	/	/	/	/
Psychological health	Well-being	/	/	/	/
Work Life Balance	Well-being	×	✓	/	/
Job satisfaction	Well-being	✓	×	✓	/
Career satisfaction	Well-being	✓	×	✓	×
Work environment	Well-being + Prod	✓	×	✓	×
Concentration	Productivity	/	×	/	×
Self-efficacy	Productivity	✓	×	✓	×
Motivation	Productivity	✓	/	✓	/
Organizational commitment	Collaboration	✓	×	✓	×
Learning opportunities	Collaboration	✓	×	✓	×
Group cohesion	Collaboration	✓	/	✓	/
Emotional involvement (supervisor)	Collaboration	✓	/	✓	/
Emotional involvement (group)	Collaboration	✓	/	✓	/
Autonomy & Control		✓	×	✓	×
Perceived organizational support		✓	×	✓	×
Clarity of roles and boundaries		✓	/	✓	/
Perceived supervisor support		✓	/	✓	/



### **b. Types of telework (see table 3, p.9)**

**Home-based telework vs. non home-based telework :** except for their work-life balance, home-based teleworkers show better results on all the variables than those who do not telework at home. There is no significant difference regarding the workload, the concentration and the psychological health.

- **Homebased telework: teleworking at home has a positive effect on all the variables which have been tested, except concerning their work life balance.**

**Mobile telework vs. non mobile telework:** mobile teleworkers have almost the same profile than the homebased-teleworkers, except regarding the boundaries and role which are more unclear for them. There is no significant difference about the concentration, the work environment, the perceived organizational support, the group cohesion, the emotional involvement (concerning the supervisor and the group) and the psychological health.

- **Doing mobile telework has a positive effect on almost all the variables which have been tested, except concerning their work life balance and the clarity of boundaries and roles.**

**Satellite office vs. non satellite office:** Workers who work in a satellite office feel having learning opportunities than those who do not; there is no significant difference on others variables.

- **There is no significant differences between workers who work in a satellite office and those who do not, except concerning the learning opportunities.**

Table 3 - Flexwork practices : types of telework

VARIABLES		<b>Homebased-telework vs. non homebased telework</b> <i>I'm a homebased-teleworker, compared to those who do not</i>	<b>Mobile telework vs. non mobile telework</b> <i>I'm a mobile teleworker, compared to those who do not</i>	<b>Satellite office vs. non satellite office</b> <i>I'm working in a satellite office, compared to those who do not</i>
Workload	Well-being	/	✓	/
Psychological health	Well-being	/	/	/
Work Life Balance	Well-being	✗	✗	/
Job satisfaction	Well-being	✓	✓	/
Career satisfaction	Well-being	✓	✓	/
Work environment	Well-being + Prod	✓	/	/
Concentration	Productivity	/	/	/
Self-efficacy	Productivity	✓	✓	/
Motivation	Productivity	✓	✓	/
Organizational commitment	Collaboration	✓	✓	/
Learning opportunities	Collaboration	✓	✓	✓
Group cohesion	Collaboration	✓	/	/
Emotional involvement (supervisor)	Collaboration	✓	/	/
Emotional involvement (group)	Collaboration	✓	/	/
Autonomy & Control		✓	✓	/
Perceived organizational support		✓	/	/
Clarity of roles and boundaries		✓	✗	/
Perceived supervisor support		✓	✓	/

### c. Types of flexdesk (see table 4, p.11)

**Traditional openspace vs. non traditional openspace :** people working in a traditional openspace feel having less autonomy and control; a lower self-efficacy; but a better work environment than those who do not work in a traditional openspace. There is no significant difference on the others variables.

- **There is no significant difference between workers who work in a traditional openspace and those who do not, except regarding work environment and self-efficacy.**

**Shared desk vs. non shared desk:** people working in a shared desk feel less concentrated and that the boundaries and roles are more unclear ; than those who do not work in a shared desk. There is no significant difference on the others variables.

- **Working in a shared desk lead to lower concentration what has a negative impact on productivity**

**Individual office vs. non individual office:** people working in an individual office feel having higher level of autonomy and control; feel more concentrated and having a better self-efficacy; are more satisfied (about their job and their career); have a higher organizational commitment and perceived a higher organizational support; their work environment and their learning opportunities appears better to them. **But**, they estimate facing more work-family conflicts.

- **Working in an individual office have a positive effect on almost all the variables which have been tested, except work life balance.**

Table 4 : Flexwork practices : type of workspace

VARIABLES		<b>Traditional openspace vs. non traditional openspace</b> <i>I'm working in a traditional openspace, compared those who do not</i>	<b>Shared desk vs. non shared desk</b> <i>I'm working in a shared desk, compared those who do not</i>	<b>Individual office vs. non individual office</b> <i>I'm working in an individual office, compared those who do not</i>
Workload	Well-being	/	/	/
Psychological health	Well-being	/	/	/
Work Life Balance	Well-being	/	/	×
Job satisfaction	Well-being	/	/	✓
Career satisfaction	Well-being	/	/	✓
Work environment	Well-being + Prod	✓	/	✓
Concentration	Productivity	/	×	✓
Self-efficacy	Productivity	×	/	✓
Motivation	Productivity	/	/	/
Organizational commitment	Collaboration	/	/	✓
Learning opportunities	Collaboration	/	/	✓
Group cohesion	Collaboration	/	/	/
Emotional involvement (supervisor)	Collaboration	/	/	/
Emotional involvement (group)	Collaboration	/	/	/
Autonomy & Control		×	/	✓
Perceived organizational support		/	/	✓
Clarity of roles and boundaries		/	×	/
Perceived supervisor support		/	/	/

### 3.3. Main correlations

#### a. Workspace

Workers who work on a *flexdesk* (openspace or shared desk) attach *more* importance on the relationships between **learning opportunities; distraction; work environment;** and the others variables, than the workers in an individual office. This means these dimensions are more critical working on flexdesks.

Workers working in an *individual office* attach *more* importance on the relationship between **self-efficacy** and the other variables. This may mean that those working in an individual office are more focused on individual performance, and that is maybe why they work in an individual space.

Workers who work on a flexdesk (openspace or shared desk) attach *more* importance on the link between **distraction** and workload, job satisfaction and work environment. Workers who work on an openspace attach much more importance on the link between distraction and career satisfaction and learning opportunities, than the workers inside a shared desk and individual office.

Workers who work on a flexdesk (openspace or shared desk) attach *more* importance on the link between **work environment** and workload, distraction, job satisfaction, learning opportunities and psychological health. This reflects that the physical structure generates frustration on these dimensions though they perceived as not adapted to a qualitative work.

Workers who work on a *shared desk* attach *more* importance on the relationship between **group cohesion** and all the others variables. This may signify those workers feel less belonging to a group and are oversensitive to this collective dimension, as research on the feeling of isolation demonstrated. Since group cohesiveness may impact organizational commitment, this result has to be taken into account seriously by HR leaders and managers.

#### b. Telework practices

Workers in a *satellite office* attach *more* importance on the link between: **emotional involvement with regards to the working group** and all the others variables, than those who telework at home or mobile ; **work-life balance** and workload, distraction, organizational commitment, learning opportunities, perceived organizational support, clarity of boundaries and roles, group cohesion, emotional involvement (group), and self-efficacy ; **learning opportunities** and work-life balance, work environment, emotional involvement (group), psychological health and self efficacy ; **autonomy & control** and work environment, emotional involvement (group), psychological health and self efficacy ; **self efficacy** and autonomy & control, work life balance, organizational commitment, learning opportunities, perceived organizational support, group cohesion, and emotional involvement (group).

Workers who do *mobile telework or work in a satellite office* attach *more* importance on the link between **psychological health** and all the others variables, than those who telework at

home. This may reflect that the hybridity they face (in the multilocalisation of work) generates a higher mental workload.

Workers who do *home-based telework* are they who attach *less* importance on the link between **work environment** and the other variables. This means work environment is not critical and is considered as adapted to the work activity. In home-based teleworking, people do not consider their domestic environment as problematic (since, probably, they do not entirely associate it to a professional workspace submitted to colleagues' distraction).

## 4. Conclusion

*Teleworking* is seen as positively influencing collaboration, productivity and well-being, to the notable exception of the work-life balance which is negatively associated to telework practice, especially for home-based and mobile telework, for men and for non-managers.

Globally, *flexdesk* is *negatively* perceived and impairs collaboration, productivity and well-being, except regarding the work-life balance (positive impact of the flexdesk). The flexdesk has a greater negative impact on productivity: less self-efficacy and worse work environment (especially for women and non-managers); less concentration and people working in a flexdesk feel their job description and boundaries are more unclear (especially in shared desk).

**These analyses and findings, together with the outcomes raised from the other researches conducted these last two years on flexwork, call for a specific regulation of flexwork practices.** HR managers must give more information about the **objectives** of flexwork (reducing cost reduction, fostering collaboration, flexibilizing work, etc.), the content and modalities (associated HR policies, recommended uses and behaviors associated to flexwork) that have to be **co-constructed** with employees to foster adhesion. Purpose is a central issue in management research and practice and it has been demonstrated that when identifying the purpose of management practices and work, workers were more engaged, satisfied and efficient. The fundamental purpose of shared offices (the "clean" desk policy), especially, is difficult to understand for employees and this may, to a large extent, explain the highly negative effects of such flexwork practice on well-being, productivity and collaboration.

More pragmatically, it is also required, when developing new forms of work organization, to develop a **qualitative monitoring** of stakeholder's experiences (colleagues, managers, clients), on the top of a traditional quantitative survey. In addition, the effects and influences of flexwork on collaboration must be **regulated** by modulating the frequency of use and by mixing practices.

In conclusion, **adjustments and alignments** between objectives and uses must to be constant and continuous regarding the different effects and influences of the flexwork practices on people.

## 5. Annexes

### Some sociodemographic comparisons (see tables 5, 6 and 7, p.15-16-17)

- Women who telework do not perceive significant differences among almost all the variables which have been tested, except for four which are **positive** (job & career satisfaction, motivation and learning opportunities).
- Men who telework feel significant differences on almost all the variables which have been tested, except concerning their work life balance.
- Men who work in a flexdesk perceive a lower satisfaction on different variables which have been tested.
- Women who work in a flexdesk do not perceive significant difference among almost all the variables which have been tested, except for four which are **negative** (work environment, self-efficacy, autonomy & control, perceived organizational support)
- People who telework and have children perceive a **higher** satisfaction on a majority of the variables which have been tested. Results are almost the **same** for people who have not children.
- People who work in a flexdesk and have children perceive a **lower** satisfaction on a majority of the variables which have been tested. Results are **different** for people who have not children: except concerning their work environment (worse), there is no significant difference.
- Managers who telework perceive a **higher** satisfaction on a majority of the variables which have been tested. Results are mainly the **same** for non-managers.

Table 5 - Sociodemographic comparison : man and woman

VARIABLES		<b>Telework vs. non telework</b> <i>I'm teleworking, compared to those who do not</i>	<b>Telework + woman vs. non telework + woman</b> <i>I'm a woman and I'm teleworking, compared to those women who do not</i>	<b>Telework + man vs. non telework + man</b> <i>I'm a man and I'm teleworking, compared to those men who do not</i>	<b>Flexdesk vs. non flexdesk</b> <i>I'm working in a flexdesk, compared to those who do not</i>	<b>Flexdesk + woman vs. non flexdesk + woman</b> <i>I'm a woman and I work in a flexdesk, compared to those who do not</i>	<b>Flexdesk + man vs. non flexdesk + man</b> <i>I'm a man and I work in a flexdesk, compared to those who do not</i>
Workload	Well-being	/	/	/	/	/	/
Psychological health	Well-being	/	/	/	/	/	/
Work Life Balance	Well-being	×	/	×	✓	/	/
Job satisfaction	Well-being	✓	✓	✓	×	/	×
Career satisfaction	Well-being	✓	✓	✓	×	/	×
Work environment	Well-being + Prod	✓	/	✓	×	×	×
Concentration	Productivity	/	/	/	×	/	×
Self-efficacy	Productivity	✓	/	✓	×	×	×
Motivation	Productivity	✓	✓	✓	/	/	/
Organizational commitment	Collaboration	✓	/	✓	×	/	/
Learning opportunities	Collaboration	✓	✓	✓	×	/	×
Group cohesion	Collaboration	✓	/	/	/	/	/
Emotional involvement (supervisor)	Collaboration	✓	/	✓	/	/	/
Emotional involvement (group)	Collaboration	✓	/	✓	/	/	/
Autonomy & Control		✓	/	✓	×	×	×
Perceived organizational support		✓	/	/	×	×	/
Clarity of roles and boundaries		✓	/	✓	/	/	/
Perceived supervisor support		✓	/	✓	/	/	/



Table 6 - Sociodemographic comparison : having children or not

VARIABLES		Telework vs. non telework <i>I'm teleworking, compared to those who do not</i>	Telework + children vs. no telework and children <i>I'm teleworking and I have children, compared to those who do not telework</i>	Telework + no children vs. no telework + no children <i>I'm teleworking and have <b>not</b> children, compared to those who do not telework</i>	Flexdesk vs. no flexdesk <i>I work in a flexdesk, compared to those who do not</i>	Flexdesk + children vs. no flexdesk + children <i>I work in a flexdesk and I have children, compared to those who do not work in a flexdesk</i>	Flexdesk + children vs. no flexdesk + no children <i>I work in a flexdesk and have <b>not</b> children, compared to those who do not work in a flexdesk</i>
Workload	Well-being	/	/	/	/	/	/
Psychological health	Well-being	/	/	/	/	/	/
Work Life Balance	Well-being	×	/	/	✓	✓	/
Job satisfaction	Well-being	✓	✓	✓	×	/	/
Career satisfaction	Well-being	✓	✓	✓	×	×	/
Work environment	Well-being + Prod	✓	✓	✓	×	×	×
Concentration	Productivity	/	/	/	×	×	/
Self-efficacy	Productivity	✓	✓	✓	×	×	/
Motivation	Productivity	✓	✓	✓	/	/	/
Organizational commitment	Collaboration	✓	/	✓	×	×	/
Learning opportunities	Collaboration	✓	✓	✓	×	/	/
Group cohesion	Collaboration	✓	/	/	/	/	/
Emotional involvement (supervisor)	Collaboration	✓	/	✓	/	/	/
Emotional involvement (group)	Collaboration	✓	/	/	/	/	/
Autonomy & Control		✓	✓	/	×	×	×
Perceived organizational support		✓	/	/	×	×	/
Clarity of roles and boundaries		✓	/	/	/	/	/
Perceived supervisor support		✓	/	✓	/	/	/

Table 7 - Sociodemographic comparison : being a manager or not

VARIABLES		<i>I'm teleworking, compared to those who do not</i>	<i>I'm teleworking and I'm <b>not</b> a manager, compared to those who do not telework</i>	<i>I'm teleworking and I'm a manager, compared to those who do not telework</i>	<i>I'm working in a flexdesk, compared to those who do not</i>	<i>I'm working in an flexdesk and I'm <b>not</b> a manager, compared to those who do not work in a flexdesk</i>	<i>I'm working in a flexdesk and I'm a manager, compared to those who do not work in a flexdesk</i>
Workload	Well-being	/	/	/	/	/	/
Psychological health	Well-being	/	/	/	/	/	/
Work Life Balance	Well-being	×	×	/	✓	/	/
Job satisfaction	Well-being	✓	✓	✓	×	/	/
Career satisfaction	Well-being	✓	✓	✓	×	/	×
Work environment	Well-being + Prod	✓	/	✓	×	×	×
Concentration	Productivity	/	/	/	×	/	/
Self-efficacy	Productivity	✓	✓	✓	×	×	×
Motivation	Productivity	✓	✓	✓	/	/	/
Organizational commitment	Collaboration	✓	/	✓	×	/	×
Learning opportunities	Collaboration	✓	✓	✓	×	/	×
Group cohesion	Collaboration	✓	✓	/	/	/	/
Emotional involvement (supervisor)	Collaboration	✓	✓	/	/	/	/
Emotional involvement (group)	Collaboration	✓	✓	/	/	/	/
Autonomy & Control		✓	/	✓	×	×	/
Perceived organizational support		✓	/	✓	×	/	/
Clarity of roles and boundaries		✓	/	/	/	/	×
Perceived supervisor support		✓	✓	✓	/	/	/

		Company's name					Total
		AXA	BELGACOM	HEIDELBERG	STIB	UCL	
<b>Are you a teleworker?</b>	Yes	233	304	51	103	33	724
	No	3	25	12	77	0	117
Total		236	329	63	180	33	841

		Company's name					Total
		AXA	BELGACOM	HEIDELBERG	STIB	UCL	
<b>Do you telework since you have been hired?</b>	Yes	11	80	18	64	6	179
	No	225	249	45	116	27	662
Total		236	329	63	180	33	841

		Company's name					Total
		AXA	BELGACOM	HEIDELBERG	STIB	UCL	
<b>Could you give up telework in the future ?</b>	Yes	44	50	14	70	7	185
	No	192	279	49	110	26	656
Total		236	329	63	180	33	841

**Do you telework at home ?**

Company's name		Frequency	Percentage
AXA	Yes	236	100,0
	No		
BELGACOM	No	37	11,2
	Yes	292	88,8
	Total	329	100,0
HEIDELBERG	No	10	15,9
	Yes	53	84,1
	Total	63	100,0
STIB	No	65	36,1
	Yes	115	63,9
	Total	180	100,0
UCL	Oui	33	100,0

**Do you do mobile telework ?**

Company's name		Frequency	Percentage
AXA	No	181	76,7
	Yes	55	23,3
	Total	236	100,0
BELGACOM	No	167	50,8
	Yes	162	49,2
	Total	329	100,0
HEIDELBERG	No	20	31,7
	Yes	43	68,3
	Total	63	100,0
STIB	No	90	50,0
	Yes	90	50,0
	Total	180	100,0
UCL	No	18	54,5
	Yes	15	45,5
	Total	33	100,0

**Do you work in a satellite office ?**

Company's name		Frequency	Percentage
AXA	No	210	89,0
	Yes	26	11,0
	Total	236	100,0
BELGACOM	No	199	60,5
	Yes	130	39,5
	Total	329	100,0
HEIDELBERG	No	39	61,9
	Yes	24	38,1
	Total	63	100,0
STIB	No	155	86,1
	Yes	25	13,9
	Total	180	100,0
UCL	No	29	87,9
	Yes	4	12,1
	Total	33	100,0

**What is the type of workplace where you work ?**

		Company's name					Total
		AXA	BELGACOM	HEIDELBERG	STIB	UCL	
<b>Traditionnal Openspace</b>	No	45	151	37	162	24	419
	Yes	191	178	26	18	9	422
Total		236	329	63	180	33	841

		Company's name					Total
		AXA	BELGACOM	HEIDELBERG	STIB	UCL	
<b>Combi-Office</b>	No	200	234	61	38	33	566
	Yes	36	95	2	142	0	275
Total		236	329	63	180	33	841

		Company's name					Total
		AXA	BELGACOM	HEIDELBERG	STIB	UCL	
<b>Hot-Desking</b>	No	232	288	59	167	33	779
	Yes	4	41	4	13	0	62
Total		236	329	63	180	33	841

		Company's name					Total
		AXA	BELGACOM	HEIDELBERG	STIB	UCL	
<b>Just-in-Time Office</b>	No	235	327	62	178	33	835
	Yes	1	2	1	2	0	6
Total		236	329	63	180	33	841

		Company's name					Total
		AXA	BELGACOM	HEIDELBERG	STIB	UCL	
<b>Individual office</b>	No	232	316	33	175	9	765
	Yes	4	13	30	5	24	76
Total		236	329	63	180	33	841

		Company's name					Total
		AXA	BELGACOM	HEIDELBERG	STIB	UCL	
<b>I have always worked in openspace</b>	Yes	128	188	24	101	4	445
	No	108	141	39	79	29	396
Total		236	329	63	180	33	841

How many people are working around you in your workplace ?

	Company's name					Total
	AXA	BELGACOM	HEIDELBERG	STIB	UCL	
<b>I work alone in my office</b> No	234	321	41	178	17	791
Yes	2	8	22	2	16	50
Total	236	329	63	180	33	841

	Company's name					Total
	AXA	BELGACOM	HEIDELBERG	STIB	UCL	
<b>Less than 5 people work around me</b> No	227	318	34	171	17	767
Yes	9	11	29	9	16	74
Total	236	329	63	180	33	841



	Company's name					Total
	AXA	BELGACOM	HEIDELBERG	STIB	UCL	
<b>Between 5 and 20 people are working around me</b> No	93	157	53	81	32	416
Yes	143	172	10	99	1	425
Total	236	329	63	180	33	841

	Company's name					Total
	AXA	BELGACOM	HEIDELBERG	STIB	UCL	
<b>Between 20 and 50 people are working around me</b> No	167	221	61	133	33	615
Yes	69	108	2	47	0	226
Total	236	329	63	180	33	841

	Company's name					Total
	AXA	BELGACOM	HEIDELBERG	STIB	UCL	
<b>More than 50 people work around me</b> No	223	299	63	157	33	775
Yes	13	30	0	23	0	66
Total	236	329	63	180	33	841

**How many hours do you work per week ?**

	Company's name					Total
	AXA	BELGACOM	HEIDELBERG	STIB	UCL	
<b>I work less than 30 hour/week</b> No	218	320	59	174	25	796
Yes	18	9	4	6	8	45
Total	236	329	63	180	33	841

		Company's name					Total
		AXA	BELGACOM	HEIDELBERG	STIB	UCL	
<b>I work between 30 hours and 40 hours per week</b>	No	72	186	47	101	15	421
	Yes	164	143	16	79	18	420
Total		236	329	63	180	33	841

		Company's name					Total
		AXA	BELGACOM	HEIDELBERG	STIB	UCL	
<b>I work between 40 hours and 50 hours per week</b>	No	182	152	20	85	26	465
	Yes	54	177	43	95	7	376
Total		236	329	63	180	33	841

### What is your gender ?

		Company's name					Total
		AXA	BELGACOM	HEIDELBERG	STIB	UCL	
<b>What is your gender ?</b>	Female	117	127	27	71	30	372
	Male	119	202	36	109	3	469
Total		236	329	63	180	33	841

Since how many years do you work in your company ?

		Company's name					Total
		AXA	BELGACOM	HEIDELBERG	STIB	UCL	
<b>I working since less than 5 years</b>	No	230	312	43	96	24	705
	Yes	6	17	20	84	9	136
Total		236	329	63	180	33	841

		Company's name					Total
		AXA	BELGACOM	HEIDELBERG	STIB	UCL	
<b>Between 5 and 10 years</b>	No	183	300	53	142	25	703
	Yes	53	29	10	38	8	138
Total		236	329	63	180	33	841

		Company's name					Total
		AXA	BELGACOM	HEIDELBERG	STIB	UCL	
<b>Between 10 and 15 years</b>	No	189	259	56	159	27	690
	Yes	47	70	7	21	6	151
Total		236	329	63	180	33	841

		Company's name					Total
		AXA	BELGACOM	HEIDELBERG	STIB	UCL	
<b>Between 15 and 20 years</b>	No	208	248	54	177	30	717
	Yes	28	81	9	3	3	124
Total		236	329	63	180	33	841

		Company's name					Total
		AXA	BELGACOM	HEIDELBERG	STIB	UCL	
<b>Between 20 and 25 years</b>	No	203	263	55	178	31	730
	Yes	33	66	8	2	2	111
Total		236	329	63	180	33	841

		Company's name					Total
		AXA	BELGACOM	HEIDELBERG	STIB	UCL	
<b>More than 25 years</b>	No	167	261	54	147	28	657
	Yes	69	68	9	33	5	184
Total		236	329	63	180	33	841

**Do you work in flexdesk since you have been hired ?**

	Company's name					Total
	AXA	BELGACOM	HEIDELBERG	STIB	UCL	
<b>Do you work in flexdesk since you have been hired ?</b> Yes	123	184	25	99	3	434
No	113	145	38	81	30	407
Total	236	329	63	180	33	841

**What is your fonction ?**

	Company's name					Total
	AXA	BELGACOM	HEIDELBERG	STIB	UCL	
<b>I'm a opertionnal (administrative, technician, etc.)</b> No	32	106	21	78	3	240
Yes	204	223	42	102	30	601
Total	236	329	63	180	33	841

		Company's name					Total
		AXA	BELGACOM	HEIDELBERG	STIB	UCL	
<b>I'm a manager (responsibility, management, etc.)</b>	No	200	203	36	90	25	554
	Yes	36	126	27	90	8	287
Total		236	329	63	180	33	841

**What is your mother tongue ?**

		Company's name					Total
		AXA	BELGACOM	HEIDELBERG	STIB	UCL	
<b>I'm a french speaker</b>	No	123	183	36	50	2	394
	Yes	113	146	27	130	31	447
Total		236	329	63	180	33	841

		Company's name					Total
		AXA	BELGACOM	HEIDELBERG	STIB	UCL	
<b>I'm a dutch speaker</b>	No	113	142	26	130	32	443
	Yes	123	187	37	50	1	398
Total		236	329	63	180	33	841





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<sup>i</sup> *Telework* is a form of work organization in which the work is partially or completely done outside of the conventional workplace (offices) with the help of information and communication technologies in order to keep a link with the office (Konradt et al., 2000)

<sup>ii</sup> *Openspace* is a great class office drained of differentiation and composed of compact rows where employees work (Leon, 2003)

<sup>iii</sup> *Home-based teleworking* refers to employees who work at home on a regular basis, though not necessarily every day (Kurland et Bailey, 1999)

<sup>iv</sup> *Mobile workers* are frequently on the road, using communications technology to work from home, from a car, from a plane, or from a hotel – communicating with the office as necessary from each location. Mobile workers thus are accustomed to working in an assortment of locales (Kurland et Bailey, 1999)

<sup>v</sup> In *satellite offices*, employees work both outside the home and away from the conventional workplace in a location convenient to the employees and/or customers. A satellite office houses only employees from a single firm; it is in some sense a branch office whose purpose is to alleviate employees' commute (Kurland et Bailey, 1999)