

New Ways of Working and Organizational outcomes: The role of Psychological Capital

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Abstract

The main objective of this study was to examine the effects of New Ways of Working (NWW) on psychological resources and organizational outcomes. More specifically, it sought to test whether NWW enhances psychology capital (hope, optimism, self-efficacy and resilience), which in turn may lead to increased levels of job satisfaction and performance. Cross-sectional data was collected from 131 employees of various companies working according to NWW principles across the Netherlands and Australia. Results indicated that psychological capital played a significant role in mediating the relationship between NWW and job satisfaction and performance. Although some caution is needed, the current data suggests that NWW fosters psychological capital with positive consequences for organisational outcomes. This research suggests possible directions for future research and concludes with practical implications for developing and leveraging psychological capital through NWW.

Keywords: New Ways of Working, psychological capital, job satisfaction, performance

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1. Introduction

During the past decades, the organization of work has changed greatly. Developments in society such as globalization, the current financial crisis and ongoing technological innovation increase pressure for organizations to adapt to their environment (Friedman, 2006; Houdmont & Leka, 2010; Van den Heuvel, Demerouti, Bakker, & Schaufeli, 2010). A concept that tries to adapt to these developments is referred to as ‘New Ways of Working’ (NWW)¹. Central to NWW is adopting a digital work style characterized by flexible hours and no fixed locations (Microsoft, 2005). Through the implementation of NWW, workplaces are transformed into flexible, adaptable and collaborative learning environments, where people rely more on communicating and sharing knowledge (Greenberg & Antonucci, 2007; Hertel, Geister, & Konradt, 2005; Hill, Miller, Weiner, & Colihan, 1998).

Around the world, many companies have made the transition to NWW and the number that are on the verge of doing so is rapidly increasing (Blok, Groenesteijn, Berg, & Vink, 2011). While organizations may differ in their motivations for NWW, most share the aim of maximizing organizational performance. Frequently stated performance outcomes linked to NWW are more efficient work processes, along with increased employee motivation, job satisfaction, and productivity (Peponis, et al., 2007; Veitch, Salmon, Ball, Crawford, & Timperio, 2013; Vuolle, 2010). Reduction of commuter traffic and thereby CO₂ emission has also been reported, contributing to mitigating mobility problems (Vink, 2009). Another beneficial aspect is more efficient use of the available number of square meters in office buildings and therefore reducing organizational costs (Rennecker & Godwin, 2005).

Despite these organizational benefits of NWW, less is known about the consequences of NWW on employees’ positive psychological capital. Very simply, psychological capital is comprised of four psychological resources, which are hope, optimism, self-efficacy and resilience. It can be viewed as ‘who you are’ and ‘what you can become in terms of positive development’ and is differentiated from human capital (‘what you know’), social capital (‘whom you know’), and financial capital (‘what you have’) (Avolio & Luthans, 2006; Luthans, Luthans, & Luthans, 2004). Psychological capital has been proposed as a viable source of competitive advantage for organizational success (Adler & Kwon, 2002; O’Leary, Lindholm, Whitford, & Freeman, 2002).

¹ In Dutch this term refers to “Het Nieuwe Werken” (HNW), while in English New Ways of Working is also occasionally referred to as “New Worlds of Work” (NWoW) or “Activity Based Working” (ABW).

While some attention has been given to examine the outcomes of NWW (Aaltonen, et al., 2012; Bailey & Kurland, 2002; Blok, et al., 2011), to the author's knowledge no study has investigated the effect of NWW on the positivity of the workplace by examining its relationship with employees' psychological capital. Based on this research gap, this study aims to increase understanding of the effects of NWW in organizations. It is proposed that because NWW provides employees with more autonomy in where and when they work, employees' psychological capital will be enhanced, which in turn may lead to more effective organizational outcomes. Research has shown that autonomous employees in flexible work environments experience more positive emotions, have high energy at work and are dedicated by being strongly involved (Humphrey, Nahrgang, & Morgeson, 2007). Several studies have confirmed that positive feelings among the workforce can build psychological resources, which will benefit the organization in the long run (see for a review Halbesleben, 2010).

Besides examining the role of psychological capital, the present study also aims to clarify the direct relationship between NWW and job satisfaction and performance as inconsistent results have been reported. For example, some scholars have argued that flexible work practices lead to more job stress and increased work-family interference (Hill, Hawkins, & Miller, 1996), while others have reported that NWW facilitates efficient time use and reduced time pressure (Hurme, 2005). So by examining the mediating link of psychological capital, this study hopes to contribute to prior research conducted in the area of NWW that has produced inconsistent results.

Findings of this study have many practical implications as well. Organizations could benefit by gaining a better understanding in the effects of their NWW investment or policy decisions regarding the implementation of NWW. For companies new to the NWW concept, this study could offer additional argumentation for organisations to transform to NWW, once positive outcomes have been established. More importantly, this study may provide insight for the development and management of human resources' motivational propensities in the workplace.

Taken all together, the purpose of this study is to take a new approach by drawing from both positive psychology and the emerging study of positive organizational behaviour to investigate whether the recently identified core construct of psychological capital (Luthans, Avolio, Avey, & Norman, 2007; Luthans, Youssef, & Avolio, 2007b) may be a key factor in better understanding to what extent the adoption of NWW impact organizational outcomes. Consequently, the present study will investigate the following research question: *To what extent does NWW have a positive effect on, both job satisfaction and performance, and to*

what degree can these relationships be further qualified by examining the role of psychological capital as an underlying process?

2. Theoretical background

2.1 New Ways of Working

In previous literature, the term ‘New Ways of Working’ was often referred to as *teleworking* or *telecommuting*. Gajendran and Harrison (2007, p.1525) define telecommuting as “an alternative work arrangement in which employees perform tasks elsewhere that are normally done in a primary or central work place, for at least some portion of their work schedule, using electronic media to interact with others inside and outside the organization.” According to various authors, the term NWW goes beyond telecommuting, as the concept captures more than having the possibility to work from home (Daniels, Lamond, & Standen, 2001; Gajendran & Harrison, 2007).

However, reaching consensus about the meaning of NWW has been difficult. Over the past decades, scholars have put emphasis on different aspects of NWW (Bijl, 2009; Schoemaker, 1995; Van Heck, 2010) and organizations have taken different approaches implementing it (Nagtzaam, 2011; Van Heck, 2010). Therefore it is often referred as a multi-interpretable container term (Stam, 2011), where there is always a combination of physical, virtual and behavioral environments involved using the term (Aaltonen, et al.). For the purpose of this study, the complete and comprehensive definition by Baane, Houtkamp, and Knotter (2010) will be used because it incorporates all principles in an explicit manner. According to the authors, the four core working principles that are distinctive for NWW are:

1. *Anytime, anywhere*: enabling employees to work independent from time and place.
2. *Manage you own work*: steering employees towards achieving results.
3. *Unlimited access and connectivity*: providing free access to and use of knowledge, experiences and ideas.
4. *My size fits me*: implementing flexible employment relationships.

One could argue that these principles have been previously described in the management literature (i.e. teleworking, results driven management, flexible working). Yet, it is the coherence and integration between the four principles that when applied together lead them to

be more than the sum of their parts, causing a diversity of benefits for organizations (Baane, et al., 2010). It is therefore suggested that NWW should be viewed rather as a collective term. According to Veldhoen (2004) integrality of the new working environment is only achieved through lateral thinking along parallel tracks in the virtual, mental and physical environment.

Examples of frequently used intervention methods are redesigning the workplace (e.g. more flexible workstations, meeting rooms and home facilities), changing the range of ICT facilities provided (e.g. use of Smartphones and laptops), implementing new HR policies (e.g. stimulating working from home or at flexible times) and changing control management (e.g. focusing on results rather than presence). Following from the definition by Baane and his colleagues (2010), for this study it is important to emphasize that the overarching theme of NWW is providing employees autonomy by giving them control over their work content, time, location and communication (Ten Brummelhuis, Halbesleben, & Prabhu, 2011).

2.2 Links between NWW and organizational outcomes

2.2.1 Job performance and NWW

Improved performance is probably the most widely touted benefit associated with teleworking (McCloskey & Igbaria, 2003; Pinsonneault & Boisvert, 1999). In recent years, the definition of individual job performance has been broadened to acknowledge the extra-role aspects of performance. Whereas, *in-role* behavior represents role requirements or activities associated with the formal and explicit job descriptions, is *extra-role* behavior defined as discretionary and spontaneous behaviors that go beyond recognized and required job duties (Organ, 1988; Pond, Nacoste, Mohr, & Rodriguez, 1997; Smith, Organ, & Near, 1983; Williams, 1988). Drawing from this research, job performance as examined in this study will be defined in terms of both, in-role and extra-role performance, as the two constructs together better explain overall employee performance (Allen & Rush, 1998; Borman, White, & Dorsey, 1995; Van Dyne, Cummings, & Parks, 1995).

A key explanation for the proposed advantage in performance linked to telecommuting is that doing tasks remotely means fewer disruptions while working (Bailey & Kurland, 2002; Daniels, et al., 2001). Flexible work arrangements are also expected to increase productivity through increased work hours made possible by a reduction of commuting time (Apgar, 1998; Van Echtelt, Glebbeek, & Lindenberg, 2006). Moreover, telecommuting provides individuals the opportunity to tailor or modify the work environment to better match how and when they do their work most effectively (Baltes, Briggs, Huff,

Wright, & Neuman, 1999). Finally, another study made a similar argument for improved performance by reporting that telecommuters were better able to keep pace at work and to finish additional work (Haddock, Zimmerman, Lyness, & Ziemba, 2006). Therefore, it is hypothesized:

Hypothesis 1: Employees' use of NWW will be positively related to their (a) in-role performance, and (b) extra-role job performance.

2.2.2 *Job satisfaction and NWW*

Job satisfaction is another often-cited advantage related to NWW. Provided by Locke (1976, p. 1300) a classic definition of job satisfaction is "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". A meta-analysis by Gajendran and Harrison (2007) reported improved job satisfaction as telecommuters perceived more autonomy and experienced less work-family conflict. Reduced levels of time pressure and job stress were also related to telecommuting (Peters & van der Lippe, 2007; Raghuram & Wiesenfeld, 2004). In line with these findings, Kelliher and Anderson (2010) reported higher levels of job satisfaction among employees with more flexible work arrangements.

While in minority, some studies, however, did not find clear empirical evidence of higher job satisfaction among teleworkers (Aaltonen, et al., 2012; Bailey & Kurland, 2002). According to Hill, et al. (1996), telecommuters experience in fact more stress, because of increased work-family interference. On the other hand, Golden and Veiga (2005) reported evidence for a curvilinear relationship between job satisfaction and the extent of telecommuting. Their findings indicate that job satisfaction is maximized when employees engage in moderate levels of teleworking. One reason may be that high levels of teleworking leads to more social isolation (Rajulton, Ravanera, & Beaujot, 2007), hence reducing people's job satisfaction, whereas moderate levels of teleworking leads to more flexibility while still maintaining social interaction, and thus optimizing job satisfaction (Danna & Griffin, 1999; Virick, Lilly, & Casper, 2007). However, as most previous studies reported beneficial effects of flexible work arrangements on job satisfaction, it is expected:

Hypothesis 2: Employees' use of NWW will be positively related to their job satisfaction.

2.3 Psychological Capital

2.3.1 Defining positive Psychological Capital

The term psychological capital has its origins in the emerging positive organizational behavior (POB) literature (Luthans & Youssef, 2007; Peterson & Seligman, 2004; Seligman & Csikszentmihalyi, 2000; Sheldon & King, 2001). Led by research psychologist Martin Seligman, this movement challenged the field to focus on building positive qualities and traits within individuals and organizations as opposed to focusing on what is wrong and dysfunctional with them. The emphasis of this approach is a call for research that shows the applicability and effectiveness of positive psychological capacities in the workplace (Luthans & Jensen, 2005).

To be included as a POB capacity, the construct must meet the following criteria: 1. Theory and research-based; 2. Positive and strength-based; 3. Valid measurement; 4. State-like (as opposed to trait-like), and hence open to development for performance improvement (Luthans, 2002; Luthans & Youssef, 2007; Luthans, Youssef, et al., 2007b). The relevance of these criteria is linked to the goal of improving workplace performance by learning, enhancing and developing through self-development programs and training, or through on-the-job applications (Luthans & Jensen, 2005).

Although a number of positive constructs have been examined (see, e.g., Nelson & Cooper, 2007; Turner, Barling, & Zacharatos, 2002), to date the four that have been determined to meet the inclusion criteria so far are hope, optimism, resilience and self-efficacy, and when combined, make up the core construct of what has been termed psychological capital. (Luthans, 2002; Luthans, et al., 2004; Luthans & Youssef, 2004, 2007; Luthans, Youssef, et al., 2007b). Psychological capital is defined as “an individual’s positive psychological state of development that is characterized by: (1) having confidence (self-efficacy) to take on and put in the necessary effort to succeed at challenging tasks; (2) making a positive attribution (optimism) about succeeding now and in the future; (3) persevering toward goals and, when necessary, redirecting paths to goals (hope) in order to succeed; and (4) when beset by problems and adversity, sustaining and bouncing back and beyond (resiliency) to attain success” (Luthans, Youssef, et al., 2007b, p. 3).

2.3.2 *Links between Psychological Capital and organizational outcomes*

The first component of psychological capital is *hope*. Commonly used in everyday language, Snyder, Irving, and Anderson (1991, p.287) define hope precisely as a “positive motivational state that is based on an interactively derived sense of successful (a) agency (goal-directed energy), and (b) pathways (planning to meet goals)”. In other words, hopeful individuals do not only have the motivation and the willpower to succeed, but also possess an uncanny capacity for generating multiple ways to pursue their goals (Sneyder, 2000). Although on the surface hope appears similar to other positive capacities, such as optimism and self-efficacy, considerable research has demonstrated hope to be conceptually distinct from other positive constructs (Bryant & Cvengros, 2004; Carifio & Rhodes, 2002; Magaletta & Oliver, 1999). While still limited, emerging research indicates positive relationships between employees’ hope and their satisfaction (Sneyder, 2000), performance (Luthans & Youssef, 2007), work attitudes (Youssef & Luthans, 2007) and profitability (Adams, et al., 2003).

The second criterion of psychological capital is *self-efficacy*. Drawn from Bandura (1997), it has been argued that self-efficacy better meets the POB inclusion criteria than any other capacity (Luthans, Youssef, et al., 2007b). For the workplace, a widely accepted definition is “the employee’s conviction or confidence about his or her abilities to mobilize the motivation, cognitive resources, and courses of action needed to successfully execute a specific task within a given context” (Stajkovic & Luthans, 1998, p.66). Therefore, self-efficacy is a positive belief about one’s capacity or ability to do, rather than the ability per se or an outcome expectancy (Maddux, 1995). Results from a meta-analysis consisting of 114 studies have shown a strong positive relationship between self-efficacy and work-related performance (Stajkovic & Luthans, 1998). Employees with high levels of self-efficacy are found to be more positive about their work (Luthans, Zhu, & Avolio, 2006), to be more effective leaders (Chemers, Watson, & May, 2000), more creative (Tierney & Farmer, 2002), more successful (Bandura & Locke, 2003; Stajkovic & Luthans, 1998) and more engaged with their work (Lam, Chen, & Schaubroeck, 2002) than less self-efficacious employees.

The third capacity of psychological capital is *optimism*. Similar to hope, optimism is a commonly used term in everyday language, yet has a very specific meaning within positive psychology. Drawing from attribution theory, Seligman (1998) defines optimists as those who make internal, stable and global attributions regarding positive events (e.g. task accomplishment) and those who attribute external, unstable and specific reasons for negative events (e.g. a missed deadline). As used here, it is important to note that optimism includes

realistic evaluations of what one can and cannot accomplish in a particular situation. Optimism, therefore, adds to efficacy and hope, as optimistic people expect positive outcomes for themselves regardless of their personal ability (Avey, Wernsing, & Luthans, 2008). Related to the workplace, prior research has shown that optimists are less likely to give up (Seligman, 2011), achieve higher performance, and experience more satisfaction, happiness and commitment (Luthans & Youssef, 2007) than those being less optimistic. Moreover, in a study within the insurance industry Seligman (1998) provides some evidence of optimism leading to higher productivity and lower turnover.

The fourth component of psychological capital is *resilience*, which is characterized by the individual's capability to cope and adapt successfully in the face of change, adversity and risk (Stewart, Reid, & Mangham, 1997). More specifically in the field of POB research, Luthans (2002, p.702) defines resilience as a "the capacity to rebound or bounce back from adversity, conflict, failure, or even positive events, progress, and increased responsibility". Applied to the workplace, the capacity 'to bounce back' is particularly relevant in today's turbulent business environment (Luthans, et al., 2004). Resilient employees have a staunch acceptance of reality and strong beliefs that life is meaningful (Coutu, 2002). There is evidence that resilience leads to more positive work-related outcomes, such as well-being and employee retention (Luthans & Youssef, 2007).

The aforementioned indicates that that each of the psychological capital components described are significantly positively related to work performance and job satisfaction (Bandura, 1997; Luthans & Jensen, 2002; Luthans, Youssef, et al., 2007b; Luthans & Jensen, 2005). Research has also shown that the combination of the four constructs as higher-order construct have a better predicting value than the four alone. Overall psychological capital showed in particular stronger results for both performance and job satisfaction than each of the four individual components (Luthans, Avolio, et al., 2007). Therefore it is hypothesized:

Hypothesis 3: Employees' level of psychological capital will be positively related to their (a) in-role performance and (b) extra-role performance.

Hypothesis 4: Employees' level of psychological capital will be positively related to their job satisfaction.

2.3.3 *The mediating role of Psychological Capital*

To explicate the possible relationship between NWW and psychological capital that have implications for organizational outcomes, the Job Demands-Resources (JD-R) model (Bakker & Demerouti, 2007) is used as theoretical framework. This model has been applied to explain benefits and drawbacks of many initiatives and policies at work, similar to NWW (Bakker & Demerouti, 2007; Bakker, Demerouti, de Boer, & Schaufeli, 2003). As previously pointed out by Van Vegchel (2012), NWW principles can be viewed as job resources, which refers to those physical, psychological, social or organizational aspects of the job (Ouweneel, Le Blanc, & Schaufeli, 2012). Based on this study's definition, NWW means having autonomy and control over the work environment, which can be interpreted as providing extra job resources in the capacity of social support.

While the scope of evidence is still small, a number of studies have examined the mediating role of psychological capital between job resources and organizational outcomes. For instance, Renn and Vandenberg (1995) found evidence for the mediating role that critical psychological states have between core job dimensions and general job satisfaction. The critical psychological states they examined were: experienced meaningfulness, responsibility, and knowledge of the results of one's work. Their findings demonstrated that the core job dimensions (i.e. skill variety, task identity, task significance, autonomy and job feedback) had direct and indirect effects through the three critical psychological states on job satisfaction.

In another study, Xanthopoulou, Bakker, Demerouti, and Schaufeli (2009) examined how daily fluctuations in job resources (i.e. autonomy, coaching, and team climate) were related to daily changes in employees' personal resources (i.e. self-efficacy, self-esteem and optimism), work engagement and financial returns. Consistent with their hypotheses, results showed that day-level job resources had a positive effect on engagement and productivity, through boosting employees' personal resources.

In a similar vein, Luthans, Norman, Avolio, and Avey (2008) investigated whether psychological capital mediates the relationship between supportive organizational climate and employee performance. They categorized supportive organizational climate as a job resource according to the JD-Model and defined it as the amount of perceived support employees received in helping them to perform their work. The results found support for a mediation of psychological capital in the supportive organizational climate and employee performance relationship. In addition, empirical evidence also has also shown that

psychological capital is positively correlated with performance and satisfaction of employees (Luthans, Youssef, & Avolio, 2007a).

Taken together, these studies provide initial evidence that a resourceful environment contributes to employees' psychological capital (i.e. hope, optimism, efficacy and resiliency), which in turn brings positive organizational outcomes. Based on these findings, it is expected that an environment facilitated by NWW will activate employee's psychological capital by increasing flexibility and control over work time and location. In light of the self-determination theory (Deci & Ryan, 1995), NWW may evoke a sense of significance to employees, which creates positive conditions necessary for psychological capital to flourish, which in turn may bring positive organizational outcomes. Given that research has shown that psychological capital is positively related to both job satisfaction and job performance, the current study proposes the following:

Hypothesis 5: Employees' level of psychological capital will mediate the positive relationship between the use of NWW and job performance.

Hypothesis 6: Employees' level of psychological capital will mediate the positive relationship between the use of NWW and job satisfaction.

3. Method

3.1 Research overview

This study's hypotheses were tested using a quantitative cross-sectional research design. In advance, a pilot study was conducted to examine whether the questionnaire was clear to employees. Data were collected during March and April 2013 by means of a digital survey, composed of multiple-choice questions and one open question. Respondents were informed that they were participating in a study regarding NWW and its impact on employees' psychological capital and work performance outcomes. The English and Dutch questionnaires are respectively presented in the Appendix.

3.2 Participants

In total, 131 respondents participated in this research. Fifteen respondents filled in less than 80% of the questionnaire and hence were removed from the sample. As a result, the sample size is 116 (a response rate of 81.7%), of which 107 completed the whole questionnaire. Table 1 summarizes the sample's demographic characteristics. Given all variables are categorical, the mean and standard deviation could not be calculated. Overall, seven companies participated in this study, operating across three different countries being the Netherlands, Australia, and the United Kingdom. The average respondent is female, between 25-34 years old, who is an employee without a management function employed in the banking and financial industry and who has previously completed a Master's degree.

Table 1

Demographic characteristics of subjects

Characteristics	n	%	Mode
Gender			Female
Male	53	45.7	
Female	63	54.3	
Age			25-34
<25	7	6	
25-34	54	46.6	
35-29	20	17.2	
40-44	14	12.1	
45-49	10	8.6	
50-54	7	6.0	
> 54	4	3.4	
Country of residence			Netherlands
Australia	45	38.8	
Netherlands	65	56	
United Kingdome	6	5.2	
Organization			Veldhoen + Company
Veldhoen + Company	19	16.4	
Rabobank	12	10.3	
Microsoft	14	12.1	
Goodman	14	12.1	
ERA Contour	11	9.5	
CBA	15	12.9	
Etcetera	12	10.3	
Other	17	14.7	
Primary sector			Banking, financial services
Banking, financial services	36	31	
Consulting and strategy	22	19	
ICT	24	20.7	
Real estate and property	14	12.1	
Other	20	17.2	
Management position			Employee
Top manager	9	7.8	
Middle manager	20	17.2	
Operational manager	11	9.5	
Employee	73	62.9	
Independent / hired	3	2.6	

3.3 Procedure

The selection of organizations and participants was based on convenience sampling. First, past clients of consultancy firm Veldhoen + Company were approached to participate in the survey by email. Only those clients who had completed the implementation phase of NWW were contacted that were located both in Australia and the Netherlands. Second, other companies known to the author to operate according to NWW principles were contacted either through personal network or details shown on the company's website. Last, a request to

participate in the survey was posted in a specific NWW forum, after permission was granted by the website coordinator. The survey started with the question whether to proceed in Dutch or English. Dependent on their answer, the survey would next jump to a letter displayed in the appropriate language. This letter introduced the research topic, stated the time the survey would take and the researcher's contact details. Anonymity and confidentiality were also guaranteed. Both language groups finished on the same end page, where they were being thanked for their participation.

3.4 Measurement instruments

Participants completed an online survey that consisted of 45 items— twelve items measuring NWW, eleven items measuring psychological capital, six items measuring job satisfaction, eight items measuring job performance, and eight questions regarding demographics. Except for the NWW instrument, all measures had been psychometrically validated in previous research. The survey was provided in English and in Dutch. None of the questions needed to be translated, as existing validated versions in Dutch from past research were used.

New Ways of Working was measured by the 12-item New Ways of Working Scale (NWW Scale) developed by Ten Brummelhuis, et al. (2011). The scale is a theory-driven survey instrument designed to measure NWW, whereby employees have more control over several facets of their job. The scale is comprised of four subscales: 1. Control over work content (e.g. "I have the freedom over how I do my job"); 2. Control over work times (e.g. "I work at a time schedule that I plan myself"); 3. Control location for work (e.g. "I can choose at which location I work"); and 4. Control over communication used for work (e.g. "I have the feeling of being in control over the communication I have for work."). Each subscale is comprised of three items. All items were answered on a five-point Likert-Scale, ranging from 1 (totally disagree) to 5 (totally agree). The overall scale showed a very good reliability ($\alpha = .90$), as well as all four subscales, control over work content ($\alpha = .77$); control over time ($\alpha = .89$); control over location ($\alpha = .90$); and control over communication ($\alpha = .77$).

Psychological Capital was assessed using two different instruments. Hope, optimism and resilience were measured using a shorter 12-item version of the original 24-item Psychological Capital Questionnaire (PCQ-24) developed by Luthans, Youssef, et al. (2007b). Both versions have demonstrated to be reliable and valid in previous research (e.g., see Avey, Avolio, & Luthans, 2011; Luthans, Avey, Clapp-Smith, & Li, 2008; Norman, Avolio, & Luthans, 2010). The PCQ-12 contains four items to measure hope (originally

adapted from Snyder, et al., 1996), two items to measure optimism (originally adapted from Scheier & Carver, 1985) and three items to measure resilience (originally adapted from Wagnild & Young, 1993). Representative items include the following “I can think of many ways to reach my current work goals” (hope); “I always look on the bright side of things regarding my job” (optimism) and “I usually take stressful things at work in stride” (resilience).

Self-efficacy is the only psychological capital component for which the PCQ-12 had not been used, because these items were developed for employees in a management function in particular, which was not exclusively this study’s target group. Self-efficacy was therefore measured using three items from the Work Self-Efficacy scale (Schwarzer & Jerusalem, 1995) which has proven to be a valid and reliable scale (Sherer, et al., 1982). One example of an item is: "I can manage to solve difficult problems if I try hard enough". All response options ranged from 1 (strongly disagree) to 5 (strongly agree). The total subscale measuring psychological capital showed good reliability ($\alpha = .82$), as well as the subscales hope ($\alpha = .77$) and optimism ($\alpha = .81$), whereas subscales resilience ($\alpha = .56$) and self-efficacy ($\alpha = .57$) showed moderate reliability.

Job performance was assessed by using two scales: in-role performance (four items) and extra-role performance (four items) based on Goodman and Svyantek (1999). Churchill, Gilbert, Ford, Hartley, and Walker (1985) have demonstrated that self-ratings of performance are a validated measure and correlates highly with other measures of performance. This has been supported by other scholars, such as Boshoff and Mels (1995) and Pym and Auld (1965). Participants indicated the extent to which each of the statements were characteristic of themselves on a five-point Likert-Scale, ranging from 1 (strongly disagree) to 5 (strongly agree). An example of an item assessing in-role performance is: “I could manage more responsibility than typically assigned” and extra-role performance is: “I volunteer to do things that are not formally required by my job”. Overall, the total performance scale yielded acceptable internal consistency, with a Cronbach’s alpha of .65 and its subscales less acceptable (in-role performance, $\alpha = .58$; and extra-role performance, $\alpha = .57$). Therefore, both subscales were adjusted. One item of in-role performance was removed (“I demonstrate expertise in all job-related tasks”) and one item of extra-role performance (“I willingly attend functions not required by the organization, but helps in its overall image”). This resulted in more acceptable reliability scores for its subscales (in-role performance, $\alpha = .63$; and extra-role performance, $\alpha = .65$). Overall performance scale yielded then a Cronbach’s alpha of .71.

Job satisfaction was measured by six items selected from the Job Satisfaction Index (JSI) developed by Brayfield and Rothe (1951). A number of researchers have adopted a 6-item version of this measure as it has displayed adequate reliability (e.g. Aryee, Fields, & Luk, 1999; Moorman, 1993). All items were answered on a five-point Likert-Scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Two example items are: “Most days I am enthusiastic about my job” and “I feel fairly well satisfied with my job”. The scale showed good reliability of $\alpha = .78$.

Control variables that were included in this survey are: gender, age, country of residence, highest level of education completed, leadership position as well as the name, sector and industry of the organization.

3.5 Statistical analyses

Preliminary analyses were conducted to ensure no violation of the assumption of normality, linearity, and homoscedasticity. In addition, the values of the variable inflation factor (VIF) scores were all well below 2, and thus multi-collinearity was not a problem (see Hair et al., 1998). Next, the mediation effects of psychological capital were tested according to Baron and Kenny’s (1986) technique, as revised by Kenny, Kashy, and Bolger (1998). In addition, a Sobel test was conducted to further support the mediation model as proposed.

4. Results

Table 2 presents the means, standard deviations, and inter-correlations for the main variables in this study. NWW is significantly related to psychological capital ($r = .45, p < .01$), job satisfaction ($r = .41, p < .01$) and overall job performance ($r = .24, p < .05$). Whereas NWW is not significantly related to in-role performance, it was related to extra-role performance ($r = .36, p < .01$). Moreover, table 2 also shows that psychological capital is significantly related to job satisfaction ($r = .33, p < .01$) and job performance ($r = .33, p < .01$), including the performance subscales: in-role ($r = .23, p < .05$) and extra-role performance ($r = .33, p < .01$). Four control variables were included for further analyses, which are gender, age, country of residence, and highest level of education completed. Two of these were operationalized into dummy variables which are country of residence (coded as 1 if the Netherlands and 0 if Australia) and gender (coded as 1 if female and 0 if male).

Hypothesis 1 predicted that employees' use of NWW would be positively related to job satisfaction. Hierarchical multiple regression was used to assess the ability of NWW to predict job satisfaction, after controlling for the influence of age, gender, country of residence and highest level of education completed. These covariates were entered in the first model and explained 8.9% of the variance in job satisfaction. After entering NWW in the second model, the total variance explained was 23.8% [$F(5, 100) = 6.25, p < .001$]. Out of the control variables, only country of residence ($\beta = -1.38, p < .05$) appeared to have a significant effect on job satisfaction. Moreover, NWW was significantly related to job satisfaction ($\beta = .14, p < .001$). Therefore, hypothesis 1 was supported indicating that a higher degree of NWW results in higher levels of job satisfaction.

Table 2

Means, standard deviations, sample size and correlations of all model variables

Variable	Mean	SD	N	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1. NWW	3.78	.70	114	(.90)													
2. PsyCap	3.95	.42	111	.45**	(.82)												
3. Job Satisfaction	3.90	.59	111	.41**	.33**	(.78)											
4. Job Performance	3.86	.47	107	.24*	.33**	.03	(.71)										
5. In-role	3.71	.61	107	.06	.23*	-.13	.87**	(.63)									
6. Extra-role	4.01	.51	107	.36**	.33**	.20*	.81**	.42**	(.65)								
7. Gender	0.46	.50	116	.01	.13	.01	-.03	-.04	.02	(1)							
8. Age	3.03	1.15	116	.17	-.10	.18	.05	-.01	.10	-.07	(1)						
9. Country	0.41	0.49	110	.26**	-.26**	.23*	.17	-.14	-.14	.03	.02	(1)					
10. Education	4.22	1.15	116	-.01	.16	-.14	.05	.03	.06	-.04	-.36**	.18	(1)				

Note:

a. * $p < 0.05$; ** $p < 0.01$.

b. Figures in parentheses along the diagonal represent alpha reliability coefficients for multiple item measures.

Hypothesis 2 predicted a positive relationship between NWW and overall job performance, in-role and extra-role performance. The control variables explained 3.4% of the variance in job performance, 3.3% in in-role performance and 3.6% in extra-role performance. In the second model, the total variance explained was 8.6% in job performance [$F(5, 96) = 1.81, p < .05$] and 15.7% in extra-role performance ($F(5, 96) = 3.57, p < .01$). NWW was significantly related to job performance ($\beta = .08, p < .05$) and extra-role performance ($\beta = .07, p < .001$). In line with the correlation coefficients reported in table 2, NWW was not significantly related to in-role performance. Therefore, hypothesis 2 was partially accepted, indicating that a higher degree of NWW results in higher levels of job performance and extra-role performance.

Table 3

Effects of New Ways of Working on organizational outcomes

	Job satisfaction		Job Performance		In-role		Extra-Role	
	1 β	2 β	1 β	2 β	1 β	2 β	1 β	2 β
Age	.34	.19	.12	.04	-.01	-.03	.13	.06
Country	-1.38*	-1.35	.92	.94	.54	.54	.38	.39
Education	-.09	-.15	.12	.07	-.01	-.02	.12	.09
Gender	.10	.06	-.15	-.17	-.17	-.17	.02	.02
NWW		.14***		.08*		.01		.07***
R ²	.09	.24	.03	.09	.03	.08	.04	.16
ΔR^2		.15		.05		.00		.12
ΔF		6.25***		1.81		.53		3.57**

Note: * $p < 0.05$; ** $p < 0.01$; *** $p < .001$.

The next four regression analyses were executed to examine the effect of psychological capital on job satisfaction and job performance. Similar to testing hypothesis 1 and 2, hierarchical regression was used with the control variables entered in the first model, followed by psychological capital in second model. The control variables explained 8.9% of the variance in job satisfaction. After entering psychological capital in the second model, total variance was explained by 28% [$F(5, 100) = 7.77, p < .001$]. Out of the control variables, only country of residence appeared to have a significant effect on job satisfaction residence ($\beta = -1.38, p < .05$). Psychological capital was

significantly related to job satisfaction ($\beta = .30, p < .001$). Therefore, hypothesis 3 was supported, indicating that a higher degree of psychological capital results in higher levels of job satisfaction.

Hypothesis 4 predicted a positive relationship between psychological capital and overall job performance, in-role and extra-role performance. The control variables explained 3.4% of the variance in job performance, 3.3% in in-role performance and 3.6% in extra-role performance. In the second model, total variance was explained by 12.2% in job performance [$F(5,96) = 2.66, p < .05$] and 13.4% in extra-role performance [$F(5, 96) = 2.96, p < .05$]. Psychological capital did not explain additional variance for in-role performance. However, psychological capital was significantly related to job performance ($\beta = .19, p < .01$) and extra-role performance ($\beta = .11, p < .001$) Therefore, hypothesis 4 is partially accepted, namely employees with higher level of psychological capital result in higher levels of job performance and extra-role performance.

Table 4

Effects of Psychological capital on organizational outcomes

	Job satisfaction		Job Performance		In-role		Extra-Role	
	1	2	1	2	1	2	1	2
	β	β	β	β	β	β	β	β
Age	.34	.42	.12	.17	-.01	.01	.13	.16
Country	-1.38*	-2.06	.92	.48	.54	.35	.38	.13
Education	-.09	-.18	.12	.04	-.01	-.04	.12	.08
Gender	.10	.46	-.15	.10	-.17	-.06	.02	.16
PsyCap		.30***		.19**		.08		.11***
R ²	.09	.28	.03	.12	.03	.06	.04	.13
ΔR^2		.19		.09		.04		.10
ΔF		7.77***		2.66**		1.26		2.96*

Note: * $p < 0.05$; ** $p < 0.01$; *** $p < .001$.

Hypothesis 5 predicted that psychological capital acted as a mediator between NWW and job satisfaction. Baron and Kenny’s (1986) three-step procedure requires estimating three regression equations. Evidence for mediation is supported if four conditions are met: (1) the independent variable is significantly related to the

dependent variable, (2) the mediator and the independent variable are significantly related, (3) the mediator variable and the dependent variable are significantly related, and finally (4) the relationship between the independent variable and the dependent variable must be either non-significant for full mediation, or significantly weaker for partial mediation, than when the mediator is added.

Results from hypotheses 1 and 3 provide support for meeting the first two conditions, as NWW is significantly related to job satisfaction ($\beta = .14, p < .001$), and psychological capital is significantly related to job satisfaction ($\beta = .30, p < .001$). To test the third condition, another regression analysis was performed showing that NWW is significantly related to psychological capital ($\beta = .27, p < .001$). With respect to the last condition, results from table 5 show that while controlling for variables in step 1 and NWW in step 2, the relationship between psychological capital and job satisfaction remains significant in step 2 ($\beta = .22, p < .01$). According to the results from the Sobel test (Preacher & Leonardelli, 2001) the relationship between NWW and job satisfaction was significantly weaker ($Z = 2.69, SE = 0.01, p < 0.01$) when controlled for the mediating effect of psychological capital. Therefore, hypothesis 5 is accepted, as psychological capital partially mediates the relationship between NWW and job satisfaction as shown in figure 1.

Table 5

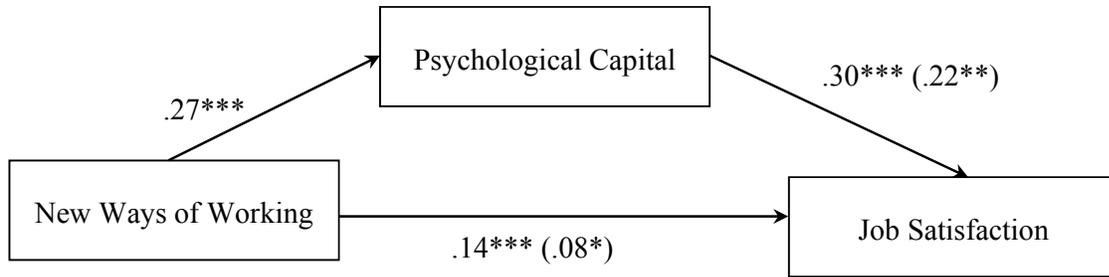
Mediating Effects of Psychological capital between NWW and organizational outcomes

	Job satisfaction		Job Performance		Extra-Role	
	Step 1	Step 2	Step 1	Step 2	Step 1	Step 2
	β	β	β	β	β	β
Age	.34	.19	.12	.04	.13	.06
Country	-.1.38*	-1.35	.92	.94	.38	.39
Education	-.09	-.15	.12	.07	.12	.00
Gender	.10	.06	-.15	-.17	.02	.00
NWW		.08*		.04		.05
PsyCap		.22***		.16*		.07

Note: * $p < 0.05$; ** $p < 0.01$; *** $p < .001$.

Figure 1

Mediation model of the effect of NWW on job satisfaction via psychological capital



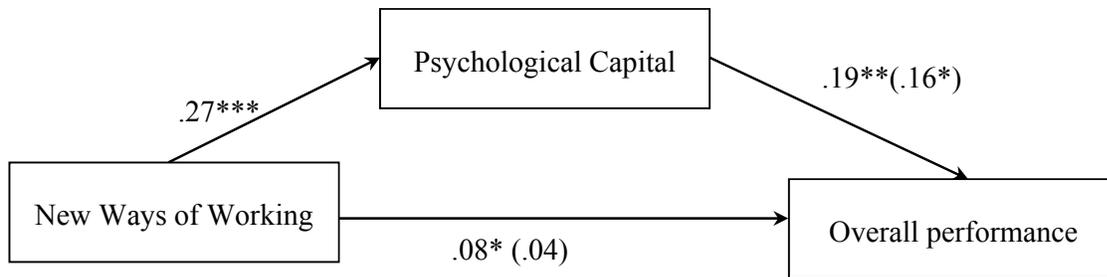
Note: The numbers along the paths are standardized regression coefficients; the number in parentheses are simultaneous regression coefficients. Asterisks indicate significant values (* $p < .05$, ** $p < .01$, *** $p < .001$).

Finally, hypothesis 6 predicted that psychological capital acted as a mediator between NWW and job performance. Only overall job performance and extra-role performance meet Baron and Kenny’s (1986) first three conditions and will therefore be included for further analyses. Table 5 shows that after controlling for control variables in step 1 and NWW in step 2, psychological capital is a significant predictor of job performance ($\beta = .16, p < .05$). The previously significant relationship between NWW and job performance has now become non-significant ($\beta = .04, p > .05$). Results from the Sobel test confirm the mediating effect ($Z = 2.07, SE = .02, p < .05$).

With respect to extra-role performance, psychological capital does not act as a mediator, given that the relationship between psychological capital and extra-role performance becomes non-significant ($\beta = .18, p > .05$), when controlled for NWW in step 2. This is confirmed by the Sobel test ($Z = 1.64, SE = .01, p > .05$). Taken together, hypothesis 6 is partially accepted as psychological capital mediates the relationship between NWW and overall job performance (see figure 2), but does not mediate the relationship between NWW and in-role nor extra-role performance.

Figure 2

Mediation model of the effect of NWW on overall performance via psychological capital



Note: The numbers along the paths are standardized regression coefficients; the number in parentheses are simultaneous regression coefficients. Asterisks indicate significant values (* $p < .05$, ** $p < .01$, *** $p < .001$).

5. Discussion

The main objective of this study was to examine whether the implementation of New Ways of Working enhances employee's psychological capital, which in turn improves organizational outcomes. The results provide empirical support for a link between NWW and job satisfaction and performance as shown in previous research (Aaltonen, et al., 2012; Bailey & Kurland, 2002; Blok, et al., 2011). Also evidence is provided for the mediating role of psychological capital. This suggests that NWW has a potential to foster psychological capital among the workforce and thereby improve organizational performance and subjective satisfaction.

First, the results demonstrated a positive effect of NWW on job satisfaction and performance. Employees performed better and were more satisfied with their job when they reported high levels of NWW. This is in line with previous studies suggesting that flexible work designs boost job performance and satisfaction because individuals experience fewer disruptions (Haddock, et al., 2006), are better able to keep pace at work (Bailey & Kurland, 2002), feel less stress and time pressure (Gajendran & Harrison, 2007). Whereas the use of NWW did not relate to in-role performance in particular, it was related to extra-role performance. NWW is therefore associated with those behaviors that facilitate the smooth functioning of the organization as a social system, and not specifically with those compartments as part of the formal job requirements (Organ, 1988; Pond, et al., 1997; Smith, et al., 1983; Williams, 1988).

Second, results of study support the notion that psychological capital is positively associated with job satisfaction, overall performance and extra-role performance. These findings are congruent with previous research in the positive organizational behavior field (Bandura, 1997; Luthans & Jensen, 2002; Luthans, Youssef, et al., 2007b; Luthans & Jensen, 2005). Employees who possess higher levels of psychological capital perform better and are more satisfied with their job, than those lower in psychological capital.

Finally, this study found support for the mediating role of psychological capital for NWW with respect to both job satisfaction and job performance. Therefore, employees who work according to NWW practices are likely to have gained more positive psychological resources, which in turn leads to higher job satisfaction and better performance rates. These findings are similar to the study of Luthans, Norman, et al. (2008), who reported that psychological capital fully mediates the relationship between supportive organizational climate and performance and satisfaction.

Limitations- One limitation of this study is the use of cross-sectional data, which does not allow for an assessment of causality. Thus it is yet unknown whether the outcome of NWW causing improved psychological capital is a valid one. An alternative interpretation could be that people who are high in psychological capital may be more inclined to work according to the principles of NWW. Similarly, rather than psychological capital influencing organizational outcomes, it is plausible that employees develop higher psychological capital as a result of performing well and being satisfied with their job.

Also the potential for common method variance exists, which can occur when respondents are the source of information for both the predictor and the outcome variables. Hence there is the possibility of carryover effects that may inflate the associations between the studied variables (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Moreover, the performance measure used in this study was based on self-ratings. Self-perceptual measures are often inflated and subject to socially desirable responding (Paulhus, 1988). Future research should allow immediate supervisors or peers to evaluate employees' performance for more objective outcomes. Despite these limitations, findings from the present study should be viewed as representing a first integrated effort in understanding the role of psychological capital in the context of NWW.

While additional research is needed to further explore the relationships, there are several practical implications from this study's findings. Organizations are provided with evidence that NWW facilitates multiple beneficial outcomes for employees thereby advocating the implementation of more flexible work designs, in which employees can work independent from time and place. Furthermore, it highlights the importance of HR investment that needs to be made to support existing psychological capital among employees by considering it as a vital part of employee development. Previous research has indicated that each of the components of psychological capital can be developed through training interventions (Luthans, Avey, Avolio, Norman, & Combs, 2006; Luthans, Avey, & Patera, 2008). Developing and leveraging positive psychological capital could help organizations to build a more satisfied and better performing work force. As Luthans and colleagues conclude (2007) employees who are more hopeful, optimistic, efficacious, and resilient may be more likely to "weather the storm" in today's dynamic environment, than their counterparts with lower psychological capital.

Regarding directions for future research, longitudinal research is recommended to assess issues of causality. It is advised that the mediation models are replicated and extended by collecting data pre and post NWW implantation. Moreover, it would be desirable for future studies to include the role of personality characteristics and other contextual variables of importance, such as organizational culture. It is likely that these contribute to levels of psychological capital, the use of autonomy and experiencing flexibility in the workplace. Last, to further increase understanding of NWW it would be informative to examine other organizational outcomes, such as organizational commitment, turnover and organizations citizenship behaviors, including assessing the long-term effects of NWW on these outcome variables.

6. Conclusion

In conclusion, this study serves as a modest step toward a better understanding of the relationship between the use of NWW and organizational outcomes through the positive psychological capital of employees. Overall, implementing NWW seems to be a good strategy for creating work environments in which employees' psychological capital can flourish. While further research is needed to fully explore the apparent

linkages noted in this study, these preliminary findings suggest that transforming the organization according to the principles of NWW appears to benefit the organization with respect to performance and satisfaction among employees, due to enhanced psychological capital.

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APPENDIX

Table 6

Effects of NWW on Psychological capital

Psychological capital	Step 1 Step 2	
	β	β
Organization	-.072	-.097
Country	-.263*	-.212*
Position	.206	.205*
Department	-.062	-.168
NWW		.471***
R ²	.100	.309
ΔR^2		.209
ΔF		31.49

Note: * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$.

LANGUAGE

In what language would you like to continue?

0 English

0 Nederlands

INTRODUCTION

Dear survey participant,

Thank you for taking time to participate in this survey.

Your participation will contribute to an independent study measuring flexible work practices (“Activity Based Working”) and its impact on employees’ psychological capital and work performance outcomes.

The survey should take at most 10 minutes to complete.

The results of this questionnaire will be processed anonymously and your answers will remain completely confidential and be kept by the Vrije Universiteit Amsterdam. There are no right or wrong answers to these questions.

In case you have any questions related to the survey, do not hesitate to contact me –
Florine Kemp at florinekemp@gmail.com

Best regards,
Florine Kemp

DEMOGRAPHICS

Name of organization that I work for:

<Open>

My gender:

Female

Male

My age:

< 25

25-34

35-39

40-44

45-49

50-54

>54

Country of Residence:

Australia

Belgium

Germany

Netherlands

Sweden

United Kingdom

United States

Other

Highest level of education completed:

Primary education

High school diploma

Associate degree

Bachelor degree

Master's degree

PhD

Other / prefer not to answer

Primary sector in which my organization operates:

Accounting

Administration and office support

Advertising, arts and media
Banking, financial services
Call center, customer service
Community services & development
Construction
Consulting and strategy
Design, architecture
Education, training
Engineering
Government and defense
Healthcare and medical
Hospitality and tourism
Human Resources, recruitment
Information & Communication Technology
Legal services
Manufacturing, transport and logistics
Marketing and communications
Mining, resources and energy
Real estate and property
Sales
Science and technology
Sports and recreation
Other

Best description of my department within the organization:

Finance / Accounting
Human Resources
Information Technology
Administration
Sales
Marketing
Research and / or Development
Manufacturing
Engineering
Other

Best description of my position within the organization:

Employee (no management function)
Top manager
Middle manager
Operational manager
Independent / hired

WORKDAY

[New Ways of Working]

The following questions address the organization of your workday. Could you indicate to what extent the statements are true for an average working day?

On an average workday....

I have the freedom over how I do my job.

I work at a time schedule that I plan myself.

I can choose at which location I work.

I have the feeling of being in control over the communication I have for work.

[Complete version available upon request]

PSYCHOLOGICAL CAPITAL

Use the scale provided to answer each statement.

I can always manage to solve difficult problems if I hard to enough.

If someone opposes me, I can find the means and ways to get what I want.

I can usually handle whatever comes my way.

Right now I see myself as being pretty successful at work.

I can think of many ways to reach my current work goals.

At this time, I am meeting the work goals that I have set for myself.

I can be "on my own" so to speak at work if I have to.

I usually take stressful things at work in stride.

I can get through difficult times at work because I've experienced difficulty before.

I always look on the bright side of things regarding my job.

I'm optimistic about what will happen to me in the future as it pertains to work.

JOB SATISFACTION

Some jobs are more interesting and satisfying than others. We want to know how you feel about your job. For each statement below, use the following scale to indicate which is most descriptive of your current job.

I find real enjoyment in my job.

I am seldom bored with my job.

I would not consider taking another job.

Most days I am enthusiastically about my job.

I feel fairly well satisfied with my job.

JOB PERFORMANCE

Below are statements that each ask you to evaluate your work performance right now. Use the scale provided to answer each statement.

I demonstrate expertise in all job-related tasks.

I fulfill all the requirements of my job.

I could manage more responsibility than typically assigned.

I appear suitable for a higher-level role.

I volunteer to do things that are not formally required by my job.
I help my colleagues when they have too much work to do.
I make innovative suggestions to improve the overall quality of the department.
I willingly attend functions not required by the organization, but helps in its overall image.

END

You have reached the end of the questionnaire.
I want to thank you again for participating in this survey.

In case you have any questions or comments regarding this survey you can send me an email at: florinekemp@gmail.com.

Best regards,
Florine Kemp

INTRODUCTIE

Beste survey participant,

Hartelijk dank voor uw bereidheid om deze vragenlijst in te vullen.

Uw participatie zal bijdragen aan het onderzoek naar flexibele werkpraktijken (“Het Nieuwe Werken”) en de invloed op de psychologische hulpbronnen en werkprestatie.

Het invullen van deze vragenlijst zal hoogstens 10 minuten in beslag nemen. Uw antwoorden zullen anoniem worden verwerkt en strikt vertrouwelijk worden behandeld. Er zijn geen goede of foute antwoorden: geef dus aan wat u zelf het best passende antwoord lijkt.

Mocht u vragen hebben, dan kunt u contact met mij opnemen door een email te sturen naar: florinekemp@gmail.com

Hartelijke groet,
Florine Kemp

DEMOGRAFIE

Naam van organisatie waar ik voor werk:
<Open>

Mijn geslacht:
Vrouw
Man

Mijn leeftijd:

< 25
25-34
35-39
40-44
45-49
50-54
>54

Land van verblijf:

Australië
België
Duitsland
Nederland
Zweden
Engeland
Verenigde Staten
Anders

Mijn hoogst behaalde opleiding:

Basisonderwijs
Middelbare school diploma
HBO diploma
Bachelor diploma
Master diploma
PhD
Anders / voorkeur om niet te beantwoorden

In welke sector is uw organisatie voornamelijk actief?

Accounting
Administratie en ondersteuning
Reclame, kunst en media
Banken, financiële diensten
Call center, klantenservice
Sociale dienstverlening en ontwikkeling
Bouwnijverheid
Consulting en strategie
Ontwerp, architectuur
Onderwijs
Bouwkunde
Overheid, defensie
Gezondheidszorg
Toerisme
HR, werving en selectie
ICT
Rechtelijke diensten
Productie, transport en logistiek
Marketing en communicatie
Mijnbouw, hulpbronnen en energie
Onroerend goed

Sales
 Wetenschap en technologie
 Sport en recreatie
 Anders

Wat is de beste omschrijving van uw afdeling binnen de organisatie?

Financiën / Accounting
 Personeelszaken
 Informatie Technologie
 Administratie
 Sales
 Verkoop
 Onderzoek / Ontwikkeling
 Productie
 Techniek
 Anders

Wat is de beste beschrijving voor uw positie binnen de organisatie?

0 Werknemer (geen management functie)
 0 Top-manager
 0 Midden-manager
 0 Operationeel manager
 0 Onafhankelijk / ingehuurd

WERKDAG

[New Ways of Working]

De volgende vragen gaan over de manier waarop u uw werkdag inricht. Kunt u aangeven in hoeverre iedere stelling op u van toepassing is?

Ik heb vrijheid bij het uitvoeren van mijn werkzaamheden.
 Ik kies zelf op welke tijdstippen ik werk.
 Ik kies zelf op welke locatie ik werk.
 Ik heb het gevoel controle te hebben over de communicatie voor mijn werk.
 [Complete versie beschikbaar op aanvraag]

PSYCHOLOGISCH KAPITAAL

In welke mate bent u het als werknemer eens met onderstaande stellingen?

Het lukt me altijd moeilijke problemen op te lossen, als ik er genoeg moeite voor doe.
 Als iemand mij tegenwerkt, vind ik toch manieren om te krijgen wat ik wil.
 Wat er ook gebeurt, ik kom er wel uit.
 Op dit moment beschouw ik mijzelf als succesvol in mijn werk.
 Ik kan veel manieren bedenken om mijn huidige werkdoelen te bereiken.
 Op dit moment bereik ik de doelstellingen die ik mijn werk voor mezelf gesteld heb.
 Ik kan goed zonder hulp van anderen werken als dat nodig is.

Gewoonlijk neem ik stressvolle dingen in het werk er gewoon bij.
Moeilijke momenten in het werk kan ik best aan, want ik heb al voor hetere vuren gestaan.
Ik bekijk mijn werk altijd van de zonnige kant.
Ik ben optimistisch wat betreft mijn toekomst binnen het werk.

WERK TEVREDENHEID

Sommige banen geven meer voldoening en zijn interessanter dan anderen. We willen graag achterhalen hoe u tegen uw baan aankijkt. Kunt u aangeven in hoeverre iedere stelling op u van toepassing is?

Ik heb veel plezier in mijn werk.
Ik verveel me zelden op mijn werk.
Ik zou een andere baan niet snel overwegen.
De meeste dagen ben ik enthousiast over mijn werk.
Ik ben vrij tevreden met mijn werk.

WERK PRESTATIE

De volgende stellingen gaan over hoe je functioneert in jouw werk. Kies bij iedere stelling het antwoord dat op jou van toepassing is.

Ik laat zien van een deskundige te zijn op alle onderdelen van mijn werkzaamheden.
Ik vervul alle eisen die mijn functie aan me stelt.
Ik kan meer aan dan er van mij gevraagd wordt.
Ik lijk geschikt voor een hogere positie.
Ik bied vrijwillig aan om dingen te doen die formeel gezien niet vereist worden door de functie die ik bekleed.
Ik help collega's die kampen met een hogere werkdruk.
Ik doe vaak suggesties om de algehele kwaliteit van de afdeling te verbeteren.
Ik ben bereid om dingen te doen die niet door de organisatie worden geëist, maar die goed zijn voor het imago van de organisatie.

EINDE

U hebt het einde van de vragenlijst bereikt.
Ik wil u hartelijk danken voor het invullen.

Mocht u nog vragen of opmerkingen hebben na aanleiding van deze vragenlijst, dan kunt u deze aan mij doorgeven via: florinekemp@gmail.com.

Vriendelijke groet,
Florine Kemp