



**MSc Human Resource Management and Organizational  
Psychology  
Department of Business Administration**

The role of job resources, personal resources, and  
work engagement in different work arrangements  
A case study

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### **Abstract**

The organizational environment has been changing rapidly for the past decades. With new and enhanced technology, working anywhere at any time is possible and is becoming more common by every year. While many companies have been adapting telework as a work arrangement, many companies still require their employees to show up at their offices. However, it is reasonable to question these different work arrangements and their usefulness in the organizational setting. One key factor that determines the performance of employees is work engagement. The current study aims to answer whether work engagement and its sub-factors of job resources and personal resources differs between teleworkers, central workers, and workers with mixed arrangement of both. A qualitative interview was conducted with three different groups of office workers: teleworkers, central workers, and mixed arrangement workers. Results indicated that each group differed in the expression of work engagement and its sub-factors of job resources and personal resources. Other findings include that offering mixed arrangement of both telework and central work might be the most optimal choice for companies. Further implications are discussed and suggestions for future research.

*Keywords:* Work engagement, job resources, personal resources, telework, central work

## Declaration of Research Work Integrity

This work has not previously been accepted in substance for any degree and is not being concurrently submitted in candidature of any degree. This thesis is the result of my own investigations, except where otherwise stated. Other sources are acknowledged by giving explicit references. A bibliography is appended.

By signing the present document, I confirm and agree that I have read RU's ethics code of conduct and fully understand the consequences of violating these rules in regards of my thesis.

January 2nd, 2022, Reykjavík

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## 1. Introduction

Throughout the decades, work has often been perceived as a place where you do a certain task for a certain time and then receive money as compensation for the contribution of the tasks finished, as well as time spent on it (Barzel, 1973; Craig & Harris, 1973; Deci, 1973; Hanse, 1993). The business idea about the number of hours spent on labour at the workplace, and its effect on production has had a long history (Engelbourg, 1976) and is still considered a reasonable measurement of work output from employees in multiple occupations (Rogerson, 2006). However, the idea and definition of quality of work has changed, especially since the COVID-19 pandemic, which drove many companies and occupations to adopt a new strategy towards work arrangements (Galanti et al., 2021).

Many occupations today are still dependent on humans to be on the spot, these jobs are often referred as central work, like multiple healthcare professionals, jewellers, chemists, fashion designers, psychologists etc. and therefore demand people to work on the spot, consequently reinforcing the model of hours worked (Grossman, 2018; Lee et al., 2007). But despite these jobs being worked centrally, not all jobs require the employees to be physically on the spot. Multiple companies simply have a show-up policy, requiring their employees to work at the company's offices, even though the jobs within the company can be done remotely. Many occupations do not demand people to be physically at the spot, like professionals in management, lawyers and numerous other occupations that are office-related, therefore the work can be done remotely (Béland et al., 2020; Wu & Chen, 2020). These occupations that do not demand physical attendance are in fact sometimes done remotely, and when that is the case, these jobs are referred to as remote work, flexible work or teleworking, because they can be performed outside of the physical workplace and often outside of the confined working hours (Baruch, 2000; Olson, 1983). There is no secret that there have been multiple discussions and arguments about the idea and usage of telework, but despite that, the world is becoming more digital and international by every year that passes and new generations with novel demands emerge as time goes by (Harteis, 2018; Messenger & Gschwind, 2016).

Teleworking as a permanent work arrangement has not always been favourable among managers and administrators of companies, where some believe that telework does not bring anything to the table, for neither employees or employers, and might even be less effective compared to traditional central work arrangement when it comes

to work-related variables (Scholefield & Peel, 2009). Furthermore, in a research conducted by Pérez Pérez et al. (2003), smaller organizations seemed to view telework more positively and considered it to be a more feasible way of working compared to bigger organizations. But despite those different attitudes mentioned earlier, teleworking has shown to be of benefit for companies in the long run, and some companies have even used telework as a competitive advantage (Martínez Sánchez et al., 2007). Teleworking can for example significantly save operating costs, office space, and even increase productivity and morale (Ruth & Chaudhry, 2008). Furthermore, studies have also shown that sick days among employees are significantly less in companies that offer telework (Ahmed et al., 2020; Lister & Harnish, 2019; Steidelmüller et al., 2020). Telework has also shown to increase job satisfaction, commitment and decreased turnover intention among those who perform such work (Golden, 2006). Furthermore, in recent years, general discussion about climate change has been increasing significantly and telework is considered to be one way of reducing greenhouse gas emission significantly because of reduced transport of employees (Guerin, 2021). Because of these positive qualities of teleworking, more and more companies are considering telework.

However, because of the rather novelty of telework, many organizations are wondering whether their employees perform similarly in telework environment as they would in the traditional office environment. This has led to an evolving and ongoing research and study of work engagement. Work engagement is a concept that has been involved in the literature concerning telework (Beauregard et al., 2019; Elldér, 2019; Morganson et al., 2010). Despite some debate over a detailed definition of work engagement, Bakker & Demerouti (2008) did a promising research where they reviewed multiple qualitative and quantitative studies and concluded that work engagement is a state of mind that includes absorption, vigour and dedication. Having an employee that has high work engagement is a good thing because they display higher rates of dedication towards their work, creativity and initiative (Bakker & Demerouti, 2008). According to Bakker & Demerouti (2008), the main predictors of high work engagement is both job resources and personal resources.

Job resources refer to workplace conditions or the extent of resources that an employee can reach from the organizational environment (Bakker et al., 2007). These include the physical, psychological, social and organizational aspects of the job that reduce psychological costs of job demands and boost that can increase the likelihood of

achieving job goals and stimulation of personal growth (Demerouti et al., 2001). It can therefore be concluded that job resources are the function of external availability of resources in the job environment that can help on an individual basis. While job resources are external resources, personal resources are often much more internal in its nature, meaning that they rely on internal psychological factors. Personal resources are the self-evaluation of beliefs that one can resolve tasks on their own (Hobfoll et al., 2003). Factors that belong to personal resources include self-efficacy, organizational-based self-esteem and optimism (Xanthopoulou et al., 2009). Individuals who display a high measure of personal resources are more likely to succeed in multiple job-related variables, like goal setting, motivation and performance, compared to those who show less personal resources (Judge et al., 2004).

The relationship between job resources, personal resources and work engagement can also be explained by a model called Job-Demands Resources, or “JD-R”, developed by Bakker & Demerouti, (2008). The JD-R model proposes that every job has a certain demand, and these demands can be emotional, mental, physical etc. To successfully overcome these demands, one must have the appropriate resources available to successfully do the job. When these resources are available to an employee, they are more likely to be engaged in their work because they are more likely to cope with the demands they face. Despite job resources and personal resources being able to overcome job demands, these two resources are also very important in their own right because they contribute to a healthy and optimal workplace (Bakker & Demerouti, 2008).

The COVID-19 pandemic that started in late 2019 caused a lot of changes globally and organizations had to adapt fast and move their offices to their employees' homes, meaning that a lot of people were suddenly forced to work from home (Shockley & Allen, 2012). This was mainly caused by novel regulations and interventions regarding infection control, which prevented many organizations to operate like they used to do before the pandemic. In Iceland, teleworking has not been a usual work arrangement among employees working office jobs before the COVID-19 pandemic, but that changed when the virus hit Iceland, forcing Icelandic companies to adapt to a new environment quickly (Blöndal, 2020; Wojčák & Baráth, 2017).

In this study, the differences in availability of personal resources and job resources will be explored between three different groups: 1) those who do central work 2) those who do telework and 3) those who have mixed arrangement (flexible work) and



therefore do both. Furthermore, work engagement between the three groups will be investigated and whether the expression of work engagement is different between the groups. The study will be of qualitative methodology, based on an interview with nine professional workers in Iceland. The study aims to give more in-depth knowledge and comparison of personal resources and job resources among those three distinct groups and consequently how work engagement is different between those three groups.

## **2. Literature review and prior studies**

The current study aims to understand and explore three distinct job arrangements. The first job arrangement is teleworking, which refers to individuals who have the flexibility of working from wherever they want. The other job arrangement is central work and refers to individuals who are employed at a workplace that demands that their work is being performed from a specific place, most often from office building where the company resides. The last group includes individuals that have flexible work arrangement and therefore can choose where they like to work from, including the office.

### **2.1 Work engagement**

Work engagement can be described as a mental state, where an employee experiences vigour, dedication and absorption during work (Schaufeli et al., 2002). Engagement as the concept that we know today dates back to the beginning of the 1990's, when an article that was exploring psychological factors that influenced both personal engagement and disengagement at work was published by Kahn (1990). After the article published by Kahn (1990), other studies have followed that aim to understand how psychology and psychological factors can make a difference in the organizational environment (Attridge, 2009).

Having employees that display work engagement is desirable for companies and organizations in general. For example, engaged employees are more likely to identify with their work, which results in more efficiency, increased productivity, less turnover rate etc. (Bakker & Leiter, 2010). It is therefore clear that work engagement is both important for personal and organizational outcomes (Knight et al., 2019). However, multiple surveys suggest that actively engaged employees are only about one of every five employees, making work engagement on the top list of most important challenges for management (Attridge, 2009). Furthermore, in a book published by Gallup et al. (2008), the estimated cost of disengaged employees cost U.S. companies around 250 billion dollars every year. This is not the case for the U.S. alone, because studies have

also displayed similar expenses due to disengaged employees worldwide (Rao, 2016). The problem of disengaged employees is thus a very interesting and important topic in a broad context. Therefore, it is important to understand the effect of work engagement in different work arrangements.

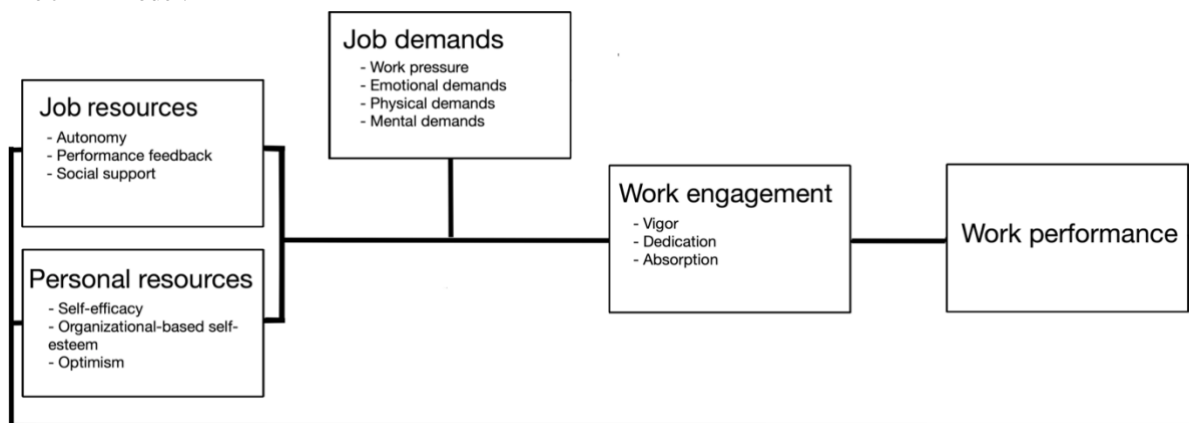
## 2.2 Job Demands-Resources model

As mentioned above, work engagement has been of great interest among scholars for the past decade because of its multiple practical implications for organizations (Bakker et al., 2011; Bakker & Leiter, 2010; Barbier et al., 2013). A model called “JD-R”, which stands for job demands-resources, has been developed around work engagement and is meant to explain the relationship between different resources, job demands, and performance (Bakker & Demerouti, 2008). The original model was established by Demerouti et al. (2001), and has been evolving ever since.

In short, the JD-R model assumes that a certain traction can form between resources and job demands (see figure 1). If job demands outrun resources, then work engagement will be lower, which in return correlates with lower work performance. However, if resources exceed job demands, the opposite will most likely happen. Furthermore, the model is based on the assumption that those who display high work engagement and performance are more likely to create their own resources, which in return increases job resources and personal resources (Bakker & Demerouti, 2008). Therefore, it can be said that work engagement is a function of a multi-variable circular system. Other scholars have also reinforced the idea and validated the theoretical framework of the JD-R model (Fernet et al., 2012; Grover et al., 2018; K. Kwon & Kim, 2020).

### Figure 1.

The JD-R model.



*Note.* The model showed here is displayed and based on the same model published in an article by Bakker & Demerouti (2008).

However, it should be noted that the factors listed by Bakker & Demerouti (2008) are not definite or exhaustive. Other factors can for sure play a role in work engagement, like personality. Just like with various other human related variables, personality traits can affect work engagement where different personality traits seem to correlate with work engagement. In a study conducted by Akhtar et al. (2015), this was in fact the case where certain traits like openness to experience, extroversion, conscientiousness, adjustment, and interpersonal sensitivity were all significant contributors to higher level of work engagement. Furthermore, other studies have also shown that work engagement can be affected by age and psychological capital (Paek et al., 2015; Park & Gursoy, 2012).

Nevertheless, we currently know that job resources (social support, performance feedback, and autonomy) and personal resources (self-efficacy, organizational-based self-esteem and optimism) play a big role in the development of a good work engagement in the JD-R model (Bakker & Demerouti, 2008), but these studies are most often conducted in a traditional office setting or central work environment, therefore there seems to be a gap in the literature that addresses employees who use teleworking as their main way of work.

### **2.3 Job demands**

Broeck et al. (2010) explain in their article that job demands, also called job hindrances, refers to an aspect of the work that can overburden the personal capacity of an employee. An example of such overburden can be workload, role ambiguity, general interruptions with assignments and also work-life balance disruptions (Broeck et al., 2010). Bakker et al. (2004) furthermore listed in their article that prolonged job demands can result in burnout, exhaustion, disengagement from work and reduced personal accomplishment.

Job demands seem to differ in manifestation between occupations and type of work, for example, blue collar workers report their main job demands to be of physical nature while white collar workers report psychological job demands to be their most common type of job demand (Schreuder et al., 2008). Similar examples of differences can be observed between different work arrangement, that is teleworking individuals and central working individuals. Weinert et al. (2014) conducted a survey and recruited 57 IT professionals that did telework, to identify multiple job demands that the participants experienced. Just like Schreuder et al. (2008) concluded in their article, the most common job demands among the IT teleworkers in the article published by

Weinert et al. (2014) were of psychological nature. The article listed information underload (scarcity of job-related information received to workers from managers and company), work-home conflict, work overload and social isolation as the main job demands that those IT teleworkers experienced.

But when it comes to central office workers, a different theme of job demands emerges. For example, in a study conducted by Van den Broeck et al. (2017), the main job demands identified among those who perform central office work include role conflict, cognitive demands and lastly workload, which is also seen among teleworkers. However, not many studies have addressed the possible differences in job demands between those who perform telework and those who are central office workers. Nevertheless, a study conducted by Biron & Veldhoven (2016) did examine this difference to some extent, where they compared job demands between hours worked at the office versus hours worked remotely (telework) on an individual basis. The results revealed an interesting difference between the two variables, where the ability to concentrate and the need for recovery after work was lower when working remotely while the opposite was the case for those who performed their work at the office. However, the article also found a tipping point for this benefit, where people who solely worked from home seemed to experience more job demands and needed therefore longer recovery time. The article advised that a balance of telework and central work, where the employee can choose his or hers working environment maximises the overall performance and minimizes the job demands (Biron & Veldhoven, 2016).

#### **2.4 Job resources and telework**

Since job resources are often related to shared physical environment, an arrangement of teleworking can consequently be a challenge because the employee is not physically at the workplace itself. These challenges might include the lack of the physical and social aspects of the job that might otherwise be available to the individual. Golden et al. (2008) have already addressed this issue before where they discuss the concept of professional isolation, which refers to the limiting job resources, including, physical, psychological, and social availability to an employee who is working remotely.

In a study conducted by Sardeshmukh et al. (2012), the role of personal resources among teleworkers was explored. The results indicated that reduced work pressure, increased autonomy and less role conflict, all contributed to better job resources among those who did telework, while role ambiguity and reduced feedback

and support contributed to a negative effect of telework (Sardeshmukh et al., 2012). Other studies have also found similar results, where the location and environment of the employee seem to influence job resources (Halinski & Harrison, 2020). From these findings, it can be said with good confidence that the role of person-to-person communication in a shared environment is something that seems to matter, at least to some extent, when it comes to a successful work environment.

#### ***2.4.1 The role of social support in job resources***

Social support is a very broad construct that has multiple meanings under different circumstances, but it is mainly meant to describe the interaction and dynamic between two or more individuals that are beneficial in some sense (Pearson, 1986). It is also important to note that social support has a complex meaning and it is subject to different practices and working environments, therefore the definition of social support has to be appropriate for each circumstances (LAM, 2018). Nevertheless, multiple studies have suggested that social support in an organizational context refers to the feeling of being appreciated, being cared for, and having access to direct or indirect support from others (Blanch & Aluja, 2012; Kossek et al., 2011; Nohe & Sonntag, 2014; Pearson, 1986). Prior studies in the literature regarding social support in the organizational setting furthermore have divided the source of support to a) social support from colleagues and b) social support from supervisors (R. A. Karasek & Theorell, 1990; Othman & Nasurdin, 2013).

Othman & Nasurdin (2013) did a study among Malaysian nurses where both social support from colleagues and supervisors was measured from a scale developed by Susskind et al. (2000). The main goal was to find out whether social support from both colleagues and supervisors contributed to variance in work engagement. Results indicated that social support from supervisors had a significant relationship to overall work engagement, while support from colleagues did not seem to have any effect at all (Othman & Nasurdin, 2013). However, in a similar study conducted by Nasurdin et al. (2018), the role of social support from colleagues seemed to also contribute significantly to work engagement. But despite those two studies showing dissimilarities, research suggests that social support in one way or another contributes to work engagement. Meta-analysis done in this research field have furthermore suggests that the role of both colleagues social support and supervisor social support contributes to a higher level of work engagement (Halbesleben, 2010).

Jonsdottir & Kristinsson (2020) did a study in Iceland which focused on social support that came from supervisors on work engagement among employees in multiple Icelandic companies. The results found that employees who experienced active-empathic listening from their supervisors showed higher work engagement, therefore reinforcing the significant role of social support from supervisors (Jonsdottir & Kristinsson, 2020). Similar findings to the ones mentioned earlier can also be seen in literature that is focusing on the social support from colleagues. For example, one study found that self-efficacy was boosted considerably when social support from colleagues was high, therefore increasing work engagement significantly (Xanthopoulou et al., 2008).

**The role of indirect communications among teleworkers.** However, there are also multiple studies that are exploring the type of communication that take place between employees at companies. Communications between two individuals are not always solely performed directly because they can also be performed via writing, phone, messages etc. And that is the case with teleworkers, because most of the time they communicate via video conferencing because they are working remotely and therefore rely on technology to have communication with their colleagues and managers. Golden et al. (2008) examined the influence of professional isolation on job performance among teleworkers. In the same study, the role of face-to-face communications was investigated and whether it mattered if the teleworkers had face to face communication or communication-enhancing technology. The results indicated that parallel to more hours spent teleworking, professional isolation increased. However, the professional isolation decreased by having face-to-face interaction but also with communication-enhancing technology seemed to contribute to less professional isolation symptoms. Therefore, based on the study conducted by Golden et al. (2008), the type of communications does matter, as long as they are interactive they are just as good.

#### **2.4.2 Performance feedback & Job resources**

Another variable that is commonly mentioned in the literature addressing work engagement is performance feedback. Multiple studies define performance feedback as the responses and comments that employees receive from their colleagues or supervisors that are helpful and productive (Bakker et al., 2007; Farndale & Murrer, 2015; Xanthopoulou, Bakker, Dollard, et al., 2007). It is believed that performance feedback can increase the overall effectiveness of an organization, because the

employees are being reinforced when they perform desirable behaviour (Larson, 1984). Multiple studies have strengthened the hypothesis that increased performance feedback results in increased work engagement and it is therefore generally accepted that performance feedback, especially from supervisors, are important when it comes to work engagement (Albrecht et al., 2015; Bailey et al., 2017; Menguc et al., 2013).

However, when it comes to teleworking, performance feedback is not as much straight-forward process because of the physical distance between employees and lack of overall direct communication (Hallowell, 1999; Thatcher & Zhu, 2006). But other scholars have addressed this issue with studies and general discussions, and many of them have suggested that organizations should implement their policies and apply appropriate guidance and training to both general employees and supervisors to successfully execute telework arrangement at their organization (Belle et al., 2015; Cates & Davis, 2013; Greer & Payne, 2014).

### **2.4.3 *Autonomy & Job resources***

Autonomy is a variable that has been an important and practical organizational variable for the past decades, because it seems to have an association with multiple research domains in human resource management (Breugh, 1985). It is generally agreed that autonomy in organizational context refers to the discretion and privacy that one has over his or hers own work (Breugh, 1999). Furthermore, it also means that the person who performs the work has the freedom of using own strategies, coping and initiative to solve the task at hand (Stamps, 1998). When it comes to work engagement, studies done in the past have found autonomy to be a significant contributor in job resources, and therefore in work engagement (Alzyoud et al., 2015).

In a study conducted by Taipale et al. (2011), a survey data from Bulgaria, Finland, Germany, Hungary, The Netherlands, Portugal, Sweden and the UK were gathered to measure how autonomy, social support and job demands affected work engagement in different countries. The results indicated that job demands decreased work engagement, while work autonomy and social support increases work engagement. Other results of the study were also interesting, because social support seemed to be at the same level over all the countries, while significant variation in autonomy was apparent, where autonomy was rather high in Sweden and Portugal, while it was lowest in The Netherlands and Hungary. Furthermore, autonomy was also significantly different between occupational sectors, which included public hospitals, finance and banking, telecoms, and retail trade. However, the autonomy within those

sectors also varied between countries (Taipale et al., 2011). What makes these results interesting is that the work engagement was different between countries, while the social support stayed on the same level between the countries. This raises some questions, like to what extent should the role of autonomy be expected to play in the variance of work engagement under multiple settings and circumstances.

Similar findings have been found from other studies, where the role of autonomy seems to play a significant role in work engagement (Lange et al., 2008; Weigl et al., 2010). Individuals who have the option of using telework have been shown to score higher on autonomy than those who work in the traditional office setting (Harpaz, 2002). However, one has to be cautious when drawing conclusions, because it is important to distinguish those where the traditional office setting, or teleworking is mandatory from those who have the option of doing both or either (Singh & Verma, 2020).

However, not all studies agree with the findings mentioned above. For example, in a longitudinal study conducted by Seppälä et al. (2020), the relationship between autonomy and work engagement was not significant under all circumstances. The results indicated that autonomy was not a “one size fits all” when it comes to boosting job resources, which furthermore boosts work engagement (Seppälä et al., 2020). Rather, the relationship is a complex one, which can lead the relationship to be positive, non-significant or negative. The results indicated that autonomy only contributed to higher work engagement when work engagement was initially above average.

## **2.5 Personal resources and telework**

Personal resources are very important when solving various tasks because they rely on psychological competence and resilience to solve the task on an individual level (Hobfoll et al., 2003). Furthermore, personal resources can be affected greatly by different variables in the environment that the person is in (Kira et al., 2010; Tremblay & Messervey, 2011; van den Heuvel et al., 2010). It is believed that personal resources are related to stress resilience, which in return boosts work engagement (Xanthopoulou, Bakker, Demerouti, et al., 2007), and furthermore emotional and physical wellbeing (Bandura, 2010; Kalimo et al., 2002; Peterson & Bossio, 2001).

### ***2.5.1 The role of self-efficacy in personal resources***

Self-efficacy is one of the variables that contribute to personal resources (Xanthopoulou, Bakker, Demerouti, et al., 2007). According to Bandura (2010), self-efficacy is the perceived control that one can have over events that occur in life.



However, self-efficacy is not a stand-alone variable or a "global trait" that can be measured with one-fits-all measurement, rather it is a broad spectrum that consists of multiple domains that all have a fundamentally different emphasis (Bandura, 2010; Urdan & Pajares, 2006; Xanthopoulou, Bakker, Demerouti, et al., 2007). For example, Urdan & Pajares (2006), mention in their book that a person might be able to show high organizational self-efficacy but low parenting self-efficacy. Nevertheless, Chen et al. (2001) developed a self-efficacy scale that has been used in organizational literature with good success in the past (Gully et al., 2002; Pinder, 2014; Zhao et al., 2005).

As mentioned before, self-efficacy can be significantly affected by environmental factors. One of those is the work-life balance, which has often been associated with self-efficacy because of the strong relationship between the two variables (Blackburn et al., 2017; Chan et al., 2016, 2017; Han & Lee, 2020). Other antecedents are also known to effect self-efficacy. To name a few, Mathisen (2011) found that the type of task, task autonomy, quality of relationship with colleagues and support all contributed significantly to the self-efficacy in a sample of 240 employees.

However, there is not much of literature that explores how work-life balance can affect self-efficacy among individuals with families who perform telework. In relation to that, other downsides that have been associated with teleworking and personal resources include disruption in the work-life balance (Othman et al., 2009). Grant et al. (2013) found that teleworking resulted in adverse impacts like over-working and work-life conflicts. Furthermore, a study conducted by Chung & van der Lippe (2020), found out that the work-life balance might especially be affected among families, where women were more likely to experience disruption in the work-life balance than men. This is because women were more likely to care for their children and engage in household works than men do when working from home (Chung & van der Lippe, 2020). Multiple other studies have shown similar results and therefore the work-life balance is a multifaceted variable that needs to take into account dissimilar samples (Chung & van der Lippe, 2020; Hilbrecht et al., 2008).

### ***2.5.2 Organizational-based self-esteem***

Organizational-based self-esteem is considered to be one of the fundamental variables that contributes to personal resources among workers (Pierce et al., 1989; Xanthopoulou, Bakker, Demerouti, et al., 2007). According to Pierce et al. (1989), organizational-based self-esteem can be defined as “the degree to which organizational members believe they can satisfy their needs by participating in roles within the context

of an organization” (p. 625). Self-esteem has been of great research in the past, but it has often been used in a broad universal context, therefore lacking organizational-specific approach and meaning (Bowling et al., 2010). This issue has been addressed before by Rosenberg et al. (1995), where they implied that self-esteem should be used appropriately in the context of the matter that is being studied. Therefore, organizational-based self-esteem reflects on how an individual perceives his or hers competence and self-worth as an member of an organization (Bowling et al., 2010).

When it comes to organizational-based self-esteem, other multiple variables seem to have connection with it, like autonomy, job complexity, social support from both colleagues and supervisors and organizational support (Bowling et al., 2010). Furthermore, Bowling et al. (2010) found that organizational-based self-esteem had a negative correlation with depression and physical symptoms, which underlines the importance of developing healthy organizational-based self-esteem among employees.

### ***2.5.3 Optimism and personal resources***

According to Scheier & Carver (1985), optimism refers to the self-belief that one will mostly experience outcomes in life that are good. It is generally accepted among scholars that optimism returns in overall wellbeing, resilience and happiness (Bortolotti & Antrobus, 2015; Carver et al., 2010; Scheier & Carver, 1985; Youssef & Luthans, 2007a). Similar results can be seen in studies that address the role of optimism in work engagement as a personal resource. According to Hakanen & Lindbohm (2008), optimism seemed to play a very important role in work engagement among breast cancer survivors that had recovered and returned back to work. Other studies have also showed similar results in variable other settings (Barkhuizen et al., 2014; Huang et al., 2016; Schaufeli & Taris, 2014). Optimism is therefore an important factor that should not be ignored when it comes to studies on personal resources and work engagement.

## **2.6 The Icelandic labour market and work engagement**

Compared to other European countries, the Icelandic organization culture is considered to be rather young and inexperienced (Minelgaite et al., 2018). Iceland used to have very limited amount of organizations of the larger scale, let alone international organizations in the 20<sup>th</sup> century (Gissurarson, 2017; Schram, 2000), and a large part of the Icelandic employment in the 20th century was in the fishing industry (Einarsson, 2016). Also, proper Icelandic studies that address multiple aspects of the Icelandic labour market seems to be of scarce variety and selection and peer-reviewed articles that have been solely focusing on work engagement in an Icelandic sample seems to be

missing, as of mid 2021. Furthermore, most of the studies conducted have been in the form of thesis or similar literature, which will not be referred to in this review because of the lack of peer-review and potentially validity. Other aspects of the Icelandic labour that has been studied is often related to gender equality, equality in pay, demand and supply of workers, staffing etc. (Magnússon et al., 2018; Olafsdottir, 2018; Ólafsdóttir, 2020; Rafnsdóttir & Weigt, 2019).

However, there is a recent study that was conducted in Iceland that was exploring matters related to personal resources and job resources. The article was published by Gudmundsdottir et al. (2021) and was focusing on working conditions and work-related stress among higher-level public officials in Iceland. The study recruited 106 managers working in the Icelandic public sector and the main agenda was to explore how the work conditions among those managers might contribute to work-stress. Results indicated that job resources, like performance feedback was lacking, therefore leaving the managers stressed and ambiguous to some extent, about their demands and duties at work.

Another study conducted by Lárusdóttir (2014) intended to answer how changes in job environment affected Icelandic principals, and how their own personal values were involved in the final outcomes of their work-related solutions, using qualitative interviews. Participants in the study were ten principals from multiple elementary schools in Reykjavík. The results indicated that autonomy was very important for the principals and that independence to do their jobs was very important element for a successful management of their schools.

Despite that the Icelandic studies mentioned earlier do not necessarily mention the JD-R model, they still are relevant to this review of the literature because of their similarities and connection with both job resources and personal resources. In the study by Gudmundsdottir et al. (2021), one of the fundamental elements of the study was to explore the performance feedback, which is one of many job resources. The same can be said about the study conducted by Lárusdóttir (2014), where the results indicated that autonomy was important for principals.

## **2.7 Issues with the current literature**

As the research findings discussed above show, multiple environmental and psychological factors contribute to both job resources and personal resources among teleworkers. The relationship is complex in its nature, but the literature must explore how these factors influence different work arrangements, especially teleworkers.

Currently, there is a gap in the literature that explores both job resources as well as personal resources and how employees who perform telework experience these resources in their daily work routines.

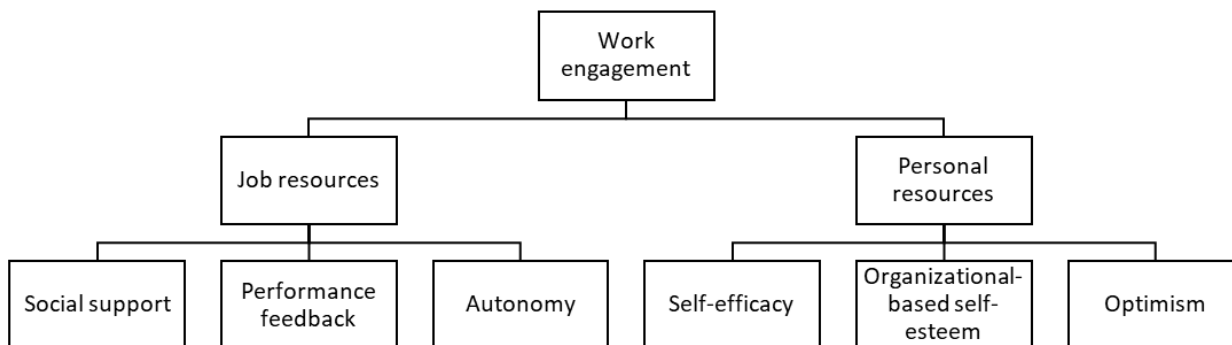
Currently, there is not a lot of literature that has been focusing on the Icelandic labour market regarding telework and individual experience with it. Therefore, the current study will focus on the availability of job resources and personal resources among professional office workers in three distinct work arrangements, that is: 1) individuals that perform their work in a telework arrangement 2) those who perform their work in central work arrangement and finally 3) those who have mix of both arrangements, in other words flexible work.

### 3. Current study

In the current study, the differences in work engagement between teleworkers, central office workers and mixed arrangement workers will be explored by investigating the differences of personal resources and job resources between those three groups, as these two factors can have influence on work engagement. I want to specifically study and compare the availability of social support, performance feedback and autonomy (subfactors of job resources, see figure 1) between individuals who used telework as their main way of working and those who worked at the office. Furthermore, the study will also aim to explore the different availability of self-efficacy, organizational-based self-esteem, and optimism (as part of personal resources, see figure 1) between those who telework and those who work at the office. Furthermore, the idea of having mixed arrangement workers was mainly because they might give more insights into both arrangements and therefore it was decided to include this group of people also in the current study.

**Figure 2.**

Two set of factors and its subfactors that influence work engagement.



*Note.* This model is modified to visualise the aim of the current research. It is based on a larger and more multifaceted model, called JD-R model, that was originally proposed by Bakker & Demerouti (2008).

The study will aim to answer the following questions: 1) Is there a difference in perceived availability of job resources (social support, performance feedback and autonomy) among teleworkers and non-teleworkers? If yes, then how? 2) Is there a difference in perceived personal resources (self-efficacy, organizational-based self-esteem, and optimism) among teleworkers and non-teleworkers? If yes, then how? 3) Is there a difference in perceived work engagement among teleworkers and non-teleworkers?

According to the JD-R model, the role of both personal resources and job resources are very important to solve various tasks at work, which in return increase work engagement. It can be expected that individuals who are able to grasp and use these resources are more likely to be more engaged in their work. It can also be expected that those who have those two resources within reach experience more positive attitude towards their work. Contrary, those who experience these resources to less extent could possibly be less engaged and display more negative view towards their work.

The study will be of good value for both practical uses and academic uses. Currently, Icelandic literature that is exploring both job resources and personal resources concerning teleworking is very scarce. Gaining an insight into the role of job resources and personal resources among teleworking employees and non-teleworking employees will be of substantial value for organizations when it comes to planning and developing flexible work arrangements, especially in novel circumstances like when COVID-19 hit the labour market. Furthermore, a study like this would be of great value nowadays, because of the rapid economic growth that is taking place two years since covid-19 started. The current study is therefore very much relevant because the corporate environment is changing rapidly, and the landscape after the pandemic started has changed.

#### **4. Methodology**

In this chapter, the methodology will be discussed for the present study. First, I will discuss the rationale for the current research design, following a brief chapter about the validity of the current research design. The participant selection, data collection and the data processing will also be explained and discussed.

#### 4.1 Participants and case selection

As can be seen in table 1, a total of nine participants were interviewed. The participants selected from a pre-defined criteria with the aim to recruit as much comparable participants as possible.

**Table 1.**

*List of participants of the current study and background information.*

Age	Participant identity	Work arrangement	Gender	Job title	Size of company (no. Of employees)	Work seniority
26	A	Teleworking	Female	People consultant	ca. 1000	1 year
30	B	Teleworking	Female	HR Administrator	ca. 280	1 year
40	C	Teleworking	Male	Project manager	ca. 62	1 year
33	D	Central work (traditional)	Female	Salary and accounting	ca. 300	1 year
47	E	Central work (traditional)	Male	Logistics planner	ca. 350	15 years
50	F	Central work (traditional)	Female	Consultant	ca. 450	6 years
63	G	Mixed arrangement	Male	University teacher	ca. 2000	7 years
43	H	Mixed arrangement	Female	Health manager	ca. 1000	5 years
56	I	Mixed arrangement	Female	Loan officer	ca. 50	30 years

*Note.* The table shows all the participants that were interviewed for the current study. For privacy and anonymity, each participant was given an alphabetic character to represent him or her.

All participants had to have office work that could be done remotely or at any place, therefore the study would not recruit individuals that had an occupation that demanded their presence. The total group of participants, that were nine in total, were furthermore split into three different subgroups: The first subgroup included individuals that solely did their job via teleworking. The second subgroup included individuals that performed their job at the company office. The third subgroup included individuals that had the opportunity to choose whether they would work from the office or work via telework arrangement.

The participants were selected using a snowballing sampling, which is a type of non-probability sampling where participants are selected based on criteria and refer to other possible participants that share similar identity (Biernacki & Waldorf, 1981; Goodman, 1961). The use of snowballing sample is very useful in a study like this, because it both prevents conflict of interest from the researcher (researcher bias) and the sample is more likely to share qualities that reflect the criteria used (Cohen & Arieli, 2011).

In total there were nine participants, with an age range from 26 years old to 63 years old. Six of the participants were females, while only three males participated (one in each work arrangement group). The participants came from a very diverse

background and their companies varied greatly in size. Furthermore, the seniority differed also greatly within each company.

## **4.2 Procedures**

The current study aims to compare how job resources and personal resources affects work engagement among individuals who use telework as their main way of working and those who do not. Because of scarcity of current data in Iceland regarding the JD-R model, the present study will use qualitative research method, specifically multiple case study, to investigate the association between job resources, personal resources, and work engagement in more depth. Qualitative research design is meant to give a deeper insight and understanding of a specific phenomenon and deepened understanding of the experience of the research participants (Seale, 1999).

### **4.2.1 Multiple case study**

Since the current study is aiming to understand differences between three groups of people, multiple case study will be used. Stake (2013) mentioned in his book that case studies are one of the most common qualitative research practices used. Moreover, a case study focuses mainly on one source of data and therefore it is very hard to gain some information that is diverse around multiple settings, thus making the results very hard to use in broader context than the study itself (Stake, 2013). However, a multiple case study aims to find multiple cases that are similar in some way, therefore making it possible to find similarities and dissimilarities between them (Stake, 2013).

### **4.2.2 Validity**

Qualitative studies must consider validity of their strategies to gain knowledge about any phenomenon, just like quantitative studies do. The use of triangulation in qualitative studies have often been preferred among academics to increase validity in studies (Carter et al., 2014; Flick et al., 2004; Hammarberg et al., 2016). Triangulation is the use of multiple data sources or methods to “triangulate” specific phenomenon and therefore gaining more diverse knowledge of the phenomenon (Carter et al., 2014). Multiple triangulation methods exist, but this study will use triangulation of data method, which refers to the use of multiple data sources which originate from different people with different background (Flick et al., 2004).

Another element in the current study that was meant to increase validity was the use of semi-structured interview form. Semi-structured interview form is a list of open-ended questions that the researcher questions the participant about (Clifford et al., 2016). Furthermore, the open-ended questions allow the participant to address issues

related to the topic that they feel like are the most important, therefore creating a dialogue and conversation around each topic of question (Clifford et al., 2016). The semi-structured interview question form can be considered as a type of instrument to increase the validity of the study, because the questions will be shared with all participants (Barriball & While, 1994). Kallio et al. (2016) furthermore mention in their article, that using a semi-structured interview will contribute to the objectivity of the study.

Pilot interviews, also called pilot tests, are also an important feature that should be included in qualitative interviews (Turner, 2010). Pilot interview is a dummy interview that is performed before data collection to mimic and practice the interview before it takes place (Turner, 2010). By conducting a pilot interview, one is able to identify problems or glitches that might be related to the interview and therefore give the researcher a chance to fix and improve the interview to make it as much relevant and valid as possible (Hayashi et al., 2019).

#### **4.2.3 Data collection**

The data collected in the current study was in an audio form. Each interview was recorded and then transcribed into text. Before the data collection took place, the researcher took a pilot interview with an acquaintance to test the flow and relevancy of the questions used. Three individuals who met the participation criteria were asked to participate, using a purposive sampling. All three participants were acquaintance of the researcher. These three participants then referred the researcher of four other individuals that shared similar work background, consequently creating a snowballing sample.

The purpose of the study was introduced to all participants where they were briefly, without too many details, told about the nature of the study. Furthermore, each participant had a contact information about the researcher, and therefore could always be in contact if they wanted to drop out of the study. Each participant was also informed that the interview would be recorded but their names would not be published anywhere, and an alphabetical letter would be used instead of their real name in the study. It was also mentioned to the participant that all audio data would be deleted once the transcription of the interviews would be finished. Because of the nature of the data collection and the subject of the current study, the researcher was not required to inform the Icelandic Data Protection Authority nor the National Bioethics Committee of the current study.



The data collection process consisted of gathering vocal data recordings for each participant to the researcher on the dates 13<sup>th</sup> of August, 16<sup>th</sup> of August, 15<sup>th</sup> of September and 20<sup>th</sup> of September. The researcher contacted each participant via email or internet messaging and a mutual agreement about the time of the interview was discussed. All the interviews were via video conferencing and each interview was scheduled to take about 20 minutes.

### **4.3 Measures**

The aim of the study was to study differences in work engagement between teleworkers, central-office workers, and mixed arrangement workers by investigating the differences of personal resources and job resources between those three groups. Therefore, the interviews had to reflect the six subfactors of both job resources and personal resources. Multiple scales exist today that are meant to measure and evaluate work-related constructs. When designing the interview form, relevant scales that are supposed to reflect the measurement of subfactors of job resources and personal resources were used as an inspiration for questions.

The questionnaire was divided into four different sections. The first section was based on questions that were related to job resources and its subfactors of autonomy, performance feedback and social support. The second section was dedicated to personal resources and its subfactors of self-efficacy, organizational-based self-esteem and optimism, and the third section included questions related to work engagement. Finally, the fourth section was meant to study the participant's attitude and multiple other views towards telework. Each question was open-ended to give as much flexible answers as possible.

#### ***Job resources***

Questions regarding social support, autonomy and performance feedback were inspired by scales created by Karasek (1985), which were also used in two studies conducted by Bakker regarding the JD-R model (Bakker et al., 2003, 2004). In the current study, the aim was to explore how colleagues and managers could serve as a job resource for the participant interviewed. Furthermore, the idea was to get an in-depth information on how the participant experienced and perceived his or her communication and interaction with colleagues and managers.

Autonomy is measured by Karasek (1985) with questions like "*I can decide myself how I execute my work*" and "*On my job, I have freedom to decide how I do my work*". These questions were used to inspire questions in the interview form regarding

the perceived autonomy at work. Therefore, the survey used by Karasek (1985) was read in detail to come up with relevant questions relevant to autonomy.

The questions used to open dialog about job resources included “*Do you receive feedback at your work?*”, “*What resources do you consider to be the most helpful when it comes to solving various tasks at work?*” and “*Do you consider yourself to have good or poor autonomy at your work?*”. Each of these questions had furthermore follow-up questions to gain more in-depth answers for each question asked.

### ***Personal resources***

The development of questions related to self-efficacy was inspired from the work done by Chen et al. (2001) and organizational-based self-esteem related questions were developed from a work done by Pierce et al. (1989). Finally, questions regarding optimism was based on prior work done by Scheier & Carver (1992), Youssef & Luthans (2007), and Smith et al. (2013).

Therefore, the questions used to investigate personal resources included: “*When you face difficult situation at work, how would you explain your competency to solve the situation?*”, “*Do you consider your contribution to your workplace to be significant and important? How so?*”, “*When you face difficult and hard situation or tasks at work, do you expect the outcome to be good or bad?*” and “*Would you consider yourself to be optimistic or pessimistic person?*”. These questions were furthermore followed by other questions to gain more insight into the meaning of the answers.

### ***Work engagement***

As proposed by Schaufeli et al. (2002), work engagement is the state of mind when an employee experiences absorption, vigour and dedication. It was therefore decided to create questions that reflected those key concepts. As mentioned earlier, job resources and personal resources contribute to work engagement of employees, therefore the questions used in job resources and personal resources were in a way overlapping the characteristics of work engagement.

However, there are also questions that can be asked directly about how person experiences work and his or her engagement at work. The Utrecht Work Engagement scale is one of those scales, which has been used in multiple settings and is also considered to have a good construct validity (Seppälä et al., 2009). In the current study, the focus around work engagement was on questions regarding time perception, energy and restlessness. This is because other factors related to work engagement were asked in the questions regarding job resources and personal resources. The three questions used

in the interviews were: *“How would you evaluate your awareness and energy throughout your typical workday? Do you feel that you have enough energy to execute your work and solve various tasks? Do you experience vigour and enthusiasm when you are working?”*, *“How do you experience time at work? Do you feel like you can get absorbed in your assignments and time flies by? How often does that happen? Can you give me an example?”*. One question was also used to get a dialog with the participant about how much he or she valued their work: *“Tell me about the importance and purpose of your job. Do you consider your work to be important? Why?”*.

#### ***Miscellaneous questions***

There were multiple questions regarding the participant’s attitude towards different work arrangements asked when all the questions regarding job resources, personal resources and work engagement had been finished in the interview. These questions were used to get an extra information to help with the processing and understanding all the data obtained from the interviews. Due to the quantity of the miscellaneous questions, they will not be listed here in the discussion section. All questions that were used on interview form, including the miscellaneous questions, can be seen in appendix A.

#### **4.4 Data analysis**

As mentioned earlier, the interviews were transcribed to a document. By transcribing the interviews, it is possible to analyse the data for themes and relationships. In the current study, coding was used to analyse the data. Coding refers to the methodology of identifying phrases, words or concepts from a dataset, and therefore creating clusters of information that are similar (Auerbach & Silverstein, 2003). In qualitative studies, the use of the coding method has shown to be effective and valid way of analysing data (Thyer, 2009).

When the transcription process was finished, all the interviews were printed out for further processing of the data. Each interview was read in detail and phrases or key words related to the research questions were highlighted. The phrases and key words were categorized into different themes, making it possible to identify similar and dissimilar themes between the three groups of participants.

## 5. Results

The current study aimed to answer the following research questions:

- 1) Is there a difference in perceived availability of job resources (social support, performance feedback and autonomy) among teleworkers and non-teleworkers? If yes, then how?
- 2) Is there a difference in perceived personal resources (self-efficacy, organizational-based self-esteem, and optimism) among teleworkers and non-teleworkers? If yes, then how?
- 3) Is there a difference in perceived work engagement among teleworkers and non-teleworkers? If yes, then how?

All interviews were successfully transcribed and suitable for use in the current study. The participants came from very diverse backgrounds and the companies they worked for were also dissimilar. However, there were some fundamental differences between the three groups of participants: Those that did solely telework, those who had traditional office setting and those who had mixed arrangement.

Since the current study is focusing on three different groups of people, the result chapter will be split in three main sections: Teleworkers, central workers, and mixed arrangement workers. Therefore, each subchapter will focus on the fundamental themes of the current study, which are: job resources (social support, performance feedback and autonomy), personal resources (Self-efficacy, organizational-based self-esteem and optimism), work engagement and opinions on different work arrangements. The participants were asked multiple questions regarding these four different themes and the response from the participants will be presented for each theme in all subchapters.

### 5.1 Teleworkers

As mentioned before, teleworkers were defined as individuals that performed their job solely or near solely remotely. Therefore, these participants were working from home or somewhere away from the offices at the company, therefore they were not in a daily physical proximity or contact with their colleagues.

#### 5.1.1 Job resources

Job resources can be split into three different subcategories, which are: social support, performance feedback and autonomy. In this subchapter, the results and answers from the participants will be presented around these three subcategories.

### 5.1.1.1 Social support

**Co-workers are helpful.** „I think that I use first and foremost the people around me” was the first answer that I got from participant A, which was also the first one that I interviewed. This same sentence came up with the next two participants who said that they use the help from others at their work to solve various tasks “I use my supervisors and colleagues” (Participant B) and participant C furthermore stated that he used “...most often colleagues” as a job resource, and furthermore added that he considered other people to be the most suitable option when he was in some kind of difficulty at work “My colleagues are always there to help me and that is always a good thing” (Participant C). It was therefore clear that the role of co-workers was significant contributor under different job demands as a job resource among the teleworkers.

**The role of video conferencing.** Since this group of participants were mainly working remotely, they did not have a daily contact with their colleagues. This led me to the question of asking them how they perceived interaction with them and what kind of preference they have regarding communication. When asked whether it matters to them if they have communications with their colleagues or supervisors via telecommunication (phone call, online meetings, webcam meetings etc.) they mentioned that it does not really matter to them „No it does not matter at all“(Participant A), and they all said that they prefer to use some sort of video conferencing software for meetings with others: „But I prefer to use teams for most subjects discussed“ (Participant B). Participant C was a little bit more sceptical about the use of video conferencing in all matters: „I use Microsoft Teams often, but I don’t know... I don’t think it is maybe always wise, especially if you are talking about something very delicate and personal. But yeah. Maybe that is just because we are used to have more formal meetings for delicate subjects, right? But yes, overall, I prefer to just use Teams as much as possible “.

### 5.1.1.2 Performance feedback.

**Regular feedback.** All the three participants stated that they receive performance feedback at their work, but the feedback was delivered in different ways and in different amount. Participant A received by far the greatest amount of feedback in her work: „I receive so called check-in conversations four times a year. Then, I have weekly meetings with my manager, like a one-on-one meeting... Those meetings are held every Monday and we always discuss my current projects and how my work is going “.

However, the other two participants (Participants B and C) did not receive as much and extensive feedback about their work: „*Yes, yes, I get feedback. I get it through a supervision meeting, or that is what it is at least called. It is around once every month*“ (Participant B). Similar arrangement could be identified with participant C, where he talked about getting it every other week: „*I get feedback twice a month, usually between weeks, like every other Wednesday. My manager talks to me, and we go over my workload and what I have been doing*“ (Participant C).

***Performance feedback as a guidance.*** My participants commented that performance feedback was necessary in many ways for their job and performance to be sufficient. Participant C told me that due to him working remotely, he was not always sure about whether he was doing everything correctly: „*There is some dilemma about working from home. You kind of lose all these insignificant communications with your colleagues. As a result, I find myself to be lost sometimes and that’s why I find it so much important to get feedback both from my colleagues and managers. Otherwise, I might not perform as good, I think*”. Furthermore, the other two teleworkers mentioned that performance feedback from their colleagues or managers was an important element to perform well „*Yes, I think that it [Performance feedback] matters a lot. Firstly, I feel like it assures me that I am doing everything correctly, and if I am not, then I can change that and do better. I also feel like it serves as a general guidance*” (Participant B) and participant A also mentioned that she asks her clients and also colleagues after she has finished tasks about their satisfaction with her work: „*Furthermore, I like to ask my clients and also colleagues, that I might even not meet that often, if they were satisfied. I might ask for example: How did you like the process? Is there anything that I could do better or differently?*”.

### **5.1.1.3 Autonomy.**

***I control how I work and when I do it.*** All three participants that solely performed their work via telework commented that they felt like their autonomy at work was quite high. They were used to working alone and rely on themselves a lot „*Well, since I work so much alone, in the sense that I am at home when I work, I think that I am trusted a lot with my work. So I perform my work in a lot of privacy, but of course my manager checks in on my every now and then. But it does not feel overwhelming at all*” (Participant C). The same was apparent for the other two teleworkers: Participant A told me that she experienced a lot of autonomy at her work, but the autonomy is more about where she puts the focus on and how she does them „*I have a lot of autonomy at*

*my work. Of course, there are many tasks that are mandatory that I do, but I feel like I have a lot control over how I do them and where I put the focus for them. Maybe I put more effort and focus into project A or B – It really depends on where I want to put my effort in at any given time and which is more urgent”* (Participant A). Participant B mentioned the word “Micromanagement” in her response to me. She told me, just like participant A, that she had mandatory assignments, but she had the opportunity to do them her way *“There are of course tasks that are mandatory for me to do, so I would say that I am obliged to finish them. But then I do other tasks as well. But yes, I would say that there is very little micromanaging going on, if that is what you are thinking about”* (Participant B).

#### **5.1.1.4 Diversity of solutions.**

There was also one other theme that emerged through my interview with participants A, B and C. They all mentioned that they use the internet quite a lot and do their own research when they feel stranded at work: *“I often use the internet when I try to find solutions. There is so much data, articles, and countless forums about almost anything. So, finding things on the internet is also a good resource, or that is at least my opinion”* (Participant C). Participant A also mentioned company policies, company procedures and google as a viable way of solving novel problems *“I use other data that I already own, sometimes I got data that I have used before to solve similar problem. I also use handbooks or policy procedures. I also use the company network. And then of course google!”* (Participant A). Participant B told me that she also used the internet to some extent *“And then of course you can always use the internet and google. I mean, there are like million things there”* (Participant B).

#### **5.1.2 Personal resources:**

Personal resources refer to the subcategories of organizational-based self-esteem, self-efficacy, and optimism. Below, the topic and the responses from the teleworking participants will be discussed in detail.

##### **5.1.2.1 Self-esteem**

***Average to above average self-esteem.*** All the three teleworkers told me that they would evaluate themselves as average to above average in performance at work. They also stated that they have the confidence to solve various tasks on their own and they tried their best at all times : *“I always want to perform well, so I do everything I can do to solve my tasks – I am not someone who simply gives up... I am also realistic, so I don't spend too much time either on projects that needs a quick solution”*

(Participant A). Furthermore, participant B told me that in large projects she tries to solve her tasks as much on her own as she can: *“In large projects, I try to solve as much as I can on my own until I can’t do more. When that happens, I often seek guidance from my manager”* (Participant B). My last interviewee, participant C, told me that he tries to do as much as he can on his own *“I would say that I am quite resourceful in many ways. I mean, I always find a way to do things right. So, it really depends on what I am doing, you understand? So, like I said in my first answer: I use colleagues when I feel like I am completely lost. But I rely first and foremost on myself”*.

#### **5.1.2.2 Optimism and self-efficacy.**

***Dedication and optimism.*** I decided to categorize self-efficacy and optimism as one theme, since the two concepts relate and were discussed in a relation with one another. All three teleworkers mentioned that they felt relatively optimistic about their work and future, and they described themselves as being optimistic *“I always expect that I will do good. In my opinion you must think that way if you want to perform well. So, if someone else can do something, then I believe that I can do it as well”* (Participant C). Participant A furthermore told me that believing that you are doing your best is very important: *“You do your job much better than you think”*, she continued and added: *“I am always optimistic. Regardless of the solution that I use, it always will be the best solution at that particular time. So, if one is not positive, you would not come up with a solution at all, I think”*. However, participant B did not consider herself to be always optimistic, but that was more under scenario when she was *“...constantly hitting walls”*. Under those circumstances, she would simply start over again and try to do her best at the next round: *“...then you just have to start over again. So, I would consider myself to be optimistic in general. But of course, there will always be hard days”* (Participant B).

#### **5.1.3 Work engagement:**

When combining the subfactors of both job resources and personal resources along with the answers obtained while asking the participants about work engagement related questions, multiple themes could be identified:

***My work is important.*** All three participants that engaged in telework stated that their work was important. They therefore felt like what they did at their workplace mattered, underlining their self-evaluated importance, which reinforced their self-efficacy *“I consider my work to be important, at least in my company. If I would simply walk out, there would be consequences for the company, definitely”* (Participant C).



Participant A had similar views towards her perception of the importance of her work: *“Yes, I consider it [Her job] to be very important. I think that my position is important. There is so much that I do every day, whether it is training employees or supporting them. Helping them out with human resource related issues and so on. I mean it is important that the company recruits and maintains professionalism. So yes, I think my work is important”* (Participant A). Participant B simply said to me that all human resources related issues come at her desk first: *“Yes, I would say that it [Her job] is important. All cases go first to me and then I put them on the right track”*.

**Perception of time at work.** Participants A, B and C all considered the time at their work to go by quickly *“I think so, yes. Most days, the time goes by quickly at work”* (Participant B). The same story went with my other two teleworking participants: *“I usually don’t look that much on the clock. It is not planned or anything – I simply just kind of get lost at what I am doing. Then I take a glimpse at the clock on the corner of the screen at my computer. So, the time goes by very fast in my opinion and I am often shocked to by how fast the time goes at work”* (Participant C). Participant A furthermore commented that the workday usually went by very fast, but she also mentioned that some days she would constantly be looking on the clock because of meetings in her calendar: *“I would say that my workdays go by very fast. But, of course, some days my day is full on the calendar, and I have a lot of meetings and other things to attend to. So, on those days, I have to check the clock constantly to see what time it is”* (Participant A).

**Energy at work: Mixed views.** One factor that can indicate the quality of work engagement is the perception of time. All three teleworkers told me that they felt significant amount of energy and endurance at their work. Participant A told me that she felt good energy at work and therefore was always engaged in her job during the day *“Yes, I feel like I have a lot of energy. I feel that my assignments are motivational, and you are filled with energy over the day. It is sometimes even hard to quit! You want to work more and more because the assignments are fun to do. I also feel a lot of energy after the workday – And I consider that to be very important. So, my work is not at all “draining”, but sometimes I feel physically tired, but never mentally”* (Participant A).

The other two participants told me that they felt restless at times, because they felt that spending so much time at home was draining in some way. Participant B told me that she performed optimally during the morning hours, but then it gets harder: *“I perform most efficiently during the morning, but overall, I feel like I have quite good*

energy. *But of course, working from home all day, every day does get tiring. I wish that I was able to work more at the office*” (Participant B). The same went with participant C, which said that he felt overall great energy, but he gets restless sometimes working so much from home. So he always get out of the house during noon and meets often his friends for lunch *“I usually am at my best, especially before noon. But then I tend to get tired because being in the same environment constantly is very exhausting. So, I usually go out for a walk or a lunch during noon – I often also meet my friends for a lunch. But yeah, I would say that I usually have good energy during the day, but I get tired though because of the environment”* (Participant C). I

#### **5.1.4 Opinions on different work arrangements**

**Flexibility and time saving.** Because all of the three teleworkers worked from home means that they did not have to spend any time on transportation. They commented that life is in many ways simpler when you work from home: One can start to work on the spot *“I think that the biggest strength about working from home is the flexibility. People with kids can for example spend more time in family-related matters like driving to school, the kindergarten or the doctor because they don’t have to drive to and from work all the time. So, the time is not wasted as much in transport”* (Participant A). There was a similar response from participant C, which told me that he is able to participate much more in his kid’s life: *“I drive my kids to school and help them with homework. So, I would say that it is much more easier to do those things when you work from home – Definitely a plus about working from home”* (Participant C). However, participant B mentioned the flexibility as a plus about working from home, but she also commented that it can have adverse effects as well: *“The biggest advantage about working from home is the flexibility, but at the same time you can become hypoactive regarding the flexibility. So you might not use that flexibility wisely when you are working so much from home”* (Participant B).

**More focus at home.** Distractions at the office and other disturbances was something that all the teleworking participants had experienced in the past. They told me that one of the biggest drawbacks of working at the office is the environment around them, which can be very chaotic at times. Participant A told me that she gets much more focused when she is working from home compared to working from the office: *“I would say that the biggest disadvantage of working from the office is the fact that you can be distracted and sometimes you are simply not in the mood to have people around you”* (Participant A). Another participant commented that he tends to “sink in” his

assignments and tasks at home and that the office environment is dynamic, therefore it is always changing when it comes to environmental factors *“Well, I think that on average I get more focus at home. I used to work at an open office space and I would hear my colleagues chatting. Every now and then they would also come to my cubicle and start a small talk. I mean, it is nice – But of course it can affect the work I’m doing. So, on average I tend to get more focus at my home”* (Participant C).

**Hybrid is the way to go.** I asked the teleworking participants about their general opinions and views towards telework. They all agreed that it was a good concept, but they all preferred hybrid work: *“I don’t think that telework is a bad idea at all. However, I would like to work more hybrid, meaning that I would like to work more around my colleagues. I don’t think that I would work remotely my whole life”* (Participant B). The situation was a little bit different for participant A, which occasionally visited her company when she was in Iceland *“I think it [Performing remote work] is a very good think. But when I go to Iceland I tend to work at the office also”* (Participant A). The same theme was clear from participant C, which told me that he thought that being able to work from home was *“Cool”* but he also told me that it has its drawbacks: *“I mean, it is nice being able to work from home and all. But I would personally prefer to work more hybrid”* (Participant C).

**The preference for more office work.** I furthermore asked the three participants about how they would like to work if they could have complete control over how much they work from home and how much they work at the office. It was clear from all three of them that they would definitely prefer to work more from the office: *“It is hard to say exact number, it would depend on the week, the days and the tasks at hand. The days are so different. But if I would live in Iceland, I would say three to four days at the office and one to two days at home”* (Participant A). And participant B told me that she would also prefer to work more than half of the time at the office *“I would say 40/60. 40 from home and 60 at the office”* (Participant B). Participant C also commented that he would like to work a lot more from the office: *“If we are talking about each week, I would roughly prefer to maybe work four times at the office and one time at home”* (Participant C).

**The need for social environment.** All three of the teleworking participants also agreed that it was important for them to have some social interaction during their working hours. When I asked them what the biggest downside of teleworking was, they all mentioned the lack of social interaction *“One of the biggest downsides of working*

*from home is that social factor” (Participant B). Furthermore, they also mentioned that working constantly from home tend to make one depressed because you are kind of by yourself constantly “I mean, you are always alone. You get up in the morning, sit down in front of the computer and start to work. It can be miserable sometimes, especially when you feel like you haven’t done much for the past few days” (Participant C).*

Participant A answered me in a similar way: *“You miss the social factor, like going to the cafeteria and you also sometimes miss out things that come up spontaneously at the workplace in everyday conversation” (Participant A).*

**Possibility of overworking.** *“You tend to work more” (Participant B) was the first comment that I got when I asked my participants about what they considered to be a downside to telework. Overworking was also a key theme that I found to be similar among those who performed solely telework. They thought that by working solely from home, one can start to overwork because the work is at home. For example, participant A told me that she tended to overwork because of her job arrangement: “In my opinion, the biggest drawback of working from home is first and foremost the tendency to overwork. Your computer is at home right in front of you and your work is at your home. Sometimes it is hard to quit and you can continue to work constantly and this line between your personal home and work becomes blurry” (Participant A). It was also apparent that participant C experienced similar issue: “I tend to be constantly checking my mail. I mean, I work from home, so I always feel the presence of work around me. Im not saying that my work is boring or frustrating, but I still feel like there is something “off” about having it around. Sometimes I work all day and through the evening, but I blame myself for that because I decide to do it. I don’t know, maybe I am just not good at setting boundaries?” (Participant C).*

## **5.2 Central workers**

The people who performed central work, where attendance is mandatory are identified as participants D, E and F. These individuals worked solely, or almost solely at their company’s offices.

### **5.2.1 Job resources:**

#### **5.2.1.1 Social support**

**Co-Workers and experts.** Just like with teleworkers, central workers mentioned their colleagues as a good resource to overcome tasks and assignments *„I receive a lot of help from my colleagues. Other people are often useful in solving various tasks“ (Participant D). Participant E mentioned that he often contacts other experts, even from*

other companies when it comes to solving novel tasks „*Often I contact experts from other companies that are related in some way to the company that I am working for. Like companies that do business with the company that I am working for*“. Then seniors were also mentioned as a good way to get assistant from „*I call seniors within my company or someone that has done similar work before* “ (Participant F).

**Face to face communication.** When participants D, E and F were asked about their preferred communication, i.e., whether they favoured direct communication or via video conferencing, they told me that they preferred to have face to face communication: “*I think it is better to meet in person. I think that it is more efficient, and I also feel like I can talk much more deeper about things*” (Participant D). However, it is important to note that participant D did not have a lot of experience from video conferencing “*I have just started to learn on Teams, and it is novel for me. However, I think it is useful and there is no doubt that me and my colleagues could use it more often*” (Participant D).

The same case was with the other two central workers. Participant E told me that he uses all kinds of communication arrangements, like using phone, email etc. But he prefers the most to have direct contact: “*If I would have to choose one way to have communication [With colleagues], then I would prefer to use direct communication, like face to face. I like to just talk with the person directly. I mean, my colleagues are in the next room, and it is so easy to simply just get up and walk to them and maybe grab a cup of coffee on the way*” (Participant E). Participant F also mentioned that she preferred to have face to face conversations with her colleagues on daily basis: “*I have of course used video conferencing before and called etc. But in my daily work I prefer to just go and talk to the people. It is more comfortable and simpler*” (Participant F).

### **5.2.1.2 Performance feedback.**

**Need for performance feedback.** All the three central working participants said that they did not receive performance feedback on a regular basis, and one of them almost never gets feedback at his work. Participant F told me that she seldomly gets any feedback at all: “*I don't get that much feedback at work. Or at least not a formal one. I don't necessarily consider it to be a negative thing, it is what it is*”. The same case was for participant D, which answered by simply stating “*Not often, no*”. And furthermore, participant E said that he does not get any performance feedback at all: “*It is just the environment that I work in. You are supposed to do your job and do it good. But yes, of*

course I have received feedback on these 15 years that I have worked here, but it is only around three times or so” (Participant E).

***Performance feedback is important.*** Despite that the three teleworking participants did not receive feedback on regular basis, they still thought that it was important: “Well yes, I think so. I mean, it is always nice to hear good things what you are doing. It is also healthy to know what you could do better. I mean, of course if I would really do a lousy job, I would be notified. But I think that evaluation is always a good thing and I would like to receive it more often” (Participant F). The same was with participant E, which had worked for the same company for 15 years. He told me that he would like to receive feedback on more regular basis: “I think that performance feedback is a positive thing. But I think that people should get more about their effort to do a certain job rather than their intelligence. Some people put a lot of effort in their work, and are constantly trying their best” (Participant E). Participant D also wished to receive more feedback at her work: “Yes, I would like to know how I am doing at work. If there is something that I can do better or differently” (Participant E).

### **5.2.1.3 Autonomy**

All three of the central workers experienced good autonomy in their work, therefore they were given the privacy to do their work without being too much looked after. Of course, some jobs are very formally structured, like participant F told me: “The institution that I work for handles a lot of money. So, I don’t really decide by myself how I calculate and do most of my tasks. I mean, I follow certain procedures and guidelines in my everyday job... But I would say that people are not constantly looking over my shoulder and interfering with my work if that is what you are wondering” (Participant F). Furthermore, participants D and E had similar story to tell about their work environment: “Yes, I would say that I have good autonomy at my work. I am trusted for my tasks and assignments, but of course some of them are dealt with in very similar ways” (Participant D) and “I would say that I have a lot of autonomy at my work. I well trusted and it is also properly defined what is allowed and what isn’t” (Participant E).

## **5.2.2 Personal resources**

### **5.2.2.1 Self-esteem**

All three of the central workers showed clear sign of self-esteem in their daily work. They all commented that they did their job good, and they considered themselves to be good employees. Participant D told me that she was good at solving various tasks

at work and did not feel intimidated by larger assignments: *“I find different ways to tackle different tasks. I am very persistent, or so I think. I mean, I am not afraid of difficult circumstances at all or complicated things. I just start to do something about them, and I do it good”* (Participant D). The same case was with participant F, which told me that she was thrown into the deep end when she started and that is an ongoing situation. However, she likes the challenge, and she feels like tackles those situations well *“I would say that people are thrown into the deep end in my work. However, I like the challenge and I feel like it gives me confidence about myself”* (Participant F). Similar answer came from participant E, which told simply told me that he has no issues solving novel or difficult tasks by himself *“I just solve them [the tasks] by myself”* (Participant E).

### **5.2.2.2 Self-efficacy and optimism**

Believing that one makes his own luck is one of the manifestations of self-efficacy. That same belief was a common among the central workers, which all told me that they believed that they could make a difference at their workplace. When I asked participant E about how he would evaluate himself compared to his colleagues in regard to capability, he told me that he would rate himself above average *“I would rate myself as above average. I am very realistic and reliable. I always admit if I do something wrong. Of course, there are cases that come up that could have gone better, but I am not afraid of it in any sense. I just face things as they are”* (Participant E). A similar answer came from participant F, which told me that she would rate herself above average in solving various tasks at her workplace compared to her colleagues *“I would say above average. But, it of course depends on the tasks that are being done. I mean, some tasks are very routine-bound and therefore I cannot show any personal strength when it comes to solving those tasks. But I am very independent, and I am hardworking”* (Participant F). However, participant D did not rate herself above average, but she commented that she considered herself to be a good employee: *“I would rate myself as on average. But I am very hard working. However, I would not say that I stand out of the crowd”* (Participant D).

Optimism was a common factor that the three central workers shared. They all told me that they almost always expect the best and look on the bright side when things get rough. Participant D told me that she was a positive person and that she generally expects things to turn out good: *“I would say that I am optimistic. I always expect the result to be good and I try to be positive. But of course, sometimes I doubt myself like*

*everyone else*” (Participant D). Similar answers came from participant F and E: *“I am in overall a positive person”* (Participant F) and *“I am most often optimistic and energetic”* (Participant E).

### 5.2.3 Work engagement

**The importance of my work.** When I asked the three central workers about their self-evaluation of their job importance, they all had different views. Participant F told me that she did not look at her job as a crucial job, because she considered herself to easily be replaced by someone else: *“Hahaha, let’s see. In my work, one can be easily replaced. I mean someone could just cover me if I would quit. But I always try my best, and I don’t consider my job to be more or less important than anything else”* (Participant F). However, participant E considered his job to be important, he told me that he is responsible for very valuable cargo: *“Yes, I think that my job is important. The company that I work for transports high number of fish, which is very expensive... So, I am responsible for the transport and the cargo. So all the income for the company goes through me”* (Participant E). Participant D also told me that she considered her job to be valuable for the company that she worked for: *“I do a lot of HRM related tasks, like salary calculation and other associated tasks. So I manage things that are directly linked to the employees and the company”* (Participant D).

**More tasks means more fun.** When asked about how the central workers experienced time in their work, they all mentioned that it really depended on the day and assignments at hand. Because they were on the clock, they all told me that when they had finished most of their work, they tended to feel bored. For example, participant D told me that she sometimes just hangs around until it was time for her to go: *“Most of the time, the clock flies by. But like I said, when the projects and tasks are limited, then time passes way slower and then you are kind of just hanging around. My workday is from eight to four, so sometimes I might be finished with my work, but I still have to work”* (Participant D). Participant E commented that he experienced that the time at his went by on average relatively fast also: *“Sometimes it [the time] does, yes. But I would say that it is not common that I get lost, and time just disappears but at the same time I don’t feel restless”* (Participant E).

**Different energy, different day.** The three central workers did not share a common view towards their perception of energy and alertness through their normal day. Participant F told me that most of the time she would feel great energy at her work *“I would say that it is different from day to day. I mean, some days are very good. I*



would say that 80% percent of my days at work are very good, but the 20% are maybe not that optimal” (Participant F). Similar answer came from participant D, which told me that most often, time went fast at her work “Yes, especially when there is a lot to do. But when I have few assignments, then I tend to get tired and start to think. So, I would say that I have high energy levels when there is a lot to do” (Participant D). Participant E told me that he feels generally good at his work, but when it comes to his energy, he tends to feel unequal energy depending on the day: “I feel generally good at work. But my energy levels are different between days. But still, I do think that in general I feel good” (Participant E).

#### 5.2.4 Opinions on different work arrangements

**Telework is a good thing.** All three central working participants mentioned that they perceived that being able to work from home is a good thing: “My view towards telework is positive” (Participant E). And participant F also commented that she thought that people should be offered to work from home if they want to “I think that telework is a good thing. And I feel that it is important that people are given the chance to work from home if they want to” (Participant F). However, participant D also shared similar view, but she also said that she does not like to work from home herself “It [her view towards telework] is good but I cannot work a lot at home. I think that it is best to work at the office” (Participant D).

**Flexibility and personal life.** Another theme that could be identified after interviewing the three central workers was that offering people to work from home could improve their capability to participate more in their personal life, that is life beyond work. Participant D, which liked the idea of working from home the least, mentioned that she would be able to run more errands if she would be working from home “The downside of working from the office is definitely that one cannot run as many errands and so on” (Participant D). Similar comment came from participant F, which told me that it is nice to work whenever you like and be able to simply jump out of the house and go to the bank or some other places “If I would simply like to work on a Sunday, then I could simply just run some errands on Monday, for example visit the bank or something. I can also imagine that in the future, people would get longer holidays because they could work few days remotely from work” (Participant F). Participant E furthermore criticised the idea of the traditional central office work where everyone clocks in and out: “I think the biggest drawback of central work is that focus on time. It is all about showing up. There is much less focus on the quality of the work

*that is being done. I also feel like it is a big drawback that you don't control your life as much*" (Participant E).

**Preference for office work.** The three central workers that I interviewed told me that they do not like to work from home. They all shared the experience of working from home during the worst periods of the COVID-19 pandemic: *"Given the experience I had last year after working so much from home, then I would say that I would prefer 100% office work"* said participant F. She continued and told me that working from home was difficult for her because she did not have good accommodation facility at her home: *"It is because of my facility at home. At my work, it is much easier for me to work for many reasons, for example, I have good screens printers and so on. Everything that I use regularly"* (Participant F). Participant D did not see much point in working from home. She mentioned that she has very little focus at home and she would not be able to do as much if she would be working more from home *"I am not as much productive at home. The social life dies also... So I think that it would suck to work so much from home – Very lonely. The pros of working from home are not many for me. Maybe it would be nice if you would have a day where you would not like to go out of the house or something"* (Participant D).

However, participant E saw many opportunities about working from home. He said that he would work more from home if he could, and that the balance between his work and personal life would improve: *"If I could completely control it, I would choose to work 50/50, that is half of the time at the office and half of the time at home because it matters both to me and my employer that I have this flexibility"* (Participant E). But he also mentioned that he liked to work at the office because of the social factor *"I also want to have that atmosphere that exists at the office"* (Participant E).

### **5.3 Mixed arrangement**

The participants who had a mixed work arrangement had the choice to work wherever they wanted. This group of participants worked at a company that offered flexible work, and therefore they could choose whether they preferred to work from home or at the company's offices.

#### **5.3.1 Job resources**

##### **5.3.1.1 Social support**

**Colleagues.** *"My colleagues are always helpful"* was the answer when I asked participant G about his most helpful resources at work. This was therefore a clear theme like with all the other groups when it came to useful job resource. Participants J and I

answered in a similar way also: *“I think that colleague and manager are the most helpful resources”* (Participant I) and *“I work a lot with other people when it comes to my job. I would therefore say that when I am faced with some difficult tasks I always like to consult with other or solve them in teams”*.

**Face to face: The way to go?** When asked to compare their communications with colleagues whether they were through video conferencing or face to face, my interviewees all agreed that having face to face discussion was always good under multiple circumstances *“I prefer to communicate face to face”* (Participant G). Participant H shared similar opinion like G and said: *“I feel like it is important to meet people to some extent and surely, some matters are so delicate that you simply don’t talk to them with someone through a computer”*. However, participant I commented that she used to feel that some matters were not suitable to discuss through video conferencing, but her idea about that changed after she started to use video conferencing to more extent: *“I am not so sure. After I have been using video conferencing or similar tools at more extent, I feel like it really does not matter.... I feel like after all these software have popped up, I like to put them to use and I am getting more used to that arrangement”*.

### **Performance feedback**

**Regular feedback.** Like all the other participants, people who did mixed arrangement work were no exception when it came to the demand for performance feedback. All of the people who used mixed-arrangement method received performance feedback: *“I have regular check-in conversations or meetings. I think they are about every three months”* (Participant H) and participant G furthermore commented: *“Not only do I receive feedback from my managers or colleagues. I also received my feedback from clients, which in this case are my students... I feel like it is important because then I can improve myself at my work, so I feel like the feedback is critical”*. However, participant I said that she got feedback but not at regular basis: *“Yes, I receive feedback but seldomly”*, nevertheless, she also commented that she felt that it was important for her to receive feedback because she felt that it was important to her that her colleagues and managers were aware that she was doing her job and doing it good: *“I feel like it is important, yes. I want people to notice that I am doing well... My manager needs to know that I am performing well, because it of course related to my job security”*.

### **Autonomy**

***I am trusted with my work.*** All three participants of the mixed arrangement group experienced that they had great autonomy in their work. They were trusted with the work they had at any given time: “*A lot of freedom, I am completely trusted for my work*” (Participant I). Furthermore, participant H commented: “*I have a lot of autonomy in my work I would say. I feel that I am trusted for my work and that I have full control over how I do them and when. I also control my workhours and I am trusted with what I am doing. So, I would say that I have good liberty over myself in my work*”. With participant G it was the same story: “*So I both control what I do, when I do it and how I do it*”.

#### **5.3.2 Personal resources**

**Self-esteem.** Relying on one’s own ability to solve tasks is one of the cornerstones that was noticeable from the interviews with the mixed arrangement workers “*I think that I am quite good at solving various tasks on my own. So, I would say that I am very independent and resourceful when I am doing my job – Or at least that is how I experience it*” (Participant G). My other two interviews led similar results or phrases: “*Well, my strongest side is communication. And I would say that I am very humane so that helps a lot*” (Participant H).

When I asked the participants how they would evaluate their capability at solving various tasks compared to their colleagues they all rated themselves to be above average “*I would say that I am above average. If there is something that this pandemic has taught me is that you can do much more than you think. I mean, I have gotten so much variety of tasks because of the novelty of the situation, and I have always been able to take it all and simply solve it*” (Participant H) and “*If we solely talk about what I do specifically at work, I would say that I perform above average in my tasks*”. Participant G stood out when it came to his self-evaluation of self-esteem, he commented that he thinks that he is the one who usually gets the hardest tasks at work: “*...Well, let me put it this way: I solve various tasks that other were not able to solve or did not want to do for some reasons – And I have multiple examples of this scenario. It has therefore usually be me that finishes the assignments.*”.

**The role of self-efficacy and optimism.** I decided to categorize self-efficacy and optimism as one theme, since the two concepts relate and were discussed in a relation with one another. All three participants that performed mixed arrangement work commented that they felt relatively optimistic about their work and capability of

solving various tasks: *“I don’t predict my results at work to be either good or bad. Rather, I feel like it will either be good or very good. I would never start an assignment and assume that it will not be good”* (Participant G). Similar answers came from participant I, which said: *“I am a positive person and look on the bright sides”* and participant H commented in a similar way: *“I would say that I am always positive, even when I am faced with very difficult tasks. I am also very competitive, so I really like to have challenge in my life and the same goes with work. I am not the person to chill and enjoy the easy way”*.

### 5.3.3 Work engagement

**The importance of my work.** All three respondents claimed that their work was important for the company: *“Yes, I consider my work to be very important because it is linked to the welfare and safety of the employees at my workplace. And the safety is one of the key elements of the operation of the company”* (Participant H). Participant I answered my question with a very direct and straightforward answer: *“Yes, my job is essential in my opinion”*. Participant G furthermore stated that: *“Yes, I think that my work is very important. I am teaching university students and therefore I consider it to be essential that I do good and that they [the students] return to society with proper knowledge and training. So I am basically laying the groundwork for the future, or at least that is how I view it”*.

**Always enough work to do and so little time.** *“I almost always have so much to do that time flies by. And I want to have it that way, because otherwise I might start to get bored.”* (Participant H). It was rather interesting to hear participant H talk about her work and her variety of assignments. She told me that she always has a lot to do at work and sometimes has to watch out for her workload, because otherwise it could lead to stress: *“If it gets too much, then you start to feel stress. And I have experienced that”*. Another aspect came from participant I, which said: *“I feel like it [the time] goes by very fast in general. Sometimes I feel like the workday has finished before it started! But yes, almost always it goes by very fast. And if I have finished all my tasks or if I am going slow in my work because I am not in the right mood, then I simply quit working and find something else to do”*.

**Energy at work.** When I asked the participants about their own perception of the energy and wakefulness over the usual workday, they all described that they felt relatively wakeful throughout the day. Participant G mentioned that he usually always has the energy to do his work: *“Sometimes I feel very enthusiastic about my work, but I*

*almost always have energy for it. But of course, sometimes I get tired physically, but that is usually because I did not get enough sleep the night before or if I am doing something that I lack all interest in doing*". Similar response came from participant I, who said that she felt energy throughout the day almost always, except when she might tempt to go late to sleep *"I don't get sleepy or anything like that and I feel like I always have enough energy to do my work. Of course, it happens sometimes that I get lost over the TV in the evening before and then I would get tired the day after. But as soon as I start to work, the tiredness goes away"*. Participant H commented that she always felt awake at work because of her passion for what she is doing: *"I have so much passion for what I am doing so time literally flies away from me and I want to do much more than I am actually doing. So yes, I feel like I have good energy over the day"*.

#### **5.3.4 Opinions on different work arrangements**

**The value of time and energy saving.** It was clear that time is greatly valued among participant G, H and I. They all shared the same view that time was important factor in their daily lives. It was therefore clear that they all valued time greatly and did not want it to go to waste. For example, participant H mentioned that she *"...saves time to and from work"* and participant *"I think that remote work is positive for multiple reasons. For one, it can save people time"*. The same story was with participant I, that felt it was utterly ridiculous that people were spending a lot of time in the traffic in the morning *"I think it's a complete nonsense that people are driving in a row to Reykjavik right before eight in the morning while they could as well go out of bed to the next room to start their workday or just go later in the morning"*. She added an interesting perspective of the heavy traffic which emerges in the morning, where she commented that flexible work arrangement could possibly result in less pollution *"The car doesn't have to always leave the driveway, so it's less pollution and all that – Less traffic and so on. So, I think that if people can work from home, they should. It's like I said, the pollution matters and also the time saving"* (Participant I).

**Flexibility and participation in daily life.** One of the key pros that mixed arrangement workers mentioned regarding telework was flexibility. They stated that they were much more able to participate in their daily private life *"The positive side of remote work or flexible work... Is that you can increase flexibility at your work, so people have more space to do other things as well because they control the time by themselves"* (Participant G). The two other participants also had similar view towards working from home, with participant H adding an interesting perspective: That being

able to work from home gives her the opportunity to perform physical exercises more easily *“When I work from home, I feel like I have more chance of performing physical exercise. It is so tiring to show up at work with your gym bag. But if you are home, it is no problem to simply take a short brake to go to the gym. I am way too lazy to take my gym bag with me, so I feel like it is much more easier for me to get motivated when I am at home because it is easier”*.

**The need for social interaction.** Despite the three participants commenting all the pros with working from home, they still did not consider working solely from home to be a good idea. They mentioned that meeting their colleagues regularly was important for them *“I would not like to be constantly at home doing my work, because then all that social part of my work would disappear”* (Participant I). Furthermore, participant H told me that she felt that one of the biggest drawbacks about working from home was the lack of social interaction *“I think that it is important to take that coffee break and talk to your colleagues”* (Participant H). When I asked participant G about how much portion he works from the office compared to working from home, he said that he works around quarter from home and the rest at the office. He told me that meeting his colleagues is important part of the job, in his opinion at least *“I think that meeting your colleagues is very important because people exchange opinions more and they also bond more”*.

**Interruptions is common at the workplace.** An interesting perspective that seemed to come across the three groups is that the office environment can at times be a challenge because one might not be able to work as much efficiently because of distraction: *“I get a lot more done at home because I get more focused when I am working from home”* (Participant H). Working from home could have its pros when it comes to peace of mind because working at the office can be distracting, especially if there is a lot going on: *“Like I told you earlier, I am now alone at the office, so I get a lot more done. I prefer to work in solitary because I feel like the work environment can be distracting at times, or at least when I am in an open environment [e.g., cubicle]. During this past year, I have discovered that I manage to focus a lot more when I have privacy and not too much going on around my in the physical environment.”* (Participant F). Furthermore, both participants A and B, who were teleworkers, commented that they felt like working from home gave them more ability to focus: *“I feel like I have a lot of focus when I am working alone from home”* (Participant A) and *“Some projects are simply “focus projects”, meaning that you have to sit down and put*

*a special effort to finish them. So I prefer to do these things in solitary where no one can interrupt me” (Participant B).*

## **6. Discussion**

The aim of the current study was to gain more insight into three different group of employees who had different work arrangements: People who performed telework, central work and mixed arrangement. As mentioned in the introduction and literature review, the business environment has been changing fast for the last decade parallel to enhanced technology and general changes in the business landscape. The three groups of participants had similar jobs where they all worked from an office environment. However, their work arrangements differed. In this chapter the results will be discussed in context to the JD-R model and the results from the interviews. The three research questions will be discussed, followed with a summary of the results. Finally, limitations of the current study will be discussed.

### **6.1 Research question 1: Job resources**

Job resources is one of the two key contributing factors when it comes to work engagement. Like mentioned earlier, job resources consist of autonomy, performance feedback and social support. The three group of workers (teleworkers, central workers, and workers with mixed arrangement) came from different backgrounds and different companies. The results indicated that there were some fundamental differences in the expression and appearance of these different job resources factors.

#### **6.1.1 Social support.**

The role of social support as a contributor to job resources varied quite much between those who performed telework versus those who worked central work and mixed arrangement. It was apparent through the interviews that those who were solely working telework lacked social interactions at their work. They commented that they sometimes felt lonesome at work and that they would like to work more with others. Furthermore, all three teleworkers stated that they would prefer to work more at an office environment – And this was very much apparent in the theme “The need for social environment” which was a relatively clear demand among the teleworkers. However, despite the teleworkers mentioning lack of social interaction, they still mentioned that they got relatively good social support from their colleagues. However, those who performed either mixed work arrangement or central work, all mentioned that they had relatively good social support from colleagues. But what differed the teleworkers from the central workers and mixed arrangement workers is that everyone



in the latter groups mentioned that they felt that their need for social interactions was met at the offices. Therefore, they experienced higher availability of colleagues and therefore social support.

These results are in line with prior studies that have been conducted regarding the social environment around those who are solely teleworking versus those who work in a traditional office environment. Those who solely do telework tend to feel more isolated than others and therefore lack social interactions that those who work from offices get much more regularly (Weinert et al., 2015, 2014).

However, another perspective that should be addressed is the role of video conferencing. Since teleworkers are not physically present at the workplace, they need to arrange all their communications with their colleagues and managers through indirect communication, where video conferencing is often chosen for that purpose. The three different groups of participants had dissimilar views towards video conferencing and its use in the work environment. To state the obvious, teleworkers used video conferencing almost solely in their daily communications with colleagues. They mentioned that conversations and meetings were much more straight to the point compared to face to face meetings. The central workers and those who had mixed work arrangement commented that they preferred the face-to-face communications when discussing work-related topics. However, the mixed arrangement workers also commented that they also used video conferencing, while the central workers almost did not use it at all.

### ***6.1.2 Performance feedback***

Performance feedback varied greatly between participants and the three different groups also. Performance feedback ranged from weekly face to face meeting with a supervisor or a manager to no regular performance feedback at all. It stood out that the teleworkers received the highest amount of performance feedback, while those who performed central work received the lowest amount.

The teleworkers mentioned that they received performance feedback anywhere from once a week to every month. These meetings were held in a formal way where their manager would discuss with the employee about his or her current workload and what has been done or finished workwise. Also, those who had mixed work arrangement stated that they received performance feedback on a regular basis.

However, the central workers almost never received any feedback at all in their work. One had only once performance feedback over 15-year period. In spite of the central workers not receiving regular performance feedback, they still commented that

they would prefer to get performance feedback. They all commented that if they would receive performance feedback on more regular basis, they would be more self-aware about their performance.

An interesting angle of the answers regarding the performance feedback is the fact that those who performed telework received it more often than those who performed central work. Of course, this could be a bias because of the small sample used in the study, but it could also be a pattern related to the different workplace culture and policies. As mentioned earlier, many companies have adopted telework to their companies, but parallel to that change have also increased their feedback culture (Kwon & Jeon, 2020). This has often been the fact because it is important to monitor the output from employees.

Performance feedback can also be a type of guidance, especially for those who are not always present around their colleagues and managers. This is in fact the case for many companies, where an emphasis on performance feedback has been advised to minimise unwanted aftereffect of incorporating telework into a workplace (Schall & Chen, 2021). Performance feedback could therefore be more important for companies that solely rely on telework, and on companies that offer mixed work arrangement.

### **6.1.3 *Autonomy***

Everyone that was interviewed experienced relatively good autonomy at their work. They were all trusted with the work that they did and there was not mention of micromanagement or constant intervention in their work. Furthermore, everyone had relatively good privacy and were able to perform their work in solitude. There was therefore no solid theme or pattern that could be identified within each group. It is therefore safe to conclude that autonomy was not a factor that influenced job resources among the participants in the current study.

## **6.2 Research question 2: Personal resources**

In summary, the experience of personal resources varied between individuals and between the three groups. The main subfactors of personal resources that were investigated in the current study were the role of self-efficacy, organizational-based self-esteem, and optimism. These three factors are a significant contributor in personal resources, which furthermore contribute to work engagement.

### **6.2.1 *Self-efficacy and optimism***

Like mentioned earlier in the literature review, self-efficacy and optimism are highly related constructs. Through the interview with the participants, similar themes

emerged when they were asked about self-efficacy and optimism during their work. Therefore, it was hard to separate the two constructs and therefore the best suitable way to present the two constructs is to have them merged when analysing the responses from the participants.

All participants stated that they were relatively optimistic about their views towards work and challenging situations. They were all relatively optimistic about the future and optimistic that the things would turn out in their favour.

### **6.2.2 *Organizational-based self-esteem***

All participants experienced good self-esteem. However, there was some difference in the expression of the self-esteem between those who performed solely telework and those who performed mixed arrangement or central work. The difference manifested in the way they seek solutions at their work: Those who performed telework tended to rely more on themselves, and as a result had more diverse ways of finding solutions. While the individuals who performed central work relied more on the help from their colleagues, and the same was with those who had mixed arrangement. Furthermore, those who had the mixed arrangement seemed to rely also on multiple other solutions.

The difference of self-esteem was therefore possibly related to the social environment of all the workers. This has in fact been noticed by other studies, where colleagues seem to play a bigger role in overall work environment. For example, Collins et al. (2016) found that people who were used to working at the office relied more on their colleagues compared to those who did telework. It could therefore be theorised that those who perform telework rely more on broad and diverse solutions when they work.

### **6.3 Research question 3: Work engagement**

When we compare the characteristics from Bakker & Demerouti (2008) of work engagement to the participants of the three groups in the current study, all seemed to show signs of typical work engagement. However, there were some differences in the experience and expression of the work engagement among the nine participants. There were also some differences in the expression of job resources and personal resources, as mentioned before. Therefore, the three different group displayed different types of work engagement.

The main difference in the work engagement could narrowed down to social support, performance feedback and self-efficacy.

### **6.3.1 *Restlessness among teleworkers and central workers***

Those who performed telework and central work had similar answers regarding their work engagement and therefore had a lot in common. The six participants within those two groups commented that they felt sometimes restless at work under certain circumstances. Those who performed solely telework commented that they tend to feel restless because they were not changing scenery and not meeting other people. They were most of the time working alone and from home, and not everyone had the optimal work environment around them, like office equipment etc. However, participant C commented that he addressed this issue by simply going out for a walk or meeting friends for a lunch. After discussing with the three teleworkers, they all seemed to lack the social subfactor within job resources, while displaying the other two subfactors in a healthy way.

However, the expression of restlessness among those who performed central work was mainly because of the lack of assignments. Those who performed central work with a traditional clock-in clock-out arrangement all expressed some sort of restlessness around times when there was lack of assignments. They commented that they tended to feel that the time went slowly and sometimes even tired when that was the case.

### **6.3.2 *Escaping restlessness in mixed work arrangement***

When it came to the individuals who had mixed arrangement, they seemed to control more of their time and use it for some other chores. Therefore, they did not report any kind of restlessness or lack of ambition. They also seemed to simply do other chores when they did not feel like working. For example, participant H, which commented that she prefers to go out and do some exercise when she is working from home. She furthermore stated that she prefers to also work at the office to meet her colleagues.

Judging from the answers, those who worked with mixed arrangement seemed to be able to escape more from hard times at work. They were more able to control their environment to recharge by simply doing something else than working. Of course, this was also the case with teleworkers, but they seemed to feel more stuck in their environment compared to those who had mixed arrangement.

## **6.4 General discussion of the results**

There were some fundamental differences between the three groups of participants. Those who performed solely telework and those who had central work with

traditional nine to five and clock-in clock-out arrangement had something in common: They both mentioned restlessness at work at certain times and they did not experience optimal availability of job resources. Those who performed telework mentioned that they felt isolated at times because they were almost always working from their own home. Furthermore, they experienced restlessness at times because they did not change scenery regularly. However, when put in context with the JD-R model, the teleworkers seemed to experience issues with the social support factor within job resources. All the teleworkers mentioned that they were in daily interactions with their colleagues, but there was a lack of informal small talk between the teleworkers and their colleagues. Instead of having the informal conversation in front of the coffee machine at the lunchroom, they almost solely had work-related conversations, which were most of the time very direct.

#### **6.4.1 *The miscellaneous questions: What do they tell us?***

Despite the main goal of the current study is to explore the role of job resources, personal resources and work engagement, there were still some interesting responses that were not directly linked to the three constructs that were being investigated but rather are linked to them indirectly. These responses were mostly related to the miscellaneous questions that were asked at the end of the interview and were all about the different views towards telework and central work.

**Possibility of overworking at home.** Participants in both the teleworking groups and mixed arrangements commented that they tend to work too much when they were working from home. Working from home was in many ways beneficial, but the line between the employee's personal life and work became much thinner when working routinely from home. This is consistent with other studies, which has shown that working from home can both interfere with the employee's personal life and telework might also increase overwork (Grant et al., 2013; Weinert et al., 2014).

**Mixed arrangement could be the optimal choice.** Studies have shown that mixed arrangement, where the company offers both central offices and also the option of doing work remotely, is in many ways beneficial (Biron & Veldhoven, 2016). The results of the current study underline this idea, because of the more various and diverse resources that are available to the individual. All participants agreed that telework should be offered when possible. They furthermore all said that by offering telework, they could be in more control over their days etc.

## **6.5 Limitations and future research**

The current study was a qualitative case study, therefore the results and topics discussed here above cannot be generalized over other subjects or cases, except for the nine cases in this study. It is important to note that the small sample size could have affected the results, therefore making a pseudo connection in phrases and responses between the individuals. However, all interviews lasted relatively long, and a broad diversity of questions were asked, which should have minimized this issue.

Also, all the initial participants were selected via purposive sample and therefore they have a connection to the researcher. Another issue, which is very common with qualitative studies is that they cannot be verified and re-created. Furthermore, other environmental variables could have affected the results, like the different occupation, the differences between the companies, organizational culture, and even differences in the physical work environments between the participants.

Nevertheless, the aim of the study was not to generalize nor to speculate about these three work arrangements in the general organization environment. The results are first and foremost to get more insight into the concepts of work engagement from the three groups of work arrangements in Iceland. Studies regarding organizational culture in Iceland is currently lacking. Therefore, the current study aimed to study a novel area of research field that has not been conducted in Iceland, and that is the role of different work arrangements on work engagement. The current study focuses on qualitative interviews regarding different job resources, personal resources, and work engagement between the three work arrangements. Therefore, the next step would be to conduct a quantitative research study, where the subfactors of job resources, personal resources and work engagement would be explored with numeric data. From there, a clearer picture and conclusions could be drawn about the Icelandic organizational culture and the role of different work arrangements. Because of the fast-changing corporate environment, multiple questions regarding work arrangements are important to ask and furthermore investigate. Information from such studies could be of great benefit for companies.

## **7. Conclusion and recommendations**

The aim of the current study was to shed light on different job resources, personal resources and consequently work engagement among three groups of people with different work arrangement. The results indicate that: 1) the old fashioned nine-to-five clock-in clock-out work arrangement is getting out of style among office workers

and might not be the optimal 2) offering solely telework arrangement might be a tough work arrangement for many people 3) mixed work arrangement gives the employee optimal resources.

### **7.1 The dissimilar similarity between teleworkers and central workers**

It was interesting to see how much teleworkers and central workers shared when it came to work engagement. Both groups mentioned restlessness at times in their work and they also mentioned tiredness. Furthermore, both groups were not able to escape the restlessness because they were in an environment that had little flexibility in it. – Therefore, making the two different groups similar because of this common characteristic.

However, the restlessness manifested for different reasons between the two groups, making them also dissimilar: Those who performed solely telework seemed to lack the social support factor of the job resources, therefore possibly interfering with optimal work engagement. While the social factor was an issue for teleworkers, the work environment was sometimes an issue for the central workers, because they were on the clock and were simply hanging around at their company's offices regardless of whether they had any assignments or not.

This was not the case with the individuals who performed their work via mixed arrangement. They sought balance in their environment by simply going to their offices when they felt like they were spending too much time at home. Likewise, they also spent their time at their home when they felt like there was too much interruption at the offices. And when they felt like neither worked out for them, they simply did something else to clear their mind.

### **7.2 The importance of flexible environment**

Through the interviews, an interesting pattern emerged regarding the environment of the participants. It was clear that working in a diverse environment is important for many people, or at least the participants of the current study. Being able to work in an environment that offers flexibility, like being able to work with others or working solely. Other flexibilities in this context can be the opportunity to work at certain times, at a certain place, having face to face communications or communication via. video conferencing. The fact is, both teleworkers and central workers did not experience as much flexibility in their work compared to those who had mixed arrangement. This was most likely because those who performed central work had no other option then to work from their offices and were also required to perform their

work regardless of their needs at every given time. The same case was with those who performed telework: Despite the teleworkers being able to work wherever and whenever they wanted, they still did not get everything they wished for, which was social interaction. Certainly, they did receive help from their colleagues when they needed, but they lacked the social interaction at their work. Therefore, they tended to feel isolated and not in full control over their situation, which could undeniably be categorized as an inflexibility.

### **7.3 Implementing mixed arrangement work in companies**

Judging from the opinions of the nine participants in the current study, companies should offer employees flexible work arrangement. However, judging from the answers, it matters how flexible work arrangement is implemented at companies. It is a major decision which needs to be carefully planned and thought through. According to the interviews, performance feedback is an important feature for any workplace, especially those who offer flexible work arrangement or solely telework.

This is because when employees are not physically attending at work and therefore are not in proximity with their colleagues or managers, they could potentially be misled when they are working on solutions for different tasks, for example: One might not be solving the tasks like expected. However, when there is proximity between employees, this issue can potentially be minimised because people are more aware about their role and progress on different tasks and assignments.

### **7.4 Concluding remarks**

The results of the current study demonstrate that the relationship between different work arrangements and work engagement is complex. Furthermore, the literature and the results of the current study suggest that implementing telework or other flexible work arrangements require careful planning and coordination to maximize the benefits of different work arrangements. Transformation from the conventional clock-in clock-out workplace (central work) into more flexible work environment is most likely just a matter of time and studies like this could be of great benefit and value because they can guide companies to a softer and smoother work arrangement transformation and potentially increased work engagement.



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## Appendix A: Interview form

Participant number:

INTERVIEW FORM

Date and time of interview:

### (↓Vinnutengd úrræði ↓)

1. Hvaða úrræði finnst þér vera mest hjálpleg þegar það kemur að lausn verkefna og vandamála sem gætu komið upp í vinnunni þinni?
  - a. **Spyrja nánar hér fyrir neðan:**
    - i. Hvað með samstarfsfólkið þitt? Finnst þér eins og samstarfsfólkið geti nýst þér sem gott úrræði þegar kemur að lausn verkefna sem þú vinnur með?
    - ii. Finnst þér skipta máli hvort þú getir átt samtali við samstarfsfólkið þitt á beinan hátt (face-to-face) í staðin fyrir t.d. fjarfundarbúnað?
2. Færð þú endurgjöf fyrir frammistöðu þína í vinnunni?
  - a. Telur þú mikilvægt fyrir þig að fá endurgjöf á frammistöðu þína eða skiptir það ekki máli fyrir þig? **Afhverju/Afhverju ekki?**
  - b. Finnst þér skipta máli hvort þú fair endurgjöf frá vinnufélaga þínum eða frá yfirmanni?
    - i. Ef já => Afhverju finnst þér það skipta máli?
3. Telur þú þig hafa mikið eða lítið sjálfstæði við að vinna verkefni þín í vinnunni?
  - a. Finnst þér þú hafa nógu mikið sjálfstæði í vinnunni þinni eða finnst þér þú **EKKI** hafa nógu mikið sjálfstæði í vinnunni?
    - i. **JÁ**
      1. Hvernig þá?
    - ii. **NEI**
      1. Afhverju finnst þér þú ekki njóta sjálfstæði í vinnunni þinni? Getur þú útskýrt fyrir mér hvernig þú hefur ekki sjálfstæði í vinnunni þinni? Hvað orsakar það og hvernig gæti það verið meira?

### (↓Persónubundin úrræði ↓)

4. Þegar þú stendur frammi fyrir erfiðum verkefnum í vinnunni, hvernig myndirú útskýra hæfni þína til að leysa þessi verkefni?
  - a. Upplifuru að þú getir leyst þessi verkefni á eigin spýtur (ein/einn)?
  - b. Myndirú meta þig undir meðallagi, í meðallagi eða yfir meðallagi þegar kemur að hæfni til að leysa verkefni?
    - i. **SVAR** => Afhverju metur þú þig þannig?
5. Finnst þér þitt framlag til vinnustaðar þíns mikilvægt? Hvernig þá?
  - a. Myndirú segja að vinnufélagar þínir og yfirmaður treysti þér fyrir vinnunni þinni og verkefnum sem þú ert að gera?
    - i. **JÁ/NEI:** Afhverju finnst þér það? Getur þú gefið mér dæmi?
6. Þegar þú stendur frammi fyrir erfiðum verkefnum sem þú átt erfitt með að finna lausnir við, hvort býstu meira við því að útkoman verði góð eða slæm?
7. Hvort myndirú lýsa þér sem bjartsýnni manneskju eða neikvæðri þegar þú lendir í mjög krefjandi vinnuaðstæðum og/eða verkefnum?

### (↓Starfspáttaka ↓)

8. Hvernig myndirú meta árverkni og okruna þína yfir vinnudaginn? Finnst þér þú hafa nóg af orku til að framkæmna vinnuna þína og leysa ýmis verkefni? Finnur þú fyrir eldmóð, kraft eða eitthvað álíka?

Participant number:

INTERVIEW FORM

Date and time of interview:

9. Segðu mér aðeins frá mikilvægi og tilgang þess starfs sem þú vinnur, finnst þér vinnan þín mikilvæg? Afhverju?
10. Hvernig finnst þér tíminn líða í vinnunni? Finnst þér þú geta sokkið þér í verkefni sem þú gerir og tíminn þýtur hjá? Hversu oft gerist það og undir hvaða kringumstæðum? Geturu gefið mér dæmi?

**(↓Álittspurningar um fjarvinnu og staðbundna vinnu↓)**

11. Hvert er viðhorfið þitt til fjarvinnu?
12. Finnst þér eins og fyrirtæki ættu að innleiða meiri fjarvinnu? Hvers vegna/hversvegna ekki?
13. Segjum sem svo ef þú gætir alveg ráðið hlutfallinu á því hversu mikið þú myndir vinna í fjarvinnu eða á skrifstofum fyrirtækisins, hvaða hlutfall af fjarvinnu á móti viðveru á skrifstofu myndir þú velja þér? Afhverju veluru þetta hlutfall?
14. Hverjir finnst þér vera helstu kostir og helstu gallar fjarvinnu?
15. Hverjir finnst þér vera helstu kostir og helstu gallar staðbundinnar skrifstofuvinnu?
16. Finnst þér eins og fyrirtæki ættu að gefa starfsfólki frelsi til að velja hvort það vinni fjarvinnu eða staðbundna vinnu?
17. Er eitthvað í lokin?