

HOME-BASED TELEWORK AT THE MINISTRY OF FOREIGN AFFAIRS



A research into the effect of imposed Home-based Telework (HbTW) due to the COVID-19 crisis on employee well-being and the moderating effect of organisational support

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Floris Smit – 5655994
f.p.smit2@students.uu.nl
Supervisor: Dr. R.T. Borst
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ABSTRACT

Home-based Telework (HbTW) is an HR-practice which was imposed on employees of the Ministry of Foreign Affairs (BZ) during the COVID-19 crisis, in order to continue its work processes. The effect of this implementation on employee well-being is unknown. The goal of this study is to see to what extent involuntary HbTW affects the various dimensions of employee well-being, and how that effect is moderated by organisational support from the Ministry. The job demands-resources (JD-R) model is used to research this relation, where involuntary HbTW is the demand and organisational support the resource. The analysis of a survey which was sent to employees of BZ (N = 123) shows that (a) involuntary HbTW is seen as a challenging demand; (b) involuntary HbTW has a positive effect on some dimensions of employee well-being, and no effect on others; and (c) that organisational support by BZ does not have a moderating effect on the relation between involuntary HbTW and the various dimensions of employee well-being. In conclusion, imposing HbTW to continue the work processes of the Ministry had no negative effect on employee well-being, and in some cases even a positive effect.

Keywords

Home-based Telework, employee well-being, JD-R model, organisational support, imposed HbTW, COVID-19

PREFACE

Dear reader,

The first time I set foot in the Ministry of Foreign Affairs (BZ) was for a meeting back in October, 2019 with my master's group organised by prof. Paul Boselie. BZ had always been an organisation which I found very interesting, because of the dynamic, internationally focussed goals it has. After the meeting I was enthusiastic and wanted to inquire about the possibilities of writing my thesis at BZ. So, I went and asked Paul Boselie who at BZ I should contact, and before I knew it, in the beginning of January, I was in a second meeting organised by him. Here, I met several people from BZ, including my supervisor to be, Brak Storms. It was discussed that my thesis could be an addition to the PhD project of Michèlle van Wijk, and that I could look into performance management. On Wednesday March 11, I had a third meeting at BZ with Brak Storms and Agnes Zalme. We discussed the topic of the research, and came to the idea of looking into the conversation cycle (a performance management tool). I was really looking forward to this, after all, I was about to start my internship at BZ.

And then... on that same Wednesday in March, COVID-19 was declared a pandemic by the WHO.

Fortunately, my research could continue, with some adjustments of course. I would start my internship some time later, but I could already start with the research design. However, due to the corona crisis I noticed my interest in the research was declining, and when I received an email from Brak about him adjusting to working at home, I knew I had to change my research into what currently lies in front of you.

Looking at the effect of working at home on well-being was a very interesting research to do, and for me at the same time also a challenge, since I had to do exactly the same! Eventually, it worked out fine, and I'm very proud to present to you my thesis on home-based telework at BZ during the corona crisis. I would never have succeeded if not for the help and support from so many people, who I would like to thank.

First of all, an enormous thank you to both of my supervisors: Brak Storms, who supported me and my research along the way, and dr. Rick Borst, who helped me with everything I wanted to know about my thesis during the past six months, and was always available to answer my questions. Thank

you for your incredibly fast replies. I would also like to thank dr. Carina Schott for the feedback on my research proposal.

Furthermore, I would like to thank my teachers in the Master program, and especially Paul Boselie and Eva Knies. A big shout out to my fellow students, who showed me that being the only guy in a group of girls is not that bad. I want to thank my friends for their support and inspiration (especially Bob, Sjoerd and Milan). I want to thank my girlfriend, Eva, for her comfort, patience and love. And I want to thank especially my parents, who put their faith in me and enabled me to study.

I hope you will enjoy this thesis!

Floris Smit

Utrecht, July 3, 2020

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§ 1 INTRODUCTION

On March 11, 2020 the World Health Organisation declared the outbreak of the COVID-19 virus a pandemic, but one that was manageable if drastic measures would be taken (WHO, 11-03-2020). In order to slow the transmission of the virus, governments implemented several social distancing measures such as teleworking (Johnson et al., 2020). Teleworking is a human resource (HR) practice which “occurs when employees perform all or a substantial part of their work physically separated from the location of their employer, using IT for operation and communication” (Baruch, 2001, p. 114). Because of the COVID-19 outbreak, organisations closed their doors and imposed employees who could work at home, to work at home. By order of the government, organisations in the Netherlands were expected to have all non-vital employees work from home as well (NRC, March 2020). The Ministry of Foreign Affairs (BZ) has also decided to have most of their employees in the Netherlands work at home. Imposing employees to telework might have an impact on their overall well-being, since they have to adapt to this new way of working and the different conditions which it entails (Peters, Poutsma, Van der Heijden, Bakker & Bruijn, 2014). However, this impact is unknown since many Dutch public organisations, including the Ministry of Foreign Affairs, have implemented the possibility of voluntary teleworking (De Vries, Tummers & Bekkers, 2019) but until now, have never had to deal with imposed teleworking. The relations between imposed teleworking and well-being of BZ employees, as well as how BZ deals with this imposed teleworking will therefore be studied in this thesis.

Although it is unknown what the relations between imposed teleworking and well-being of employees are, even the general literature about the relations between voluntary teleworking and well-being is inconclusive (e.g. Sardeshmukh, Sharma & Golden, 2012). One of the reasons is that well-being consists of various dimensions which might conflict with one another (Cañibano, 2013). According to Grant, Christianson and Price (2007), well-being consists of the following three dimensions: psychological (happiness), physical (health) and social (relationships) well-being. As a result, teleworking can be positive for psychological well-being because it increases autonomy and lowers work-family conflict (Gajendran & Harrison, 2007). However, at the same time, teleworking seems to have a negative impact on physical and social well-being, because employees might “be subject to more interruptions, such as potential distractions from family members or co-workers via email, calls and chat” (Boell, Cecez-Kecmanovic & Campbell, 2016, p. 117) and colleagues will see each other less and spend less time together potentially resulting in decreased social support (Demerouti, Derks, Lieke & Bakker, 2014). The effect of telework on well-being is therefore unclear.

It can have positive and negative aspects at the same time (e.g. Day, Scott & Kelloway, 2010; Sardeshmukh et al., 2012; Van Steenbergen, van der Ven, Peeters & Taris, 2018). There might even be a tradeoff between the different dimensions of well-being, where the health-related component often suffers as a result of happiness and relationships-related well-being (Grant et al., 2007).

Since voluntary teleworking both has positive and negative consequences on well-being, teleworking can be considered as a job resource and job demand at the same time (Peters et al., 2014). Job demands and resources, and their effect on employee well-being, are central to the job demands-resources model (JD-R Model) of Demerouti, Bakker, Nachreiner and Schaufeli (2001). This model shows how various demands of a job “require sustained physical or psychological effort and are therefore associated with certain physiological and psychological costs” (Schaufeli & Taris, 2014, p. 56). These demands can be social, organisational, or physical aspects of the job. Several job resources exist which can counteract these demands and which “are functional in achieving work goals, reduce job demands, or stimulate personal growth and development” (Schaufeli & Taris, 2014, p. 56). Since job resources can reduce job demands, they have a buffering effect on the latter (Bakker, Demerouti & Euwema, 2005). On the one hand, teleworking is often seen as a resource which enables employees to have a higher degree of autonomy, more freedom to schedule their work and a way to balance work and family better (e.g. Anderson, Kaplan & Vega, 2015; Gajendran & Harrison, 2007). On the other hand, teleworking is also seen as a demand because it increases role ambiguity and reduces support and feedback (e.g. Sardeshmukh et al., 2012).

While the general literature is already inconclusive about the relations between voluntary teleworking and well-being, the literature about imposed teleworking is even more scarce. On the one hand, some scholars show that from an organisational perspective, imposed telework is an effective measure because it facilitates the continuation of business processes in times of crisis (Donnelly & Proctor-Thomson, 2015; Green, Tappin & Bentley, 2017; Mello, de Assis Goncalves & Lima, 2011). On the other hand, scholars show that from an employee perspective, mandatory and imposed telework is a sudden change which can create more work-to-family conflict (e.g. Lapierre, Van Steenbergen, Peeters & Kluwer, 2016). This is because the boundaries between life and work dissolve (Boswell & Olson-Buchanan, 2007). This disruption of boundaries between work and home, and the work-family conflict it causes, might increase the stress level of employees (Allvin, Aronsson, Hagstrom, Johansson & Lundberg, 2011). This can be interpreted as mandatory telework having a negative impact on employee well-being, since work-family conflict has been shown to have a negative association with employee well-being (Lapierre et al., 2016).

While in the general teleworking literature teleworking was still considered both a resource and a demand, it seems to be that imposed, involuntary homebased telework (HbTW) is always seen as a job demand. Especially because the abrupt and mandatory shift to HbTW without a trial period puts an extra demand on employees (Donnelly & Proctor-Thomson, 2015). What is happening

now during the COVID-19 crisis is such an involuntary and abrupt implementation of HbTW for employees of BZ. The way in which employees now have to work, the place where they work and the normal structure of work have all suddenly changed. Resulting from this change are among others complexity, computer (and other IT) problems, work-home conflict, unfavourable work conditions, and role conflict, which are considered to be job demands (Schaufeli & Taris, 2014, p. 64). This means that involuntary HbTW can be considered a demand and not a resource, since it demands an effort from the employees to deal with it. However, although involuntary HbTW is seen as a job demand, this does not necessarily mean it is something negative. It could be that involuntary HbTW, difficult as it might be, is seen as a challenging demand instead of a hindering one by the employees of BZ. The difference between these types of demands is that a hindering demand is only experienced as an obstacle by employees, whereas the presence of a challenging demand might motivate employees to overcome it, resulting in more satisfaction when having accomplished this challenge (Van den Broeck, De Cuyper, De Witte & Vansteenkiste, 2010). Involuntary HbTW can thus be perceived as a hindering or a challenging demand by employees. On the one hand, HbTW when seen as a hindering demand, for example because work and home are mixed up, would have a negative effect on well-being. On the other hand, HbTW seen as a challenging demand could have a more positive effect, since employees are challenged to try their hardest, which might increase their well-being in the process.

To help employees of BZ to deal with the demand of involuntary HbTW, BZ provides organisational support through for example IT solutions and the provision of information. Organisational support is a job resource in the JD-R model that is positively related to employee well-being and can buffer against the negative effects of demands. Indeed, organisational support can influence employees' perceptions of their ability to manage the demands of telework (Bentley et al., 2016), and is one of the critical success factors for telework (Kowalski & Swanson, 2005). According to Sias (2008), two types of support which are easily provided by an organisation, are instrumental and informational support. Instrumental support consists of tangible forms of help such as material assistance and the provision of services. Informational support means giving advice and information. Some examples of instrumental support provided by BZ are a compensation for the purchase of technical provisions (like headsets and computer monitors) and the provision of IT services. BZ provides informational support through for example its newsletter (Coronanieuws: van B tot Z) and by sharing information and advice about working at home (e.g. how to stay physically and mentally fit). The question is whether this organisational support indeed helps the employees at BZ to deal with the consequences of imposed HbTW so that employee well-being does not suffer as a result of the demand.

1.1 Problem statement

The decision of BZ to close their building in The Hague has resulted in employees working at home and using IT solutions as a way to communicate and to stay connected. It is interesting to research how the implementation of this involuntary HbTW affects the well-being of their employees. As the literature shows, there could be positive results like higher autonomy and the ability to plan your own work, but also negative consequences like increased loneliness or difficulties when working in teams. The effect of involuntary HbTW on employee well-being will depend on whether employees perceive it as a hindering or a challenging demand.

BZ is an interesting case because it is a worldwide organisation with employees all over the globe. Therefore, telework is for some employees something they are used to when they are in contact with embassies and other colleagues working abroad. Thus, for some the involuntary HbTW might not be seen as a hindering, but rather as a challenging demand. However, research shows that public servants can experience negative effects from teleworking, like less organisational commitment (De Vries et al., 2019), so it could also affect the employees of the Ministry negatively. Contrarily, literature shows that telework seems to have the ability to reinforce traditional virtues of a bureaucracy (Taskin & Edwards, 2007), implying that work processes are easily continued in a virtual environment, and do not necessarily affect employees in a negative way. Furthermore, BZ is a Ministry and therefore part of the Rijksoverheid (Central government) of the Netherlands, meaning it has access to vast amounts of resources. It is interesting to see if the of organisational support offered by BZ to its employees helps them.

The aim of this research is to find the effect that involuntary Home-based Telework has on employee well-being at BZ. The support of the Ministry will be looked at as a potential moderator on this effect. The following research question is therefore formulated:

“To what extent does involuntary Home-based Teleworking affect the psychological, physical and social well-being of employees of BZ, and how is that effect moderated by organisational support from the Ministry?”

Theoretical sub-questions

“What is employee well-being and what are the various forms of it?”

“What does involuntary HbTW entail and why can it be seen as a hindering or challenging demand?”

“What is the link between telework and various forms of employee well-being?”

“What is organisational support?”

“How does organisational support moderate the relationship between involuntary HbTW and various forms of employee well-being?”

Empirical sub-questions

“To what extent do the employees of BZ perceive involuntary HbTW as a hindering or a challenging demand?”

“What is the relation between involuntary HbTW and the various forms of well-being of employees of BZ?”

“What is the moderating effect of organisational support by BZ on the relationship between involuntary HbTW and employee well-being?”

“What is the effect of organisational support of BZ on employee well-being?”

1.2 Scientific relevance

There are several reasons why this thesis is relevant from a scientific perspective. First of all, the effect of telework on the different aspects of well-being is researched. The different dimensions of employee well-being might give contrasting results, where some elements of employee well-being will be positively and others negatively affected (Cañibano, 2013). This will add to the mutual gains theory and the perspective about well-being tradeoffs (Grant et al., 2007; Van De Voorde, Paauwe & Van Veldhoven, 2012). For some employees teleworking might have a positive effect on happiness well-being, since they are able to plan their work better, but at the same time they might experience a negative effect on social well-being, as they are less in contact with their co-workers. These differences are relevant to look at, as well as it being relevant to see the variance between employees. This thesis will look at the different forms of employee well-being, and how they are affected by the imposed HbTW. This will provide insight in how different dimensions of well-being are affected.

Second, as mentioned before, there is a considerable amount of research into the relationship between telework and employee well-being (e.g. Day et al., 2010; Kossek, Lautsch & Eaton, 2009; Tavares, 2017; Vega, Anderson & Kaplan, 2015). However, there is hardly any research into this relation in times of crisis. This special context of research might provide different results than would normally be the case which is worth investigating (Donnelly & Proctor-Thomson, 2015). This thesis has a unique opportunity to conduct its research just a few months after the start of the COVID-19 crisis in the Netherlands. Therefore, the context in which this research is carried out is ideal for looking into the adaptation of telework in a time of crisis, and this might provide insights for future similar circumstances.

Thirdly, the involuntary aspect of HbTW in this thesis is worth researching according to Anderson et al. (2015), as most research on telework is about voluntary telework. The situation in which telework is imposed on employees has hardly been researched and is therefore an interesting one to study. Often telework is seen as a choice and as a job resource, enabling for example women

to work while also being able to take care of their children (Bailey & Kurland, 2002). Due to the involuntary nature of HbTW in this case, however, telework is seen as a demand and it is relevant to look into this (Lapierre et al., 2016). This thesis researches the effect of imposed HbTW on employee well-being, adding to the limited literature on this topic.

Fourthly, the question whether involuntary HbTW is considered to be a challenge or a hindrance is interesting (Van den Broeck et al., 2010). A hindering demand is solely detrimental for employees, whereas a challenging demand might turn out to be a good thing, since employees will have to use their creativity and adaptability to overcome it, perhaps improving their overall well-being. This thesis will research the perception of employees towards the imposed HbTW to see if employees experience it as a hindrance or as a challenge.

Finally, the moderating effect of organisational support by BZ on the relationship is also relevant. Organisational support can be seen as a job resource which might ease the strain caused by the demand of involuntary HbTW. According to Bakker and Demerouti (2007) it is interesting to see whether job resources do indeed buffer the effect of job demands on strain and to see if the organisation can act to buffer the negative effects on well-being. Furthermore, if involuntary HbTW is seen as a challenge, organisational support might boost its positive link with well-being (Tadić, Bakker & Oerlemans, 2015). The different resources BZ can provide are instrumental and informational in nature. It is relevant to look at these different resources BZ provides to its employees in order to ease the demands of involuntary HbTW. This thesis looks at telework and the effect it has on employee well-being, and the moderating role of support by the organisation. It is interesting to see to what extent organisational support boosts employee well-being, and how helpful BZ really is to ease the difficulty of imposed HbTW.

1.3 Societal relevance

BZ has the goal to work for the Netherlands, worldwide. Because of the COVID-19 crisis, a lot of Dutchmen need to be repatriated. This is one of the reasons, it is of the utmost importance for BZ to be able to continue its work processes. Researching in what way this affects its employees is meaningful because it provides insight into how BZ can change certain things or how its way of dealing with this crisis might be an inspiration for other organisations to adopt, especially since the Ministry plays a network-facilitating role and is connected to so many other organisations, both domestic and foreign.

Another, more general, aspect why this thesis is relevant from a societal point of view is the fact that recent developments of the COVID-19 outbreak are placing a heavy burden on society and the way people work. Organisations have to deal with the changed reality of social distancing. This thesis focusses on the effect of imposed teleworking on employee well-being and is therefore

very relevant. The insights from this thesis will show how the dimensions of employee well-being are affected by involuntary HbTW. As the measures taken are expected to be in place for quite some time, the results from this research might help to deal with this new reality. As The Atlantic puts it, the “coronavirus is creating a huge, stressful experiment in working from home” (The Atlantic, March 2020). Looking at the effects of involuntary HbTW related to employee well-being is therefore important. Also, news articles by the NOS reported that many home-based workers have difficulty adjusting to the situation, causing them stress. However, positive signals have also started to rise (NOS, April 2020). The research of this thesis could add to these insights.

Integrating organisational support in this research can show the role HR can play in times of hardship. This is particularly interesting since The Economist writes about the importance of good HR policy during this crisis (The Economist, March 2020). The important role CFO’s played after the financial crisis of 2007-09, is now reserved for CHRO’s. The way the HR department is handling this crisis is therefore relevant to investigate. Furthermore, it is relevant to look at the actions taken by BZ to help its employees cope with HbTW.

1.4 Practical relevance

The practical relevance of this research for the Ministry of Foreign Affairs is twofold. Firstly, it offers insight in the effect involuntary HbTW has on the well-being of employees. It is vital to the organisation to know the well-being of its employees, since they are its most important asset. Even though the imposed HbTW is an excellent practice to continue the work processes of the organisation, the effects on the employees are hardly known. Insight into these effects gives the organisation guidance into the way they could continue this development. If it turns out employees are actually really enthusiastic about HbTW, it shows the organisation that their organisation of work could change, and that existing flexibility innovations, such as unallocated workplaces, might even be expanded.

Secondly, because this research incorporates organisational support as a moderating variable, it also shows BZ the effect of the support its providing to their employees. This will be a good starting point to evaluate its way of acting and if necessary to improve its current approach to handling this crisis and supporting employees in their telework activities. This thesis will provide insight into whether or not the support BZ provides to its employees is satisfactory, and whether it has an effect on the relationship between HbTW and employee well-being. These insights can guide the way to facilitate HbTW in the best possible way.

1.5 Reading guide

This thesis is structured as follows. First the theoretical framework is discussed, in which the relevant insights from the literature are presented. The different scientific elements are examined and the relation between them is shown. Based on this the hypotheses are formulated. The methodological part of the research covers the methods used, the operationalisation of the concepts, the scales which are used and the techniques to analyse the collected data. Also, the validity and reliability are discussed. In the results chapter the results of the empirical data collection are presented. In the conclusion an answer to the research question is provided. The discussion places the results against the theory, the limitations of the research are discussed and avenues for future research are explored.

§2 THEORETICAL FRAMEWORK

In the theoretical framework the theoretical concepts are discussed. As the introduction showed, the used concepts can be placed in the overarching JD-R model. Consequently, the JD-R model will be discussed first and the concepts used in this study will be placed in this model (2.1). Thereafter, the concepts of this thesis, and the relationships between them, are discussed. Firstly, employee well-being is discussed (2.2), followed by involuntary Home-based Telework (2.3). Then, the link between involuntary HbTW and the different dimensions of employee well-being is studied (2.4). Thereafter, organisational support will be described (2.5) and finally, the moderating effect of organisational support is described (2.6). The chapter concludes with hypotheses and the research model (2.7).

2.1 JD-R model

As mentioned in the introduction, the Job Demands and Resources (JD-R) model states that there are several demands and resources in a job which affect an individual (Demerouti et al., 2001). It is a model to show the effect of both job demands and resources, on the well-being of employees. Other than most job resources models, which consist of predefined job characteristics, the “JD-R theory is flexible and can accommodate various specific job demands and job resources” (Van Veldhoven et al., 2020, p. 13). Since all job demands and resources can be framed in the model, it can be contextualised to every situation. Furthermore, the model doesn’t just show job resources, but is also interested in demands and the interaction between resources and demands. Therefore, the model is suited to be adapted to this specific thesis.

Job demands

It is important to note that every job places certain demands on employees, making demands not necessarily a negative aspect of a job. However, when there are too many demands, which are not balanced by resources, they will cause stress to employees (Bakker & Demerouti, 2007). Job demands “refer to those physical, psychological, social, or organizational aspects of the job that require sustained physical and/or psychological (cognitive and emotional) effort or skills and are therefore associated with certain physiological and/or psychological costs” (Bakker & Demerouti, 2007, p. 312). When an employee faces too many demands for a persistent period of time, it will have a negative effect on its well-being, for example because the stressors caused by the demand

will result in strain. There is an important distinction to be made between demands that are hindering and those that are challenging (Van den Broeck et al., 2010). While hindering demands are solely detrimental for employees, challenging demands might have a positive effect on employee well-being. In this thesis, involuntary HbTW is the job demand, which can be hindering or challenging. This will be elaborated upon in 2.3.

Job resources

Several job resources exist which can balance the job demands. Job resources are also “physical, psychological, social, or organizational aspects of the job” (Bakker & Demerouti, 2007, p. 312) and “are functional in achieving work goals, reduce job demands, or stimulate personal growth and development” (Schaufeli & Taris, 2014, p. 56). Apart from having positive effects like the stimulation of personal development of employees, job resources can reduce job demands, because they have a buffering effect on them (Bakker et al., 2005). This makes resources very valuable, since they can overcome the negative consequences of the demand. In this thesis the job resource is the organisational support provided by BZ, as will be elaborated upon in 2.6.

Relation between demands and resources

If employees experience many job demands, it is beneficial to the organisation to provide the necessary job resources in order to buffer the negative effect of those demands. Specific demands need to be balanced by specific resources (Schaufeli & Bakker, 2004). This is because, if left unattended, the demands result in a negative effect on employee well-being. However, resources can buffer the demands employees face and have a positive effect on well-being.

In sum, there are both job demands and resources which influence employee well-being. Job resources buffer the negative effect of job demands. Furthermore, challenging demands, different from hindering demands, might have a positive effect on employee well-being. The JD-R model in the public context, which is also the case for BZ, is affected by complex bureaucratic structures, specific motivations to work in the public sector and the changes of political leadership (Borst, Kruyen & Lako, 2019). The bureaucratic structure for example might increase job demands, by limiting leeway employees have to solve certain issues (red tape), or by imposing certain policies which employees need to adhere to (such as imposed HbTW). Contrarily, the motivation to work in the public sector might alleviate some of these demands, since employees are prepared to face certain difficulties because it is part of the job.

2.2 Employee well-being

In this section employee well-being is explained and an answer is provided to the first theoretical sub-question: *“What is employee well-being and what are the various forms of it?”* In order to answer the question this paragraph looks into the place of well-being in the JD-R model, the emergence of the multidimensional definition of employee well-being, and the different forms of employee well-being.

Well-being and JD-R model

The JD-R model shows the relationship between job demands and resources, and employee well-being. According to Guest (2017, p. 27) the model “proposes that well-being, reflected, inter alia in low burnout and stress and high levels of work engagement, is a function of balancing the demands of work and the resources available to do the work”. As mentioned before, the demands of a job require effort and have physical and psychological costs, and job resources can overcome these demands because of their buffering effect (Bakker et al., 2005). If an employee is facing demands and is not provided with the adequate resources, this will have a negative effect on its well-being. The right HR practices providing the necessary resources, will enhance employee well-being by alleviating the feelings of discomfort resulting from the demands (Guest, 2017). The organisation has therefore an important role to play in identifying demands, and providing the appropriate resources.

Multidimensional definition of employee well-being

Employee well-being, also referred to as occupational well-being, describes the overall quality of an employee’s experience and functioning at work (Warr, 1987). This very broad definition has been the starting point for a lot of research about well-being in a work-related context. While the classic conceptualization only focused on the amount of affect employees experienced (pleasures minus displeasures), more multidimensional conceptualizations are proposed nowadays (Schaufeli & Taris, 2014). In HRM research the most applied conceptualization consists of three dimensions (happiness, health and relationships related well-being) and in psychological research a distinction is made between energetic and pleasant forms of employee well-being through the circumplex model (Bakker & Oerlemans, 2011).

Oftentimes employee well-being, and especially the affective states, is studied using the circumplex model of affect (Russell, 1980). This circular model “proposes that affective states arise from two fundamental neurophysiological systems, one related to a pleasure–displeasure continuum and the other to arousal, activation, or alertness” (Bakker & Oerlemans, 2011, p. 4). The feelings of employees can be classified somewhere on the circle of the model, linking the different types of well-being (Clinton & Van Veldhoven, 2013). However, as Grant et al. (2007) showed, there might

be a tradeoff between the different components of well-being, which is not possible to show on the circumplex model. However, within the HRM literature, the three-dimensional focus does provide the possibility to differentiate between the different components of well-being.

HRM and employee well-being: Happiness, Health and Relationships

In line with the psychological perspective, according to the HRM perspective employee well-being is also seen as a multidimensional concept. Within the HRM perspective, three dimensions are distinguished: psychological, physical and social well-being. These are related to happiness, health and relationships respectively. The dimensions and their scope will be discussed.

Happiness: Psychological well-being

Happiness at work refers to the subjective experiences and functioning at work of individuals (Grant et al., 2007). Regarding psychological well-being, psychologists make a distinction between hedonic and eudemonic well-being. Hedonic well-being is concerned with the balance of positive and negative feelings (Grant et al., 2007). Guest (2017) links hedonic well-being to job satisfaction, as the subjective judgements of employees about their work situations. There is critique on focussing only on this hedonic component, because it is a passive state and makes it seem like employees are shallow people. Eudemonic well-being on the other hand, is concerned with fulfilment, the realisation of human potential, and finding meaning and purpose in work (Grant et al. 2007; Guest, 2017). In this thesis psychological well-being of employees will adopt the focus by Peccei and Van De Voorde (2019), by focusing on job satisfaction, commitment to the organisation and work engagement as the conceptualisation of happiness at work.

Job satisfaction is derived from the affective well-being of employees, since it is concerned with the presence of positive states (such as enthusiasm or cheerfulness) and negative states (such as anxiety or depression) (Cañibano, 2013). It is argued that employees in the public sector are more dissatisfied with their jobs than those in the private sector (Wright & Davis, 2003). This is because of the traditional bureaucratic structure of these organisations, which might hinder its employees in actually realizing the idealistic goals they had in mind when joining these organisations. However, if an organisation does provide leeway to employees and decreases the red tape, they might end up more satisfied (Steijn & Van der Voet, 2019).

Organisational commitment looks at the importance an employee attaches to the organisation and the way the employee feels related to the organisation. It is important to have employees who are committed because they form the core of the organisation (Camilleri & Van Der Heijden, 2007). Some research suggests that organisational commitment for public sector employees increases with the hierarchical position in an organisation and with the tenure of an employee (Dick & Metcalfe, 2001).

Engagement is part of psychological well-being since it looks at how engaged an employee is. The definition of engagement in this thesis follows that of Schaufeli and Bakker (2004) who define it as a persistent, positive affective-motivational state of fulfilment in employees that is characterised by vigour, dedication and absorption. Some research found that employee engagement is higher in public sector employees than in private sector employees (Vigoda-Gadot, Eldor & Schohat, 2013). This is due to the intrinsic motivation public employees have, which causes them to be engaged in their jobs.

Health: *Physical well-being*

The health dimension is focussed on the physiological indicators of health or illness (Guest, 2017). Positive indicators of health are a sense of energy and strength, whereas negative indicators are about exhaustion, and include headaches, fatigue and stress (Cañibano, 2013). Physical well-being is influenced by stressors and strain (Van De Voorde et al., 2012). Stressors are the situations in which an employee might experience stress, like the intensification of work, or the sudden change in the way of working. Strain follows from these stressors when they persist for a longer period (Van De Voorde et al., 2012). This strain can eventually turn into burnout. In this thesis the degree of burnout is therefore used as conceptualisation of the health-related well-being of employees.

Relationships: *Social well-being*

The relationships aspect of well-being is “focused on interactions and the quality of relationships between employees” (e.g. co-operation) “or between employees and their supervisor or the organisation they are working for” (e.g. social exchange within an organisation) (Van De Voorde et al., 2012, p. 394). Different than the first two dimensions of well-being, which are properties of the individual employee, social well-being is focussed on how the individual feels in relation to the rest of its working environment, including feeling part of the community, trusting other people and understanding social processes (Cañibano, 2013). Research shows that the feeling of social support for public sector employees enhances their well-being (Jong, 2018). In this thesis social well-being is conceptualised as the relation with co-workers and supervisor, the feeling of support from co-workers and supervisor, and as the frequency of communication with co-workers and supervisor.

2.3 Involuntary Home-based Telework

In this section telework is explained and an answer is provided to the second theoretical sub-question: “*What does involuntary HbTW entail and how can it be seen as a hindering or challenging demand?*”

The parts which are important to address in order to answer this question are the evolution of telework, its different types, and telework as a possible hindering or challenging demand.

The evolution of telework

Telework has been regarded as a promising evolution of the way people work since the 1970's and 1980's when "Jack Nilles and Allan Toffler predicted that work in the future would be relocated into or nearby employees' homes with the help of technology" (Messenger & Gschwind, 2016, p. 195). Telework literally means to work far off, meaning that people would not have to be at the office anymore to still be able to work. The definition of telework in this thesis will follow the one by Baruch (2001, p. 114), since so many after him have given very similar definitions: "Teleworking occurs when employees perform all or a substantial part of their work physically separated from the location of their employer, using IT for operation and communication." Telework is an HR practice associated with New Ways to Work (NWW) (Peters, et al., 2014). Even though the underlying ideas of NWW are not new at all, it is still referred to as a new way because it is different from the traditional situation where employees are working fixed hours on the location provided by the organisation (Van Meel, 2011). Another reason to call it a new way of work is because most organisations still see it as something different from the 'normal' way of working.

The virtual workspace and the constant wireless connections between employees and organisation mean it is not necessary to work at the office anymore (Kreiner, Hollensbe & Sheep, 2009). Telework allows employees to decide wherever they want to work, and sometimes even when they want to work (Boell, Campbell, Cecez-Kecmanovic & Cheng, 2013). This possibility could result in numerous positive impacts on increased productivity and lower absenteeism, but could also have negative impacts like loss of synergy in the organisation and the difficulty in managing telecommuting (Pinsonneault & Boisvert, 2000).

The adaptation of telework has been a bit reluctant, due to the adjustments in the way of working and the disappearance of a traditional office environment (Boell et al., 2013). Furthermore, organisations find telework a difficult concept to embrace, because it would mean losing the possibility to oversee and control employees (Taskin & Devos, 2005). The consequence of this is that managers need to "re-examine how they evaluate performance and supervise employees" (Bailey & Kurland, 2002, p. 384). Not all managers will like this change in the way they manage their employees, and could hold off the wide scale implementation of telework in organisations (Golden, 2009). Since telework is often associated with organisations with flatter structures, it is not necessarily seen as something for the public sector (Taskin & Edwards, 2007). The bureaucratic structure associated with public organisations seem to constitute difficulty in adopting telework. However, research shows that telework and bureaucracy can indeed be combined and that it even presents the ability to reinforce traditional virtues of a bureaucracy (Taskin & Edwards, 2007).

In sum, some organisations have been very enthusiastic in implementing telework while others are more hesitant. Public organisations especially have been reluctant to implement telework since it is often thought telework and bureaucracies do not work well together. Either way, the increasing use of ICT in organisations has at the minimum provided the infrastructure needed to enable telework possibilities for organisations (Neirotti, Paolucci & Raguseo, 2013).

Different types of telework

Having such an extensive definition, a lot of different forms of telework exist. These include for example working in a coffee place, in a shared office, or at home. Homebased Telework (HbTW) is central to this thesis since employees of BZ are momentarily imposed to work from home because the office or any other place to telework is unavailable. HbTW means work duties being carried out at home (Daniels, Lamond & Standen, 2001), and entails at the minimum using a personal computer and telecommunication to be in contact with colleagues and supervisors (Gareis, 2003).

As mentioned, there is a difference between voluntary and involuntary telework. When employees are offered the chance by their employer to work at another place than the office this means they can voluntarily take up teleworking. This can be beneficial to both the organisation and the employee for several reasons, including the aforementioned increase in productivity and organisational commitment (Pinsonneault & Boisvert, 2000). The voluntary adaptation of telework is more likely to result in a good output, because employees have made the choice themselves (Baruch, 2001). When employees are presented with the opportunity to voluntarily telework, it can be considered a job resource, since it is offered in order to improve working conditions for employees (e.g. Gajendran & Harrison, 2007).

When employees are imposed to work from another place than the office it is called involuntary telework. This could for example happen because the organisation finds the costs of office space too high and wants to decrease overhead costs (Bailey & Kurland, 2002). When an organisation does not have office space, or none is available, employees need to involuntary telework (Hilbrecht, Shaw, Johnson & Andrey, 2013). The justification of the introduction of involuntary telework can also arise from factors which the organisation has no control over, as is the case now during the COVID-19 crisis and as has been the case after other (natural) disasters (Donnelly & Proctor-Thomson, 2015; Green et al., 2017). When such circumstances arise, the possibility to implement telework can be the way to let work processes continue (Mello et al., 2011). Since all businesses and work locations have been ordered to close their doors, the situation in the Netherlands and for the Ministry of Foreign Affairs can be considered as one of involuntary HbTW.

Involuntary HbTW as hindering or challenging demand

The way telework is currently implemented for employees of BZ has been identified as involuntary

HbTW. As already stated before, involuntary HbTW might be framed as a job demand in the JD-R model. According to this model, job demands are defined as “those physical, psychological, social, or organizational aspects of the job that require sustained physical and/or psychological (cognitive and emotional) effort or skills and are therefore associated with certain physiological and/or psychological costs” (Bakker & Demerouti, 2007, p. 312). An example of a job demand is an unfavourable physical environment (Bakker & Demerouti, 2007), as working at home can be considered.

While the definition merely focuses on the negative framing of job demands, more recent literature shows that not all job demands are negative demands (Van den Broeck et al., 2010). There are two different types of job demands which can be distinguished. On the one hand there are indeed job demands that hinder optimal functioning of the employees. These solely have a negative effect on the employee and are referred to as job hindrances. Hindering demands, like constraints and role ambiguity, require effort and do not offer growth potential (Tadić et al., 2015). On the other hand, there are job demands, like workload and job complexity, that stimulate employees, even though they require some energy (Tadić et al., 2015). These demands can have a positive effect on the employee, since they motivate the employee to try and overcome the demand. These demands are referred to as job challenges (Van den Broeck et al., 2010).

Job hindrances and job challenges yield different well-being associates (Van den Broeck et al., 2010). Where hindrances are about a negative feeling of stress, called distress, job challenges are about positive feelings of stress, known as eustress. Distress prompts negative emotions, whereas eustress involves feelings of being challenged, possibly contributing to better achievement (Van den Broeck et al., 2010). The assessment of job demands being hindering or challenging, depends on the employees’ individual appraisal of the situation. It will therefore be dependent on the employees whether they experience involuntary HbTW as a hindering or as a challenging demand. For example, some may find increased complexity a challenge rather than a hindrance. How employees experience it will influence the effect involuntary HbTW has on their well-being. Research by Tadić et al. (2015) showed that hindrance job demands had a negative relationship with well-being, while challenge job demands had a positive relationship with well-being.

Involuntary HbTW can be considered a hindering demand because the abrupt change in the way and the location where employees work has created several constraints, which is a typical hindering demand (Tadić et al., 2015). Furthermore, homebased working could increase the presence of red tape due to security concerns and procedures (LePine, Podsakoff & LePine, 2005). Finally, there is more role ambiguity because employees will have to see what work they are still able to do, and how to combine it with other roles usually taken in their homes, like that of a mother or a father.

Contrarily, involuntary HbTW can be considered a challenging demand if employees see effectively dealing with it, resulting in high valued outcomes (Van den Broeck et al., 2010). The

increase in job complexity for example can be seen as a challenge because even though it requires high levels of energy, the outcome might be increased understanding and competence (Tadić et al., 2015). For example, working from home while constantly using IT might be seen by employees as a challenge to increase their IT skills. Furthermore, dealing with the different workload and presence of the work in the home environment (or home in the work environment) might also be considered a challenge for employees (LePine et al., 2005).

2.4 Relation between involuntary telework and employee well-being

In this section the effect of involuntary HbTW and the different forms of employee well-being are discussed and the first hypotheses are presented. The sub-question central in this section is as follows: *“What is the link between telework and various forms of employee well-being?”* Telework is an HR practice which can have both positive and negative effects on the different dimensions of employee well-being, making it interesting to study the link between the two. As mentioned before, the effect of involuntary HbTW on employee well-being will depend on the way employees perceive it, either as a hindering or a challenging demand. Based on literature on the link between telework and well-being, the hypotheses for this research are formulated. This section starts with discussing the link between telework as an HR practice and employee well-being. Then involuntary HbTW and its effect on the different forms of employee well-being is discussed. For each well-being dimension, the corresponding hypothesis is shown.

Link between involuntary HbTW and different aspects of well-being

In the literature about the relation between HRM and employee well-being there is a discussion about the nature of HRM, whether it is one of ‘conflicting outcomes’ or ‘mutual gains’ (Van de Voorde et al., 2012). Conflicting outcomes refers to HRM as being beneficial to organisational performance, but not, or even damaging, to employee well-being. Contrarily, the mutual gains perspective refers to HRM as both beneficial to organisational performance and employee well-being. The review by Van de Voorde et al. (2012), showed that there is more evidence for the mutual gains perspective. However, as Grant et al. (2007) have also argued, there might be a tradeoff between the different dimensions of well-being, where the health-related component often suffers as a result of the other two.

Involuntary HbTW is an HRM practice currently implemented at BZ to facilitate the continuation of work processes. This could have a potentially damaging effect on employee well-being (Guest, 2017), as will be researched here. Following the research by Wright and Nishii (2013), the perception of employees about an HRM practice will influence its effect. If employees perceive involuntary HbTW as a hindrance, it will most likely have a negative effect on their well-being, since they perceive

their situation from a negative viewpoint. Contrarily, if employees perceive involuntary HbTW as a challenge, it might have a negative, neutral or even positive effect on their well-being. This is further elaborated in the following paragraphs.

HbTW and Happiness: *psychological well-being*

There is a lot of research showing that telework has a positive effect on employee happiness related well-being, displayed in an increase in job satisfaction and work engagement (e.g. Beauregard & Henry, 2009; Bloom, Liang, Roberts & Ying, 2015; Cañibano, 2013; Gajendran & Harrison, 2007; Hill, Ferris & Mårtinson, 2003; Tavares, 2017; Vega et al., 2015). A very important comment to these insights are the circumstances of the research, namely that telework was voluntarily taken up by employees. Involuntary HbTW is obviously implemented under different circumstances than voluntary telework, thus it is expected to decrease job satisfaction and work engagement. Technostress for example, which is a result of constantly working on a computer, is found to decrease job satisfaction (Suh & Lee, 2017). Nevertheless, some of the benefits which are usually associated with telework, like autonomy and flexibility (Tavares, 2017), might still be experienced by employees when they try to look at the positive consequences of involuntary HbTW.

Anderson et al. (2015) note that not for all employees telework will be beneficial, and that it is depending on individual aspects. Furthermore, the nature, and sector of work are important factors in determining the effect of telework on psychological well-being. Research by De Vries et al. shows for example “that public servants experience quite negative effects from teleworking, including less organizational commitment on the days that they worked entirely from home” (2019, p. 570). This leads to the expectation that involuntary HbTW will have a negative effect on organisational commitment. Furthermore, because of the HbTW, employees will face more red tape since their work situation is not as secure as it would be in The Hague. This could have a negative effect on job satisfaction (Steijn & Van der Voet, 2019).

The change from working at the office to working from home might also result in increased work-life conflict (Cañibano, 2013). Working from home on weekdays has therefore been associated with less happiness (Song & Gao, 2019). An important comment on this insight, is the variance in parental status and gender. Telework on weekdays doesn't change subjective well-being for non-parents. For parents, and especially fathers, working from home on weekdays results in a lower level of well-being. This is in line with research by Beauregard and Henry (2009), who show that employees with greater family responsibilities experience a blurring of boundaries between work and home. Research by Demerouti et al. (2014) also found that telework was only effective for singles, and not for employees with a partner and/or children. Depending on the home situation, involuntary HbTW can thus have a negative effect on psychological well-being. Contrarily, HbTW cuts down on commuting time and could enable employees to minimize work-life interference (Demerouti et al.,

2014; Tavares, 2017). Furthermore, the extra time available due to not having to commute and the possibility to plan your workday, might reduce work pressure (Sardeshmukh et al., 2012). Looking at the literature, and taking into consideration that the implementation of HbTW was of an imposed and sudden nature, the following hypotheses related to psychological well-being are formulated:

Hypothesis 1a: Involuntary HbTW has a negative relation with the job satisfaction of the employees at the Ministry of Foreign Affairs.

Hypothesis 1b: Involuntary HbTW has a negative relation with organisational commitment of the employees at the Ministry of Foreign Affairs.

Hypothesis 1c: Involuntary HbTW has a negative relation with work engagement of the employees at the Ministry of Foreign Affairs.

HbTW and Health: *physical well-being*

The removal of commuting time could result in employees getting more sleep, and as a consequence feeling more energetic and less fatigued (Cañibano, 2013). Another benefit to the employee's health following not having to commute, can be less stress, since busy situations will be avoided. However, a negative consequence of working from home can be the already mentioned increase in work-life conflict, which can cause increased feelings of stress (Demerouti et al., 2014). Research found that work-family and family-work conflict are significant predictors of burnout for government employees (Haar, 2006). This is caused by the interruptions which an employee might encounter, such as kids who want attention or a partner or roommate who is also imposed to telework at home. Continuous exposure to these disturbances could lead to work-home interference and could increase stress levels (Cañibano, 2013; Guest, 2017; Lapierre et al., 2016). If these stressful conditions persist, employees could suffer poor mental health, feelings of isolation and burnout (Tavares, 2017).

Furthermore, the constant use of IT applications to be connected to the organisation and to co-workers can increase demand and create work overload (Guest, 2017). IT and telework cause faster-paced work and a greater level of interruptions, which is linked to higher levels of employee strain and distress, which could cause burnout (Chesley, 2014). Contrarily, it is shown that telework could reduce work pressure, because more time can actually be spend working, since there might be less interruptions from the work environment (Sardeshmukh et al., 2012). It will thus be dependent on the situation of the employee whether the work environment is considered to be more or less stressful. Considering the literature, and the sudden implementation of involuntary HbTW, the following hypothesis is formulated:

Hypothesis 2: Involuntary HbTW has a positive relation with burn-out among the employees at the Ministry of Foreign Affairs.

HbTW and Relationships: *social well-being*

The meta-analysis by Gajendran and Harrison (2007) shows that telework does not necessarily have a damaging effect on workplace relationships or promotion prospects. However, if there is higher intensity telecommuting, as is the case for involuntary HbTW due to the COVID-19 crisis, their research shows co-worker relationships might be affected. Employees who are now working at home might experience social isolation. Employees can obviously overcome this, by contacting each other and by staying connected. A high level of connectivity is possible even though face-to-face communication is limited (Fonner & Roloff, 2012). Employees who perceive involuntary HbTW as a challenge might find ways to overcome the social isolation, and to enhance co-worker relationships.

Even though contact with co-workers is still possible through (video)calling, this requires planning and intent, thereby spoiling the spontaneous casual conversations and the ‘hanging out together’, which are normally crucial for co-worker relationships (Demerouti et al., 2014). Other research endorses this feeling of social isolation, linking it to reduced social interaction and integration caused by a decrease in contact between co-workers (Anderson et al., 2015; Cañibano, 2013). Apart from feeling isolated from co-workers is the possibility that employees feel reduced social support by their supervisors (Sardeshmukh et al., 2012; Tavares, 2017). Furthermore, the employees might experience professional isolation because they telework. This is caused by the fact they see their co-workers fewer and are less likely to be noticed by their supervisors, decreasing their promotion prospects (Beauregard & Henry, 2009; De Vries et al, 2019). However, this is less likely in the current situation of involuntary HbTW, since almost all employees are in the same situation. Furthermore, less social integration as a result of involuntary HbTW, might enable employees to avoid office politics and gossip, which could be seen as a good thing (Tavares, 2017). All these arguments taken together and contextualizing them to the current involuntary implementation of HbTW results in the following hypotheses related to social well-being:

Hypothesis 3a: Involuntary HbTW has a negative relation with the experienced relationships by the employees at the Ministry of Foreign Affairs with co-workers and supervisor.

Hypothesis 3b: Involuntary HbTW has a negative relation with feelings of social support from co-workers and supervisor by of the employees at the Ministry of Foreign Affairs.

Hypothesis 3c: Involuntary HbTW has a positive relation with the experienced frequency of communication with co-workers and supervisor by the employees at the Ministry of Foreign Affairs.

2.5 Organisational support as job resource

This section looks into the role of organisational support as a job resource. The following theoretical sub-question is central to this section: “*What is organisational support?*”

Organisational support

Organisational support theory supposes that employees assign the organisation humanlike characteristics and expect it to a certain degree to meet their socioemotional needs (Rhoades & Eisenberger, 2002). Organisational support is the support provided to the employees by the Ministry to ease stressors which individuals feel unable to cope with (Smollan, 2017). Employees base their judgement on the organisational support provided, upon the stressors which can be controlled by the organisation, and are actively being dealt with (Rhoades & Eisenberger, 2002). These stressors are for example work overload, role ambiguity and role conflict. The organisation should therefore provide the support needed to overcome these stressors, otherwise employees might experience reduced organisational support.

The organisation can provide social support to its employees, which aims to reduce uncertainty about a situation (Sias, 2008). The social support provided by the organisation may be emotional, informational or instrumental. In this thesis the focus will be on the informational and the instrumental support, since these may buffer the effects on work stress (Himle, Jayaratne & Thyness, 1991). Also, both are types of support fairly easy provided by the organisation, since it involves helping with challenges of work and not dealing with emotional demands of employees (Schat & Kelloway, 2003).

Instrumental support offers direct help or assistance, by providing financial aid, material resources and needed services to reduce stress (Cohen & Wills, 1985; Schat & Kelloway, 2003). It may also help to reduce stress by providing the employee with less workload and increased time for relaxation. So, instrumental support are tangible forms of help. Informational support offers more indirect support by providing the employees with resources they can use to help themselves, for example by helping to define, understand, and cope with problematic events (Cohen & Wills, 1985; Schat & Kelloway, 2003). Informational support is about the provision of advice and information.

2.6 Moderating effect of organisational support

This section looks at the moderating effect of organisational support on the relation between involuntary HbTW and the three dimensions of employee well-being. The following question is central to this section: *“How does organisational support moderate the relationship between involuntary HbTW and various forms of employee well-being?”*

As mentioned in the introduction of this research, organisational support is a job resource which can help employees to achieve their work goals, reduce job demands, or stimulate personal growth and development (Schaufeli & Taris, 2014). By providing the employees with the instrumental and informational support, BZ supplies job resources to them. In this way, the organisation plays a

role in improving employee well-being, namely by providing the resources needed to counter the job demand of involuntary HbTW (Bentley et al., 2016; Sardeshmukh et al., 2012). Organisational support can therefore have a moderating effect on the relation between involuntary HbTW and employee well-being. The support of the organisation is expected to be beneficial to employees, by easing the burden of involuntary HbTW.

Day et al. (2010) show there are numerous ways in which an organisation can support employees who are dealing with ICT use at work. Because of involuntary HbTW, ICT use can be a source of job demands, for example if there are problems with the connections or if difficulties arise during online meetings. Organisational support can take the form of training programs (informational support), and by providing the technical support and the needed materials for employees to effectively work from home (instrumental support). It is crucial that the organisation provides this support, since direct co-worker support and empathy might not be available in a teleworking environment (De Vries et al., 2019). Employees may therefore have greater need for support from the organisation. Another way in which organisational support can moderate the effect of involuntary HbTW on employee well-being is by providing information to the employees about the presence of job demands (Bakker & Demerouti, 2007). When the organisation clearly explains the cause of the stressors, employees might be less affected by them. Beside aforementioned points, the importance of organisational support to moderate the effect of telework on employee well-being is also recognized by Bentley et al. (2016), who state that the more an individual teleworks, the more support they will need.

Organisational support as a buffer and a booster

Since involuntary HbTW can be considered a hindering or a challenging demand, the moderating effect of organisational support might also differ. Research by Tadić et al. (2015) has looked into the different moderating roles of job resources on hindering and challenging demands. In their research they differentiate between the buffer hypothesis and the boost hypothesis. Both are explained and adopted in this thesis.

The buffer hypothesis originates in the JD-R theory and means that job resources can buffer the costs associated with high job demands (Bakker et al., 2005). When job demands are high for employees, the adequate job resources can help employees to cope with the demands, preventing them to become severe stressors or even strain resulting in negative well-being. Several studies show the effect of resources buffering demands (Tadić et al., 2015). Hindering demands have a negative effect on well-being, and providing resources to employees may undo these negative effects (Tadić et al., 2015). Furthermore, by providing instrumental support like adequate communication devices, and informational support like accurate, specific information, the organisation can buffer the negative relationship between involuntary HbTW as a hindrance and employee well-being.

When employees face high job demands job resources are very important, as the aforementioned has shown. However, job resources are also important in their own right. The boosting hypothesis states that when there are high job demands, the presence of high job resources actually enhances work motivation and stimulates employee well-being (Tadić et al., 2015). As mentioned before, employees can see involuntary HbTW as a challenge and perceive it as something which might be beneficial to them. Organisational support as a job resource might in this case actually boost the positive relationship between involuntary HbTW seen as a challenge and employee well-being. This is in line with findings by Tadić et al. (2015). The reason for this is that when employees are confronted with challenging demands, access to sufficient job resources can enhance the sense of competence of the employee (Tadić et al., 2015). Based on the aforementioned literature the following hypothesis is presented:

Hypothesis 4: Organisational support as a job resource has a buffering/boosting moderating effect on the relationship between involuntary HbTW and employee well-being of the employees at the Ministry of Foreign Affairs.

Organisational support and well-being

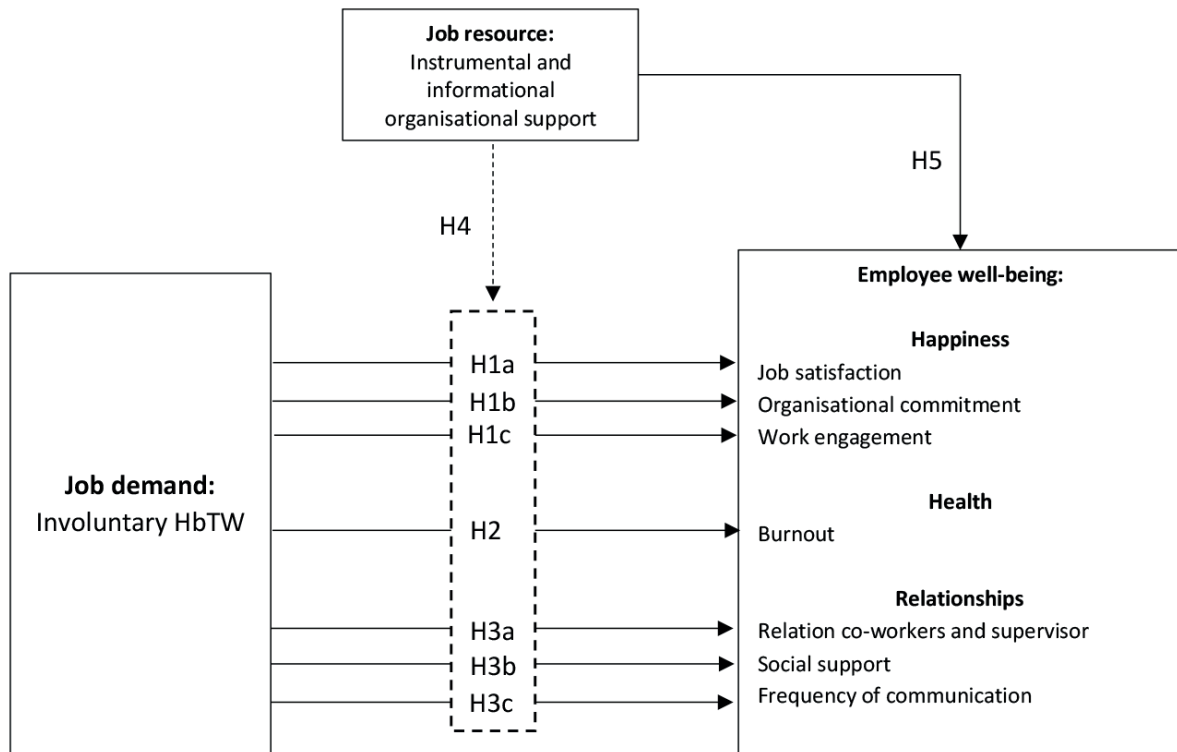
Besides the moderating effect of organisational support, it could also be argued that the support provided to the employees can have a direct effect on their well-being. A review of the literature by Rhoades and Eisenberger (2002) shows that organisational support is related to increased employee satisfaction and decreased levels of strain experienced by employees. Furthermore, there is meta-analytic evidence that job resources can directly increase employee well-being (Van Veldhoven et al., 2020). Following those insights, the following hypothesis is formulated:

Hypothesis 5: Organisational support has a positive relation with all aspects of happiness and social well-being (including respectively job satisfaction, organisational commitment, work engagement, relation with co-workers and supervisor, social support, frequency of communication) and a negative relation with health well-being (i.e. burn-out) of the employees at the Ministry of Foreign Affairs.

2.7 Research model

It is expected that due to the sudden and abrupt necessity to telework, involuntary HbTW will have a mostly negative effect on the various forms of employee well-being. Organisational support, in the form of instrumental and informational support, is expected to have a positive influence on these relationships, buffering and boosting the effect of involuntary HbTW. Organisational support also has a direct positive effect on employee well-being. The following research model shows this.

FIGURE 1 Research model and corresponding hypotheses



HYPOTHESES

H1a: Involuntary HbTW has a negative relation with the job satisfaction of the employees at the Ministry of Foreign Affairs.

H1b: Involuntary HbTW has a negative relation with organisational commitment of the employees at the Ministry of Foreign Affairs.

H1c: Involuntary HbTW has a negative relation with work engagement of the employees at the Ministry of Foreign Affairs.

H2: Involuntary HbTW has a positive relation with burn-out among the employees at the Ministry of Foreign Affairs.

H3a: Involuntary HbTW has a negative relation with the experienced relationships by the employees at the Ministry of Foreign Affairs with co-workers and supervisor.

H3b: Involuntary HbTW has a negative relation with feelings of social support from co-workers and supervisor by of the employees at the Ministry of Foreign Affairs.

H3c: Involuntary HbTW has a positive relation with the experienced frequency of communication with co-workers and supervisor by the employees at the Ministry of Foreign Affairs.

H4: Organisational support as a job resource has a buffering/boosting moderating effect on the relationship between involuntary HbTW and employee well-being of the employees at the Ministry of Foreign Affairs.

H5: Organisational support has a positive relation with all aspects of happiness and social well-being (including respectively job satisfaction, organisational commitment, work engagement, relation with co-workers and supervisor, social support, frequency of communication) and a negative relation with health well-being (i.e. burn-out) of the employees at the Ministry of Foreign Affairs.

§3 METHODOLOGY

In this part of the study the methods which are used are discussed. First, the study population (3.1) is presented, then the procedure and the sample descriptive statistics are explained (3.2). Thereafter, the measures (3.3) and the data analysis are shown (3.4). Finally, the validity and reliability of the research are discussed (3.5).

To find an answer to the research question, this research has a deductive approach since the hypothesis used were formulated based on previous existing research and relevant theoretical ideas (Bryman, 2016). The theory lay the foundation for this research, and the goal is to find whether or not these insights taken from the literature hold in the findings. This study tests the existing theory in this specific context. Therefore, the choice for quantitative research was made. Consequently quantitative research methods are used. Furthermore, quantitative research enables this study to gather more data from the employees of BZ.

3.1 Study population

To test the hypotheses, a survey was distributed among a selected sample of employees of BZ. The sample only included employees who work in the Netherlands, since the employees abroad face different conditions due to the COVID-19 pandemic. The selected sample was chosen to represent the different directorates of BZ. Out of a total of 2,318 Rijksambtenaren working at BZ, 500 were selected to be contacted directly via BZ email. This was done proportionally over the different directorates to ensure the sample being representative (see Table 1). The total response was 204 (response rate = 40.8%). In total, 81 respondents with missing values or uncompleted surveys (less than 90% filled in or missing control variables) were excluded from the study creating a dataset of N = 123.

TABLE 1 Employees selected for sample

DIRECTORATE	# EMPLOYEES	PERCENTAGE	SAMPLE	DATASET	PERCENTAGE
SG + PSG	1,168	50.4%	252	74	60.2%
DGPZ	310	13.3%	67	19	15.4%
DGES	386	16.7%	83	12	9.8%
DGBEB	145	6.3%	31	3	2.4%
DGIS	309	13.3%	67	15	12.2%
Total	2,318	100%	500	123	100%

Note. SG + PSG = Supporting boards Secretary General; DGPZ = Directorate-General for Political Affairs; DGES = Directorate-General for European Cooperation; DGBEB = Directorate-General for Foreign and Economic Relations; DGIS = Directorate-General International Cooperation

3.2 Procedure and sample descriptive statistics

The data was collected through web-based surveys using Qualtrics, which were distributed through the intranet of BZ. The general email address of the HR department was used to enhance the authority of the email. The selected employees for the sample received an e-mail with an invitation to fill in the survey and the link to the survey was attached (see appendix). In this way it was expected that many employees would see the survey and a lot of people would respond, because it offered them a unique opportunity to provide feedback to the organisation. Included in the survey was a blank answer space which offered about 30 words for employees to come up with concrete examples or suggestions about the involuntary HbTW. By doing this, it was expected employees would be more willing to fill in the survey, because they were presented with this opportunity. The survey was send out for the first time on Friday May 29. Then, on Wednesday June 10, a reminder was send out. On Monday June 15, the survey was closed and the data was imported to the secured Yoda server. The survey was open for a total of eighteen days, to ensure a large response.

Table 2 (next page) shows the descriptive statistics of the employees who were included in the final dataset. To look at the representativeness of the data, the dataset of BZ was consulted (HR in beeld, 2018). The average age of the respondents is around 50 years old ($M = 49.8$, $SD = 10.9$, $Range = 23-66$). This is quite representative of the average age of the total population, which was 47.4 years old in 2018. The other characteristics of respondents with their frequencies are shown in table 2. Gender is evenly distributed (male = 52%), which is a little bit different than the total population (male = 45%, female = 55% (2018)). However, when sampling an employee of the HR analytics department was contacted, who ensured that the gender distribution was representative of the population. The average level of education of the respondents is university bachelor level, which is also seen in the total population where half of the employees work in a function of scale 12 or higher. Most respondents (75.6%) have a home situation in which they live with partners (and kids). Most respondents are employees (80.5%), and the ones who are supervisors are also employees, but with supervisory tasks. Almost half of the respondents are working longer than 20 years for BZ (47.2%), and most have always been working at home since the COVID-19 outbreak (81.3%). Respondents had some experience with telework, but mostly for one day a week or less (79.6%).

TABLE 2 Descriptive statistics sample

VARIABLE	FREQUENCY	PERCENTAGE
Gender		
Female	59	48.0
Male	64	52.0
Education		
MAVO, VMBO TL	9	7.3
HAVO, VWO, HBS	8	6.5
Secondary vocational education	10	8.1
Higher professional education (bachelor)	28	22.8
University education (bachelor)	3	2.4
Higher professional education (master)	7	5.7
University education (master)	56	45.6
University education (promoted)	2	1.6
Home situation		
Live by myself	18	14.6
Live with partner	46	37.4
Live with partner and child(ren)	47	38.2
Live with child(ren)	7	5.7
Live with roommates	5	4.1
Job position		
Employee	99	80.5
Supervisor	24	19.5
Tenure		
Less than a year	7	5.7
1-5 years	26	21.1
6-10 years	11	8.9
11-15 years	6	4.9
16-20 years	15	12.2
Longer than 20 years	58	47.2
Frequency of HbTW during COVID-19		
Seldom	3	2.4
Regularly	5	4.1
Usually	15	12.2
Always	100	81.3
Average of telework last six months before COVID-19		
Never	17	13.8
Less than once a week	26	21.1
Once a week	55	44.7
Twice a week	12	9.8
Three times a week	2	1.6
Four times a week	6	4.9
Daily	5	4.1

3.3 Measures

Most measures were taken from existing, validated scales to ensure the reliability and validity of the thesis. Most scales were available in Dutch, but some have been translated from English to Dutch in order to create the Dutch survey which was used to survey the employees of BZ. Some of the questions of the survey were put together to mix positive and negative questions in order to reduce answer bias. Where this was done is indicated in the measures. All items of the used constructs can be found in the appendix.

Involuntary home-based teleworking consists of improved work outcomes and social benefits and costs. Both were measured by using the items by Donnelly and Proctor-Thomson (2015), who researched involuntary HbTW after the earthquakes in New Zealand. Some adjustments were made in order to align the items with the context of HbTW in this specific case. Answers were given on a 5-point scale (“totally disagree” to “totally agree”). The two scales were integrated to counter answer bias, since 12 questions were positively and 10 questions negatively formulated.

Involuntary home-based teleworking was therefore measured with a 22-item scale ($\alpha = .868$). Example items were ‘Working from home enabled me to stay motivated’ and ‘Working from home led to reduced cooperation among employees.’ A high score indicates a positive attitude towards the imposed HbTW.

Happiness (psychological well-being) consists of job satisfaction, organisational commitment and work engagement.

Job satisfaction was measured with a single construct 5-point scale (“very dissatisfied” to “very satisfied”), derived from Ybema (2007). The following question was selected: ‘To what extent are you – everything taken together – satisfied with your work?’ A high score indicates more satisfaction with the job.

Organisational commitment was measured by a 4-item scale ($\alpha = .800$) adapted from Borst et al. (2019) who based their measurements on Allen and Meyer (1990). An example item was ‘I feel at home at BZ’. Answers were given on a 5-point scale (“totally disagree” to “totally agree”). A high score indicates more commitment to the organisation.

Work engagement was measured by using the 9-item Utrecht Work Engagement Scale (UWES) by Schaufeli ($\alpha = .897$). An example item was 'I am enthusiastic about my job'. Answers were given on a 6-point scale ("never" to "daily"). A high score indicates more engagement of an employee with its work.

Health (physical well-being) was measured by using the UBOS-A by Schaufeli ($\alpha = .880$). Burnout consists of emotional exhaustion, mental distance and competence. An example item was 'I believe I do my job well'. In the survey the statements measuring burnout and engagement were integrated because they share similarities. It was also done to reduce answer bias. In the analysis the statements were separated again. Answers were therefore given on a 6-point scale ("never" to "daily"). A high score indicates more burnout.

Relationships (social well-being) consists of relationships with co-workers and supervisor, feeling of support and frequency of communication.

Relationships with co-workers and supervisor was measured using the VBBA by Veldhoven and Meijman (1994). This 18-item scale consists of 9-items asking about relationships with co-workers and 9-items asking about relationships with supervisor ($\alpha = .915$). An example question was 'Are your co-workers friendly towards you?' Answers were given on a 5-point scale ("never" to "always"). A high score indicates a better relationship with co-workers and supervisor.

Feeling of support was measured by a 2-item scale by Karasek (1998), found in Sardeshmukh et al. (2012). The scale measured social support by co-workers and supervisor ($\alpha = .692$): 'In my job, it is easy to talk to my colleagues' and 'My manager is willing to listen to my personal problems'. Answers were given on a 5-point scale ("totally disagree" to "totally agree"). A high score indicates a higher feeling of social support by co-workers and supervisor.

Frequency of communication was measured by a 2-item scale, with answers on a 7-point ("not at all" to "very often") developed by Fonner & Roloff (2012). It asked the degree of media usage to be in contact with co-workers and supervisor ($\alpha = .767$). A high score indicates more frequent contact with co-workers and supervisor through media use.

Organisational support consists of instrumental and informational support provided by BZ and is measured by researching the perception of employees about the support.

Instrumental support was measured by asking about the home office setup, the additional efforts undertaken by BZ, the IT infrastructure which was offered, and the ICT support ($\alpha = .799$). These are discussed below.

Setting up a home office was measured by a single item scale. The item was 'The help offered (compensation and possibility to use equipment) by BZ to set up my home office was adequate'. Answers were given on a 5-point scale ("strongly disagree" to "strongly agree"). A higher score indicates the employee found the help by BZ more adequate.

Additional efforts by BZ was measured by a single item scale. The item was 'The additional efforts (on top of the normal support) by BZ to support me getting used to working from home due to COVID-19 were helpful.' Answers were given on a 5-point scale ("strongly disagree" to "strongly agree"). A higher score indicates the employee thought there were additional efforts made by BZ.

IT infrastructure was measured by a 3-item scale adapted from Aboelmaged and Subbaugh (2012) ($\alpha = .496$). An example item was 'My work environment is connected to the internet'. Answers were given on a 5-point scale ("strongly disagree" to "strongly agree"). A higher score indicates better IT infrastructure.

ICT support was measured by an 6-item scale adapted from Day, Paquet, Scott and Hambley (2012) ($\alpha = .839$). An example item was 'Technical support is available at work when I need it'. Answers were given on a 5-point scale ("never" to "almost always"). A higher score indicates better ICT support.

Informational social support was measured by adapting a measure from Bentley et al. (2016). The item was 'How often has BZ provided you with the following over the past two months: helpful information and advice about homebased working?' Answers were given on a 7-point scale ("not at all" to "very often"). A higher score indicates the employee thought more information was provided by BZ.

Control variables. Several control variables were included. Employees were asked how often they had to work from home over the past COVID-19 period (1 = not at all, 5 = all the time). Gender had three answer possibilities (1 = *female*, 2 = *male*, 3 = *I'd rather not say*). Age was measured by asking year of birth. Tenure was expressed as the number of years employees have worked for BZ. Experience with telework was a self-assessed (1 = none, 5 = a lot). The

highest finished education was asked to find out level of education. Job function refers to an employee being a supervisor or only an employee, which depended on conducting performance appraisals. Respondents were also asked about their home situation (living alone, with partner, with roommates, with children (including number of)). Finally, respondents were asked to select the directorate where they work.

3.4 Data analysis

The data was exported from Qualtrics and stored on a secure map in Yoda. The dataset was then imported to SPSS for analysis. First of all, the dataset was cleaned to exclude not completed surveys and to remove unreliable data. This meant that missing data was coded as such and answer categories of NA were also coded to exclude them from the analysis. Also, surveys which had a completion of less than 90% were excluded from the dataset. Answers where control variables were not filled in were also excluded from the dataset. Secondly, some items had to be recoded since they were reversely asked. Thirdly, the validity and reliability of scales was warranted by looking at the Cronbach's alpha (for all scales above 0.7, except feeling of social support which had an α of .692) and by performing factor analyses (see appendix). Fourthly, the different scales were created. Finally, the descriptive statistics were calculated and a correlation analysis was done.

It was originally intended to combine the different dimensions of happiness, health and relationships well-being into their respective scales and to integrate those different dimensions into the construct of employee well-being. However, the scales and answer items turned out to be incompatible with each other. The choice was therefore made to treat each dimension of the three employee well-being constructs as a different dependent variable and to study the effect of both imposed HbTW and organisational support on these variables. In this way the aim of the research was still preserved, while also dealing with the obstacles regarding the analyses.

To find the relation between the imposed HbTW and the well-being of employees, regression analyses were conducted. To test hypotheses 1 to 3 and hypotheses 5, a total of seven regression analyses were done. All the control variables were included in the analyses. As independent variables the attitude towards HbTW, the informational support and instrumental support were included. The dependent variable differs per model, as is indicated at table 5. To find the moderating effect of the organisational support by BZ on the relation between HbTW and employee well-being, two interaction variables were created to include in the regression analysis (one for informational support and one for instrumental support). Thereafter, the regression analyses was executed to test hypothesis 4. To look at the moderating effect on employee well-being as a whole, all dimensions were tested as is shown in table 5.

3.5 Validity and reliability

In order to make sure the research is reliable and has validity, a number of preventive steps were taken. This was done to increase the strength of the research and to enable future research into this topic. Both the internal and external validity as well as the internal and external reliability were safeguarded by taking into account certain aspects, as is shown below (based on Bryman, 2016).

The internal validity means that what is measured, is actually what you want to know. Also, internal validity anticipates mistakes in the research process. In order to make this study internally valid, measures from previous research were used. These measures were already tested to ensure their validity. Furthermore, a lot of control variables were added to make sure a lot of different factors were taken into account in the analyses. This made sure the effect of the independent variables on the dependent variables were controlled. The final survey was also checked by two other people, to ensure what was meant to be asked was actually asked. To decrease the chances of mistakes in the process, the data was collected digitally via Qualtrics and later imported to SPSS. This reduced the chance to make mistakes when transferring the data.

To ensure the external validity of the research, a representative sample was chosen to be contacted and invited to fill in the survey. The sampling was done in cooperation with an employee of the HR-department, and in the sampling the different quantity of employees per directorate was taken into account. This was done to make sure the research could be generalized beyond the sample, to the entire population. It is important to note that this study might be limited to public sector employees, since the respondents are all employed by BZ.

The internal reliability looks at the consistency between concepts, and the Cronbach's alpha is used to look at this consistency. Internal reliability is how well a scale measures what it should measure, and whether or not the separate parts can form a scale. Almost all scales had a Cronbach's alpha above 0.7, except for social support ($\alpha = .692$). However, since it is only just below 0.7 and consisted of just two items it was accepted in the study. The internal reliability of this research is therefore assumed.

The external reliability means the reproduction and the possibility to repeat the research. It looks at whether the results of the study will be similar when repeated in other research. In order to enable this, all the steps taken in the study and the questions asked are documented, as well as how the sample was selected. In this way the study can be repeated.

§4 RESULTS

In this chapter the results of the quantitative study are presented. First, the descriptive statistics are reported, where the averages of the variables used in the study are presented (4.1). Then, the correlation matrix is reported (4.2). Finally, the hypotheses are tested by doing regression and moderation analyses (4.3).

4.1 Descriptive statistics

The descriptive statistics show the averages of the variables in the study. Table 3 shows the averages of the study (*M*), the standard deviations (*SD*) and the minimum and maximum scores (*Range*).

TABLE 3 Averages study variables

VARIABLE	Range	M	SD
Attitude towards HbTW	1-5	3.35	0.64
Job satisfaction	1-5	4.10	0.76
Organisational commitment	1-5	3.77	0.79
Work engagement	1-6	4.56	0.90
Burnout	1-6	2.26	0.75
Relationship with co-workers and supervisor	1-5	4.44	0.46
Social support from co-workers and supervisor	1-5	4.53	0.69
Frequency of communication with co-workers and supervisor	1-7	5.60	1.07
Instrumental support	1-5	3.82	0.59
Informational support	1-7	4.54	1.10

Note. Valid N (listwise) = 123; M = mean, SD = Standard Deviation, Range = min. and max. values

On the answer categories for attitude towards HbTW, 3 is a neutral answer. Given the score ($M = 3.35$, $SD = 0.64$) it would mean that on average respondents have a more positive attitude towards HbTW and see it as a challenging demand. This is a more positive result than was expected. However, the standard deviation shows that some employees also have a more negative attitude towards HbTW. The score on job satisfaction is fairly high ($M = 4.10$, $SD = 0.76$), given that the answers were given on a 5-point scale, where 4 means satisfied. This shows that on average employees are quite satisfied with their job. Organisational commitment was also answered on a 5-point scale, where 3 was a

neutral score. On average employees are somewhat committed to the organisation ($M = 3.77$, $SD = 0.79$). Work engagement was measured on a 6-point scale, where 1 was never and 6 daily. The score on work engagement ($M = 4.56$, $SD = 0.90$) shows employees are on average engaged with their work. The burnout scale shows a low degree of burnout ($M = 2.26$, $SD = 0.75$), so it is a positive score. The degree of burnout also had a 6-point scale, so the mean shows employees do not often suffer burnout triggers.

The relationship of employees with co-workers and supervisor is good ($M = 4.44$, $SD = 0.46$). The answers were given on a 5-point scale, where 4 indicated a relationship which is often good. Social support also scored good ($M = 4.53$, $SD = 0.69$), since answers were given on a 5-point scale and 4 indicated employees somewhat agreed with the feeling of social support. Frequency of communication was measured on a 7-point scale, where 5 indicated often contact with co-workers and supervisor ($M = 5.60$, $SD = 1.07$). The standard deviation shows there is quite some variance between the degree of communication between employees. Answers for instrumental support ($M = 3.82$, $SD = 0.59$) were given on a 5-point scale, where 3 was neutral. Employees are therefore on average content about the instrumental support. Answers for informational support ($M = 4.54$, $SD = 1.10$) were given on a 7-point scale, where 4 indicated regular provision of information. Informational support was measured with one measure, which could explain its high standard deviation ($SD = 1.10$).

To conclude, the scores on all variables are higher than expected as all of them are positive, even though some are just barely. The expectation was that the imposed nature of HbTW would have a negative effect on all well-being variables.

4.2 Correlations

A correlation analysis was done to find the significance of the variables and to test the mutual coherence between them. The results are shown on table 4 (page 42-43). Variable 1 (age) up to and including variable 15 (average of telework before the COVID-19 crisis) were the control variables in this study. Variable 16 (attitude towards HbTW) up to and including variable 25 (informational support) were the study variables. For the sake of brevity, the discussion of the correlations will be limited to correlations relevant to the hypotheses and some interesting results.

The correlation analysis shows that there are significant correlations relevant for the hypotheses testing at the 0.01 level between the attitude towards HbTW and several dependent variables, respectively job satisfaction (.32), work engagement (.24), burnout (-.35), social support (.28), and instrumental support (.28). There are no significant correlations between the attitude towards HbTW and organisational commitment, relation with co-workers and supervisor, and the frequency of communication. Regarding the organisational support, there are some significant

correlations. At the 0.01 level between instrumental support and social support (.30), as well as between informational support and relationship co-workers (.22), and between informational and instrumental support (.37). At the 0.05 level there is a significant correlation between instrumental support and organisational commitment (.19), as well as between informational support and frequency of communication (.23).

Furthermore, it is interesting to note that there are a lot of significant correlations between the study variables. There is one case of multicollinearity, meaning a correlation of .70 or higher. Burnout and work engagement correlate negatively with each other ($-.72, p < .01$). This means that those two variables share quite some overlap. This is not shocking however, since both variables are known to correlate highly. This is because of the similarities in the type of questions comprising both scales. Regarding the control variables it can be noted that age has some significant correlations, of which the negative significant correlation with informational support is worth noting ($-.20, p < .05$). Furthermore, the significant negative correlations between employees who live with a child or children and respectively social support ($-.27, p < .01$), instrumental support ($-.19, p < .05$) and informational support ($-.19, p < .05$) should be noted. These are interesting correlations. Not too surprising is the significant correlation of the average teleworking before the COVID-19 crisis and the attitude towards HbTW ($.24, p < .01$). Having some experience could influence one's attitude positively.

TABLE 4 Correlations

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1 Age	1														
2 DGPZ ^a	-.08	1													
3 DGES ^a	-.07	-.14	1												
4 DGBEB ^a	-.16	-.07	-.05	1											
5 DGIS ^a	-.05	-.16	-.12	-.06	1										
6 Male ^b	.24**	.10	-.01	.05	-.04	1									
7 Education	-.34**	.31**	-.06	.14	.20*	.02	1								
8 Live by myself ^c	.02	-.11	.02	.38**	.06	-.11	-.05	1							
9 Live with partner ^c	.08	.09	-.08	-.12	-.08	.24**	.03	-.32**	1						
10 Live with child(ren) ^c	-.02	-.01	-.08	-.04	.23*	-.19*	.05	-.10	-.19*	1					
11 Live with roommates ^c	-.34**	.14	.07	-.03	.05	.03	.13	-.09	-.16	-.05	1				
12 Job function	.16	.07	-.09	.06	.07	-.02	.17	.09	.001	-.03	.003	1			
13 Tenure	.64**	-.08	.10	-.09	-.11	.06	-.37**	.08	-.05	.06	-.22*	.12	1		
14 Frequency HbTW	-.04	-.03	-.03	.07	.04	.07	.14	-.04	.07	.10	-.04	.02	-.03	1	
15 Average telework	.03	-.14	-.12	-.11	.03	.05	-.02	-.10	.11	.06	-.17	.06	.07	.19*	1
16 Attitude HbTW	.11	-.08	.05	-.19*	-.05	.08	-.13	-.01	.14	.02	-.04	-.12	.03	.05	.24**
17 Job satisfaction	-.06	-.11	.10	.05	.02	-.01	.03	-.02	-.01	.02	-.03	-.09	-.04	-.01	.04
18 Org. commitment	-.01	-.06	-.14	-.04	.02	-.03	-.02	-.07	.01	-.01	.06	.06	.07	-.04	.08
19 Work engagement	-.02	-.10	.09	-.01	.01	.06	.03	-.04	.07	-.11	.08	.06	-.08	-.04	.03
20 Burnout	-.10	.13	-.11	.17	-.03	-.10	.07	.16	-.01	.05	-.06	-.04	-.01	-.02	-.07
21 Relation co-workers and supervisor	-.04	-.18	.05	-.04	.03	-.04	-.04	-.16	.03	-.08	-.01	-.02	-.01	-.03	.04
22 Social support	.09	-.05	-.06	-.16	.07	.03	-.09	-.02	.06	-.27**	-.04	-.01	-.02	-.08	.09
23 Frequency communication	-.15	-.07	.16	-.11	.14	.04	.10	-.11	-.02	-.04	.18	.02	-.13	.07	.04
24 Instrumental support	.02	-.07	.11	-.14	-.04	.02	-.12	-.003	.002	-.19*	.12	-.05	-.003	-.12	.001
25 Informational support	-.20*	-.23**	.21*	-.08	-.14	-.06	-.16	-.02	.14	-.19*	.12	.02	-.11	-.02	.05

TABLE 4 Correlations

	16	17	18	19	20	21	22	23	24	25
16 Attitude HbTW	1									
17 Job satisfaction	.32**	1								
18 Org. commitment	.08	.56**	1							
19 Work engagement	.24**	.58**	.56**	1						
20 Burnout	-.35**	-.50**	-.41**	-.72**	1					
21 Relation co-workers and supervisor	.15	.38**	.35**	.39	-.50**	1				
22 Social support	.28**	.41**	.44**	.38**	-.47**	.60**	1			
23. Frequency communication	.16	.34**	.23*	.45**	-.54**	.37**	.39**	1		
24 Instrumental support	.28**	.06	.19*	.17	-.12	.15	.30**	.15	1	
25 Informational support	.17	.01	.04	.18	-.18	.22**	.17	.23*	.37**	1

Note. N=123 Pearson (listwise)

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

^a = SG + PSG is the reference variable; ^b = male=1, female=0; ^c= Live with partner and child(ren) is the reference variable

4.3 Regression and moderation

The results of the regression analyses to test the hypotheses are presented in table 5 (page 47). In the table both the regression analyses (models a) and the analyses to test the moderating effect (models b) are included. The dependent variable differs per model (Model 1ab = Job satisfaction; Model 2ab = Organisational commitment; Model 3ab = Work engagement; Model 4ab = Burnout; Model 5ab = Relation co-workers and supervisor; Model 6ab = Social support; Model 7ab = Frequency communication). The ^d and ^e (underneath the table) refer to the organisational support used in the regression analyses to test hypothesis 5 and the ^f and ^g (also underneath the table) refer to the organisational support as an interaction variable, used to test the moderating effect as stated in hypothesis 4.

The multiple regression analyses were conducted for each of the dependent variables composing employee well-being. It is important to note that, contrarily to what was expected, on average the attitude towards HbTW is positive ($M = 3.35$, $SD = 0.64$). This means that the effect it has on well-being will differ from what was expected as well, which is shown in the regression analyses.

Model 1a tests hypothesis 1a, which expected involuntary HbTW to have a negative relation with the job satisfaction of the employees at the Ministry of Foreign Affairs. The model shows that the attitude towards HbTW has a positive effect on job satisfaction ($\beta = .46$, $p < .01$). An increase of 1 point in HbTW leads to an increase of 0.46 point in job satisfaction. However, the explanatory value of the model is not significant ($F = 1.105$). Nevertheless, this does show that HbTW has a positive effect on job satisfaction, thereby rejecting hypothesis 1a.

Model 2a tests hypothesis 1b, which expected involuntary HbTW to have a negative relation with organisational commitment of the employees at the Ministry of Foreign Affairs. The model shows no significant relationship between the attitude towards HbTW and organisational support, therefore hypothesis 1b is not supported.

Model 3a tests hypothesis 1c, which expected involuntary HbTW to have a negative relation with work engagement of the employees at the Ministry of Foreign Affairs. The model shows a significant positive effect of the attitude towards HbTW on work engagement ($\beta = .35$, $p < .05$). An increase of 1 point in HbTW leads to an increase of 0.35 point in work engagement. However, the explanatory value of the model is not significant ($F = .856$). Nevertheless, this does show that HbTW has a positive effect on work engagement, thereby rejecting hypothesis 1c.

Model 4a tests hypothesis 2, which expected involuntary HbTW to have a positive relation with burnout among the employees at the Ministry of foreign affairs. The model shows a significant negative effect of the attitude of HbTW on the degree of burnout ($\beta = -.41$, $p < .01$). An increase of 1 point in HbTW leads to a decrease of 0.41 point in burnout. This means that HbTW has a negative

effect on burnout. However, the explanatory value of the model is not significant ($F = 1.638$). Since it was expected in hypothesis 2 that HbTW would have negative relation with health (expressed as a positive relation with burnout), this hypothesis is rejected. Involuntary HbTW actually has a positive effect on health. Furthermore, model 4a shows a significant positive effect of living by oneself on the degree of burnout ($\beta = .44, p < .05$). An employee living on its own has a higher degree of burnout, which is something that was not necessarily expected beforehand.

Model 5a tests hypothesis 3a, which expected involuntary HbTW to have a negative relation with the experienced relationships by the employees at the Ministry of Foreign Affairs with co-workers and supervisor. The model shows no significant relationship between the attitude towards HbTW and the relationship with co-workers and supervisor, therefore hypothesis 3a is not supported. However, the model does show a significant negative effect of living by oneself on the experienced relationships with co-workers and supervisor ($\beta = -.33, p < .05$). An employee living on its own has less good relationships with co-workers and supervisor, which was not necessarily expected in advance.

Model 6a tests hypothesis 3b, which expected involuntary HbTW to have a negative relation with feelings of social support from co-workers and supervisor of the employees at the Ministry of Foreign Affairs. The model shows a positive significant effect of the attitude towards HbTW on the feeling of social support from co-workers and supervisor ($\beta = .24, p < .05$). An increase of 1 point in HbTW leads to an increase of 0.24 point in feeling of social support. Furthermore, the explanatory value of the model is significant ($F = 1.841, p < .05, R^2 = .242$). This shows that HbTW has a positive effect on the feeling of social support, thereby rejecting hypothesis 3b. Model 6a also shows a significant negative effect of living with a child or children on the feeling of social support ($\beta = -.87, p < .01$). An employee living with a child or children feels less social support, which was not necessarily expected beforehand.

Model 7a tests hypothesis 3c, which expected involuntary HbTW to have a positive relation with the experienced frequency of communication with co-workers and supervisor by the employees at the Ministry of Foreign Affairs. However, the model shows no significant relationship between the attitude towards HbTW and the frequency of communication with co-workers and supervisor, therefore hypothesis 3c is not supported.

Several regression analyses (as shown in models b) were done, in order to test hypothesis 4, which expected organisational support as a job resource to have a buffering/boosting moderating effect on the relationship between involuntary HbTW and employee well-being of the employees at the Ministry of Foreign Affairs. The moderation analyses were conducted for each of the dependent variables composing employee well-being. The analyses were done to find the effect of the organisational support provided by BZ. However, none of the included models show a significant moderating effect. Therefore, hypothesis 4 is not supported.

The effect of organisational support on the different dimensions of well-being were looked at in all models a. This was done to test hypothesis 5, which expected organisational support to have a positive relation with all aspects of happiness and social well-being (including respectively job satisfaction, organisational commitment, work engagement, relation with co-workers and supervisor, social support, frequency of communication) and a negative relation with health well-being (i.e. burn-out) of the employees at the Ministry of Foreign Affairs. However, none of the included models show a significant effect. Hence, hypothesis 5 is not supported.

TABLE 5 Regression and moderation

MODEL	1a	1b	2a	2b	3a	3b	4a	4b	5a	5b	6a	6b	7a	7b
VARIABLE	β	β	β	β	β	β	β	β	β	β	β	β	β	β
Age	-.01	-.01	-.01	-.01	.003	.002	-.01	-.01	-.002	-.002	.004	.003	-.01	-.01
DGPZ ^a	-.04	-.24	-.22	-.23	-.26	-.26	.18	.21	-.17	-.17	.05	.04	-.11	-.13
DGES ^a	.20	.19	-.51	-.49	.16	.18	-.17	-.19	-.04	-.03	-.23	-.20	.45	.48
DGBEB ^a	.60	.60	.06	.03	.38	.36	.20	.22	.22	.22	-.31	-.34	-.38	-.42
DGIS ^a	.06	.04	-.02	-.01	.07	.07	-.14	-.13	.11	.12	.34	.35	.52	.53
Male ^b	-.01	-.01	-.04	-.06	.05	.05	-.10	-.10	-.04	-.04	-.04	-.05	.14	.13
Education	.03	.03	.01	.01	.03	.03	-.002	.001	.01	.01	-.01	-.01	.05	.04
Live by myself ^c	-.24	-.23	-.22	-.21	-.20	-.20	.44*	.44*	-.33*	-.34*	-.11	-.11	-.36	-.38
Live with partner ^c	-.08	-.07	.003	.01	.02	.02	.22	.21	-.07	-.07	-.10	-.10	-.20	.21
Live with child(ren) ^c	-.10	-.10	-.06	-.09	-.29	-.31	.25	.28	-.23	-.24	-.87**	-.90**	-.26	-.32
Live with roommates ^c	-.21	-.20	.22	.25	.24	.25	-.16	-.18	-.13	-.13	-.28	-.25	.41	.45
Job function	-.05	-.05	.13	.13	.22	.23	-.16	-.18	.01	.01	-.003	.01	.14	.16
Tenure	.02	.02	.08	.08	-.03	-.03	.02	.02	.02	.02	-.01	-.02	-.02	-.02
Frequency HbTW	-.06	-.06	-.04	-.05	-.08	-.08	-.01	-.01	-.03	-.03	-.05	-.05	.09	.08
Average telework	-.03	-.02	.01	.02	-.01	-.01	.02	.02	-.01	-.01	.01	.01	.004	-.001
Attitude HbTW	.46**	.57*	.07	-.16	.35*	.19	-.41**	-.46*	.11	.001	.24*	.01	.23	.10
Instrumental support ^d	-.03		.28		.08		.08		.03		.18		.05	
Informational support ^e	-.05		.08		.06		-.09		.07		.05		.17	
Instrumental support ^f		-.01		.08		.03		.03		.01		.05		-.01
Informational support ^g		-.02		-.02		.01		-.02		.02		.01		.04
F	1.105	1.116	.674	.671	.856	.845	1.638	1.586	.896	.884	1.841*	1.767*	1.238	1.163
R2	.161	.162	.104	.104	.129	.128	.221	.215	.134	.133	.242	.234	.176	.168
Adjusted R2	.015	.017	-.051	-.051	-.022	-.023	.086	.080	-.016	-.017	.110	.102	.034	.023

Note. N = 123 (listwise) * = $p < .05$, ** = $p < .01$. ^a = SG + PSG is the reference variable; ^b = male=1, female=0; ^c = Live with partner and child(ren) is the reference variable; ^d = direct effect; ^e = moderating effect

§5 CONCLUSION AND DISCUSSION

5.1 Conclusion

The goal of this thesis was to find the extent to which involuntary HbTW, which was imposed due to the COVID-19 crisis, had an effect on the different dimensions of well-being of employees at BZ. Also the support offered by the organisation to its employees was researched. The related research question therefore was:

“To what extent does involuntary Home-based Teleworking affect the psychological, physical and social well-being of employees of BZ, and how is that effect moderated by organisational support from the Ministry?”

Involuntary Home-based Teleworking turns out to affect the different dimensions of employee well-being in various ways. Job satisfaction and work engagement (psychological well-being), health (physical well-being) and social support (social well-being), are all positively affected by HbTW. The effect of HbTW on organisational commitment (psychological well-being) and on relationships with co-workers and supervisor, and frequency of communication (social well-being) was not significant. In sum, involuntary HbTW had a positive or no effect on employee well-being, but no negative effect, as was expected because of the imposed and sudden nature of HbTW. Regarding the moderating effect of support by BZ, as mentioned, there was no significant evidence for a positive or negative influence on the relation between involuntary HbTW and the various forms of employee well-being. So, to answer the question, the effect of involuntary HbTW on employee well-being is not moderated by support from BZ.

This research has shown that imposing HbTW might not necessarily have negative effects on employee well-being. It even showed that there was a positive relation with some dimensions of employee well-being. However, more research is needed in order to understand this relation better, and individual cases and their exceptions will always need to be considered.

5.2 Discussion

In this final subsection, the results from this thesis are placed against the theoretical framework. The similarities and differences are discussed, and an answer is provided to the empirical questions (5.2.1). Then, the limitations of the research are presented (5.2.2). Thereafter, the implications

of the research for science are discussed (5.2.3). Then, suggestions for future research are stated (5.2.4). Finally, the recommendations for practice are presented (5.2.5).

5.2.1 Confrontation of results with the literature

Based on the insights from the scientific literature several expectations were presented in the hypotheses. In this section, the expectations are placed against the results from this study. The empirical sub-questions as described in the introduction will be answered.

The first empirical sub-question this research attempted to answer was: *“To what extent do the employees of the Ministry of Foreign Affairs perceive involuntary HbTW as a hindering or a challenging demand?”* Based on the literature, it was expected that the abrupt change in the way and location of work would create several constraints (Tadić et al., 2015). Therefore, it was expected that involuntary HbTW would be seen as a hindering demand by employees of BZ. However, the analysis showed that employees on average have a positive attitude towards the imposed HbTW. Furthermore, HbTW has a positive effect on job satisfaction. This would mean that most of the employees see HbTW as a challenging demand, which they try to deal with (Van den Broeck et al., 2010). Finding out that employees on average perceive involuntary HbTW as a challenging demand is actually a good thing, and it shows that employees perceive HbTW as something which could result in favourable outcomes (Van den Broeck et al., 2010).

To research the relation between involuntary HbTW and the various forms of employee well-being, a total of seven hypotheses were developed, which were related to psychological/happiness (H1abc), physical/health (H2) and social/relationships (H3abc) well-being respectively. The following empirical sub-question was related to this: *“What is the relation between involuntary HbTW and the various forms of well-being of employees of BZ?”* Based on the literature, several expectations were developed. These expectations, and the corresponding results are discussed below.

Regarding happiness related well-being, a negative effect on job satisfaction was expected because of for example technostress and the presence of red tape (Suh & Lee, 2017; Steijn & Van der Voet, 2019). However, the results indicate involuntary HbTW to have a positive effect on job satisfaction. Research by De Vries et al. (2019) found out that public servants, when teleworking, experience less organisational commitment. The effect of HbTW on organisational commitment in the current study was not significant, and therefore shows neither a negative nor a positive effect. A lot of research on the effect of voluntary telework on work engagement shows positive effects (e.g. Beauregard & Henry, 2009; Bloom et al., 2015; Cañibano, 2013; Gajendran & Harrison, 2007). However, due to the imposed nature of HbTW, it was expected that the effect would be negative. The results show that there is a positive effect of HbTW on work engagement.

Regarding the health related well-being, it was expected that involuntary HbTW would have a negative effect on health, since it would place strain on employees by increasing demands, which

could turn into burnout (Chesley, 2014; Guest, 2017). The results however show, that HbTW has a negative effect on the degree of burnout, meaning there is actually a positive effect of involuntary HbTW on health related well-being.

Regarding social well-being of employees it was expected that involuntary HbTW would have a negative effect on the relationships with co-workers and supervisor, since there would be less social interaction (Anderson et al., 2015; Cañibano, 2013) and the spontaneous 'hanging out together' would decrease (Demerouti et al., 2014). Social support would also suffer as a result of involuntary HbTW based on research by Sardeshmukh et al. (2012). The frequency of communication was expected to increase due to the involuntary HbTW (Fonner & Roloff, 2012). The analyses show that the only significant effect was a positive effect of HbTW on social support, different than expected. The effect of HbTW on relationships with co-workers and supervisor and on the frequency of communication was not significant, and therefore shows neither a negative nor a positive effect.

As the results show, the relation between involuntary HbTW and the various forms of employee well-being was sometimes not significant, and where it was significant the relation turned out to be the opposite of what was expected. The expected relationships were almost all thought to be negative, because of the involuntary and sudden nature of imposing HbTW on employees. However, in the analysis it became clear that HbTW can have a positive effect on employee well-being. It is a surprising result that employee well-being (as expressed in job satisfaction, work engagement, health and social support) is positively influenced by involuntary HbTW. However, for BZ – and the employees themselves – this is a most welcoming result, since it shows that employees are not negatively affected by the imposed HbTW and are even positively affected on some dimensions of well-being. Nevertheless, this does not create a license to not pay attention to individual cases, as Anderson et al. (2015) note that it depends on individual aspects for telework to be beneficial.

It was expected in hypothesis 4 that organisational support by BZ would have a buffering/boosting moderating effect on the relationship between involuntary HbTW and employee well-being (Tadić et al., 2015). According to the literature, organisational support could help employees to deal with ICT use at work (Day et al., 2010). The following sub-question was related to the effect of organisational support: *“What is the moderating effect of organisational support by BZ on the relationship between involuntary HbTW and employee well-being?”* As the analyses showed there were no significant moderating effects of the organisational support by the Ministry on the relationship between involuntary HbTW and employee well-being. Therefore, the answer to the sub-question would be that there is no moderating effect. This could be due to the nature of the support, which was certainly needed, but might not have been seen as an extra effort. This links to the two-factor theory of Herzberg, where support by BZ might be seen as a hygiene factor, of which the presence does not have an impact, but the absence of it would have (Alshmemri, Shahwan-Akl & Maude, 2017).

The final empirical sub-question of this research was: *“What is the effect of organisational support of BZ on employee well-being?”* Based on the scientific literature it was expected in hypothesis 5 that organisational support would have a positive relation with all aspects of happiness and social well-being and a negative relation with health well-being (i.e. burnout) (Rhoades and Eisenberger, 2002; Van Veldhoven et al., 2020). However, the results show that the direct effect of support by BZ on employee well-being was not significant. It could be that, just as in the lack of a moderating effect, the support was already something the BZ employees expected to happen, therefore not influencing their well-being.

5.2.2 Limitations

As with any research, this thesis also has some limitations on both a theoretical and a methodological level. On the theoretical level the main limitation of this research is that there is hardly any literature on involuntary and imposed HbTW, which created the necessity to use mostly literature on voluntary telework in general to come up with the hypotheses. Of course, the extraordinary context of this study was taken into account, causing the expected effects to be mainly of a negative nature. This was due to the abrupt and imposed way how HbTW was presented to the employees. Nevertheless, the scarcity of literature made it difficult to know for sure how employees were going to react, and this research is one of the first to find out.

On the methodological level several limitations can be found. First of all, the special context in which this research was done, namely the COVID-19 pandemic, also had its effect on this research. Access to BZ and becoming acquainted with employees were severely limited to the researcher. Besides that, the restrictions which were in place also caused the university library to close, thereby creating a work-home interference for the researcher himself. The great support by the supervisors from both the university and BZ helped to alleviate this strain.

The second limitation is the cross-sectional nature of the research, which has the drawback that long term effects are not measured. It also creates difficulty in determining the directions of the relationships. Furthermore, it would have been stronger to first research the attitude towards HbTW and then research its effect on employee well-being. Because of practical considerations however, the research was conducted in this manner.

Another limitation is the small final sample (N = 123). Even though 204 respondents filled in the survey, a lot of them were not entirely completed or missed key data. This was very unfortunately and could have been avoided by making all the answers mandatory. Several answers were not filled in, most likely because people forgot to do so. A notification for blank answers might have reduced the missing data. However, the sample was representative, making up for some of the limitation. Nevertheless, the findings of this research are probably limited to the public sector, since all respondents are employees of a Ministry. It could be that due to the small sample,

almost no significant models came out of the regression and moderation analyses. This is something which is disappointing.

Finally, the context of research changed constantly. Since the measures taken to counter COVID-19 were updated regularly, the circumstances of employees changed as well. The first time the survey was sent (29-05-2020), primary school children were going to school part-time, and from June 8 onwards, they went to school full-time. If the survey was sent when all those children were still at home, there might have been different results. Also, employees already had worked two and a half months at home at the time of the research, giving them plenty time to get used to it, thereby probably causing them to see HbTW as a more positive measure.

5.2.3 Implications for science

This thesis has several implications for science. First, the results show that there were no significant negative effects of HbTW on employee well-being. It also shows that the only effects distinguished, were positive effects. This means that the dimensions of well-being were affected differently by HbTW, but never in a negative way. This is an interesting result, since that shows there is no well-being tradeoff where some dimensions of well-being are negatively affected and some positively, other than was expected (Grant et al., 2007). Furthermore, the results support the mutual gains perspective, since the HR-practice of HbTW was both beneficial to the organisation and the employees, since the work processes could continue and no negative effect on well-being was found (Van De Voorde et al., 2012).

Secondly, the results add to the literature that on average employees have a positive attitude towards HbTW, seeing it as a challenge instead of a hindrance (Van den Broeck et al., 2010). This also adds to the JD-R model, and shows involuntary HbTW can be a challenging demand which encourages employees to overcome it, while improving their well-being. This shows the complex distinction between challenging and hindering demands, since it depends per individual in what way they perceive it.

Thirdly, this thesis has added research on HbTW in a time of crisis to the scientific literature. Research in this topic is scarce, since not many situations like this have happened before (Donnelly & Proctor-Thomson, 2015; Green et al., 2017). The findings suggest employees are capable to adapt to a different way and place of working quite well. Furthermore, the research looked at imposed and involuntary nature of HbTW at BZ (Anderson et al., 2015). The results show that the effect of imposed HbTW is not necessarily negative, and can even be positive.

Finally, the research found that the effect of organisational support on the relation between involuntary HbTW and the various dimensions of employee well-being is not significant. This could mean that the support provided was seen as a necessity to cope with the imposed HbTW. Nevertheless, it is an interesting result that the impact of the support is not significant, since it was expected to buffer the relationship (Bakker & Demerouti, 2007).

5.2.4 Recommendations for future research

The implications and limitations of this thesis create several recommendations for future research. To the best of this researcher's knowledge, this research is the first to look into the effect of imposed HbTW in a public organisation. It will be interesting for future research to look into this relationship at other ministries and to find out to which extent differences exist. Furthermore, research into other contexts are highly encouraged to take place. When that research is carried out, the differences which might exist between the public and the private sector, and within the public sector can be shown. This creates the possibility to compare contexts and could provide insight into underlying factors which influence the attitude towards involuntary HbTW and the effect it has on various dimensions of employee well-being.

It was expected that differences in home situation would have an effect on happiness related well-being (e.g. Beauregard & Henry, 2009; Song & Gao, 2019). In this research however, the differences in home situation only had an effect on health related and social well-being of employees of BZ. For future research it is interesting to look into the differences in home situation and to see in what way this influences the relation between involuntary HbTW and employee well-being, and also why some dimensions of well-being are affected while others are not.

The small sample and the cross-sectional nature of the research were already mentioned as a possible limitation to this research. It is therefore recommended that future research tries to collect more data and that the research will take place on several occasions. Creating such a larger and longitudinal research will provide stronger, more reliable results and will also tell more about the nature of the relationships and how changes in the research context affect the results. Carrying out that research will increase the possibility to draw more general conclusions and can increase the strength of the literature on the effect of involuntary HbTW on employee well-being.

Another interesting avenue for future research would be to find out the why and the how of dealing with the involuntary HbTW by doing a qualitative research. The findings from this study say nothing about the reasons why employees experience HbTW in a certain way and why they feel how they feel. In order to find out it is recommended to look into this. Researching the stories and motives of employees might show the factors influencing the attitude towards HbTW and could provide insight into why some people experience negative effects while others positive effects. Furthermore, future research could look into the question whether employees might even perceive the imposed HbTW as a job resource instead of a demand.

Finally, an interesting focus of research could be the organisational support provided to the employees. It is relevant to see whether or not they see the support as a hygiene factor and not as a motivating factor, and what the reason is for doing so. That research could then consequently add to the literature on motivational factors, and could show the minimum of support employees will need in order to retain a positive well-being.

5.2.5 Recommendations for practice

This thesis also provides implications and recommendations for practice, both for the organisation and for the society as a whole. For BZ, the research has offered insight in the effect of the imposed HbTW on employee well-being. It shows that employees deal well with HbTW and might even have gotten used to it. Furthermore, it shows that the support the organisation provides does not have a significant effect. As already mentioned, this might be because employees expected the support, and therefore were not surprised to receive it. Nevertheless, this might be something to further look into.

This thesis presents some recommendations for the Ministry of Foreign Affairs. The insights of this research can be used as a guidance in handling HbTW, but it is important to continue to collect feedback from employees. Furthermore, a relevant continuation of this research would be to ask employees how they experience HbTW and what their way of dealing with it is. It is especially important to be aware of individual cases and to make sure all employees are supported in the way that fits their needs. Another recommendation to BZ is to create a platform or inventory where employees can share tips to help with adjusting to the HbTW. Additionally, the positive results of this research suggest that employees might be willing to continue teleworking in a higher intensity in the future, even when the COVID-19 crisis is over. BZ should research which employees would actually prefer this and in what capacity this could take shape. The office could get a new function, for example much more as a meeting place than a place to work individually.

Practical implications in a wider sense are also provided by this research. It is one of the first researches on this subject which is purely focussed on a public organisation. The results show that public employees are on average positive towards HbTW, contrarily to what the research by De Vries et al. (2019) showed. Furthermore, this research adds to other research on imposed HbTW, and supports the positive effects which came from those. For example, a research by Nationale Vacaturebank and Intermediar among more than a thousand Dutch employees showed that half of the employees want to keep working from home, even when this crisis is over (Intermediar, May 2020). The positive results from this research seem to support this. If so many employees really do want to continue the HbTW, then the function of the office might change from a place to work, to a place to meet people and generate ideas (NRC, June 2020). Further research and innovative suggestions will show how working after COVID-19 might take place. However that may be, this current study showed the future might be brighter than expected.

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APPENDIX

Attachment 1. Reliability measures

Involuntary HbTW

Reliability involuntary HbTW (Ev = 6.444)	Factorloading	Cronbach's α
Attitude towards HbTW		.868
Door/ondanks het opgelegde thuiswerken sinds de coronacrisis...		
heb ik controle over mijn werkomgeving	.538	
ervaar ik meer onafhankelijkheid dan voorheen	.354	
bespaar ik geld	.117	
ervaar ik minder samenwerking onder medewerkers (R)	.401	
voel ik verschillende verplichtingen tegelijkertijd (R)	.603	
heb ik meer zorgtaken (R)	.465	
voel ik een lagere betrokkenheid bij BZ (R)	.606	
ervaar ik een verlies van zichtbaarheid en carrièremogelijkheden (R)	.449	
vind ik het moeilijker om gemotiveerd aan het werk zijn (R)	.696	
verzet ik genoeg werk	.584	
ga ik geconcentreerd te werk	.658	
ervaar ik een verlies van professionele interactie (R)	.579	
blijf ik gemotiveerd	.742	
heb ik minder stress door het reizen naar werk te verminderen	.471	
heb ik tijd voor mezelf	.545	
ervaar ik meer gezinsconflicten (R)	.351	
verricht ik minder werk (R)	.606	
heb ik tijd voor mijn gezin	.316	
ervaar ik flexibiliteit	.512	
ervaar ik een verlies van sociale interactie (R)	.632	
ervaar ik minder wederzijds leren onder medewerkers (R)	.481	
voel ik me veiliger dan als ik buitenshuis zou werken	.389	

HAPPINESS WELL-BEING (organisational commitment and work engagement)

Reliability organisational commitment (Ev = 2.559)	Factorloading	Cronbach's α
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Commitment to BZ		.800
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Ik voel me een 'onderdeel van de familie' bij BZ	.838	
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BZ heeft veel persoonlijke betekenis voor mij	.785	
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Ik voel me thuis bij BZ	.782	
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Ik heb echt het gevoel dat de problemen van BZ de mijne zijn	.472	
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Reliability work engagement (Ev = 5.120)	Factorloading	Cronbach's α
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Work engagement		.897
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Op mijn werk bruis ik van energie.	.762	
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Als ik werk voel ik me fit en sterk.	.727	
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Ik ben enthousiast over mijn baan.	.825	
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Mijn werk inspireert mij.	.787	
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Als ik 's morgens opsta heb ik zin om aan het werk te gaan	.668	
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Wanneer ik heel intensief aan het werk ben, voel ik mij gelukkig.	.686	
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Ik ben trots op het werk dat ik doe.	.758	
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Ik ga helemaal op in mijn werk.	.698	
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Mijn werk brengt mij in vervoering.	.521	
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HEALTH WELL-BEING

Reliability burnout (Ev = 5.943)	Factorloading	Cronbach's α
Burnout		.880
Ik voel me mentaal uitgeput door mijn werk	.721	
Ik twijfel aan het nut van mijn werk	.569	
Een hele dag werken vormt een zware belasting voor mij	.468	
Ik weet de problemen in mijn werk goed op te lossen (R)	.645	
Ik voel me "opgebrand" door mijn werk	.790	
Ik heb het gevoel dat ik met mijn werk een positieve bijdrage lever aan het functioneren van de organisatie (R)	.518	
Ik merk dat ik teveel afstand heb gekregen van mijn werk	.410	
Ik ben niet meer zo enthousiast als vroeger over mijn werk	.632	
Ik vind dat ik mijn werk goed doe (R)	.643	
Als ik op mijn werk iets afrond vrolijkt mij dat op (R)	.567	
Aan het einde van een werkdag voel ik me leeg	.739	
Ik heb in deze baan veel waardevolle dingen bereikt (R)	.388	
Ik voel me vermoeid als ik 's morgens opsta en er weer een werkdag voor me ligt	.705	
Ik ben cynischer geworden over de effecten van mijn werk	.629	
Op mijn werk blaak ik van zelfvertrouwen (R)	.571	

SOCIAL WELL-BEING**(relationships with co-workers and supervisor, feeling of support and frequency of communication)****Relationships with co-workers and supervisor**

Reliability Relationships with co-workers and supervisor Factorloading Cronbach's α
(Ev = 7.566)

Relationships with co-workers .873

Kunt u op uw collega's rekenen wanneer u het in uw werk wat moeilijk krijgt? .698

Kunt u als dat nodig is uw collega's om hulp vragen? .714

Is uw verstandhouding met uw collega's goed? .690

Heeft u conflicten met uw collega's? (R) .381

Voelt u zich in uw werk gewaardeerd door uw collega's? .710

Heeft u te maken met agressie vanuit uw collega's? (R) .410

Zijn uw collega's vriendelijk tegen u? .674

Heerst er tussen u en uw collega's een prettige sfeer? .660

Doen zich tussen u en uw collega's vervelende gebeurtenissen voor? (R) .404

Relationships with supervisor .887Kunt u op uw leidinggevende rekenen wanneer u het in uw werk
wat moeilijk krijgt? .758

Kunt u als dat nodig is uw leidinggevende om hulp vragen? .676

Is uw verstandhouding met uw leidinggevende goed? .737

Heeft u conflicten met uw leidinggevende ? (R) .420

Voelt u zich in uw werk gewaardeerd door uw leidinggevende ? .652

Heeft u te maken met agressie vanuit uw leidinggevende ? (R) .297

Is uw leidinggevende vriendelijk tegen u? .746

Heerst er tussen u en uw leidinggevende een prettige sfeer? .757

Doen zich tussen u en uw leidinggevende vervelende gebeurtenissen
voor? (R) .652

Relationships with co-workers and supervisor – combined .915

Feeling of support

Reliability feeling of support (Ev = 1.534)	Factorloading	Cronbach's α
Feeling of support		.692
In mijn werk is het makkelijk om met mijn collega's te praten.	.730	
Mijn leidinggevende is bereid te luisteren naar mijn persoonlijke problemen.	.730	

Frequency of communication

Reliability frequency of communication (Ev = 1.648)	Factorloading	Cronbach's α
Frequency of communication		.767
Hoe vaak gebruikt u media (telefoon, videobellen, email, etc.) om te communiceren met uw collega's?	.805	
Hoe vaak gebruikt u media (telefoon, videobellen, email, etc.) om te communiceren met uw leidinggevende?	.805	

ORGANISATIONAL SUPPORT

Instrumental support

Reliability instrumental support (Ev = 4.043)	Factorloading	Cronbach's α
Setting up a home office	.211	
Additional efforts by BZ	.445	

IT infrastructure .496

Mijn werkomgeving is verbonden met het internet	.245	
Mijn werkomgeving wordt ondersteund door de juiste hardware (laptop, scherm, headset etc.)	.458	
Mijn werkomgeving wordt ondersteund door de juiste software (MS teams, Webex, etc.)	.414	

ICT support .839

BZ maakt gebruik van de nieuwste technologie	.531	
Ik ontvang de technische upgrades die ik nodig heb	.569	
Technische ondersteuning is beschikbaar wanneer ik het nodig heb	.755	
De IT ondersteuning is behulpzaam	.824	
De IT ondersteuning reageert adequaat op mijn problemen	.832	
Het IT departement leert mij om problemen te verhelpen voor het geval ze nog een keer zouden plaatsvinden	.651	

Instrumental support – combined .799

Attachment 2. Invitation email (in Dutch)

Geachte collega,

De coronacrisis heeft een ingrijpend effect op ons leven. Het brengt de gezondheid van ons en onze naasten in gevaar, heeft het dagelijks leven compleet veranderd, en heeft een impact op de manier waarop wij werken. Door de coronacrisis werken veel van ons nu thuis.

Hoe BZ'ers deze ontwikkeling van het thuiswerken ervaren willen wij graag onderzoeken. Daarom kijkt dit onderzoek hoe het opgelegde thuiswerken door medewerkers van BZ wordt ervaren, en hoe de ondersteuning van BZ daarin helpt. Dit onderzoek is onderdeel van mijn master Strategic Human Resource Management die ik volg aan de Universiteit Utrecht, en in samenwerking met het HDPO waar ik stage loop.

De vragenlijst in de onderstaande link bevat een aantal vragen die zicht bieden op de invloed van het thuiswerken vanwege de coronacrisis op het welzijn van medewerkers. BZ wil dit onderzoek graag uitvoeren om in beeld te krijgen hoe het met jullie gaat. In totaal duurt de vragenlijst ongeveer 10 minuten.

Ik wil benadrukken dat het natuurlijk niet verplicht is om aan het onderzoek mee te werken, maar dat het wel een mooie gelegenheid biedt voor u om aan BZ te laten weten hoe u het thuiswerken ervaart. Aan het einde van de vragenlijst zal ook een vrije antwoord ruimte zijn opgenomen van 500 tekens waarin u een tip aan uw collega's kunt geven, of een aandachtspunt kunt melden. Op die manier wordt dit onderzoek nog tastbaarder en kan het concreter naar iedereen worden teruggekoppeld.

In de vragenlijst zal niet gevraagd worden naar persoonlijk informatie (zoals bijvoorbeeld uw naam) en uw antwoorden worden anoniem verwerkt en opgeslagen. Deelname aan dit onderzoek is volledig vrijwillig en er zijn geen risico's of voordelen verbonden aan het deelnemen.

Ik heb nog geen BZ e-mailadres, vermoedelijk duurt dat nog tot begin juni, maar tot die tijd kunt u me voor verdere vragen over het onderzoek bereiken op f.p.smit2@students.uu.nl of via 06-42413335.

Ik wil u graag bedanken voor uw tijd, aandacht en deelname! U helpt mij afstuderen!

Met vriendelijke groet,

Floris Smit
Afstudeerstagiair HDPO

Link naar vragenlijst: https://survey.uu.nl/jfe/form/SV_4MAM5alHUP6EUEI

Attachment 3. Reminder email (in Dutch)

Beste collega,

Als u de vragenlijst die ik verstuurde op vrijdag 29 mei al heeft ingevuld wil ik u graag hartelijk bedanken en kunt u deze mail verder laten voor het is!

Indien u nog niet toegekomen bent aan het invullen van de vragenlijst, wil ik u met deze mail graag herinneren aan het onderzoek dat ik doe voor mijn scriptie van de master Strategic Human Resource Management aan de Universiteit Utrecht.

In mijn afstudeeronderzoek ben ik benieuwd naar het effect van het thuiswerken vanwege de coronacrisis op het welzijn van medewerkers, en de ondersteunende rol van BZ. Ik voer dit onderzoek uit door het gebruik van onderstaande vragenlijst.

Link naar vragenlijst: https://survey.uu.nl/jfe/form/SV_4MAM5alHUP6EUEI

Graag wil ik u uitnodigen om de vragenlijst in te vullen indien u dat nog niet gedaan heeft. In totaal duurt de vragenlijst ongeveer 10 minuten. Uiteraard wil ik ook nogmaals benadrukken dat het niet verplicht is om aan het onderzoek mee te werken en dat in de vragenlijst niet gevraagd wordt naar persoonlijke informatie. Uw antwoorden worden anoniem verwerkt en opgeslagen. U kunt zich ten alle tijde uit het onderzoek terugtrekken en uw data laten verwijderen. Indien u dit wenst kunt u contact opnemen via f.p.smit2@students.uu.nl of via 06-42413335.

Deelname aan dit onderzoek is volledig vrijwillig en er zijn geen risico's of voordelen verbonden aan het deelnemen.

Ik wil u graag nogmaals bedanken voor uw tijd, aandacht en deelname! U helpt mij afstuderen!

Met vriendelijke groet,

Floris Smit
Afstudeer stagiair HDPO

Thuiswerken bij BZ

Start van blok: Standaard vragenblok

Q30 Informed consent Deze vragenlijst wordt afgenomen in het kader van mijn afstudeeronderzoek van de master Strategic Human Resource Management bij de Universiteit Utrecht. Het doel van dit onderzoek is inzicht verkrijgen in het effect van thuiswerken op het welzijn van medewerkers, en de ondersteunende rol van BZ hierin.

De verzamelde data worden opgeslagen in Yoda, worden niet gedeeld met derden en blijven bewaard voor een periode van zes maanden. U heeft te allen tijde recht om zich terug te trekken uit het onderzoek, tijdens de dataverzameling, maar ook als de data al verzameld zijn. Bovendien heeft u te allen tijde recht om de data te laten verwijderen. Neem daarvoor contact op via f.p.smit2@students.uu.nl. **Om akkoord te gaan met uw deelname aan deze vragenlijst drukt u verder.**

Pagina-einde

Q24 Nogmaals hartelijk dank dat u deze vragenlijst wilt invullen!

Allereerst volgen nu een aantal vragen om algemene informatie over u te weten te komen. Deze informatie zal anoniem zijn en niet te herleiden tot u als persoon.

Vervolgens zullen een aantal stellingen over het thuiswerken worden weergegeven, waarna er een onderdeel zal zijn dat naar uw welzijn vraagt en een onderdeel dat vraagt naar de ondersteuning van BZ in het thuiswerken.

Tenslotte zal u de mogelijkheid hebben om een mooie thuiswerk tip te delen, of om uw grootste struikelblok te vertellen. Deze korte anekdotes zullen een lijst van tips en aandachtspunten worden voor alle collega's bij BZ.

Dank u wel!

Q4 Bij welk directoraat bent u werkzaam?

- SG + PSG (1)
 - DGPZ (2)
 - DGES (3)
 - DGBEB (4)
 - DGIS (5)
-

Q8 Heeft u een leidinggevende functie?

- Nee (1)
 - Ja (2)
-

Q9 Hoelang bent u al werkzaam bij BZ?

- Minder dan 1 jaar (1)
 - 1-5 jaar (2)
 - 6-10 jaar (3)
 - 11-15 jaar (4)
 - 16-20 jaar (5)
 - Langer dan 20 jaar (6)
-

Q1 Wat is uw geboortjaar?

Q5 Wat is uw geslacht?

- Vrouw (1)
- Man (2)
- Zeg ik liever niet (3)

Q32 Wat is uw hoogst voltooide opleiding?

- Basisonderwijs, lagere school (1)
- Lager beroepsonderwijs (i: LBO, LTS, VBO, LTO, LHNO, LEAO of VMBO-Praktijk) (2)
- MAVO, VMBO-Theorie, IVO, MULO, en ten hoogste 3 jaar HAVO, HBS, VWO of VHMO (3)
- HAVO, VWO, Atheneum, Gymnasium, HBS, MMS (i: ook propedeuse HBO en WO) (4)
- Middelbaar beroepsonderwijs (i: MBO, MTS (voor 1968 UTS), Politieschool, KMS, MDS, MBS, SPD-1, MHNO of INAS) (5)
- Hoger beroepsonderwijs: HBO-bachelor, HBO oude stijl (i: HTS (voor 1968 MTS) HDS, NLO, Politieacademie, MO A (2/3e graads), SPD-2/3, etc.) (6)
- Universitaire opleiding: WO-bachelor, Kandidaatsexamen (7)
- Hoger beroepsonderwijs: HBO-master (i: MO-B/1e graads, 2e fase Kunstopleiding, etc.) (8)
- Universitaire opleiding: WO-master, WO oude stijl, Officiersopleiding aan het KIM, de KMA of de Defensie Academie (9)
- Universitaire opleiding: gepromoveerd, post-doctorale beroepsopleiding (10)

Q6 Wat is uw thuissituatie?

- Ik woon op mijzelf (1)
- Ik woon met een partner (2)
- Ik woon met partner en kind(eren) (3)
- Ik woon met (een) kind(eren) (4)
- Ik woon met een huisgenoot (5)
- Ik woon met meerdere huisgenoten (6)

Einde blok: Standaard vragenblok

Start van blok: Thuiswerken

Q26 Vanwege de maatregelen door het coronavirus werken wij bij BZ grotendeels thuis, zodat het werk door kan gaan. Dit onderdeel gaat over het thuiswerken.

Q10 Hoe vaak heeft u sinds het uitbreken van het coronavirus thuisgewerkt?

- Nooit (1)
- Zelden (2)
- Regelmatig (3)
- Vaak (4)
- Altijd (5)

Ga naar: Einde blok Als Hoe vaak heeft u sinds het uitbreken van het coronavirus thuisgewerkt? = Nooit

Q11 Hoe vaak in de week werkte u gemiddeld op afstand van het kantoor in de laatste 6 maanden vóór het uitbreken van het coronavirus in Nederland (begin maart)?

- Nooit (1)
- Minder dan 1 keer per week (2)
- 1 keer per week (3)
- 2 keer per week (4)
- 3 keer per week (5)
- 4 keer per week (6)
- Dagelijks (7)

Pagina-einde

Q35 Er volgen nu een aantal stellingen over het thuiswerken vanwege het uitbreken van de coronacrisis (begin maart). Geef aan in hoeverre u het - gemiddeld genomen - eens bent met de volgende stellingen.

Q17 Door/ondanks het opgelegde thuiswerken sinds de coronacrisis...

	Helemaal niet mee eens (1)	Enigszins mee oneens (2)	Noch eens noch oneens (3)	Enigszins mee eens (4)	Helemaal mee eens (5)	Niet van toepassing (6)
heb ik controle over mijn werkomgeving (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ervaar ik meer onafhankelijkheid dan voorheen (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
bespaar ik geld (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ervaar ik minder samenwerking onder medewerkers (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
voel ik verschillende verplichtingen tegelijkertijd (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
heb ik meer zorgtaken (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
voel ik een lagere betrokkenheid bij BZ (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ervaar ik een verlies van zichtbaarheid en carrièremogelijkheden (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
vind ik het moeilijker om gemotiveerd aan het werk zijn (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
verzet ik genoeg werk (10)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ga ik geconcentreerd te werk (11)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q40 Door/ondanks het opgelegde thuiswerken sinds de coronacrisis...

	Helemaal niet mee eens (1)	Enigszins mee oneens (2)	Noch eens noch oneens (3)	Enigszins mee eens (4)	Helemaal mee eens (5)	Niet van toepassing (6)
ervaar ik een verlies van professionele interactie (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
blijf ik gemotiveerd (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
heb ik minder stress door het reizen naar werk te verminderen (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
heb ik tijd voor mezelf (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ervaar ik meer gezinsconflicten (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
verricht ik minder werk (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
heb ik tijd voor mijn gezin (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ervaar ik flexibiliteit (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ervaar ik een verlies van sociale interactie (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ervaar ik minder wederzijds leren onder medewerkers (10)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
voel ik me veiliger dan als ik buitenshuis zou werken (11)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Einde blok: Thuiswerken

Start van blok: Medewerker welzijn

Q25 Dit onderdeel gaat over het welzijn van medewerkers van BZ. Er volgen een aantal stellingen, waar u kunt aangeven in hoeverre u het daarmee eens bent.

Q2 Hoe tevreden bent u - alles bij elkaar genomen - met uw werk?

- Zeer ontevreden (1)
 - Ontevreden (2)
 - Noch tevreden, noch ontevreden (3)
 - Tevreden (4)
 - Zeer tevreden (5)
-

Q12 Betrokkenheid bij BZ

	Helemaal niet mee eens (1)	Enigszins mee oneens (2)	Noch eens noch oneens (3)	Enigszins mee eens (4)	Helemaal mee eens (5)
Ik voel me een 'onderdeel van de familie' bij BZ (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BZ heeft veel persoonlijke betekenis voor mij (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik voel me thuis bij BZ (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik heb echt het gevoel dat de problemen van BZ de mijne zijn (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q37

De volgende uitspraken hebben betrekking op uw werkbeleving en het gevoel dat u daarbij heeft. Geef aan in hoeverre iedere uitspraak op u van toepassing is.

Q13 Uitspraken over werkbeleving

	Nooit (1)	Eens per maand of minder (2)	Een paar keer per maand (3)	Eens per week (4)	Een paar keer per week (5)	Dagelijks (6)
Op mijn werk bruis ik van energie (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Op mijn werk blaak ik van zelfvertrouwen (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Als ik werk voel ik me fit en sterk (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Een hele dag werken vormt een zware belasting voor mij (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik ben enthousiast over mijn baan (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik merk dat ik teveel afstand heb gekregen van mijn werk (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik ben niet meer zo enthousiast als vroeger over mijn werk (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik vind dat ik mijn werk goed doe (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik weet de problemen in mijn werk goed op te lossen (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mijn werk inspireert mij (10)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik voel me mentaal uitgeput door mijn werk (11)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Als ik 's morgens opsta heb ik zin om aan het werk te gaan (12)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q41 Vervolg van de uitspraken

	Nooit (1)	Eens per maand of minder (2)	Een paar keer per maand (3)	Eens per week (4)	Een paar keer per week (5)	Dagelijks (6)
Als ik op mijn werk iets afrond vrolijkt mij dat op (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Aan het einde van een werkdag voel ik me leeg (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wanneer ik heel intensief aan het werk ben, voel ik mij gelukkig (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik voel me "opgebrand" door mijn werk (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik heb het gevoel dat ik met mijn werk een positieve bijdrage lever aan het functioneren van de organisatie (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik twijfel aan het nut van mijn werk (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik ben trots op het werk dat ik doe (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik ga helemaal op in mijn werk (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik heb in deze baan veel waardevolle dingen bereikt (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik voel me vermoeid als ik 's morgens opsta en er weer een werkdag voor me ligt (10)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik ben cynischer geworden over de effecten van mijn werk (11)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mijn werk brengt mij in vervoering (12)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q38 Onderstaande vragen gaan over uw relatie met collega's en leidinggevende.

Q44 Relatie met collega's

	Nooit (1)	Zelden (2)	Regelmatig (3)	Vaak (4)	Altijd (5)
Kunt u op uw collega's rekenen wanneer u het in uw werk wat moeilijk krijgt? (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kunt u als dat nodig is uw collega's om hulp vragen? (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is uw verstandhouding met uw collega's goed? (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Heeft u conflicten met uw collega's? (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Voelt u zich in uw werk gewaardeerd door uw collega's? (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Heeft u te maken met agressie vanuit uw collega's? (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Zijn uw collega's vriendelijk tegen u? (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Heerst er tussen u en uw collega's een prettige sfeer? (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Doen zich tussen u en uw collega's vervelende gebeurtenissen voor? (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q45 Relatie met leidinggevende

Q45 Relatie met leidinggevende

	Nooit (1)	Zelden (2)	Regelmatig (3)	Vaak (4)	Altijd (5)
Kunt u op uw leidinggevende rekenen wanneer u het in uw werk wat moeilijk krijgt? (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kunt u als dat nodig is uw leidinggevende om hulp vragen? (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is uw verstandhouding met uw leidinggevende goed? (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Heeft u conflicten met uw leidinggevende ? (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Voelt u zich in uw werk gewaardeerd door uw leidinggevende ? (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Heeft u te maken met agressie vanuit uw leidinggevende ? (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is uw leidinggevende vriendelijk tegen u? (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Heerst er tussen u en uw leidinggevende een prettige sfeer? (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Doen zich tussen u en uw leidinggevende vervelende gebeurtenissen voor? (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Q43 Onderstaande stellingen gaan over de ondersteuning die u voelt vanuit uw collega's en leidinggevende, en over de frequentie dat u contact met hen zoekt. Geef aan in hoeverre u het met de stellingen eens bent.

Q15 Gevoel van ondersteuning

	Helemaal niet mee eens (1)	Enigszins mee oneens (2)	Noch eens noch oneens (3)	Enigszins mee eens (4)	Helemaal mee eens (5)
In mijn werk is het makkelijk om met mijn collega's te praten (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mijn leidinggevende is bereid te luisteren naar mijn persoonlijke problemen (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q16 Frequentie van communicatie met collega's en leidinggevende

	Nooit (1)	Heel zelden (2)	Zelden (3)	Regelmatig (4)	Vaak (5)	Heel vaak (6)	Altijd (7)
Hoe vaak gebruikt u media (telefoon, videobellen, email, etc.) om te communiceren met uw collega's? (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hoe vaak gebruikt u media (telefoon, videobellen, email, etc.) om te communiceren met uw leidinggevende? (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q27 Nu volgen een aantal stellingen over de ondersteunende rol van BZ in het thuiswerken vanwege het coronavirus.

Q21 De geboden hulp door BZ om mijn thuishkantoor op te zetten (vergoeding tot €250,- en mogelijkheid om kantoorpullen te gebruiken) was voldoende.

- Helemaal niet mee eens (1)
 - Enigszins mee oneens (2)
 - Noch eens noch oneens (3)
 - Enigszins mee eens (4)
 - Helemaal mee eens (5)
-

Q23 Hoe vaak heeft BZ u sinds de coronacrisis voorzien van nuttige informatie en advies over thuiswerken?

- Nooit (1)
- Heel zelden (2)
- Zelden (3)
- Regelmatig (4)
- Vaak (5)
- Heel vaak (6)
- Altijd (7)

Q22 De extra inspanningen door BZ - bovenop de normale ondersteuning - om mij te ondersteunen in het thuiswerken vanwege de coronacrisis zijn behulpzaam.

- Helemaal niet mee eens (1)
 - Enigszins mee oneens (2)
 - Noch eens noch oneens (3)
 - Enigszins mee eens (4)
 - Helemaal mee eens (5)
-

Q42 Het vergaderen en het voeren van overleg via videoverbinding gaat mij goed af.

- Helemaal niet mee eens (1)
 - Enigszins mee oneens (2)
 - Noch eens noch oneens (3)
 - Enigszins mee eens (4)
 - Helemaal mee eens (5)
-

Q39 De volgende stellingen gaan over de IT oplossingen en ondersteuning die u ontvangen heeft tijdens het thuiswerken. Geef aan in hoeverre u het eens bent met de volgende stellingen.

Q19 IT infrastructuur voor het thuiswerken

	Helemaal niet mee eens (1)	Enigszins mee oneens (2)	Noch eens noch oneens (3)	Enigszins mee eens (4)	Helemaal mee eens (5)
Mijn werkomgeving is verbonden met het internet (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mijn werkomgeving wordt ondersteund door de juiste hardware (laptop, scherm, headset, etc.) (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mijn werkomgeving wordt ondersteund door de juiste software (MS teams, Webex, etc.) (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q20 ICT support tijdens het thuiswerken vanwege de coronacrisis

	Nooit (1)	Zelden (2)	Regelmatig (3)	Vaak (4)	Bijna altijd (5)
BZ maakt gebruik van de nieuwste technologie (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik ontvang de technische upgrades die ik nodig heb (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Technische ondersteuning is beschikbaar wanneer ik het nodig heb (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
De IT ondersteuning is behulpzaam (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
De IT ondersteuning reageert adequaat op mijn problemen (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Het IT departement leert mij om problemen te verhelpen voor het geval ze nog een keer zouden plaatsvinden (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q29

Vergeet niet om nog éénmaal op de knop volgende te drukken om zo de vragenlijst te voltooien.

Hartelijk bedankt voor het invullen van deze vragenlijst!

Wanneer het onderzoek is afgerond zullen de uitkomsten met u gedeeld worden.

Onderstaand kunt u een korte anekdote schrijven over uw beste tip aan uw collega's of het grootste struikelpunt waar u tegen aan liep. Dit onderdeel is niet verplicht, maar biedt wel de mogelijkheid om extra informatie terug te koppelen!



Q28 Ruimte voor delen van ervaring (500 tekens max.)



We control



We discuss



We lunch



We work