

#	CODE GROUP	COMMENT
		GENERAL CHARACTERISTICS
1	Job characteristics	<i>Description of activities of the job</i>
2	Duration of employment	<i>When employees indicate their duration of employment within the organization</i>
3	Employee characteristics	<i>Characteristics of the employees affected by the changes</i>
4	Organizational characteristics	<i>Description of general organizational characteristics</i>
		OBSERVATIONS
5	Hesitant	<i>When the participants tone of voice or body language indicated hesitancy</i>
6	Empathy	<i>When the participants put themselves in someone else position and seem to express comprehension for certain actions, regardless of whether they agree or not</i>
7	Enthusiasm	<i>When the participants tone of voice or body language indicated enthusiasm</i>
8	Concern	<i>When the participants tone of voice or body language indicated concern</i>
9	Uninterest / indifference	<i>When the participants tone of voice or body language indicated uninterest of indifference</i>
10	Job (in)security	<i>When the participants description indicated a feeling of job insecurity</i>
		CHANGE DEVELOPMENT AND PROCESS
	TOP-DOWN PERCEPTION	<i>Codes focusing on experiences from employees in charge of/involved with the change process</i>
11	Motives change	<i>Description of reasons for the need of organizational change as indicated by employees in charge of the change process</i>
12	Time-line	<i>Description of events before/during the change process time-wise</i>
13	Top-down participation	<i>Description of what actions were taken regarding participation</i>
14	Top-down participation sufficiency	<i>Whether employees in charge of change process or involved in the project group experienced the sufficiency of participatory initiatives</i>
15	Top-down communication	<i>Description of what actions were taken regarding communication</i>
16	Top-down communication	<i>Whether employees in charge of change process or involved in the project group experienced the sufficiency of communication</i>
17	Top-down initiatives commitment	<i>Description of initiatives and/or events that were specifically targeted at enhancing commitment as identified by employees in charge or change process</i>
		EXPECTATIONS
18	Expectation: ABW	<i>Employees' preliminary expectations of ABW</i>
19	Expectation: merge	<i>Employees' preliminary expectations of the merge</i>

20	Motives for merge	<i>Employees' ideas on why *former department X* and *former department Y* were merged into the new department</i>
21	Trust	<i>Employee's trust in the successfulness of the announced change initiatives</i>
	ABW UNDERSTANDING	<i>Codes focusing on the experiences of employees' understanding of the definition, motives and goals of ABW</i>
22	ABW Definition	<i>The extent to which employees understand the definition and purpose of ABW</i>
	ABW Definition (+)	<i>Correct understanding</i>
	ABW Definition (-)	<i>Incorrect understanding or signs of no interest</i>
23	Clarity of facility function	<i>Whether employees think they have a correct understanding of the functions of the different facilities</i>
	Clarity of facility function (+)	<i>Correct understanding</i>
	Clarity of facility function (-)	<i>Incorrect understanding or signs of no interest</i>
24	ABW Suitability	<i>Employees' level of agreement with the suitability of its implementation within their working environment</i>
	ABW Suitability (+)	<i>Positive</i>
	ABW Suitability (-)	<i>Negative</i>
	PAST EXPERIENCES	<i>Codes focusing on the experiences of employees before the implementation of the change</i>
25	Reference to past experience – within organisation	<i>When an employee refers to one of their past experiences within the organisation they currently work</i>
26	Reference to past experience – other/former organisation	<i>When an employee refers to one of their past experiences within another organisation they previously worked</i>
	PROCESS OVERALL	<i>Codes focusing on characteristics of the change process</i>
27	Duration change	<i>When an employee refers to the duration of the change development process</i>
28	Change process	<i>How an employee experienced the change process overall</i>
	PARTICIPATION	<i>Codes focusing on the experiences of employees' regarding participatory initiatives and their involvement</i>
29	Participative initiatives	<i>How employees experienced the sufficiency of participate initiatives</i>
	Participative initiatives (+)	<i>Positive experience</i>
	Participative initiatives (-)	<i>Negative experience</i>
30	Motivation to participate	<i>Whether employees felt the motivation to participate in decision-making processes</i>
	Motivation to participate (+)	<i>Positive experience</i>

	Motivation to participate (-)	<i>Negative experience</i>
31	Input	<i>Input employees suggested</i>
32	Follow-up	<i>Whether the employees felt their input was taken into account</i>
	Follow-up (+)	<i>Positive experience</i>
	Follow-up (-)	<i>Negative experience</i>
33	Transparency	<i>How employees regarded the transparency of decision-making processes</i>
	Transparency (+)	<i>Positive experience</i>
	Transparency (-)	<i>Negative experience</i>
	COMMUNICATION	<i>Codes focusing on the experiences of employees' regarding the communication they received during the change process</i>
34	Information clarity	<i>How employees experienced the clarity of the information provided</i>
	Information clarity (+)	<i>Positive experience</i>
	Information clarity (-)	<i>Negative experience</i>
35	Information sufficiency	<i>How employees experienced the sufficiency and frequency of the information provided</i>
	Sufficiency (+)	<i>Positive experience</i>
	Sufficiency (-)	<i>Negative experience</i>
36	Freedom of expression	<i>Whether employees felt the freedom to express their opinions</i>
	Freedom of expression (+)	<i>Positive experience</i>
	Freedom of expression (-)	<i>Negative experience</i>
37	Feedback	<i>How employees experienced receiving feedback after they participated in the process</i>
	Feedback (+)	<i>Positive experience</i>
	Feedback (-)	<i>Negative experience</i>
	ADAPTIBILITY	<i>Codes focusing on the experiences of employees' regarding their adaptability and behaviour</i>
38	Adaptability	<i>Employees' experiences regarding their adaptation to the changes</i>
	Adaptability (+)	<i>Relatively good / easy adaptability</i>
	Adaptability (-)	<i>Relatively bad / difficult adaptability</i>
39	Resistant behaviour	<i>Behaviour that might indicate resistance</i>
40	Underlying reasons for resistance	<i>Reasons that employees think are causing resistance to change</i>
41	Personality	<i>When an employee refers to personal characteristics as a determinant of adaptability</i>
		EVALUATION AFTER IMPLEMENTATION OF ABW

	FACILITIES	<i>Codes focusing on employees' experiences with the new facilities</i>
42	Facilities overall (+/-)	<i>Overall satisfaction with the facilities in the new working environment</i>
	Facilities overall (+)	<i>Positive</i>
	Facilities overall (-)	<i>Negative</i>
43	Function of facility	<i>Description of how a facility is used by employees</i>
44	Number of workplaces (+/-)	<i>Whether employees experience that there are enough workplaces for the amount of people working in the department</i>
	Number of workplaces (+)	<i>Sufficient</i>
	Number of workplaces (-)	<i>Insufficient</i>
45	Ergonomics (+/-)	<i>How employees experience the new furniture from an ergonomics' point of view</i>
	Ergonomics (+)	<i>Positive</i>
	Ergonomics (-)	<i>Negative</i>
46	Storage space (+/-)	<i>How employees experience the storage space and its sufficiency</i>
	Storage space (+)	<i>Positive</i>
	Storage space (-)	<i>Negative</i>
	USE OF ABW	<i>Codes focusing on the experiences of employees' regarding the way they make use of the ABW working environment</i>
47	Switching according to activity (+/-)	<i>The extent to which employees find themselves or colleagues actively making use of the ABW environment as it is intended</i>
	Switching according to activity (+)	<i>Sufficient</i>
	Switching according to activity (-)	<i>Insufficient</i>
48	Need for switching according to activity (+/-)	<i>Whether employees think they should all work more according to ABW for their own benefit</i>
	Need for switching according to activity (+)	<i>Yes</i>
	Need for switching according to activity (-)	<i>No</i>
49	Code of conduct (+/-)	<i>Employees experiences regarding the development and compliance to the code of conduct in place</i>
	Code of conduct (+)	<i>Positive experience</i>

	Code of conduct (-)	<i>Negative experience</i>
50	Privacy (+/-)	<i>How employees experience the new work environment in the light of privacy</i>
	Privacy (+)	<i>Positive experience</i>
	Privacy (-)	<i>Negative experience</i>
51	Working from home (+/-)	<i>How employees experience the flexibility of working from home</i>
	Working from home (+)	<i>Positive experience</i>
	Working from home (-)	<i>Negative experience</i>
52	Locating colleagues(+/-)	<i>How employees experience finding their colleagues</i>
	Locating colleagues (+)	<i>Employees experiencing no difficulties finding their colleagues</i>
	Locating colleagues (-)	<i>Employees experiencing more difficulties finding their colleagues</i>
53	IT overall (+/-)	<i>Overall satisfaction with IT facilities</i>
	IT overall (+)	<i>Overall positive</i>
	IT overall (-)	<i>Overall negative</i>
54	Laptops	<i>Employees experiences working with laptops instead of fixed desktop computers</i>
	Laptops (+)	<i>Positive experience</i>
	Laptops (-)	<i>Negative experience</i>
		EVALUATION WORK STRUCTURE
55	Merge evaluation(+/-)	<i>In what way employees experience the merge as successful or not and why</i>
	Merge evaluation (+)	<i>Positive</i>
	Merge evaluation (-)	<i>Negative</i>
56	Task-focused approach (+/-)	<i>Employees' experiences regarding the task-focused approach</i>
	Task-focused approach	<i>Positive experiences</i>
	Task-focused approach	<i>Negative experiences</i>
	WORK-RELATED OUTCOMES	<i>Codes focusing on employees' experiences regarding work-related outcomes</i>
57	Social interaction (+/-)	<i>The extent to which employees perceive that the new working environment contributes to increased social interaction among colleagues</i>
	Social interaction (+)	<i>Positive effect</i>
	Social interaction (-)	<i>No difference or negative effect</i>
58	Flexibility (+/-)	<i>Employees' experiences regarding flexibility</i>
	Flexibility (+)	<i>Positive experiences</i>

	Flexibility (-)	<i>Negative experiences</i>
59	Focus (+/-)	<i>How employees experience the ability to focus in the new work environment</i>
	Focus (+)	<i>Positive experience</i>
	Focus (-)	<i>Negative experience</i>
60	Productivity (+/-)	<i>Employees' experiences regarding productivity</i>
	Productivity (+)	<i>Positive experiences</i>
	Productivity (-)	<i>Negative experiences</i>
61	Efficiency(+/-)	<i>Employees' experiences regarding efficiency</i>
	Efficiency (+)	<i>Positive experiences</i>
	Efficiency (-)	<i>Negative experiences</i>
62	Knowledge sharing (+/-)	<i>Employees' experiences regarding knowledge sharing</i>
	Knowledge sharing (+)	<i>Positive experiences</i>
	Knowledge sharing (-)	<i>Negative experiences</i>
63	Job satisfaction (+/-)	<i>Whether employees experience a change in their job satisfaction as compared to before</i>
	Job satisfaction (+)	<i>Positive experience</i>
	Job satisfaction (-)	<i>Negative experience</i>
64	Cohesion / integrality	<i>Employees' experiences regarding cohesion and integrality among different policy area's within the organization</i>
	Cohesion / integrality (+)	<i>Positive experience</i>
	Cohesion / integrality (-)	<i>Negative experience</i>
65	Vision	<i>Employees' experiences regarding the organizations' visions</i>
	Vision (+)	<i>Positive experience</i>
	Vision (-)	<i>Negative experience</i>
66	Collaboration	<i>How employees experience collaboration among colleagues</i>
	Collaboration (+)	<i>Positive experience</i>
	Collaboration (-)	<i>Negative experience</i>
67	Atmosphere	<i>Employees' experiences regarding the atmosphere in the workplace</i>
	Atmosphere (+)	<i>Positive experience</i>
	Atmosphere (-)	<i>Negative experience</i>
68	Personal importance	<i>Employees' experiences regarding their feeling of personal importance to the organization</i>
	Personal importance (+)	<i>Positive experience</i>

	Personal importance (-)	<i>Negative experience</i>
	SUPERVISION & MANGERIAL STRUCTURE	<i>Codes focusing on employees' experiences regarding their supervision and managerial structure</i>
69	Supervision	<i>Employees' experiences with how they are supervised</i>
	Supervision (+)	<i>Positive</i>
	Supervision (-)	<i>Negative</i>
70	Role clarity	<i>Whether employees feel that they know who is in charge of what</i>
	Role clarity (+)	<i>Relatively clear</i>
	Role clarity (-)	<i>Relatively unclear</i>
71	Guidance / control	<i>Employees' experiences with how they are guided and / or controlled</i>
	Guidance / control (+)	<i>Positive experience</i>
	Guidance / control (-)	<i>Negative experience</i>