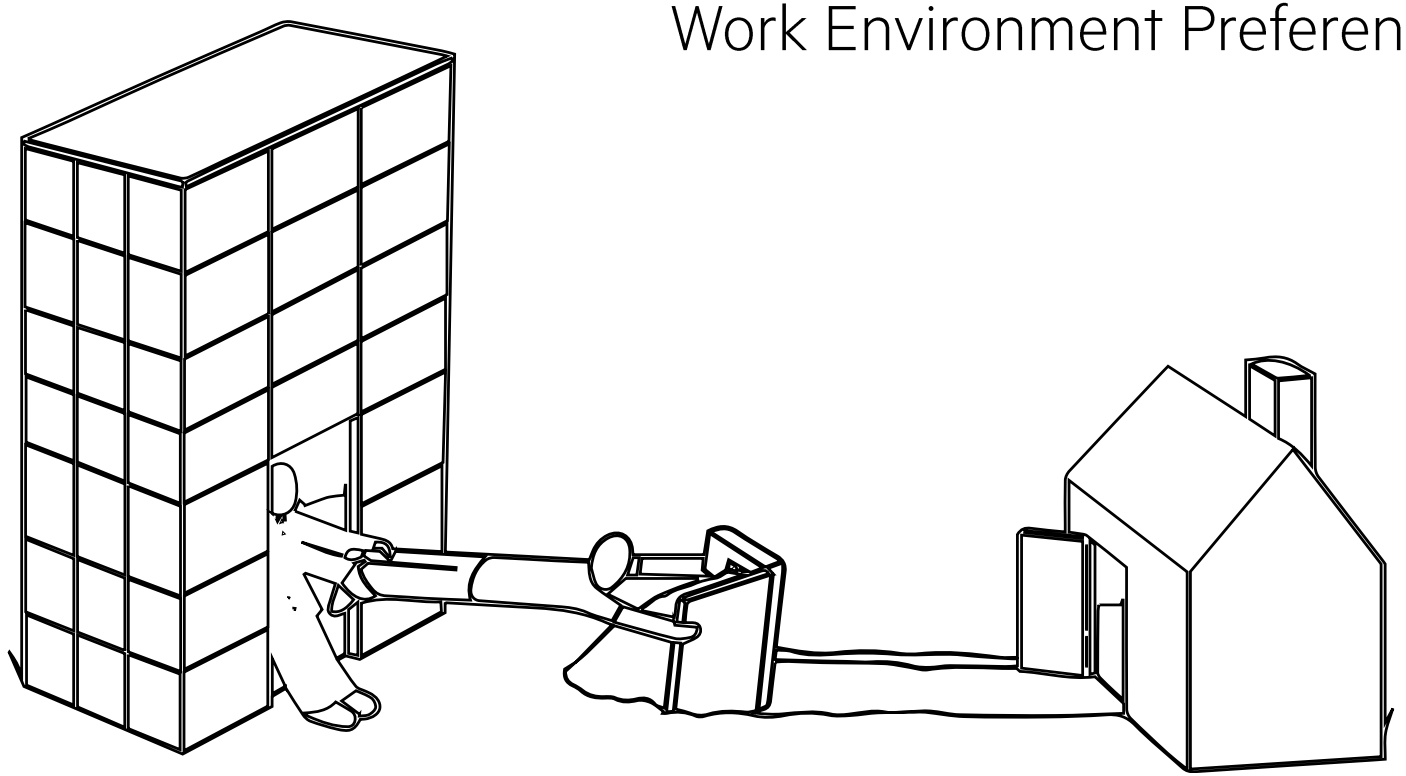
# Unveiling the Hybrid Work Paradigm:

## A Study on Organisational Commitment of Employees and Work Environment Preferences Among Young Professionals of ORGANISATION X



**Combined graduation presentation**

Management in the Built Environment

& Communication Design for Innovation

A.I. (Annick) van der Lingen

4608488

31st of October 2023

TU Delft



Image retrieved from: https://www.nrc.nl/nieuws/2023/09/11/van-fulltime-thuiswerken-word-je-dommer-asocialer-zuurder-chagrijniger-en-slechter-in-je-vak-a4174101 Illustrator: Tomas Schats

## Hoe maak je van hybride werken een succes?

**Column** Ben Tiggelaar

3 februari 2023 Leestijd 2 minuten

Na corona verdubbelde het aantal mensen dat regelmatig thuiswerkte. Maar het afgelopen halfjaar trokken veel mensen weer naar kantoor, onder meer door de hoge energieprijzen. Vooral kenniswerkers willen graag hybride werken: deels op kantoor, deels thuis. De praktische invulling hiervan is echter nog niet zo eenvoudig.

Wouter Smit is onderzoeker aan de Hogeschool van Amsterdam. In een artikel voor Holland Management Review zette hij samen met collega Noa Cremers op een rijtje wat er nodig is om van hybride werken een succes te maken. Dit zijn hun belangrijkste adviezen:

Succesvol hybride werken en mentale gezondheid

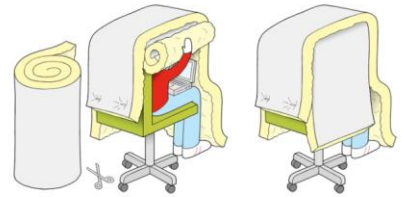
## ‘Het kantoor is een fitnessruimte voor de geest’

Welk effect heeft hybride werken (deels op kantoor, deels thuis) op het welzijn van mensen? En wie draagt verantwoordelijkheid ervoor: de leidinggevende, de medewerker of beiden? Leiderschapstrainer en auteur Remco Claassen gaat in gesprek met dr. Kilian Wawoe, organisatiepsycholoog en docent aan de Vrije Universiteit Amsterdam.

## ‘Hybride werken’? Geef iedereen een eigen stiltecel op kantoor!

**Japke-d. denkt mee** Overal in het land experimenteren werkgevers met het ‘hybride werken’. Kantoren worden verbouwd om ‘thuis’ en ‘werk’ beter te kunnen combineren. *Japke-d. Bouma* ziet een hoopvolle trend: de stiltecel.

30 januari 2023 om 21:30 Leestijd 3 minuten



Illustratie Tomas Schats

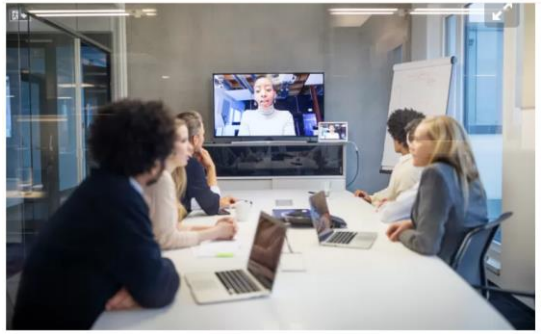


Foto ter illustratie. © Getty Images

## Hybride werken en leiderschap: Zo pakken deze bedrijven het aan

**Nu corona grotendeels achter de rug lijkt, is duidelijk hoe de crisis ons werk heeft veranderd. Een van de belangrijkste veranderingen is dat meer mensen thuis blijven werken – in elk geval een deel van de tijd. Wat betekent dat voor de rol van leidinggevenden?**

Marianne Lucieer - redactie Intermediair 25-05-22, 15:30

De juiste focusbubbel

## ‘Denk nu al na over de toekomst van hybride werken’

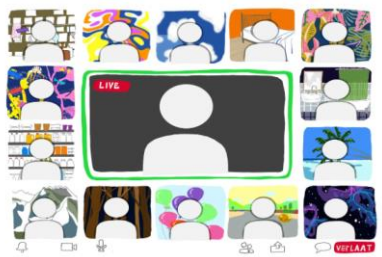
Thuiswerken of naar kantoor: hoe zorg je als werkgever voor een goede balans en waarborg je daarmee ook op de lange termijn de bedrijfscontinuïteit? Psycholoog en focus-expert Mark Tigchelaar over de kansen en uitdagingen van het hybride werken.

„Van medewerkers verwachten dat ze acht uur op hun werkplek zitten en daar bijna onafgebroken productief zijn, is niet realistisch. Dat is ook niet meer van deze tijd”, vindt Tigchelaar. „Ja, in een fabriek kan dat misschien, maar wie veel denkwerk doet, kan niet de hele dag door volledig geconcentreerd aan het werk blijven. Heel goed dus om als ondernemer werknemers nu en in de toekomst vaker de mogelijkheid te geven om thuis te werken. Ze hebben daar meer vrijheid om hun tijd in te delen en kunnen dus zelf kiezen wat een goede tijd is om gefocust aan een klus te werken die wat meer aandacht vergt.”

## Thuiswerken is een blijvertje, maar de baas trekt wel een grens

**Werkafspraken** Door corona is thuiswerken gangbaarder geworden, maar wereldwijd willen werknemers dat vaker dan de baas lief is. Grote werkgevers in Nederland laten hun personeel bij voorkeur teamsgewijs regelen wie wanneer op kantoor is.

Chris Koenis 2 augustus 2023 om 22:00
Leestijd 4 minuten




Illustratie Maud de Vries

# UNSURE WHAT THE CONSEQUENCES ARE OF HYBRID WORKING ON EMPLOYEES...

# POLICY ON HYBRID WORKING

**POLICY ON HYBRID WORKING**



**TAILOR REAL ESTATE STRATEGY**

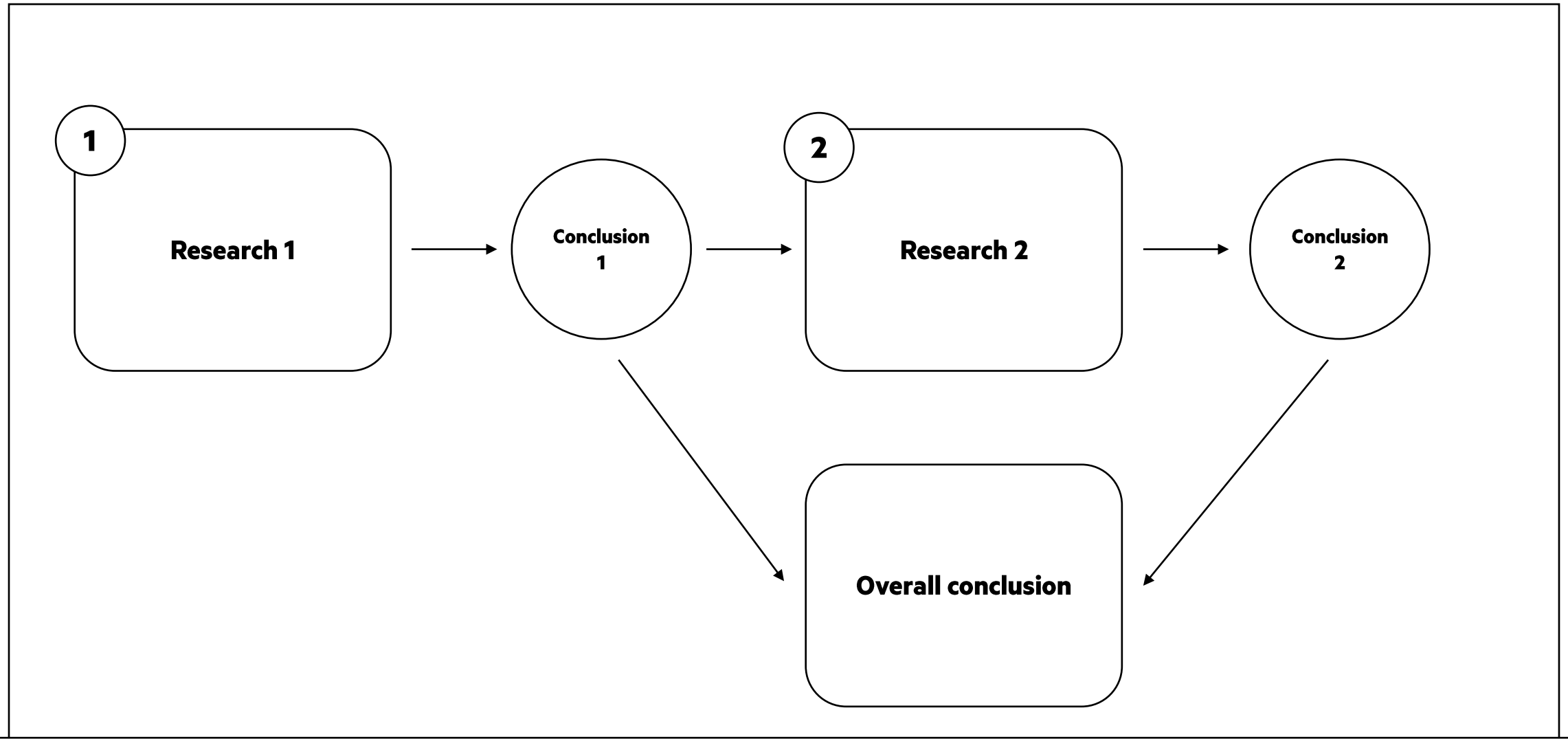
# Current challenges of ORGANISATION X

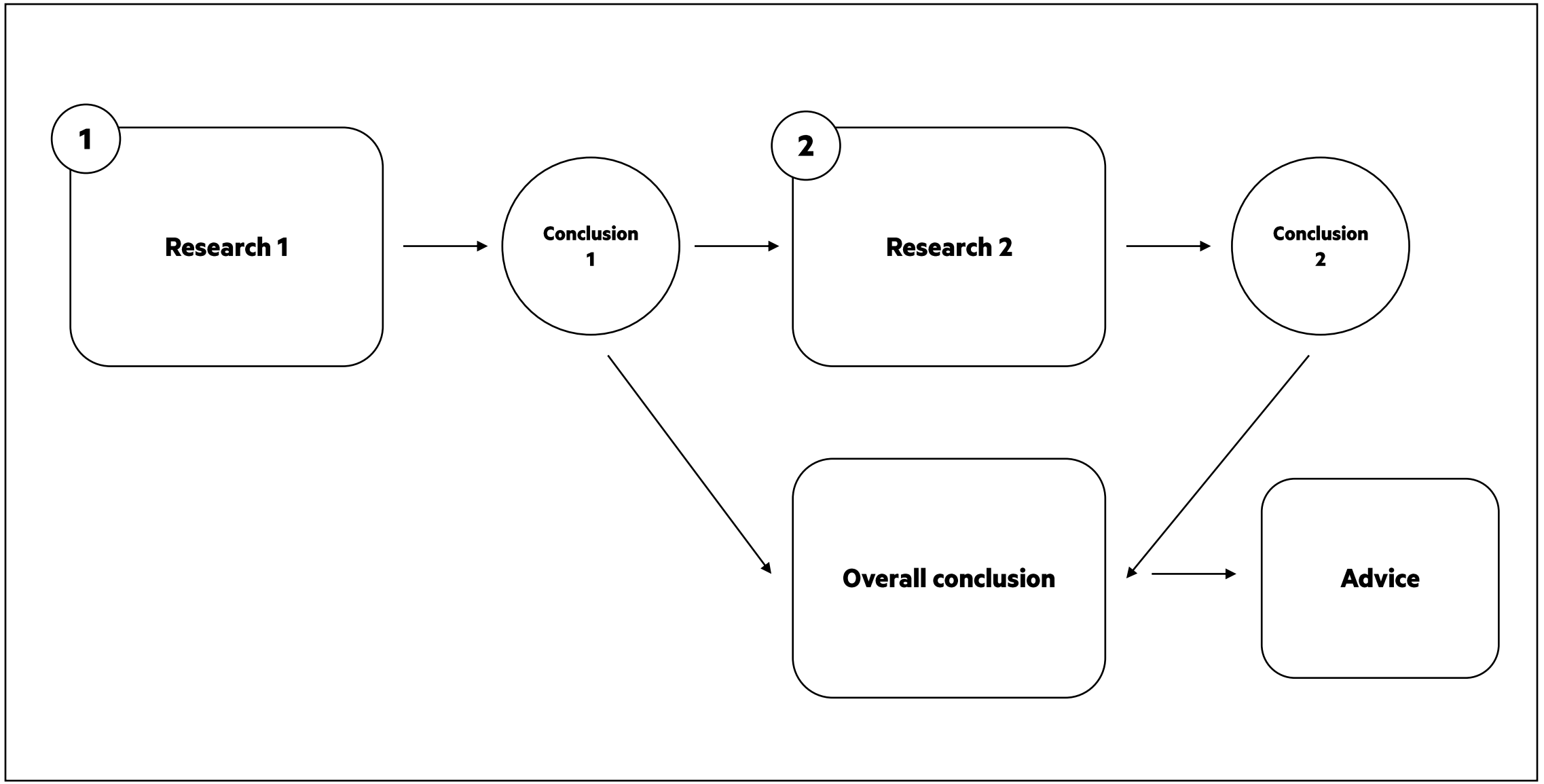
**1**

Concerns of ORGANISATION X regarding fostering the '**sense of belonging**' while employees work hybrid

**2**

Concerns about the **high turnover rate** of young professionals


1
Research 1
Conclusion 1
2
Research 2
Conclusion 2
Overall conclusion


1
Research 1
Conclusion 1
2
Research 2
Conclusion 2
Overall conclusion
Advice

# Current challenges of ORGANISATION X

1

Concerns of ORGANISATION X regarding fostering the '**sense of belonging**' while employees work hybrid

2

Concerns about the **high turnover rate** of young professionals

# Current challenges of ORGANISATION X

**1**

Concerns of ORGANISATION X regarding fostering the '**sense of belonging**' while employees work hybrid

**Sense of belonging**

**Organisational commitment**

1

# WHAT IS THE INFLUENCE OF HYBRID WORKING ON THE ORGANISATIONAL COMMITMENT OF EMPLOYEES OF ORGANISATION X?

# Current challenges of ORGANISATION X

- Research on job and career related aspects

**2**

Concerns about the **high turnover rate** of young professionals

# Current challenges of ORGANISATION X

- Research on job and career related aspects
- Not on physical environment

**2**

Concerns about the **high turnover rate** of young professionals

# Current challenges of ORGANISATION X

- Research on job and career related aspects
- Not on physical environment
- Turnover rate last few years high

**2**

Concerns about the **high turnover rate** of young professionals

2

# HOW CAN ORGANISATION X CREATE AN ENVIRONMENT WHICH SUPPORTS COMMITMENT OF YOUNG PROFESSIONALS IN THE CONTEXT OF HYBRID WORKING?

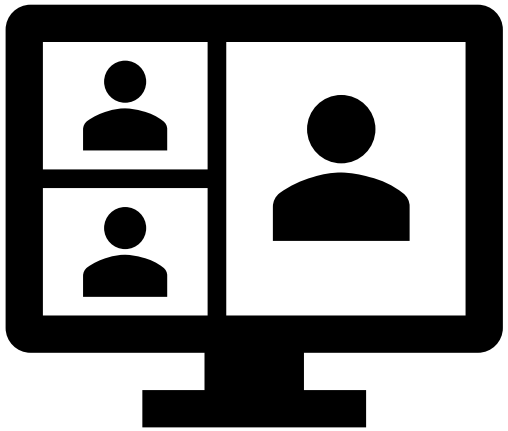
# Let’s dive into challenge 1...

1

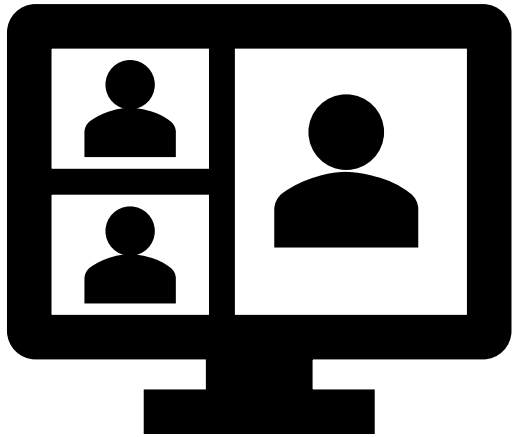
# WHAT IS THE INFLUENCE OF HYBRID WORKING ON THE ORGANISATIONAL COMMITMENT OF EMPLOYEES OF ORGANISATION X?

1

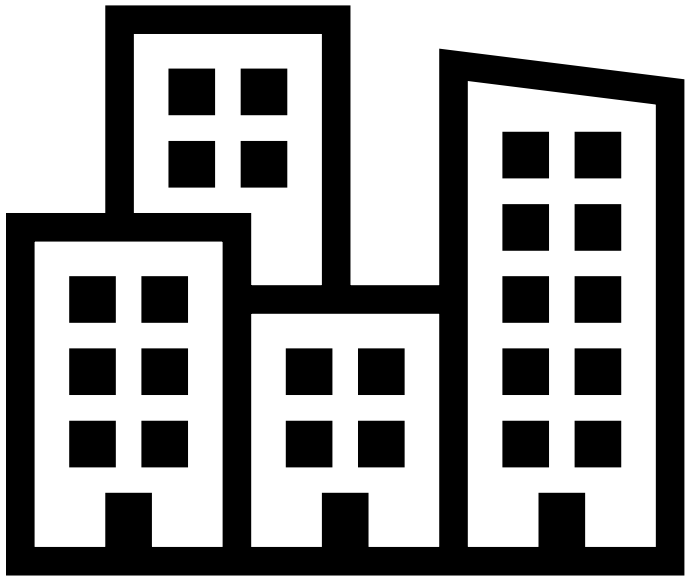
# WHAT IS THE INFLUENCE OF **HYBRID WORKING** ON THE ORGANISATIONAL COMMITMENT OF EMPLOYEES OF ORGANISATION X?



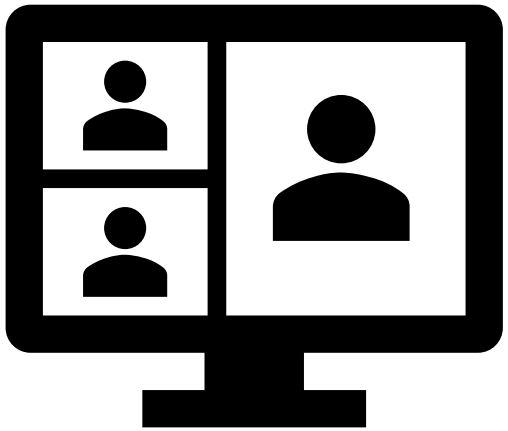
**REMOTE**



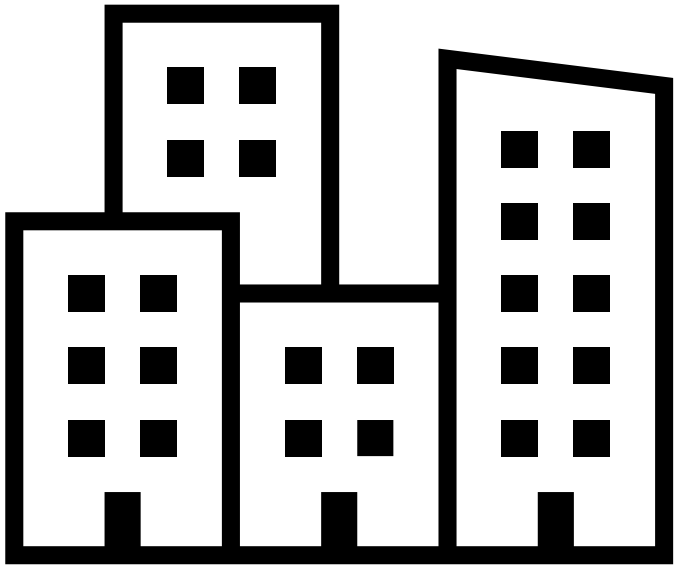
**REMOTE**



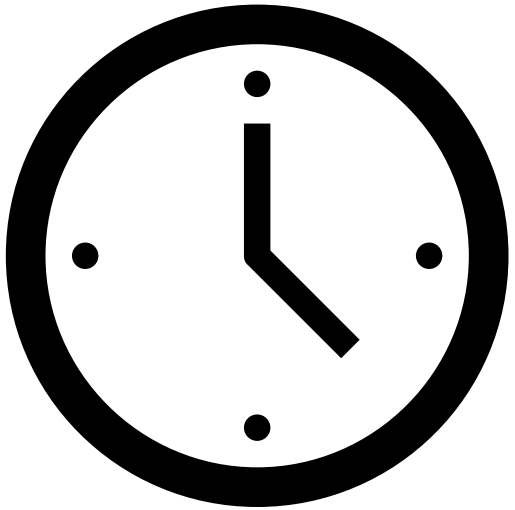
**AT THE OFFICE**



**REMOTE**

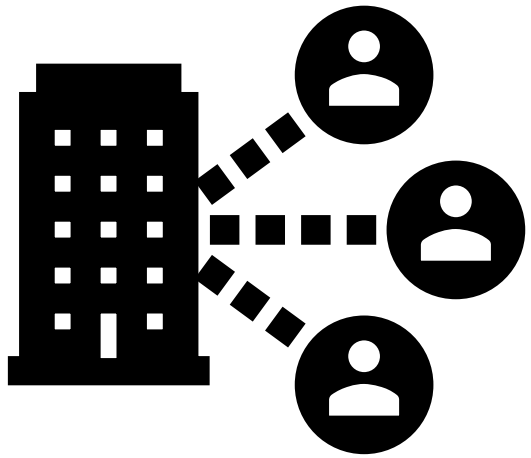


**AT THE OFFICE**



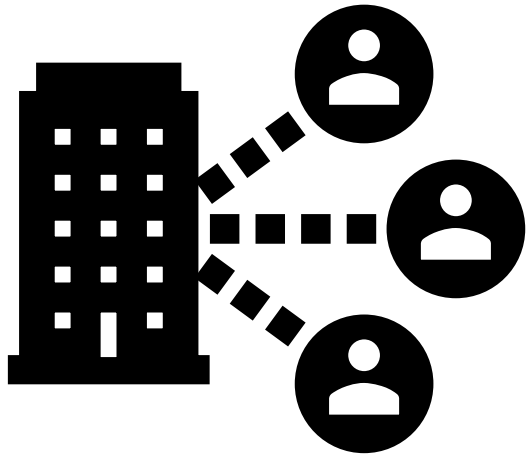
**WHENEVER**

# Which leads to...

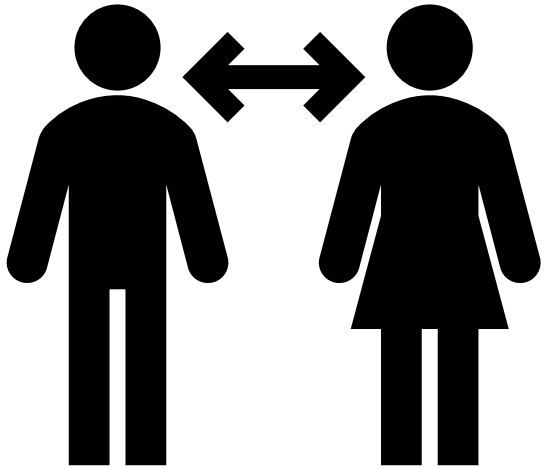


**SEPARATION FROM EMPLOYER'S PREMISES**

# Which leads to...



**SEPARATION FROM EMPLOYER'S PREMISES**



**SEPARATION FROM CO-WORKERS**

1

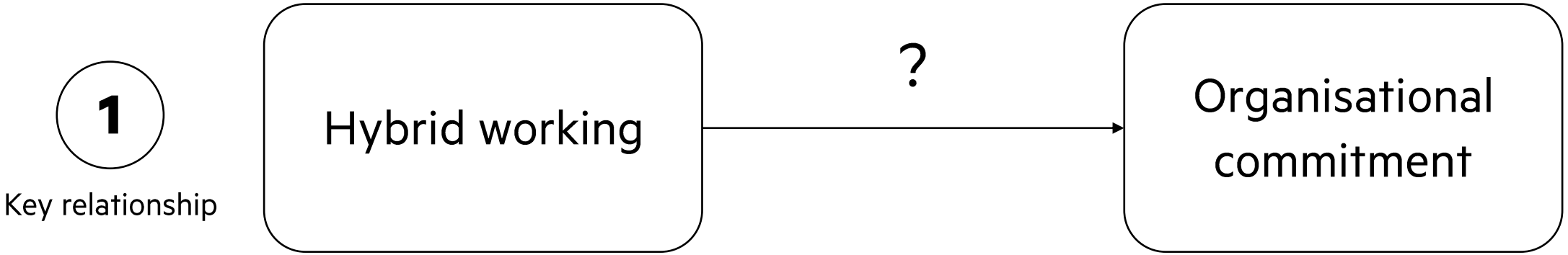
# WHAT IS THE INFLUENCE OF HYBRID WORKING ON THE **ORGANISATIONAL COMMITMENT** OF EMPLOYEES OF ORGANISATION X?

1

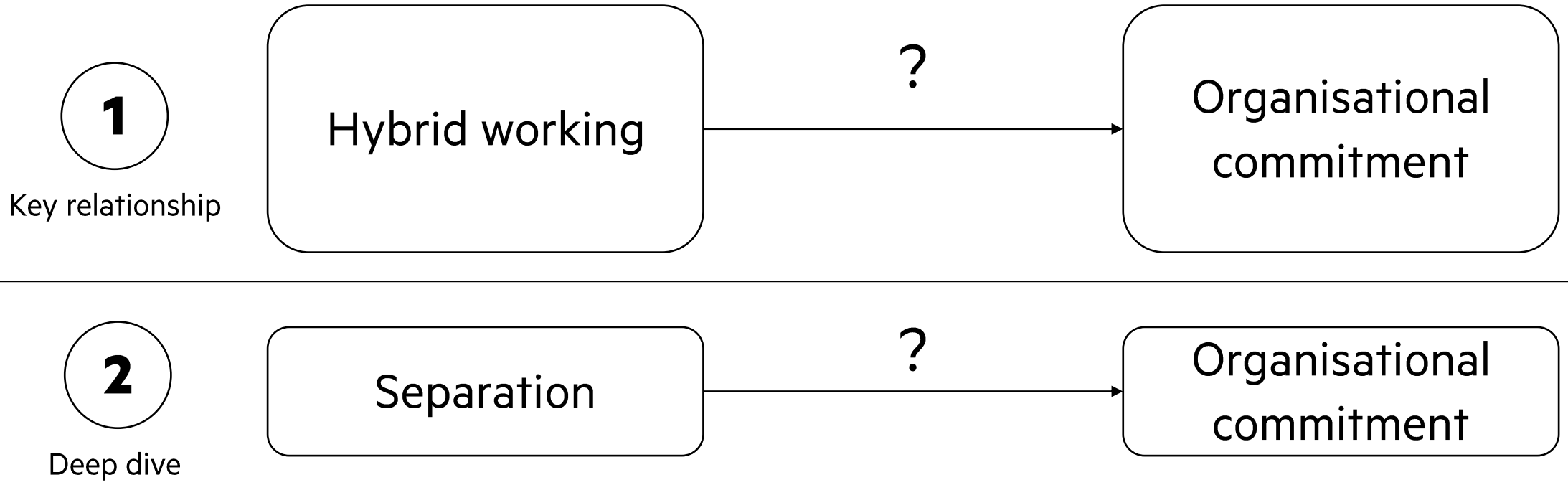
# WHAT IS THE IN YBRID WORKING ON THE **ORGAN** **OMMITMENT** OF EMPLOYEES ANISATION X?

# METHOD | HOW?

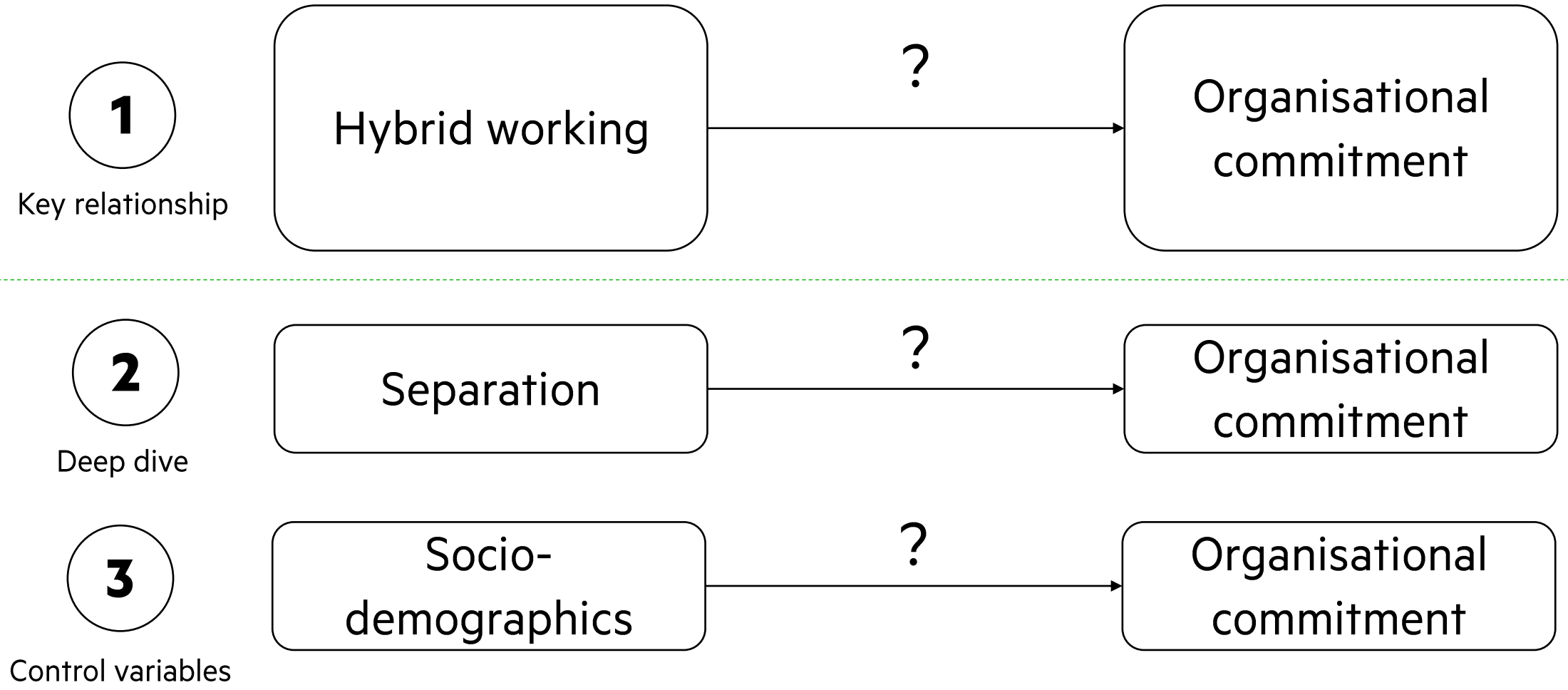
# We tested the key relationship, a deep dive and control variables…

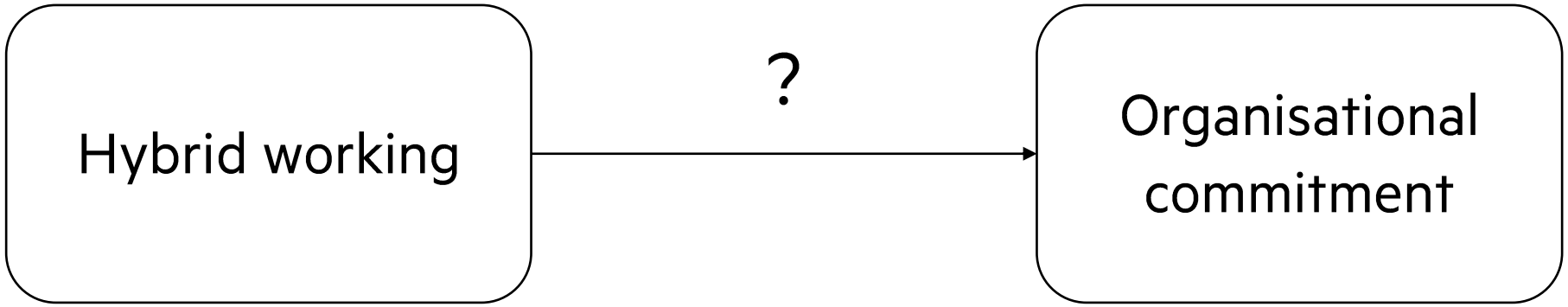


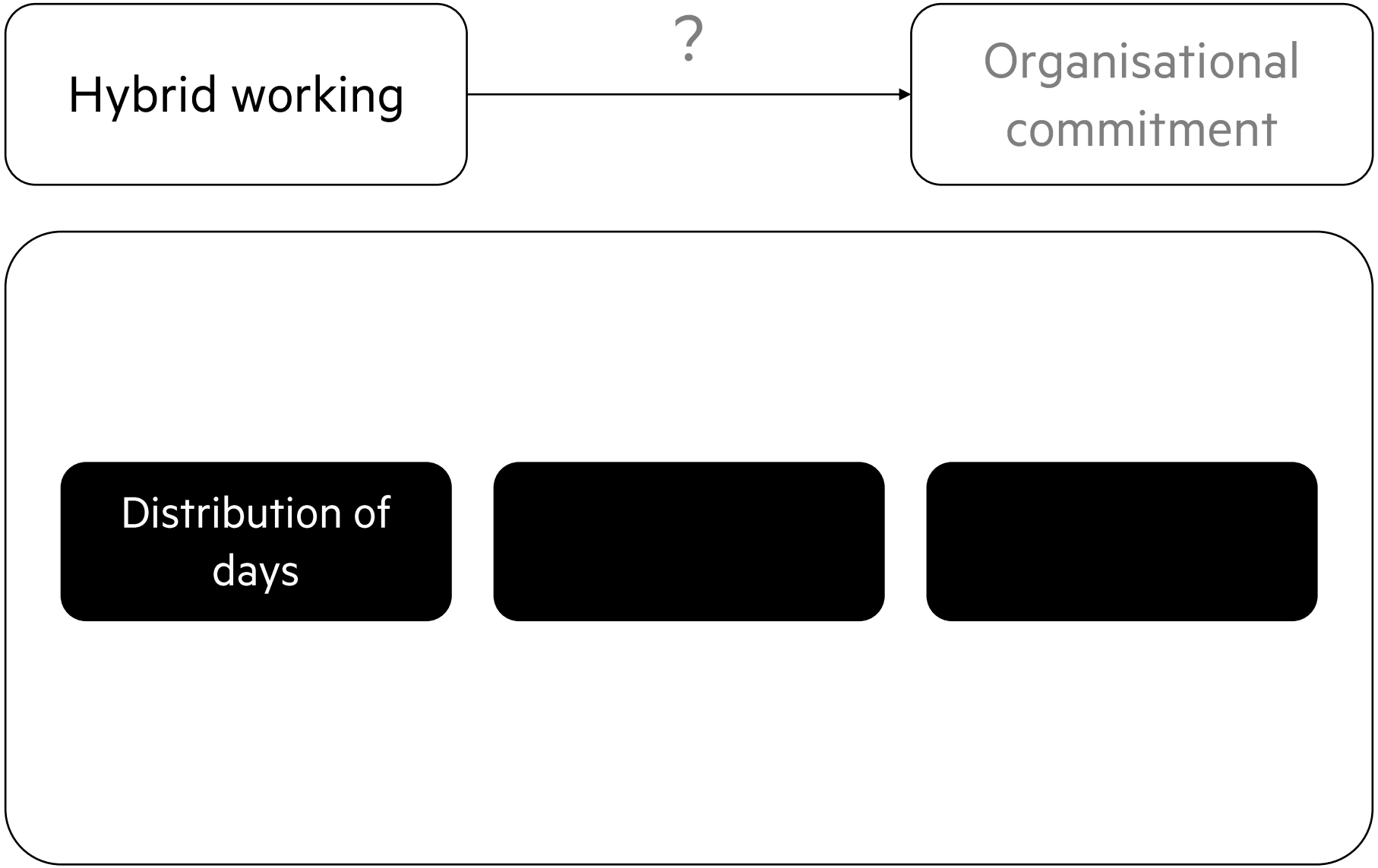
# We tested the key relationship, a deep dive and control variables…

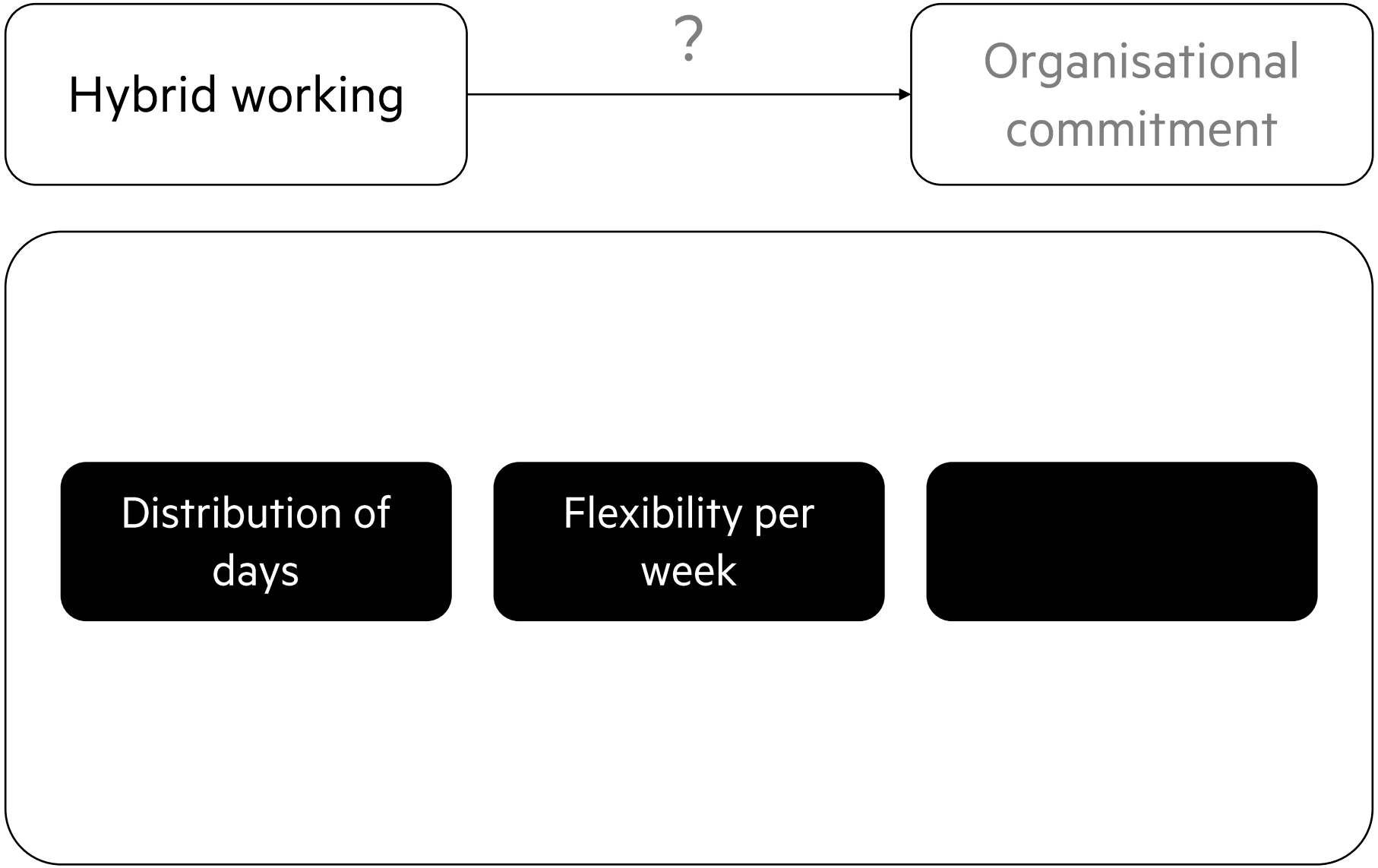


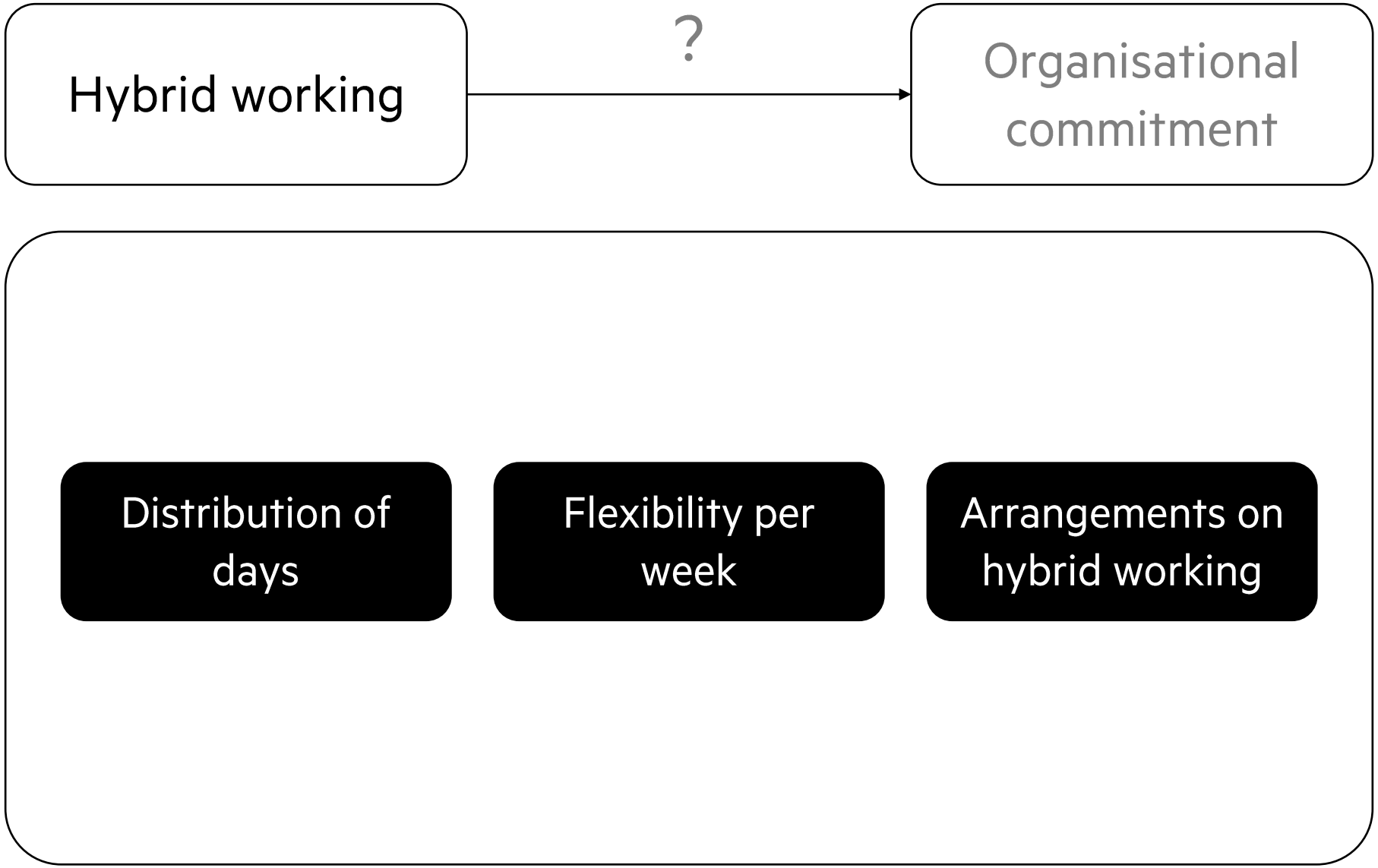
# We tested the key relationship, a deep dive and control variables…

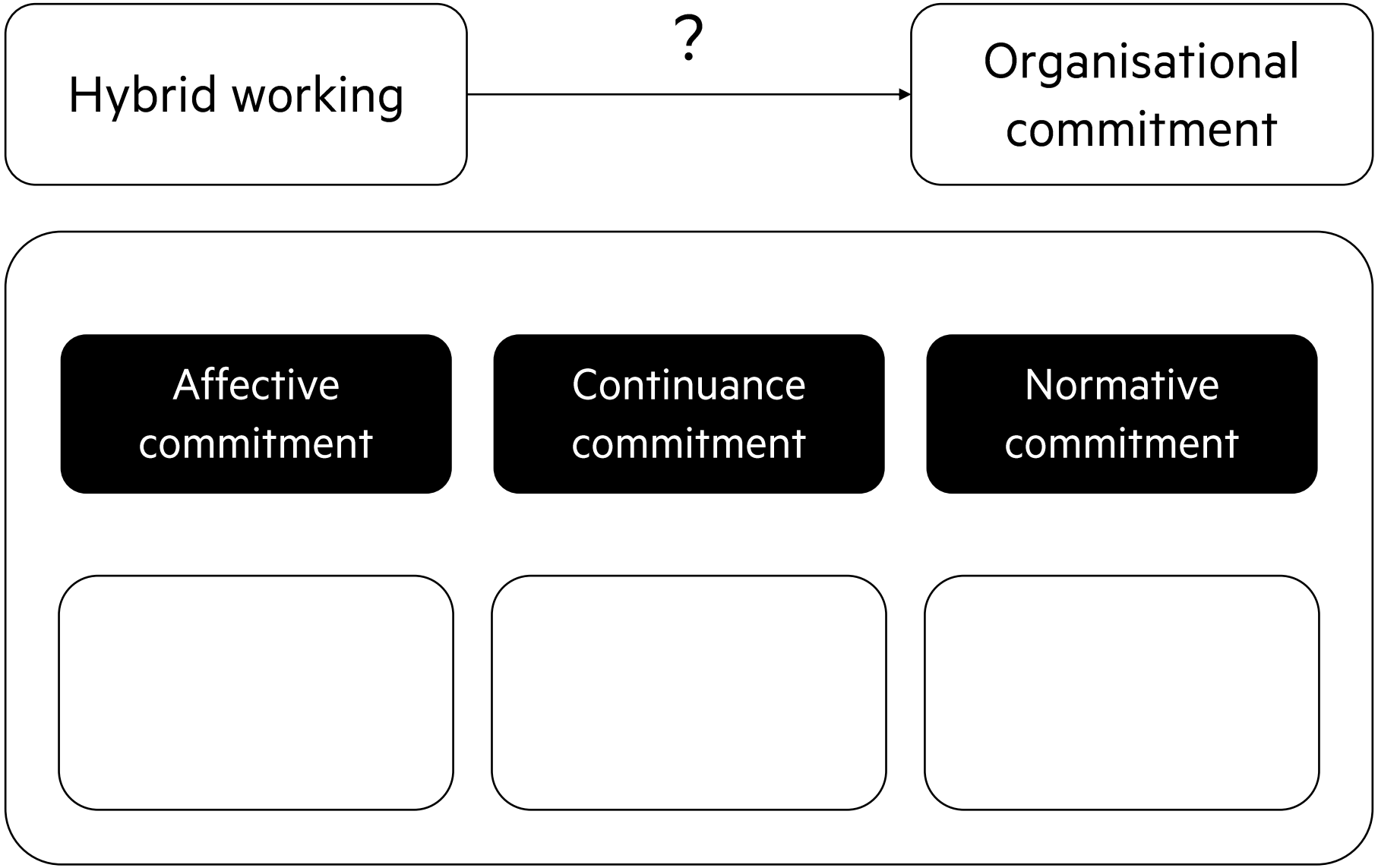


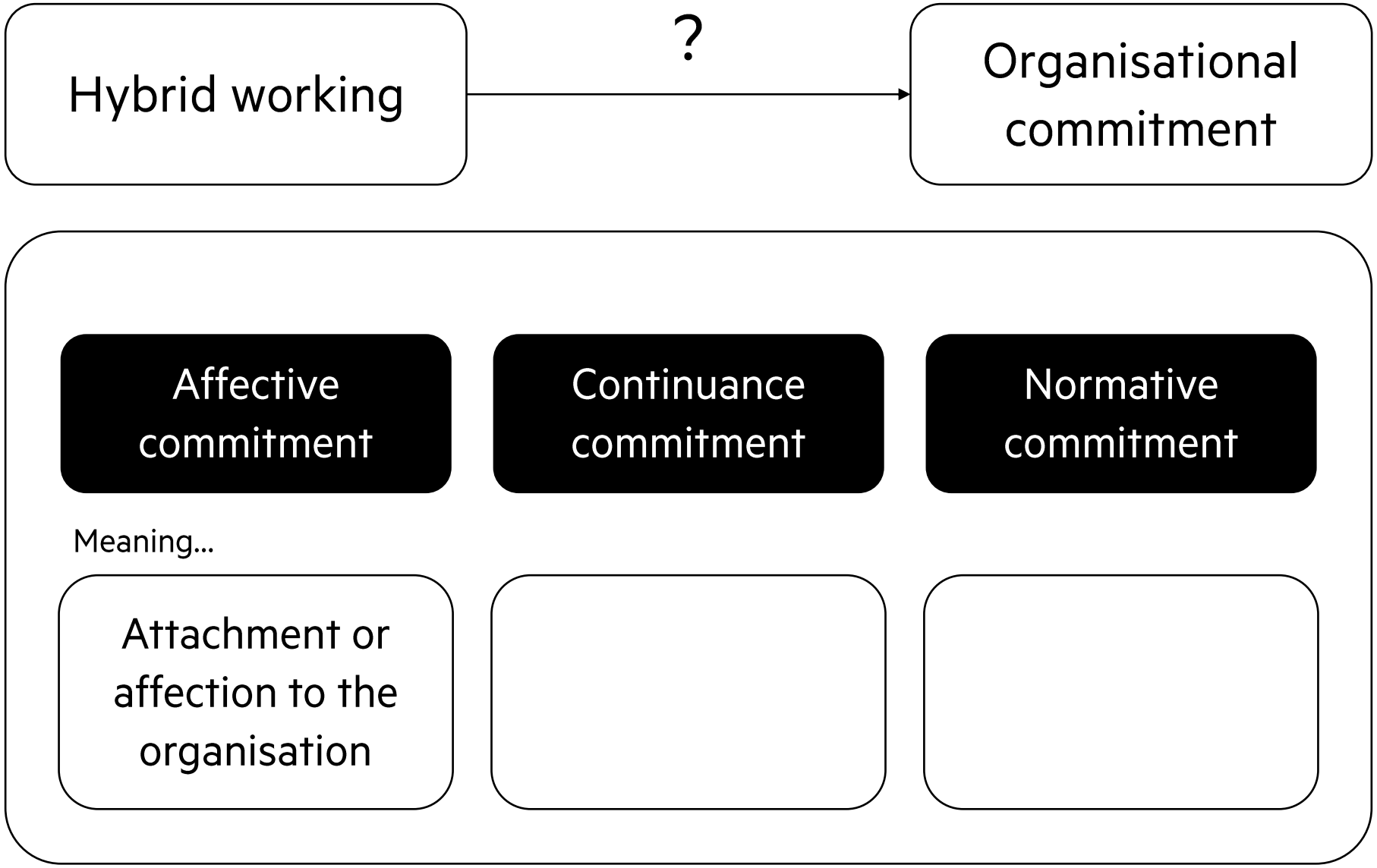

Hybrid working
?
Organisational commitment

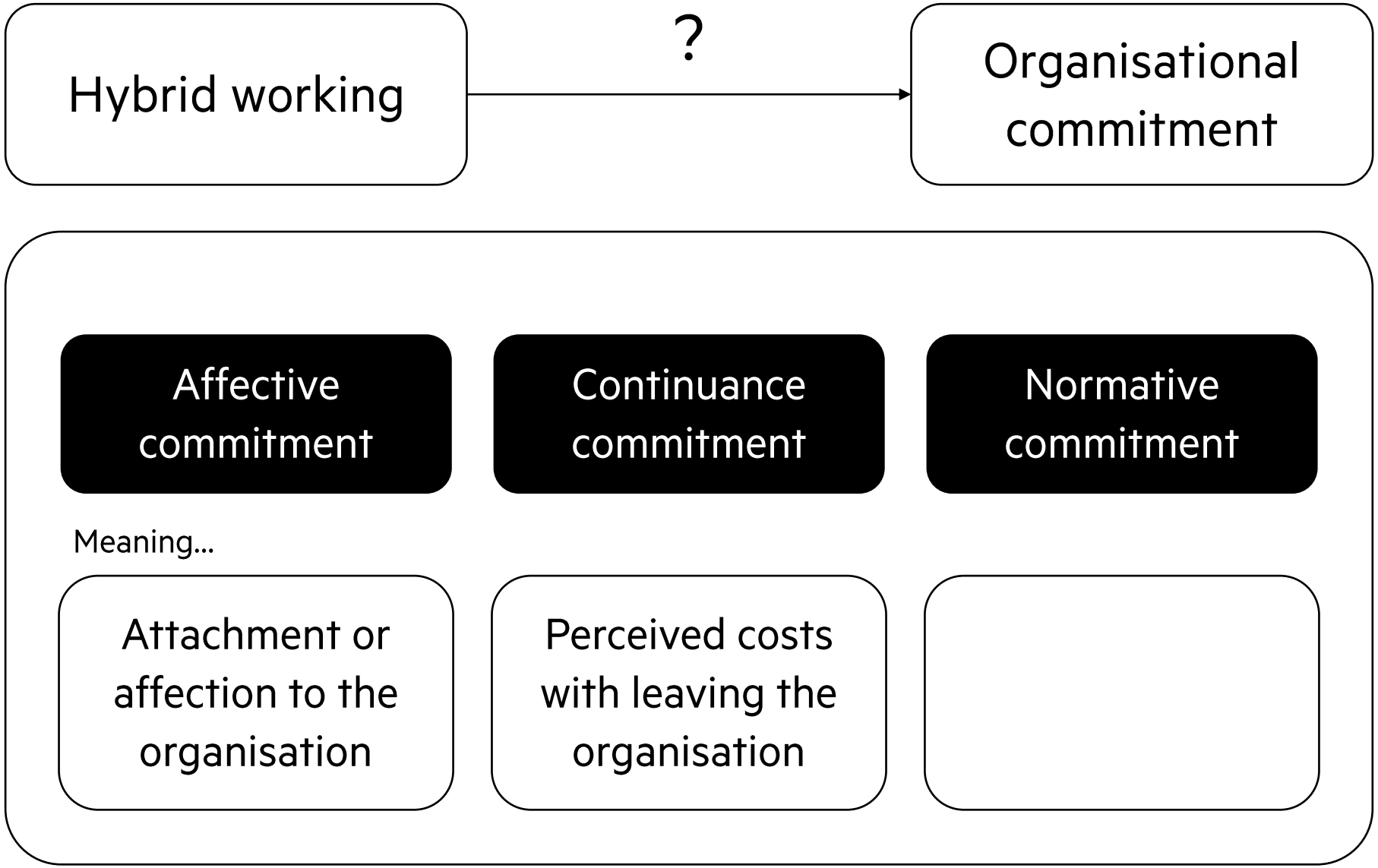

Hybrid working
?
Organisational commitment
Distribution of days

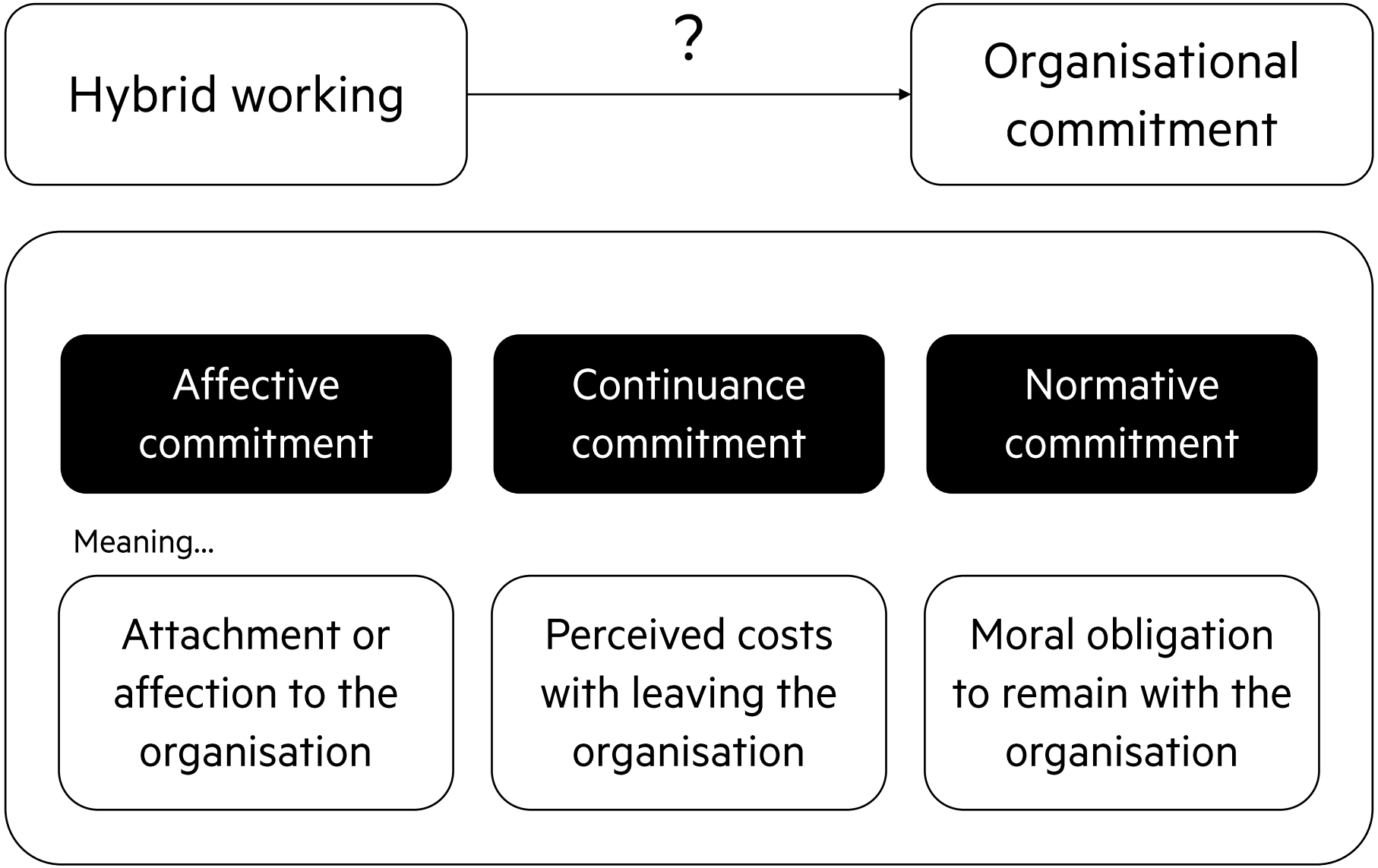

Hybrid working
?
Organisational commitment
Distribution of days
Flexibility per week


Hybrid working
?
Organisational commitment
Distribution of days
Flexibility per week
Arrangements on hybrid working

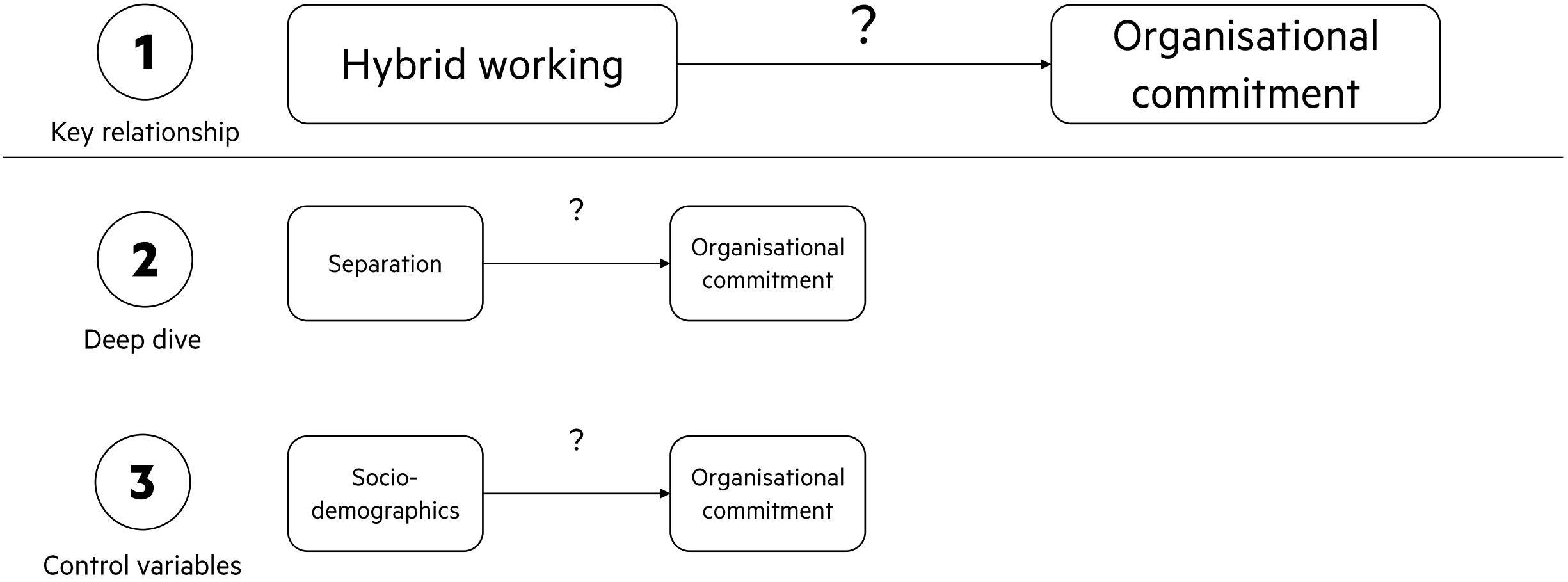

Hybrid working
?
Organisational commitment
Affective commitment
Continuance commitment
Normative commitment


Hybrid working
?
Organisational commitment
Affective commitment
Continuance commitment
Normative commitment
Meaning...
Attachment or affection to the organisation

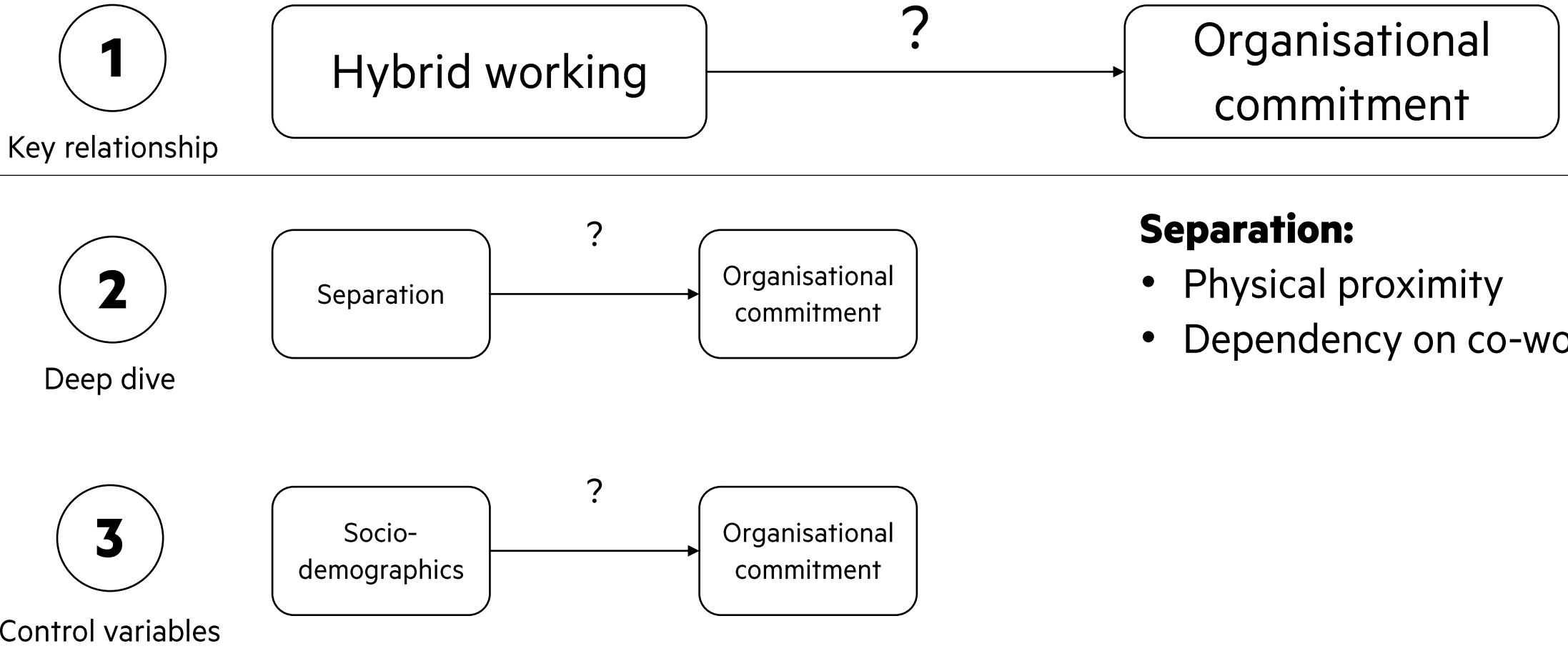

Hybrid working
?
Organisational commitment
Affective commitment
Continuance commitment
Normative commitment
Meaning...
Attachment or affection to the organisation
Perceived costs with leaving the organisation


Hybrid working
?
Organisational commitment
Affective commitment
Continuance commitment
Normative commitment
Meaning...
Attachment or affection to the organisation
Perceived costs with leaving the organisation
Moral obligation to remain with the organisation

# The other variables which were tested include...



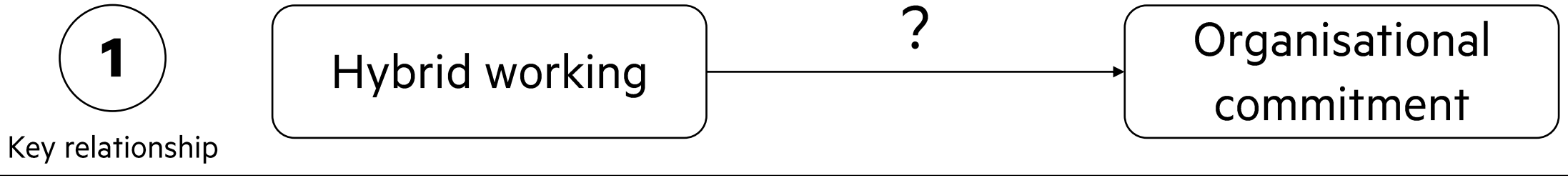
# The other variables which were tested include...

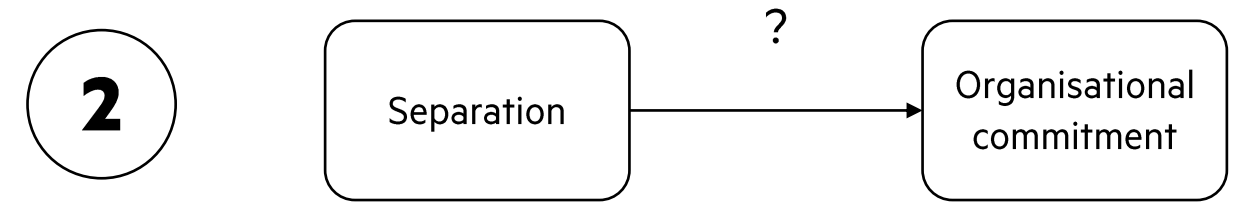


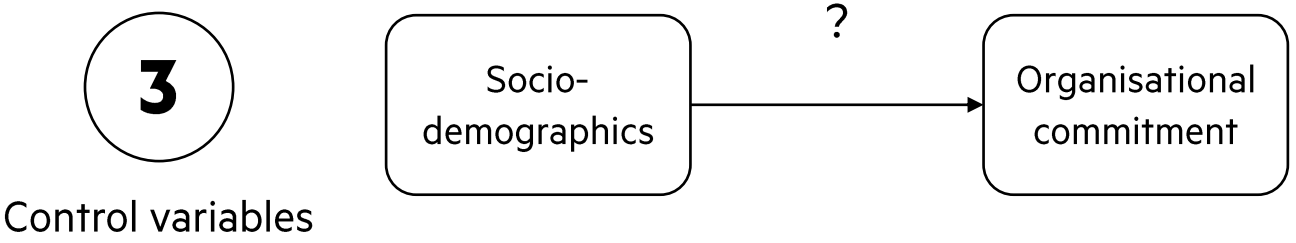

**Separation:**

- Physical proximity
- Dependency on co-workers

# The other variables which were tested include...



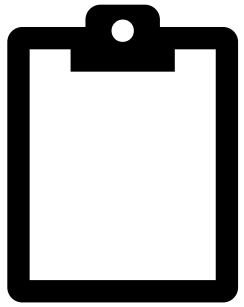

**Separation:**

- Physical proximity
- Dependency on co-workers

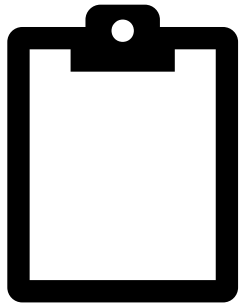
**Socio-demographics:**

- Age
- Tenure
- Function
- Department

# METHOD | SURVEY



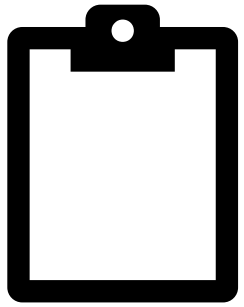
Needed respondents sample: **559**



Needed respondents sample: **559**

Actual respondents sample: **1849 (23.2%)**

Average time to complete the survey: **12min 12sec**



Needed respondents sample: **559**

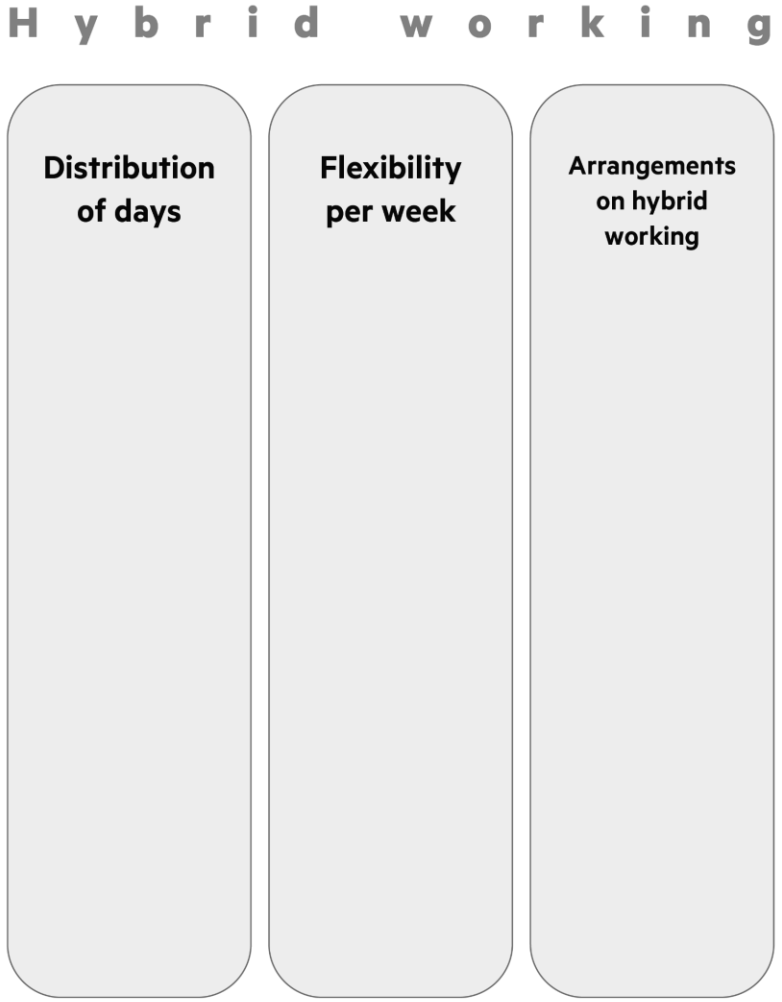
Actual respondents sample: **1849 (23.2%)**

Average time to complete the survey: **12min 12sec**

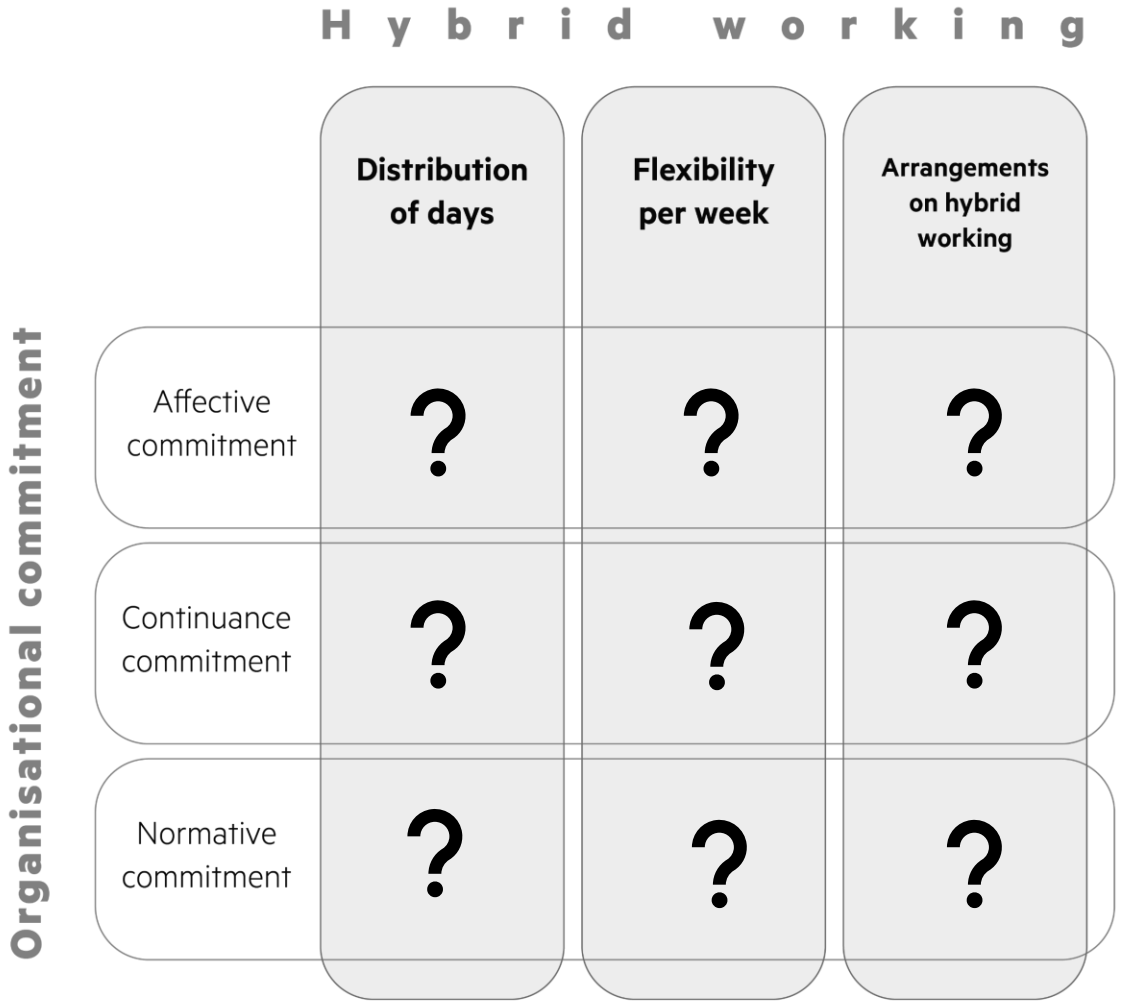
**We tested the three relationships for the entire office workforce as well as specifically young professionals**

# METHOD | DATA ANALYSIS

# We tested the statistical relationship between each parameter….



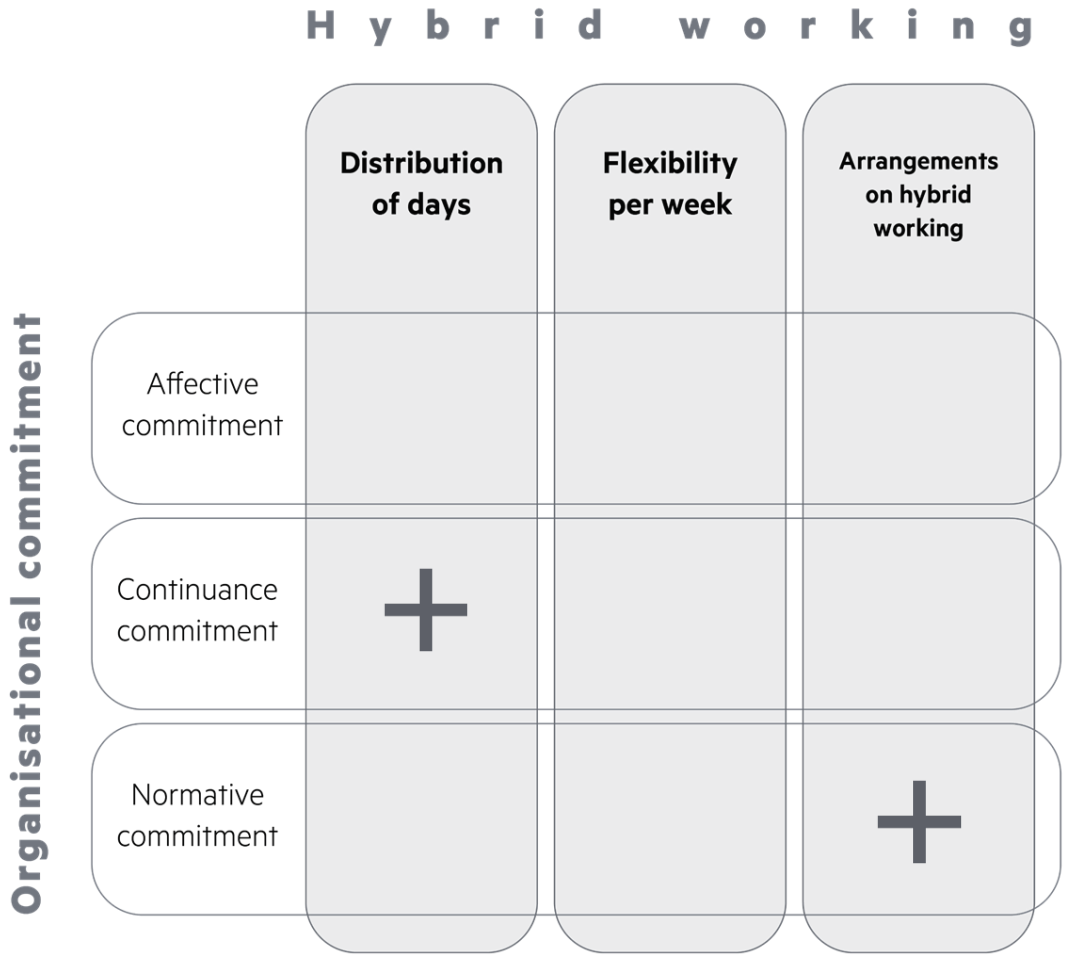
# We tested the statistical relationship between each parameter....



# RESULTS | THE FINDINGS

1

Key relationship

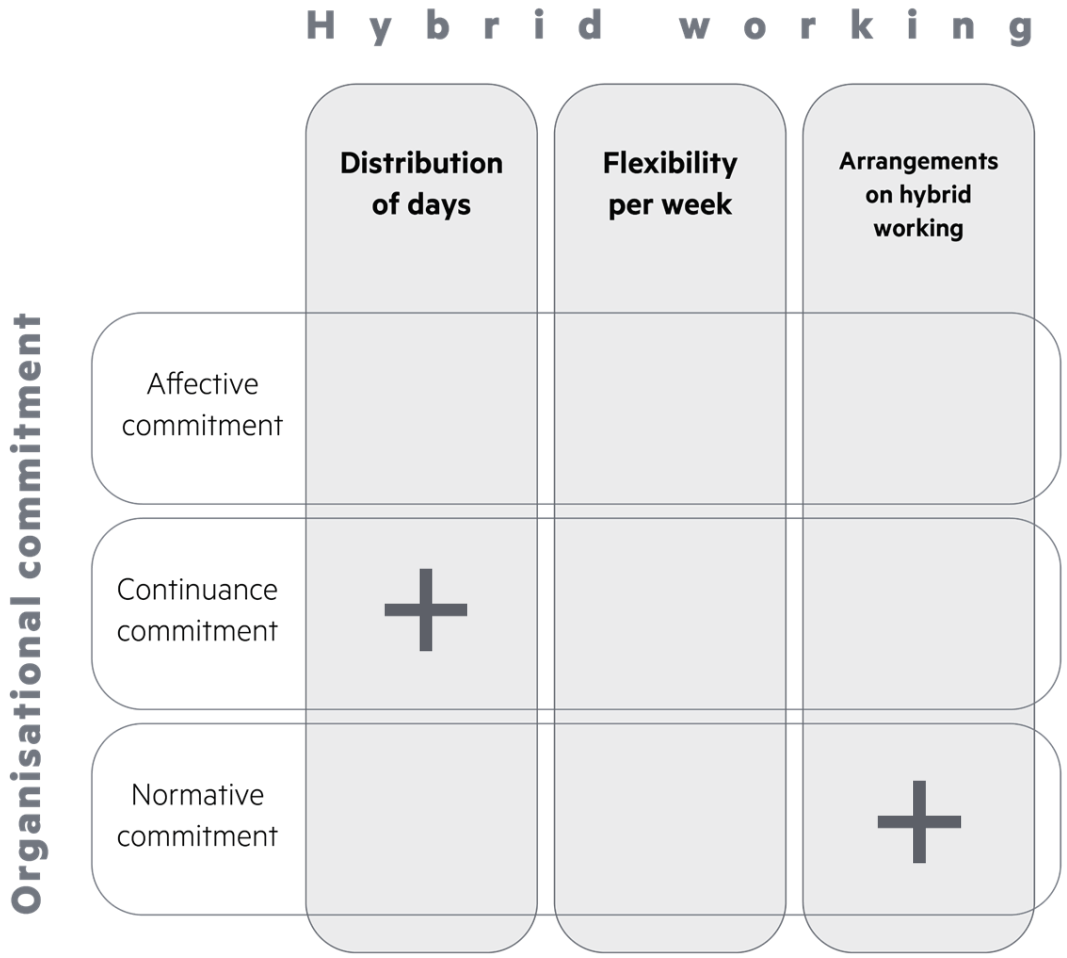



**Findings…**

- Only 2 / 9 possible relations found
- **Normative** and **continuance** commitment increase

1

Key relationship

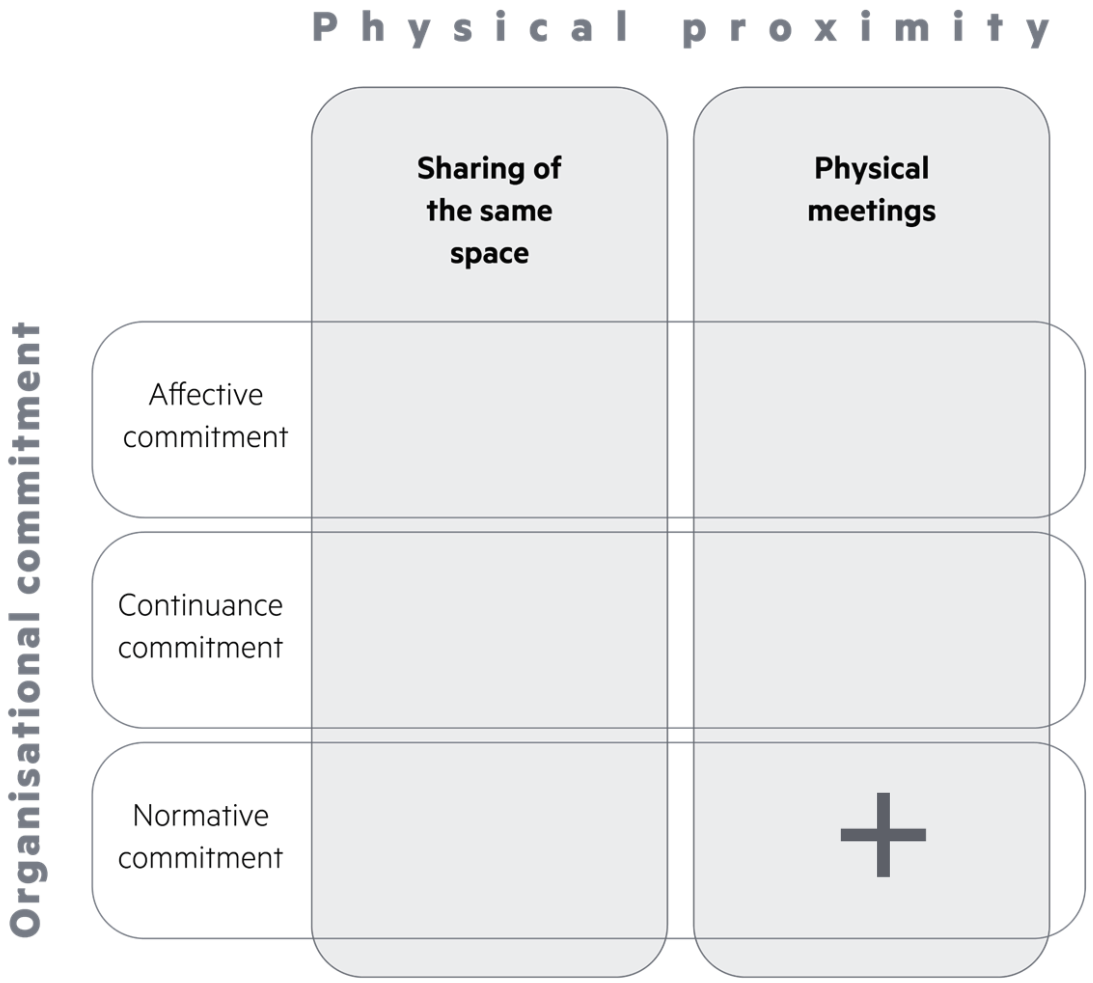



**Findings…**

- Only 2 / 9 possible relations found
- **Normative** and **continuance** commitment increase

**Minor relationship between hybrid working and organisational commitment**

2
Deep dive
Separation
?
Organisational commitment

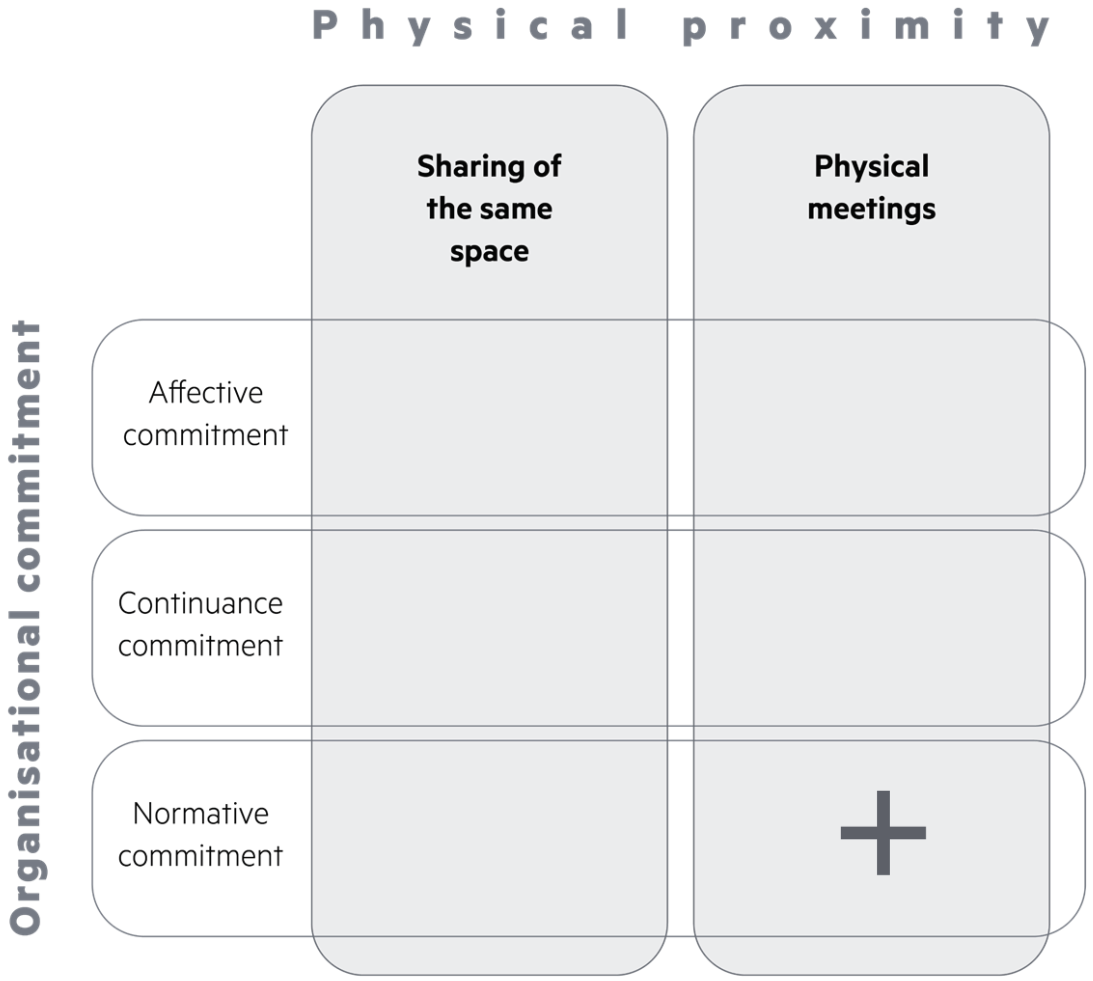



## Findings…

- Only 1 / 6 possible relations found
- **Normative** commitment increase

2

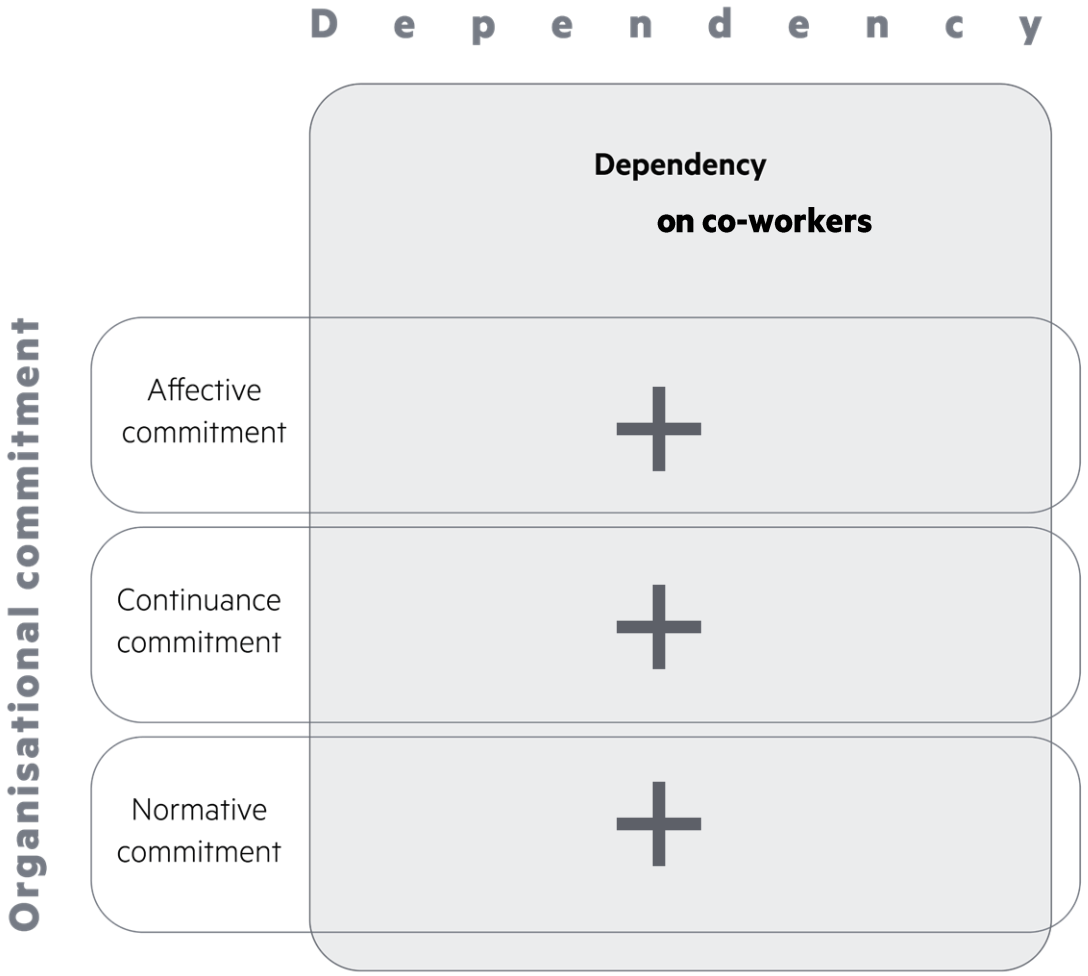
Deep dive…




**Findings…**

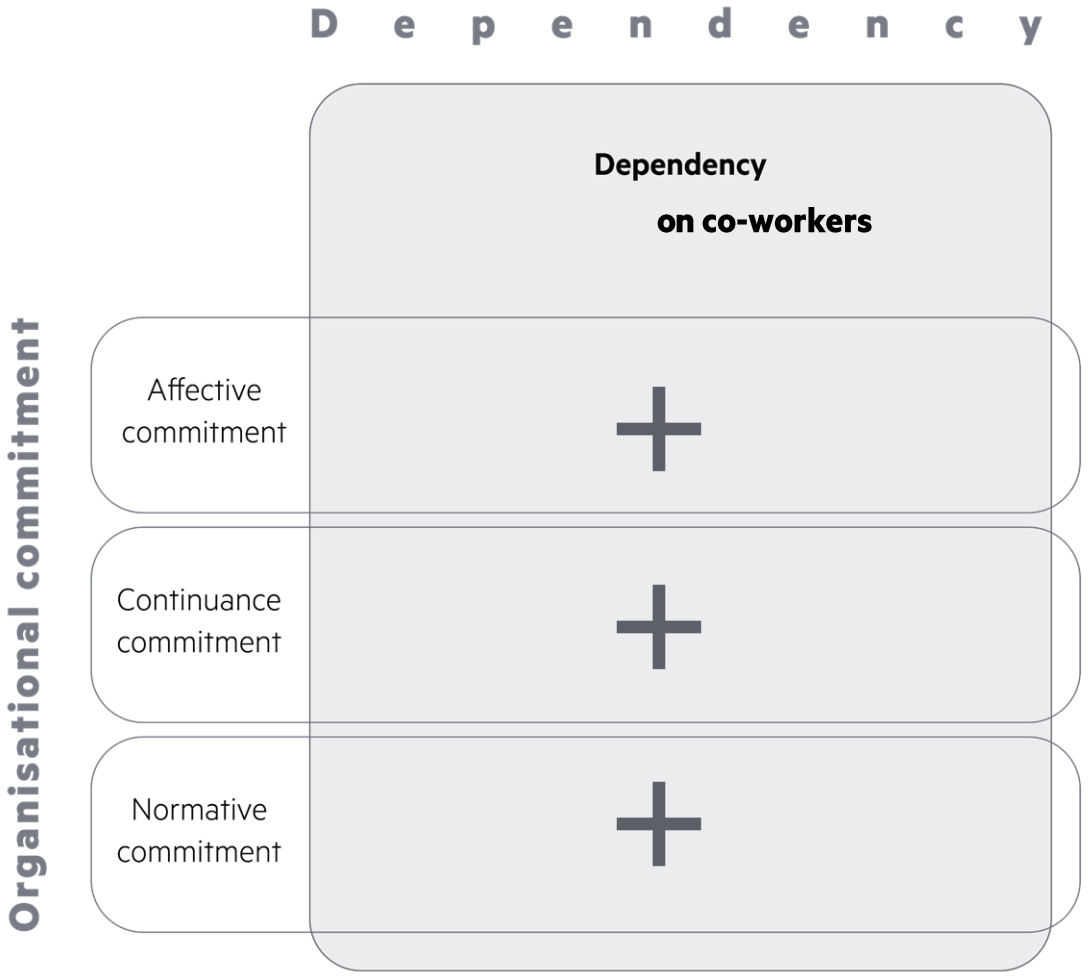
- Only 1 / 6 possible relations found
- **Normative** commitment increase

**It seems that normative commitment increases when more physical meetings are attended**




## Findings…

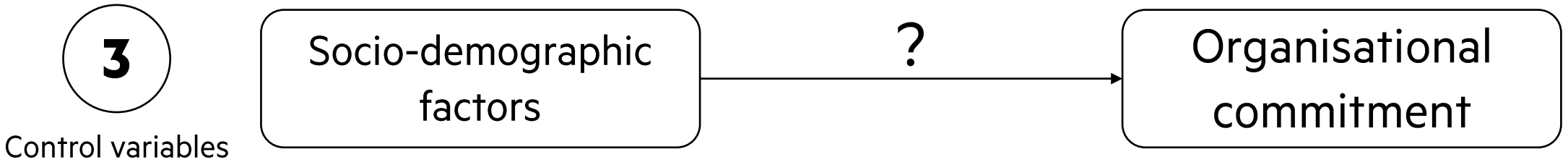
- 3 / 3 possible relations found
- Organisational commitment increases




## Findings…

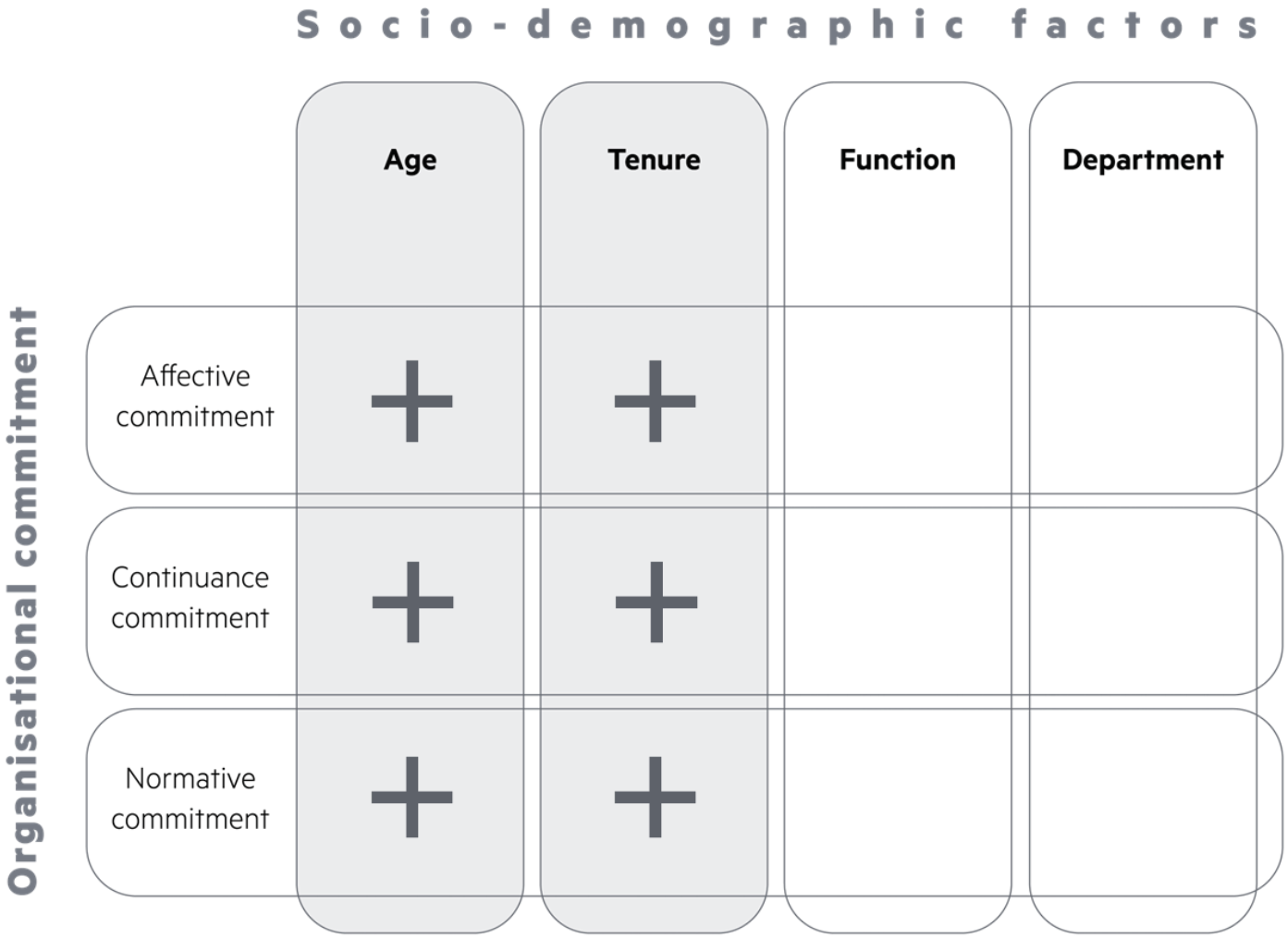
- 3 / 3 possible relations found
- Organisational commitment increases

**It seems that dependency is important for organisational commitment**


3
Control variables
Socio-demographic factors
?
Organisational commitment

3

Control variables

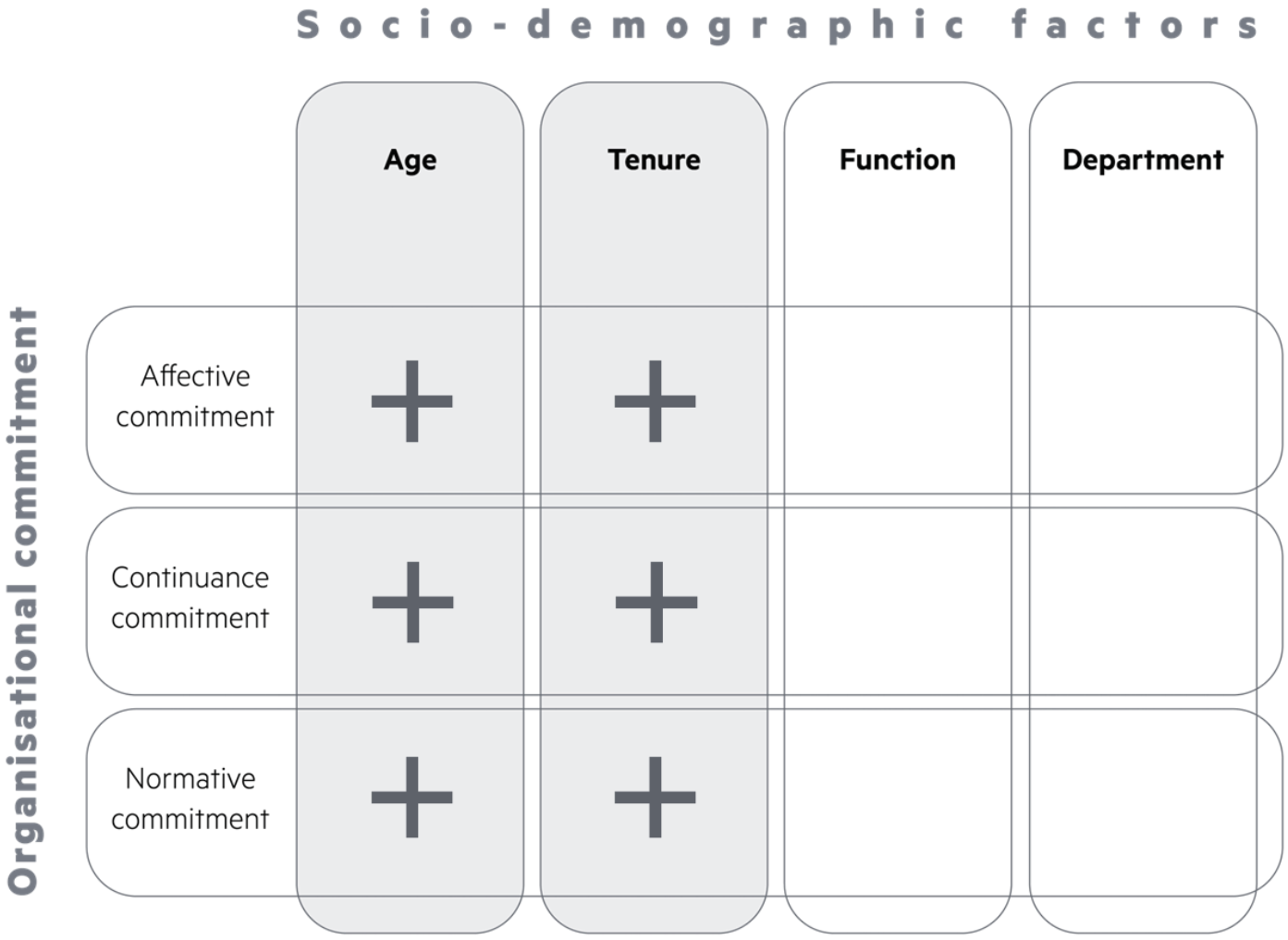



**Findings…**

- 6 / 6 possible relations found
- Organisational commitment increases

3

Control variables



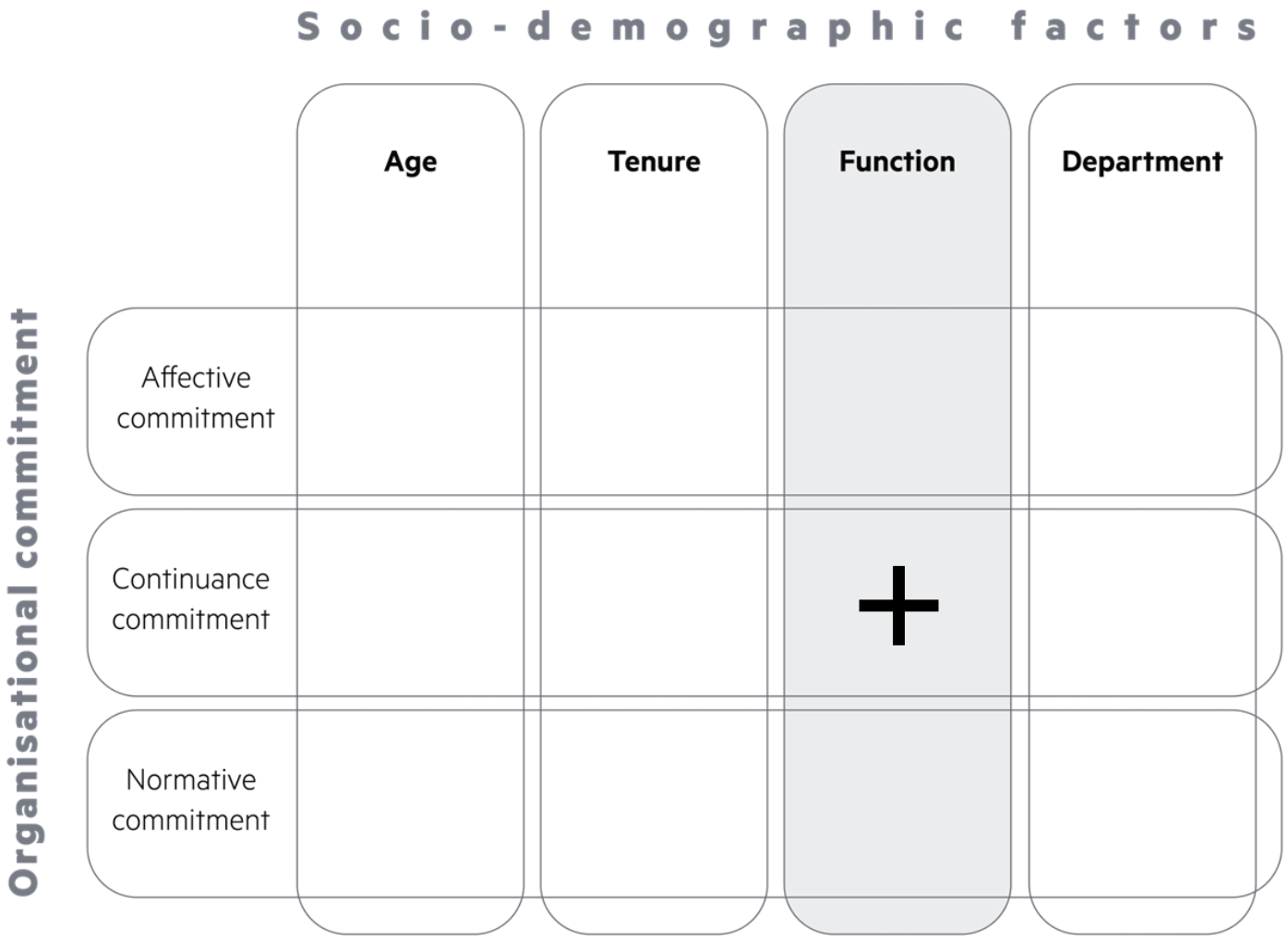

**Findings…**

- 6 / 6 possible relations found
- Organisational commitment increases

**Age and tenure have a positive relationship with commitment**

# 3

Control variables



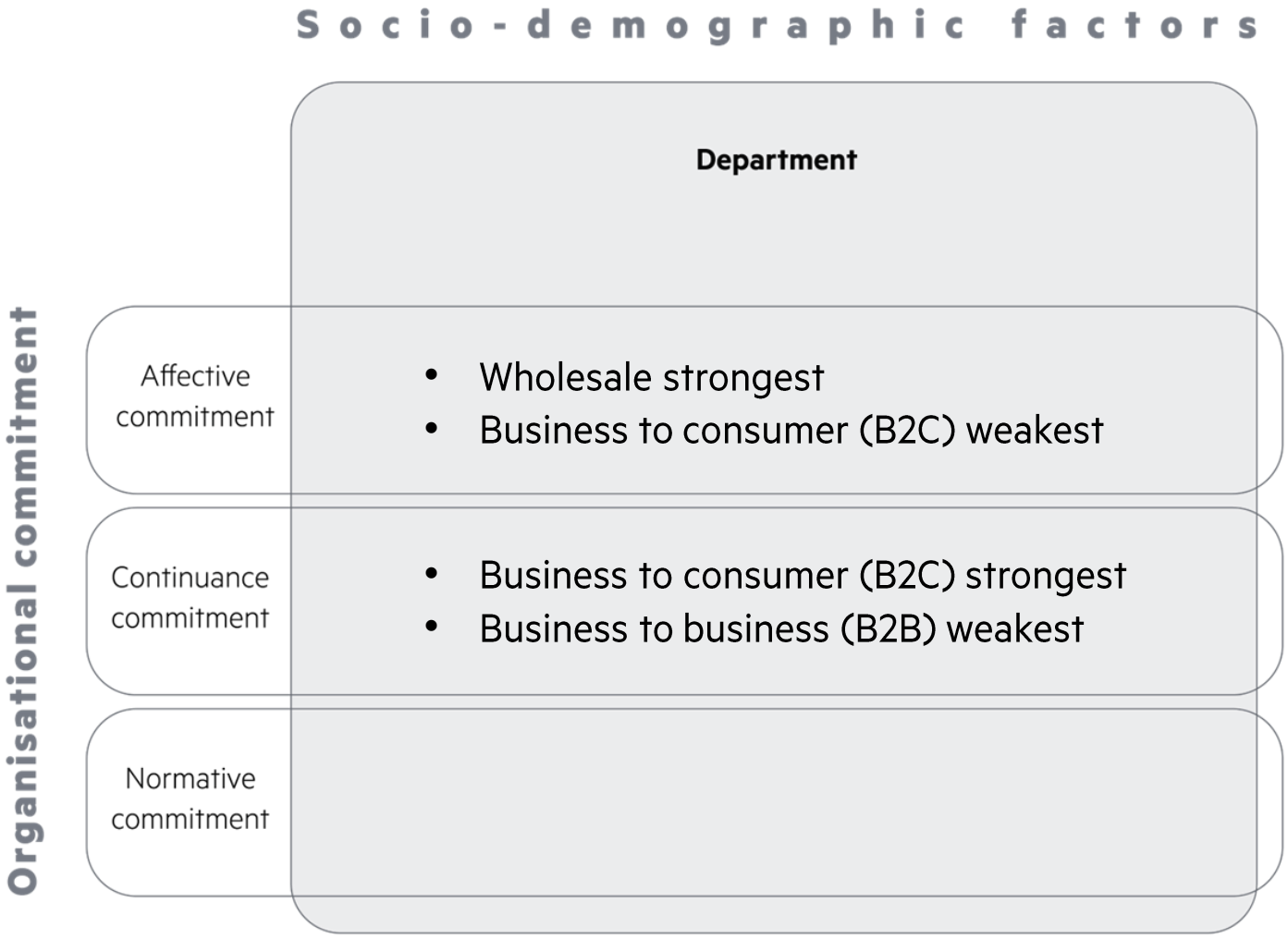

**Findings…**

- 1 / 3 possible relations found
- Continuance commitment increases

**Managers show a higher continuance commitment**

3

Control variables




## Findings…

- 2 / 3 possible relations found

# For young professionals, the results are the same...

# CONCLUSION | CHALLENGE 1

1

# WHAT IS THE INFLUENCE OF HYBRID WORKING ON THE ORGANISATIONAL COMMITMENT OF EMPLOYEES OF ORGANISATION X?

# Preliminary conclusions I

✓ Minor relation (effect) of hybrid working on organisational commitment

# Preliminary conclusions I

- ✓ Minor relation (effect) of hybrid working on organisational commitment
- ✓ Attendance of physical meetings and dependency on co-workers show a positive effect

# Preliminary conclusions I

- ✓ Minor relation (effect) of hybrid working on organisational commitment
- ✓ Attendance of physical meetings and dependency on co-workers show a positive effect
- ✓ Increasing age and tenure leads to increase of organisational commitment

# Preliminary conclusions I

- ✓ Minor relation (effect) of hybrid working on organisational commitment
- ✓ Attendance of physical meetings and dependency on co-workers show a positive effect
- ✓ Increasing age and tenure leads to increase of organisational commitment
- ✓ Managers show higher continuance commitment

# Preliminary conclusions I

- ✓ Minor relation (effect) of hybrid working on organisational commitment
- ✓ Attendance of physical meetings and dependency on co-workers show a positive effect
- ✓ Increasing age and tenure leads to increase of organisational commitment
- ✓ Managers show higher continuance commitment
- ✓ Young professionals show no relation between hybrid working and organisational commitment

# CONCLUSION | IN SUMMARY...

# Overall conclusion

The sense of belonging is not affected by hybrid working

# Overall conclusion

The sense of belonging is not affected by hybrid working

Required communication enhances commitment, rather than the choice of working in proximity to one another

# Overall conclusion

The sense of belonging is not affected by hybrid working

Required communication enhances commitment, rather than the choice of working in proximity to one another

Separation awareness may be mitigated through tenure within the organisation

# Overall conclusion

The sense of belonging is not affected by hybrid working

Required communication enhances commitment, rather than the choice of working in proximity to one another

Separation awareness may be mitigated through tenure within the organisation

Young professionals experience disadvantages when other workers working remote

# Recommendations

Encourage employees to attend physical meetings
Create jobs with a collaborative nature

# DISCUSSION

# Discussion topics

- Assumption that survey may attract already committed employees

# Discussion topics

- Assumption that survey may attract already committed employees
- Cross sectional research

# Discussion topics

- Assumption that survey may attract already committed employees
- Cross sectional research
- More possible parameters for survey related to the relation between hybrid working and organisational commitment

# Recommendations for further research

- Longitudinal research

# Recommendations for further research

- Longitudinal research
- Qualitative deep dive into survey results

# Recommendations for further research

- Longitudinal research
- Qualitative deep dive into survey results
- Repetition of focus group leads to more definite conclusions

# Research implications

- Adding to our knowledge about the consequences of the popularity of hybrid working in the wake of the pandemic

# Research implications

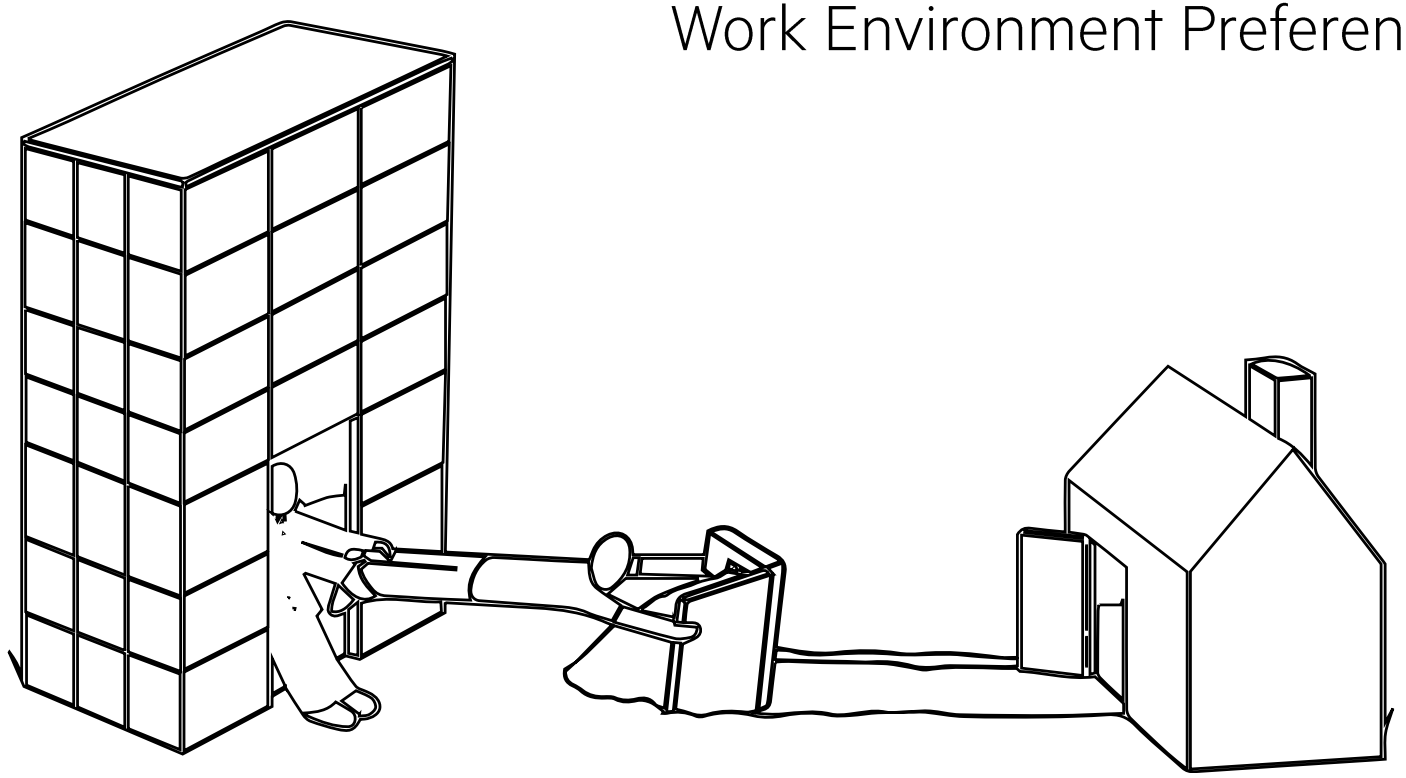
- Adding to our knowledge about the consequences of the popularity of hybrid working in the wake of the pandemic
- Advice to ORGANISATION X not to make decisions on solely on the ‘sense of belonging’

# Research implications

- Adding to our knowledge about the consequences of the popularity of hybrid working in the wake of the pandemic
- Advice to ORGANISATION X not to make decisions on solely on the ‘sense of belonging’
- Other companies may repeat the research

# Unveiling the Hybrid Work Paradigm:

## A Study on Organisational Commitment of Employees and Work Environment Preferences Among Young Professionals of ORGANISATION X



**Combined graduation presentation**

Management in the Built Environment

& Communication Design for Innovation

A.I. (Annick) van der Lingen

4608488

31st of October 2023

TU Delft



Image retrieved from: https://www.nrc.nl/nieuws/2023/09/11/van-fulltime-thuiswerken-word-je-dommer-asocialer-zuurder-chagrijniger-en-slechter-in-je-vak-a4174101 Illustrator: Tomas Schats