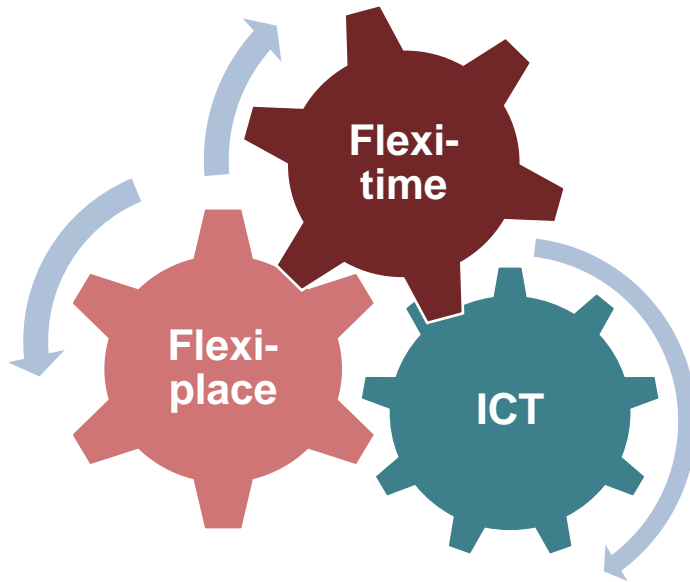


New Ways of Working - What can we learn from the past for creating the future?

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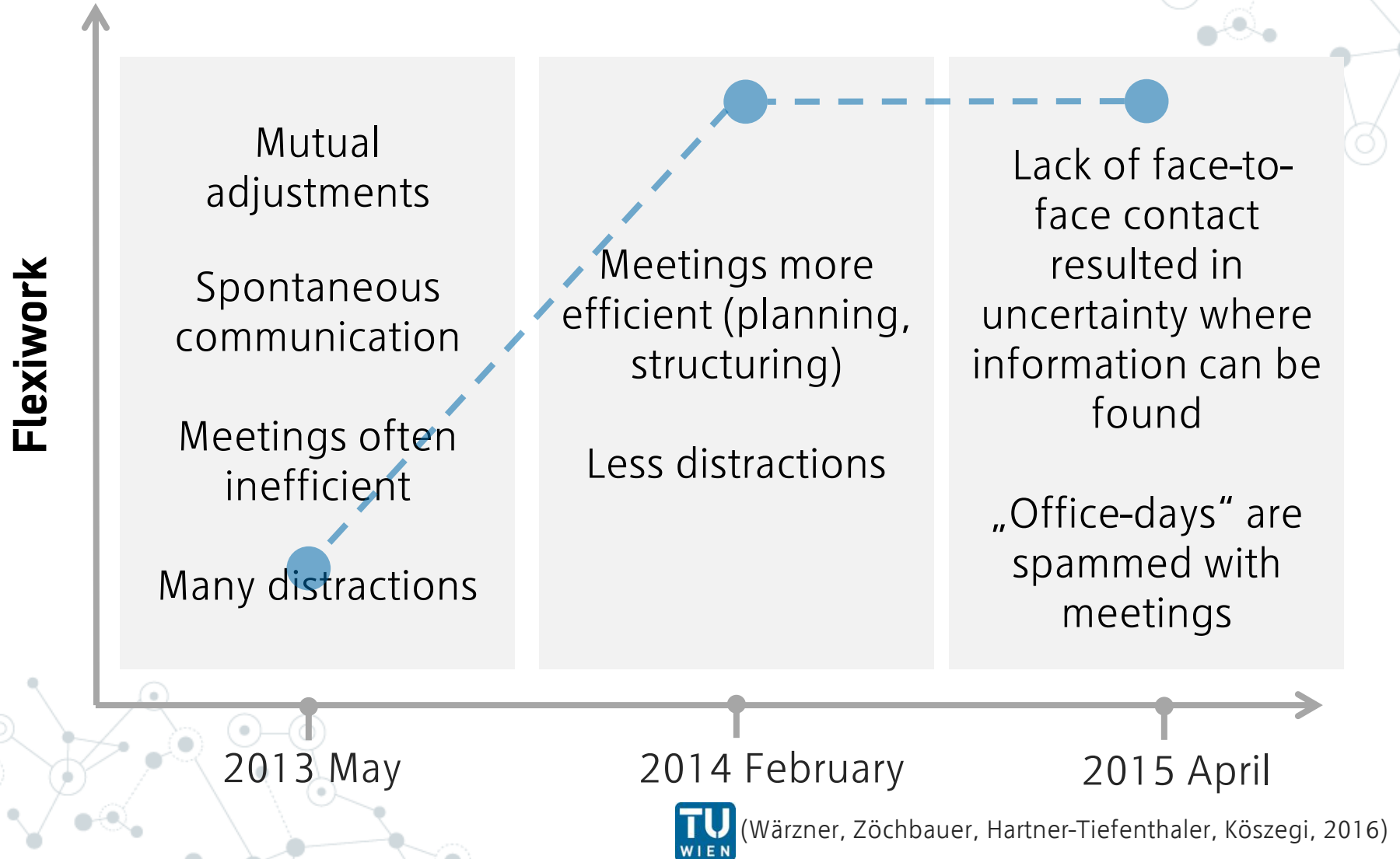
New Ways of Working is more than teleworking



But important lessons learned:

- ◎ Work will be done out of sight
- ◎ Videoconferencing as a common tool to use
- ◎ Experiencing benefits but also limits of digital communication
- ◎ Critical mass to move social processes to the online setting

An interview study in an organization that radically switched to New Ways of Working





Opportunities

Threats

Employees

- ◎ Increase of job satisfaction (Gajendran & Harrison, 2007)
- ◎ Work motivation (Golden, 2006)
- ◎ Lower conflict between work and non-work (Allen, Golden & Shockley, 2015)

- ◎ Work intensification (Kelliher & Anderson, 2010)
- ◎ Social isolation (Gajendran & Joshi, 2012)
- ◎ Requires self-regulation skills (Mellner, Aronsson & Kecklund, 2014)

Employers

- ◎ Attractive employer (Beauregard & Lesley, 2009)
- ◎ Low fluctuation (Gajendran & Harrison, 2007)
- ◎ Savings for infrastructure (Overmyer, 2011)

- ◎ Data and IT security (Souppaya & Scarfone, 2016)
- ◎ Managerial control (Hartner-Tiefenthaler, Gerdenitsch & Köszegi, 2015)
- ◎ Team coordination (Wärzner, Hartner-Tiefenthaler & Köszegi, 2017)



Leader shapes employees' beliefs

who receives
access to
flexitime/flexiplace

how to
communicate with
each other

performance
expectations
and how to
signal it

availability and
tracking of
work time





Make implicit
expectations
explicit

Don't forget
you are the
role model

Take
responsibility for
fostering
social cohesion

Leader shapes employees' beliefs

who receives
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How to prepare for after Covid-19?

- ◎ Adequate technical infrastructure is a “must-have”
- ◎ Preparing leaders (social processes will change again)
- ◎ Clarifying expectations and shaping routines needs attention and energy
- ◎ New Ways of Working should enable standard hours at the office

The future of organizational spaces?

Some assumptions:

- ◎ More employees will be working at home than prior to Covid-19
- ◎ The office becomes a place of connecting people requiring meeting facilities
- ◎ Large rooms with many desks may be less common
- ◎ Shared desks may be more common

Losing a designated desk at the office in exchange for the possibility to work also remotely from home?









Loss usually weighs heavier than gain

(prospect theory, Kahneman & Tversky, 1979)

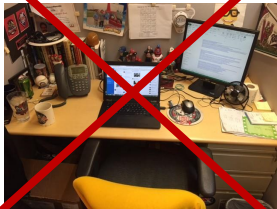
which is also associated with
psychological ownership

(Endowment effect, Thaler, 1980)

Who perceives the **loss** of the own designated work desk as bigger? Which person is unhappier?

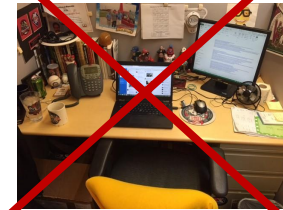
Person A

Experienced
in remote
work from
home



Person B

Opportunity
to work
remotely
work from
home



17%
Person A

41%
No difference

42%
Person B

of 74 employees who like to work remotely from home



The New Normal Ways of Working

- ◎ Social processes will be different again
- ◎ Leader is crucial for understanding organizational policies
- ◎ Clarifying expectations and shaping routines

All the best for shaping the „New Normal Ways of Working“!

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https://www.imw.tuwien.ac.at/aw/research/new_ways_of_working/

Extent of flexibility matters



The more flexibility the better you can balance demands from work and private life (Gajendran & Harrison, 2007)

When high intensity:

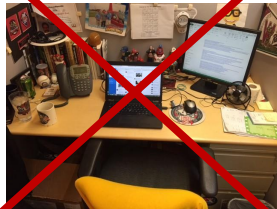
- ◎ benefits for job satisfaction vanishes (Golden, 2006a; Golden & Veiga, 2005)
- ◎ relationship quality with colleagues deteriorates (but not with supervisors) (Gajendran & Harrison, 2007)

Please compare both scenarios...

Person A *works remotely* from home. Now person A needs to *give up the designated work desk* in the office.

Up to now, person B did not have the opportunity to work remotely from home. Now person B needs to *give up the designated work desk* in the office, but receives in exchange the *possibility to work remotely* from home.

Remote work
from home



Remote work
from home



When shaping New Normal Ways of Working

Consider:

- How many days employees work at home
- What people are used to and how other team members work
- Not everyone wants to work from home

