



## ***LYCar Company Project***



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# Preface

Within the last phase, "Launging Your Career" (LYCar), of Hotelschool The Hague (HTH), students are expected to complete an internship of a minimum of 10 weeks within a professional company and write a thesis as their final product of the Bachelor studies. The thesis includes a research component in the form of a company project that links with their internship company and a written Career Portfolio. Following the steps, within the LYCar phase, the student needs to create a research proposal that is delivered as a Plan of Approach, which provides an overview of the steps the student will take to reach their final product.

During the LYCar course, the students can show the abilities and skills learned throughout their Bachelor studies and show their readiness for entering the next phase of their lives and will be prepared to reach their future goals. The main focus of the LYCar phase: management, hospitality, and international draw a clear aim for the student's process of creating objectives and products.

Additionally, the researcher hopes to achieve value for the stakeholders involved in the research process and provide a clear overview of the steps taken to achieve goals and objectives.

Kind regards,

– Tom Schoffelen



# Acknowledgements

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Moreover, I would like to express my gratitude to Mr. Hoekert and Mr. Meijler, as my colleagues and supervisors during my internship at Jones Lang LaSalle (JLL). Their market and job knowledge has supported and guided me immensely during the writing process.

Finally, I would like to thank my peer group. Their assistance in the thinking process and offering a trustful environment where questions could be asked and concerns could be mentioned has been of great help. The group has lifted each other during the writing process and created a creative environment where everybody could strive for the best result.



# Internship company introduction

As a 4th phase student of HTH, it is needed to complete an internship that will introduce the first steps of a future career. Additionally, providing the opportunity to write research for the internship company. During the application process, I focussed on my main two interests; sales and real estate. As a result, an internship position was offered to me by JLL real estate company.

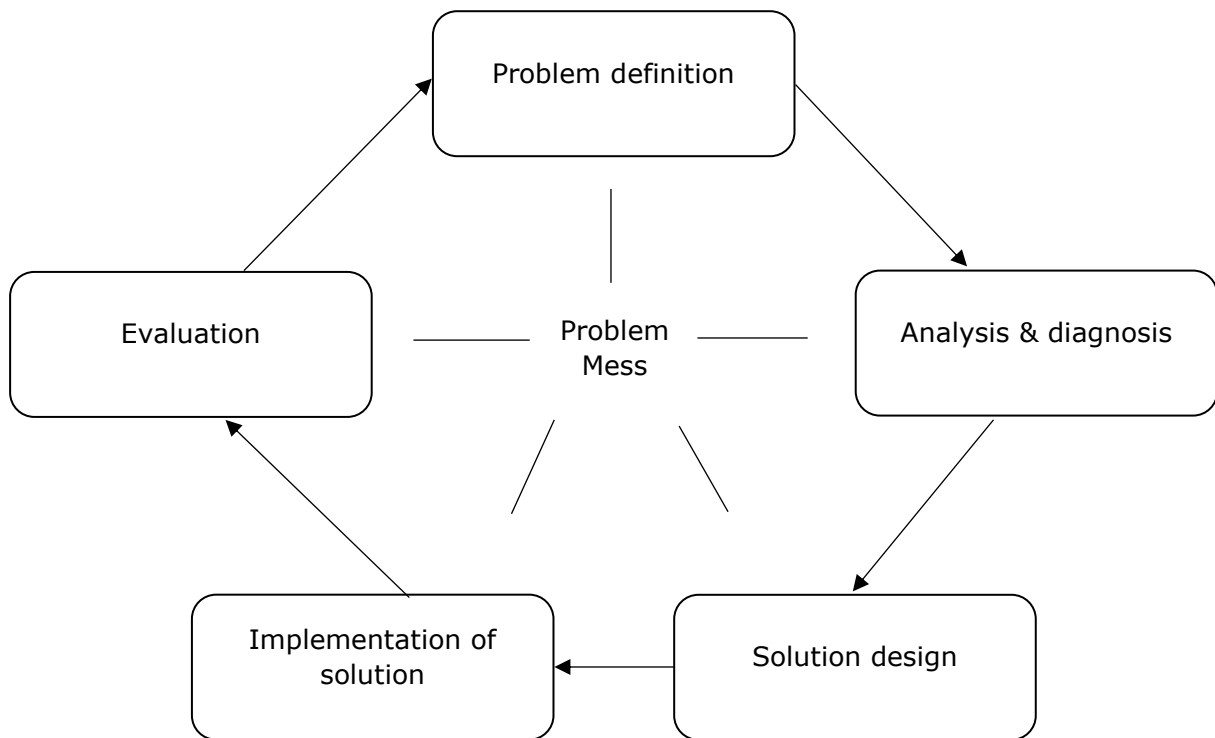
JLL is one of the world leaders in real estate services. JLL aims to work with ambitious clients and have employees that work for JLL with an ambitious mindset. "Achieving Ambitions" is what JLL stands for, and it is the basis of its services. It is a corporate company that advises many different organisations in multiple markets. JLL is currently focussing on creating sustainable real estate and thrives for a better future.

Within the Amsterdam office, many teams are operational, such as Mid-Cap, Capital markets, Research, Work dynamics, Logistics, Taxation, Agency, and Tenant representation. As a trainee, I had the opportunity to work within the Tenant representation team. The team consists of 5 people but is expected to grow as the current Amsterdam office market is booming. A Tenant Representative, is responsible for corporate clients searching for information about the Amsterdam market or a new office space. The client asks us to advise them which offices are available and meet their criteria. Tenant representation will advise and support the client until the lease contract with the lessor is signed.



# Report structure

The research will follow a guideline that will support in finding correct information and connect findings to generate a solution for a specific problem. According to Otte-Trojel (2015), a researcher needs to support written material with a guideline. The problem-solving cycle is helpful for not overlooking evidence for answering the founded main research questions and hypotheses. The model consists of five steps; problem definition, analysis & diagnosis, solution design, implementation, and evaluation (ibid).





# Executive Summary

The coronavirus 2019 disease (COVID-19) significantly impacts humanity and people's work and day-to-day life. The most observable changes have been the shift by organisations arranging the possibility to work from home for their employees (Kramer and Kramer, 2020). As not all people had experiences working from home, questions were asked about the new future of work. Trends and terms arise to the surface and the creation of the new future of work began. For many years, flexible, remote and hybrid working have been trends; these trends have evolved to major trends on account of COVID-19. During the peak of COVID-19, it was speculated that these trends would stay after the pandemic had ended. However, With today's knowledge, it is expected that a type of flexible working will be the norm.

Hybrid working will be an essential aspect of the future of work. Pre-COVID 35% of the companies considered hybrid working, whereas post-COVID 77% of the companies considered implementing hybrid working (Berger et al., 2021). Companies and employees have noticed the benefits of working from home and flexible working; it provides the ability to have a better work-life balance and increase job satisfaction, productivity, provides flexibility, reduces office costs and saves money (Fedáková, 2017 ; Savic, 2020). A change in perception on how people worked pre-COVID occurred. The working environment has become one of the essential components for employees, and employees find well-being and satisfaction main drivers within a job, instead of financial factors. It is crucial to investigate the impact of COVID-19 on work and careers, as the pandemic has been such an event that workforce preferences have adapted and might not be ready to go to work the same way as before COVID-19 happened (Cho, 2020). A successful company that survived the COVID-19 downfall should take the opportunity to adapt to the post-pandemic expectations of its workforce. By doing so, A company could strive to achieve new goals and exceed competition (Schwab and Zahidi, 2020).

As the researcher's client, Jones Lang LaSalle (JLL) aims for the best future of work practices. As a large successful company, JLL strives to adapt and become even more successful by following trends closely. The COVID-19 pandemic as a significant event that has an impact on the real estate market and especially on JLL's workforce. JLL aims to investigate the affect of working from home on the workforces labour and preferences. Accordingly, the study will focus on the JLL Amsterdam workforce as the research will apply to JLL's Amsterdam office organisational decisions. This quantitative research aims to find the post-pandemic preferences of the JLL Amsterdam office workforce and its influence on the future of work within JLL Amsterdam. Additionally, understand how to implement these findings into an organisation. Therefore, the main research question generates valuable data to advise the JLL Amsterdam office on the future of work practices based upon their workforce preferences.

*Main research question: "What changes to the work environment are required to support the hybrid working preferences of the Jones Lang LaSalle (JLL) Amsterdam workforce?"*

The crucial concepts in this study are Hybrid working, workforce preferences and work environment.

Multiple studies have investigated the impact of working from home as a hybrid working option on different factors. Phillips (2020) expects organisations to use a hybrid working model in the future and suggests that organisations look at the value of employee preferences and productivity. It is mentioned in previous studies that employee productivity does not fluctuate that much between working from home or at the office. However, it is also stated that working from home has a negative impact on productivity; nonetheless, in a different study, working from home positively affects employee productivity. Therefore, it is decided to formulate the following hypothesis: "Working



*from home by the JLL Amsterdam office workforce positively affects employee productivity”.*

*Workforce preferences being the main drivers in this study, employees tend to want to work more flexible. According to Mehta (2021), working from home might positively affect employee engagement and happiness, autonomy being an essential factor in this study. Bataineh (2019) adds that work-life balance and employee happiness at work have a positive impact on employee performance. Work-life balance is one of the main predictors for employees to work from home or in the office (Caligiuri and Cieri, 2021). Moreover, employees are optimistic about managing their work-life balance, which is easier when working from home (Irawanto, 2021). Therefore, it is decided to formulate the following hypotheses: "Working from home by the JLL Amsterdam office workforce positively affects the employee work-life balance." and "The work-life balance of the JLL Amsterdam office workforce positively affects employee happiness”.*

According to Surma et al. (2021), organisations must rethink the purpose of a workplace as it is becoming a hybrid workplace ecosystem where work is conducted at home, office or third places. Post-COVID, the generational workforce expects more flexibility in where to work; however, when the office does not provide what is expected, employees would choose another hybrid workplace to perform the job. Therefore, a company must provide an efficient, effective, productive work environment to their employees by implementing different facilities (Taheri et al., 2020). Therefore, it is decided to formulate the following hypothesis: *"The current office environment at the JLL Amsterdam office affects the workforce preferences to work from home”.*

To collect useful data for this research, an online survey with 147 respondents have been conducted. All the participants work for the JLL Amsterdam office. The survey was exactly the same for every respondent, and the participants were asked to what extent they agreed or disagreed on a seven-point Likert scale statements regarding their experiences with and opinions on working from home.

The findings showed a positive relationship between working from home and employee productivity. Furthermore, an insignificant result occurred between working from home and work-life balance; thus, this hypothesis was not accepted nor denied. Moreover, a positive relationship between work-life balance and employee happiness was found. Lastly, the current office environment affects the JLL Amsterdam office workforce's preferences to work from home. Therefore, it can be concluded by the findings that changing the work environment of the JLL Amsterdam office to a hybrid way of working can positively affect employee productivity and happiness. Moreover, it can support the preferences of the JLL workforce to have the ability to work flexible, as the office environment slightly does not provide the proper facilities to perform the job.

Limitations of the study show that hypothesis two cannot be accepted or denied due to insignificance between working from home and work-life balance. It is assumed that the amount of respondents could be the reason for this occurring. Furthermore, the study focuses specifically on the JLL Amsterdam workforce consisting of 206 employees; therefore, 59 employees did not answer the survey. Including these respondents could have resulted in different outcomes. Regarding future research, implementing more real estate companies within The Netherlands or other types of organisations could enhance the body of knowledge. Furthermore, it suggests that future studies investigate the influence of different factors on the concepts, such as age, generations or technology. Lastly, it is suggested to keep investigating hybrid working for the future of work within other sectors and organisations, as COVID-19 still has an impact and creates unexpected fluctuations.

The study was established out of previous applicable studies. Accordingly, as the literature shows, there is a lack of studies conducted on the real estate industry. Therefore, this study generates its value explicitly to the organisational decisions of the JLL Amsterdam office and could be of use for future research on the office market.





Moreover, the findings can be used to implement and develop better practices to improve higher productivity and employee happiness.

The possibility of providing multiple work environment options is the best recommendation for this workforce to keep all employees engaged and happy. Therefore, based upon the findings, the recommendation was created in the form of a hybrid working model to recommend the right designed work environment practices based upon the hybrid working preferences of the workforce.



## List of Abbreviations

<b>App.</b>	=	Appendix
<b>E.g.</b>	=	Exempli gratia (for example)
<b>Et al.</b>	=	Latin for " <i>et alii</i> " ; meaning "and others".
<b>HTH</b>	=	Hotelschool The Hague
<b>COVID-19</b>	=	Coronavirus 2019
<b>LYCar</b>	=	Launching your Career
<b>MRQ</b>	=	Main Research Question
<b>Ibid</b>	=	Latin, short for <i>ibidem</i> , meaning "the same place" (i.e. the same reference as previous one)
<b>JLL</b>	=	Jones Lang LaSalle
<b>SPSS</b>	=	Statistical Package for the Social Sciences



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# 1. Problem definition

At the end of 2019, the COVID-19 disease occurred in Wuhan and made significant concerns about the impact of the virus on humanity worldwide. Travel possibilities showed their weaknesses, and the spread of COVID-19 started rapidly. The first cases in foreign countries appeared not long after the news grasped up the concerns within China. Additionally, the experience of encountering and dealing with other viruses and diseases, COVID-19 strained medical and public-health organisations by its rapid transferability on humans and its at the time unknown effects (Khan et al., 2020). In early 2020 the COVID-19 spread created a social and economic shock that influenced specifically organisations. The way people would work and live needed to change because of the medical concerns on COVID-19 transferability in day-to-day life (Irawanto et al., 2021). Many factors have changed throughout 2020 and 2021—especially the adaptability of people to deal and live with COVID-19. One of the most observable changes due to the COVID-19 pandemic has been the significant shift of organisations arranging the possibility to work from home for their employees (Kramer and Kramer, 2020). A larger group of people did not have any experience working from home. As a result, many terms surfaced, and the creation of the new future of work began.

For many years, flexible, remote, and hybrid working have been trends. Nonetheless, these trends have evolved to major trends on account of COVID-19. Pre-COVID, primarily people with a higher profession, had the choice of flexible working. However, during the COVID-19 pandemic, each person with the ability to work from home was forced to do so (Anderson and Kelliher, 2020). During the peak of COVID-19, it was speculated that these trends would stay after the pandemic had ended. However, with today's knowledge, it is expected that a type of flexible working will be the norm. Moreover, as a result, the relationships of workers and employers are changing along (Irawanto et al., 2021). Technology has become an essential factor that provides flexible working possibilities. Many companies already have shown to provide different working options to their employees. For example, hybrid working will be an essential aspect of the future of work. Survey results showed that pre-COVID, only 35% of companies considered hybrid working, whereas post-COVID, 77% of the companies considered implementing hybrid working (Berger et al., 2021). This shift of the future of work is not only because of COVID-19. Companies and employees have noticed that working from home provides the ability to have a better work-life balance (Fedáková, 2017). Furthermore, experience with types of flexible working shows advantages for both employees and employers. It increases job satisfaction, productivity, provides flexibility, reduces office costs, and saves money (Savic, 2020). However, it also brings disadvantages, such as sociological and psychological. This is due to long work hours and not separating work and home life (ibid).

Regarding generations, Generation Y and Z are focused on flexibility in their work-life. After Lestari and Margeretha (2021) conducted a survey, results showed that work-life balance has a 6,4% effect on turnover intention. Therefore, letting this generation work from home from time to time might positively impact job engagement and employee productivity (ibid). Hafeez et al. (2019) contribute that the working environment is one of the essential components that influences employee productivity. A working environment does not need to be an office, but can be a remote place. Also, an excellent physical and behavioural environment results in the most productive employees and gains better well-being (ibid). Moreover, multiple factors has started a change in perception on how people worked pre-COVID. According to Gorgenyi-Hegyes et al. (2021), financial factors are no longer the most critical aspects for employees. Instead, employee well-being and satisfaction are the main drivers for employees and result in high company goals succession rates (ibid). Workplace design is not the most influential aspect of an employee's work performance. However, employee engagement and collaboration capabilities are (Paje et al., 2020).



Nonetheless, it is more important to adapt to these needs and create a workplace that offers these aspects. Paje et al. (2020) mention that employee needs are different in every sector. It is crucial to investigate the impact of COVID-19 on work and careers, as the pandemic has been such an event that workforce preferences have adapted and might not be ready to go to work the same way as before COVID-19 happened (Cho, 2020). Multiple studies are conducted on the future of work and the impact of working from home on people. However, the studies are conducted within other countries or based on a population working in another market, instead of the real estate market in The Netherlands. As it is generally expected that flexible working options are the future of work, this adaption is influenced by the type of work, type of market, and employees' preferences. Numerous studies suggest investigating the impact of working from home on a specific company population. A successful company that survived the COVID-19 downfall should take the opportunity to adapt to the post-pandemic expectations of its workforce. By doing so, a company could strive to achieve new goals and exceed competition (Schwab and Zahidi, 2020).

Few literature studies have researched the impact of working from home on work-life balance and employee productivity during the peak of COVID-19. Additionally, the effect of the work-life balance on employees' happiness has been researched as well during the peak of COVID-19. However, these cases were limited to a few countries, not including the Netherlands and none of the research focussed on the real estate industry. Moreover, in times of a pandemic, adaptation is constantly happening. Therefore specific studies on future of working expectations are expected.

Jones Lang LaSalle as the researchers client, aims for the best future of work practices. As a large successful company, JLL strives to adapt and become even more successful by following trends closely. With the COVID-19 pandemic as a large event that has an impact on the real estate market and especially on JLL's workforce. JLL aims to investigate the effect of working from home on the workforces labour. JLL has many questions on what work will be like post-COVID. JLL has suggested to investigate hybrid working possibilities based upon the workforce experiences and preferences on flexible working.

Accordingly, the study will focus on the JLL Amsterdam workforce as the research conducted will apply to JLL's Amsterdam office organisational decisions. The population of this research will be multiple generations, as generations X, Y, and Z are part of the workforce of JLL. Corporate data, Professional expertise, stakeholder values and concerns, and scientific research will be used to answer the Main Research Question (MRQ) and hypotheses. A quantitative research will be conducted that aims to find the post-pandemic preferences of the JLL Amsterdam office workforce and its influence on the future of work within JLL Amsterdam. Additionally, understand how to implement these findings into an organisation. Therefore, the main research question generates useful data to advise JLL Amsterdam office on future of work practices based upon their workforce preferences.

Main research question
<i>"What changes to the work environment are required to support the hybrid working preferences of the Jones Lang LaSalle (JLL) Amsterdam workforce?"</i>





Critical Concepts		
Hybrid working	Workforce preferences	Work environment
Hybrid working is a new trend that evolved out of remote working. This trend developed quickly due to COVID-19. Working hybrid provides flexibility to employees when and where they work, whether at an office, at home, or in another external location, where they can access the technology needed to perform the job (Microsoft, 2021).	The workforce is another term for employees. Well-being of the workforce has become more critical during the decades. Preferences of the workforce are nowadays one of the most important aspects to consider as a company, to be able to thrive in the market. These preferences keep changing from generation to generation (Latkovikj and Popovska, 2016).	A work environment is the setting where employees experience social features and physical conditions in which the job can be performed. It is within a physical environment where working conditions are critically experienced, such as work-life balance and terms of employment (Hafeez et al., 2019)



## 2. Analysis & Diagnosis

### 2.1 Literature Review

The literature review will provide the foundation of knowledge on the research concepts. Moreover, identifying the familiarity and understanding of current research conducted in the scope of the concepts. Furthermore, find inconsistencies within the literature such as gaps, conflicts and open questions for future research.

The literature will provide a more comprehensive understanding of aspects that might occur as essential factors within the concepts. Academic literature, books, and theoretical journals will be used chiefly between the publication period of 2015 - 2021. Primarily, studies from 2019 to 2021 are investigated to find specific knowledge based upon the impact of the COVID-19 pandemic on the concepts, for the reason that within this study, the COVID-19 pandemic has been a major factor that created the need for research.

The literature review will be of support, enabling the creation of hypotheses in order to answer the main research question: *"What changes to the work environment are required to support the hybrid working preferences of the Jones Lang LaSalle (JLL) Amsterdam workforce?"*

**Keywords:** *Hybrid working, Workforce preferences, COVID-19, work environment, office environment, employee happiness, work from home, work-life balance.*

#### Hybrid working

*Hybrid working* is the balance of flexible options of work. It manages a person's benefits working in the office or at home (Bloom, 2021). According to Acas (2021), hybrid working is a type of flexible working available to an employee to divide their work time between the workplace and working remotely. Vecos (2021) states that hybrid working within an organisation is a model created based upon employee working behaviour and provides the ability to work remotely, teleworking, work from home, or any flexible working where technology is available to perform the job.

With regard to flexible working, it has been a common term for many years. The term indicates the possibility to, schedule own working hours, teleworking, weekend work, part-time job, etc. Flexible working is a non-standard or alternative working arrangement (Austin-Egole et al., 2020). COVID-19 has started the thinking process of companies to adapt to certain types of flexible working. According to Phillips (2020), organisations tend to let their employees work remotely in the future. Phillips (2020) suggests organizations to balance long-term implications and focus on the value of employee preferences and productivity. Expecting that organisations will use a hybrid work model, as others have already adapted to be utterly hybrid organisations. According to Kaufman et al. (2020), organisations should consider multiple versions of remote working. By establishing remote, onsite, and hybrid working models, an organisation can create the most significant value. Findings of the survey, based on retail stores, manufacturing sites and service sectors companies, show that remote working could increase productivity by 40%, gain a reduction of 40% absenteeism, 15% reduction in turnover, and potentially reduce real estate and resource usage by 20% (ibid). Pahwa (2021) mentions that the transition to a hybrid working model should be done carefully. Three main factors should be considered: supportive workplace, enabling culture, and sustainable people practices (ibid). Sharply et al. (2020) add that the future most successful companies will be the ones that actively aim to design employee experiences, encourage a culture of trust and confidence, and support hybrid ways of working. In and outside the office, the workplace needs to adapt to the new workforce's expectations. Berger et al. (2021) state five possible options for flexible working and mention that a mixture of these models could



provide the best for each organisation. Multiple organisations have already adapted to hybrid working and found their approaches to the future of work.

Rupietta and Beckmann (2016) state that working from home positively affects employee work effort. However, the frequency of employees working from home has affected their habituation and might affect their productivity. Moreover, employers might fear a lack of productive work when providing freedom of work to their employees while working from home. Ali et al. (2014) state, Hackman and Oldham's job characteristics model to job satisfaction shows that providing autonomy to employees positively affects job satisfaction and motivation. According to Wang and Ronen (2011), working from home should be an option as employees have different preferences; thus, mandatory working from home could increase dissatisfaction. Nonetheless, employee productivity should be considered while working from home as employees' preferences and different types of work influence organisational decisions.

Regarding working from home, Gibbs et al. (2021) quantitative research show the impact of working from home on employee productivity. Results showed that employees expect more flexibility, thus the chance to choose where to work. The productivity of employees working from home or at the office does not show much fluctuation in this study focussed on Asian IT companies. Gibbs et al. (2021) suggest firmly researching this topic within an organisation to adapt to employee needs and wants in the best way possible (ibid). However, Farooq and Sultana (2021) disagree and state that working from home negatively influences employees productivity from the banking industry in India. Moreover, it states that female employees have even less productivity than male employees when working from home. Prasetyaningtyas et al. (2021) concluded that working from home positively impacts the work-life balance and employee productivity; this results in more job satisfaction. These results show that working from home positively affects employees within the banking industry (ibid).

The studies above have shown the consideration of a type of hybrid working or flexible working as a profound option for firms to adapt upon. Furthermore, other studies show a positive effect on employee productivity by working from home. Nonetheless, not many doubts on this effect are stated; however, concerns on careful execution and adoption on working from home must be considering workforce preferences. Lastly, most of the studies show a positive effect of the topics researched. Therefore, it is decided to formulate the following hypothesis.

**Hypothesis 1:** *Working from home by the JLL Amsterdam office workforce positively affects employee productivity.*

*Refer to appendix 1, for possible flexible working models.*

*Refer to appendix 2, for Hackman and Oldham's job characteristics model.*





### Workforce preferences

Throughout the research Elton Mayo's Human Relations Theory will be the guideline on finding the needs and preferences of the workforce (Emmanuel, 2021). The solution of the problem will be human based and the organizational change will be in participation with the employees.

According to Estimo (2017), *workforce preferences* are the work values that employees have for the job. The preferences can be about wages, health, or even furniture. Daum and Stoll (2020) add that every employee has different preferences and perspectives on things. Moreover, that employees preferences matter the most; however, not all preferences can be implemented by an organisation.

Concerning workforce preferences, it is clear that with every generation, other workforce preferences arise; nonetheless, Generation Y and Z expect those preferences to be met even more. Organisations have recognized the impact of not providing the expectations of these new generational workforces. According to Latkovikj and Popovska (2016), who researched millennials in Macedonia, the most critical aspects of the job are growth opportunities, career development and work autonomy for this generation. Moreover, Millennials are the last generation that shows honest and loyal behaviour of staying at one job for a more extended period (ibid). Lewis and Wescott (2017) mention that research on generational diversity is not new. However, it has never been that four generations were working as the workforce in the same workplace. This generates difficulties for organisations to adapt to the preferences and needs of employees. Nevertheless, Zoya and Chitrao (2021) observed that generation Z had become one of the generations with the most expectations and preferences. This generation wants to work for organisations that value their requirements and mainly offer flexible work. Moreover, Zoya and Chitrao (2021) mention that further research should be conducted on the factors affecting the workplace preferences of employees.

COVID-19 has been such an event that people were expected to adapt and work from home—as a result, implementing this change in work as the new normal. However, according to a survey conducted by Pradere (2021), employees miss office work increasingly post-COVID as employees mention experiencing homeworking fatigue. The future of the office will be human-focused, centralizing well-being and health. However, Roy and Konwar (2020) mention that employee happiness has become one of the most important factors to consider. People have been confronted with unhappiness during COVID-19. Employee happiness affects the rate of employee turnover and organisational performance.

Moreover, autonomy has become a crucial aspect of employee happiness. Employees managing their flexibility in workload decisions might become the new normal in organisations. Quantitative research conducted by Mehta (2021) states that working from home might positively affect employee engagement and happiness, again autonomy being an essential factor in this study. Additionally, it is advised to conduct further research on different professions and sectors. Band et al. (2021) mention findings that show that employees with a good work-life balance will be more satisfied with their job. Resulting in better employee effectiveness, evolving into a more effective organisation. Thevanes and Jathurika (2021) add that employee happiness is the most important factor to secure high job satisfaction. Furthermore, happy employees with higher job satisfaction generate more productivity. Bataineh (2019) adds to this that work-life balance and employee happiness at work both have a positive impact on employee performance.

Moreover, Elnanto and Suharti (2021) conducted a quantitative research in Indonesia, and stated that results showed that work-life balance has a positive impact on employee happiness.

According to Irawanto (2021), employees are optimistic about managing their work-life balance. This is easier when working from home; however, work stress might increase



when employees work from home five days a week. Chung and van der Lippe (2018) add that besides personal home situations during working from home, also gender should be taken into consideration during research, as genders might use flexible work differently. Nonetheless, the workplace in and outside the office needs to adapt to the new workforce's expectations. In quantitative research, Caligiuri and Cieri (2021) state that work-life balance is one of the main predictors for if employees prefer to work from home or work from the office. Employees that did not voluntarily work from home had more work-life conflict than employees that voluntarily worked from home. Accordingly, it would be most important for organisations to consider this while changing the workplace environment as not all employees can work hybrid due to personal situations (ibid). Aczel (2021) states that the research resulted in two-third of the respondents mentioning to be working more from home in the future. However, the ideal situation would be a shared option to work from home and work from the office depending on the type of work that needs to be done. Furthermore, the ability to manage work-life balance.

Multiple studies mention that workforce preferences are the key factors to implement into an organisation. Therefore, listening to the workforce preferences might create better employee productivity, job satisfaction, less retention and better organisational success. Moreover, working from home is expected to stay as the research above mentions that employees' autonomy and work-life balance are essential needs. Furthermore, employee happiness seems to be a profound aspect of success and the starting point of achieving this as an organisation for their employees. Additionally, it is advised to research and investigate these topics in different professions and sectors. Lastly, most of the studies show a positive effect of the topics researched. Therefore, it is decided to formulate the following hypotheses.

**Hypothesis 2:** *Working from home by the JLL Amsterdam office workforce positively affects the employee work-life balance.*

**Hypothesis 3:** *The work-life balance of the JLL Amsterdam office workforce positively affects employee happiness.*

*Refer to appendix 3, for Elton Mayo's Human Relations Theory.*



## Work environment

The *work environment* may be defined as the settings, conditions, situations and circumstances under which people work (Oludeyi, 2015). According to Briner (2000), work environment is a "very broad category that enclose the physical setting (e.g. heat, equipment), characteristics of the job itself (e.g. workload, task complexity), broader organisation features (e.g. culture, history) and even aspects of the extra organisational setting (e.g. local labour market conditions, industry sector, work-home relationships)".

The COVID-19 pandemic has exposed many weaknesses and issues within the organisational processes and how we work. These issues came to light through empty offices that were not used due to the mandatory work from home measure (Ancillo et al., 2020). The workplace changed rapidly, and employees' expectations changed with it (ibid). The office environment is the central area of an organisation. It functions daily work and processes. The workplace has been seen as the company's building block; however, employees tend not to feel attached to their office anymore, resulting in reduced well-being (ibid). The function of an office has changed over the decades and keeps changing in the future. Nowadays, the office environment delivers the ability to adapt to workforce preferences and gain employee satisfaction (Danielsson, 2005). Caldwell et al. (2019) state that fatigue and sleepiness are common in modern society's working environment in these generations of rising technology. Caldwell et al. (2019) agree that the office has a different purpose, mainly health and well-being. Thus, an office should provide this to their employees to gain the best productivity.

Osborne and Hammoud (2017) mention that employees engagement is the key to high profitability. Research results show that rewards and recognition, empowering employees, and building a bond between leaders and employees is essential. An organisation should use its office environment to achieve high results on these themes. According to Latkovikj and Popovska (2020), technology has been the most prominent trend that impacts the workplace. Millennials and Generation Z value the quality of a workspace more than the older generations, meaning a well-designed technology location that provides all aspects to do the job on technology platforms. However, an office environment should be created so that the older generations can work with technology accordingly (ibid). Future research suggestions are to investigate the workplace design needed to meet employee expectations and needs, taking every generation into account (ibid).

The success of remote working during the COVID-19 pandemic has questioned the importance of the office environment. Moreover, post-COVID, it is questioned what the definition of the 'workplace' is. According to Surma et al. (2021), organisations must rethink the purpose of a workplace as it is becoming a hybrid workplace ecosystem where work is conducted at home, office or third places. Ouye (2011) states that the workforce will expect that the workplace will be forged in the image of their needs, not a workplace that tries to characterise them all as the same person. Health and well-being have become way more important for employees within the workplace (Pagán-Castaño et al., 2020). Post-COVID, the generational workforce expects more flexibility in where to work; however, when the office does not provide what is expected, employees would choose another hybrid workplace to perform the job. Taheri et al. (2020) state in the conducted quantitative research on the working environment and the impact on job satisfaction in Bangladesh that a company must provide an efficient, effective, productive work environment to their employees implementing different facilities. According to Al-Omari and Okasheh (2017), the work environment is a space where employees conduct their jobs in an ideal, secure and healthy way. Flexible minded employees will work in workplaces where their needs are provided.

Remote working has created a shift in the purpose of the office environment. Multiple studies mention that employees' expectations change by the needs within an office. Flexible work needs have developed the option of hybrid workplaces, including home,



office or external locations. Even though the office stays an essential central location for companies, its adaptability is vital to generate the correct efficiency for the workforce. An ideal work environment can be created in multiple places. However, the question arises if the current office of the JLL Amsterdam office workforce provides the proper facilities compared to what work can be done by the workforce at home. Lastly, the studies do not declare a clear positive or negative effect on the researched topics. Therefore, it is decided to formulate the following hypothesis.

***Hypothesis 4:*** *The current office environment at the JLL Amsterdam office affects the workforce preferences to work from home.*

## 2.1.1 Conclusion

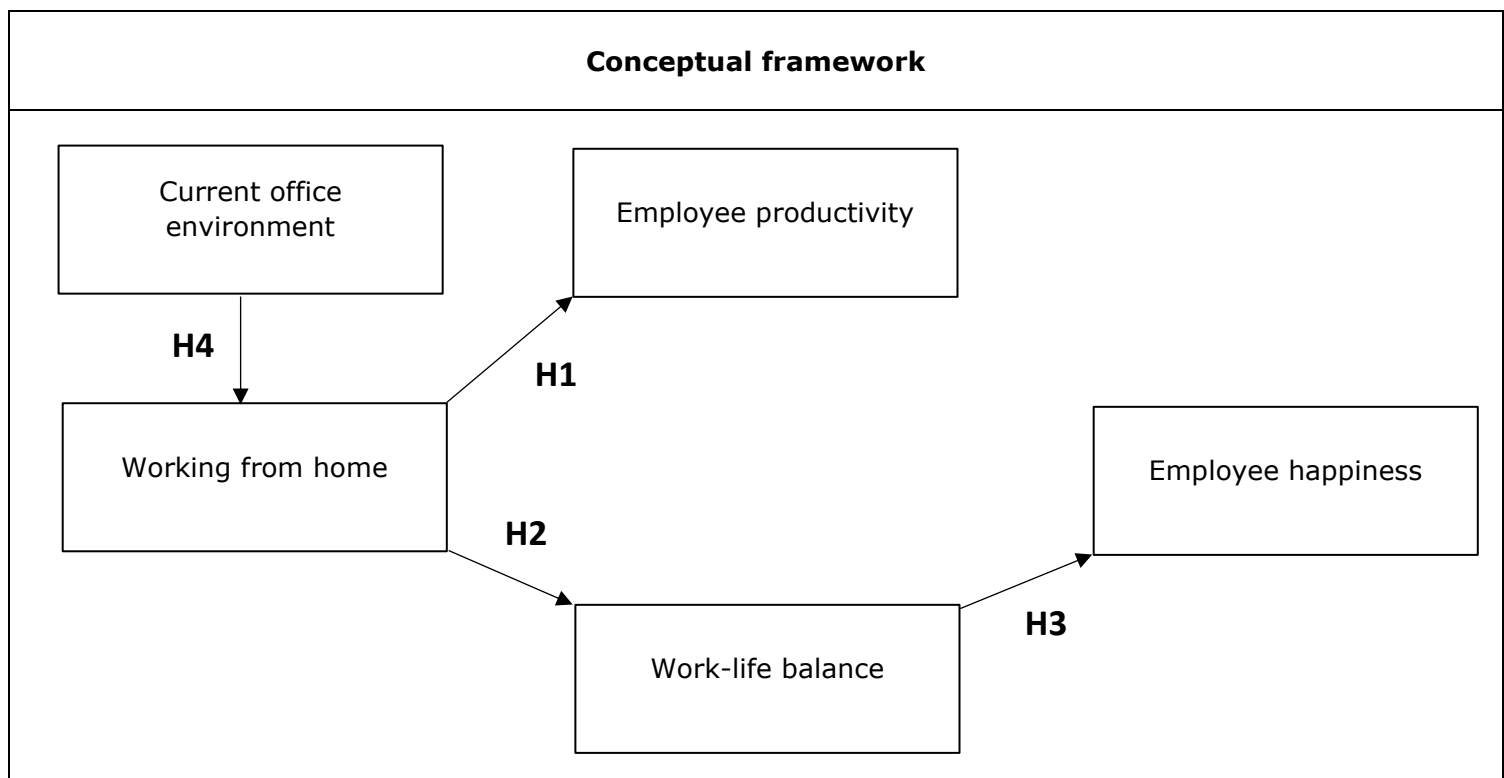
This review aims to support investigating the current studies conducted within the scope of the critical concepts. Moreover, to help the reader to understand the impact of COVID-19 on the future of work and the importance of organisational research.

It can be concluded that hybrid working has become a crucial topic influencing how people work. Multiple papers show the reasoning for adapting to hybrid working and that it should be somehow implemented into an organisation. Furthermore, it is essential to know for an organisation what the affect of remote working is on employee productivity as productivity generates financial results. In this specific study, the focus will be on working from home, as this will apply to all employees of JLL.

Moreover, the well-being of the JLL workforce will be taken into consideration during the research by investigating the affect of working from home on employee work-life balance and the affect of work-life balance on employee happiness. Lastly, it is mentioned within the literature that the work environment is an essential factor for organisations to implement the needs of the employees. Therefore, it will be investigated what the affect is of the current office environment of JLL Amsterdam on the workforce preferences to work from home.

As literature shows, the main driver of this change is the employees. Therefore, the workforce preferences are essential for this study to receive the best results.

Referring to the main research question, the literature provides more insights and definitions on the problem and the stated hypotheses for this research. Therefore, to generate an answer on the MRQ, quantitative research will guide the objective to identify and analyse valuable data. A conceptual framework is created to illustrate what is expected to find through the research.







## 2.2 Methodology

The research is based upon the JLL Amsterdam office workforce preferences on their experience on working from home and its affect on their productivity and happiness. Moreover, the research aims to identify the affect of the current JLL Amsterdam office environment on the workforce preferences to work from home.

In order to generate the right deliverables out of the research, the quantitative research method has been utilized in the form of primary and secondary data collection involving a survey and academic literature review. Quantitative research gives the ability to understand and gain information from a specific population's opinions on certain variables. It is a data collection where quantifiable findings are numerically reliable measurements that allow for statistical analysis (Goertzen, 2017). Concerning the primary data collection, a survey has been conducted to understand the workforce preferences on a particular time, therefore the research survey will be a cross-sectional survey. Cross-sectional allows to create a chosen population-based survey, moreover, the results gained are relatively faster and are clearer to monitor and evaluate to achieve outcomes (Setia, 2016).

In order to investigate the hypotheses, multiple of statements are created based upon the critical concepts. An online survey was created in Google Forms to use to collect data from the participants. The survey has been conducted in English, as the workforce of the JLL Amsterdam office consist of international employees and English speaking Dutch employees. Additionally, it is considered that the English survey would be more understandable to all employees, thus would create the most reliable data.

The participants of the survey were asked to which degree they agreed or disagreed with the seven-point Likert scale statements about their experiences on working from home. For each variable, working from home, employee happiness, work-life balance, and current office environment a group of statements were demonstrated. Moreover, statements regarding workforce preferences were shown and lastly general questions were asked about their age, household, preference on how many days to work from home and in which department the participants work. To avoid and eliminate order bias in the survey conducted, the statements of every variable were randomized (Questionpro, 2021). It will provide honest answers by the participants on every question and will support better data collection (ibid). Furthermore, a few questions were reversed, this to prevent automatic answers from the participants and keep their attention to reading the questions carefully.



## 2.2.1 Sampling

A population and sample size that focuses on the entire population is not feasible for this study. Thus, this research aims to focus on smaller sample size (Majid, 2018). Multiple generations will be asked to participate because the research will be conducted specifically for the JLL Amsterdam office. The workforce of the JLL Amsterdam office will be the population of this research and consists of generations X, Y, and Z.

To determine the required number of participants, the Andrew Fisher Formula is used to calculate sample size (Charan and Biswas, 2013). The population size is known, as the JLL Amsterdam office workforce consist of 206 employees at the time the research is conducted. The aim of the research is for a 95% confidence level with a margin of error of 5%. Moreover, a standard deviation of 0.5 is chosen to make sure to generate a large enough sample size for the study. Furthermore, translating the confidence level into a Z-score it would give 1.96. It was determined that the sample size should be 135 participants in order to achieve the expected power of the research.

A total of 147 respondents is generated, meaning that the determined sample size is met. *For further explanation of the survey results, refer to chapter 3.*

A non-probability sampling model has been used: convenience sampling. As the research focuses specifically on the workforce from JLL Amsterdam office, this sampling model allows to announce the study, and participants of the population can choose to participate (Stratton, 2021). To be allowed to share information within this study with non-participants, careful data management and information Ethics were applied to respect information and the privacy of the study participants. Throughout the research, privacy of the information has been mentioned to the participants, and they were able to decide not to participate or drop out of the study participation after the survey was conducted. Nair (2020) mentions that it is of critical importance that a code of ethics is shared with the research stakeholders, as they should be aware of procedures and to decrease ethical data management concerns during the research.

The participants for this study were recruited via the JLL company E-mail. JLL uses Microsoft E-mail as their main communication tool, therefore it made it conventional to use for recruitment and sharing information. The link of the Google forms survey was shared within the invitation E-mail in what was mentioned to participate in the survey on a voluntary basis. The survey was available for all employees from the JLL Amsterdam office, without any restrictions regarding the allowance of participating. By doing so, the findings were as generalized as possible. A Rituals package giveaway was offered, to increase the amount of respondents. To ensure the anonymity, a different survey was created in Google forms to enter personal information at the end of the research survey by including a link. In this way they had the choice of participating anonymous and if they wanted to participate in winning the incentive.

*Refer to appendix 4, for the proof of recruitment via E-mail.*



## 2.2.2 Procedure and measures

The participants were able to conduct the Google forms online survey on any device, such as a phone, computer or tablet. The participants were asked to read an introduction about the procedure of the survey. The introduction started with a thanks in advance on participation. It was mentioned that only people that were eighteen or above could participate in the survey, furthermore the voluntary basis was explained and the ability to withdraw from the research at any time. Moreover, an explanation on what the survey was about and the structure of questions were stated. In addition, it was clearly mentioned for what purpose the data would be used and how it would be managed. Lastly, it was mentioned again that the survey would be anonymous and the duration of the research. By clicking "proceed" the participants agreed on understanding the information and requirements.

Afterwards, a small introduction was mentioned prior to the first statement, which was as follows: *"The following statements are about working from home and how you experience this. You will be asked to what extent you agree or disagree with these statements. Your opinion is very important. As indicated, your answers to these questions are completely anonymous"*. All of the forty one statements had to be answered to a seven-point Likert scale, 1 = Strongly disagree to 7 = Strongly agree. Regarding the variables, in every variable a certain group of statements were asked to answer. A few examples asked for the variables work from home, employee productivity, work-life balance, employee happiness and office environment are, "I have more control over my activities while working from home", "I work more structured while working from home" and "I find it to noisy when I work from the office then when I work from home". After the participant had answered all the statements a small thank you note was added, which was as follows: *"Thank you in advance for giving your opinion! Here are some general questions to help with the research. As stated earlier, answers are and will remain anonymous"*. Yet again the anonymous feature of the survey was mentioned. Additionally, a few demographic questions were asked about age, household and gender. Moreover, questions were asked in which department the participants were working, the participant preferences on how many days they would want to work from home during the week and which days preferably. These questions were used as control variables. Lastly, participants were thanked again for filling in the survey and had the opportunity to join the giveaway. Moreover, the anonymous feature was mentioned once again and the e-mail address of the researcher was mentioned for any further questions and comments of the participants.

*Refer to appendix 5, for the complete survey overview.*



### 2.2.3 Data Analysis

To conduct organized quantitative research and achieve most out of founded information, analysis of this information is of utmost importance. Statistical tests has been used to understand the findings and understand the hypotheses' value for the research conclusions to answer the MRQ. A Statistical Package for the Social Sciences (SPSS) will manage the information acquired out of the survey questions.

Firstly, the descriptive variables have been analysed and calculated. Secondly, six statements have been reversed coded regarding work-life balance and the office environment. Furthermore, the statements within the survey are grouped to calculate an average score for every dependent and independent variable. This resulted in three independent variables and four dependent variables. In order to conduct simple linear regression tests to answer the hypotheses. Six assumptions should be considered and have been checked. Furthermore, for every hypotheses a simple linear regression test is conducted to identify a relationship between the independent and dependent variables. in these regressions, the independent variables were working from home, work-life balance and the current office environment. Whereas, the dependent variables in these regressions were, employee productivity, work-life balance and working from home.

*Refer to appendix 6, for the grouped statements per variable.*



## 3. Results

### 3.1 Descriptive statistics

#### **Descriptive statistics for the variable 'gender'**

Looking at the descriptive statistics (figure 1.1), it can be indicated that the total number of respondents from the survey are  $N = 147$ . Furthermore, that the majority of respondents are male ( $N = 86, 58,5\%$ ). Moreover, the survey included 61 females ( $41,5\%$ ).

#### **Descriptive statistics for the variable 'age' including histogram and pie chart**

Looking at the descriptive statistics (figures 2.1, 2.2, and 2.3), it can be indicated that the majority of the respondents' age lies between 25 and 40 years old ( $N = 78, 53,1\%$ ). the second largest group of the respondents' age lies between 18 and 24 years old ( $N = 36, 24,5\%$ ) and the third largest age group lies between 31 and 56 years old ( $N = 32, 21,8\%$ ).

#### **Descriptive statistics for the variable 'currently living in household' including pie chart**

The descriptive statistics in figures 3.1 and 3.2 provide information on the question 'How many people are currently living in your household?'. Looking at the data, it can be indicated that the vast majority of the respondents live with two people in their household ( $N = 62, 42,2\%$ ). Thereafter, the second largest group of respondents has 4 people or more in their household ( $N = 40, 27,2\%$ ). Thereafter the third largest group mentioned living with three people in their household ( $N = 25, 17,0\%$ ).

#### **Descriptive statistics for the variable 'Household children or not'**

Looking at the descriptive statistics in figure 4.1, it can be indicated that from all respondents the majority mentioned not to live with children in their household ( $N = 104, 70,7\%$ ). Thereafter, 43 of all 147 respondents mentioned to live with children within their household.

#### **Descriptive statistics for the variable 'Which department' including pie chart**

Figures 5.1 and 5.2 provide an indication in which department of JLL all respondents work. It can be indicated that the largest group of respondents work both in Work Dynamics and Tetris design & build ( $N = 28, 18,4\%$ ). The second largest represented group is Valuation advisory ( $N = 23, 15,6\%$ ), and the third largest group that is represented within the study is Human resources ( $N = 16, 10,9\%$ ).

#### **Descriptive statistics for the variable 'How many days would you like to work from home during the week' including histogram**

Looking at the descriptive statistics in figure 6.1 and 6.2, it provides information on the question 'How many days would you like to work from home during the week?'. Looking at the data, it can be indicated that the vast majority of the respondents mention to want to work 2 days at home during the week ( $N = 64, 43,5\%$ ). Thereafter, the second largest group of respondents mention to want to work 3 days at home during the week ( $N = 40, 27,2\%$ ). Thereafter the third largest group mentioned to want to work 1 day at home during the week ( $N = 28, 19,0\%$ ). The mean statistic is 2,143, meaning that the average days the workforce prefers to work at home during the week is 2,1 days.





### **Descriptive statistics for the variable 'Which days would you like to work from home'**

Looking at the descriptive statistics figure 7.1, it provides information on the question 'Which days would you like to work from home?'. The number of days the respondents could choose is based upon the answer on the number of days they would want to work from home during the week (figure 6.1 and 6.2). Looking at the data, it can be indicated that the vast majority of the respondents mention to want to work on Friday at home during the week ( $N = 99$ , 67,5%). Thereafter, the second largest group of respondents mention to want to work on Monday at home during the week ( $N = 71$ , 48,2%). Thereafter the third largest group mentioned to want to work on Wednesday at home during the week ( $N = 67$ , 45,6%).

## **3.2 Linear regression assumptions**

### **Assumption 1: Variables measured on continuous level**

The first assumption for using a linear model on the data is the fact that all variables must be measured on a continuous level (i.e., they are either interval or ratio). Within the research model, all variables have been measured on a seven-point Likert scale indicating "strongly disagree" for point 1, and "strongly agree" on point 7. Therefore, all variables of use are measured on a continuous level hence this assumption is not violated (Statistics, 2021 ; Field, 2000 ; Field et al., 2021 ; Trochim et al., 2014).

### **Assumption 2: Linear relationship between variables of choice**

The second assumption for using a linear model on the data of this study is that there needs to be a linear relationship between the dependent- and independent variable of use when performing a simple linear regression analysis. In order to determine whether there is a linear relationship, the data can be plotted and be observed for linearity. In figures 8.1, 8.2, 8.3 and 8.4 all scatterplots are demonstrated and reflect a linear relationship as shown by the straight line on the scatterplot (Statistics, 2021 ; Field, 2000 ; Field et al., 2012 ; Trochim et al., 2014).

### **Assumption 3: No significant outliers**

The third assumption that must account for using a linear relationship model on the data is the fact that there may not be significant outliers within the data. All quantitative variables used in this research are on a seven point Likert scale hence no outliers are possible to occur within the study (Statistics, 2021 ; Field, 2000 ; Field et al., 2012 ; Trochim et al., 2014).

### **Assumption 4: Independence of observations (Durbin-Watson statistic)**

The fourth assumption that must account for using a linear relationship model on the data of the study is the fact that the data should have independence of observations. Independence of observations can be checked using the Durbin-Watson statistic. According to Andy Field, (2012) the test statistic can vary between 0 and 4. To continue, he mentions that "...as a rule of thumb, values less than 1 or greater than 3 are a cause for concern.". In figures 9.1, 9.2, 9.3 and 9.4, the statistical output for the Durbin-Watson test for all hypotheses are provided indicating values that indicate no concern for independence of observations (Statistics, 2021 ; Field, 2000 ; Field et al., 2012 ; Trochim et al., 2014).

### **Assumption 5: Data needs to be homoscedastic**

The fifth assumption that must account for using linear regression models on the data is the fact that the data must be homoscedastic (and hence must not be heteroscedastic). Looking to scatterplots provided earlier (figures 8.1, 8.2, 8.3 and 8.4), no signs of homoscedasticity are demonstrated, hence this assumption is not violated (Statistics, 2021 ; Field, 2000 ; Field et al., 2012 ; Trochim et al., 2014).



### **Assumption 6: Are the residuals (errors) of the regression normally distributed (P-P Plot)**

The sixth assumption that must account for using linear regression models on the data is the fact that you need to check that the residuals (errors) of the regression line are approximately normally distributed. Therefore, both a P-P Plot and a histogram of all variables per hypothesis are demonstrated. In figures 10.1, 10.2, 10.3, 10.4, 10.5, 10.6, 10.7 and 10.8, plots and charts are showed, all data appears to be normally distributed, hence assumption 6 is not violated and a linear regression model may be used (Statistics, 2021 ; Field, 2000 ; Field et al., 2012 ; Trochim et al., 2014).

## **3.3 Linear regression analysis**

### **Hypothesis 1: independent variable '*working from home*' and dependent variable '*Employee productivity*' simple linear regression output**

A simple linear regression was calculated (figure 11.1) to predict the respondents value for the dependent variable '*Employee productivity*' based upon the value of the independent variable '*Working from home*'. Preliminary analysis is executed to ensure there was no violation of the assumptions that are required for a simple linear regression (see assumptions 1, 2, 3, 4, 5 and 6). A significant regression equation was found ( $F(1, 145) = 282,894$ ),  $P\text{-Value} = 0,000 < 0,05$ , with an  $R^2 = 0,661$ . Herewith the 66,1% of the variance in the dependent variable is explained by the independent variable. To continue the equation of the regression line is  $y = 1,025x - 0,639$ . This means that this model is able to predict that each additional value for '*working from home*' will lead to 1,025 additional point for the variable '*employee productivity*'.

### **Hypothesis 2: Independent Variable '*Working from home*' and Dependent variable '*Work life balance*' simple linear regression output**

A simple linear regression was calculated (figure 11.2) to predict the respondents value for the dependent variable '*Work life balance*' based upon the value of the independent variable '*Working from home*' appeared to have insignificant results. Preliminary analysis is executed to ensure there was no violation of the assumptions that are required for a simple linear regression (see assumptions 1, 2, 3, 4, 5 and 6). No significant regression results have been found based on these variables ( $F(1, 145) = 2,847$ ),  $P\text{-Value} = 0,094 > 0,05$ , with an  $R^2 = 0,019$ .

### **Hypothesis 3: Independent Variable '*Worklife balance*' and Dependent variable '*Employee happiness*' simple linear regression output**

A simple linear regression was calculated (figure 11.3) to predict the respondents value for the dependent variable '*Employee happiness*' based upon the value of the independent variable '*Work life balance*'. Preliminary analysis is executed to ensure there was no violation of the assumptions that are required for a simple linear regression (see assumptions 1, 2, 3, 4, 5 and 6). A significant regression equation was found ( $F(1, 145) = 12,803$ ),  $P\text{-Value} = 0,000 < 0,05$ , with an  $R^2 = 0,081$ . Herewith 8,1% of the variance in the dependent variable is explained by the independent variable. To continue, the equation of the regression line is  $y = 0,157x + 3,380$ . This means that this model is able to predict that each additional value for '*Employee happiness*' will lead to 0,157 additional point for the variable '*Work life balance*'.

### **Hypothesis 4: Independent Variable '*Current office environment*' and Dependent variable '*Working from home*' simple linear regression output**

A simple linear regression was calculated (figure 11.4) to predict the respondents value for the dependent variable '*Current office environment*' based upon the value of the independent variable '*Working from home*'. Preliminary analysis is executed to ensure there was no violation of the assumptions that are required for a simple linear regression



(see assumptions 1, 2, 3, 4, 5 and 6). A significant regression equation was found ( $F(1, 145) = 50,078$ ),  $P\text{-Value} = 0,000 < 0,05$ , with an  $R^2 = 0,257$ . Herewith, 25,7% of the variance in the dependent variable is explained by the independent variable. To continue, the equation of the regression line is  $y = 0,294x + 2,676$ . This means that this model is able to predict that each additional value for 'Working from home' will lead to 0,294 additional points for the variable 'Office environment'.

*Refer to appendix 7, for all figures and SPSS results.*



## 4. Discussion

Earlier studies mentioned that a type of hybrid working would be here to stay in the future of work (Berger et al., 2021). Besides the influence of COVID-19 on the way people needed to work, companies and employees noticed the impact of flexible working already. Regarding flexible working, Fedáková (2017) mentioned that working from home provided people with a better work-life balance. Moreover, working from home would increase job satisfaction and productivity, provide flexibility, reduce office costs, and save money (Savic, 2020). However, it was also mentioned that working from home brings sociological and psychological disadvantages. Farooq and Sultana (2021) stated that working from home harmed employee productivity. Hereafter, Gibbs et al. (2021) stated that there was not much fluctuation in productivity when people worked from home than when working in the office. Therefore, it was mainly suggested that further research should be conducted on the affect of working from home (ibid). Additionally, the main drivers of change are workforce preferences, as the preferences have been adapted to the pandemic as such an event (Cho, 2020).

Moreover, it is mentioned that the workforce might not even want to go to work the same way anymore and might expect a different work environment. Thevanes and Jathurika (2021) state that employee happiness is the most critical factor for a company to secure; thus, workforce preferences are critical drivers for this study. Therefore, the primary purpose of this study was to examine the change in workforce preferences from the JLL Amsterdam office employees based upon the hybrid working trend post-COVID and its affect on the work environment.

The research aims to answer the following MRQ: *"What changes to the work environment are required to support the hybrid working preferences of the Jones Lang LaSalle (JLL) Amsterdam workforce?"* by investigating the results conducted from the four stated hypotheses.

**Hypothesis 1:** *Working from home by the JLL Amsterdam office workforce positively affects employee productivity.*

The results indicate a significant relationship between working from home and employee productivity. In line with the hypothesis, the findings show that working from home positively affects the employee productivity of the JLL Amsterdam workforce; thus, hypothesis 1 is accepted. The results of the hypothesis align with previous research, as Prasetyaningtyas et al. (2021) stated that working from home positively impacts employee productivity. Even though the previous study shows the same correlation results specifically during the COVID-19 pandemic, this current study is conducted on workforce preferences that focus on the post-COVID expectations on work. Moreover, in the previous study, the participants were forced to work from home. In contrast, during the current study, employees are not forced to work from home due to COVID-19 government measures within The Netherlands. However, the results do not align with Farooq and Sultana (2021) research, stating that working from home negatively impacts employees' productivity. It might be of essence that the previous study was conducted on a population from India's hospitality and banking industry. In contrast, the current study is conducted within The Netherlands on the real estate industry. Paje et al. (2020) stated that employee needs are different in every sector.

Moreover, Rupietta and Beckhann (2016) state that working from home positively affects employee work effort. Concerning the current study, this might be a factor that influenced the outcome, resulting in a positive affect on employee productivity. The findings are explicitly based on the JLL Amsterdam office workforce. Therefore the results



should be considered during the creation of the hybrid working model. Moreover, the insights could be helpful to other organizations that want to investigate the possibility of hybrid working options based upon their workforce preferences.

**Hypothesis 2:** *Working from home by the JLL Amsterdam office workforce positively affects the employee work-life balance.*

The results showed an insignificance, meaning no relation between the two variables. Therefore, hypothesis 2 is not accepted nor denied. Moreover, for the JLL Amsterdam office workforce as the population of the study, these variables do not show any relation. Therefore, it should not be taken into account for the creation of the hybrid working model. In a previous study, Irawanto (2021) states that working from home has a negative impact on work-life balance. The previous study has had 472 respondents. Prasetyaningtyas et al. (2021) agree that working from home has a negative impact on work-life balance. In this previous study, there were 234 respondents. Therefore, it can be assumed that the number of respondents in the current study (147) was too low to generate a significant result on the variables working from home and work-life balance.

**Hypothesis 3:** *The work-life balance of the JLL Amsterdam office workforce positively affects employee happiness.*

The results show a significant positive affect between work-life balance and employee happiness of the JLL Amsterdam office workforce. Meaning, that hypothesis 3 is accepted; thus, the results are in line with the hypothesis. Therefore, the current study results align with the previous study of Elnanto and Suharti (2021), stating that work-life balance has a positive impact on employee happiness. The previous study focussed on lecturers in Indonesia, whereas the current study researched within The Netherlands on the real estate industry. Nonetheless, the current and previous study results are similar to each other and support the existing theory.

Nonetheless, limited studies are conducted on work-life balance and its impact on employee happiness pre-COVID and post-COVID. However, the current study results are somewhat in line with previous studies, mentioning that work-life balance positively impacts job satisfaction (Band et al., 2021; Thevanes and Jathurka, 2021). Moreover, Bataineh (2019) showed that work-life balance and employee happiness positively impact employee performance. The previous studies mention the evident importance of employee happiness within a job. Furthermore, Band et al. (2021) state that employees with a good work-life balance will be more satisfied with their job. Adding to this, Mehta (2021) mentions that working from home might positively affect employee engagement and happiness. Compared to the previous study, the current study cannot say that working from home generates more work-life balance as hypothesis 2 is insignificant.

Nonetheless, the results of hypothesis 3 mention a positive affect of work-life balance on employee happiness. This should be taken into account during the creation of the hybrid working model.

**Hypothesis 4:** *The current office environment at the JLL Amsterdam office affects the workforce preferences to work from home.*

The results indicate a significant relationship between the current office environment and the workforce preferences to work from home. In line with hypothesis 4, the findings



show that the current office environment affects the JLL Amsterdam office workforce preferences to work from home; thus, hypothesis 4 is accepted. It can be concluded from the findings that the current office environment does slightly not meet the criteria for the JLL Amsterdam workforce to work in the office. Therefore, the workforce sometimes chooses to work at home than in the office. This experiment provides new insight into the relationship between an office environment and the post-COVID workforce preferences. Limited to no studies have been conducted on this relation; nonetheless, the results of the current study does somewhat align with a previous study. Pagán-Castaño et al. (2020) state that post-COVID, the generational workforce expects more flexibility in where to work; however, when the office does not provide what is expected, employees would choose another hybrid workplace to perform the job. Moreover, Taheri et al. (2020) state the importance of the impact of a work environment on job satisfaction and mention that a company must provide an efficient, effective, productive work environment to their employees. The results provide new insight into the relationship between the current office environment and the workforce preferences to work from home. Therefore, this should be considered while creating a hybrid working model.

## 4.1 limitations and future research directions

The study was established out of previous applicable studies. Accordingly, as the literature shows, limited research had been conducted on working from home, work-life balance, employee happiness, employee productivity and the office environment.

The study consists of several limitations that should be considered to increase the validity of future research findings. First, this study focused specifically on the JLL Amsterdam office workforce. As the research had 147 respondents of the 206 employees working for JLL Amsterdam, it can be said that 59 employees did not share their experiences and opinions. Including the employees that did not respond to the survey could have offered a different outcome since every employee has a different opinion and preference. Therefore, it is suggested for future research to include all employees to gain a complete overview of workforce preferences at JLL Amsterdam.

Furthermore, hypothesis 2 resulted in an insignificant result; therefore, the hypothesis could not be accepted nor denied. The limitation for this insignificant simple linear regression test could be the smaller size of respondents. A previous study conducted by Prasetyaningtyas et al. (2021) states a significant result that working from home has a negative impact on work-life balance. In this previous study, there were 234 respondents. Therefore, it is suggested again for future studies to include all employees or have a larger respondents size.

Second, since this study only focused on the JLL Amsterdam office, other organisations were neglected within the real estate industry. Hence, future studies could be conducted including multiple real estate companies within The Netherlands or other types of organisations to enhance the body of knowledge.

Moreover, this study did not look at additional factors that influenced workforce preferences on working from home, work-life balance, employee happiness or employee productivity. It is suggested that future research investigates the influence of age, generational expectations or technology on the variables.

Lastly, this research was conducted during the post-COVID period, which means that the pandemic stages still fluctuate a lot. Additionally, every country implements different measures for the prevention of COVID-19. This results in unstable situations that might influence opinions and experiences. Therefore, it is suggested to keep investigating hybrid working for the future of work and conduct these studies for specific sectors and organisations.





## 4.2 Implications

The study was established out of previous applicable studies. Accordingly, as the literature shows, there is a lack of studies conducted on the real estate industry. Additionally, this study is an expansion of the known theories. Therefore, this study generates its value explicitly to the organizational decisions of the JLL Amsterdam office and could be of use for future research on the office market. Moreover, the findings can be used to implement and develop better practices for the improvement of higher productivity and employee happiness.

Furthermore, the study is of use, as the hybrid working trend will stay present. Therefore, the value of the findings is for the managerial positions within JLL to make flexible working decisions based upon employees involvement.

The study findings are set to answer the MRQ: *"What changes to the work environment are required to support the hybrid working preferences of the Jones Lang LaSalle (JLL) Amsterdam workforce?"*.

The findings show the interest of the workforce for flexible working options; however, opinions fluctuate. Moreover, employee productivity does not decrease for this workforce when working flexibly. In addition, the current office environment of JLL Amsterdam does slightly not provide suitable facilities for the workforce to perform the job. However, this not being a significant factor, the possibility of providing multiple work environment options is the best recommendation for this workforce to keep all employees engaged and happy. Therefore, based upon these findings, recommendations will be created in the form of a hybrid working model to recommend the right designed work environment practices based upon the hybrid working preferences of the workforce.



## 5. Solution Design

### Hybrid working model

The analysis of the findings above provides an opportunity for an organisation to adapt to its employee preferences. To further support the process, Lewin's change management model will be used, which includes three steps: unfreeze, change, and refreeze (Hussain et al., 2018). The findings and reason to change have already been found throughout the research; this stage is the Unfreeze stage.

Creating a JLL designed hybrid working model will provide a head start on achieving a better work environment. As stated by Sharply et al. (2020) within the literature, the most successful companies will be the ones that actively aim to design employee experiences, encourage a culture of trust and confidence. Furthermore, support their employees with hybrid ways of working. Therefore, a well-implemented and employee preference-based hybrid working model will achieve employee satisfaction and possibly better future results.

The hybrid working model will affect all employees of the JLL Amsterdam office. Therefore, all employees were asked to participate and provide their preferences. Based on the findings, the model is developed. However, as the JLL Amsterdam office is expanding, it is essential to consider different hybrid working possibilities and provide all employees with their needs. Moreover, 59 employees did not answer the survey. Therefore, the hybrid working model can be adapted in the future when other preferences arise.

JLL Amsterdam currently expects its employees to work at the office five days a week when possible. With the aim of hybrid working, the goal of the outcome is to satisfy and provide every employee's needs. The base of the hybrid working model is in place to be adaptable, even if employees' preferences change in the future.

Looking at the findings in *chapter 3*, the average number of days the employees would want to work from home is 2,1 days. Therefore, it is recommended to set two fixed days throughout the week to work from home and one exception day. Moreover, the respondents favourite days of the week to work from home are Monday, Wednesday and Friday. Whereas, Monday and Friday scored the highest percentage of respondents. These results are implemented in the model. Berger et al. (2021) state five possible options for flexible working and mention that a mixture of these models could provide the best for each organisation. These five options are also indicated in the model, resulting in JLL fitting in the Hybrid form. Meaning that employees can work multiple days at home; however, the office remains an essential work environment.

It is recommended that on Monday and Friday the employees can work from home. This creates a straightforward process for every employee to get used to the system. Moreover, provide the employees with autonomy that might positively affect job satisfaction and motivation, according to Hackman and Oldham's job characteristics model (Ali et al., 2014). Nonetheless, working in the office is always possible. Wednesday is an exception in this model; to be able to work from home on Wednesday, the employee should discuss it with the manager of the department. In this way, it is considered what Irawanto (2021) mentioned, that working from home for five days a week might increase work stress.

As the findings showed a positive affect of work-life balance on employee happiness. Offering two specific days when it is possible to work from home and one exceptional day might help employees manage work-life better. As Caligiuri and Cieri (2021) state, work-life balance is one of the main predictors for whether employees prefer to work from home or work from the office.

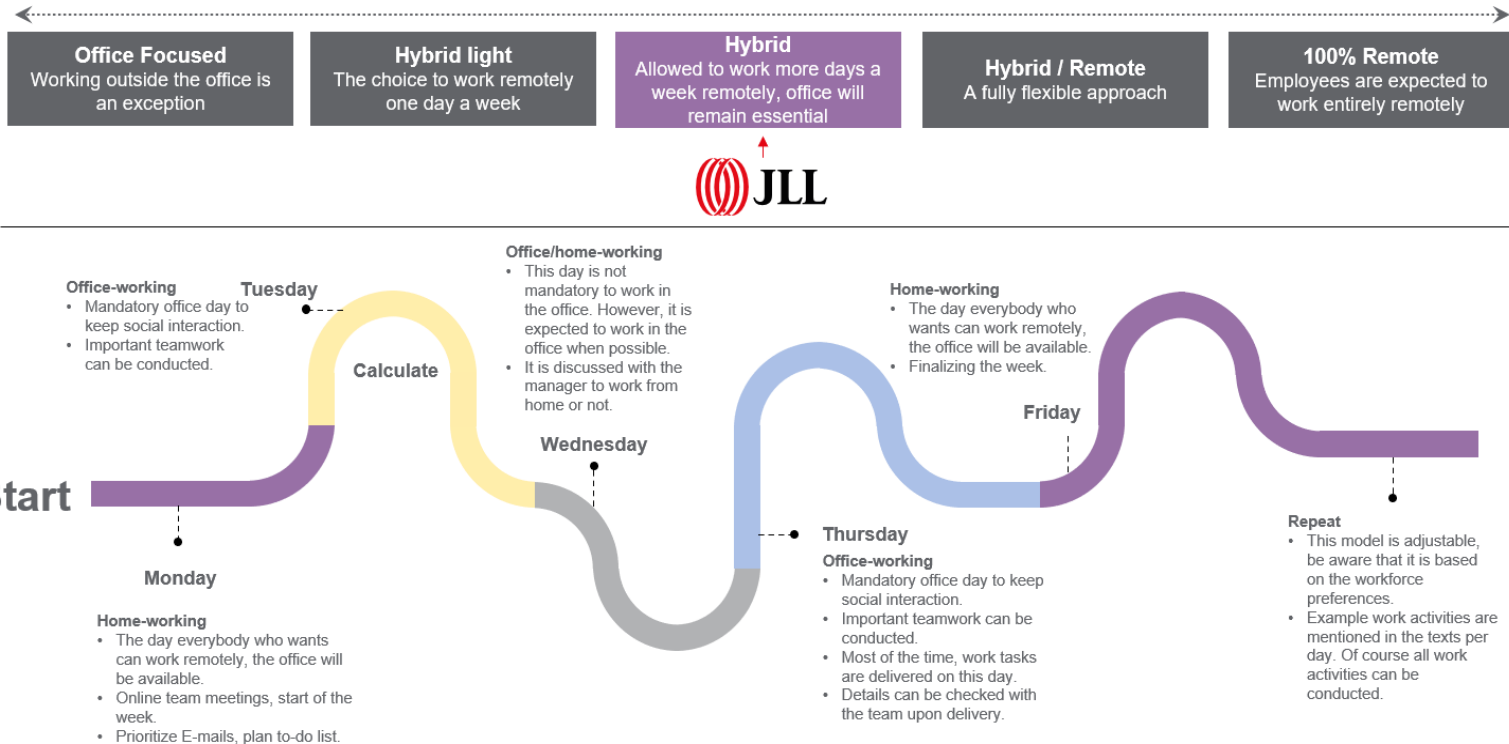


Moreover, the current office environment slightly does not provide suitable facilities to perform the job sometimes. However, as this finding is not a major factor, the employees might still balance their work environment preferences more between home and the office by providing flexible days. Therefore, it is possible for the employees to investigate which tasks they can perform better at home or the office throughout the week.

Therefore, the professional product will be a Hybrid working model. The hybrid working model will be a new development within the JLL Amsterdam office. Its main contribution is to satisfy employees, increase productivity, provide better work environments and potentially better work-life balance.

*Refer to appendix 8, for Lewin's change management model.*

### The Hybrid work environment

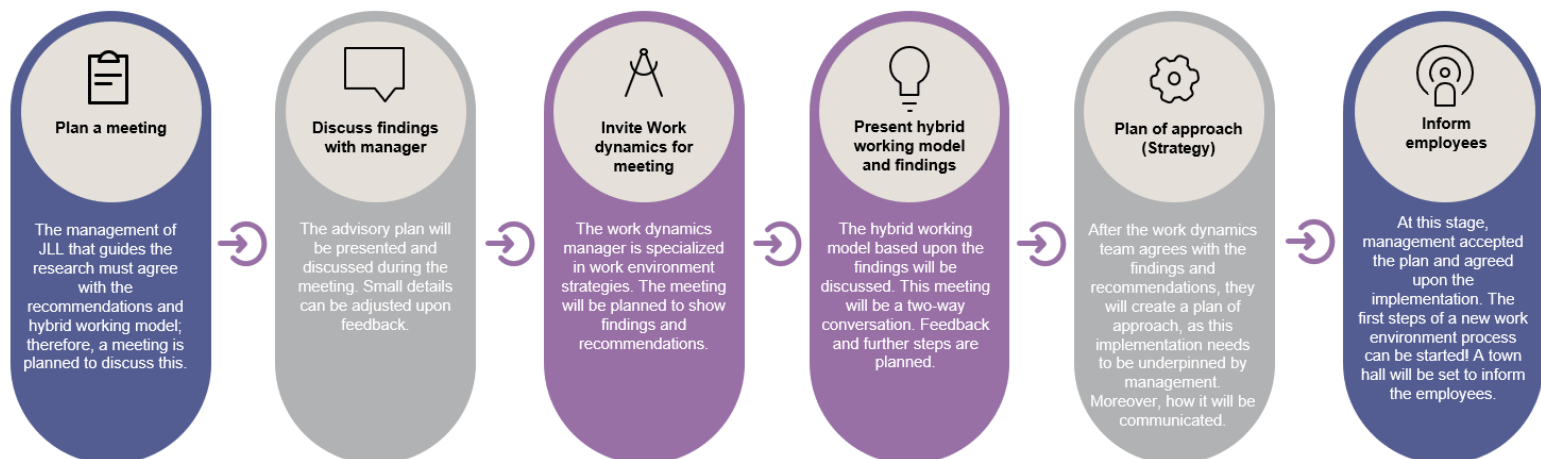


(221 words)

## 6. Implementation

The hybrid working model will need to be implemented in a structured way. As mentioned by Pahwa (2021) that the transition to a hybrid working model should be done carefully. The roadmap will be a guideline on the implementation process. Moreover, in this stage the communication is most important. According to the Lewin's model of change (Hussain, 2018) the Unfreeze stage is to get all stakeholders on the same side. At the end of informing the employees, the 'change' stage can start and possibly a few details adjusted to the hybrid working model. Whenever the model is perfectly designed, the organisation can keep the model in place and 'Refreeze' again.

The outcomes of the survey, the created hybrid working model will be discussed with the 'Work dynamics' department manager from JLL Amsterdam office. Furthermore, this department will construct strategy advice to discuss with the managers of the departments. As an outcome of this meeting, the hybrid working model will be presented to the employees in a 'Townhall' meeting. After all, stakeholders are informed, a decision when the hybrid working model will be implemented and start the experiment.



(177 words)



## 7. Evaluation

Many failures can occur during the implementation process; not managing these risks can mean a failure for an organisation to implement its new process. Van Buul (2010) states a few drivers for successful implementation: Involvement of all stakeholders, communication, resources and a clear implementation plan. Risk identification should be clear to management; therefore, to implement the new work environment process in the form of a hybrid working model, these aspects need to be considered.

Furthermore, to identify if the implementation did work according to the employees. A pre-and post-survey needs to be conducted. By doing so, minor adjustments can be made to design the implementation better. A pre-and post-survey identifies the outcomes before and after introducing a process or solution (Davis et al., 2017).

To analyse the effect of the solution, the same survey will be conducted monthly and can be compared to the previous data. A close look at the changes made in the work environment will determine the effect on its employees' satisfaction. The results will need to be analysed using SPSS; therefore, it will not be an effortless process. However, when the results show positives, the implemented model can stay as an organisational working process. Nonetheless, if the results show that the implementation is not a success, slight changes could be made to the hybrid working model to accomplish the perfect one, or the company could draw back the changes made.



## 8. Dissemination

Dissemination is providing the outputs of the research to relevant audiences. Therefore, the communication of research to stakeholders is essential to enhance visibility and clear communication (Marin-Gonzalez et al., 2016).

The acts of dissemination are to guide sharing the knowledge gained from the research and the experiences within the internship and share it with relevant stakeholders.

### **Stakeholder 1: Hotelschool The Hague**

The research is created as part of the last phase of the bachelor studies. The research will be made available for the HTH community to be analysed by students and teachers using their interests, possibly further research. Moreover, the assessors of the studies will read and grade the created projects.

Deliverable:

The company project

Impact:

The research could be of usage for fellow students and potential further research.

### **Stakeholder 2: Mr. Hoekert and Mr. Meijler – company supervisors/managers**

As this research aims to support the current situation within the JLL Amsterdam office, the research might be of interest for usage on further steps taken by the managers. Moreover, the managers support the researcher with creating the research and are in the position to take further implementation steps.

Deliverable:

Company report, Hybrid working model.

Impact:

Further knowledge on the employee preferences and the ability to use the underpinned research for future decision making.

Act of dissemination:

The first meeting was set with MR. Hoekert. During this meeting, the researcher has presented his findings and recommendations. The meeting was of purpose to agree on pursuing the implementation plan and adjusting according to his feedback.

Furthermore, a meeting with the manager of the Work Dynamics department was planned. The Work Dynamics department is responsible for the work environment within JLL. Mr. Meijler was invited, however during the meeting, two other team members of Work Dynamics were present to provide feedback and discuss further plans. The researcher presented the findings, and the meeting was more of a two-way conversation.

### **Stakeholder 3: Research participants – Employees**

The primary outcomes of the survey would not be possible without the voluntary participants. Therefore the research will be shared with the employees of JLL. The Work Dynamics created a plan of approach and discussed this with the managers of the departments. After all, agreed, a Town Hall was set to discuss the findings and the next steps that would be taken for the new year 2022.

Deliverable:





Research findings, hybrid working model.

**Impact:**

An insight on how their contribution is used in the research and an understanding of the outcomes. Additionally, the research is based upon the employee's information provided. The decisions made by management will change the work environment; this new working process applies to all employees.

**Act of dissemination:**

During the Town Hall, the researcher explained how he conducted the research. Based upon the findings, the hybrid working model was shown. After the researcher shared the information, the Work Dynamics team presented the plan of approach for 2022.

**Stakeholder 4: External market professionals**

In discussion with the research department of JLL, the researcher was not allowed to share the research information with third parties besides using it to graduate at HTH. An invocation of a duty of confidentiality was initiated. The reason for this is that the research department is allowed and responsible for sharing research information with the market and third parties under the name of JLL. The research department mentioned using the research for their own research currently conducted on hybrid working and the future of work. Therefore, the researcher could not share any information with third parties, as the research was based on the JLL Amsterdam office. Moreover, the implementation of this new hybrid working model will start in 2022. Therefore, the effect of the new implementation will be researched first before making the results public.

*Refer to appendix 9, for E-mails presentation meetings with managers.*

*Refer to appendix 10, for Townhall with JLL Amsterdam office.*



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# Appendices

## App. 1: Flexible work models

What will future work models look like post-pandemic? CEOs, board members, and HR experts envision five model archetypes:

1. **Office Focused:** Where working outside the office is the exception
2. **Hybrid Light:** The choice to work remotely for one day per week
3. **Hybrid:** Employees are permitted to work remotely for multiple days per week, but the office remains essential
4. **Hybrid Remote:** A fully flexible approach, with the office primarily used for in-person collaboration
5. **100% Remote:** Employees are expected to work entirely remotely

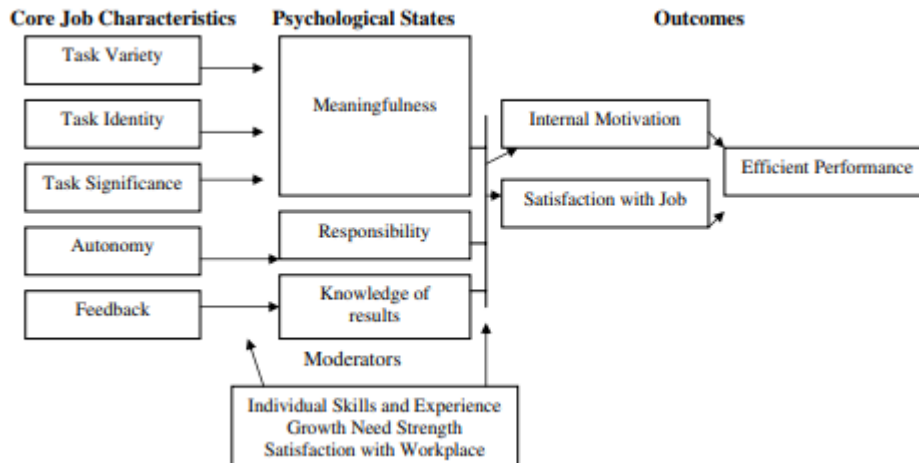
But which of these models will be the most prevalent, and how have recent events changed companies' plans?

**“True”  
hybrid models**

(Berger et al., 2021)

## App. 2: Hackman and Oldham's job characteristics model

The Hackman and Oldham's job characteristics model indicates five core job dimensions that affect a number of personal and work related outcomes. The five core dimensions are: Autonomy, feedback, skill variety, task identity and task significance.



(Mayrowetz et al., 2007)

## App. 3: Elton Mayo's Human Relations Theory

The Elton Mayo's Human relations theory, suggests that a workplace needs to have social aspects.

It states a few human relation characteristics:

1. Coordinating process
2. Job satisfaction
3. Human aspect

It states a few human relation skills:

1. Communication
2. Conflict resolution
3. Organization

All these aspects can influence job satisfaction, productivity, motivation and social workplace features (Emmanuel, 2021).

## App. 4: Proof of recruitment via E-mail

Help me Graduate!!! Win Rituals package!



Schoffelen, Tom  
Aan Iedereen kantoor Amsterdam (NL)

Beantwoorden Allen beantwoorden Doorsturen

vr 3-12-2021 09:09

Dear Colleagues,

Would you like to win the Rituals Package, then fill in the survey!!! It just takes 7 minutes! Click here!: <https://forms.gle/ZPYMpKpVZ14GEh4E6> (Hold ctrl on keyboard and you can click on the link).

**Important:**

All the answers are fully anonymous. It is about your own opinion, so there is no wrong or right answer!

Hi! I am Tom, I am currently very busy with writing my thesis to graduate at the Hotelschool The Hague. My research is about hybrid working, and what the affect of hybrid working is on the future. This is why I need everybody's help as the study is based on the JLL Amsterdam Office workforce.

I would like to ask all of you to take a few minutes to help me get the results needed. The good thing is that you can WIN a Rituals package that includes:

Happy Buddha box – Shower foam, body scrub, body cream and fragrance sticks.  
Ritual of Sakura – Shower foam and body cream  
Ritual of Karma – shower oil  
Ritual of Samurai – Face charcoal scrub  
Life is a journey – car perfume

All of this will be for the winner! I will announce this on time, but I first need as many respondents. I will personally bring the Rituals package to the winner, or send it when bringing it is no option.

Very big thanks in advance, and hopefully I will be giving you the price!

Kind regards,

**Tom Schoffelen**  
Tenant Representation Trainee

JLL  
Parnassusweg 727, 1077 DG Amsterdam  
P.O. Box 75208, 1070 AE Amsterdam  
[How to find our office](#)



## App. 5: Complete survey overview

Sectie 1 van 9

### Survey on Hybrid Working.

Thank you very much for agreeing to participate in this survey.

You, as the survey respondent, declare you are 18 years old or over and recognise that your participation is voluntary, and you may withdraw from this research at any time.

The research will be conducted on Hybrid Working. Questions will be asked about working from home and your opinion on the experience with working from home. This will be done in 8 different sections of questions, finally a few general questions will be asked that will help to find research results.

The information provided by you in this questionnaire design will be used for student research purposes leading to the award of a Bachelor degree in Hospitality Management at Hotelschool The Hague, Netherlands [Jan Evertsenstraat 171, 1057 BW Amsterdam].

The data will not be used in any manner which would allow identification of your individual responses.

Anonymised research data will be archived at LYCar Archive from the Hotelschool the Hague (research center from the school). In order to make such data accessible to other researchers in line with ethical data sharing practices.

Again the research is totally anonymous. The research will take around 7 minutes.

Na sectie 1    Verder naar de volgende sectie    ▼

Sectie 2 van 9

### Working from home

The following statements are about working from home and how you experience this. You will be asked to what extent you agree or disagree with these statements. Your opinion is very important. As indicated, your answers to these questions are completely anonymous.



I have more control over my activities while working from home. \*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Somewhat disagree
- ☐ Neutral
- ☐ Somewhat agree
- ☐ Agree
- ☐ Strongly Agree

I am more flexible to arrange my working schedule while working from home. \*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Somewhat disagree
- ☐ Neutral
- ☐ Somewhat agree
- ☐ Agree
- ☐ Strongly Agree

I am more flexible to arrange my non-working schedule while working from home. \*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Somewhat disagree
- ☐ Neutral
- ☐ Somewhat agree
- ☐ Agree
- ☐ Strongly Agree





I am able to work more optimally while working from home. \*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Somewhat disagree
- ☐ Neutral
- ☐ Somewhat agree
- ☐ Agree
- ☐ Strongly Agree

I am able to deal better with any kind of work distractions while working from home. \*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Somewhat disagree
- ☐ Neutral
- ☐ Somewhat agree
- ☐ Agree
- ☐ Strongly Agree

I find it easier to control fatigue due to work pressure while working from home. \*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Somewhat disagree
- ☐ Neutral
- ☐ Somewhat agree
- ☐ Agree
- ☐ Strongly Agree



I am able to deal better with work pressure while working from home. \*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Somewhat disagree
- ☐ Neutral
- ☐ Somewhat agree
- ☐ Agree
- ☐ Strongly Agree

Na sectie 2 Verder naar de volgende sectie

Sectie 3 van 9

## Working from home

2

I have a higher work performance while working from home. \*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Somewhat disagree
- ☐ Neutral
- ☐ Somewhat agree
- ☐ Agree
- ☐ Strongly agree



\*\*\*

I accomplish tasks quickly and more efficiently while working from home. \*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Somewhat disagree
- ☐ Neutral
- ☐ Somewhat agree
- ☐ Agree
- ☐ Strongly Agree

I set a higher standard of task accomplishment while working from home. \*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Somewhat disagree
- ☐ Neutral
- ☐ Somewhat agree
- ☐ Agree
- ☐ Strongly agree

I achieve a higher standard of task accomplishment while working from home. \*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Somewhat disagree
- ☐ Neutral
- ☐ Somewhat agree
- ☐ Agree
- ☐ Strongly Agree



I achieve deadlines more on time while working from home. \*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Somewhat disagree
- ☐ Neutral
- ☐ Somewhat agree
- ☐ Agree
- ☐ Strongly Agree

I work more structured while working from home. \*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Somewhat disagree
- ☐ Neutral
- ☐ Somewhat agree
- ☐ Agree
- ☐ Strongly agree



Sectie 4 van 9

## Working from home

3

I am able to devide my time between work and family/friends better during working from home. \*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Somewhat disagree
- ☐ Neutral
- ☐ Somewhat agree
- ☐ Agree
- ☐ Strongly Agree

I am able to do house chores and professional work at the same time while working from home. \*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Somewhat disagree
- ☐ Neutral
- ☐ Somewhat agree
- ☐ Agree
- ☐ Strongly Agree



My family/friends takes up more time, which reduces my time in completing work while working from home. \*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Somewhat disagree
- ☐ Neutral
- ☐ Somewhat agree
- ☐ Agree
- ☐ Strongly Agree

I don't have enough time for myself, or for my family/friends while working from home. \*

- ☐ strongly disagree
- ☐ Disagree
- ☐ Somewhat disagree
- ☐ Neutral
- ☐ Somewhat agree
- ☐ Agree
- ☐ Strongly Agree

I don't feel bored when working at home. \*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Somewhat disagree
- ☐ Neutral
- ☐ Somewhat agree
- ☐ Agree
- ☐ Strongly agree





Sectie 5 van 9

## Working from home

4

I feel comfortable and happy when working from home. \*

☐ Strongly disagree

☐ Disagree

☐ Somewhat disagree

☐ Neutral

☐ Somewhat agree

☐ Agree

☐ Strongly Agree

I am satisfied with my job when working from home. \*

☐ Strongly disagree

☐ Disagree

☐ Somewhat disagree

☐ Neutral

☐ Somewhat agree

☐ Agree

☐ Strongly Agree



I feel that my job has meaning and purpose when working from home. \*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Somewhat disagree
- ☐ Neutral
- ☐ Somewhat agree
- ☐ Agree
- ☐ Strongly agree

I feel close to my co-workers even when working from home. \*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Somewhat disagree
- ☐ Neutral
- ☐ Somewhat agree
- ☐ Agree
- ☐ Strongly Agree

I don't feel any pressure when working from home. \*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Somewhat disagree
- ☐ Neutral
- ☐ Somewhat agree
- ☐ Agree
- ☐ Strongly agree



I feel more productive when working from home.

☐ Strongly disagree

☐ Disagree

☐ Somewhat disagree

☐ Neutral

☐ Somewhat agree

☐ Agree

☐ Strongly Agree

I feel more excited when I work from home. \*

☐ Strongly disagree

☐ Disagree

☐ Somewhat disagree

☐ Neutral

☐ Somewhat agree

☐ Agree

☐ Strongly Agree

Na sectie 5 Verder naar de volgende sectie

Sectie 6 van 9

Working from home

5



I find the ability to work flexible important. \*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Somewhat disagree
- ☐ Neutral
- ☐ Somewhat agree
- ☐ Agree
- ☐ Strongly Agree

Working flexible gives me the opportunity to manage my work-life better. \*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Somewhat disagree
- ☐ Neutral
- ☐ Somewhat agree
- ☐ Agree
- ☐ Strongly Agree

Working flexible gives me the opportunity to manage my working schedule better. \*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Somewhat disagree
- ☐ Neutral
- ☐ Somewhat agree
- ☐ Agree
- ☐ Strongly Agree



\*\*\*

I feel more productive when I can manage my own work hours. \*

☐ Strongly disagree

☐ Disagree

☐ Somewhat disagree

☐ Neutral

☐ Somewhat agree

☐ Agree

☐ Strongly Agree

Na sectie 6 Verder naar de volgende sectie ▼

Sectie 7 van 9

## Working from home

6

I find it to noisy when I work from the office then when I work from home. \*

☐ Strongly disagree

☐ Disagree

☐ Somewhat disagree

☐ Neutral

☐ Somewhat agree

☐ Agree

☐ Strongly Agree



There are more distractions when I work from the office then when I work from home. \*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Somewhat disagree
- ☐ Neutral
- ☐ Somewhat agree
- ☐ Agree
- ☐ Strongly agree

There are not enough focus rooms in the office to work silently, this is why I want to work from home. \*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Somewhat disagree
- ☐ Neutral
- ☐ Somewhat agree
- ☐ Agree
- ☐ Strongly Agree

I miss social interaction when I work in the office. \*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Somewhat disagree
- ☐ Neutral
- ☐ Somewhat agree
- ☐ Agree
- ☐ Strongly Agree





\*\*\*

I am able to conduct teamwork better when I work from the office instead of when I work from home. \*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Somewhat disagree
- ☐ Neutral
- ☐ Somewhat agree
- ☐ Agree
- ☐ Strongly agree

I have the feeling that I can perform the same work better at home than in the office. \*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Somewhat disagree
- ☐ Neutral
- ☐ Somewhat agree
- ☐ Agree
- ☐ Strongly agree

I feel that I don't need to meet in person when I can meet online. \*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Somewhat disagree
- ☐ Neutral
- ☐ Somewhat agree
- ☐ Agree
- ☐ Strongly agree



It is expected of me to work at the office when possible. \*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Somewhat disagree
- ☐ Neutral
- ☐ Somewhat agree
- ☐ Agree
- ☐ Strongly agree

I have better time management when I work from the office instead of when I work from home. \*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Somewhat disagree
- ☐ Neutral
- ☐ Somewhat agree
- ☐ Agree
- ☐ Strongly agree

The office provides better internet connection than when I work from home. \*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Somewhat disagree
- ☐ Neutral
- ☐ Somewhat agree
- ☐ Agree
- ☐ Strongly agree



...

I eat healthier when I work from the office then when I work from home. \*

☐ Strongly disagree

☐ Disagree

☐ Somewhat disagree

☐ Neutral

☐ Somewhat agree

☐ Agree

☐ Strongly Agree

I feel I can take better breaks in between work when I work from home then when I work from the office. \*

☐ Strongly disagree

☐ Disagree

☐ Somewhat disagree

☐ Neutral

☐ Somewhat agree

☐ Agree

☐ Strongly agree

Na sectie 7 Verder naar de volgende sectie ▼

Sectie 8 van 9

Working from home

7



How many days would you like to work from home during the week? \*

- ☐ 0
- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5

Which days would you like to work from home? (fill in according to the amount of days you answered above) \*

- ☐ Monday
- ☐ Tuesday
- ☐ Wednesday
- ☐ Thursday
- ☐ Friday

Na sectie 8 Verder naar de volgende sectie

Sectie 9 van 9

## General questions

Thank you in advance for giving your opinion! Here are some general questions to help with the research. As stated earlier, answers are and will remain anonymous.

What is your gender? \*

- ☐ Female
- ☐ Male
- ☐ Other



What is your age group? \*

- ☐ 18 - 24
- ☐ 25 - 40
- ☐ 41 - 56
- ☐ 57 - 66
- ☐ 67 - 75

Which department do you work in? \*



- ☐ Valuations advisory
- ☐ Capital Markets
- ☐ Markets
- ☐ Work Dynamics
- ☐ Tetris design & build
- ☐ Finance
- ☐ Human Resources (HR)
- ☐ Information Technology (IT)
- ☐ Legal
- ☐ Research & Strategy



☐ Marketing comms & PR

Including yourself, how many people currently live in your household? \*

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ more than 4

Does de household consist of? \*

- ☐ With children
- ☐ Without children

### Bevestigingsbericht

*Thank you for participating in this questionnaire. Want to win the Rituals package?  
Enter your name and email address here: <https://forms.gle/C5MELqr1NQhPavmp8> !  
Again your answers are completely anonymous and will only be used for this  
research. If you have any questions about this survey, you can email  
[tom.schoffelen@eu.jll.com](mailto:tom.schoffelen@eu.jll.com)*





## App. 6: Grouped statements per variable

### Working from home

1. I have more control over my activities during WFH.
2. I am more flexible to arrange my working schedule during WFH.
3. I am more flexible to arrange my non-working schedule during WFH.
4. I am able to work more optimally during WFH.
5. I am able to deal better with any kind of work distractions while WFH.
6. I find it easier to control fatigue due to work pressure while WFH.
7. I am able to deal better with work pressure while WFH.

### Employee productivity

1. I have a higher work performance while WFH.
2. I accomplish tasks quickly and more efficiently while WFH.
3. I set a higher standard of task accomplishment while WFH.
4. I achieve a higher standard of task accomplishment while WFH.
5. I achieve deadlines more on time while WFH.
6. I work more structured while WFH.

### Work life balance

1. I am able to divide my time between work and family/friends better during WFH.
2. I am able to do house chores and professional work at the same time during WFH.
3. My family takes up more time, which reduces my time in completing work during WFH.
4. I don't have enough time for myself, or for my family/friends during WFH.
5. I don't feel bored when working at home.

### Employee Happiness

1. I feel comfortable and happy when WFH.
2. I am satisfied with my job WFH.
3. I feel that my job has meaning and purpose during WFH.
4. I feel close to my co-workers even when WFH.
5. I don't feel any pressure when WFH.
6. I feel more productive when I WFH.
7. I feel more excited when WFH.

### Office environment

1. I find it to noisy when I WFO then when I WFH.
2. There are too many distractions when I WFO then when I WFH.
3. There are not enough focus rooms in the office to work silently, this is why I want to WFH.
4. I miss social interaction when I WFO.
5. I am able to conduct teamwork more when I WFO instead of when I WFH.
6. I have the feeling that I can perform the same work better at home then in the office.
7. I feel that I don't need to meet in person when I can meet online the same way.
8. It is expected of me to work at the office when possible.
9. I have better time management when I WFO instead of WFH.
10. The office provides better internet connection then when I WFH.
11. I eat healthier when I WFO then when I WFH.
13. I feel I can take better breaks in between work when I WFH then when I WFO.

## App. 7: Figures and SPSS results

**Figure 1.1: Descriptive statistics for the variable 'gender'**

49.What is your gender?

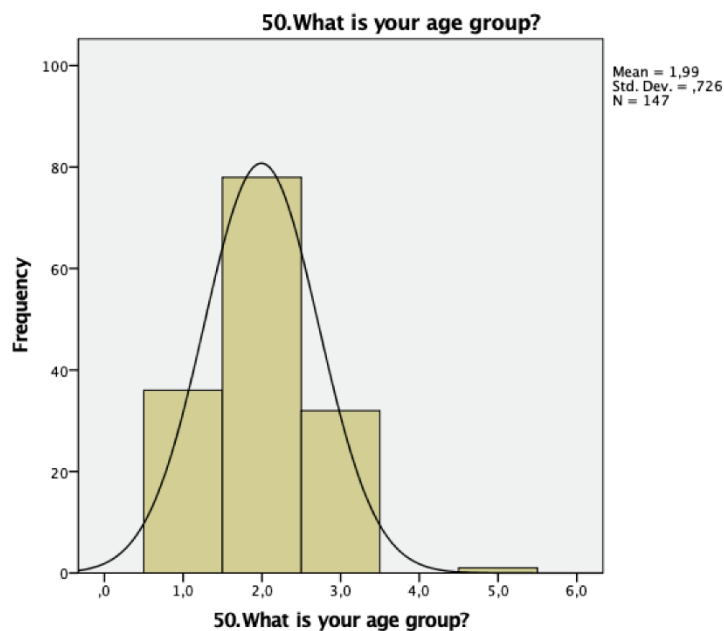
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	86	58,5	58,5	58,5
Female	61	41,5	41,5	100,0
Total	147	100,0	100,0	

**Figure 2.1: Descriptive statistics for the variable 'age'**

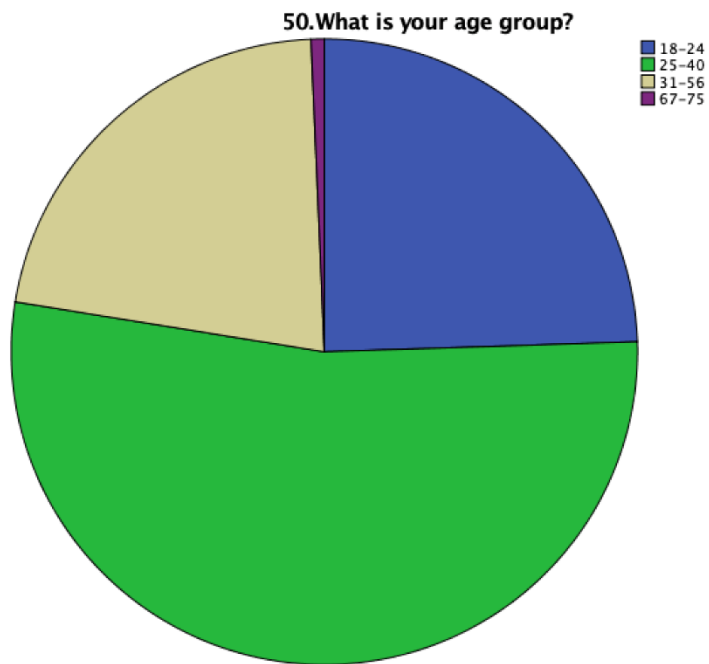
50.What is your age group?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18-24	36	24,5	24,5	24,5
25-40	78	53,1	53,1	77,6
31-56	32	21,8	21,8	99,3
67-75	1	,7	,7	100,0
Total	147	100,0	100,0	

**Figure 2.2: Descriptive statistics for the variable 'age' histogram**



**Figure 2.3: Descriptive statistics for the variable 'age' pie chart**

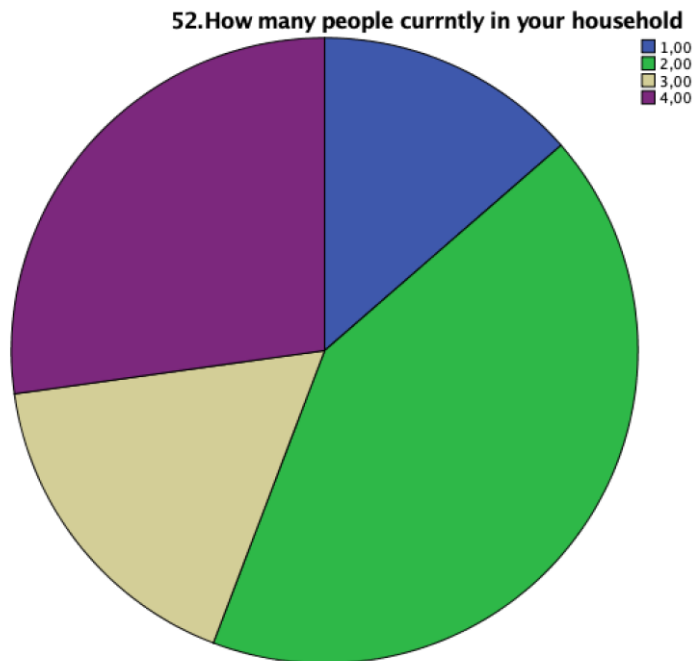


**Figure 3.1: Descriptive statistics for the variable 'currently living in household'**

52.How many people currntly in your household

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1,00	20	13,6	13,6	13,6
2,00	62	42,2	42,2	55,8
3,00	25	17,0	17,0	72,8
4,00	40	27,2	27,2	100,0
Total	147	100,0	100,0	

**Figure 3.2: Descriptive statistics for the variable 'currently living in household' pie chart**



**Figure 4.1: Descriptive statistics for the variable 'Household children or not'**

53.Does the household consist of?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Without children	104	70,7	70,7	70,7
	With children	43	29,3	29,3	100,0
	Total	147	100,0	100,0	

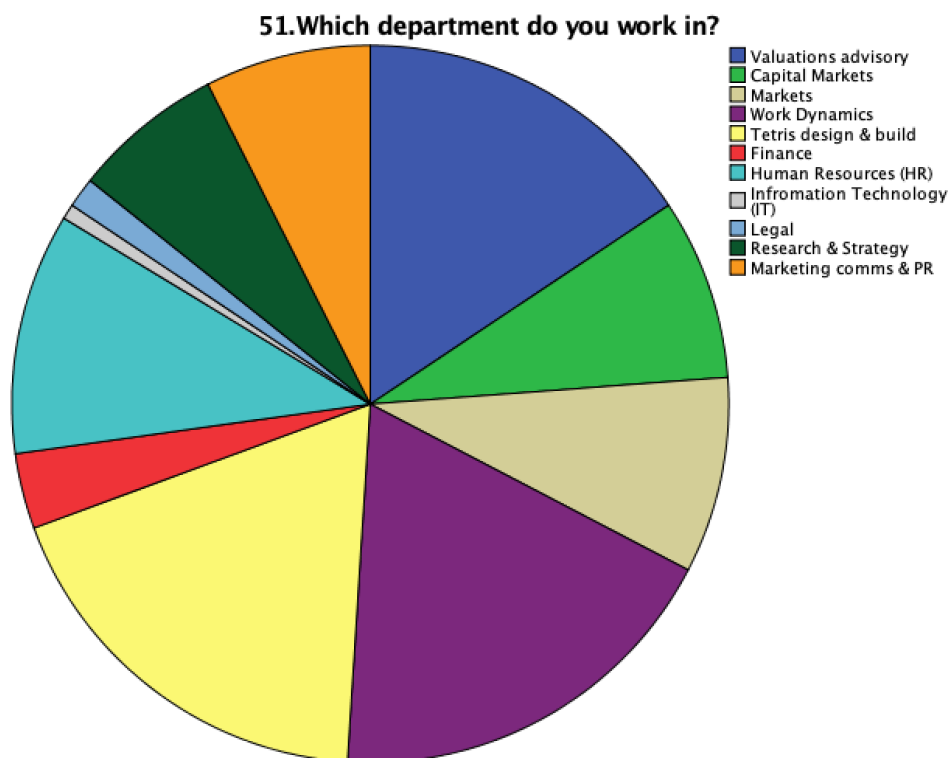


**Figure 5.1: Descriptive statistics for the variable 'Which department'**

**51.Which department do you work in?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Valuations advisory	23	15,6	15,6	15,6
	Capital Markets	12	8,2	8,2	23,8
	Markets	13	8,8	8,8	32,7
	Work Dynamics	27	18,4	18,4	51,0
	Tetris design & build	27	18,4	18,4	69,4
	Finance	5	3,4	3,4	72,8
	Human Resources (HR)	16	10,9	10,9	83,7
	Infomation Technology (IT)	1	,7	,7	84,4
	Legal	2	1,4	1,4	85,7
	Research & Strategy	10	6,8	6,8	92,5
	Marketing comms & PR	11	7,5	7,5	100,0
	Total	147	100,0	100,0	

**Figure 5.2: Descriptive statistics for the variable 'Which department' including pie chart**



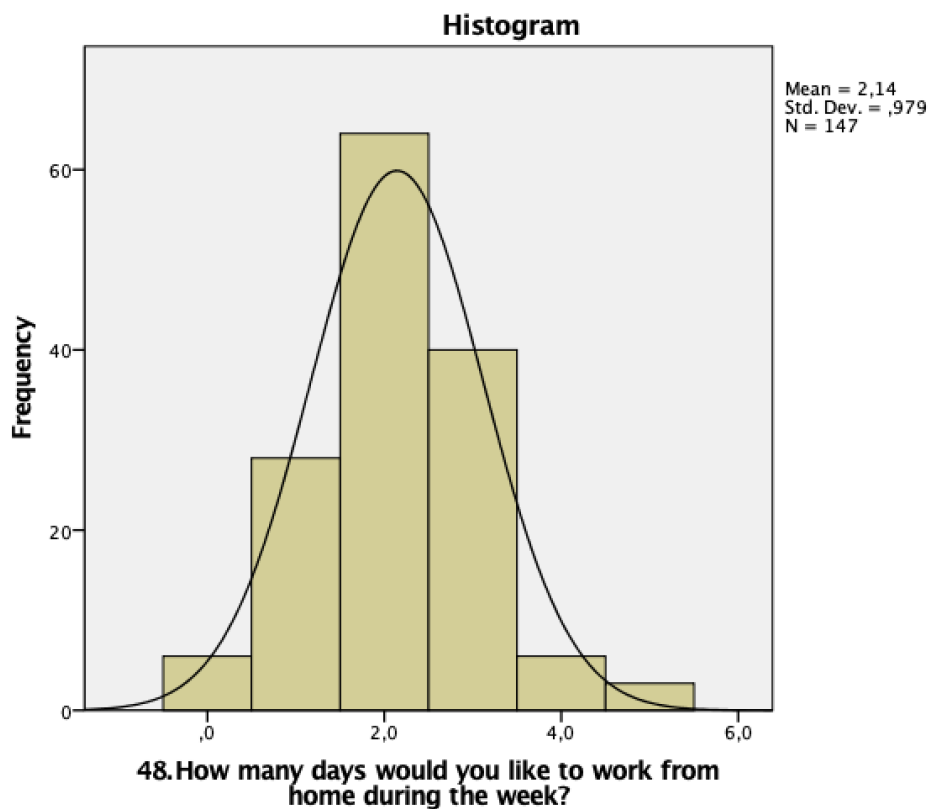
**Figure 6.1: Descriptive statistics for the variable 'How many days would you like to work from home during the week'**

Statistics		
48.How many days would you like to work from home during the week?		
N	Valid	147
	Missing	0
Mean		2,143
Median		2,000
Mode		2,0
Std. Deviation		,9792
Variance		,959

**48.How many days would you like to work from home during the week?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid ,0	6	4,1	4,1	4,1
1,0	28	19,0	19,0	23,1
2,0	64	43,5	43,5	66,7
3,0	40	27,2	27,2	93,9
4,0	6	4,1	4,1	98,0
5,0	3	2,0	2,0	100,0
Total	147	100,0	100,0	

**Figure 6.2: Descriptive statistics for the variable 'How many days would you like to work from home during the week' including histogram**



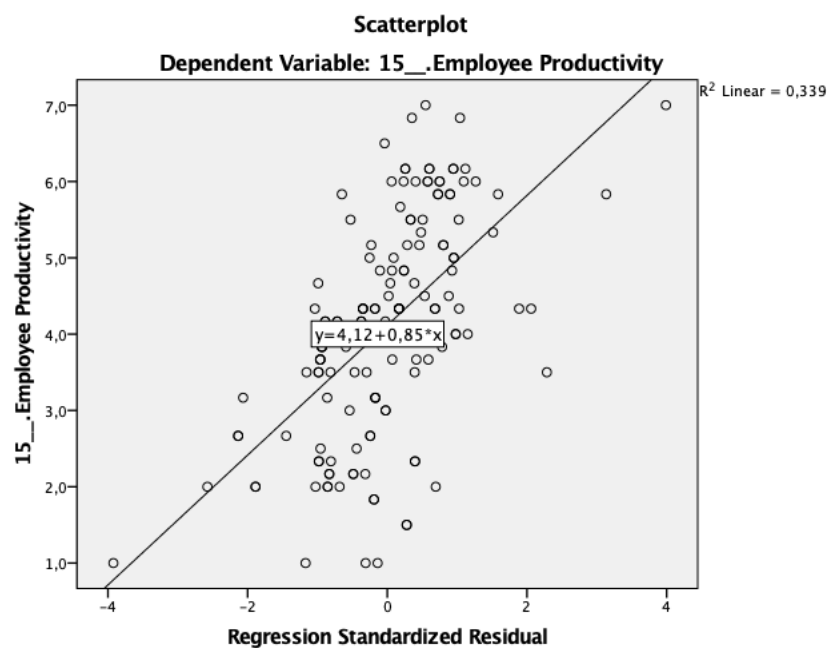




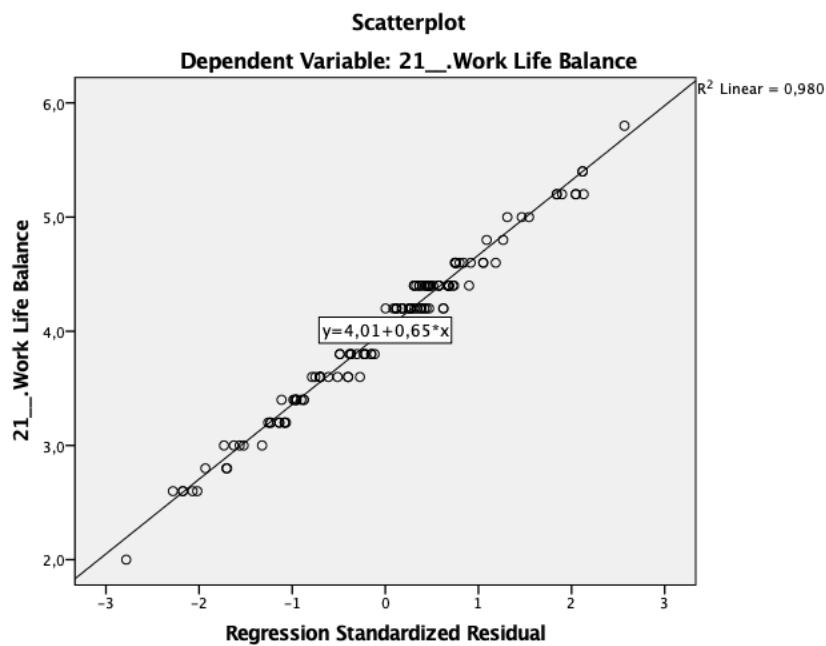
**Figure 7.3: Descriptive statistics for the variable 'Which days would you like to work from home'**

	Amount	Percentage
Monday	71	48,2%
Tuesday	48	32,5%
Wednesday	67	45,6%
Thursday	41	28,1%
Friday	99	67,5%

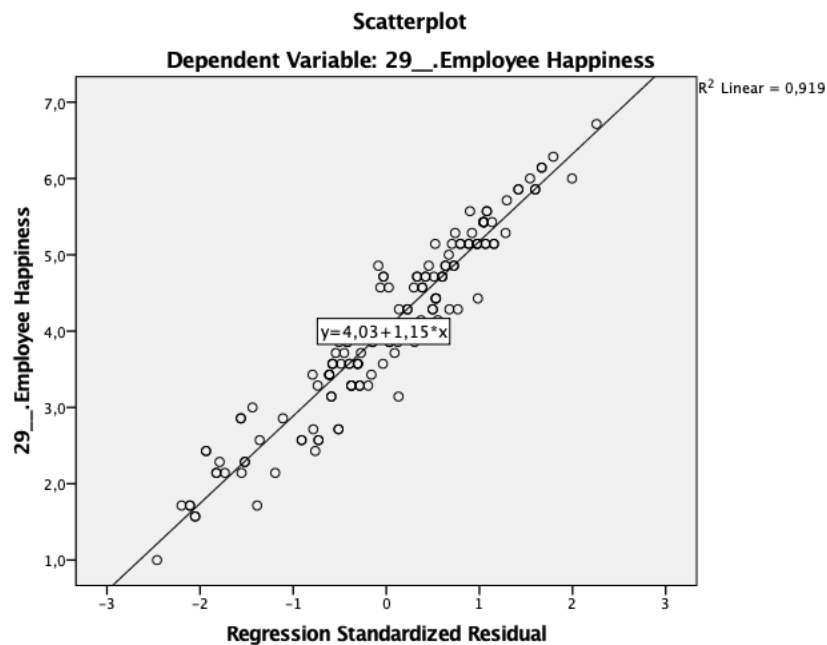
**Figure 8.4: Hypothesis 1: independent variable 'working from home' and dependent variable 'Employee productivity' scatterplot and linearity**



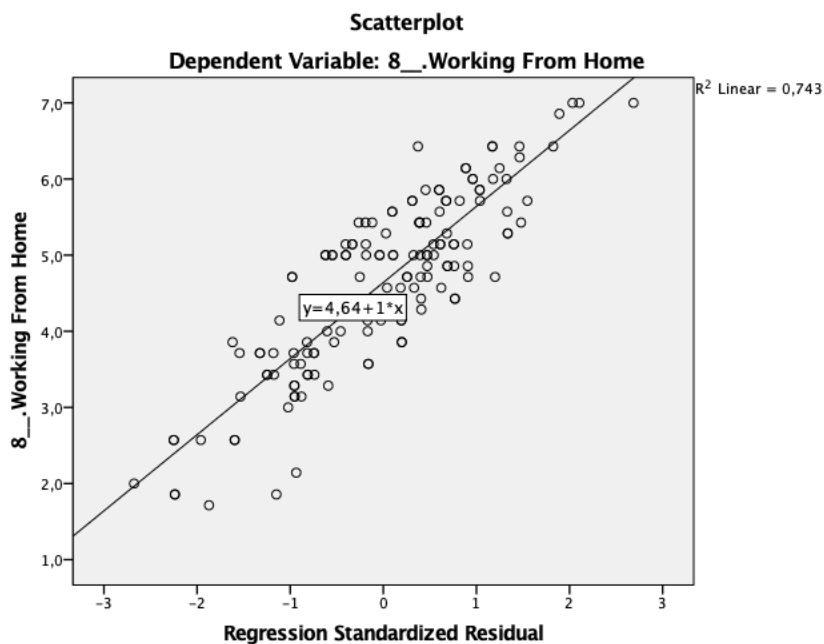
**Figure 8.5: Hypothesis 2: Independent Variable 'Working from home' and Dependent Variable 'Work life balance' scatterplot and linearity**



**Figure 8.6: Hypothesis 3: Independent Variable 'Work life balance' and Dependent variable 'Employee happiness' scatterplot and linearity**



**Figure 8.7: Hypothesis 4: Independent Variable 'Current office environment' and Dependent variable 'Working from home' scatterplot and linearity**



**Figure 9.1: Hypothesis 1: independent variable 'working from home' and dependent variable 'Employee productivity' model summary for Durbin-Watson statistic**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,813 <sup>a</sup>	,661	,659	,8508	2,097

a. Predictors: (Constant), 8\_\_Working From Home

b. Dependent Variable: 15\_\_Employee Productivity

**Figure 9.2: Hypothesis 2: Independent Variable 'Working from home' and Dependent variable 'Work life balance' model summary for Durbin-Watson statistic**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,139 <sup>a</sup>	,019	,012	,6524	1,752

a. Predictors: (Constant), 8\_\_Working From Home

b. Dependent Variable: 21\_\_Work Life Balance

**Figure 9.3: Hypothesis 3: Independent Variable 'Work life balance' and Dependent variable 'Employee happiness' model summary for Durbin-Watson statistic**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,285 <sup>a</sup>	,081	,075	1,1452	1,814

a. Predictors: (Constant), 21\_\_Work Life Balance

b. Dependent Variable: 29\_\_Employee Happiness

**Figure 9.4: Hypothesis 4: Independent Variable 'Current office environment' and Dependent variable 'Working from home' model summary for Durbin-Watson statistic**

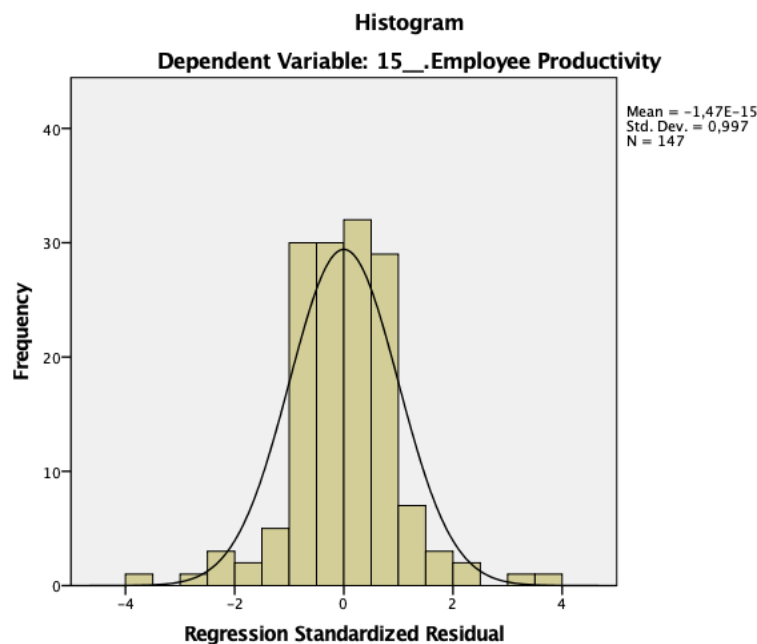
**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,507 <sup>a</sup>	,257	,252	1,0000	1,834

a. Predictors: (Constant), 47\_\_Office Environment

b. Dependent Variable: 8\_\_Working From Home

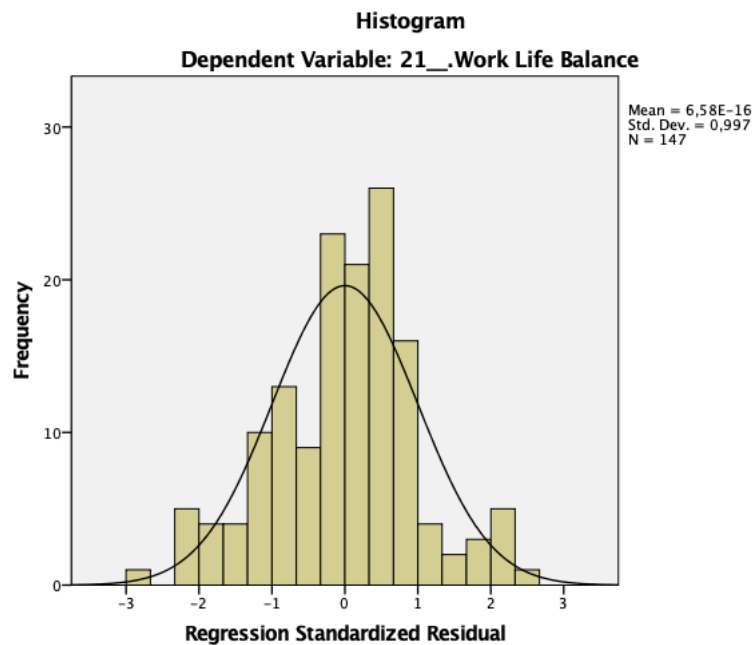
**Figure 10.1: Hypothesis 1: independent variable 'Working from home' and dependent variable 'Employee productivity' histogram**



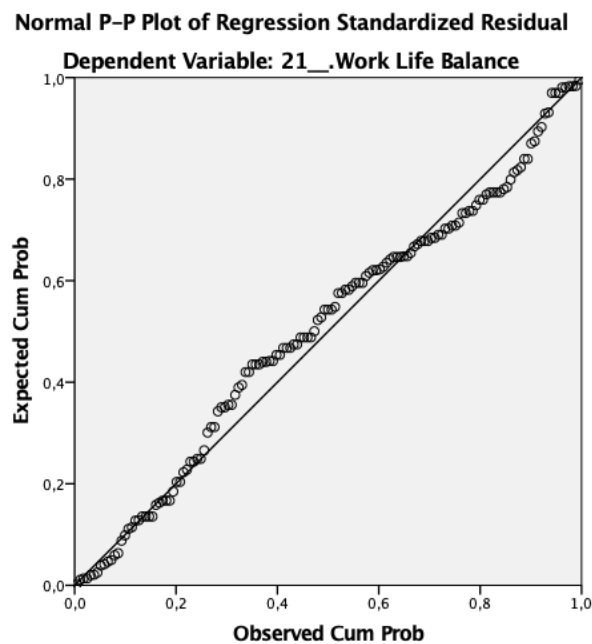
**Figure 10.2: Hypothesis 1: independent variable 'Working from home' and dependent variable 'Employee productivity' P-P plot for normal distribution**



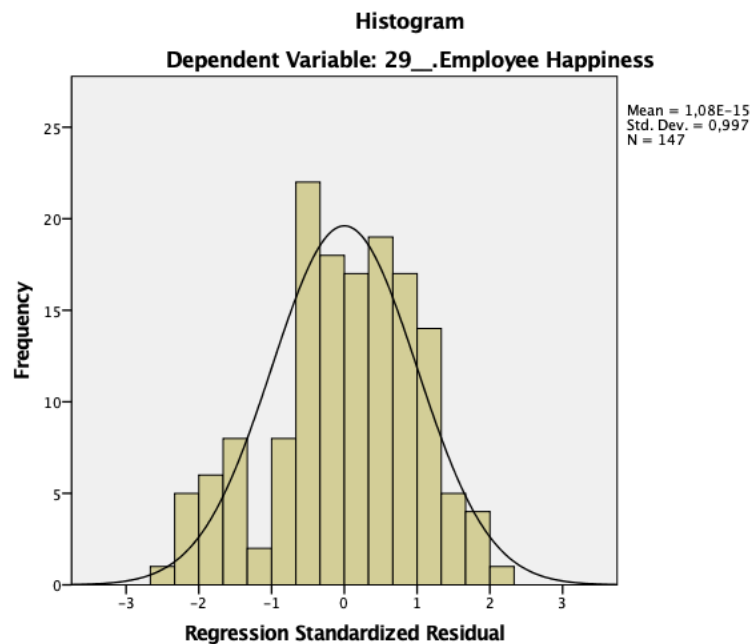
**Figure 10.3: Hypothesis 2: Independent Variable 'Working from home' and Dependent variable 'Work life balance' histogram**



**Figure 10.4: Hypothesis 2: Independent Variable 'Working from home' and Dependent variable 'Work life balance' P-P plot for normal distribution**



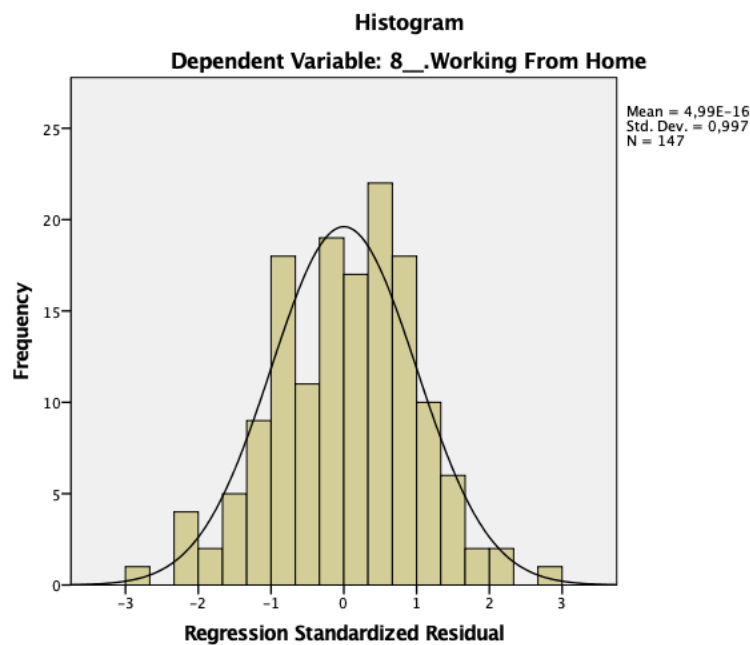
**Figure 10.5: Hypothesis 3: Independent Variable 'Work life balance' and Dependent variable 'Employee happiness' histogram**



**Figure 10.6: Hypothesis 3: Independent Variable 'Work life balance' and Dependent variable 'Employee happiness' P-P plot for normal distribution**



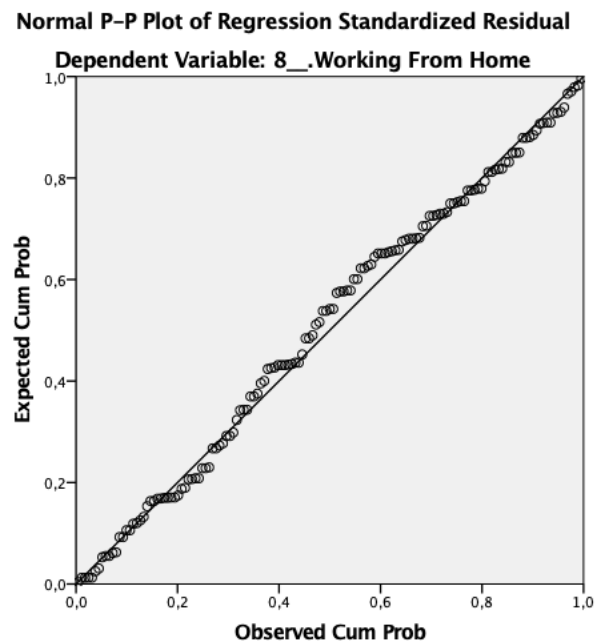
**Figure 10.7: Hypothesis 4: Independent Variable 'Current office environment' and Dependent variable 'Working from home' histogram**







**Figure 10.8: Hypothesis 4: Independent Variable 'Current office environment' and Dependent variable 'Working from home' P-P plot for normal distribution**





**Figure 11.1: Hypothesis 1: independent variable 'working from home' and dependent variable 'Employee productivity' simple linear regression output**

**Descriptive Statistics**

	Mean	Std. Deviation	N
15__Employee Productivity	4,117	1,4566	147
8__Working From Home	4,641	1,1559	147

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,813 <sup>a</sup>	,661	,659	,8508	2,097

a. Predictors: (Constant), 8\_\_Working From Home

b. Dependent Variable: 15\_\_Employee Productivity

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	204,782	1	204,782	282,894	,000 <sup>b</sup>
	Residual	104,963	145	,724		
	Total	309,745	146			

a. Dependent Variable: 15\_\_Employee Productivity

b. Predictors: (Constant), 8\_\_Working From Home

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	-,639	,291		-2,192	,030	-1,214	-,063
	8__Working From Home	1,025	,061	,813	16,819	,000	,904	1,145

a. Dependent Variable: 15\_\_Employee Productivity

**Figure 11.2: Hypothesis 2: Independent Variable 'Working from home' and Dependent variable 'Work-life balance' simple linear regression output**

**Descriptive Statistics**

	Mean	Std. Deviation	N
8__Working From Home	4,641	1,1559	147
21__Work Life Balance	4,014	,6565	147

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,139 <sup>a</sup>	,019	,012	1,1487	1,873

a. Predictors: (Constant), 21\_\_Work Life Balance

b. Dependent Variable: 8\_\_Working From Home

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3,756	1	3,756	2,847	,094 <sup>b</sup>
	Residual	191,320	145	1,319		
	Total	195,076	146			

a. Dependent Variable: 8\_\_Working From Home

b. Predictors: (Constant), 21\_\_Work Life Balance

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	3,661	,589		6,217	,000	2,497	4,825
	21__Work Life Balance	,244	,145	,139	1,687	,094	-,042	,530

a. Dependent Variable: 8\_\_Working From Home



**Figure 11.3: Hypothesis 3: Independent Variable 'Work-life balance' and Dependent variable 'Employee happiness' simple linear regression output**

**Descriptive Statistics**

	Mean	Std. Deviation	N
21__Work Life Balance	4,014	,6565	147
29__Employee Happiness	4,033	1,1905	147

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,285 <sup>a</sup>	,081	,075	,6315	1,732

a. Predictors: (Constant), 29\_\_Employee Happiness

b. Dependent Variable: 21\_\_Work Life Balance

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5,106	1	5,106	12,803	,000 <sup>b</sup>
	Residual	57,827	145	,399		
	Total	62,933	146			

a. Dependent Variable: 21\_\_Work Life Balance

b. Predictors: (Constant), 29\_\_Employee Happiness

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	3,380	,185		18,315	,000	3,015	3,745
	29__Employee Happiness	,157	,044	,285	3,578	,000	,070	,244

a. Dependent Variable: 21\_\_Work Life Balance

**Figure 11.4: Hypothesis 4: Independent Variable 'Current office environment' and Dependent variable 'Working from home' simple linear regression output**

### Descriptive Statistics

	Mean	Std. Deviation	N
47__Office Environment	4,043	,6717	147
8__Working From Home	4,641	1,1559	147

### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,507 <sup>a</sup>	,257	,252	,5811	1,924

a. Predictors: (Constant), 8\_\_Working From Home

b. Dependent Variable: 47\_\_Office Environment

ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16,912	1	16,912	50,078	,000 <sup>b</sup>
	Residual	48,968	145	,338		
	Total	65,880	146			

a. Dependent Variable: 47\_\_Office Environment

b. Predictors: (Constant), 8\_\_Working From Home

### Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	2,676	,199		13,451	,000	2,283	3,070
8 Working From Home	,294	,042	,507	7,077	,000	,212	,377

a. Dependent Variable: 47\_\_Office Environment

**Figure 12.1: SPSS Data & SPSS Variable View**

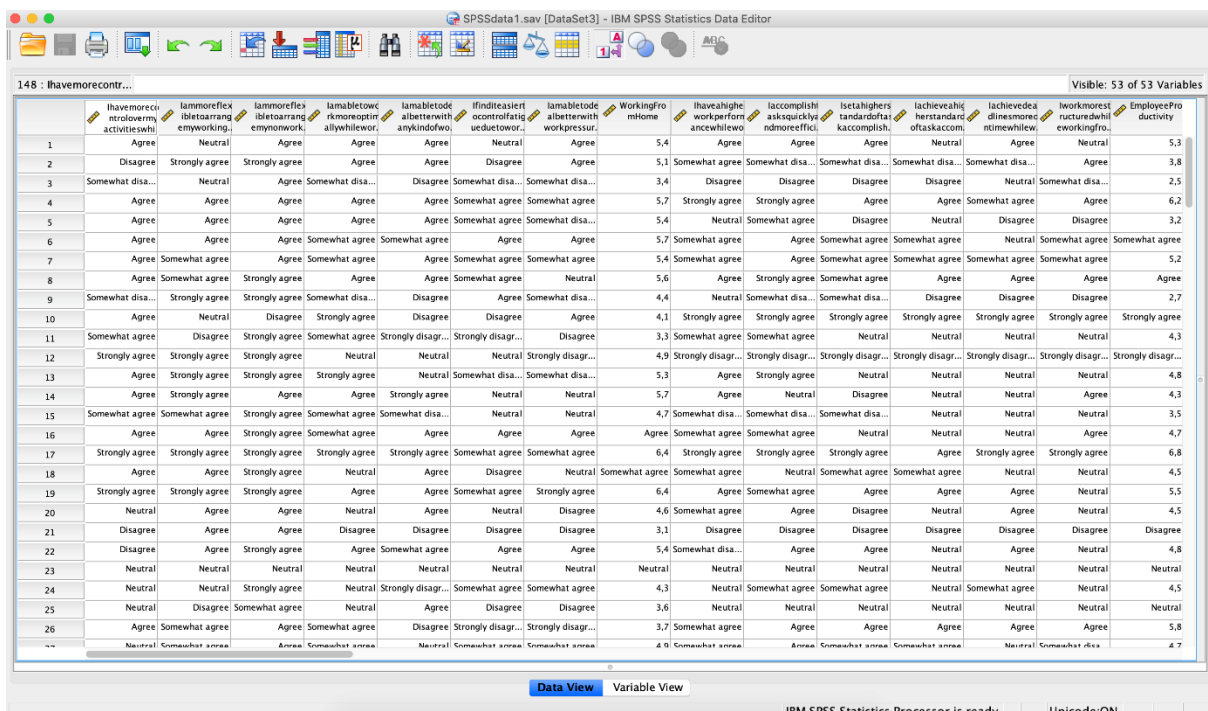




Figure 12.2: SPSS Data &amp; SPSS Variable View

SPSSData1.sav [DataSet3] - IBM SPSS Statistics Data Editor

Visible: 53 of 53 Variables

	lamableto	lamableto	myfamilyr	ldonthavee	ldontfeelb	WorkLifeB	ifeelcomfo	iamsatisfi	ifeelhatm	ifeelcloso	ldontfeela	ifeelmorep	ifeelmoree	Employeeha	ifindtheab
1	Agree	Agree	Disagree	Strongly disagr...	Disagree	4,4	Agree	Agree	Agree	Disagree	Strongly agree	Agree	Neutral	5,1	Strongly agree
2	Strongly agree	Strongly agree	Agree	Strongly disagr...	Disagree	4,6	Neutral	Somewhat agree	Agree	Disagree	Strongly agree	Agree	Neutral	4,9	Strongly agree
3	Somewhat agree	Somewhat agree	Somewhat agree	Neutral	Somewhat disa...	4,4	Neutral	Somewhat agree	Somewhat disa...	Somewhat disa...	Neutral	Somewhat disa...	Somewhat disa...	3,6	Somewhat agree
4	Agree	Somewhat agree	Disagree	Somewhat disa...	Agree	4,4	Somewhat agree	Neutral	Neutral	Somewhat disa...	Somewhat disa...	Somewhat disa...	Neutral	2,9	Strongly agree
5	Neutral	Disagree	Disagree	Disagree	Somewhat agree	Somewhat disa...	Agree	Agree	Somewhat disa...	Disagree	Disagree	Agree	Disagree	3,9	Strongly agree
6	Agree	Somewhat agree	Strongly disagr...	Disagree	Somewhat disa...	3,6	Somewhat disa...	Somewhat disa...	Disagree	Agree	Somewhat agree	Somewhat agree	Disagree	3,9	Agree
7	Agree	Strongly agree	Disagree	Disagree	Somewhat disa...	Neutral	Agree	Agree	Agree	Neutral	Somewhat agree	Agree	Somewhat disa...	5,1	Strongly agree
8	Strongly agree	Agree	Disagree	Somewhat disa...	Somewhat agree	4,6	Agree	Agree	Agree	Somewhat agree	Disagree	Strongly agree	Neutral	5,1	Strongly agree
9	Neutral	Agree	Somewhat disa...	Strongly agree	Strongly agree	4,2	Neutral	Somewhat disa...	Neutral	Somewhat disa...	Strongly disagr...	Somewhat disa...	Disagree	2,9	Strongly agree
10	Disagree	Disagree	Strongly disagr...	Strongly agree	Strongly agree	3,8	Strongly agree	Somewhat disa...	Disagree	Strongly disagr...	Strongly agree	Strongly agree	Strongly disagr...	Neutral	Somewhat agree
11	Disagree	Strongly agree	Strongly disagr...	Disagree	Strongly agree	3,8	Somewhat disa...	Strongly disagr...	Strongly disagr...	Strongly disagr...	Somewhat disa...	Neutral	Disagree	2,1	Agree
12	Agree	Agree	Somewhat agree	Strongly disagr...	Strongly agree	Somewhat agree	Strongly agree	Strongly agree	Strongly agree	Somewhat agree	Disagree	Neutral	Neutral	5,1	Strongly agree
13	Agree	Strongly agree	Strongly disagr...	Strongly disagr...	Neutral	3,8	Somewhat agree	Somewhat agree	Somewhat disa...	Somewhat disa...	Disagree	Strongly agree	Somewhat disa...	Neutral	Strongly agree
14	Neutral	Neutral	Strongly disagr...	Somewhat disa...	Somewhat disa...	2,6	Somewhat agree	Neutral	Neutral	Somewhat agree	Somewhat disa...	Agree	Neutral	4,4	Strongly agree
15	Strongly agree	Strongly agree	Strongly disagr...	Strongly disagr...	Neutral	Neutral	Neutral	Agree	Agree	Somewhat agree	Strongly agree	Neutral	Neutral	5,1	Strongly agree
16	Strongly agree	Agree	Disagree	Disagree	Neutral	4,2	Neutral	Agree	Neutral	Neutral	Agree	Agree	Neutral	4,9	Strongly agree
17	Somewhat agree	Somewhat agree	Disagree	Neutral	Somewhat agree	4,2	Somewhat agree	Somewhat agree	Somewhat agree	Somewhat disa...	Disagree	Agree	Neutral	4,3	Agree
18	Disagree	Agree	Disagree	Agree	Agree	4,4	Somewhat agree	Agree	Agree	Somewhat agree	Disagree	Somewhat agree	Neutral	4,7	Agree
19	Strongly agree	Neutral	Agree	Strongly disagr...	Strongly agree	Somewhat agree	Strongly agree	Agree	Agree	Somewhat agree	Neutral	Agree	Somewhat agree	5,6	Strongly agree
20	Disagree	Agree	Agree	Neutral	Somewhat disa...	4,2	Neutral	Somewhat disa...	Somewhat disa...	Somewhat disa...	Neutral	Neutral	Neutral	3,4	Somewhat agree
21	Agree	Agree	Disagree	Disagree	Agree	4,4	Somewhat agree	Agree	Agree	Disagree	Somewhat disa...	Disagree	Disagree	3,7	Agree
22	Strongly agree	Agree	Strongly disagr...	Strongly disagr...	Somewhat agree	Neutral	Somewhat agree	Somewhat agree	Disagree	Disagree	Somewhat disa...	Agree	Somewhat disa...	3,7	Strongly agree
23	Neutral	Neutral	Neutral	Neutral	Agree	4,4	Somewhat agree	Agree	Agree	Somewhat agree	Agree	Somewhat agree	Neutral	5,3	Agree
24	Agree	Agree	Strongly disagr...	Somewhat disa...	Somewhat disa...	3,4	Somewhat agree	Somewhat agree	Neutral	Somewhat disa...	Disagree	Somewhat agree	Somewhat disa...	3,9	Strongly agree
25	Disagree	Disagree	Disagree	Agree	Strongly disagr...	2,6	Neutral	Disagree	Disagree	Disagree	Strongly disagr...	Neutral	Disagree	2,4	Agree
26	Disagree	Agree	Disagree	Somewhat disa...	Somewhat disa...	3,2	Disagree	Somewhat disa...	Somewhat disa...	Strongly disagr...	Strongly disagr...	Agree	Strongly disagr...	2,7	Agree
27	Somewhat agree	Somewhat disa...	Neutral	Somewhat disa...	Disagree	3,4	Somewhat disa...	Neutral	Somewhat disa...	Somewhat disa...	Neutral	Somewhat disa...	Somewhat disa...	3,3	Agree

Data View Variable View

IBM SPSS Statistics Processor is ready Unicode ON

Figure 12.3: SPSS Data &amp; SPSS Variable View

SPSSData1.sav [DataSet3] - IBM SPSS Statistics Data Editor

Visible: 53 of 53 Variables

	Workingflex	Workingflex	ifeelmorep	WorkforcePr	ifinditonoi	Therearemo	Therearenou	Imissociali	lamableto	ihavehefe	ifeelthadid	Itisexpected	ihavebetter	Theofficepro	leathealth
1	Strongly agree	Strongly agree	Agree	6,8	Agree	Agree	Disagree	Disagree	Strongly agree	Agree	Disagree	Agree	Somewhat agree	Agree	Strongly agree
2	Strongly agree	Agree	Agree	6,5	Agree	Agree	Disagree	Disagree	Strongly agree	Agree	Disagree	Agree	Somewhat agree	Agree	Strongly agree
3	Somewhat agree	Neutral	Somewhat agree	4,8	Somewhat disa...	Somewhat disa...	Somewhat disa...	Somewhat disa...	Somewhat agree	Somewhat disa...	Strongly disagr...	Somewhat disa...	Somewhat disa...	Somewhat agree	Somewhat agree
4	Agree	Agree	Agree	Agree	Agree	Agree	Neutral	Neutral	Strongly agree	Somewhat agree	Somewhat disa...	Agree	Disagree	Disagree	Disagree
5	Strongly agree	Agree	Strongly agree	6,8	Agree	Agree	Strongly agree	Strongly agree	Strongly agree	Somewhat agree	Strongly agree	Agree	Disagree	Disagree	Disagree
6	Somewhat agree	Somewhat agree	Disagree	4,5	Somewhat agree	Somewhat agree	Disagree	Disagree	Agree	Somewhat disa...	Disagree	Disagree	Somewhat agree	Disagree	Somewhat disa...
7	Strongly agree	Agree	Agree	6,5	Somewhat agree	Somewhat agree	Somewhat agree	Somewhat disa...	Agree	Somewhat agree	Somewhat agree	Somewhat agree	Somewhat agree	Agree	Somewhat agree
8	Strongly agree	Agree	Strongly agree	6,8	Strongly agree	Strongly agree	Agree	Somewhat agree	Strongly disagr...	Agree	Somewhat agree	Somewhat disa...	Disagree	Disagree	Agree
9	Neutral	Neutral	Neutral	4,8	Disagree	Strongly disagr...	Strongly disagr...	Neutral	Agree	Disagree	Disagree	Disagree	Somewhat agree	Disagree	Disagree
10	Strongly agree	Strongly agree	Strongly agree	6,5	Somewhat disa...	Agree	Somewhat agree	Strongly disagr...	Strongly agree	Neutral	Strongly disagr...	Strongly agree	Strongly disagr...	Strongly agree	Strongly disagree...
11	Agree	Somewhat agree	Agree	5,8	Somewhat agree	Somewhat disa...	Disagree	Strongly disagr...	Strongly agree	Strongly disagr...	Strongly disagr...	Somewhat disa...	Neutral	Neutral	Disagree
12	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Disagree	Somewhat agree	Neutral	Agree	Agree	Neutral	Agree	Disagree	Disagree	Strongly disagr...	Strongly disagree...
13	Strongly agree	Agree	Strongly agree	6,8	Strongly agree	Strongly agree	Neutral	Strongly disagr...	Somewhat agree	Strongly agree	Somewhat agree	Strongly disagr...	Strongly disagr...	Disagree	Strongly disagree...
14	Strongly agree	Agree	Agree	6,5	Agree	Agree	Strongly agree	Somewhat disa...	Somewhat agree	Strongly agree	Neutral	Neutral	Disagree	Strongly disagr...	Strongly disagree...
15	Strongly agree	Somewhat agree	Strongly agree	6,5	Disagree	Somewhat agree	Strongly disagr...	Strongly disagr...	Agree	Disagree	Disagree	Strongly disagr...	Neutral	Neutral	Neutral
16	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Neutral	Agree	Disagree	Somewhat disa...	Agree	Somewhat agree	Somewhat disa...	Somewhat disa...	Somewhat agree	Neutral	Disagree
17	Agree	Somewhat agree	Neutral	5,3	Somewhat agree	Agree	Disagree	Agree	Agree	Agree	Somewhat disa...	Disagree	Neutral	Disagree	Somewhat disa...
18	Agree	Agree	Agree	Agree	Agree	Agree	Somewhat agree	Strongly disagr...	Somewhat agree	Neutral	Agree	Disagree	Disagree	Disagree	Agree
19	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Neutral	Agree	Somewhat disa...	Somewhat agree	Neutral	Agree	Agree	Neutral	Disagree	Disagree	Somewhat agree
20	Agree	Agree	Agree	5,8	Disagree	Disagree	Disagree	Disagree	Disagree	Neutral	Disagree	Agree	Agree	Agree	Agree
21	Agree	Agree	Agree	Agree	Agree	Agree	Disagree	Disagree	Agree	Disagree	Disagree	Disagree	Agree	Disagree	Neutral
22	Strongly agree	Neutral	Strongly agree	6,3	Somewhat agree	Agree	Disagree	Somewhat disa...	Agree	Somewhat agree	Somewhat agree	Strongly agree	Neutral	Disagree	Disagree
23	Somewhat agree	Somewhat agree	Neutral	Somewhat agree	Neutral	Somewhat disa...	Somewhat disa...	Somewhat disa...	Agree	Neutral	Somewhat disa...	Neutral	Somewhat disa...	Disagree	Disagree
24	Strongly agree	Somewhat disa...	Strongly agree	Agree	Disagree	Disagree	Disagree	Disagree	Strongly agree	Neutral	Somewhat disa...	Somewhat agree	Somewhat disa...	Neutral	Disagree
25	Disagree	Disagree	Disagree	Somewhat disa...	Somewhat agree	Agree	Disagree	Disagree	Agree	Neutral	Disagree	Disagree	Agree	Somewhat agree	Somewhat agree
26	Somewhat agree	Somewhat agree	Agree	5,5	Somewhat disa...	Agree	Somewhat disa...	Neutral	Strongly agree	Somewhat disa...	Disagree	Somewhat disa...	Somewhat disa...	Agree	Neutral
27	Agree	Agree	Somewhat agree	C R	Neutral	Somewhat agree	Somewhat disa...	Disagree	Agree	Somewhat disa...	Disagree	Neutral	Disagree	Disagree	Agree

Data View Variable View

IBM SPSS Statistics Processor is ready Unicode ON

The screenshot displays the IBM SPSS Statistics Data Editor window. The title bar indicates the file is 'SPSSData1.sav [DataSet3] - IBM SPSS Statistics Data Editor'. The interface shows a grid with 26 rows and 53 columns. The first column contains row numbers. The subsequent columns represent different variables, many of which are Likert-scale responses to statements. The statements include: 'If I can't agree between...', 'Office environment', 'How many days would you work for...', 'What is your gender', 'What is your age group', 'Which department do you work in', 'How many people live in your household', and 'With wit'. The data is organized into groups, with some variables having multiple response options (e.g., 'Agree', 'Disagree', 'Neutral'). The bottom status bar shows 'Data View' and 'Visible: 53 of 53 Variables'.

Row	Statement	Response	Age	Gender	Age Group	Department	Household Size	With Wit
1	If I can't agree between...	Agree	5,2	3,0	Male	18-24 Work Dynamics	3,00 Without ch...	
2		Agree	5,1	2,0	Female	18-24 Valuations adv...	2,00 Without ch...	
3	Somewhat agree		3,5	1,0	Male	25-40 Valuations adv...	2,00 Without ch...	
4	Disagree		4,1	2,0	Female	25-40 Tetris design &...	1,00 Without ch...	
5	Agree		5,3	3,0	Female	25-40 Tetris design &...	2,00 Without ch...	
6	Somewhat agree		3,5	1,0	Female	25-40 Capital Markets	3,00 With childr...	
7	Agree		5,1	3,0	Male	18-24 Work Dynamics	3,00 Without ch...	
8	Agree		4,4	2,0	Female	25-40 Marketing com...	3,00 With childr...	
9	Agree		2,9	2,0	Male	25-40 Work Dynamics	2,00 Without ch...	
10	Strongly disagr...		3,7	1,0	Male	31-56 Capital Markets	2,00 Without ch...	
11	Somewhat agree		3,2	1,0	Male	25-40 Capital Markets	2,00 Without ch...	
12	Agree		3,8	3,0	Male	31-56 Tetris design &...	2,00 Without ch...	
13	Strongly agree	Neutral	3,0	Female	18-24 Markets	2,00 Without ch...		
14	Agree		4,3	3,0	Female	25-40 Tetris design &...	2,00 Without ch...	
15	Somewhat agree		3,1	3,0	Female	25-40 Finance	2,00 Without ch...	
16	Agree		4,3	3,0	Female	25-40 Marketing com...	2,00 Without ch...	
17	Somewhat disa...	Neutral	4,0	Male	31-56 Finance	4,00 With childr...		
18	Neutral		4,1	3,0	Female	25-40 Capital Markets	2,00 Without ch...	
19	Agree		4,4	3,0	Male	31-56 Tetris design &...	4,00 With childr...	
20	Somewhat disa...		3,6	3,0	Female	25-40 Finance	4,00 With childr...	
21	Disagree		3,3	2,0	Female	25-40 Human Resour...	2,00 Without ch...	
22	Strongly agree		4,5	3,0	Female	18-24 Human Resour...	4,00 Without ch...	
23	Neutral		3,5	2,0	Female	25-40 Tetris design &...	2,00 Without ch...	
24	Disagree		3,2	3,0	Female	25-40 Work Dynamics	2,00 Without ch...	
25	Disagree		3,9	1,0	Male	31-56 Valuations adv...	2,00 Without ch...	
26	Somewhat disa...		3,9	0	Female	25-40 Work Dynamics	4,00 Without ch...	
27	Disagree		2,4	2,0	Female	25-40 Tetris design &...	2,00 Without ch...	

SPSSData1.sav [DataSet3] - IBM SPSS Statistics Data Editor

	Name	Type	Width	Decimals	Label	Values	Missing	Columns	Align	Measure	Roll
1	I have more control over my activities while working from home.	Numeric	1	1	1.1 have more control over my activities while working from home.	(1.0, Strongly disagree)...	None	11	Right	Scale	Input
2	I am more flexible to arrange my working hours.	Numeric	1	1	2.1 am more flexible to arrange my working schedule while working from home.	(1.0, Strongly disagree)...	None	11	Right	Scale	Input
3	I am more flexible to arrange my non-working hours.	Numeric	1	1	3.1 am more flexible to arrange my non-working schedule while working from home.	(1.0, Strongly disagree)...	None	11	Right	Scale	Input
4	I am able to work more optimally while working from home.	Numeric	1	1	4.1 am able to work more optimally while working from home.	(1.0, Strongly disagree)...	None	11	Right	Scale	Input
5	I am able to deal better with any kind of work distractions while working from home.	Numeric	1	1	5.1 am able to deal better with any kind of work distractions while working from home.	(1.0, Strongly disagree)...	None	11	Right	Scale	Input
6	I find it easier to control fatigue due to work pressure while working from home.	Numeric	1	1	6.1 find it easier to control fatigue due to work pressure while working from home.	(1.0, Strongly disagree)...	None	11	Right	Scale	Input
7	I am able to deal better with work pressure while working from home.	Numeric	1	1	7.1 am able to deal better with work pressure while working from home.	(1.0, Strongly disagree)...	None	11	Right	Scale	Input
8	Working from Home	Numeric	35	1	8__Working From Home	(1.0, Strongly disagree)...	None	11	Right	Scale	Input
9	I have a higher work performance while working from home.	Numeric	1	1	9.1 have a higher work performance while working from home.	(1.0, Strongly disagree)...	None	11	Right	Scale	Input
10	I accomplish tasks quickly and more efficiently while working from home.	Numeric	1	1	10.1 accomplish tasks quickly and more efficiently while working from home.	(1.0, Strongly disagree)...	None	11	Right	Scale	Input
11	I set a higher standard of task accomplishment while working from home.	Numeric	1	1	11.1 set a higher standard of task accomplishment while working from home.	(1.0, Strongly disagree)...	None	11	Right	Scale	Input
12	I achieve a higher standard of task accomplishment while working from home.	Numeric	1	1	12.1 achieve a higher standard of task accomplishment while working from home.	(1.0, Strongly disagree)...	None	11	Right	Scale	Input
13	I achieve deadlines more on time while working from home.	Numeric	1	1	13.1 achieve deadlines more on time while working from home.	(1.0, Strongly disagree)...	None	11	Right	Scale	Input
14	I work more structured while working from home.	Numeric	1	1	14.1 work more structured while working from home.	(1.0, Strongly disagree)...	None	11	Right	Scale	Input
15	Employee Productivity	Numeric	35	1	15__Employee Productivity	(1.0, Strongly disagree)...	None	11	Right	Scale	Input
16	I am able to divide my time between work and family/friends better due to working from home.	Numeric	1	1	16.1 am able to divide my time between work and family/friends better due to working from home.	(1.0, Strongly disagree)...	None	11	Right	Scale	Input
17	I am able to do house chores and professional work at the same time while working from home.	Numeric	1	1	17.1 am able to do house chores and professional work at the same time while working from home.	(1.0, Strongly disagree)...	None	11	Right	Scale	Input
18	My family/friends takes up more time, which reduces my time in completing work while working from home.	Numeric	1	1	18.1 my family/friends takes up more time, which reduces my time in completing work while working from home.	(1.0, Strongly disagree)...	None	11	Right	Scale	Input
19	I don't have enough time for myself, or for my family/friends while working from home.	Numeric	1	1	19.1 don't have enough time for myself, or for my family/friends while working from home.	(1.0, Strongly disagree)...	None	11	Right	Scale	Input
20	I don't feel bored when working at home.	Numeric	1	1	20.1 don't feel bored when working at home.	(1.0, Strongly disagree)...	None	11	Right	Scale	Input
21	Work-Life Balance	Numeric	21	1	21__Work Life Balance	(1.0, Strongly disagree)...	None	11	Right	Scale	Input
22	I feel comfortable and happy when working from home.	Numeric	1	1	22.1 feel comfortable and happy when working from home.	(1.0, Strongly disagree)...	None	11	Right	Scale	Input
23	I am satisfied with my job when working from home.	Numeric	1	1	23.1 am satisfied with my job when working from home.	(1.0, Strongly disagree)...	None	11	Right	Scale	Input
24	I feel that my job has meaning and purpose when working from home.	Numeric	1	1	24.1 feel that my job has meaning and purpose when working from home.	(1.0, Strongly disagree)...	None	11	Right	Scale	Input
25	I feel close to my co-workers even when working from home.	Numeric	1	1	25.1 feel close to my co-workers even when working from home.	(1.0, Strongly disagree)...	None	11	Right	Scale	Input
26	I don't feel any pressure when working from home.	Numeric	1	1	26.1 don't feel any pressure when working from home.	(1.0, Strongly disagree)...	None	11	Right	Scale	Input
27	I feel more productive when working from home.	Numeric	1	1	27.1 feel more productive when working from home.	(1.0, Strongly disagree)...	None	11	Right	Scale	Input
28	I feel more excited when I work from home.	Numeric	1	1	28.1 feel more excited when I work from home.	(1.0, Strongly disagree)...	None	11	Right	Scale	Input
29	Employee Happiness	Numeric	35	1	29__Employee Happiness	(1.0, Strongly disagree)...	None	11	Right	Scale	Input
30	I find it difficult to make flexible decisions while working from home.	Numeric	1	1	30.1 find it difficult to make flexible decisions while working from home.	(1.0, Strongly disagree)...	None	11	Right	Scale	Input

Data View Variable View

IBM SPSS Statistics Processor is ready Unicode ON



**Figure 12.6: SPSS Data & SPSS Variable View**

	Name	Type	Width	Decimals	Label	Values	Missing	Columns	Align	Measure	Role
30	Ifindtheabilitytoworkflexibleimportant	Numeric	1	1	30.I find the ability to work flexible important.	(1,0, Strongly disagree)...	None	11	Right	Scale	Inp.
31	Workingflexiblegivesmethetheopportunity...	Numeric	1	1	31.Working flexible gives me the opportunity to manage my work-life better.	(1,0, Strongly disagree)...	None	11	Right	Scale	Inp.
32	Workingflexiblegivesmethetheopportunity...	Numeric	1	1	32.Working flexible gives me the opportunity to manage my working sched...	(1,0, Strongly disagree)...	None	11	Right	Scale	Inp.
33	Iffeelmoreproductivewhenicanmanage...	Numeric	1	1	33.I feel more productive when I can manage my own work hours.	(1,0, Strongly disagree)...	None	11	Right	Scale	Inp.
34	WorkforcePreferences	Numeric	22	1	34._Workforce Preferences	(1,0, Strongly disagree)...	None	11	Right	Scale	Inp.
35	Ifinditonnoisywhenworkfromtheoffice...	Numeric	1	1	35.I find it to noisy when I work from the office then when I work from home.	(1,0, Strongly disagree)...	None	11	Right	Scale	Inp.
36	Therearemoredistractionswhenworkf...	Numeric	1	1	36.There are more distractions when I work from the office then when I wo...	(1,0, Strongly disagree)...	None	11	Right	Scale	Inp.
37	Therearenoteenoughfocusroomsintheo...	Numeric	1	1	37.There are not enough focus rooms in the office to work silently, this is ...	(1,0, Strongly disagree)...	None	11	Right	Scale	Inp.
38	ImissocialinteractionwhenIworkinthe...	Numeric	1	1	38.I miss social interaction when I work in the office.	(1,0, Strongly disagree)...	None	11	Right	Scale	Inp.
39	Iamabletoconductteamworkbetterwhe...	Numeric	1	1	39.I am able to conduct teamwork better when I work from the office inste...	(1,0, Strongly disagree)...	None	11	Right	Scale	Inp.
40	IhavethefeelingthatIcanperformthesa...	Numeric	1	1	40.I have the feeling that I can perform the same work better at home the...	(1,0, Strongly disagree)...	None	11	Right	Scale	Inp.
41	Ifeelthatidon'tneedtomeetinpersonwh...	Numeric	1	1	41.I feel that I don't need to meet in person when I can meet online.	(1,0, Strongly disagree)...	None	11	Right	Scale	Inp.
42	Itisexpectedofmetoworkattheoffice...	Numeric	1	1	42.It is expected of me to work at the office when possible.	(1,0, Strongly disagree)...	None	11	Right	Scale	Inp.
43	Ihavebettertime managementwhenIwo...	Numeric	1	1	43.I have better time management when I work from the office instead of ...	(1,0, Strongly disagree)...	None	11	Right	Scale	Inp.
44	Theofficeprovidesbetterinternetconne...	Numeric	1	1	44.The office provides better internet connection then when I work from h...	(1,0, Strongly disagree)...	None	11	Right	Scale	Inp.
45	Ieathealthierwhenworkfromtheoffice...	Numeric	1	1	45.I eat healthier when I work from the office then when I work from home.	(1,0, Strongly disagree)...	None	11	Right	Scale	Inp.
46	Ifeelcantakebetterbreaksinbetweenw...	Numeric	1	1	46.I feel I can take better breaks in between work when I work from home ...	(1,0, Strongly disagree)...	None	11	Right	Scale	Inp.
47	OfficeEnvironment	Numeric	35	1	47._Office Environment	(1,0, Strongly disagree)...	None	11	Right	Scale	Inp.
48	Howmanydayswouldyouliketoworkfro...	Numeric	1	1	48.How many days would you like to work from home during the week?	None	None	11	Right	Scale	Inp.
49	What is your gender	Numeric	1	1	49.What is your gender?	(1,0, Male)...	None	11	Right	Nominal	Inp.
50	What is your age group	Numeric	1	1	50.What is your age group?	(1,0, 18-24)...	None	11	Right	Scale	Inp.
51	Which department do you work in?	Numeric	2	1	51.Which department do you work in?	(1,0, Valuations advisory)...	None	11	Right	Nominal	Inp.
52	How many people live in your household	Numeric	8	2	52.How many people curmtly in your household	None	None	8	Right	Scale	Inp.
53	With wittouth children	Numeric	8	2	53.Does the household consist of?	(1,00, Without children)...	None	8	Right	Nominal	Inp.
54											
55											
56											
57											
58											
59											

## App. 8: Lewin's change management model

The Lewin's change management model indicates three stages of change. This model is used to support the change process and makes sure to incorporate all stakeholders.



(Online.visual-paradigm, 2021)



## App. 9: E-mails presentation meetings

Bestand **Vergadering** Planningassistent Bijhouden Invoegen Tekst opmaken Controleren Help Vertel wat u wilt doen

Verwijderen → Doorsturen Acties Notities bij vergadering Vergaderingsnotities

Accepteren Voorlopig Weigeren Nieuw tijdstip voorstellen Reageren

Weergeven als: Bezet Herinnering: Geen Opties

Categoriseren Persoonlijk Hoge urgentie Lage urgentie Codes

Dicteren Viva Insights Spraak

Geaccepteerd op 2-12-2021 10:12

### Scriptie bespreken

Organisator	Hoekert, David	Verzonden do 2-12-2021 9:39
Tijd	maandag 6 december 2021 13:30-14:00	
Locatie	<u>JLL Adam</u>	
Antwoord	✓ Geaccepteerd <a href="#">Antwoord wijzigen</a>	

In gedeelde map Agenda

Bestand **Vergadering** Planningassistent Bijhouden Invoegen Tekst opmaken Controleren Help Vertel wat u wilt doen

Verwijderen → Doorsturen Acties Notities bij vergadering Vergaderingsnotities

Accepteren Voorlopig Weigeren Nieuw tijdstip voorstellen Reageren

Weergeven als: Bezet Herinnering: Geen Opties

Categoriseren Persoonlijk Hoge urgentie Lage urgentie Codes

Dicteren Viva Insights Spraak

Geaccepteerd op 6-12-2021 16:09

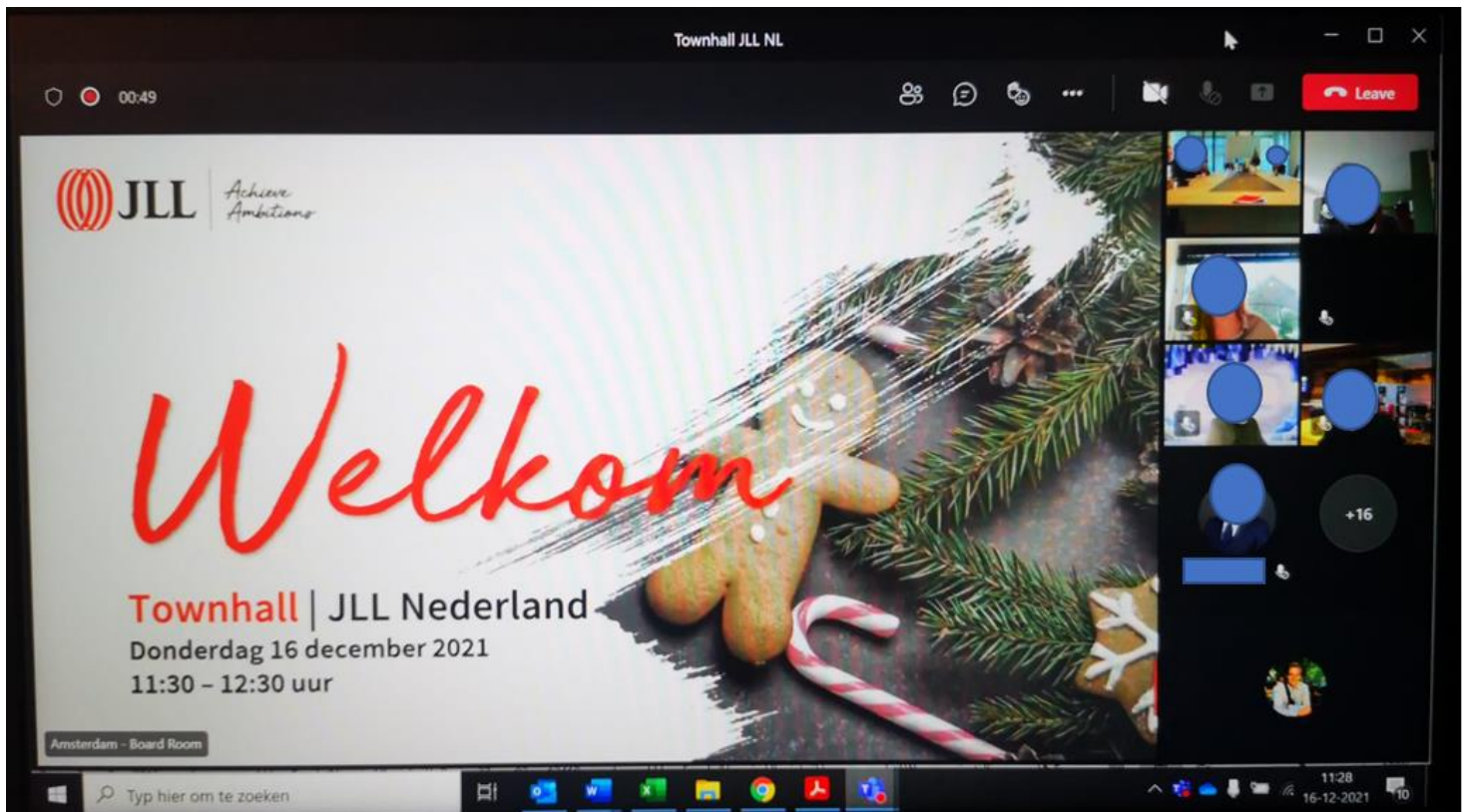
### Scriptie bespreken

Organisator	Meijler, Jeroen	Verzonden do 6-12-2021 14:24
Tijd	woensdag 8 december 2021 11:30-12:00	
Locatie	<u>JLL Adam</u>	
Antwoord	✓ Geaccepteerd <a href="#">Antwoord wijzigen</a>	

In gedeelde map Agenda



## App. 10: Townhall with JLL Amsterdam office





# App. 11: Client deliverable evaluation form

## Evaluation Form Company Project/Research

(EVALUATION FORM OF ALL CLIENTS AND ON ALL DELIVERABLES IS COMPULSORY, FORMAT IS NOT)



Name of student:	Tom Schoffelen	Student number:	662562
Name of company/organisation:	JLL	Department:	Tenant Representation
Name of company tutor/research commissioner:	David Hoekert	Position of company tutor/commissioner (if applicable):	Senior Director
Project and/or Deliverable: (please specify)	Company project: "What changes to the work environment are required to support the hybrid working preferences of the Jones Lang LaSalle (JLL) Amsterdam workforce?". Deliverable: Advise report and a hybrid working model created on the workforce preferences.		
During the first (unofficial) evaluation the set-up for the project and end deliverable(s) is discussed. For this final evaluation the project has been delivered by the student and is thus evaluated. This is taken into consideration for the final assessment of the student.			

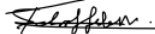

### CATEGORY 1: EXPERTISE/KNOWLEDGE OF THE FIELD

Rating	Excellent	Good	Room for improvement	Comments
	In-depth use of relevant literature and knowledge of the field. The deliverable shows excellent thinking capacity of the student (taking into account all significant factors and looking from all different perspectives).	Use of relevant literature and knowledge of the field. The deliverable shows mostly intellectual depth (taking into account significant factors and looking from different perspectives).	No or incorrect use of literature and knowledge of the field. The deliverable lacks intellectual depth.	Tom uses current literature that are applicable to our field as a company.

### CATEGORY 2: KNOWLEDGE APPLICATION/SOLVING PROBLEMS

Rating	Excellent	Good	Room for improvement	Comments
	The theories and models are skillfully applied and the student can translate this in a unique solution and implementation. The student can relate situations to concepts that results into a solution that adds great value to the company's overall strategy. The creative solution is/can be implemented and evaluated and is solving the problem.	The student uses theory and models and shows understanding of the issues at hand. The solution is realistic and implementable for the company. The solution is/can be implemented and evaluated.	Mentioning theory and models, but not using them in the correct way. The student cannot convince of the possibilities to implement and evaluate. It is not solving the problem.	The solution Tom created is implementable. The topic is currently discussed within JLL and the possibility that a hybrid working model will be implemented is high. The theory and findings are interesting.



CATEGORY 3: INFORMED JUDGEMENTS				
Rating	Excellent	Good	Room for improvement	Comments
	The research process is done and explained in an excellent way. All statements, conclusions and recommendations are underpinned with the data collected by the students and/or referencing. The analysis is very substantial.	The research process is done and explained well. Most statements, conclusions and recommendations are underpinned with the data collected by the student and/or referencing. The analysis is substantial.	Weak problem analysis, research question not clear enough. Data collection and/or methodology is insufficient. Weak analysis, use of data from one dimension and not backed up.	Tom explained the research process well. It is understandable and the data delivers clear findings on how to answer the problem, because he did a survey with our employees.
CATEGORY 4: COMMUNICATION AND SHARING KNOWLEDGE				
Rating	Excellent	Good	Room for improvement	Comments
	Excellent ability to communicate information, ideas, problems and solutions to all stakeholders involved. The deliverable adds great value to the main stakeholders. Initial and creative channels have been actively used to share outputs and knowledge.	Good ability to communicate information, ideas, problems and solutions to stakeholders. The deliverable adds value to the company. Existing channels have been used to share knowledge.	The deliverable could have been better delivered to the stakeholders. The deliverable could have added more value, if better delivered. No active communication of outputs and knowledge.	Tom explained us the findings and kept us up to date. The report is well explained and can add value to our further implementation as JLL.
CATEGORY 5: INTERCULTURAL HOSPITALITY LEADERSHIP				
Rating	Excellent	Good	Room for improvement	Comments
	Student is able to lead the project by themselves. Student is self-critical towards improvement and takes feedback to heart. Student deals with a diversity of stakeholders in an intercultural competent way. Hospitality mindset is seen in project or work in a very distinct way.	Student is able to lead the project with little help. Student is critical towards improvement and listens to feedback. Student deals with different stakeholders. Hospitality mindset can be seen.	Tasks performed are described and not critically analyzed. Student is not too critical towards own learning and can listen better to feedback. Student does not know how to deal with differences in stakeholders. Hospitality can be improved.	Tom was clear in what he wanted to know. Understood the information and did the project mainly on himself. Good communication towards all involved.
OVERALL COMMENTS:				
Tom managed the project well, he showed new insights from a different perspective. It is interesting to see what the findings were. As Tom his supervisor I am happy that he created the report in this way.				
STUDENTS' COMMENTS:				
Comments on evaluation:	I am happy with the feedback and that they find the results interesting. The guidance was of great support, this helped in creating the project and solutions.			
DATE & STUDENT'S SIGNATURE:			COMPANY SUPERVISOR'S/RESEARCH COMMISSIONER'S SIGNATURE:	
				

THE COMPLETED FORMS (ON ALL DELIVERABLES AND PERFORMANCE) NEED TO BE EMAILED TO THE LYCAR COACH AND PUT IN THE APPENDICES OF THE CAREER PORTFOLIO





## App. 12: Internship Mid-term Appraisal From

### APPRAISAL FORM

(EVALUATION FROM ALL CLIENTS IS COMPULSORY, FORMAT IS NOT)



Name of student:	Tom Schoffellen	Student number:	662562
Name of company:	JCC	Department:	Tenant Representation - JLC
Name of company tutor:	David Hoekart	Position of company tutor:	Head of Tenant Representation
Assessment no:	1 (mid term) 2 (final)	Date:	6-10-2021

CATEGORY 1: EXPERTISE / JOB KNOWLEDGE & UNDERSTANDING					
1: Clear area of weakness	2: Room for improvement	3: Sufficient	4: Very good	5: Excellent	Rating:
Below standards. Has insufficient job knowledge and technical skills to perform job responsibilities. Requires frequent supervision.	Has some job knowledge but often needs help to apply it.	Has sufficient job knowledge and applies this in practice. Requires minimum supervision.	Has a very good level of job knowledge, experience and insight and applies this in practice. Can work independently.	Has an exceptional level of job knowledge, experience and insight and applies this in practice. Works independently; can train others.	3
Comm ents: The Knowledge level is increasing over time. At the end of the internship it will be very good or more.					

CATEGORY 2: QUALITY OF DAILY WORK & PROFESSIONAL PRODUCTS (PLEASE SPECIFY PER PRODUCT, IF POSSIBLE)					
1: Clear area of weakness	2: Room for improvement	3: Sufficient	4: Very good	5: Excellent	Rating:
Below standards, makes errors and does not perform according to the standards.	Standards are met, but work and deliverables are often lacking precision and consistency.	Sufficient, in general makes few errors, level of deliverables is good.	Very good, rarely makes mistakes, performs well and sometimes exceeds standard.	Excellent, hardly ever makes mistakes, quality of work is superb.	3/4
PROD UCT 1 (specif y)	Tom makes inventories of available space in Amsterdam. Each time of quality is better.				
PROD UCT 2 (specif y)					
PROD UCT 3 (specif y)					

CATEGORY 3: MAKING JUDGEMENTS & PROBLEM-SOLVING					
1: Clear area of weakness	2: Room for improvement	3: Sufficient	4: Very good	5: Excellent	Rating:



Below standards, only solves problems with guidance.	Occasionally solves problems but this could be better.	Sufficient, generally can solve problems independently.	Very good, solves most problems independently.	Excellent, always solves problems independently, does not require any guidance.	3
--	--	---	--	---	---

Comments: In some situations Tom probably is able to solve the problem or find the answer without approaching one of the colleagues.

#### CATEGORY 4: LEARNING SKILLS

1: Clear area of weakness	2: Room for improvement	3: Sufficient	4: Very good	5: Excellent	Rating:
Below standards, often forgets information.	Able to learn but this could be better.	Sufficient, generally understands and is able to apply new information.	Very good, understand and applies information easily.	Excellent, consistently learning, understanding and applying new knowledge and information.	4
Comments: understands our business with some room for growth.					

#### CATEGORY 5: COMMUNICATION SKILLS TOWARDS CLIENTS (Guests, employees, etc.)

1: Clear area of weakness	2: Room for improvement	3: Sufficient	4: Very good	5: Excellent	Rating:
Below standards, often forgets or does not share information.	Communicates in a sufficient manner but this could be better.	Sufficient, generally shares information.	Very good, shares information openly.	Excellent, consistently shares information openly.	4
Comments: only applicable for colleagues → no client contact yet.					

#### CATEGORY 6: INTERACTION AND CO-OPERATION WITH COLLEAGUES AND OTHER DEPARTMENTS

1: Clear area of weakness	2: Room for improvement	3: Sufficient	4: Very good	5: Excellent	Rating:
Below standards, is not involved in daily tasks, at work, shows limited interest in other department and the company in general	Show occasional interest but this could be better.	Shows interest in daily tasks, is interested and involved with other departments, co-operates sufficiently and knows what's going on within the company.	Clearly shows interest in other departments, is very social while interacting. Enjoys daily tasks and keep well informed of what is happening within the company	Excellent, is extremely dedicated, always knows what's going on; seeks out new information is always very interested and social to other departments. Shows great flexibility in assisting other depts.	4
Comments: Tom is very social and has easily adjusted to the company and team.					

#### CATEGORY 7: READINESS FOR THE INTERNATIONAL HOSPITALITY INDUSTRY

1: Clear area of weakness	2: Room for improvement	3: Sufficient	4: Very good	5: Excellent	Rating:
Below standards, is not ready for a career in the international hospitality industry	Sometimes shows not to be ready for a career in the hospitality industry	Acceptable readiness for a career in the Hospitality industry	Definitely ready for a career in the hospitality industry	Excellent readiness to start a career in the hospitality industry.	3
Comments: not applicable or not able to judge since we are not in the hospitality industry.					

Page 2 of 3

Total points	24.5
--------------	------

#### REVIEW OF LAST OBJECTIVES AND ANY ADDITIONAL ACHIEVEMENTS:

Sufficient up to good → will grow over time after gaining more experience.

#### TRAINEE'S STRENGTHS:

Socially - verbally strong.

#### TRAINEE'S DEVELOPMENT NEEDS:

Still very much a student (which makes sense since Tom left school last summer) and sometimes

#### TUTOR: ADDITIONAL COMMENTS (OPTIONAL):

We are very interested to see Tom further grow in the coming 3 months.

#### TRAINEE'S COMMENTS:

Comments on appraisal: Nice to have a feedback round, good feedback to take with me the upcoming months. Grow even further into my team and position.

#### DATE FOR FOLLOW-UP MEETING AND / OR NEXT EVALUATION:

21-12-2021

DATE TRAINEE'S SIGNATURE:

COMPANY TUTOR'S SIGNATURE:

THE COMPLETED FORM NEEDS TO BE EMAILED BY THE STUDENT TO PLACEMENT OFFICE AND CAREER COACH

Page 3 of 3



# App. 13: Internship Final Appraisal Form

## APPRAISAL FORM

(EVALUATION FROM ALL CLIENTS IS COMPULSORY, FORMAT IS NOT)



Name of student:	Tom van Schoffelen Tom Schoffelen	Student number:	662562
Name of company:	JLL	Department:	Tenant Representation
Name of company tutor:	David Hoekert	Position of company tutor:	Senior Director
Assessment no:	1 (mid term) 2 (final)	Date:	13 December 2021

CATEGORY 1: EXPERTISE / JOB KNOWLEDGE & UNDERSTANDING					
1: Clear area of weakness	2: Room for improvement	3: Sufficient	4: Very good	5: Excellent	Rating:
Below standards. Has insufficient job knowledge and technical skills to perform job responsibilities. Requires frequent supervision.	Has some job knowledge but often needs help to apply it.	Has sufficient job knowledge and applies this in practice. Requires minimum supervision.	Has a very good level of job knowledge, experience and insight and applies this in practice. Can work independently.	Has an exceptional level of job knowledge, experience and insight and applies this in practice. Works independently; can train others.	2
Comments:	Certainly room for improvement – Tom has made progress, but I am sure he could have made much more progress over a period of 4 months.				

CATEGORY 2: QUALITY OF DAILY WORK & PROFESSIONAL PRODUCTS (PLEASE SPECIFY PER PRODUCT, IF POSSIBLE)					
1: Clear area of weakness	2: Room for improvement	3: Sufficient	4: Very good	5: Excellent	Rating:
Below standards, makes errors and does not perform according to the standards.	Standards are met, but work and deliverables are often lacking precision and consistency.	Sufficient, in general makes few errors, level of deliverables is good.	Very good, rarely makes mistakes, performs well and sometimes exceeds standard.	Excellent, hardly ever makes mistakes, quality of work is superb.	3
PRODUCT 1 (specify)	Overall few errors and quality is good, however not much more.				
PRODUCT 2 (specify)					
PRODUCT 3 (specify)					

CATEGORY 3: MAKING JUDGEMENTS & PROBLEM-SOLVING					
1: Clear area of weakness	2: Room for improvement	3: Sufficient	4: Very good	5: Excellent	Rating:





Below standards, only solves problems with guidance.	Occasionally solves problems but this could be better.	Sufficient, generally can solve problems independently.	Very good, solves most problems independently.	Excellent, always solves problems independently, does not require any guidance.	3
Comments:					

CATEGORY 4: LEARNING SKILLS					
1: Clear area of weakness	2: Room for improvement	3: Sufficient	4: Very good	5: Excellent	Rating:
Below standards, often forgets information.	Able to learn but this could be better.	Sufficient, generally understands and is able to apply new information.	Very good, understand and applies information easily.	Excellent, consistently learning, understanding and applying new knowledge and information.	2/3
Comments:	I am sure there is room for improvement. I believe Tom could have learned more than he did.				

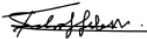

CATEGORY 5: COMMUNICATION SKILLS TOWARDS CLIENTS (Guests, employees, etc.)					
1: Clear area of weakness	2: Room for improvement	3: Sufficient	4: Very good	5: Excellent	Rating:
Below standards, often forgets or does not share information.	Communicates in a sufficient manner but this could be better.	Sufficient, generally shares information.	Very good, shares information openly.	Excellent, consistently shares information openly.	2/3
Comments:	Reality is that there was limited contact with clients. Tom was more in a support role.				

CATEGORY 6: INTERACTION AND CO-OPERATION WITH COLLEAGUES AND OTHER DEPARTMENTS					
1: Clear area of weakness	2: Room for improvement	3: Sufficient	4: Very good	5: Excellent	Rating:
Below standards, is not involved in daily tasks, at work, shows limited interest in other department and the company in general	Show occasional interest but this could be better.	Shows interest in daily tasks, is interested and involved with other departments, co-operates sufficiently and knows what's going on within the company.	Clearly shows interest in other departments, is very social while interacting. Enjoys daily tasks and keep well informed of what is happening within the company	Excellent, is extremely dedicated, always knows what's going on; seeks out new information is always very interested and social to other departments. Shows great flexibility in assisting other depts.	2
Comments:	Communication could be better and more connected. As Tom and I discussed in our mid term evaluation, Tom is not very enthusiastic about the our (real estate) business (and our company) which probably does not help in communication and showing interest in our projects.				

CATEGORY 7: READINESS FOR THE INTERNATIONAL HOSPITALITY INDUSTRY					
1: Clear area of weakness	2: Room for improvement	3: Sufficient	4: Very good	5: Excellent	Rating:



Below standards, is not ready for a career in the international hospitality industry.	Sometimes shows not to be ready for a career in the hospitality industry	Acceptable readiness for a career in the Hospitality industry	Definitely ready for a career in the hospitality industry	Excellent readiness to start a career in the hospitality industry.	4
Comments:	I can imagine that Tom is very suitable for the hospitality industry. I think our business/company is too corporate for Tom and I believe Tom feels more at home in the bar/restaurant business, in a more casual environment.				

<b>Total points</b>	
<b>REVIEW OF LAST OBJECTIVES AND ANY ADDITIONAL ACHIEVEMENTS:</b>	
<b>TRAINEE'S STRENGTHS:</b>	
Communication	
<b>TRAINEE'S DEVELOPMENT NEEDS:</b>	
Organization/structure/planning	
<b>TUTOR: ADDITIONAL COMMENTS (OPTIONAL):</b>	
I believe our company and our field of business was not the right choice for Tom. He did not show much passion/interest during the months he spent with us. I am sure that Tom will be more ambitious/interested when he will have found a business/environment which is more close to his heart. Hopefully Tom will look back at his time with JLL as a time where he established what he does like and does not like in terms of work/business. I guess one will be able to make the right choices in life when you also know what you do not like.	
<b>TRAINEE'S COMMENTS:</b>	
Comments on appraisal:	
<b>DATE FOR FOLLOW-UP MEETING AND / OR NEXT EVALUATION:</b>	
<b>DATE TRAINEE'S SIGNATURE:</b>	<b>COMPANY TUTOR'S SIGNATURE:</b>
	

THE COMPLETED FORM NEEDS TO BE EMAILED BY THE STUDENT TO PLACEMENT OFFICE AND CAREER COACH



## App. 14: Approved Proposal feedback

### LYCar Proposal Grading Rubric

**V.1.1** (Version LYCar 2020; 16 February, 2021)

Student Name:	<input type="text" value="Tom Schoffelen"/>	LYCar Coach:	<input type="text" value="Dr. Walsh"/>
Student Number:	<input type="text" value="662562"/>	Primary PLO:	<input type="text" value="6"/>
Date Submitted:	<input type="text" value="14-11-2021"/>	Secondary PLO(s):	<input type="text" value="7"/>

*Note: All boxes with red border to be filled by student*

Preconditions (required for assessment)	Yes	No	Comments
<b>Checks content and completeness</b>			
<b>Executive Summary</b> is present, concise, can be read independently, contains information about process and content, focuses on results and outcomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
<b>LYCar Proposal meets formal reporting criteria (according to e.g., LYCar Reading &amp; Writing Guide)</b>			
LYCar Proposal is written in English and is professional, including common basic components such as Intro, ToC, Conclusion etc.- see Reading & Writing Guide	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
LYCar Proposal is max. <b>5.000 words</b> (counting after Table of Content, incl. text in tables) - visual proof of wordcount is included in Appendices.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Harvard Referencing Style is used consistently, referencing to primary sources only, List of References is well presented	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
<b>Check (technical) formalities and submissions</b>			
Ephorus upload	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
LYCar Proposal incl. Appendices are uploaded in Osiris	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
<b>Ethics and data management</b>			
Ethical, integrity and data management requirements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
<b>Entitled to assessment? (All yes above required):</b>	<input checked="" type="checkbox"/>		



DD1: The student has demonstrated knowledge and understanding in a field of study that builds upon their general secondary education, and is typically at a level that is supported by advanced textbooks

	Excellent	Pass	No Go
1.1 Use of literature and knowledge of the field	Student uses in-depth literature and knowledge of the field throughout the report. The report contains no mistakes and factual incorrectness.	Student uses in most cases literature and knowledge of the field in the report. The report contains some mistakes and factual incorrectness in a limited part of the report.	No sufficient or correct use of literature and knowledge of the field in the report. The report contains mistakes and factual incorrectness.
1.2 Intellectual depth and abstract thinking	Student takes all significant factors into account and looks from different perspectives, sees patterns, relates situations to concepts in order to solve larger problems. The reports show excellent thinking capacity of the student. New unique insights presented in the topic and depth of understanding displayed. Excellent linking between the elements and the underlying issues within the case situation.	Student takes different perspectives into account. The report shows intellectual depth (taking into account all significant factors and looking from different perspectives) in most parts of the report. Some patterns are clear. Some links have been made.	The report lacks intellectual depth (superficial and merely descriptive) in some parts of the report. Patterns are not sufficiently made clear.
Student Feedback:	Excellent <input type="checkbox"/> Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	The literature is relevant for current situation the world lives in, as most of the literature is above 2015 and multiple sources from 2020 and 2021. The concepts link with each other and are applicable to the current situation of the placement company, where the research will be specifically conducted on.	
Assessor Feedback:	Excellent <input type="checkbox"/> Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	Dear Tom,  Please find attached your written feedback. The below, was sent as an email in B2, you have since embedded the feedback - the proposal is now a Pass.  This is currently okay - but just needs a few things ""fixing"" or ""lifting"" before this is a GO.	

DD2: The student can apply their knowledge and understanding in a manner that indicates a professional approach to their work or vocation, and has competences typically demonstrated through devising and sustaining feedback and solving problems within their field of study

	Excellent	Pass	No Go
2.1 Application of theories/models to situations at hand	Student uses a range of theories/models appropriate to the problems in the case skilfully and able to add their own unique perspective and insight. They own the model(s).	Student mentions a range of theories/models appropriate to the problems in the case and applying some of them in the correct way.	Mentioning models and theories but not using them in a correct way.
2.2 Possible impact and meaning of own work - dissemination of research	Student plans evaluation of impact and meaning of own work in relation to business and industry with sound underpinning. Identification of all stakeholders and acts of dissemination. Plan on how to effectively disseminate knowledge through different channels fitted for a variety of audiences is also presented.	Student formulates criteria for evaluation. Student describes possible impact and meaning of own work. Identification of stakeholders and planning of dissemination through at least one valuable channel with an audience is presented.	Student fails to describe criteria how to evaluate impact. No identification of stakeholders or realistic plan on dissemination of knowledge through at least one valuable channel with an audience.
Student Feedback:	Excellent <input checked="" type="checkbox"/> Pass <input type="checkbox"/> Not Yet <input type="checkbox"/>	Theories and models used specifically for better support in the research process. The Findings can be used well to gain a perspective on how to develop and structure the data collection. The impact of decisions within the research are explained and connected to the stakeholders, moreover it is explained how the information will be shared and evaluated.	
Assessor Feedback:	Excellent <input type="checkbox"/> Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	This will continue to strengthen as you proceed with implementation plan and evaluation. well done.	



DD5: the student has developed those learning skills necessary to continue to undertake further study with a high degree of autonomy

	Excellent	Pass	No Go
5.1 Plan on IQ development in PLO: Reflection on product(s)	Student has clear plans on what will be delivered and uses different relevant theory to underpin own work and reflect on it.	Student has a plan on what will be delivered and uses theory to underpin planned own work and reflect on it.	No clear deliverables mentioned and almost no theory to underpin own work and reflection.
5.2 Plan on AQ & EQ Self development	Student devises excellent ability to critically reflect on own developmental goals and demonstrates real growth mindset for life-long learning. Student proposes a demonstration of being able to self-direct, taking initiative in unpredictable situations. Student shows different metrics that can demonstrate development in terms of their EQ/AQ.	Student shows developmental goals and demonstrates growth mindset. There is a plan on how to reflect on values, attitudes and behaviour. Starting levels and desired end levels are described and measurements are provided.	Developmental goals are not concrete, there is no demonstration of growth mindset. Plan on how to reflect is vague and does not give enough substantiation to show growth.
5.3 Plan on EQ Social development	Student provides a plan on how to construct a multitude of proof that shows development as an Intercultural Hospitality Leader. Excellent ability to contribute to the global society/local community as a responsible citizen. Excellent analysis of diversity of people the student will deal with. Possible effective collaboration with all stakeholders in different cultural settings. Hospitality is key to the project or work the student does.	Student provides a plan on how to prove development as an Intercultural Hospitality Leader. Plan on how to contribute to the global society/local community as a responsible citizen. Proposing ideas on how to collaborate with different stakeholders in different cultural settings. Hospitality is a differentiator in the students' project or work.	No clear plan on development as an Intercultural Hospitality Leader. Plan on how to contribute to global society/local community is missing. Ideas proposed on collaboration or hospitality are not sufficient.

Student Feedback:

Excellent ☐  
 Pass ☒  
 Not Yet ☐

IQ, AQ, EQ are explained. Development steps, goals and reflection are explained and are feasible.

Assessor Feedback:

Excellent ☐  
 Pass ☒  
 Not Yet ☐

Consider how you use Gibbs or choose more relevant models from EQ/AQ.

Need to highlight all of your main projects, work tasks (the key ones) related to IQ, i.e. be clear what specific discipline related intelligence you are developing.

Missing "leadership" need to include some leadership theory i.e. what type of leader are you, and what specific example and

## Overall Assessor Feedback

## LYCar Proposal Outcome

- Excellent ☐ All qualitative criteria awarded a "Pass" and at least three qualitative criteria awarded a "Excellent"
- Pass ☒ All qualitative criteria awarded a "Pass". "P" registered in Osiris. Student can continue with LYCar execution.
- No Go ☐ One or more qualitative criteria graded as "Not Yet". "F" registered in Osiris. Student re-writes LYCar Proposal with incorporated feedback.
- Pre-Condition NY ☐ Pre-conditions not met. Student resubmits LYCar Proposal. No grade or feedback provided to the student.



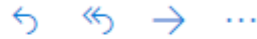
## App. 15: Proof of Data Management Upload

### File Upload Notification



noreply <noreply@hotelschool.nl>

Tue 14/12/2021 12:23



To: Tom Schoffelen

Dear Tom Schoffelen,

This is an automatic delivery message to notify you that a new file has been uploaded.

Name : Tom Schoffelen

Student Number : 662562

Email : 662562@hotelschool.nl

LYCar Coach : Dr. Walsh

Research Number : 2021-316

We kindly request you to forward this email to your LYCar coach as evidence that your data files have been uploaded securely.

Thank You.

[Reply](#)

| [Forward](#)



## App. 16: Proof of EC's

T.W. Schoffelen

### Study Progress Overview

Student number	662562	
Date	16 December 2021	
Degree programme	B Hospitality Management - Full-time	Exam Date: 05-02-2018
Cohort	2016	Distinction: Graduated
Study programme	P-HTH-C08-16 - Propedeutic curr.2008 version 2016	

### European Credits (EC)

Study programme	Minimum credits to be obtained	Credits obtained
Basic Programme	60.0	60.0
Others		0.0
<b>Total</b>	<b>60.0</b>	<b>60.0</b>

### Programme

Study programme component	Type	Minimum credits to be obtained	Credits obtained
<i>all of the parts below</i>			
1 Compulsory courses phase 1	Mandatory	57.0	57.0
2 Second language		3.0	3.0
<i>one of the parts below</i>			
2.1 Business other language: Dutch	Restricted choice	3.0	
2.2 Business other language: French	Restricted choice	3.0	
2.3 Business other language: German	Restricted choice	3.0	
2.4 Business other language: Mandarin	Restricted choice	3.0	
2.5 Business other language: Russian	Restricted choice	3.0	
2.6 Business other language: Spanish	Restricted choice	3.0	3.0
<b>Total</b>		<b>60.0</b>	<b>60.0</b>





## Study Progress Overview

Student number	662562
Date	16 December 2021
Degree programme	B Hospitality Management - Full-time
Cohort	2016
Study programme	PP-HTH-C08-17 - Post-Propedeutic curr.2008 version 2015

## European Credits (EC)

Study programme	Minimum credits to be obtained	Credits obtained	Passed
Basic Programme	180.0	150.0	No
Others		0.0	
<b>Total</b>	<b>180.0</b>	<b>150.0</b>	<b>No</b>

## Programme

Study programme component	Type	Minimum credits to be obtained	Credits obtained	Passed
<i>all of the parts below</i>				
1 Compulsory courses phase 2	Mandatory	84.0	84.0	Yes
2 Business other language		6.0	6.0	Yes
<i>one of the parts below</i>				
2.1 Business other language: Dutch	Restricted choice	6.0		
2.2 Business other language: French	Restricted choice	6.0		
2.3 Business other language: Spanish	Restricted choice	6.0	6.0	Yes
2.4 Business other language: German	Restricted choice	6.0		
2.5 Business other language: Russian	Restricted choice	6.0		
2.6 Business other language: Mandarin Chinese	Restricted choice	6.0		
3 Compulsory courses phase 3 - part 1	Mandatory	30.0	30.0	Yes
4 Phase 4 compulsory courses		60.0	30.0	No
<i>one of the parts below</i>				
4.1 P4 compulsory		60.0	30.0	No
<i>all of the parts below</i>				
4.1.1 Minor	Minor or electives	12.0	12.0	Yes
4.1.2 P4 Graduation courses	Mandatory	48.0	18.0	No
4.2 Premaster compulsory courses	Specialisation	60.0		
<b>Total</b>		<b>180.0</b>	<b>150.0</b>	<b>No</b>

## Minor Electives

Study programme component	Type	Minimum credits to be obtained	Credits obtained	Passed
<i>all of the parts below</i>				
1 Electives	Restricted choice	12.0	12.0	Yes
<b>Total</b>		<b>12.0</b>	<b>12.0</b>	<b>Yes</b>





# Word count

Hybrid working model = 221 words

Implementation plan = 177 words

Other tables = 176 words

Total of words = 11.874 words

Word Count

Statistics:

Pages	28
Words	11,300
Characters (no spaces)	61,918
Characters (with spaces)	73,130
Paragraphs	185
Lines	1,406

☒ Include textboxes, footnotes and endnotes

Close

Page 12 of 106 | 11476 of 16445 words | English (United Kingdom) | Accessibility: Investigate



*Thank you*