# Different groups of sample

1. Working under new Hybrid Working Principles (NHWP) yes/no vs working hybrid as a choice
2. Repeaters and non-repeaters (without baseline) – the non-repeaters (both from FTI and MBA/LinkedIn) could mirror Wave 1 FTI (blue shade)

Because our sample is more or less global, participants could potentially fall in these categories

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | All from home | Mainly from home | A good mix (on weekly bases or as need arises) | mainly from office/workplace | always office /workplace |
| Working under new company mandated regulations (NHWP) | Forced or chosen | Forced or chosen | Forced or chosen | Forced or chosen | Forced or chosen |
| Working under Government mandated regulations | Forced or chosen | Forced or chosen | Forced or chosen | Forced or chosen | Forced or chosen |
| No mandated HWP by company (free to choose, within on Gov regulations) | Chosen | Chosen | Chosen | Chosen | Chosen |

🡪 For MBA/Linkedin we need to ensure that we are control for the ‘mandated/forced’ vs free choice options, we well as whether they are working under company and/or Government regulations.

This is because HWP that are mandated and go against the participants wishes may signify a PC breach, but if it is not mandated, it may not affect the relationship with the organisation. We need to make sure we find a specific but effective way of capturing the changes. See below for an attempt.

# Variables that can be or were dependent on a target/focus

Variables that are or can be focused on different ‘target events/contexts’ for different groups. Note: new hybrid working principles (NHWP) is most likely an event that initiated a noticeable change to peoples’ work.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | Wave 1 FTI  July/Aug 21 | Wave 2 FTI repeaters  Nov 21 | | Wave 2 FTI newcomers  Nov 21 (no baseline) | | MBA/ LinkedIn  Nov 21 (no baseline) | |
|  | No, but NHWP communicated | NHWP Yes | NHWP No | NHWP Yes | NHWP No | NHWP Yes | NHWP No |
| 1. Attributions about Pandemic working (since the pandemic… worsening/improving) – this captures shifted expectations  (change based variable) | Yes | Possible, but is it sensible?  Instead of any of the other attributions | Possible, but is it sensible?  Instead of any of the other attributions | Ideally as comparison – possibly in addition to one of the below | Ideally as comparison – possibly in addition to one of the below | Ideally as comparison – possibly in addition to one of the below | Ideally as comparison – possibly in addition to one of the below |
| 2. Attributions about HWP (since introduction of HW – worsening/improving) – captures if shifted expectations are violated or upheld by org (change based var) |  | Possible/  sensible?**1** | No | Possible/  sensible? 1 | No | Possible/  sensible? 1 | No |
| 3. Attributions about current working (how is working from home, hybrid vs office affecting the experience of your work/job (positive vs negative) - captures current work experience (NOT change based) |  | Possible **2** | Possible | Possible | Possible | Possible | Possible |
| 4. Attributions about HW (for those that have shifted from home to more office) - captures change from working from home to hybrid [what would the other groups fill in?] |  | Possible | Possible for those that have shifted to hybrid | Possible | Possible for those that have shifted to hybrid | Possible for those that have shifted to hybrid | Possible for those that have shifted to hybrid |
| Justice dimensions related to Hybrid working | Anticipatory Justice (anticipating implementation) | Justice of implementation of HWP in practice | Justice about HW generally for hose that work hybrid | Justice of implementation of HWP in practice | Anticipatory Justice or Justice about HW generally for hose that work hybrid | Justice of implementation of HWP in practice | AJ possible, but is it sensible? Or or Justice about HW generally for hose that work hybrid |
| Satisfaction with HWP  Add question about choosing which days and number of days | NHWP are a good thing | NHWP are a good thing | NHWP are a good thing | NHWP are a good thing | NHWP are a good thing | NHWP are a good thing | Would those be a good thing? |
| OJ | General OJ | General OJ or Focus on NHWP? | General OJ | Focus on NHWP? Or general or both? |  | Focus on NHWP? Or general or both? |  |
| Leadership trust and support | general | Focus on NHWP? | general | Focus on HWP? | general | Focus on HWP? | general |

1 Either attribution about change due to NHWP or general attribution about work

2 Does not capture change, but status quo. But allows to keep questions similar for all participants.

**Attempt to capture the current status quo of HW and whether it’s mandated (or free choice vs not free choice)**

Are you a keyworker [?]: yes/no

1. Look back on the past few weeks (how much can one remember? 2? 3?)
   1. On average, how many days do you spend working from home vs the office in a week?: ADD Number (0-6 / half days accepted)
      1. For how many of those did you personally choose (want to) to work from home? NUMBER? Or all to none?
      2. If any not ‘free will”, who mainly mandated that you have to work from home?

Ogranisation or client

Government

Both org/gov ??

Client

Coworkers

Boss

Other (Family…?). 🡪 could be different every day!!

* 1. How many days did you work from the office (or company/customer site – eg. Hospital, building site, client office/site): NUMBER (0-6)
     1. How many of those
     2. 🡪 for how many of those did you personally choose (want to) to work from home: NUMBER? Or all to none?
     3. If any not ‘free will”, who mandated that you have to come into the office? Same as above

# Suggestions for measuring Attributions about work/change

1. Current WAVE 1 FTI: Attributions about Pandemic working (since the pandemic… worsening/improving)

Please think about the **changes that you have experienced in your job since the outbreak of the Covid-19 pandemic** and how these have impacted your own job and work.   
 Overall, did those changes worsen or improve the following aspects of your work since the outbreak of the pandemic?

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Much worsened (1) | Worsened (2) | Neither/nor (3) | Improved (4) | Much improved (5) |
| How balanced your work-life relationship is (CH\_1)  … etc. |  |  |  |  |  |

ADD: something about the quality of the projects and work they receive from the organisation [as it could be impacted by ‘being in the office’]

1. For group who had NHWP implemented: Attributions about HWP (since introduction of HW – worsening/improving)  
   think back to the time since the new HWP in your company were implemented. How has the change to working affected you?

Please think about the **changes that you have experienced in your job since the introduction of the HWP** and how these have impacted your own job and work.   
 Overall, did those changes worsen or improve the following aspects of your work since the introduction of the new HWPs?

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Much worsened (1) | Worsened (2) | Neither/nor (3) | Improved (4) | Much improved (5) |
| How balanced your work-life relationship is (CH\_1)  … etc. |  |  |  |  |  |

1. For a neutral question that can be answered by all groups, but is not change related: Attributions about current work experience (negative/positive)  
   Think back to the last 2 months [3 months? 1 month?].. How do you currently experience the following aspects o?

Please think about the **your work and job in the past month**.   
 Overall, how do you evaluate/experience the following aspects of your work? [this obviously is very close to some job satisfaction scales]

Can we ask the question closer aligned with appraisal dimensions? Though that does not make sense either, given these are not ‘events’]

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Very negative (1) | negative (2) | Neither/nor (3) | Positive (4) | Very positive (5) |
| How balanced your work-life relationship is (CH\_1)  … etc. |  |  |  |  |  |

# Justice dimensions

**Anticipatory Justice as in WAVE 1**

Again, thinking about returning to work in the office under the new hybrid working principles, how do you think your line manager (coach) will treat you under the new hybrid working principles?

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| I think my line manager (coach) will… | Hardly ever (1) | Rarely (2) | Sometimes (3) | Often (4) | Very often (5) |
| Treat me in a polite manner (InterJ\_1) |  |  |  |  |  |
| Treat me with respect (InterJ\_2) |  |  |  |  |  |
| Refrain from improper remarks or comments (InterJ\_3) |  |  |  |  |  |
| Communicate with me in a candid manner (InfoJ\_1) |  |  |  |  |  |
| Explain processes related to the hybrid working principles thoroughly (InfoJ\_2) |  |  |  |  |  |
| Explain processes related to the hybrid working principles in a reasonable way (InfoJ\_3) |  |  |  |  |  |
| Communicate information regarding the new hybrid working principles in a timely manner (InfoJ\_4) |  |  |  |  |  |
| Tailor communication related to the hybrid working principles to meet my needs (InfoJ\_5) |  |  |  |  |  |
| Ask my views and feelings about the hybrid working principles (ProcJ\_1) |  |  |  |  |  |
| Give me influence over the outcome of the hybrid working principles (ProcJ\_2) |  |  |  |  |  |
| Apply procedures related to the hybrid working principles consistently (ProcJ\_3) |  |  |  |  |  |
| Ensure procedures related to the hybrid working principles are free of bias (ProcJ\_4) |  |  |  |  |  |
| Base procedures related to the hybrid working principles on accurate information (ProcJ\_5) |  |  |  |  |  |
| Uphold ethical and moral standards when implementing the hybrid working principles (ProcJ\_6) |  |  |  |  |  |

**Justice related to implementation of HWP**

Again, thinking about returning to work in the office under the new hybrid working principles, how does your line manager (coach) [organisation?] treat you under the new hybrid working principles?  
these questions do not work if I am working hybrid but without HWP, correct? Or might they still work with a more general introduction for flexible working (without HWP), such as: Think about returning to work in a hybrid fashion, how does your line manager treat you when you discuss or negotiate your hybrid working (i.e. which days to come in, how many days etc)

When negotiating/discussing HW ??

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| I think my line manager (coach)/org … | Hardly ever (1) | Rarely (2) | Sometimes (3) | Often (4) | Very often (5) |
| Treats me in a polite manner (InterJ\_1) |  |  |  |  |  |
| Treats me with respect (InterJ\_2) |  |  |  |  |  |
| Refrains from improper remarks or comments (InterJ\_3) |  |  |  |  |  |
| Communicates with me in a candid manner (InfoJ\_1) |  |  |  |  |  |
| Explains processes related to the hybrid working principles thoroughly (InfoJ\_2) |  |  |  |  |  |
| Explains processes related to the hybrid working principles in a reasonable way (InfoJ\_3) |  |  |  |  |  |
| Communicates information regarding the new hybrid working principles in a timely manner (InfoJ\_4) |  |  |  |  |  |
| Tailors communication related to the hybrid working principles to meet my needs (InfoJ\_5) |  |  |  |  |  |
| Ask my views and feelings about the hybrid working principles (ProcJ\_1) |  |  |  |  |  |
| Give me influence over the outcome of the hybrid working principles {i.e. which days to work flexibly} (ProcJ\_2) |  |  |  |  |  |
| Apply procedures related to the hybrid working principles consistently (ProcJ\_3) |  |  |  |  |  |
| Ensure procedures related to the hybrid working principles are free of bias (ProcJ\_4) |  |  |  |  |  |
| Base procedures related to the hybrid working principles on accurate information (ProcJ\_5) |  |  |  |  |  |
| Uphold ethical and moral standards when implementing the hybrid working principles (ProcJ\_6) |  |  |  |  |  |

Again, thinking about working in the office under the new hybrid working principles, how often do you expect the following overall work related outcomes or rewards to be in line with your expectations about hybrid working?  
  
How often do you think the hybrid working principles provide you with outcome that ...

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Hardly ever (1) | Rarely (2) | Sometimes (3) | Often (4) | Very often (5) |
| reflects the effort you put into your work? (DistrJ\_1) |  |  |  |  |  |
| reflects what you contribute to the company? (DistrJ\_2) |  |  |  |  |  |
| are justified, given your performance? (DistrJ\_3) |  |  |  |  |  |
| are appropriate for the work you have completed? (DistrJ\_4) |  |  |  |  |  |

Missing here: outcome for me (i.e. when I work how) is justified given the bigger picture? Given other options?

New try 11/11/21

Please think about your current work situation in comparison to before  **of the Covid-19 pandemic. How do you rate each of the below aspects of work today in comparison to**  before the outbreak of the pandemic?

ONLY go for CORE ones

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Much worsened (1) | Worsened (2) | Neither/nor (3) | Improved (4) | Much improved (5) |
| How balanced your work-life relationship is (CH\_1)  … etc. |  |  |  |  |  |

Capturing perceived expectations or obligations -See Freese & Schalk on measuring PC and how to develop the list

Thinking about your current work context, to what degree do you believe your organisation has an obligation you and its employees to provide the following [they will just say yes to everything]

[OR: Compared to before the pandemic, do you believe that your organization now has [more or less] obligation to ensure the following for you and others employees?

I believe my organization has an obligation to ensure:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Much less obligation (1) | Less obligation (2) | Neither/nor (3) | More (4) | Much more obligation (5) |
|  | OR |  |  |  |  |
|  | Not at all (1) | To some extent (2) | (3) | (4) | Very large extent (5) |
|  |  |  |  |  |  |
| Balanced work-life relationship (CH\_1)  … etc. |  |  |  |  |  |

I can work

Tells us why:

Feldman & Turnley 99

How important is X to you' (16 items – nowhere to be found) (10 point scale: 1 = 'not important', 10 'extremely important')

'Please, compare the amount of what you actually received to the amount that the organisation had committed to provide' (-2 = 'received much less than promised' to 2 = 'received much more than promised'.

**Amend to:**

1. How important is it to you that the organisation commits to providing each of the below. OR has the experience of working during the pandemic made you rethink the organisations obligations to you as an employee? Which of the following more important or less important to you now?
2. Compare the amount the organisation provides this to how much you feel they should be providing.

We could run a quick prolific to decide on which ones to choose. Or go with what we have

Classic PC questions from previous research.

|  |
| --- |
| An attractive benefits package (1) |
| Fair treatment (2) |
| A relatively secure job  (3) |
| Feedback on performance (4) |
| Training opportunities (5) |
| Opportunities for promotion (6) |
| Fair pay (7) |
| Support with problems at work (8) |
| Appropriate demands in the job (9) e.g. workload, being available at all times |

Add:

Autonomy to choose days to work from home

Flexibility to arrange work time

Balanced work-life relationship

Appropriate expectations to be available for work at all times

Effective working

Appropriate work demands (workload, being available at all times)

Stimulating work/projects [this one might be come relevant in the HW world]

Autonomy to conduct tasks/job

Allow to accommodate important non-work tasks during work hours

Purposeful/meaningful job

Sense of belonging at work

Accommodate individual needs

Opportunities for collaboration

**FTI list as it is**

How balanced your work-life relationship is (CH\_1)

How well you are able to switch off after work (CH\_2)

Your workload (CH\_3)

How much pressure you feel to be available at all times (CH\_4)

The quality of your performance (CH\_5)

How effectively you can work (CH\_7)

How distracted you get at work (CH\_8)

How well you are able to serve clients (CH\_9)

How much clarity you have about your work routines (CH\_10)

How much autonomy you have at work (CH\_11)

How flexibly you can arrange your time (CH\_12)

How well you can accommodate important non-work tasks into your schedule (CH\_13)

How meaningful your job feels (CH\_14)

Your sense of purpose at work (CH\_15)

How connected you feel to others at work (CH\_16)

How well you collaborate within and across your team (CH\_17)

How much your company (or its representatives) meets your expectations (CH\_18)

How much your company fulfills its promises to its employees (CH\_19)

Your sense of belonging at work (CH\_21)