Politecnico di Torino

Tesi di Laurea Magistrale in Ingegneria della Produzione Industriale e dell'Innovazione Tecnologica

2020/2021

Luglio 2021

CoWorking Spaces (CWS)

The use of CWS as an alternative to home office

Stefano Zucca

Xènia Caballero

Jasmina Berbegal

Table of contents

List of tables and figures

List of tables

List of figures

Abstract

COVID-19 has represented not only a systematic change in the economy but a structural change that made us question the typical patterns of our then, every-day life. The pandemic has helped organizations realize what few had considered beforehand: remote working is feasible. It is argued that remote working is not a temporary solution to avoid the spread of the virus rather, it represents an inflection point leading to a permanent change in the field of working practices.

Rooted in this context, this thesis aims at shedding new light on how coworking spaces (CWS) could be an alternative to home office. To do so we first embark on a comprehensive literature review. From this review we characterize the main features of remote working and its main advantages and inconveniences, taking into account the different perspectives (i.e., employees and employers). We then describe the identified current situation for CWS as a consequence of COVID-19 and how these places can become a solution to teleworking associated problems. Given the limited literature and the important implications that teleworking has in the new normal, we design an empirical study. Specifically, our aim is to broaden our knowledge on the experience and feelings of employees on remote working. To achieve this objective, we have split the methodology in two main parts. First, we designed a questionnaire (based on the existing theoretical background) targeted to any employee who has experience working remotely. Second, we conducted a focus group to validate and further comprehend the results obtained. Implications for CWS are discussed in the basis of the findings.

The findings reveal that teleworking blurs the frontier between professional and personal life, hindering work disconnection which has been proved to be crucial for work productivity. The fact of commuting to a close CWS can be seen as a potential alternative to home office providing different environments which might contribute to a better work-life balance. Also, CWS provide the adequate resources and workspace to enhance productivity and effectiveness, which could help solving the corresponding identified problems of teleworking. The main implications for CWS of our findings is the identification of the quality attributes that should be considered as more relevant when the aim is that of engaging employees that want to use CWS as a solution to the problems they encounter while teleworking. CWS owners should prioritize focusing on providing the desired disconnection in a space free of distractions, designed and fully equipped to enhance functionality and that meets hygienic and health current measures.

Acknowledgements

First of all, I would like to express my gratitude to Dr. Jasmina Berbegal Mirabent for supervising this Master's Degree thesis and mentoring me in the process with her guidance. I am personally inspired by such a professional and thanks to her I have been able to develop my research skills. Thank you for trusting me, for providing advice in every step required and for your implication.

Likewise, a special mention goes to UIC Barcelona and Politecnico di Torino, for providing me with the tools without which I would not have been able to achieve such academic accomplishments. I am grateful for all the professionals with whom I have encountered during this journey that have motivated me to grow year by year.

Also, I wish to thank Regina Andreu, Valentina Araya, David Carpi, Maria Rosa Estebanell, Xavier Giménez, Laura Llop, Sara Llop, Jordi Oller, Laura Sánchez and Joan Valverde for their comments and suggestions in the validation of results, providing different points of view to consider for the discussion and implications of findings. Their view has been crucial to prove the consistency of the study.

Least but not last, I would like to appreciate the endless support and patience that my family and friends have given me during the course of my superior studies.

1. Introduction

1.1. Origin and motivation

The COVID-19 outbreak has represented a major healthcare crisis, challenging the common course of life, making humans readapt in a different way of living on the premises of social distancing. The effects in the economy are of great importance, taking into consideration that most of the economies were paused due to the disease.

COVID-19 represented not only a systematic change in the economy but a structural change that made us question the typical patterns of our then, every-day life. We all have suffered its consequences, either positive or negative. Among the many aspects that the disease has altered is the place of working.

The work environment is determinant for employees in terms of productivity, creativity and even prevention of work-related health issues. Distractions must be minimized and ergonomic equipment should be used. However, this is something that sometimes cannot be easily done when working at home. For instance, space constraints or co-living with other family members may not contribute in the provision of a suitable work environment.

The motivation that has driven me to focus my thesis in coworking spaces (CWS) emerges from the Innovation and Product Development subject in the Master's Degree in Business Administration and Production Systems that I am currently finalizing. This course made me think of how these businesses, whose operating model is partly based on social interactions, could readapt to survive in an environment where social distancing is the norm. As many other sectors, CWS have suffered the effects of the financial crisis resulting from the pandemic, but losses can be minimized and eventually turned into gains through innovation.

1.2. Aims and scope

The aim of this thesis is to inquire, through an empirical investigation, if remotely working from coworking spaces (CWS) could solve the potential problems associated with home office working.

With this purpose in mind, three main objectives are envisioned:

- To identify employee's feelings regarding teleworking as compared to working in the organization's main premises.

- To identify employee's feelings regarding CWS as compared to teleworking.

- To propose suggestions to CWS based on the results obtained.

In order to reach the aforementioned previous goals, a review of the literature on e-working and teleworking practices is done to identify relevant variables. An empirical study is conducted with the aim of confirming the significance of the identified variables in telecommuting-associated problems. The research is focused on employee's opinions which have been collected via a survey and latter validated with a focus group discussion. Results have been analyzed to illustrate the findings.

Although the limited and focused scope of this thesis, its original contribution stems from identifying the main issues that are currently affecting a great proportion of the labor market due to the post-pandemic situation we are living. Moreover, the thesis provides insights on how CWS could respond to the identified problems associated with working from home.

1.3. Structure of the document

This thesis is structured in six chapters. Following the Introduction (Chapter 1), Chapter 2 elaborates on the consequences COVID-19 outbreak has had on working practices. Particularly, it focuses on how it has triggered e-working and teleworking, with a thorough literature review on benefits and drawbacks. This chapter ends with the specific analysis of working remotely from a coworking space (CWS) as a means of solving the potential problems associated with home office working.

Next, Chapter 3 articulates on understating the employee's view point of the teleworking practice and their feelings about e-working from a CWS. A survey has been designed considering the existing contributions analyzed in the literature regarding not only e-working and teleworking practices but also scale validation techniques in work-life balance, with the aim of gathering together findings of works that result to be complementary. Furthermore, after the data recollection process, a focus group is presented as a means of discussing and validating survey results.

Moving forward, Chapter 4 deals with the results and the discussion of the case study. The chapter is split in two parts; one concerning the survey and the remaining one regarding the focus group.

First, the survey sample is described, followed by the analysis of the results performed with the statistical software Stata. Second, the focus group section presents the topics commented during the session and draws the conclusions obtained.

Finally, Section 5 summarizes the main conclusions and puts forward the final remarks and implications. Ideas for future research avenues are also discussed alongside with the limitations that have constrained this study.

2. Theoretical background

The objective of this thesis is to investigate the use of coworking spaces (CWS) as an alternative to home office. This is why, in first place, it is important to understand the implications underneath some basic definitions.

- Remote working or e-working is defined as "*any activity that involves the processing of information and its delivery via a telecommunications link that is carried out away mainly or partly from the main premises of an organization*" (Hardill & Green, 2003: 217). Alternatively, this working typology can also be defined as "*the use of ICT – such as smartphones, tablets, laptops and desktop computers – for the purposes of work outside the employer's premises*" (Eurofound & ILO, 2017: 1).

- Nickson and Siddons (2012) defined home workers as those employees who use their home at least twice a week as a working space. Teleworking (also called telecommuting) is defined by the Cambridge Dictionary as "*a situation in which someone works for an organization from their home and communicates with the main office and customers, etc. by phone or email*".

That is, remote working implies working outside the organization's premises, therefore, it can be done either from home or elsewhere. On the other hand, based on the above definition, teleworking is a particular casuistic of remote working in which the home of an employee is used as a regular working space (at least twice per week). Another possibility of e-working implies the use of a third space, such as a coworking space. Merkel (2015), Kylili *et al.* (2020) and Manzini *et al.* (2021) established a categorization of remote working in which the usage of a coworking space is an alternative to home office working. In fact, according to Merkel (2015), among the usage of third spaces to work remotely, CWS are the preferred choice for the majority of employees.

A coworking space (CWS) is a collaborative environment, a shared office space in which innovation and creativity are triggered (Berbegal-Mirabent, 2021). The business consists on a CWS provider renting a working space on a temporal basis, which can be annual, monthly or daily. There are different typologies of working spaces such as individual workstations in an open space—either dedicated or flexible desks —, private offices, or meeting, event and training rooms. Depending on the nature of the space, there will be different amenities included in the renting of the service, such as 24/7 access, printer, kitchen, address usage, etc. Moreover, because a CWS is open to everyone

that wants to use it, employees work along people who can have different employers or be self-employed.

Figure 1 summarizes the scope of this thesis, which is based on the analysis of two remote working arrangements. Specifically, this study examines the relationship between these two alternatives and how they complement/exclude each other in the event of co-exist in an employee's routine.

Figure 1. Alternatives of remote working under scope
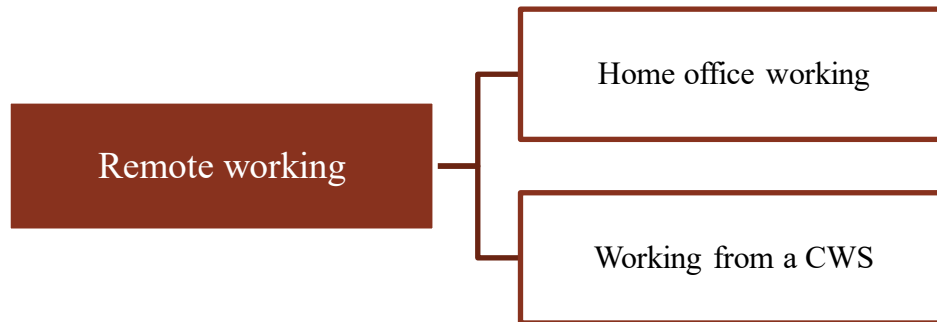
Source: Self-devised

This chapter provides the theoretical background for the empirical analysis. It is organized in three main sections. First, we elaborate on to the consequences of the COVID-19 outbreak in terms of working habits. Information to support this part comes from multiple sources describing the pre- and post-pandemic environment for what regards remote working. Second, the focal point is on home office working, providing an in-depth analysis of its benefits and drawbacks. For this part we mainly rely on scholarly documents. Finally, the last subsection of this literature review chapter concentrates on e-working from a CWS, emphasizing the role of these spaces before the COVID-19 spread and how this unexpected health crisis has affected them. Potential advantages and disadvantages when working from there as an individual are discussed. In this case, given that the academic literature is still limited, we combine information from early articles addressing the effect of COVID-19 on CWS as well as from press releases and reports available online.

2.1. Consequences of COVID-19 on e-working

The World Health Organization (WHO) defines COVID-19 as a disease caused by the new coronavirus SARS-COV-2. The virus was first learned about on 31 December 2019 in Wuhan, People's Republic of China. The disease causes serious and critical respiratory concerns in about 20% of those who develop symptoms (WHO, 2021).

COVID-19 has demonstrated that remote working is not only a helpful way to avoid the spread of the virus but also a possible way of working. The large-scale implementation of teleworking has been one of the key policy measures used during the lockdown with the aim of maintaining employment levels and the provisioning of services and production (Eurofound, 2021). This disease has helped organizations realize what few had considered beforehand: remote working is feasible.

According to Eurofound (2021), by July 2020 almost 50% of the European workforce had shifted to remote working from home (either as an exclusive or partial way of working). Having the ability to work from home showed employment resilience, being a safeguard to negative labor market outcomes. However, this transition to an online and remote working environment is not available to all profiles as only those employees with higher levels of education are more likely to have jobs that allow teleworking. These jobs are placed in the field of knowledge-intensive service sectors, in which job-specific human capital is required. This is why this field was relatively less affected by COVID-19 as compared to contact-intensive services sectors. Moreover, according the results of the abovementioned report, employees living in cities and suburb areas are more likely to maintain these teleworking habits once the outbreak is over.

During the COVID-19 lockdown and its associated crisis, those businesses that were non-essential and were able adapt to a remote workplace model in a very short period of time, shifted their operations from being performed in their corresponding central offices to their employee's homes. At least while the pandemic continues, remote working will be a measure employed with the objective of decreasing the spread of COVID-19 (Como, *et al.*, 2021). However, it is argued that this solution will not only be temporary, instead it represents an inflection point leading to a permanent change in the field of remote working, which has come to stay (De Macêdo *et al.*, 2020). More precisely, important consulting corporations such as McKinsey and Capgemini envision the future of work towards a new hybrid operating model.

This new operating model implies a workplace redesign of offices considering both space usage and space modality (De Lucas *et al.*, 2020). On the one hand, part of the office space used before the pandemic will not be needed anymore as a result of changed collaboration, productivity, culture and business objectives. Notwithstanding, the value associated with physical workspaces cannot be neglected (Gusain, 2020). There are some experiences such as training, mentorship and collaboration that do not have the same effect if performed online. For instance, there are certain topics of a more sensible nature that people prefer to manage through face-to-face communication. On the other hand, this new operating model results with vacant office spaces (Gusain, 2020).

Hence, companies should define the desired modality of offices (De Lucas *et al.*, 2020) as the traditional ownership and renting models might not fit with the changed needs of the current working environment. Gusain (2020) proposes flexible spaces such as CWS as a possible solution. Using these spaces, the model turns into a consumption-based model that can coexist with all COVID-19 related concerns such as security distances and hygienic measures.

There are several policy aspects to be addressed with regards to the emergence of a teleworking workforce as a consequence of this huge adjustment of the labor market. Eurofound (2021) raises awareness on the need to modify current legislation considering e-working issues related to the amount of working hours, health and safety, personal privacy and cost responsibility for what regards to utilities and equipment. Not only legislation is an aspect to be considered, but also the emergence of innovative management styles that promote and ensure communication as well as the need for a system to measure productivity outputs.

It is important to notice that prior to COVID-19, companies were already considering this transition process towards a hybrid workforce[1]—the internet is the basis of knowledge work and enables employees to perform their jobs from practically any location and at any time—as a response to changing needs among workers and their behaviors. According to a joint report by Eurofound and the International Labour Office (2017)—prior to the COVID-19 outbreak—, in which 10 EU Member States (Belgium, Finland, France, Germany, Hungary, Italy, the Netherlands, Spain, Sweden and the UK) together with Argentina, Brazil, India, Japan and the US were considered, the incidence of teleworking ranged from 2% to 40% depending on the country, occupation, sector and the frequency of e-working. Findings also reveal that back then, it was more common to carry out remote working occasionally rather than on a regular basis. The study identifies different categories of employees: i) regular home-based teleworkers (with mid/low mobility and frequency to work outside the employer's premises), ii) occasional teleworkers and, iii) high mobile teleworkers (with high frequency of working in various places, including working from home). Furthermore, while men are more likely to work from different places, women are regularly more home-based in comparison. Notwithstanding, it is important to note that although some companies were starting with this transition prior to the pandemic, the practice of working from home was a marginal experience. In fact, teleworking was used as a perk for those employees that were highly qualified and had relevant task autonomy (Eurofound, 2021).

---

[1] By hybrid workforce it is understood a distributed workforce across different locations such as central offices, homes or other working spaces of employee's choice.

According to Green *et al.* (2020), in a paper that summarizes the knowledge of both benefits and limitations working from home, this working practice was kept low prior to the pandemic due to lack of organizational preparedness as a consequence of technological limitations, managerial reluctance, as well as the consideration of the potential drawbacks associated with social and professional isolation. Technology is an important player in the mitigation of potential disadvantages of telecommuting. Not only the development of collaboration tools such as Microsoft Teams or Zoom are a way to overcome social isolation, but also technology plays an important role as an enabler for workers to perform their work well and continuously improving with training. Finally, the traditional managerial mindset has hindered this practice because of the need to measure productivity according to the time the employee has spent at the office. Undoubtedly, this way of thinking needs to be updated and substituted by relationship-oriented behaviors and objective-based productivity measurement. Alternatively, the practice of working from home will not succeed.

Under normal circumstances, for an organization to transpose the performance of all operations from work to a remote basis would have implied numerous training programs motivating and convincing people that teleworking is beneficial, particularly in terms of flexibility. However, the pandemic has pushed ahead this debate, leaving no other alternative. In fact, what it has done has been to accelerate a trend that, otherwise, would have come at a gradual pace, leading companies in a situation to redefine the way work is performed and located (De Lucas *et al.*, 2020).

With the aim of understanding the current situation, Capgemini (2020) globally surveyed 5,000 employees and 500 companies in a range of different sectors. Interviews with academic researchers and executives were also conducted. Findings revealed that 75% of organizations expect 30% or more of their staff to be working remotely, while the remaining 25% of companies expect over 70% of their workforce to be e-working.

2.2. E-working and teleworking

This section summarizes the main potential benefits and drawbacks that, according to the literature, are associated with remote working and its alternative: home office working.

2.2.1. Benefits

Remote working is not only widespread but it proved to be the new normal providing it has boosted productivity between 13% to 24% during the third quarter of 2020—a sustainable rise according to

70% of organizations—and also triggered cost savings as a result of reduced costs such as real estate, facilities management and business travel (Capgemini, 2020). According to the Eurofound & ILO (2017) joint report, teleworking's main advantage is the reduction of the need for space which, in turn, has implied a decrease in its associated costs. Savings in overhead costs can be instead invested in growing operations (Forbes, 2020). Raišienė *et al.* (2020) highlight the increasingly popularity of this virtual way of working not only due to its potential to cut down costs but also because the agility associated with it, which has been key adapting to the crisis caused by a global pandemic. Findings of the same study suggest that the main advantages that teleworkers highlighted are those related to the flexibility they have gained. What is more, improved employee work-life balance contributes to increased motivation, which may lead to lower turnover rates and consequently, higher retention for companies. As a result, both organizational productivity and efficiency are enhanced. The multiple evidences from different sectors and countries have proved that working from home enables business continuity in times of disruption (Green *et al.*, 2020; Raišienė *et al.*, 2020).

Similar positive prospects about telecommuting are reported in the study by De Macêdo *et al.* (2020). After reviewing 26 selected studies, these authors conclude that while e-working, employees have the opportunity to demonstrate performance and value (i.e. more responsibility and autonomy) due to decreased direct supervision. This greater working autonomy leads to more flexibility in terms of working time organization. What is more, although telecommuting intensifies work, this is done in a more pleasant environment which, in turn, contributes to increased productivity. Furthermore, in a flexible remote work model in which employees always work remotely, it exists the possibility of putting international teams together (Helmold, 2021), therefore, increasing the supply for organizations that will have more options available to choose the employee that best fits their needs, not limiting talent within a city. Consequently, this lets employees to network at a much higher level.

Teleworking implies additional benefits as when working remotely from home, employees tend to better balance their work-life (De Macêdo *et al.*, 2020; Hill *et al.*, 2003; Eurofound & ILO, 2017), allowing employees to work longer hours but, once their work is done, they can enjoy more quality family hours. Hill *et al.*, (2003) state that in a flexible work environment an employee can work outside typical working hours (e.g. early in the morning, late into the night, weekends, etc.), when more work can be executed uninterruptedly. This can be seen from a positive point of view in which the employee better manages his/her time which leaves room for more quality personal hours or, on the contrary, as a difficulty to disconnect from work. Furthermore, teleworking reduces time-out

from daily commutes from home to work resulting in beneficial consequences for the environment (Forbes, 2020).

In line with findings above, it is not surprising that if working remotely, employees are more likely to devote more time to their families. This is what was found in Bloom *et al.* (2013) among employees from a call center in Shanghai. They were asked if they would be interested to work from home four days a week, and volunteers were more likely to be married and have children.

Table 1 summarizes the main advantages of remote working (also including teleworking) both from the perspective of the organization and that of the employee.

Table 1. E-working benefits for organizations and employees

Perspective	Benefits	Source
Organization	Cost savings (e.g., real estate, facilities management and business travel)	Capgemini (2020) Eurofound & ILO (2017) Raišienė *et al.* (2020)
	Increased retention as a consequence of lower turnover rates due to enhanced employee motivation	Eurofound & ILO (2017)
	Increased productivity and efficiency	Capgemini (2020) Eurofound & ILO (2017) Raišienė *et al.* (2020)
	Business continuity in times of disruption	Green *et al.* (2020) Raišienė *et al.* (2020)
	International supply of human capital	Forbes (2020) Helmold (2021)
Employee	Flexibility and autonomy	De Macêdo *et al.* (2020) Eurofound & ILO (2017) Hill *et al.* (2003)
	Improved work-life balance	Bloom *et al.* (2013) De Macêdo *et al.* (2020) Eurofound & ILO (2017) Hill *et al.* (2003)
	Decreased costs in commuting to work	Forbes (2020)
	International networking	Helmold (2021)

Source: Self-devised from multiple sources

2.2.2. Drawbacks

According to McKinsey (2020), the downsides of teleworking arise from the organizational norms underpinning culture. Losing sight of these norms, when carrying operations from distributed places, represents a risk towards the generation of social cohesion and shared trust. In other words, together with the sense of belonging, common purpose and shared identity, organizational performance deteriorates. This is mainly due to the lack of social interactions, the basis of successful workplace cultures. The findings of Raišienė *et al.* (2020) and Gusain (2020) are aligned

with these arguments, showing that the main problems resulting from telecommuting are related to communication and collaboration, becoming more complex and time-consuming. Deloitte (2020) also stresses the fact that remote working often requires initial overcommunication in order to make sure the team's engagement. This is considered to be an individual responsibility of each employee as a means of solving potential misunderstandings and conflicts. What is more, Capgemini (2020) highlights the negative aspects resulting from this new operating model with increased employee burnout[2] (confirmed feeling of half of the workforce considered in the study), a rise in workers' pressure to be available at all times, and the difficulties in engaging new joiners in a remote setup. For instance, the learning process of internships can be hindered by e-working practices.

Among the main drawbacks—for employees—of working remotely is the increased level of concentration required, particularly if working from home. The reason behind this is associated with the fact that some people find increased difficulties to disconnect and recover from work as days at home are no longer relaxing. Because there is no physical separation between the office and home, employees do not disconnect from work and thus, more concentration is required because of cumulative tiredness (De Macêdo *et al.*, 2020). In other words, the greater need for recovery is associated with a greater need for concentration. Other arguments against telecommuting are based on the tendency to work longer hours—i.e. work intensification—which creates an overlap invading personal life and the isolation of workers (De Macêdo *et al.*, 2020; Gusain, 2020; Eurofound & ILO, 2017). Findings of the Eurofound & ILO report in 2017 suggest that occasional forms of remote working appear to better compensate the drawbacks and the benefits associated, thus, resulting in a more positive balance.

Furthermore, considering that the pandemic caused an unexpected shift to teleworking, workers faced the need to set up a home office. Davis *et al.* (2020) documented all problems and ergonomic concerns associated with the composition of a home office. The study identified 43% of chairs being the wrong height and 63% of chairs having a hard surface to sit on. Most chairs (73%) did not have any kind of lumbar support and, while approximately half of the chairs had armrest, 32% of the sample did not use them. The monitor's position was not correct in most of the cases (either vertical nor horizontal) - i.e., 75% of cases in which monitor used was a laptop (too low) and 31% of cases in which the primary screen was not centered.

---

[2]Employee burnout is defined as "*a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed. It is characterized by three dimensions: feelings of energy depletion or exhaustion, increased mental distance from one's job or feelings of negativism or cynicism related to one's job; and reduced professional efficacy*" (WHO, 2019).

Finally, the possibility of working remotely acts as a buffer for the labor market. It is important to notice that e-working is not available to all employees as only those with higher education levels will have the chance to employ this working typology (Eurofound, 2021). This excluding aspect has to be considered as a limitation and disadvantage for workers that remained in the lowest education levels.

Table 2 summarizes the main disadvantages discussed in the literature, when telecommuting is examined under the lens of the organization and the employee.

Table 2. E-working drawbacks for organizations and employees

Perspective	Drawbacks	Source
Organization	Conflicts due to lack of communication and collaboration	Deloitte (2020) Gusain (2020) McKinsey (2020) Raišienė *et al.* (2020)
	Lack of control (e.g., culture and work practices)	McKinsey (2020)
	Employee burnout	Capgemini (2020)
	Difficulties in engaging new joiners	Capgemini (2020)
Employee	Potential exclusion of certain groups from the labor market (e.g., low-skilled workers, older employees)	Eurofound (2021)
	Increased level of concentration required	De Macêdo *et al.* (2020)
	Increased stress and work intensity	De Macêdo *et al.* (2020) Eurofound & ILO (2017) Gusain (2020)
	Potential expected 24/7 availability	Capgemini (2020)
	Work-life interference	De Macêdo *et al.* (2020) Eurofound & ILO (2017) Gusain (2020) Hill *et al.* (2003)
	Social and professional isolation	De Macêdo *et al.* (2020) Eurofound & ILO (2017) Gusain (2020)
	Not having an ergonomic office	Helmold (2021)

Source: Self-devised from multiple sources

2.3. E-working from a coworking space

According to Berbegal-Mirabent (2021), the pressure for the adaptation of green practices—at corporate and individual levels—together with the search for sustainability in personal and work-related life has led to the uplift of the sharing economy. The concept of sharing economy is not only based on a new way of thinking and new services, but also on a new way of using data effectively to provide services when and where consumers want them (Forbes, 2016). The sharing economy has put forward the emergence and rapid spread of CWS. Bouncken *et al.* (2016) state that CWS provide more than a mere sharing of working spaces, fueling entrepreneurship and incubation

initiatives. Within this context, it is important to notice that before the COVID-19 outbreak, the proliferation of CWS was a reality.

In a study performed by Robelski *et al.* (2019) prior to COVID-19, CWS were examined from a psychosocial and health-related perspective. Results proved that CWS were the preferred work environment, mainly in terms of general satisfaction, perceived productivity and social aspects. Compared to home office working, there are no increased concerns regarding privacy and noise in CWS. The study recommends CWS owners to focus their improving potential on offering professional and ergonomic equipment, helping to provide a healthy workplace. In a recent study, Helmold (2021) suggests the idea of using CWS as a means of achieving increased productivity while working in a creative atmosphere, making emphasis on the double facet of collaboration in these spaces, both spatially and intellectually. Furthermore, the study points towards two additional advantages: i) possibility to network, and ii) suitable equipment to work ergonomically. In a similar direction, according to Manzini *et al.* (2021) envision CWS as a relevant alternative for e-workers offering access to adequate technology, reduced isolation risks, reduced costs for the employee (for instance, by reducing commuting related expenses and time), improved well-being and job satisfaction, and v) enhanced work-life balance.

Gusain (2020) argues that the work from home model is not sustainable and that the trend is towards a "*work from anywhere*" model. As explained in the previous sections, while telecommuting has benefits in terms of productivity (among others), if prolonged it might lead to health issues—i.e., lack of social interactions, non-ergonomic positions when working as a result of not having the adequate equipment and increased screen time. Working remotely from a CWS can overcome the drawbacks associated with teleworking.

However, according to Deskmag (2021), the pandemic has affected CWS like no other event before. While demand from individual members for hot desks seemed to recover during summer of 2020, it dropped again by the end of the year. For what regards to companies with several employees renting space, the numbers were quite low as they were mainly located in big cities were COVID-19 hit more severely. This whole situation has caused 1 out of 2 coworking space in Europe to be in a bad economic situation at the end of 2020. These spaces have lost a 20% of their capacity due to health reasons and their overall membership has diminished by 25%. It is considered important to notice that even though they have lost members, providers of private offices have more remaining members.

Even though the above paragraph contained negative figures for the coworking industry, CWS have something in favor: the new reality of doing business in the near future is likely to continue being away from offices (Saka, 2020) and working without physical interaction has become the new normal for a vast number of people (Rese *et al.*, 2021). These facts can be seen as a chance for CWS to claim their place in the work environment. Gruenwald (2020) analyzed 200 users of services offered by diverse CWS not only devoted to businesses but also focused on entertainment and education. The study concluded that CWS boomed after the initial lockdown consequence of COVID-19 and that these spaces will continue to grow in an environment in which e-working and online learning seems to be the norm.

Findings of Hu (2020) point to the same direction, suggesting that a crisis/opportunity perspective emerged, in which smart work is reinforcing the making of collaborative spaces. First, smart working does not set a clear temporal and spatial frontier between work and life. Consequently, the new normal asks for a disrupting way of thinking that challenges the existing management and organization norms underpinning workplace culture. Second, a physical-virtual integration in the use of spaces asks for a rethinking of urban planning, introducing sustainability, climate change and social inequality into the equation. Finally, consistent with the presented opportunistic point of view, a manager of Founders Cube in India said "*Companies are thinking about decentralization of work, improving efficiency, and reducing costs. Compulsory work from home or opting for a nearby coworking space may be an eye-opener for corporates*" (Coworker.com, 2020).

The above-presented arguments may allow CWS to claim their place in the work environment but, in order to do so, these spaces might need to be reinvented. According to Saka (2020), business models should be adapted to fit the isolationist approaches and the associated reluctance to share. The decline in the sharing economy challenges—as a result of the COVID-19 health crisis—leads to disruptive innovation opportunities.

As previously stated, we live in a post-outbreak situation with boomed remote working practices amongst the majority of sectors. When working from companies' offices may not be a possibility due to capacity and health constraints, an increased number of employees might choose to use CWS near their residences as a means of working in a more suitable way. This may lead to a situation in which CWS will be hosting a growing heterogeneity of professionals with diverse career paths, knowledge, skills and expertise (Pacchi *et al.*, 2021). In this regard, the findings of Manzini *et al.* (2021) suggest that shared workspaces have been diversified in the pandemic recovery situation.

CWS are not only hosting freelancers, knowledge workers and startups but also employees from large corporations for whom working from their organization premises is not a possibility.

3. Methodology

With the aim of understanding the employee's point of view of the teleworking practice and their feelings about e-working from a CWS, a survey considering the remarks of existing literature was designed. What is more, survey results will be further validated in a focus group discussion.

3.1. Survey

In order to construct a robust survey, not only the theoretical background with regards to teleworking—either from home or from a coworking space—was analyzed, but also publications concerning scale validation techniques in work-life balance were taken into account. Along these lines, the survey gathers together the findings of works that result to be complementary.

The questionnaire was targeted to any employee who works remotely. However, particular attention will be paid to workers aged below 35 (included). This age group is thought to have an interesting profile to investigate given the fact that are young workers who, because of temporal limitations, have a less established working experience than older employees and thus are considered to be more flexible adapting to new trends. Workers within this age group are also likely to be either young recent parents or to have little responsibilities and compromises. The first casuistic has been identified by existing literature as one of the highlighted cases by which workers enjoy the benefits of the flexibility associated with telecommuting, having more possibilities of spending quality time with their families (Bloom *et al.*, 2013; De Macêdo *et al.*, 2020; Eurofound & ILO, 2017; Hill *et al.*, 2003). However, the literature also offers an opposite view, suggesting that having children at home might be an added difficulty when trying to concentrate when working from home (Ipsen *et al.*, 2021). Either way, it is believed that shedding new light on this matter is of paramount importance at a time when companies are redefining their working patterns. For what regards to the second casuistic, people aged below 35 might also be single. In this case, the absence of responsibilities could contribute to a greater flexibility adapting to a new working model, or on the contrary, they are in need of socializing and therefore, prefer working from the office's headquarters or CWS in order to interact with others. Finally, it was believed that narrowing down the sample to a specific age group will be helpful in providing specific insights on the problematics of working from home as compared to the possibility of using a coworking space to telework, leaving behind generational perceptions and customs which are out of the scope of this study.

Besides belonging to this specific age group there is an exclusion criterion: respondents need to have a job and to have experienced working from both the office and home. This is why the first question included in the survey is a yes/no, discerning whether the respondent works for a firm that currently enables working remotely. Furthermore, the respondent is asked to determine the longest period in which s/he has had to do home office working. The possible answers are: i) I have never worked from home, ii) 0-6 months, iii) 7-11 months, or iv) 12 months or more.

Every person develops different working habits and the process of defining and adhering to them might vary. According to Lally *et al.* (2009), a habit is created in between 18 to 254 days. Given that thesis aims at investigating working habits, the survey includes a series of questions covering this issue. Assuming an average working schedule (i.e. eight hours a day, five days a week), 243 out of 365 days a year are business days. It is considered sufficient to establish the frontier line of having experience telecommuting at one year, as 243 worked days are very close to the maximum of 254 days established by Lally *et al.* (2009). As found by Raišienė *et al.* (2020), having experience telecommuting can help in evaluating both the advantages and the downsides of it. Those employees with shorter experience working from home were proved to find fewer challenges.

In order for the results to be reliable and trustworthy, respondents must have worked from home. This is why in case the answer to one of the proposed questions is negative, the remaining questions in the survey do not apply. Table 3 summarizes the points previously explained.

Table 3. Inclusion/exclusion questions

Question	Answer
Does your company currently allow you to work from a different place than the office?	Yes No
Do you currently work from home some days?	Yes No
Determine the longest period in which you worked from home.	I have never worked from home 0-6 months 7-11 months 12 months or more

Source: Self-devised

In case the respondent has experience working from home, contextual questions are displayed aiming at having a global picture of the respondent's situation. It is important to understand the casuistic of each user, starting from knowing if s/he likes telecommuting. Many people welcome having the possibility of working from home avoiding losing time travelling to work but face a trade-off between the flexibility telecommuting offers and their desire to face-to-face social contact

(Rubin *et al.*, 2020). This is why understanding the worker's perceptions is of paramount importance for the purpose of this study.

A lot of people started working from home as a result of the COVID-19 outbreak, but as discussed in Chapter 2 (Theoretical background), there are some studies showing that there were several companies that already were familiar with the practice of teleworking from long before. In this regard, it is also considered relevant to investigate whether companies were ready to switch their activities to be performed remotely. Accordingly, a question is included in the survey asking whether the respondent's organization has increased IT security measures since the COVID-19 outbreak. According to Deloitte (2020), in order to maximize the response to COVID-19, greater investment in Information Technology (IT) resilience is needed to promote alternative remote working arrangements. Businesses with inflexible static business models (i.e., those businesses unable to operate remotely and with less IT resilience) are the ones most affected by COVID-19. Following this line of thought it is considered interesting to analyze whether organizations have increased security IT measures.

At this point, introducing CWS into the equation is relevant in order to understand if i) the existence of these spaces is of common knowledge, ii) the individual use of these spaces is a practice among the respondents and, iii) the individual use of these spaces was already a practice among the respondents before the pandemic.

Table 4 summarizes the questions included in the survey that capture the points discussed above.

Table 4. YES/NO contextual questions

Question	Answer
Do you like working from home?	Yes / No
Had you worked from home before the pandemic?	Yes / No
Has your company increased IT security measures ever since COVID-19?	Yes / No
Do you know what a coworking space is?	Yes / No
Have you ever used a coworking space?	Yes / No
If yes, have you used a coworking space after the COVID-19 outbreak?	Yes / No

Source: Self-devised

Next, Ipsen *et al.* (2021) argue that parent workers find increased difficulties when telecommuting, especially when having young children. This is why, the following two questions are proposed (see Table 5). A YES/NO question inquiring about being a parent, and a second one in which the age of the youngest child should be provided (as is thought to be an important influencing factor to be contrasted). One might expect that the younger the child the more dependent on parents (e.g., a drive to school, help with cooking meals, etc.).

Table 5. Questions related to parenthood

Question	Answer
Do you have children?	Yes / No
If yes, please indicate the age of your youngest child	Value

Source: Self-devised

The subsequent section in the survey contains a series of interrogations about home office working to which respondents are asked to indicate their level of agreement or disagreement on a 5-point Likert scale: (1) strongly disagree, (2) disagree, (3) neither agree nor disagree, (4) agree and (5) strongly agree. The scale is consistent in all queries, that is, the survey has been designed in such a way that the maximum score (5) is linked to positive perceptions of home office working while a score of (1) points to the opposite direction. Furthermore, the survey was developed in first person with the objective of better catching the respondents' attention, enabling them to consider and reflect their feelings about home office working.

Several studies have deepened their attention in the validation of a scale for measuring quality of work life. Mas-Machuca *et al.* (2016) found evidence of the relationship between supervisor and employee work-life balance. The paper provides a scale that can be used to evaluate work-life balance through supervisor support and job autonomy. The proposed measurement scale includes five factor constructs i) autonomy, ii) supervisor work-life balance support, iii) employee work-life balance, iv) organizational pride and v) satisfaction. A study performed by Grant *et al.* (2019), provides initial validation for the designed E-Work Life Scale, a scale that helps companies to assess the well-being of remote workers. By assessing a wide range of significant theoretical aspects, the findings support the creation of a scale considering four factors: i) work-life interference, ii) productivity, iii) organizational trust, and iv) flexibility. Taking as a basis the E-Work Life Scale presented by Grant *et al.* (2019) but also considering the findings in Mas-Machuca *et al.* (2016), we also measured work-life balance. Several items have been added with the objective of better adapting the scale to the specific research setting of this study. Main changes refer to:

i.   An additional factor with its corresponding questionnaire items included in Mas-Machuca *et al.* (2016) measurement scale considering the role of supervisors in work-life balance was added. In the mentioned study, supervisor support was proved to be positively related to employee work-life balance. Therefore, the current thesis includes this construct, especially in times of a worldwide pandemic that has challenged the established norms, in which support is especially needed. According to a survey performed by the World Health

Organization (2020), the COVID-19 pandemic has disrupted critical mental health services in 93% countries all around the globe, increasing demand for mental health.

ii. Reverse items of E-Work Life Scale were modified, eliminating the use of negatively worded items. While it appears that the use of negatively-worded (reverse) items might lead to negative consequences because of misresponses, Weijters *et al.* (2013) do not recommend the complete elimination of them, but warn researchers to consider the implied potential problems. This is why, after evaluating the presented trade-off, for the purpose of this study it was considered sufficient to avoid the use of reverse items, as it is perceived to be short and respondents to be able to focus enough to answer all queries thoughtfully. In this case, the problems associated with potential misresponses outweight those associated to not using reverse items.

iii. Under the employee work-life interference construct, the item "*My e-working takes up time that I would like to spend with my family/friends or on other non-work activities*" of the E-Work Life Scale, apart from being modified in order not to be reverse, was split in two items considered in Mas-Machuca *et al.* (2016) scale: "*I have enough time for my family and friends*" and "*There is enough time for recreational activities*". The distinction is thought to be relevant as it might be interesting to analyse whether there is one that appears to weight more in importance as opposed to the other. Moreover, the item "*My social life is poor when e-working remotely*" was eliminated as it is supposed to be related to having enough time for family and friends. Finally, an item about physical activity was included as there is literature (Ipsen *et al.*, 2021) highlighting the fact that working from home diminishes physical activity.

iv. An additional item regarding creativity was added to the factor considering effectiveness/productivity as there are studies linking creativity with workspaces. More precisely, Meinel *et al.* (2017) conducted a systematic literature review and found empirical evidence that physical work environments have to be designed in a very specific way in order to enhance creativity and not inhibit it.

v. An additional item focused on the establishment of a work routine was included under the flexibility construct with the objective of evaluating the negative consequences associated to increased flexibility when remote working. As presented in Chapter 2 (Theoretical background), there are studies (De Macêdo *et al.*, 2020; Eurofound & ILO, 2017; Gusain, 2020; Hill *et al.*, 2003) stating that one of the main difficulties of this working typology stems from not being able to separate work life as a result of having permanent access to it.

Having an established routine could help to improve this problem and this is one of the intended aims of our study.

vi.   From the autonomy construct of Mas-Machuca's *et al.* (2016) measurement scale only one item was included. This item refers to having the necessary resources to perform a job, which is considered extremely important in the context of home office working as the infrastructure a worker needs at home might substantially differ from central offices of a company. In fact, Davis *et al.* (2020) point to the direction that this is, actually, one of the main difficulties employees find when telecommuting. Furthermore, an additional item regarding the suitability and ergonomics of each respondent's home office was included. Because of this addition, the name of this factor has been modified and instead, coined it "resources and workspace", which is believed to better fit the items under this construct.

vii.   Finally, an extra factor, namely, communication has been included to the proposed measurement scale aiming at covering the importance of being connected to the team. Several papers, as discussed in Chapter 2, state that one of the main concerns of employees when e-working is the lack of social contact with co-workers. Being physically in the same place facilitates communication. This is why, it is important to understand if respondents are in regular contact with their teams

Table 6 summarizes the 25 items comprised in the description of the 7 factors presented.

Table 6. Questions to measure employees' feelings about e-working
When working from home, I feel like…
(1) strongly disagree, (2) disagree, (3) neither agree nor disagree, (4) agree and (5) strongly agree

Factors	Questionnaire items

Supervisor work-life	*My company facilitates work-life balance.*
	Managers emphasize work-life balance.
Employee work-life interference	*I have enough time for my family and friends.*
	I have enough time for recreational activities.
	I am physically active.
	I never think about work related problems outside of my normal working hours.
	I am happy with my work-life balance.
	Having constant access to work does not bother me at all.
	I know when to switch off/put work down so that I can rest.
	Work demands are equal compared to when I work at the office.
Effectiveness/ Productivity	*I can concentrate better on my work tasks.*
	I am more effective delivering against my key objectives.
	If I am interrupted by family/other responsibilities, I still meet my line manager's quality expectations.
	My overall job productivity has increased.
	I am equally creative compared to when I work at the office.
Organizational trust	*My organization provides training in e-working skills and behaviors.*
	My organization trusts me to be effective in my work.
	I trust my organization to provide good e-working facilities to allow me to e-work effectively.
Flexibility	*My supervisor gives me total control over when and how I get my work completed.*
	My work is so flexible I could easily take time off, if and when I want to.
	My line manager allows me to flex my hours to meet my needs, providing all the work is completed.
	I have established a work routine.
Resources and workspace	*I have the necessary resources/equipment to do my job.*
	I have a suitable and ergonomic workspace.
Communication	*I am in regular contact with my team.*

Source: Self-devised

Besides the above questions, the survey also includes a section that aims at comparing CWS and home offices, gathering data on the users' feelings with respect to certain remarkable aspects according to existing literature. In order to be consistent, a scale from 1 to 5 is used at this point. Different statements are included from which respondents are asked to indicate their level of preference being (1) preference for home office working and (5) preference for working remotely from a CWS.

As previously discussed in Chapter 2 it is believed that the use of CWS as an alternative to home office working could help solving the main difficulties employees encounter when are forced to telecommute. Companies' offices are not designed in such a way that safety distance between employees can be kept, and most of them have capacity constraints that do not allow all workers to transit central offices in a daily basis. Here is where the CWS can make a difference, becoming an alternative for employees as opposed to working from home. For instance, for what regards to work-life balance, CWS could provide a more distinguished frontier just because of the fact of leaving home. What is more, these spaces are designed to facilitate focus and have the suitable infrastructure to work with proper ergonomic conditions. Finally, with the proliferation of CWS, workers living in big cities such as Barcelona could find a working space very close to their

residences so the added advantage of working from home regarding the elimination of lost time employed in transportation would be neglected.

Table 7 presents those aspects—resulting from the conclusions obtained from diving deeper into the existing literature—which could potentially solve the difficulties associated with working from home. The items were grouped according to the previously presented constructs, eliminating those factors that are independent of the physical place from which a job is done (i.e. supervisor work-life, organizational trust and communication). It is important to note that two reverse items have been included in this section of the survey with the aim of i) validating the consistency of responses, and ii) enabling an easier comprehension for users in questions that are thought to not allow an easy read if negatively worded questions are used. At this point recommendations of Weijters *et al.* (2013) were considered as the risk of misresponses was lower for these two items. There is a total of 10 items comprised in the three of the seven factors presented above.

Table 7. Questions to measure employees' feelings about e-working from a CWS

When remote working from a coworking space as compared to working from home, I think that…
(1) strongly disagree, (2) disagree, (3) neither agree nor disagree, (4) agree and (5) strongly agree

Factors	Questionnaire items
Employee work-life interference	*There are more social interactions.*
	It is easier to separate work life from personal life.
	Users are more physically active.
	Job satisfaction increases.
Effectiveness/ Productivity	*It is easier to concentrate.*
	Users are more productive.
	Users work in a more organized way.
	There is a lot of noise.
Resources and workspace	*The workplace is more ergonomic.*
	Privacy is a concern.

Source: Self-devised

Finally, the last section of the survey aims at obtaining personal information on the basis of gender, age, education and job field (Table 8). Multiple choice options are displayed in order to facilitate data collection and analysis. This section with control and socio-demographic questions was placed at the end of the survey as numerous studies suggest that for data recollection purposes, it is better if non-straightforward queries are asked at the beginning when respondents are more focused and less tired, leaving control questions to be responded at the end of the questionnaire (REF). Having a deeper knowledge about the respondent will help us to better understand their responses in the previous questions. The reasoning behind the inclusion of socio-demographic factors is discussed in the following paragraphs.

Raišienė *et al.* (2020) performed a survey of Lituania's employees during the COVID-19 quarantine period and their findings differed depending on gender perspective. While women appreciated the

healthier lifestyle as a result of working from home, men assessed telecommuting more negatively in three main ways. First, men were found to have more troubles with self-organization than women. Second, men negatively highlighted information overload, time-consuming communication and disturbances caused by splitting their attention between work and the latter. Third, men, as compared to women, were more likely to i) point toward the disturbances of others, ii) to doubt about being properly assessed in terms of performance and achievements by their supervisors, and iii) to doubt whether working from home reduced their career opportunities due to lower occasions to demonstrate skills. The conclusions reached by Raišienė *et al.* (2020) are that when men have to combine both work and home responsibilities, they see themselves in a stereotypically feminine situation and feel their work success is threatened. In order to test whether these differences between men and women are also perceived in the context of our study, we decided to also include an item to include this gender perspective in our analysis.

Similar results are observed with what regards to age. Raišienė *et al.* (2020) observed that while younger generations emphasized the specific and different skills required to telework, older generations focused on the disadvantages of this working typology. In fact, the study was not able to define clear boundaries between convergent perceptions towards telecommuting. Hopefully the results obtained in our study will help to shed new light into the matter.

For what regards to nationality, to the best of our knowledge we have not found any study taking into account cultural traditions. Although the survey is targeted to Spanish young workers, we decided to include a question to control for potential biases due to nationality.

Three additional questions were included at the end of the survey: highest level of education achieved, labor market experience and department. Starting with the first one, there is a positive correlation between education and self-confidence and satisfaction on making independent decisions (Raišienė *et al.*, 2020). Lower education respondents usually have greater interest in performing unambiguous and specific tasks. This can be related to the position in the company these respondents have, which has been included as a control question to see if any correlations are found. Second, the amount of experience in the labor market is also believed to make a difference on the respondents' perceptions on the preferred type of working environment. If employees are used to certain routines and patterns, they might have troubles and increased difficulties when altering their traditional way of working. Consequently, this might lead to a non-objective evaluation of e-working, pointing mainly towards the negative aspects of it. Finally, considering the field of activity and department of respondents seems appropriate as Raišienė *et al.* (2020) found

31

significant differences within the organization in terms of understanding and being able to identify the start and end of various tasks. Specifically, employees in the field of services and intellectual property were those needing more guidance.

Table 8. Socio-demographic questions

Question	Answer
Gender	Female Male Prefer not to say
Birth year	Value
Nationality	Country
Education	Bachelor's degree Master's/Postgraduate Other
Occupation	Full-time Part-time Self-employed/freelance Student intern
Position in the company	Non-manager Lower management Middle management Upper management
Years in the labor market	Value
Field of activity	Services and intellectual outputs Production and trade Management and administration Health, education and social services Other
Area within the organization	Services Consulting Human resources Research and development Accounting/controlling Sales Marketing Production IT management Software development Product development Purchasing Process optimization Quality assurance
Firm size	Microbusiness (less than 10 employees) Small firm (between 10 and 49 employees) Medium firm (between 50 and 249 employees) Large firm (more than 250 employees)

Source: Self-devised

3.2. Focus group

A focus group is defined as a "*carefully planned and moderated informal discussion where one person's ideas bounce off another's creating a chain reaction of informative dialogue*" (Anderson, 1990; 223). It is a source of qualitative data that can be used as a supplementary source of data to validate the findings of quantitative research (Morgan, 1997). Thus, after the data collection process and the corresponding analysis, a focus group was performed with the aim of validating and discussing the results, obtaining a clear idea of the global viewpoint—i.e., perceptions, feelings, impressions, thoughts—of participants. This objective was presented to participants at the start of the session so they were able to understand their contribution to the current study.

Attending to the objectives of the current thesis, the focus group interview was structured in three parts. First, introductory questions were introduced as an ice-breaker to make participants' confidence to grow. They were asked about their current working model, whether they had the option of working from the organizations' premises whenever they wanted and their feelings about teleworking. Second, the conversation was very fluent and hardly without my participation as a moderator, the conversation led to the inconvenient and disadvantages associated with working from home. As a moderator, I made sure that factors depending on workspace were treated (employee work-life interference, effectiveness/productivity, resources and workspace). Third, CWS were introduced and participants were asked to think about remotely work from there – i.e., impressions, associated problems, comparison to telecommuting.

The focus group interview was May 13, 2021 via Google Meets from 20:30 to 21:30 and was conducted in Catalan, as it was all participant's mother tongue and it made them feel more comfortable to be participative which, in turn, helped the conversation to flow (for the transcription, see Appendix 4).

A focus group is composed of six to twelve individuals with given characteristics to discuss a certain topic (Dilshad *et al.*, 2013). On the one hand, as one of the main characteristics of focus groups is the synergy provided among participant's opinion, having little people may imply one or two people to control de conversation. On the other hand, if the group is too big it becomes difficult to manage and it is possible to miss what some voices have to say.

Focus group participants were carefully selected to trigger interaction within the group. They were contacted by phone call, as they were all acquaintances that were considered to have different backgrounds and experiences that could enrich the conversation. Every participant had experience

working remotely from home, although none of them had ever used a CWS. This way it is easier to understand why they have not used these spaces and what prevents them for their use. All participants agreed to have their names and profile shared, as well as the interview recorded for data analysis purposes.

A brief description of each focus group participant is presented below.

1. Andreu, Regina. Consignee shipping agent in Tarragona's harbor. English philology graduate.

2. Araya, Valentina. Intern in a research group contributing the reconstruction of the atmospheric circulation for climate change studies. Last-year student of a Double Bachelor's Degree in Geology and Environmental Sciences.

3. Carpi, David. Supply chain at Aldi. Educational background in Business Administration and Industrial Production Engineering.

4. Estebanell, Maria Rosa. Export expert in the textile sector. She works for a company with large background in licensing football brands such as FCB, Real Madrid, Liverpool, etc.

5. Giménez, Xavier. Commercial office manager in the services field for the prevention of industrial hazards, with a background in the sector of 15 years.

6. Llop, Laura. Regional financial controller at AVL with a background of 10 years in the financial sector.

7. Llop, Sara. Banking financial auditor at PricewaterhouseCoopers (PwC) and associate professor at Universidad Europea.

8. Oller, Jordi. Parts, materials & processes expert in the aerospace industry. Physics graduate with a Master's Degree in Space Technology and Space Instrumentation.

9. Sánchez, Laura. Intern in Centre Penitenciari Quatre Camins. Last-year student of a Bachelor's Degree in Criminology and Penal Enforcement.

10. Valverde, Joan. IT consultant engineer in the automotive industry. Background in freelance IT consulting of 20 years.

Table 9 categorizes the participants in four specific groups that have been used to analyze data (further explained in Section 4 (Results). The idea behind this categorization lies in the willingness to explore whether there are any significant differences among groups.

Table 9. Focus group participant's characteristics

Participant	Gender	Age	Children	Co. position
Andreu, Regina	Female	24	No	Non-manager
Araya, Valentina	Female	24	No	Non-manager

Carpi, David	Male	23	No	Non-manager
Estebanell, Maria Rosa	Female	52	Yes	Middle management
Giménez, Xavier	Male	48	Yes	Middle management
Llop, Laura	Female	30	No	Middle management
Llop, Sara	Female	25	No	Lower management
Oller, Jordi	Male	26	No	Lower management
Sánchez, Laura	Female	24	No	Non-manager
Valverde, Joan	Male	63	Yes	Middle management

Source: Self-devised

4. Results

4.1. Survey

In this section the results of the above-presented survey are described. The survey was distributed through the messaging app WhatsApp via a Google Forms link that made the sharing process easy and comfortable. The mentioned link was sent to Spanish teleworkers during April 2021, more specifically from April 16th to April 30th. In order to avoid misunderstandings and to facilitate comprehension among respondents, the questionnaire was translated into Spanish for its distribution. The translation can be found in Appendix 1.

The survey was jointly designed with David Carpi, a student of the same Master's Degree in Business Management and Production Systems at the Universitat Internacional de Catalunya with the aim of fostering synergies. His study focuses on analyzing both flexibility and productivity aspects of CWS, validating his results from three different viewpoints: employees, firms and coworking owners. The two studies coincided for what regards to the former point: worker's perspective. Henceforth, since socio-demographic questions were the same, the final survey was designed as a merge of both.

4.1.1. Sample

As previously explained, the target of the questionnaire was any employee who works remotely. Furthermore, special attention will be paid to workers aged below 35 (included), considering they fit in two diverse situations that may lead them to use CWS. As previously introduced, in this age group employees are either though to have increased flexibility—and therefore, can easily adapt to new working trends—or on the contrary, have young children. According to existing literature, while workers might enjoy the benefits of telecommuting when having kids, working from home can result to be very hard as concentrating becomes a difficulty (Ipsen *et al.*, 2021).

A total of 92 responses were collected. Two of them were discarded due to incorrect field completion, leaving the total in 90. Seven respondents did not work for a firm that currently allows them to work from home, so their answers were dismissed according to the exclusion criterion presented in the previous chapter (Methodology). Therefore, out of the 83 responses, 51 (61.45%) are representative of workers aged below 35.

At this point it is important to note that central tendency and variability analysis were conducted with the aim of identifying additional non-reliable responses. Likert scale answers present a mean ranging from 2.14 to 4.49 and standard deviation measures between 0.46 and 1.83. The employed methodology allows for a deeper examination of the consistency of the sample considering reverse items included in the questionnaire. Based on this initial checks and screening, all 83 responses were found to be consistent, and therefore, suitable for the analysis.

Respondents were predominantly Spanish, representing a 98% of the answers. This leaves for the data collected to be biased in terms of cross-cultural aspects. Below are provided the descriptive statistics of the respondents in terms of variables that may or may not shape their perceptions and preferences.

In the first place, as age is the distinguishing variable among targets, the following histogram (Figure 2) shows the age distribution of the sample. As stated in the previous paragraph, the more than half of the sample is represented by young workers.

Figure 2. Age distribution of the sample
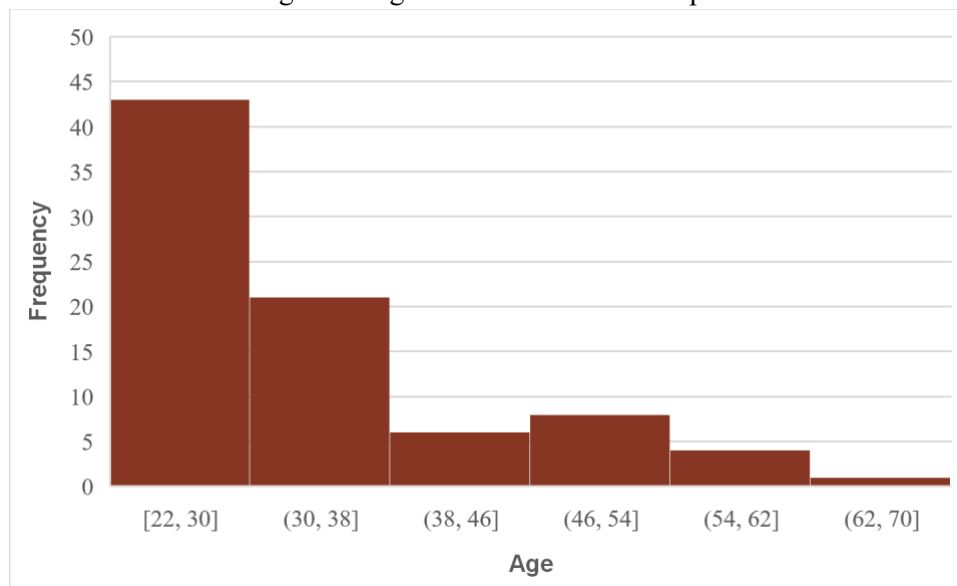
Source: Self-devised

The data recollected presents an equilibrated gender distribution with a 51% of male respondents and the remaining 49% being female (Figure A2.1 in Appendix 2). Figure A2.2 in Appendix 2 shows this even gender distribution is approximately maintained when breaking down the analysis per age group, considering those workers below and above 35 with respective distributions of 54% male and 46% female, and 41% male and 59% female.

Considering one of the distinguishing aspects among the sample was the fact of having children, the sample distribution of working parents has been studied (Figures A2.3 and A2.4 in Appendix 2). While 60% of the respondents does not have children, the remaining 40% are working parents with young children. If the analysis is broken down to age groups, three quarters of non-parent employees are aged below 35. Furthermore, the majority of worker's children are aged between 1 to 4 as it can be seen in Figure 3. In Spain, education of children below six has a voluntary nature (Gobierno de España, Ministerio de Educación y Formación Profesional) and thus this could imply some of the respondents might work from their homes with their young kids.

Figure 3. Age distribution of employee's children
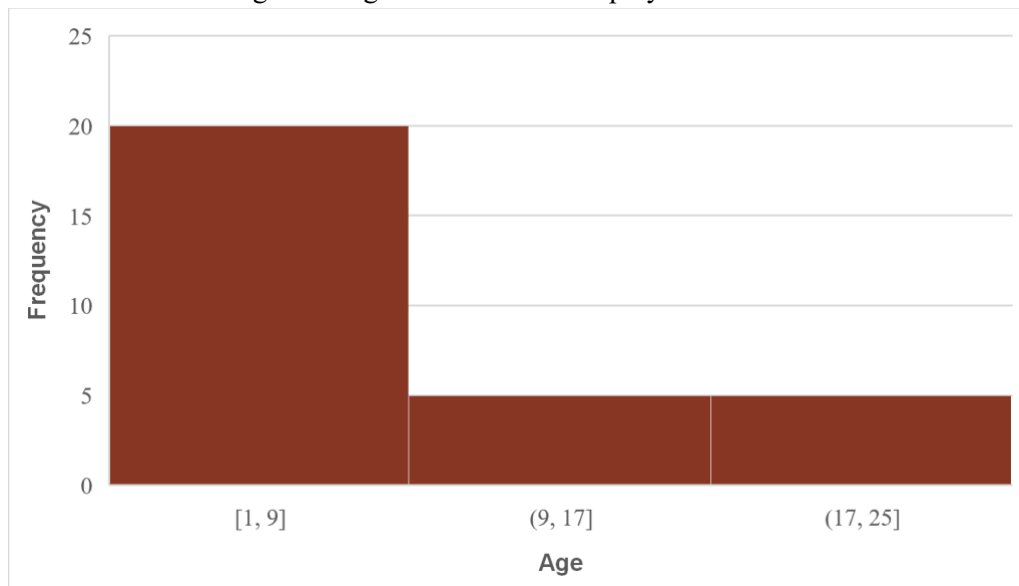
Source: Self-devised

Considering the educational background of respondents, the sample distribution (Figure A2.5 in Appendix 2) shows that more than half of the respondents (43 out of 83) have accomplished a Master's degree. If analyzing the education distribution of the sample from the age perspective, it can be seen that while the majority (62%) of below 35 workers' highest education achievement is a Master's degree, most (59%) of above 35 respondents' highest education level accomplished is a Bachelor's degree. That is, senior workers tend to have a lower level of education (Figure 4).

Figure 4. Education level of the sample per age group
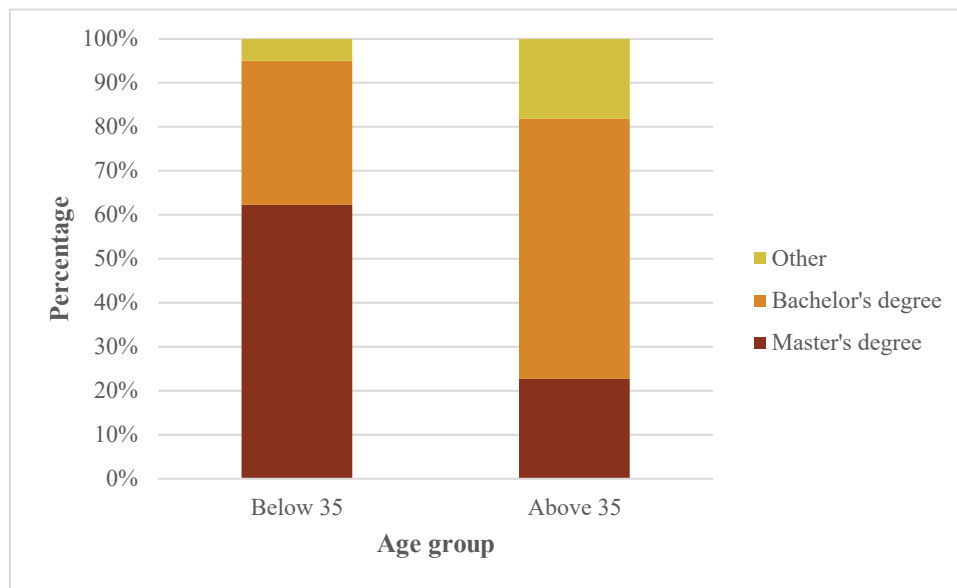
Source: Self-devised

The following descriptives that were analyzed are related to different aspects of the respondents' work. For what regards to the degree of occupation the respondents of this sample present, 87% of them work committed to a full-time schedule implying they will present an adequate experience to value the positive and negative aspects related with telecommuting (Figure A2.6 in Appendix 2). Finally, it is important to notice that the sample does not include any self-employed or freelance worker, which is considered appropriate as for what regards to the part of this study that would not apply to this category of occupation; the relationship with the firm.

As per what regards to experience in the labor market (Figure 5), supporting the fact that the sample includes mainly young workers, more than half of the respondents (61.45%) have been working for less than 10 years. Associated with this is the fact that the majority of surveyed workers (52%) hold non-managerial positions (Figure A2.7 in Appendix 2). Although the remaining 48% corresponds to management, only a 2% of it includes upper management positions. This distribution makes the sample more representative as regular workers generally have to stick to the established rules for functioning whereas top managers usually are in the position to have more flexibility.

Figure 5. Experience in the labor market
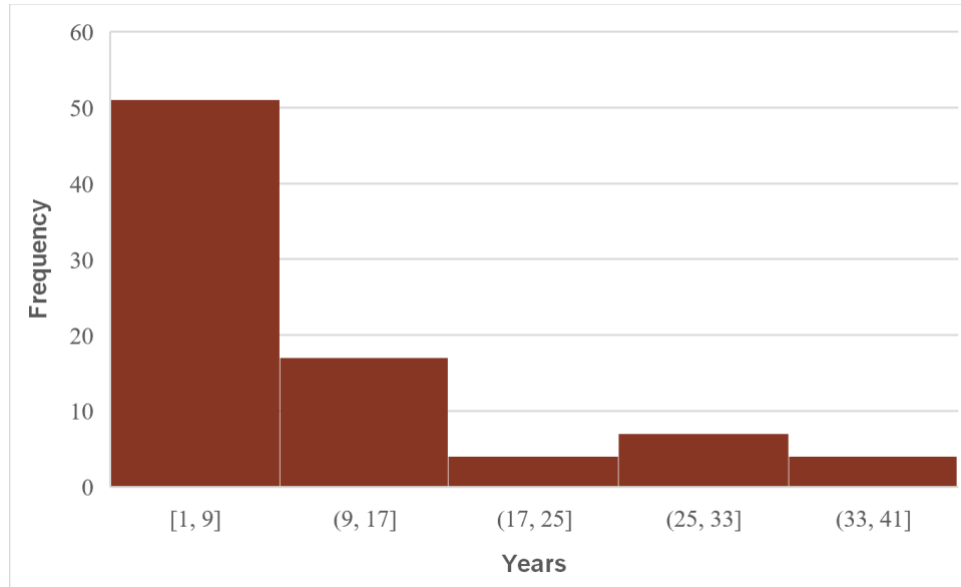
Source: Self-devised

Next, the sector for which respondents work for is important to consider as not all jobs allow for remote working. More dispersion has been identified in this sample distribution as compared to previous variables (Figure A2.8 in Appendix 2). Production and trade together with management and administration are in the top while the field for which the least respondents work for is health, education and social services. It seems relevant to point that 12 respondents' job is placed in a non-identified field of activity. In order to understand their answers, further attention has been paid to their responses.

When analyzing the firm's department respondents work for, some dispersion has also been found (Figure A2.9 in Appendix 2). While it makes sense that most of employees surveyed are part of consulting and production areas – because it is where the owners of the survey work –, it is concerning that 9 respondents work for a non-identified area just as it happened with 12 answers to the field of activity (Figure A2.8 in Appendix 2).

Out of the 12 responses from which the field of activity was not identifiable, it has been possible to recognize the area within the organization (Figure 6). Traceability into areas in which remote work can exist is possible in 9 out of 12 responses: consulting, accounting/controlling, marketing, IT management, software development and services. For what regards to 3 out of 13 – a 3.61% if accounting for the whole sample –, the area within the organization does not provide any information regarding the possibility to telework the respondent may have, but it has been considered sufficient for the purposes of the current study.

Figure 6. Area within the organization of non-identifiable field of activity responses
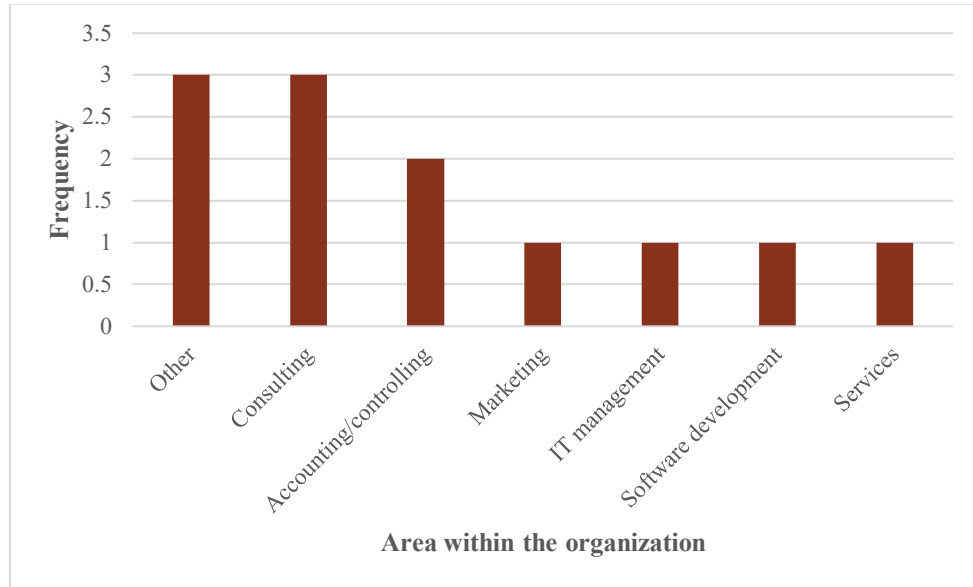
Source: Self-devised

Finally, for what regards to the company dimensions (Figure A2.10 in Appendix 2), more than half of respondents (55%) work for a corporation employing more than 250 workers, followed by approximately one third (28%) of surveyed employees working for a medium-sized firm employing between 50 to 249 workers. In other words, the vast majority of the sample work for a corporation of a considerable size.

Moving on to specific descriptives for the case of study, respondents were asked whether they used to telework prior to the COVID-19 outbreak and if they currently worked from home some days (Figure 7). While only a 25% of respondents worked from home before the health crisis, the vast majority of them (89%) do so now. It is important to point that seven of the surveyed employees choose not working from home even though they are employed by a firm allowing e-working. Notwithstanding, their responses are considered consistent enough due to the amount of teleworking experience they possess, ranging from one to three years.

Figure 7. Teleworking respondents of the sample prior to the pandemic vs on April 2021
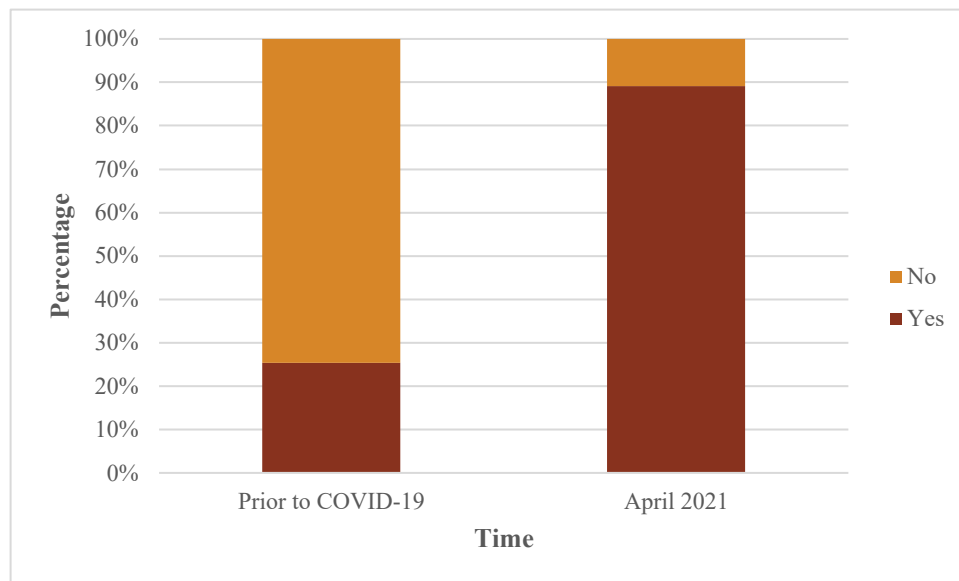
For what regards to how respondents feel about teleworking, it is not surprising to see that three quarters of the sample likes it (Figure 8). As exposed in Section 2 (Theoretical background), there are numerous benefits associated with working remotely from home. However, the remaining 25% will be further analyzed with the aim of identifying whether the negative aspects of telecommuting could be solved if CWS were used.

Figure 8. Respondents' feelings about teleworking
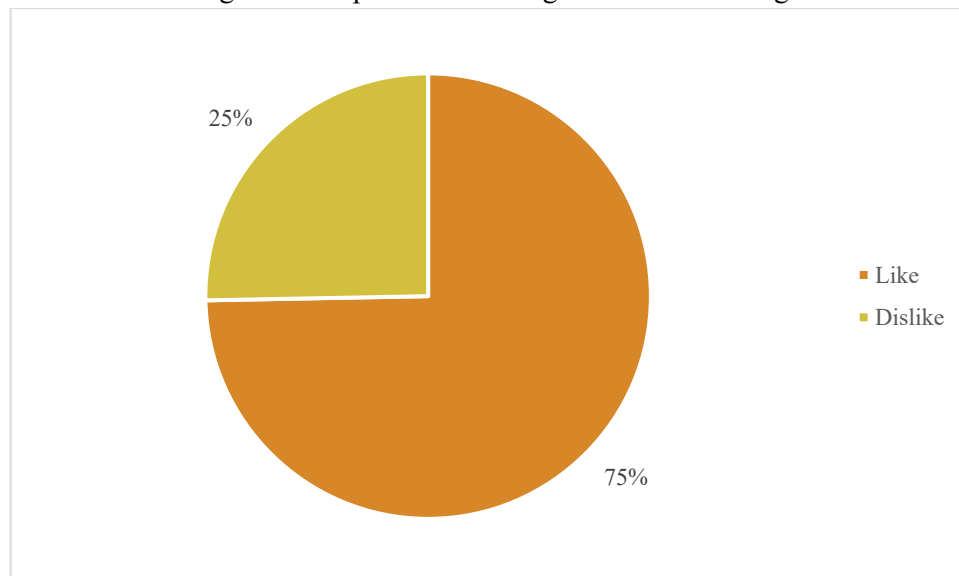
The overall teleworking experience distribution does not follow a clear pattern or tendency (Figure 9). If new entrants to the labor market are disregarded, 38.55% of respondents between zero to six month's experience, which may signal they had to start teleworking as a response to the COVID-19 outbreak but have returned to the office in the "new normal" scenario and 22.90% of respondents might have done the same thing but in a longer time span. For what regards to the remaining 38.55%, it could be a possibility that their firms have established remote working into their functioning.

Figure 9. Teleworking experience distribution of the sample
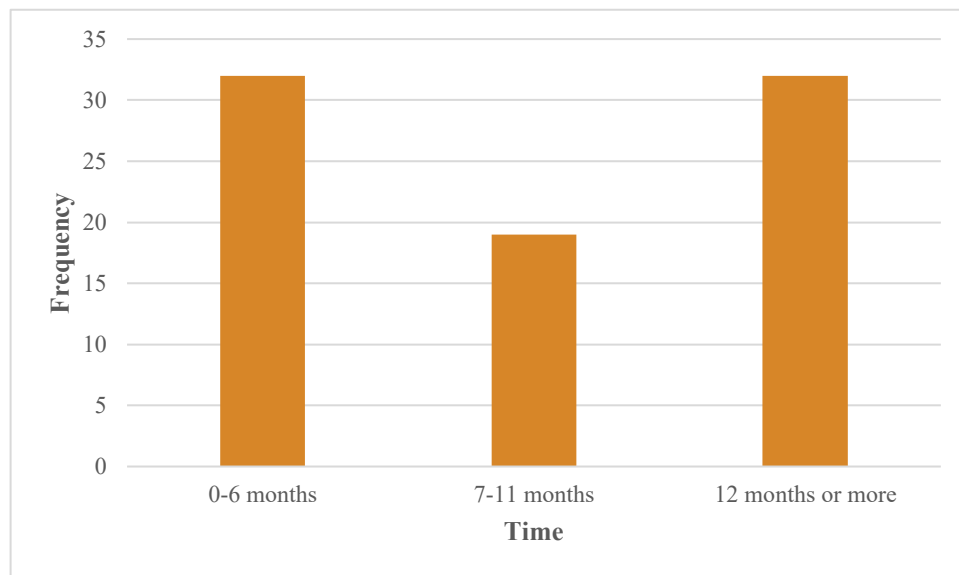
Source: Self-devised

Following on the analysis, it is important to point that the majority of the sample (83%) has knowledge about what a CWS (Figure 10). However, results highlight that they are not a common option as only a 29%—of those who know about them, of course—have ever used these spaces. Moreover, results seem to point that a 45% of respondents who have used CWS had never used them before the pandemic. This might be related to the growing presence of e-working, triggered by the health crisis.

Figure 10. Knowledge and usage (before and after the COVID-19 outbreak) of CWS
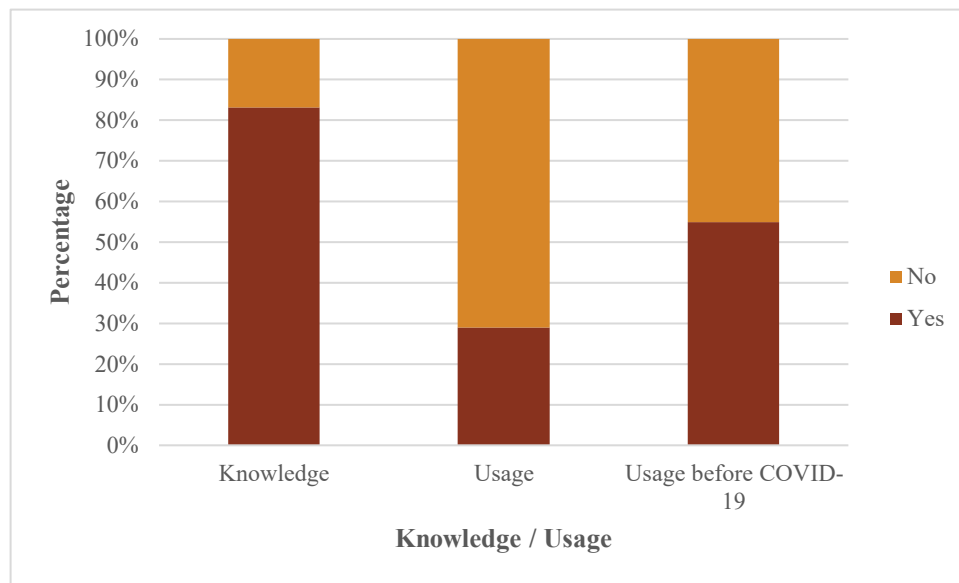
Source: Self-devised

4.1.2. Results

The analysis of the results obtained is done taking into account different perspectives:

i. Studying the whole sample (composed by 83 responses) representing remote workers at a general level.

ii. Exploring whether there are any significant differences if the sample is studied from the viewpoint of four specific groups.

    a. Gender, especially due to work life balance references found in existing literature.

    b. Age, as it is considered important to investigate if a generational factor could make employees more prone to using coworking spaces.

    c. Children, with the aim of proving which of the two facets presented by literature is the norm of the sample for parent workers; willing to be either at home for work-life balance improvements or work away—for instance, from a CWS—in order to better concentrate.

    d. Company position, as diverse hierarchical positions might also have different perspectives.

Furthermore, the analysis will be conducted at a double level considering first generic-factor views and detailed item information with the aim of narrowing down the analysis to more precise findings.

For the analysis, factors and items have been coded following the standard "FX" and "IX", using "X" to numerate them (Table 10). For what regards to factors, some of them are studied from the teleworking (T) and CWS (C) perspective.

Table 10. Questions to measure employees' feelings on e-working and on doing so from a CWS

Factors			Questionnaire items
F1-T	Supervisor work-life	I1	*My company facilitates work-life balance.*
		I2	*Managers emphasize work-life balance.*
F2-T	Employee work-life interference	I3	*I have enough time for my family and friends.*
		I4	*I have enough time for recreational activities.*
		I5	*I am physically active.*
		I6	*I never think about work related problems outside of my normal working hours.*
		I7	*I am happy with my work-life balance.*
		I8	*Having constant access to work does not bother me at all.*
		I9	*I know when to switch off/put work down so that I can rest.*
		I10	*Work demands are equal compared to when I work at the office.*
F3-T	Effectiveness/ Productivity	I11	*I can concentrate better on my work tasks.*
		I12	*I am more effective delivering against my key objectives.*
		I13	*If I am interrupted by family/other responsibilities, I still meet my line manager's quality expectations.*
		I14	*My overall job productivity has increased.*
		I15	*I am equally creative compared to when I work at the office.*
F4-T	Organizational trust	I16	*My organization provides training in e-working skills and behaviors.*
		I17	*My organization trusts me to be effective in my work.*
		I18	*I trust my organization to provide good e-working facilities to allow me to e-work effectively.*
F5-T	Flexibility	I19	*My supervisor gives me total control over when and how I get my work completed.*
		I20	*My work is so flexible I could easily take time off, if and when I want to.*
		I21	*My line manager allows me to flex my hours to meet my needs, providing all the work is completed.*
		I22	*I have established a work routine.*
F6-T	Resources and workspace	I23	*I have the necessary resources/equipment to do my job.*
		I24	*I have a suitable and ergonomic workspace.*
F7-T	Communication	I25	*I am in regular contact with my team.*
F2-C	Employee work-life interference	I26	*There are more social interactions.*
		I27	*It is easier to separate work life from personal life.*
		I28	*Users are more physically active.*
		I29	*Job satisfaction increases.*
F3-C	Effectiveness/ Productivity	I30	*It is easier to concentrate.*
		I31	*Users are more productive.*
		I32	*Users work in a more organized way.*
		I33	*There is a lot of noise.*
F6-C	Resources and workspace	I34	*The workplace is more ergonomic.*
		I35	*Privacy is a concern.*

Source: Self-devised

The statistical software Stata has been used to analyze the results. First of all, internal consistency of factors—i.e., how closely related items included within each factor are as a group—was analyzed with the aim of checking grouping accurateness. It is true that factors were based in different studies as presented in the previous Section (3. Methodology), but a further validation was considered

adequate. Cronbach's alpha is a measure of internal consistency as measured by the scale reliability coefficient. As a general rule, a good Cronbach's alpha value is equal or superior to 0.70. Table 11 shows that results proved the robustness of the categorization employed, with scale reliability coefficients above 0.70 in seven out of nine factors[3]. The scale reliability coefficient of supervisor work-life (F1-T) is 0.69 and thus so close to the target value that it is considered acceptable. For what regards to coworking resources and workspace (F6-C), as a response to a scale reliability coefficient of 0.46, the analysis has been performed at an item level.

Table 11. Internal consistency of factors

	F1-T	F2-T	F3-T	F4-T	F5-T	F6-T	F2-C	F3-C	F6-C
Average interitem covariance	0.64	0.69	0.81	0.74	0.55	1.01	0.49	0.47	0.27
Number of items in the scale	2.00	8.00	5.00	3.00	4.00	2.00	4.00	4.00	2.00
Scale reliability coefficient	0.69	0.88	0.89	0.79	0.77	0.82	0.81	0.75	0.46

Source: Self-devised

Descriptive statistics (mean, standard deviation, max and min) have been calculated for each single factor (Table 12). The same summary statistics have been calculated for each factor per group defined (gender, age, children and company position) and can be found in Appendix 3 (Tables A3.1 to A3.8).

Table 12. Descriptive statistics per factor

Statistic	F1-T	F2-T	F3-T	F4-T	F5-T	F6-T	F7-T	F2-C	F3-C	F6-C
Mean	3.55	3.23	3.46	3.49	3.52	3.60	4.07	3.66	3.28	3.02
St. dev.	0.97	0.89	0.96	0.97	0.84	1.11	1.05	0.79	0.75	0.56
Max.	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Min.	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00

Source: Self-devised

At a general level, all factors have a mean close to three, providing a neutral average. However, teleworking communication factor (F7-T) has a mean of 4.07, providing evidence that constant contact with the team is common among e-workers. At a group level, no relevant differences are found among male and female, workers age below and above 35, parent workers and non-parent workers, and managers and non-managers.

To better understand the different dimensions and their interpretation, Tables 13 and 14 show the correlation matrix (Pearson correlations) between the different factors. On the one hand, Table 13 reports the correlations concerning teleworking factors. As it is shown in this table, correlations are positive and range between 0.21 and 0.75 (Table 13). Given that p-values are lower or equal to 0.05, correlations are statistically significant.

---

[3] The remaining factor (F7-T: Communication) only included one item and is, therefore, excluded from the internal consistency of factors analysis.

Table 13. Correlation matrix for teleworking-related factors

	F1-T	F2-T	F3-T	F4-T	F5-T	F6-T	F7-T
F1-T	1.00						
F2-T	0.75 (0.00)	1.00					
F3-T	0.48 (0.00)	0.60 (0.00)	1.00				
F4-T	0.58 (0.00)	0.62 (0.00)	0.71 (0.00)	1.00			
F5-T	0.47 (0.00)	0.50 (0.00)	0.56 (0.00)	0.53 (0.00)	1.00		
F6-T	0.72 (0.00)	0.48 (0.00)	0.59 (0.00)	0.51 (0.00)	0.68 (0.00)	1.00	
F7-T	0.24 (0.03)	0.21 (0.05)	0.44 (0.00)	0.36 (0.00)	0.51 (0.00)	0.51 (0.00)	1.00

Values in brackets indicate the level of significance.
Source: Self-devised

Factors which are more positively correlated are those regarding work-life (F1-T and F2-T)—as they both study the same aspect but from the supervisor and employee perspective—, supervisor work-life and resources and workplace (F1-T and F6-T)—which might be explained due to the company's predisposition on helping and promoting remote working—and effectiveness/productivity and organizational trust (F3-T and F4-T)—demonstrating the importance the company support has on producing good results and achieving objectives.

On the other hand, considering coworking factors, correlations range from -0.03 to 0.58 (Table 14). However, the only significant correlation is that of factors F2-C (employee work life interference) and F3-C (effectiveness and productivity), with a p-vale lower than 0.05. In line with the literature review exposed in Section 2 (Theoretical background), when employees find hard to disconnect and recover from work they require more concentration to work as a result of cumulative tiredness, and thus, their productivity decreases.

Table 14. Correlation matrix for coworking-related factors

	F2-C	F3-C	F6-C
F2-C	1.00		
F3-C	0.58 (0.00)	1.00	
F6-C	-0.03 (0.80)	0.14 (0.22)	1.00

Values in brackets indicate the level of significance.
Source: Self-devised

All in all, after analyzing the results we concluded that it is accurate to assume no relevant overlaps between factors. That is, factors are correlated to each other, but refer to different aspects of teleworking and CWS.

The following analysis conducted in order to prove significance was ANOVA (Tables A3.9 to A3.12 in Appendix 3). The rationale behind this analysis is to compare factor means between groups to prove if there are significant differences among them. The probability of the statistic F determines the presence of diversity among groups if the value is equal or less than 0.05 (at a 95% confidence interval) or 0.10 (at a 90% confidence interval).

Results prove gender plays a determinant role establishing differences, especially in teleworking factors effectiveness/productivity (F3-T), organizational trust (F4-T), communication (F7-T) and coworking factor employee work-life interference (F2-C). Respectively, the presented factors have a statistic F and probability of 9.13 and 0.00, 3.61 and 0.06, 5.30 and 0.02, 2.90 and 0.09, respectively.

A box-plot has been considered in order to further analyze these findings (Figure 11). The figure shows the distribution of gender-discriminated factors per gender group: 0 for male and 1 for female. Gender differences per factor were identified and are analyzed below (see data in Tables A3.1 and A3.2 in Appendix 3).

- Teleworking
    - o Effectiveness/productivity (F3-T). While men present less dispersion than women, they perceive this factor to improve less than women when working from home as compared to working from the organization's offices. More specifically, men have a neutral opinion for what regards to an improved overall productivity and ability to concentrate when telecommuting.
    - o Organizational trust (F4-T). Both men and women present a lot of dispersion for what regards to their feelings on this factor. The majority of respondents have an optimistic view about organization's efforts to support e-working practices, women being the most optimistic.
    - o Communication (F7-T). Gender differences are quite significant for what regards to this factor. While, in average, women consider they are in regular contact with their team very frequently (4.34 in a 1-5 Likert scale), men seem to communicate less (3.81 in a 1-5 Likert scale).
- Coworking

o Employee work-life interference (F2-C). In this case, men present a higher mean than women (3.81 compared to 3.51 in a 1-5 Likert scale). In any way, while female answers present more dispersion, they point towards the benefits of work-life balance when using a CWS as a third place to remotely work. At this point, evidence that e-working from a CWS can be perceived as a means of solving the potential problems related to teleworking has been found.

Figure 11. Box-plot distribution of gender-discriminated factors
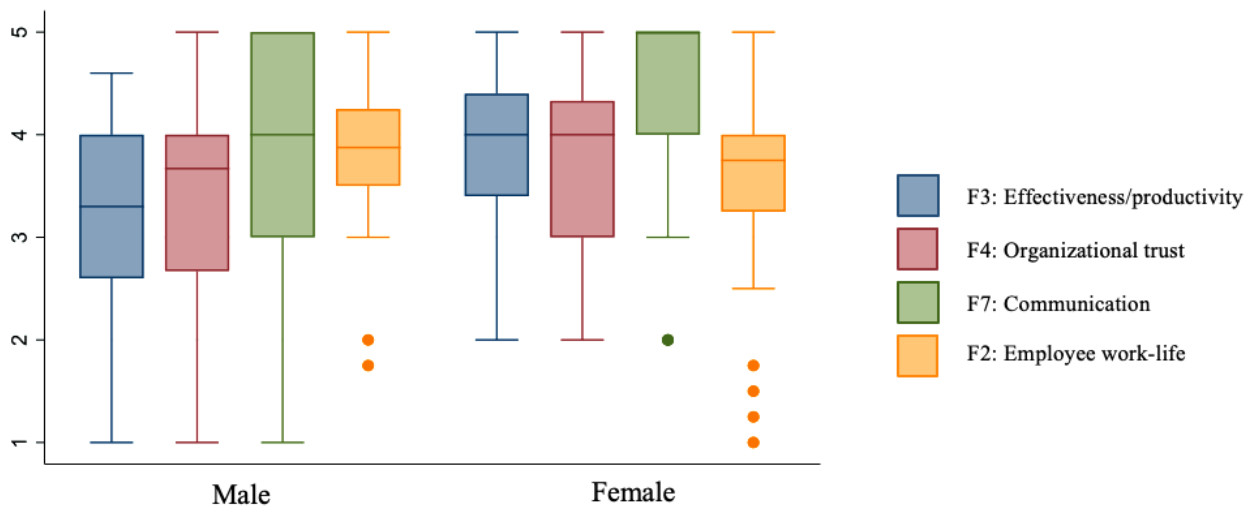
Source: Self-devised with Stata

4.2. Focus group

With the aim of discussing the above-presented findings, a focus group interview was celebrated May 13, from 20:30 to 21:30 via Google Meets. The discussion was recorded in order to better analyze the results post-session. A transcription of the interview can be found in Appendix 4.

The main points and conclusions I got from the different questions proposed and the corresponding discussion among focus group participants are explained as follows.

4.2.1. Part 1 – Participants' current working model and feelings about teleworking

Most of the work by focus group participants is executed remotely. There are different models that can be divided according to the nature of each job.

- For jobs that have no dependences on the organizations' premises, two cases have been observed. Either it is the firm that establishes a certain criterion to be followed in order to ensure employees keep visiting the offices—i.e., teleworking every other week or

teleworking every day except one—or it is the employee who has the freedom to decide if s/he wants to go to the office. This latter case leads to extreme cases in which employees have hardly returned to the office ever since the COVID-19 outbreak.

- For jobs that require resources and workspaces that can be found in the premises of the organizations, a hybrid model seems to be the norm. That is, when employees require accessing to labs or visiting a client, they organize their week as they consider in order to get the job done. The remaining part of the work, mostly administrative, can be performed from home.

Firms employing focus group participants monitor the amount of people accessing the office every day. The sanitary situation has led to the creation of protocols to reduce the concentration of people. Security distances between people, especially in closed spaces, have been imposed and, hence, offices capacity has been reduced. This implies that there must be communication and planning in advance becomes a necessity so space availability is not a surprise when going to the office. There are some cases a certain employee is responsible for the planning and other cases in which there is an open database everyone can access to and complete. The former case does not allow for last-time decisions about going to the office—for instance, deciding it at night for the next morning—but the latter makes this kind of decisions a possibility because the database is updated in real time.

However, it is important to note that companies opting for a model in which employees telework on alternate weeks do so with the objective of reducing interaction – and thus, preventing the spread of the virus – among coworkers with the so-called bubble groups. Therefore, if employees do not comfortably work from home, they cannot access the offices if it is not in their planning.

Either way, independently from the working model, what is generalized is the fact that employees tend to prefer teleworking due to its associated benefits—presented in Section 2 (Theoretical background). Focus group participants especially highlighted the reduced amount of time commuting to work. Henceforth, office space availability does not seem to be a problem for those employees who want to access the office and have the possibility to do so whenever they wish.

Moreover, it is relevant to consider the cases of the two focus group participants who are currently in an internship. They point the loss of quality in terms of learning process, which completely aligns with literature review findings (Section 2 – Theoretical background).

4.2.2. Part 2 – Problems associated with teleworking

Presented below are the main inconveniences of teleworking as per the perception of focus group respondents. With the aim of matching their views with the current study, they have been categorized under the different factors presented in Section 3 (Methodology).

F2-T: Employee work-life interference

Focus group participants identified two major negative aspects of telecommuting, which are extremely related to each other: working beyond schedule and the impossibility to disconnect.

The feeling of not knowing when to stop working is generalized among participants. Working from home can even make employees lose perception of time and thus contribute to blurring the frontier between personal and professional lives. Participants highlight the importance of designing and attaching to a routine in order to keep both sides separate but at the same time also stress they have difficulties with doing it.

It is the fact of having constant access to work that makes employees work extra hours. According to the contribution of a participant, telecommuting has not only increased the number of hours worked when working from home but has gotten her and her supervisors accustomed to being available all times. For this reason, she always brings the work phone with her, even during breaks or outside of working hours.

Not all focus group participants have the possibility of adapting an exclusively work-dedicated space at their homes. Moreover, participants stated that it is easier for them having an office or a place to attend. It helps them escape from the monotony associated with working from home and distinguish the frontier between work life and personal life, not only as a result of the physical act of moving but also because of mental association. Participants exemplified this statement saying that the fact of leaving the office, after shutting down the laptop and going home makes it clearer for them they have finished working for the day. If, instead, they work from home, maybe they end up checking the email before going to bed because the laptop is already there, all set up to work anytime. Again, this leads to working extra hours. Another example is the experience of a participant according to which she might even work during weekends to lighten the load of work for the next week, but this is something she would have never done prior to the pandemic. She believes that before, she did not associate home with work, but now, as a result of being used to telework, this frontier has vanished.

Furthermore, in line with what is mentioned before about the importance of following a routine added to the fact of not leaving from home leaves participants with a negative feeling about productivity. It is quite common waking up just in time to switch on the laptop and start working, without even changing or moving more than a few meters.

F3-T: Effectiveness/productivity

Concerning this factor, focus group participants presented two opposite views.

On the one hand, some participants claimed to be more productive as time is managed more efficiently. For example, coffee breaks and meal time are shorter if done by themselves. What is more, their contributions also stated that not seeing coworkers face to face reduces the number of demands outside their work responsibilities they might get.

On the other hand, some employees mentioned that they get distracted more easily than if working in the office. Sharing office spaces with people you are co-living with can cause problems when holding meetings or attending conferences or even working in a common space that other co-livers might need to use (e.g., working in the dining room when a member of the family has to eat a meal). Pets can also be a source of distraction. This was perfectly exemplified in the focus group interview, in which the cat of a participant jumped towards the screen of her laptop. Finally, household obligations also distract participants, who admitted to sometimes be cooking or doing the laundry while working or even while attending a call.

Additionally, focus group participants pointed that ever since they telework, they have perceived the number of meetings has increased. They think it is because the reduced face-to-face interactions added to the ease of convening a session. As a result, mornings are packed with meetings, which make participants feel less productive, followed by intense afternoons to manage the work load. A participant even said that he works before his start hour in order to be able to advance work.

F6-T: Resources and workspace

Focus group participants converged for what regards to the infrastructure and material associated to working from home. Houses were not designed to have the infrastructure required by a home office, also considering ergonomic conditions to comply. Participants provided many examples, from having had to upgrade their internet plan to fiber optics so it could withstand working, not having enough office chairs for all family members working from home to working with a laptop screen in

front of a window. Moreover, the spaces in which employees work do not usually trigger creativity, whereas most offices were designed and decorated to pursue creativity enhancement.

As per the figure of the firm in the process of equipping a home space to make it suitable for home office working, there are different cases among participants' employers. While some companies supply their employees with all the resources needed, others do not promote it as much.

4.2.3. Part 3 – Perceptions about how CWS can solve problems associated with teleworking

Presented below is how CWS could contribute to solve teleworking's negative aspects as per the perception of focus group respondents. With the aim of matching their views with the current study, they have been categorized under the different factors presented in Section 3 (Methodology).

F2-C: Employee work-life interference

In response to the impossibility to disconnect from work CWS are perceived as a good option for focus group participants as they provide, as compared to telework, a second space that would help redefining the frontier between work life and personal life. It is important to note that participants say they would not use a CWS as an alternative to telework if commuting distance was too far. The idea is that of switching spaces and the above-mentioned mental implications associated with it in terms of work-life interference. Moreover, CWS could make it easier to follow a routine, as the simple fact of having to commute would force employees to wake up on time and get dressed, leaving behind the feeling of unproductivity for not moving.

Added to this is the fact that participants feel CWS would increase their social relationships in a work day. They actually perceive these spaces as a convergence point in which work life and social life meet. As pointed by a participant, CWS allow to diversify and not see every day the same co-workers while i) meeting with non-work-related friends and ii) networking.

F3-C: Effectiveness/productivity

The double-faced opinion presented for the same factor in the teleworking part of the interview is maintained in the case of CWS. For those focus group participants who said to have less distractions when working from home, using a CWS would not be necessary. However, CWS would be helpful for those other participants who got distracted with people they co-lived with – as

they would have a single desk in a work environment –, with pets – as they would not bring them to work – and with household obligations – as the frontier would be in terms of physical space.

F6-C: Resources and workspace

There was no discussion regarding the fact that CWS are assumed to have all the equipment and the adequate environment to provide the best working conditions. Hence, CWS are thought to solve resources and workspace problems associated with teleworking.

Finally, CWS are perceived by focus group participants as inspiring places that would not be only chosen as a simple working place but because they would stand out for something, especially its resources and workspace.

5. Discussion

In this Section, results will be discussed. Although the statistical analysis with Stata contributed to i) the verification of scale reliability, ii) the correlation verification between the mentioned factors and iii) the comparison between groups to prove gender is the factor by which the sample differs the most (even though the difference is minimal), no unexpected findings have been encountered. All responses were, in average, neutral or agreed to the presented statements. That is, focus group results are the ones allowing for discussion and even modeling significant quality attributes for CWS to engage new members that want to escape from the issues they have when e-working from home.

5.1. CWS as a solution to teleworking associated problems

While the transition from an office model to a teleworking model has not affected the work of all employees because of the nature of their jobs or their specific functions—e.g., for employees managing commercial relationships between companies and countries, the use of collaboration tools was already part of their work-life even prior to the pandemic—the transition has certainly affected work-life interference. According to our findings, this factor is considered to be the most concerning for employees.

For what regards to the difficulties disconnecting, spaces play an important role. Not every employee has an exclusive work-dedicated spot at their house but, on the contrary, it is quite common to work in the bedroom or living room. Sharing spaces of your personal life with you work one inevitably leads to interference. What is more, the fact of dealing with work-related problems in the same space in which you live your personal life, might lead to thinking about work-related issues outside of working hours and, in turn, this can even lead to working beyond schedule. This can also be seen from the opposite perspective by which personal problems can get an employee distracted, especially if s/he works at home where s/he has to deal with the issues.

While, according to focus group participants, one of the main advantages of teleworking was not having to commute to work, the fact of practically not leaving from home makes them feel as if their lives are only dedicated to working during weekdays (Monday to Friday). That is, their contributions also point to the fact that changing spaces helps them disconnect.

Bearing this in mind, findings suggest CWS are a potential solution to reduce work-life interference, providing an additional space to be associated with work and leaving the home environment for personal life matters. Separating the two lives improves them both, creating a win-win situation. However, this space has to be suitable for working in good conditions, which is generally something houses were not designed for—i.e., internet connection capacity and ergonomic workspace—in comparison to CWS that were especially designed for it. This is why CWS are also considered to be helpful solving resources and workspace related teleworking issues.

Creativity has been found to be one of the more relevant items for which to consider teleworking from a CWS, as discussed in the focus group interview. Regarding the survey, responses were neutral. CWS are designed and decorated to enhance creativity as opposed to homes—which were not even designed to be an office in most cases. Ideas can be developed at an individual level or in teams, as CWS also offer spaces to share with a team. Putting this variable into consideration, it is remarkable to mention the contribution of a focus group participant who pointed the fact that, for the development of new ideas in teams, when communicating with the team through collaboration tools, part of the body language is lost. Instead, using CWS with the team could help avoid losing this part of the creative process.

At this point it is important to highlight that in the Spanish context prior to the COVID-19, a great number of companies were not prepared for the teleworking practice. Once it was imposed due to the outbreak of the virus, most companies put business continuity first on the list of priorities. This could have contributed to some of the problems associated with telecommuting, especially in terms of providing the necessary equipment to workers, promoting the practice and training the employees on how to properly work from home safely. Also, in terms of work-life interference firm's attitude towards the well-being of employees plays an important role and is evidenced with their policies and regulations. For instance, according to a focus group participant working for Aldi, the company promotes not holding meetings or sending emails after 17:30, which is the end of the working day.

Finally, no clear tendency has been analyzed from the productivity and effectiveness perspective, a factor that seems to depend on each employee. What is clear is that CWS ensure a workspace free of distractions and functional, designed and equipped to enhance productivity. What is more, it is the idea that employees would use CWS to remotely work only if this space provides them with something extra as compared to telework. Something has to stand out about the place, as it could be how inspiring it is or its common users and the potential networking employees might oversee.

However, there is a personal factor related to the own characteristics each employee faces when teleworking that has a lot of weight in deciding whether s/he would use a CWS. In some cases, it is not as straightforward as assessing how many times does paying for a CWS equals to the price of buying, for instance, a new chair or screen. Sometimes, the difficulty to concentrate, which cannot be economically measured directly, can outweigh the cost of CWS. Again, this is a very personal factor that cannot be generalized as every casuistic is particular. Moreover, with time, if teleworking has come to stay, maybe big firms could even consider having agreements with CWS as part of social benefits, in order for employees work conditions to be adequate when going to the office is not a possibility (although this is a problem that will eventually fade away with the vaccination process). Nevertheless, teleworking has shaped the workforce's customs and long commutes to organizations main premises are now seen as unnecessary and a loss of both time and money.

An additional effect of teleworking practices that has not been discussed yet is the implications it had in terms of reverse rural exodus. Working from home has allowed to people who moved to the city in order to be close to the offices where they worked, to move out of it, where rent prices are much lower. Bearing this in mind, the proliferation of CWS not only in smart city but also in smaller, not-so-modern cities represents a development opportunity for these spaces.

It is true that, at the time CWS were first introduced, they made sense as not everyone could have high-speed internet connection at their homes. This is something that has been evolving with time and now, most of the houses have fiber optics connection. They also made sense if an employee needed to print something or needed to hold a meeting. However, nowadays, printing is not a thing anymore, and most of the meetings are more comfortably done with the use of collaboration tools. However, focus group participants highlighted that, even if reasons to use CWS had changed over time, these spaces still had an added value compared to teleworking, and this added value could mainly be observed in terms of networking, providing the adequate resources and workspace that contribute to a productive working environment while enabling disconnection and reducing work-life interference.

5.2. Kano model

At this point, once identified that CWS could contribute to solve teleworking associated issues, it makes sense to discuss the findings bearing the Kano model in mind. The Kano model (Kano *et al.*, 1984) has been wildly employed in service management for service development. It assesses

customer requirements in terms of quality for customer satisfaction. Kano classifies customer demands into five categories according to quality attributes and performance:

1. One-dimensional quality. Customer satisfaction is proportional to product or service performance. These attributes result in satisfaction when fulfilled and dissatisfaction when not.

2. Attractive quality. Attributes that are neither required nor expected by the customers. If present, they bring higher satisfaction. However, if they are not a cause of dissatisfaction if absent.

3. Must-be quality. Requirements that are expected by customers that do not bring satisfaction if present, as they are taken for granted. However, if the product or service lacks in these attributes, customer dissatisfaction is high.

4. Indifferent quality. Requirements that do not have any effect on customer satisfaction.

5. Reverse quality. Attributes that if fully fulfilled might bring dissatisfaction. This category makes reference to the fact that not all users have the same preferences and thus, the effect on customer satisfaction may differ.

For the purpose of this study, it is considered adequate not to study indifferent quality attributes as the idea is to provide recommendations to CWS about which are the atributtes potential users could value and their implications in terms of employee work-life balance, effectiveness/productivity, and resources and workspace. The most relevant attributes that were found during the course of this study are explained below and summarized in Table 15.

Table 15. Kano model quality attributes for CWS

Quality attributes	Work-life interference	Effectiveness/productivity	Resources and workspace
One-dimensional	Social interactions	Quality of the equipment	Ergonomics of the workspace
Attractive	Learning, synergies and job opportunities	Additional services enabling productivity (e.g., chauffeur)	Additional services (e.g., A3 printing or bookbinding)
Must-be	Disconnection	Space free of distractions	Plugs and COVID-19 health measures
Reverse	Distance	Assisting support	Decoration

Source: Self-devised with Stata

Concerning employee work-life interference, the disconnection that CWS will provide to its users is considered to be the main aspect by which employees would decide to use these spaces. Therefore, it is considered as a must-be attribute, that is, if employees do not improve their work-life balance as a result of using this third space, they will not be satisfied. Social interactions would be the one-dimensional attribute of CWS, considering they contribute to breaking with the monotony associated with working from home. If absent, users would feel the same as working from home

and, if present, networking and new opportunities arise. This leads us to the attractive attribute that CWS offer; learning, synergies and job opportunities. Finally, it is important to consider that although employees value the fact of switching spaces to better separate personal life than professional life, commuting to a CWS should not imply too much time. In case it does, the potential benefits must not outweigh the drawbacks anymore as it is a reverse attribute. Therefore, CWS should look for users that live in the same neighborhood.

Considering effectiveness and productivity, what users are looking for when deciding to work from a CWS is a space free of distractions where they can find concentration. This is why a space design ensuring different users do not disturb each other is a must-be for employees deciding to use a CWS. Also, the fact that users contribute to this environment free of distractions as could be the use of headphones when in calls. It is considered a must-be quality attribute as it is assumed people will act this way, and if they did not, this would truly impact satisfaction negatively. The main non-dimensional attribute is the equipment the CWS has to offer; the better quality, the more satisfied users will be. All the additional services that users would not expect from a CWS and that would contribute in enhancing their productivity are considered to fit into the category of attractive attributes, as it could be, for instance, a chauffeur service to pick up visitors CWS users may have invited for a meeting. It is important to pay attention to what attributes could result in having the reverse effect if too much present, and in the case of CWS, assisting support could be one of them. While assisting support could provide help to CWS users, it may also disturb them in some occasions.

Finally, for what regard to resources and workspace, the presence of accessible plugs is a must-be attribute. In times of COVID-19, hand sanitizer and adequate hygienic conditions are also considered a must to avoid contributing to the spread of the virus. Next, the more ergonomic the equipment, the better users will feel in a CWS. Thus, it is considered to be a one-dimensional attribute, just as the quality of the equipment in terms of the effectiveness and productivity factor. Also in line with the previous factor, all additional services that users would not expect from a CWS in terms of resources would fit into the category of attractive attributes. This depends on the requirements of each employee and his/her job nature, but A3 printing or bookbinding would be two examples. Finally, as this thesis has highlighted in several occasions, the decoration and inspiration of the workspace is of critical importance for CWS to enhance creativity, and substantially one of the most valued aspects of these spaces. However, it must be noted that a too heavy decoration could leave behind functionality and create the adverse effect on users, distracting them. This is why it has to be considered as a reverse attribute.

There is big part of customer satisfaction that depends on the user's perception. However, CWS can focus on the presented points in order to understand what is assumed they would offer, what is important for potential users, what is attractive and what could have a positive effect on customer satisfaction but when crossed a line, could have the complete opposite effect.

6. Conclusions

6.1. Final remarks and implications

As discussed in both Sections 1 and 2 (Introduction and Theoretical Background) the outbreak of COVID-19 has forced a considerable number of employees to work from home. Reduced interactions were key to avoid the spread of the virus and even when the lockdown seems to be over, social distance has constrained the capacity of corporations' central offices. It is relevant to signal that prior to the pandemic, teleworking was not generalized. In fact, specifically the Spanish working culture, appeared not to see beyond on-site working. Overall, e-working was only considered when no other options were left—e.g., when in work-related travels—or the nature of the occupation asked for it—e.g., self-employed and freelancers.

The current environment has significant implications for CWS, a type of organization that should readapt its business model in order to better respond to the employee's needs and gain potential customers. The target customer of these spaces has widened with new profile of potential users, including those employees who find difficulties—mainly related to work-life interference, resources and workspace—when working from home. It is important to consider that while the teleworking associated problems could be solved going to the premises of the organization, this is not always a possibility due to health-imposed capacity constraints. Furthermore, CWS have increased their presence, especially in smart cities, and thus, commuting to the closest CWS might not imply such a loss of resources for employees.

Findings prove that teleworking blurs the frontier between professional and personal life. Many employees might not have specific office-dedicated spaces at their homes, instead, they are multipurpose—e.g., some employees work from the living room, where they probably also eat, or from a desk located in their bedroom, next to where they rest. All in all, telecommuting hinders work disconnection which existing literature has proved to be crucial for work productivity. The fact of commuting to a close CWS can be seen as a potential alternative to home office providing different environments—CWS and home—might contribute to a better work-life balance.

The lack of social interactions is one of the main aspects against teleworking practices, as when working from home employees are less keen to move, even outside of working hours. While lunch time could be social, when working from home it is probably an individual moment. One of CWS'

61

main characteristic is their capacity to provide networking connections to their users, even in times of COVID-19, with the proper health measures and social distancing.

In conclusion, while both on-site and remote working have their pros and cons, the key lies in finding the right balance. CWS might be a potential way to solve some of the teleworking associated problems, not all. For instance, these spaces can help with increased work-life balance and social interactions, but cannot contribute to the weakening of relationships with team members as a lack of face-to-face interactions. This is why, once identified the advantages and disadvantages of each working typology, harmony must be encountered by each employee according to his/her specific needs.

The main implication that the findings of this study have for CWS is the identification of which quality attributes should be considered as more relevant when the aim is that of engaging employees that want to use CWS as a solution to the problems they encounter while teleworking. CWS owners should first focus on providing the desired disconnection in a space free of distractions designed and fully equipped to enhance functionality and that meets hygienic and health current measures. Next step is to consider attributes that could impact customer satisfaction positively—as could be additional services that would come as a surprise, as something unexpected that really appreciated—and negatively—those attributes that when too much present cause the reverse effect, as it could be loaded decoration or aiming at users who live too far away for them to consider that specific CWS as an option.

Finally, this whole study has been performed from the employee's perspective, but CWS are also advised to consider big companies as a potential client. Capacity constraints make companies struggle when for a specific reason more employees than allowed with the latter health measures need accessing the offices at the same time. In these cases, what some firms do is provide their team a room in a CWS. However, this diverse perspective does not affect the quality attributes to which pay attention, as the final user is the same. CWS' owners just need to bear in mind the fact that, in these cases, users' wish is to comfortably work but with the team, not at an individual level. Moreover, this could be a good approach of CWS for engaging new users, targeting them first for certain occasions as team work.

6.2. Future research and limitations

Although following a rigorous methodology, this study is not free of limitations, which in turn, open up opportunities for future studies.

First, while the survey included socio-demographic questions, the sample size did not allow for an in-deep analysis by certain characteristics as could be the specific age groups or the company's sector. It is recommended that future studies consider segmentation with the objective of leaving behind noise variables and identifying whether generalized patterns exist according to each segment.

Second, the survey is biased towards a group of people in terms of geographical location. It essentially reached the owners' (David Carpi and myself, Xènia Caballero) acquaintances, who probably lived not further than the autonomous community of Catalonia, Spain. In fact, looking the sample's distribution of nationalities, only 2/83 respondents were not Spanish but Italian. Future studies should reach out and investigate other geographical areas in order to identify if there are any significant and relevant cultural differences as a consequence of diverse traditions.

Third, as in any empirical analysis, the restricted number of factors considered might have not allowed to control for other factors which might provide additional or complementary findings. The existing literature suggests different problems associated with telecommuting but only part of them have been included in this study.

Fourth, the time frame is a limiting aspect of this research. Not every survey respondent or focus group participant has had the same amount of experience working from home. That is, survey respondents and focus group participants had unequal experience opportunities. While this can be seen from a positive viewpoint in which diversity enriches the study, it can also be seen from the perspective by which they have not yet encountered some teleworking related issues or, on the contrary, short experience makes them leave some relevant aspects apart when thinking about telecommuting.

Fifth is the fact that this study has been conducted from the perspective of the employee, but as explained in the previous point of this last section, CWS should also consider the possibility of large firms hiring their services for their employees as a result of the post-pandemic context. Future studies should perform a similar analysis in order to study this additional perspective.

Finally, while this research has been leaded by the possible solutions CWS could provide to teleworkers having problems associated with work-life interference, effectiveness and productivity, and resources and workspace, not much attention has been paid to the variable price. At the end of the day, it is a variable that has a lot of weight when making the decision of whether using or not a CWS. For future studies it is recommended to deepen in this subject.

7. References

7.1. Publications

Anderson, G. (1990). *Fundamentals of educational research*. Falmer Press.

Berbegal-Mirabent, J. (2021). What do we know about co-working Spaces? Trends and challenges ahead. *Sustainability, 13*(3), 1416. doi:10.3390/su13031416

Bloom, N., Liang, J., Roberts, J., & Ying, Z. J. (2013). Does working from home work? Evidence from a Chinese experiment. *The Quarterly Journal of Economics, 130*(1), 165-218 doi:10.3386/w18871

Bouncken, R. B., & Reuschl, A. J. (2016). Coworking-spaces: How a phenomenon of the sharing economy builds a novel trend for the workplace and for entrepreneurship. *Review of Managerial Science, 12*(1), 317-334. doi:10.1007/s11846-016-0215-y

Capgemini. (2020). The future of work: from remote to hybrid. Retrieved from: https://www.capgemini.com/wp-content/uploads/2020/12/Report-The-Future-of-Work.pdf (accessed on March 24, 2021).

Como, R., Hambley, L. & Domene, J. (2021). An Exploration of Work-Life Wellness and Remote Work During and Beyond COVID-19. Canadian Journal of Career Development, *20*(1), 46-56. Retrieved from: https://cjcd-rcdc.ceric.ca/index.php/cjcd/article/view/92 (accessed on March 24, 2021).

Davis, K. G., Kotowski, S. E., Daniel, D., Gerding, T., Naylor, J., & Syck, M. (2020). The home office: Ergonomic lessons from the "New Normal". *Ergonomics in Design: The Quarterly of Human Factors Applications, 28*(4), 4-10. doi:10.1177/1064804620937907

Deloitte. (2020). Future of work: increasing organizational resilience in the face of COVID-19. Retrieved from: https://www2.deloitte.com/content/dam/Deloitte/mt/Documents/about-deloitte/dtmt-COVID-19-future-of-remote-work.pdf (accessed on March 24, 2021).

De Lucas Ancillo, A., Del Val Núñez, M. T., & Gavrila, S. G. (2020). Workplace change within the Covid-19 context: A grounded theory approach. *Economic Research-Ekonomska Istraživanja*, 1-20. doi:10.1080/1331677x.2020.1862689

De Macêdo, T. A., Cabral, E. L., Silva Castro, W. R., De Souza Junior, C. C., Da Costa Junior, J. F., Pedrosa, F. M., Másculo, F. S. (2020). Ergonomics and telework: A systematic review. *Work, 66*(4), 777-788. doi:10.3233/wor-203224

Dilshad, R. M. & Latif, M. I. (2013). Focus group interview as a tool for qualitative research: an analysis. *Pakistan Journal of Social Sciences, 33*(1), 191-198. doi: [10.1007/BF00987314](10.1007/BF00987314)

Eurofound (2021). COVID-19: Implications for employment and working life, COVID-19 series, Publications Office of the European Union, Luxembourg.

Eurofound and the International Labour Office. (2017). Working anytime, anywhere: The effects on the world of work. Publications Office of the European Union, Luxembourg, and the International Labour Office, Geneva.

Grant, C. A., Wallace, L. M., Spurgeon, P. C., Tramontano, C., & Charalampous, M. (2019). Construction and initial validation of the e-work life scale to measure remote e-working. *Employee Relations, 41*(1), 16-33. doi:10.1108/er-09-2017-0229

Green, N., Tappin, D., & Bentley, T. (2020). Working from home before, during and after the covid-19 pandemic: Implications for workers and organisations. *New Zealand Journal of Employment Relations, 45*(2), 5-16. doi:10.24135/nzjer.v45i2.19

Gruenwald, H. (2020). Coworking spaces in Germany during the Covid-19 CRISIS utilized for Homeoffice and homeschooling. *South Asian Journal of Social Studies and Economics, 8*(4), 57-67. doi:10.9734/sajsse/2020/v8i430219

Hardill, I., & Green, A. (2003). Remote working—altering the spatial contours of work and home in the new economy. *New Technology, Work and Employment, 18*(3), 212-222. doi:10.1111/1468-005x.00122

Helmold M. (2021). New Office Concepts in the Post COVID-19 Times. *New Work, Transformational and Virtual Leadership: Lessons from COVID-19 and Other Crises*, 79–89. doi:10.1007/978-3-030-63315-8_7

Hill, E., Ferris, M., & Märtinson, V. (2003). Does it matter where you work? A comparison of how three WORK venues (traditional office, virtual office, and home office) influence aspects of work and personal/family life. *Journal of Vocational Behavior, 63*(2), 220-241. doi:10.1016/s0001-8791(03)00042-3

Saka, T. N. (2020). Master thesis - Coworking spaces and entrepreneurship: literature review and research agenda. Universitat de Barcelona Business School. Retrieved from: http://diposit.ub.edu/dspace/bitstream/2445/173182/6/TFM-SakaTugce.PDF (accessed on April 25, 2021).

Hu, R. (2020). COVID-19, smart work, and collaborative space: A Crisis-opportunity perspective. *Journal of Urban Management, 9*(3), 276-280. doi:10.1016/j.jum.2020.08.001

Ipsen, C., Van Veldhoven, M., Kirchner, K., & Hansen, J. P. (2021). Six key advantages and disadvantages of working from home in Europe During covid-19. *International Journal of Environmental Research and Public Health, 18*(4), 1826. doi:10.3390/ijerph18041826

Kylili, A., Afxentiou, N., Georgiou, L., Panteli, C., Morsink-Georgalli, P., Panayidou, A., Fokaides, P. A. (2020). The role of remote working in smart CITIES: Lessons learnt from COVID-19 pandemic. *Energy Sources, Part A: Recovery, Utilization, and Environmental Effects,* 1-16. doi:10.1080/15567036.2020.1831108

Lally, P., Van Jaarsveld, C. H., Potts, H. W., & Wardle, J. (2009). How are habits formed: Modelling habit formation in the real world. *European Journal of Social Psychology, 40*(6), 998-1009. doi:10.1002/ejsp.674

Manzini, I. & Mariotti, I. (2021). The effects of covid-19 on coworking spaces: patterns and future trends. In: Mariotti I., Di Vita S., Akhavan M. (eds) New Workplaces—Location Patterns, Urban Effects and Development Trajectories. Research for Development. Springer, Cham. doi: 10.1007/978-3-030-63443-8_15

Manzini, I., Pacchi, C. & Mariotti, I. (2021). Emerging work patterns and different territorial contexts: trends for the coworking sector in pandemic recovery. In: Mariotti I., Di Vita S., Akhavan M. (eds) New Workplaces—Location Patterns, Urban Effects and Development Trajectories. Research for Development. Springer, Cham. doi: 10.1007/978-3-030-63443-8_15

Mas-Machuca, M., Berbegal-Mirabent, J., & Alegre, I. (2016). Work-life balance and its relationship with organizational pride and job satisfaction. *Journal of Managerial Psychology, 31*(2), 586-602. doi:10.1108/jmp-09-2014-0272

McKinsey. (2020). Reimagining the postpandemic workforce. Retrieved from: https://www.mckinsey.com/business-functions/organization/our-insights/reimagining-the-postpandemic-workforce (accessed on April 25, 2021).

Meinel, M., Maier, L., Wagner, T. F. & Voigt, K. (2017). Designing creativity-enhancing workspaces: a critical look at empirical evidence. *Journal of Technology and Innovation Management, 1*(1), 1-12. Available at SSRN: https://ssrn.com/abstract=3051058

Merkel, J. (2015). Coworking in the city. *Ephemera: theory & politics in organization, 15*(2), 121-139.

Morgan, D.L. (1997). Focus groups as qualitative research. Newbury Park: Sage.

Pacchi, C., & Mariotti, I. (2021). Shared Spaces or Shelters for Precarious Workers? Coworking Spaces in Italy. *Professions and Professionalism, 11*(1), 1-16. doi:10.7577/pp.3911

Patterson, M.G., West, M.A., Shackleton, V.J., Dawson, J.F., Lawthom, R., Maitlis, S. and Wallace, A.M. (2005). Validating the organizational climate measure: links to managerial practices, productivity and innovation. *Journal of Organizational Behavior*, *26*(4), 379-408. doi: 10.1002/job.312

Raišienė, A. G., Rapuano, V., Varkulevičiūtė, K., & Stachová, K. (2020). Working from home—who is happy? A survey Of LITHUANIA'S employees during the COVID-19 quarantine period. *Sustainability, 12*(13), 5332. doi:10.3390/su12135332

Rese, A., Görmar, L., & Herbig, A. (2021). Social networks in coworking spaces and individual coworker's creativity. *Review of Managerial Science*. doi:10.1007/s11846-021-00445-0

Robelski, S., Keller, H., Harth, V., & Mache, S. (2019). Coworking spaces: The better home office? A psychosocial and health-related perspective on an emerging work environment. *International Journal of Environmental Research and Public Health, 16*(13), 2379. doi:10.3390/ijerph16132379

Rubin, O., Nikolaeva, A., Nello-Deakin, S. & Brömmelstroet, M. (2020). What can we learn from the COVID-19 pandemic about how people experience working from home and commuting? *Planning and International Development, University of Amsterdam*.

Weijters, B., Baumgartner, H., & Schillewaert, N. (2013). Reversed item bias: An integrative model. *Psychological Methods, 18*(3), 320-334. doi:10.1037/a0032121

7.2. Websites

Council, Y. (2020). Council post: Four benefits of remote working and decentralized teams. Retrieved April 18, 2021, from https://www.forbes.com/sites/theyec/2020/06/18/four-benefits-of-remote-working-and-decentralized-teams/?sh=4dda26de5abc

Coworker. (2020). Survey: How coworking spaces are navigating covid-19. Retrieved April 18, 2021, from https://www.coworker.com/mag/survey-how-coworking-spaces-are-navigating-covid-19

Deskmag. (n.d.). How the pandemic is affecting coworking spaces. Retrieved April 11, 2021, from https://www.deskmag.com/en/coworking-spaces/covid19-pandemic-impact-on-coworking-spaces-market-report-corona-statistics

Forbes. (2016). The sharing economy – what it is, examples, and how big data, platforms and algorithms fuel it. Retrieved April 25, 2021, from https://www.forbes.com/sites/bernardmarr/2016/10/21/the-sharing-economy-what-it-is-examples-and-how-big-data-platforms-and-algorithms-fuel/?sh=10a25d687c5a

Gobierno de España – Ministerio de Educación y Formación Profesional. (n.d.). Educación infantile. Retrieved May 1, 2021 from http://www.educacionyfp.gob.es/va/contenidos/estudiantes/educacion-infantil.html

Gusain, A. (2020). Work from home to work from anywhere: The future of co-working spaces. Retrieved April 25, 2021, from https://www.orfonline.org/expert-speak/work-home-anywhere-future-coworking-spaces/

WHO. (n.d). Burn-out an "occupational phenomenon": International classification of diseases. Retrieved April 21, 2021 from: https://www.who.int/news/item/28-05-2019-burn-out-an-occupational-phenomenon-international-classification-of-diseases

WHO. (n.d.). Coronavirus disease (COVID-19). (n.d.). Retrieved March 16th, 2021, from https://www.who.int/emergencies/diseases/novel-coronavirus-2019/question-and-answers-hub/q-a-detail/coronavirus-disease-covid-19

WHO. (n.d.). COVID-19 disrupting mental health services in most countries, WHO survey. (2020). Retrieved March 27th, 2021 from: https://www.who.int/news/item/05-10-2020-covid-19-

disrupting-mental-health-services-in-most-countries-who-

survey#:~:text=The%20COVID%2D19%20pandemic,a%20new%20WHO%20survey

Appendix

Appendix 1. Survey (in Spanish)

Table A1.1. Contextual questions (Spanish)

Pregunta	Respuesta
¿Actualmente trabaja desde casa algún día?	Sí / No
Por favor, indique el período más largo durante el cual ha trabajado desde casa.	Nunca he trabajado desde casa 0-6 meses 7-11 meses 12 meses o más
¿Le gusta trabajar desde casa?	Sí / No
¿Había trabajado desde casa antes de la pandemia?	Sí / No
¿Su empresa ha incrementado las medidas de seguridad de TI desde el brote de COVID-19?	Sí / No
¿Sabe qué es un espacio de coworking?	Sí / No
¿Ha usado alguna vez un espacio de coworking?	Sí / No
En caso afirmativo, ¿ha usado un espacio de coworking después del brote de COVID-19?	Sí / No
¿Tiene hijos?	Sí / No
En caso afirmativo, por favor indique la edad de su hijo menor.	Valor

Source: Self-devised

Table A1.2. Questions to measure employees' feelings about e-working (Spanish)

Cuando trabajo desde casa, siento que…

(1) en completo desacuerdo, (2) en desacuerdo, (3) neutro, (4) de acuerdo y (5) en completo acuerdo

Factor	Pregunta
Vida laboral (supervisor)	*Mi empresa facilita el equilibrio entre la vida laboral y la personal.*
	Los gerentes enfatizan el equilibrio entre la vida laboral y la personal.
Interferencia vida laboral (empleado)	*Tengo tiempo suficiente para mi familia y amigos.*
	Tengo tiempo suficiente para actividades recreacionales.
	Estoy físicamente activo/a.
	Nunca pienso en problemas relacionados con el trabajo fuera de mi horario laboral.
	Estoy contento/a con el equilibrio entre mi vida laboral y personal.
	Tener acceso constante al trabajo no me molesta.
	Sé cuándo dejar de lado el trabajo para poder descansar.
	La demanda de trabajo es igual en comparación a cuando trabajo en la oficina.
Eficacia/ Productividad	*Me puedo concentrar mejor en mis tareas del trabajo.*
	Consigo mis resultados de forma más eficaz.
	Aún si me interrumpe mi familia/otras responsabilidades, consigo cumplir las expectativas de calidad de mi superior.
	Mi productividad en general ha incrementado.
	Soy igual de creativo/a comparado a cuando trabajo en la oficina.
Confianza en la organización	*Mi organización proporciona formación en habilidades y comportamientos del trabajo en remoto.*
	Mi organización confía que soy eficaz en mi trabajo.
	Confío en que mi organización proporcione los medios que me permitan trabajar en remoto de manera eficaz.
Flexibilidad	*Mi supervisor me da el control total sobre cuando y como completo mi trabajo.*
	Mi trabajo es tan flexible que puedo tomarme tiempo libre fácilmente, si quiero y cuando quiero.
	Mi superior me permite flexibilidad horaria según mis necesidades, siempre y cuando haga mi trabajo.
	He establecido una rutina de trabajo.
Recursos y espacio de trabajo	*Tengo los recursos/material necesarios para hacer mi trabajo.*
	Tengo un espacio de trabajo apropiado y ergonómico.
Comunicación	*Estoy en contacto regular con mi equipo.*

Source: Self-devised

Table A1.3. Questions to measure employees' feelings about e-working from a CWS (Spanish)

Imagine trabajar remotamente desde un espacio de coworking. En comparación a trabajar desde casa, piensa que…

(1) en completo desacuerdo, (2) en desacuerdo, (3) neutro, (4) de acuerdo y (5) en completo acuerdo

| Factor	Pregunta
Interferencia vida laboral (empleado)	*Hay más interacciones sociales.*
	Es más fácil separar la vida laboral de la personal.
	Los usuarios son más activos físicamente.
	La satisfacción laboral incrementa.
Eficacia/ Productividad	*Es más fácil concentrarse.*
	Los usuarios son más productivos.
	Los usuarios trabajan de un modo más organizado.
	Hay mucho ruido.
Recursos y espacio de trabajo	*El espacio de trabajo es más ergonómico.*
	La privacidad es un problema.

Source: Self-devised

Table A1.4. Socio-demographic questions (Spanish)

| Pregunta	Respuesta
Género	Mujer Hombre Otro
Fecha de nacimiento	Valor
Nacionalidad	España Francia Italia Andorra Alemania Otro
Educación	Grado universitario Máster/posgrado Otro
Ocupación	Tiempo completo Tiempo parcial Autónomo/a Estudiante becario/a
Posición en la empresa	No gerente Gerencia baja Gerencia media Gerencia alta
Años en el mundo laboral	Valor
Campo de actividad	Servicios y productos intelectuales Producción y comercio Gestión administrativa Salud, educación y servicios sociales Otro
Departamento en la empresa	Servicios Consultoría Recursos humanos Investigación y desarrollo Contabilidad Ventas Marketing Producción Informática Desarrollo de software Desarrollo de producto Compras Optimización de procesos Calidad Otro
Tamaño de la empresa	Microempresa (menos de 10 trabajadores) Pequeña empresa (entre 10 y 49 trabajadores) Mediana empresa (entre 50 y 249 trabajadores) Gran empresa (más de 250 trabajadores)

Source: Self-devised

Appendix 2. Descriptive statistics of the sample
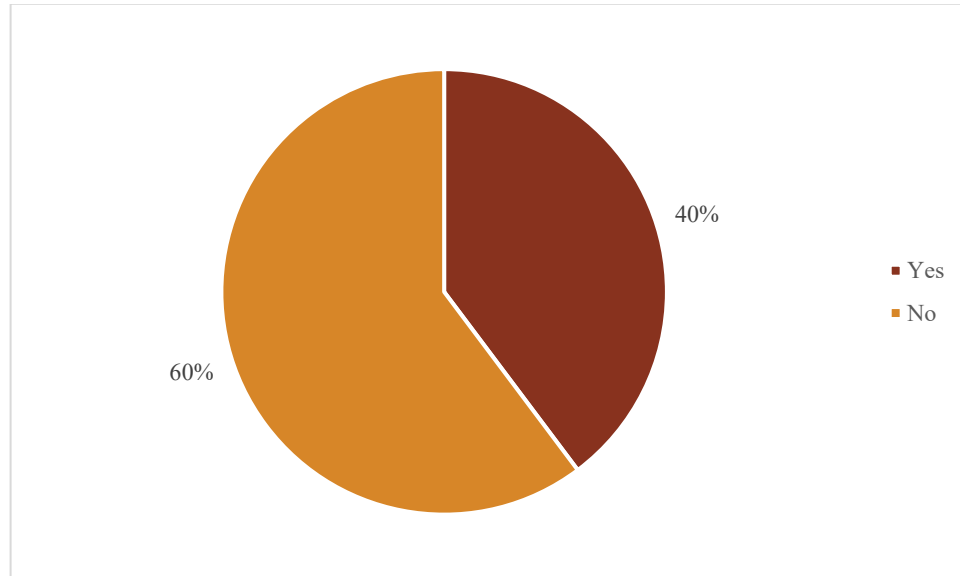
Figure A2.1. Gender distribution of the sample
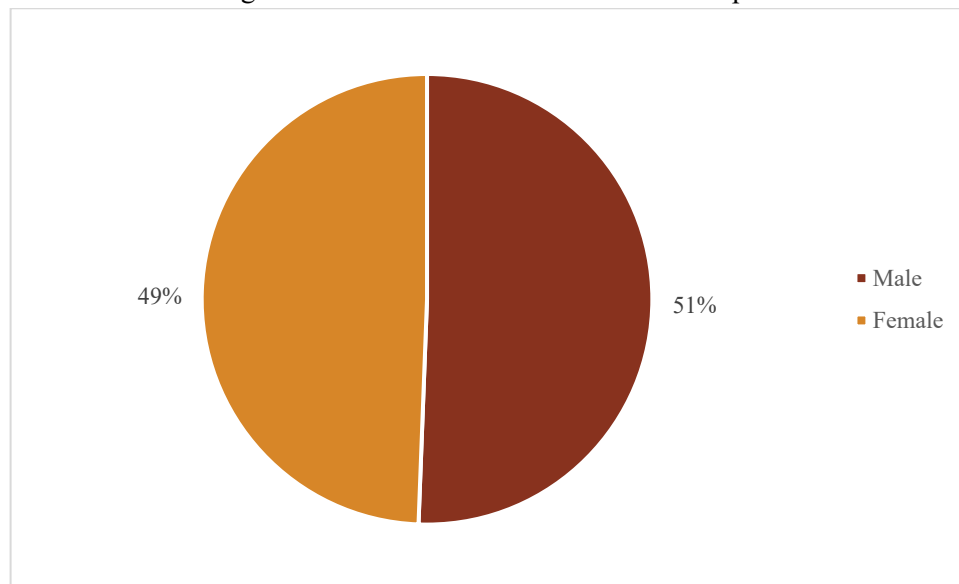
Source: Self-devised

Figure A2.2. Gender distribution of the sample per age group
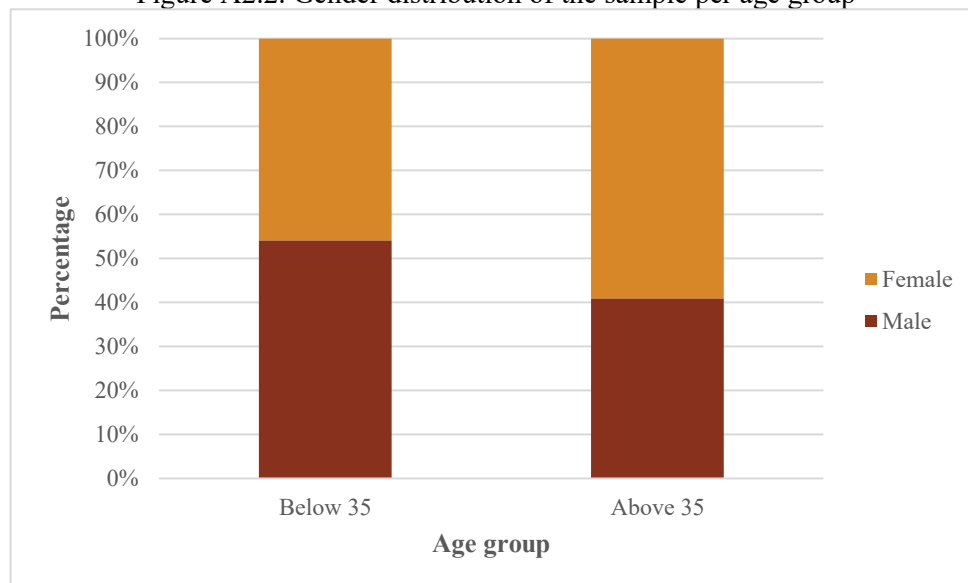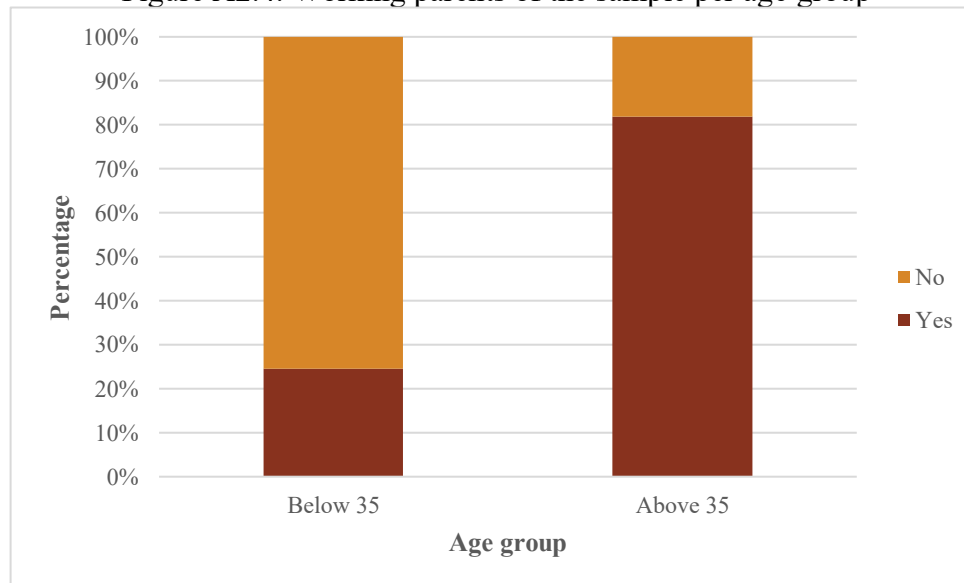

Source: Self-devised

Figure A2.3. Working parents distribution of the sample
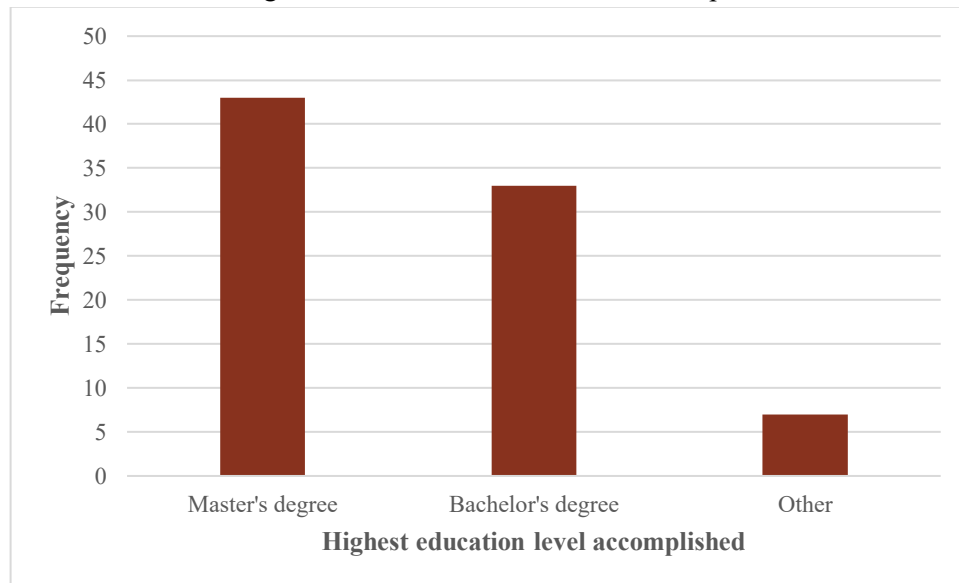

- Yes
- No

40%

60%

Source: Self-devised

Figure A2.4. Working parents of the sample per age group

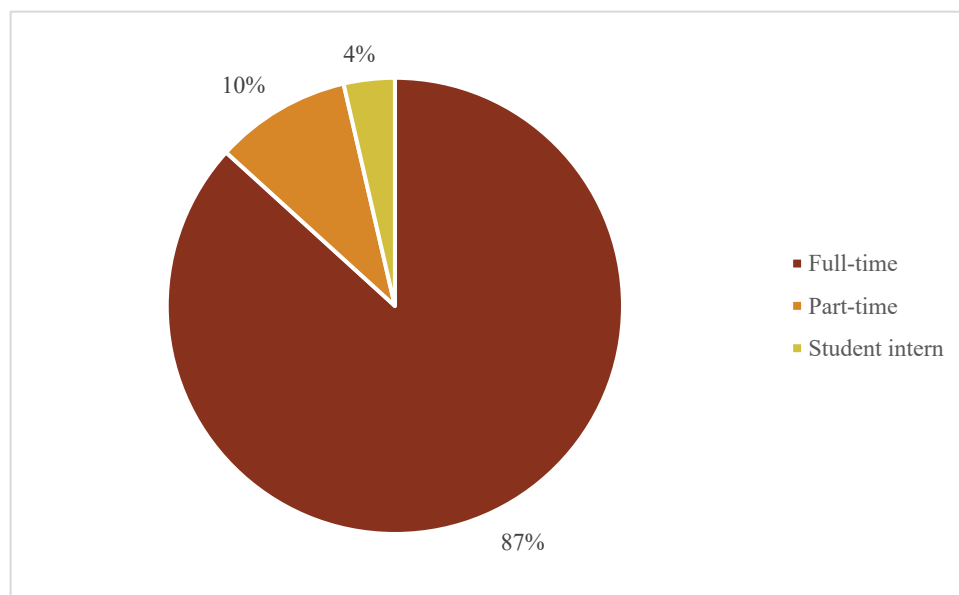- No
- Yes

Source: Self-devised
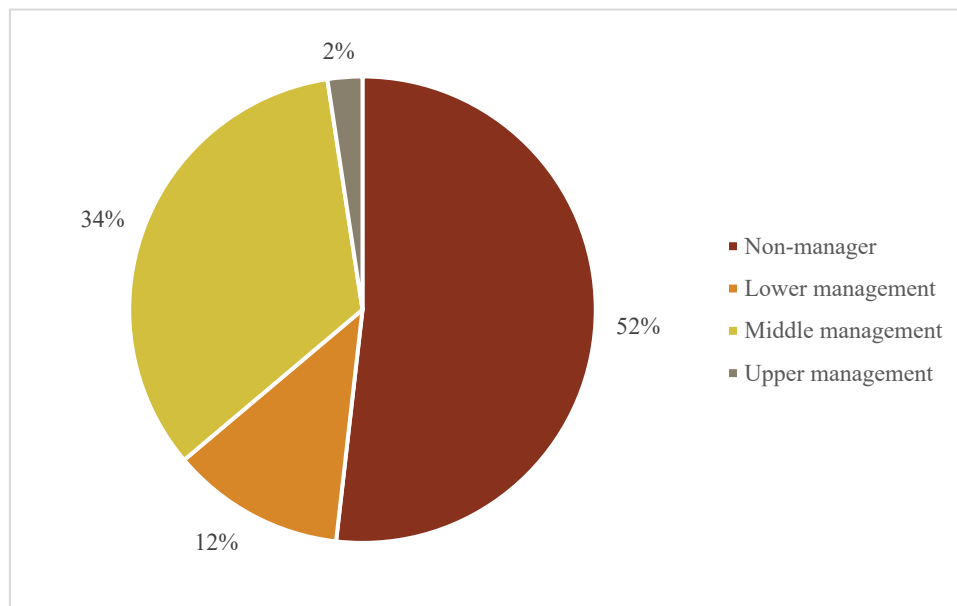
Figure A2.5. Education level of the sample

Source: Self-devised

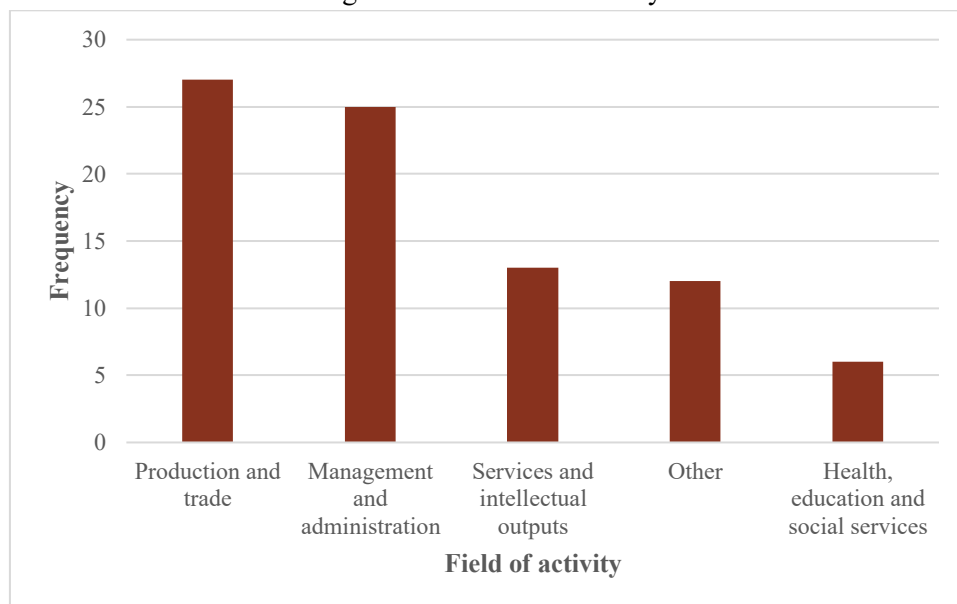Figure A2.6. Occupation of the sample

Source: Self-devised

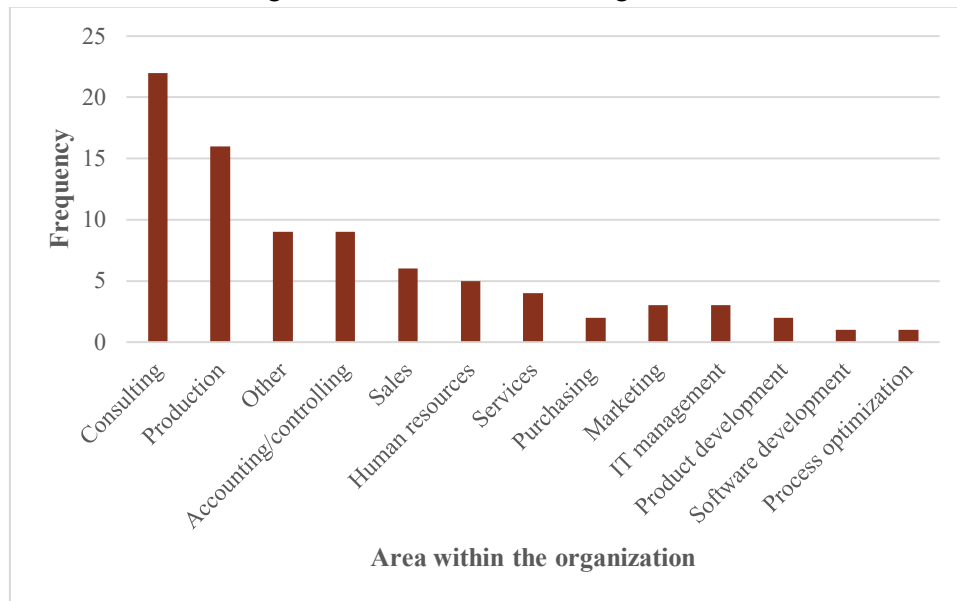Figure A2.7. Position in the company

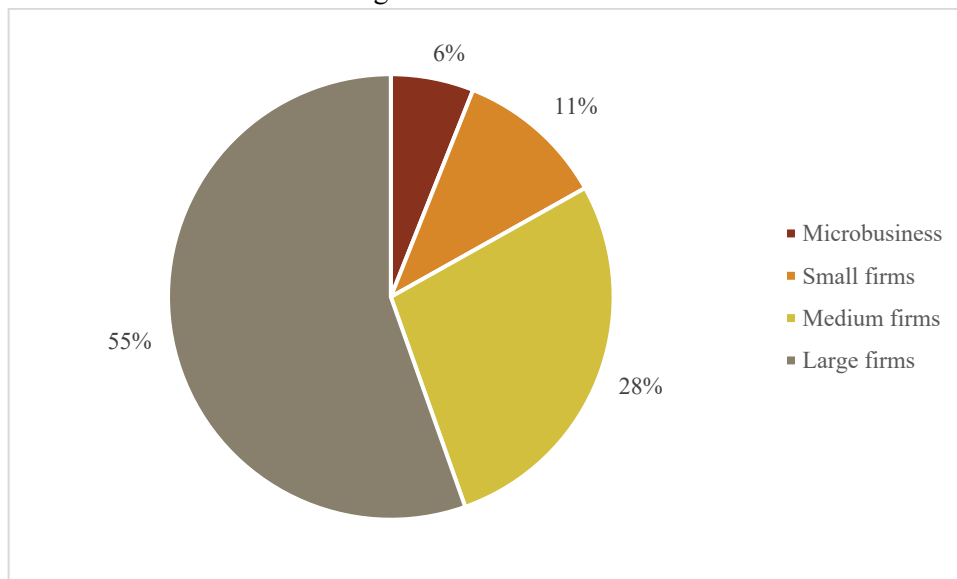Source: Self-devised

Figure A2.8. Field of activity

Source: Self-devised

Figure A2.9. Area within the organization

Source: Self-devised

Figure A2.10. Firm size

Source: Self-devised

Appendix 3. Sample results

Table A3.1. Descriptive statistics per gender of teleworking factors

Statistic	Gender	F1-T	F2-T	F3-T	F4-T	F5-T	F6-T	F7-T
Mean	Male	3.44	3.14	3.15	3.28	3.43	3.48	3.81
St. dev.		0.96	0.93	1.02	1.09	0.91	1.19	1.15
Max.		5.00	4.50	4.60	5.00	5.00	5.00	5.00
Min.		1.00	1.00	1.00	1.00	1.00	1.00	1.00
Mean	Female	3.67	3.32	3.78	3.71	3.62	3.72	4.34
St. dev.		0.97	0.83	0.77	0.78	0.77	1.01	0.85
Max.		5.00	4.50	5.00	5.00	5.00	5.00	5.00
Min.		1.00	1.50	2.00	2.00	2.00	1.00	2.00

Source: Self-devised

Table A3.2. Descriptive statistics per gender of coworking factors

Statistic	Gender	F2-C	F3-C	F6-C
Mean	Male	3.81	3.36	3.04
St. dev.		0.69	0.78	0.56
Max.		5.00	4.50	4.50
Min.		1.75	1.75	2.00
Mean	Female	3.51	3.20	3.00
St. dev.		0.86	0.71	0.57
Max.		5.00	4.75	4.50
Min.		1.00	2.00	1.50

Source: Self-devised

Table A3.3. Descriptive statistics per age group of teleworking factors

Statistic	Age	F1-T	F2-T	F3-T	F4-T	F5-T	F6-T	F7-T
Mean	Above	3.50	3.29	3.66	3.68	3.58	3.72	4.13
St. dev.	35	0.92	0.84	9.92	0.92	0.88	0.08	1.04
Max.		5.00	4.50	5.00	5.00	5.00	5.00	5.00
Min.		1.00	1.00	1.00	1.00	1.00	1.00	1.00
Mean	Below 35	3.59	3.19	3.33	3.37	3.49	3.52	4.04
St. dev.		1.00	0.92	0.96	0.99	0.82	1.13	1.06
Max.		5.00	4.50	4.60	5.00	5.00	5.00	5.00
Min.		1.00	1.00	1.00	1.00	1.50	1.00	1.00

Source: Self-devised

Table A3.4. Descriptive statistics per age group of coworking factors

Statistic	Age	F2-C	F3-C	F6-C
Mean	Above	3.73	3.11	2.89
St. dev.	35	0.76	0.70	0.52
Max.		5.00	4.25	3.50
Min.		1.75	1.75	1.50
Mean	Below	3.62	3.39	3.10
St. dev.	35	0.81	0.76	0.57
Max.		5.00	4.70	4.50
Min.		1.00	1.75	1.50

Source: Self-devised

Table A3.5. Descriptive statistics per working parents of teleworking factors

Statistic	Children	F1-T	F2-T	F3-T	F4-T	F5-T	F6-T	F7-T
Mean	No	3.42	3.13	3.38	3.42	3.50	3.60	4.04
St. dev.		0.95	0.83	0.90	0.89	0.76	1.07	1.11
Max.		5.00	4.50	4.80	5.00	5.00	5.00	5.00
Min.		1.00	1.50	1.00	1.00	1.50	1.00	1.00
Mean	Yes	3.76	3.37	3.58	3.60	3.57	3.59	4.12
St. dev.		0.97	0.95	1.04	1.08	0.96	1.18	0.96
Max.		5.00	4.50	5.00	5.00	5.00	5.00	5.00
Min.		1.00	1.00	1.00	1.00	1.00	1.00	1.00

Source: Self-devised

Table A3.6. Descriptive statistics per working parents of coworking factors

Statistic	Children	F2-C	F3-C	F6-C
Mean	No	3.60	3.34	3.07
St. dev.		0.83	0.73	0.54
Max.		5.00	4.50	4.50
Min.		1.00	1.75	1.50
Mean	Yes	3.76	3.20	2.94
St. dev.		0.72	0.78	0.58
Max.		5.00	4.75	4.50
Min.		1.75	1.75	1.50

Source: Self-devised

Table A3.7. Descriptive statistics per company position of teleworking factors

Statistic	Position	F1-T	F2-T	F3-T	F4-T	F5-T	F6-T	F7-T
Mean	Non-	3.50	3.13	3.53	3.57	3.46	3.60	4.12
St. dev.	manager	0.96	0.85	0.70	0.78	6.69	1.03	1.00
Max.		5.00	4.50	4.80	5.00	5.00	5.00	5.00
Min.		1.00	1.50	1.80	1.00	2.50	1.00	1.00
Mean	Manager	3.62	3.33	3.38	3.40	3.59	3.59	4.03
St. dev.		0.99	0.92	1.17	1.14	0.98	1.20	1.10
Max.		5.00	4.50	5.00	5.00	5.00	5.00	5.00
Min.		1.00	1.00	1.00	1.00	1.00	1.00	1.00

Source: Self-devised

Table A3.8. Descriptive statistics per company position of coworking factors

Statistic	Position	F2-C	F3-C	F6-C
Mean	Non-	3.62	3.24	3.00
St. dev.	manager	0.70	0.68	0.62
Max.		5.00	4.25	4.50
Min.		1.25	1.75	1.50
Mean	Manager	3.71	3.33	3.04
St. dev.		0.88	0.82	0.50
Max.		5.00	4.75	4.50
Min.		1.00	1.75	2.00

Source: Self-devised

Table A3.9. ANOVA test for F1-T

| | Num of obs | | 83 | R-squared | 0.06 |
| | Root MSE | | 0.96 | Adj R-sq | 0.01 |
Source	Partial SS	Df	MS	F	Prob>F
Model	4.61	4.00	1.15	1.24	0.30
Gender	1.36	1.00	1.36	1.46	0.23
Age	0.97	1.00	0.97	1.04	0.31
Children	2.88	1.00	2.88	3.1	0.08
Company position	0.18	1.00	0.18	0.20	0.66
Residual	72.40	78.00	0.93		
Total	77.01	82.00	0.94		

Source: Self-devised

Table A3.10. ANOVA test for F3-T

| | Num of obs | | 83 | R-squared | 0.15 |
| | Root MSE | | 0.90 | Adj R-sq | 0.11 |
Source	Partial SS	Df	MS	F	Prob>F
Model	11.31	4.00	2.83	3.48	0.01
Gender	7.41	1.00	7.41	9.13	0.00
Age	0.63	1.00	0.63	0.77	0.38
Children	1.42	1.00	1.42	1.75	0.19
Company position	0.91	1.00	0.91	1.12	0.29
Residual	63.37	78.00	0.81		
Total	74.68	82.00	0.91		

Source: Self-devised

Table A3.11. ANOVA test for F4-T

| | Num of obs | | 83 | R-squared | 83 |
| | Root MSE | | 0.95 | Adj R-sq | 0.95 |
Source	Partial SS	Df	MS	F	Prob>F
Model	6.81	4.00	1.70	1.89	0.12
Gender	3.25	1.00	3.25	0.71	0.40
Age	0.64	1.00	0.64	0.71	0.40
Children	1.18	1.00	1.18	1.32	0.25
Company position	1.10	1.00	1.10	1.22	0.27
Residual	70.13	78.00	0.90		
Total	76.94	0.82	0.94		

Source: Self-devised

Table A3.12. ANOVA test for F2-C

| | Num of obs | | 83 | R-squared | 0.07 |
| | Root MSE | | 1.03 | Adj R-sq | 0.02 |
Source	Partial SS	Df	MS	F	Prob>F
Model	6.34	4.00	1.59	1.49	0.21
Gender	5.65	1.00	5.65	5.30	0.02
Age	0.00	1.00	0.00	0.00	0.99
Children	0.40	1.00	0.40	0.38	0.54
Company position	0.19	1.00	0.19	0.18	0.67
Residual	83.23	78.00	1.07		
Total	89.57	82.00	1.09		

Source: Self-devised

Appendix 4. Focus group (in Catalan)

Xènia Caballero: Bona nit a tothom. En primer lloc, moltes gràcies per ser aquí. Les vostres contribucions em serviran per validar els resultats obtinguts en el meu treball d'investigació. Si us sembla, comencem, en primer lloc us volia preguntar quina és el vostre model de treball actual, treballeu des de casa, des de l'oficina...

Sara Llop: Bé dons jo estic treballant a una empresa d'auditoria i la seva política durant el COVID-19 ha estat bàsicament enviar-nos a tots a casa de forma alterna. Es a dir fins ara fèiem horari partit, havies d'anar obligatòriament matí i tarda a l'oficina a no ser que anessis al client però ara ha canviat la situació i has d'anar un dia a la setmana a l'oficina i la resta de dies treballes des de casa.

Xènia Caballero: Algú més es troba igual?

David Carpi: La meva és semblant però és una setmana a casa i una setmana a l'oficina, ens anem tornant per grups bombolla que ha marcat l'empresa.

Xènia Caballero: I llavors si tu vols anar a treballar una setmana que no és la que tens signada, pots?

David Carpi: No, només pots anar quan et toca per no barrejar grups bombolla.

Xènia Caballero: Té sentit. I bé, els altres com ho aneu fent?

Regina Andreu: Bé jo treballo en una empresa consignatària de vaixells i gran part es fa en oficina però arrel del COVID-19 s'ha prioritzat més el teletreball i bàsicament es va alternant entre oficina, casa i també anar als vaixells. Per tant, una mica dels tres però també hi ha molt de control i has de parlar amb el teu equip per saber qui va a l'oficina i qui a casa.

Xènia Caballero: Xavier? Tu ja havies treballat a casa abans de la pandèmia oi?

Xavier Giménez: Correcte, jo com a responsable comercial, les directrius que hi havia a l'empresa, una empresa de prevenció de riscos laborals, era visitar clients i després fer les tasques d'introducció, registre de visites, seguiment, que aquestes es podien fer des de casa, però ara amb el tema de la pandèmia tot ha canviat. Primer els clients no volen visites, o sigui, que és el 95% treball a casa, només anar a fer alguna visita a casa del client per tancar contracte o per tancar els últims detalls però sinó res. Comercialment ho estic gestionant tot des de casa. Oficina? Si no hi vaig millor perquè com la majoria de vosaltres hi ha uns protocols que si abans hi havia vuit persones a l'oficina que només n'hi hagin dos, ara hem d'anar per torns. És a dir que si algú hi

vol anar quan no li toca ho ha de comunicar per no coincidir massa gent, però si ara estic el 95% a casa.

Xènia Caballero: Clar, bé, és que estem tots més o menys igual. Aquesta situació no se l'esperava ningú i estem veient com ens està alterant el sistema de treball. Ara mateix, encara que estiguem ja en termes de recuperació de la pandèmia, veiem com els models de treball estan tirant cap a un model mix que abans no contemplaven moltes empreses, que bé, en el teu cas si que feies des de casa però si que és cert...

Xavier Giménez: Si, bé en el món de la prevenció també canviar molt el treball si ets un tècnic o un comercial. El tècnic si que ha d'anar a visitar el client, a casa no poden perquè son inspeccions presencials, visiten inspeccions d'obra, etc. Llavors s'han de desplaçar si o si, clar depèn de la feina és diferent.

Xènia Caballero: Clar. Això em recorda una mica el teu cas Tina, que fas una part a oficina i una part a laboratori?

Valentina Araya: Si, jo estic treballant a un laboratori i gran part de la feina que faig ha de ser al laboratori però també hi ha la part de feina que tinc permès de fer a casa perquè son informes o bases de dades de mostra en Excel. També a més, degut al COVID-19, les reunions que fem entre el nostre grup de recerca són totes online i llavors bé, el que a mi em passa es La Floresta, on visc, està una mica penjada del món i el tema connexió està una mica, bé... suposo que això ja ho anirem parlant una mica més endavant. En tot cas hi ha feina que haig de fer si o si presencialment i una altra que es laboratori però la feina que puc fer a casa, la faig a casa.

Xènia Caballero: Joan com ho estàs fent? Està treballant des de casa tots els dies?

Joan Valverde: Si, bé de fet estava fent comptes ara, sembla que des del 13 de març de l'any passat hauré anat 3 o 4 dies a l'oficina. Nosaltres som una entitat informàtica dins d'una multinacional de l'automòbil, llavors molts del treballs que haig de fer, encara que estigui a l'oficina, son connectar-me via Teams amb la Índia, França o altres països. O sigui que igualment estic fent teletreball amb lo qual no seria una gran diferència, la gran diferencia és que ara mateix tots treballem i ens reunim i sembla que tenim més reunions que abans aprofitant el Teams. Abans tenies l'excusa del desplaçar-te però ara no tens excusa, i canviar és simplement clicar un momentet. Jo abans de això el que tenia era que com a mínim un dia a la setmana podia teletreballar i després sempre que necessitaves alguna cosa et podies quedar a casa, però bé, és el fet sobretot això de que, vulguis que no, ja reballem en teletreball encara que estiguem a l'oficina.

Xènia Caballero: Clar, el model de treball no canvia. Només amb els companys que comparteixes oficina.

Joan Valverde: Exacte algun cop amb la fàbrica..., però molt poc.

Xènia Caballero: I actualment pots estar, pel que dius, a casa els dies que vulguis, correcte?

Joan Valverde: Ara mateix sí, ara estem tots pendents que qualsevol dia d'aquests en diran va, comencem a anar a la oficina. Jo diria que som 17 a l'oficina al nostre sector i no hi ha ningú, potser un parell poden ser més proclius, però de tots els demés no hi ha ningú que vulgui anar a l'oficina, hi podem anar però, si un volgués anar podria, pel tema de infraestructures, tema de si necessites canviar l'ordinador o qualsevol cosa d'aquestes.

Xènia Caballero: Suposo que de moment estan pesant més les parts bones que les parts dolentes del teletreball, no?

Joan Valverde: Sí, per nosaltres evidentment tot aquest temps suposo que tots hem sentit nens plorar gats, gossos, de tot i en tot moment però s'entén. Primer, la feina surt, si la feina no sortís ja ens ho haguessin dit. Inclús jo diria que treballem més que si anem a la oficina. Clar, jo m'estalvio al cap del dia una hora i mitja de temps anant i tornant de l'oficina, i a part anar a dinar t'has de desplaçar en canvi aquí crec que tinc cinc metres per anar a dinar.

Xènia Caballero: Clar, sí, sí, crec que això ens passa a molts, jo m'incloc.

Joan Valverde: Jo crec que una de les principals coses del teletreball es el temps de desplaçament i després que també per exemple si estàs a l'oficina, doncs vas a dinar i es el que dius perds temps perquè socialitzes o vas a fer un cafè i potser el cafè el fas a casa però el fas més ràpid llavors acabes dedicant-li més temps a treballar. I després, per la tarda la cosa cau i ja estàs a casa.

Xènia Caballero: Clar, tens més temps per aprofitar després.

Joan Valverde: Sí.

Laura Sánchez: Doncs a mi actualment, bé, estic a l'últim any de carrera de criminologia i estic fent les pràctiques en un centre penitenciari però evidentment amb aquest tema les estic fent online. Una mica diferent, evidentment, no tens el pres a casa, no pots tractar amb ell. A part no tothom fa el possible perquè jo pugui estar ambientada i els informes... No sé, és *guay* però no és el mateix.

Xènia Caballero: Ja... quina llàstima. Jordi, veig que vols parlar, tu en el sector aeroespacial què tal?

Jordi Oller: Doncs jo simplement l'alternativa puc resumir-la com molt bé. Simplement ens van dir que anéssim cap a casa al març del 2020. No sabíem com aniria i a mi em va anar molt bé, és a dir, jo tinc una feina que és veritat que hi ha la part de oficina i després tenim la sala blanca, els *labs* on muntem els satèl·lits. És veritat que algun dia necessito anar-hi però al principi ho tenia prohibit. Després em recorda molt a un mix entre els casos que s'han explicat aquí. A vegades havia d'anar a l'oficina, potser un cop al mes, necessitava anar i em deien que no, i llavors ja contactes amb algú que estava allà per ensenyar-me amb la càmera el que estaven fent. Després vam passar pel tema dels grups bombolles i després quan a l'octubre va revifar eren bastant propensos a seguir amb les bombolles però al final vam tornar a teletreballar. Ara bàsicament el que faig és depèn de les setmanes i llavors alguna setmana vaig a la feina per alguna cosa en concret. Per exemple aquesta setmana ha estat els matins aquí a casa i alguna tarda he anat allà. i quan ho necessito vaig fent. Per les reunions del departament ens connectem amb Teams i ja està, al final fas més hores extres segur, tampoc està tan malament perquè guanyes temps amb altres coses, però al final ho fas una mica més a gust. També tens la flexibilitat associada que si un dia a mig mati has de fer alguna cosa, tampoc és tan problema fer-ho com si estesis treballant des de l'oficina. Ara em va perfecte, perquè sé que els tècnics de laboratori pleguen a les tres i dius val, ja tinc totes les màquines lliures i ja està. Ara ja veurem com va, ja que ha caigut l'estat d'alarma, si ens fan tornar o no.

Xènia Caballero: A veure... i tu, Laura?

Laura Llop: Bé, jo treballo en una multinacional d'enginyeria automobilística i estic al departament financer, a la nostra empresa hi ha moltes tipologies de persones treballant, des de residents que s'han de moure, gent que ha d'anar a oficina, etc. Llavors jo amb això, explicaré el meu cas concret perquè sinó puc tenir moltes variables dins de l'empresa. Aleshores nosaltres sempre havíem fet treball a oficina i no estava permès el teletreball, només en casos molt, molt puntuals de, per exemple si estàs amb una grip o similars, però en principi, l'alta direcció no hi estava a favor. Però, des del març, es van veure obligats a enviar-nos tots a casa i vam començar amb el teletreball. Un cop es va relaxar la situació una mica més, van fer un control horari a l'oficina hi havíem d'anar en grups bombolla encara que cada departament s'organitzava com i qui anaven i tot, i estàvem obligats a anar mínim dues vegades per setmana a oficina, però com que la feina anava sortint, i dins del departament també vam fer bastant pressió a qui és el nostre responsable dient-li que la feina sortia i no enteníem perquè s'havia d'anar si o si a oficina, finalment vam aconseguir que fos més flexible, és a dir, jo no haig d'anar actualment cap dia assignat, puc organitzar-me, l'únic, que haig de posar en una base de dades quan vaig a l'oficina, sempre i

quan no superi el nombre màxim de persones a l'oficina, el que sí que haig de dir, és que la majoria de treballadors prefereixen fer teletreball, per tant, és fàcil poder anar a l'oficina quan tu vols.

Xènia Caballero: Per què en els altres casos, cada vegada que heu d'anar a oficina, ho heu de dir amb antelació, no ho podeu decidir un dia a les 9 de la nit que anireu?

Laura Si, perquè hi ha una base de dades viva on qualsevol persona ho pot veure igual que jo, per exemple, demà hi vaig i si pel que fos, avui no m'hagués recordat d'apuntar-me, doncs demà abans de les 9 ho hauria de fer. Igual que sinó anés, imaginat que després de sopar no em trobes bé i dic, mira, doncs prefereixo demà no anar, em desapunto i ja està, però normalment mai està tot ple. També et dic que hi ha molta tipologia de feines dins l'empresa i a nivell d'administració som 8 persones i és fàcil no coincidir.

Xènia Caballero: Clar, depenent de la feina, jo què sé, si és un cas com en Jordi i la Tina, que hi ha una part de treball de laboratoris, suposo que deu estar més demandat.

Laura Llop: Exacte, però també haig de dir que jo sóc interlocutora amb la matriu que es austríaca i llavors, tot el que són gestions amb el grup sempre ho he fet a distància, per tant per mi adaptar-me al teletreball, no ha suposat cap tipus d'esforç.

Xènia Caballero: Una mica el que comentava en Joan. A veure, ara que més o menys ja sabem la situació de cada un, he entès quina és la vostra experiència amb el teletreball i m'agradaria que anéssim comentant què en penseu. Ja sabeu que el teletreball té coses molt bones com les que hem dit, però m'agradaria que penséssiu amb les coses negatives. És a dir, comparant-ho amb el treball en oficina. Parlàvem de que hi ha més interferència entre vida laboral i personal, com deia en Jordi, que potser un dia després de sopar dius, vaig a enviar un *mail*, que això abans potser no ho fèieu… que en penseu d'això?

Sara Llop: Jo crec que és una de les coses més negatives que m'emporto del teletreball, el no discernir entre vida personal i laboral, és a dir, jo, molts dies, m'aixeco directament del llit i treballo a la meva habitació, i és aixecar-me i ja posar-me a treballar, i no tinc aquesta separació, i, molts cops, acabo de treballar i me'n vaig a dormir, i em torno a aixecar i tornem a començar… també haig de dir que la meva feina requereix de moltes hores però tot i així, no em prenc com… de dir bé vaig a parar de treballar i no separo la meva vida personal de la laboral, perquè jo que sé, com que ja estic a casa, faci el que faci o si quedo amb algú, ja m'emporto el telèfon de la feina i ja estic molt pendent, i trobo que això és un dels meus grans errors, que m'emporto del teletreball, el no saber separar la vida personal i laboral.

Xènia Caballero: I abans de la pandèmia, la teva feina requeria de les mateixes hores, o el fet d'anar tant a l'oficina et suposava algun tipus de diferencia?

Sara Llop: Sí, era com que al ser un acte físic de dir, tanco l'ordinador que he de marxar, era com que si que m'ajudava a separar, a diferenciar, llavors era com dir bé ara arribo, ara ja no m'hi ficaré, doncs ja ho faig demà, però ara no ho faig igual, i no ho separo.

Xènia Caballero: Llavors ja deu ser el teu dia entre setmana...

Sara Llop: Si, també caps de setmana de dir, bé, ara avanço i llavors ja aprofito, com que estic a casa... crec que és un dels problemes del teletreball.

Xènia Caballero: Val, crec que hi ha molta gent que està d'acord amb tu perquè hi ha moltes mans aixecades, crec que la Regina ha estat la primera.

Regina Andreu: Si, bé, enllaçant amb el que diu la Sara, jo, no sé si això esta contrastat ni provat científicament ni res, però jo crec que és molt important que separis el lloc de treball amb el teu lloc, on et relaxes i fas la teva vida personal, més que res per fer aquest ritual de que marxes d'un lloc i tal, crec que psicològicament també te alguna cosa a veure perquè tu puguis desconnectar i dir, val fins aquí es la meva feina, ara comença tot el que no és això, i be, no sé, se m'acudeix una altra cosa que no m'agrada de teletreball, no sé si ho puc dir ara o…

Xènia Caballero: I tant, podeu anar dient vosaltres mateixos, jo no us haig de donar permís, endavant.

Regina Andreu: No, és que dic, igual canvio de tema molt ràpid però bé, crec que una de les pitjors coses que tinc, que crec és de teletreballar, es que a la meva família som tres persones i les tres teletreballem mmmm i el WIFI no dóna per tant, crec que és més que res, tota l'estructura, quan vas a un lloc a treballar doncs, jo que sé, personalment a l'oficina tinc les meves dues pantalles, aquí treballo amb un portàtil molt petit. A una oficina sempre esta reglat be, doncs miren la llum, la ventilació, i tot això, i a casa evidentment, no esta dissenyat perquè tu treballis, jo treballo al davant d'una finestra i noto si la llum en ve molt a la cara... no es el més adient i potser també com estar posada la taula doncs al final et deixes la vista, l'esquena, crec que és molt més còmode una oficina que a casa.

Xènia Caballero: Estic d'acord, jo vaig haver de fer una inversió amb aquesta cadira perquè sinó em feia un mal l'esquena increïble...

Maria Rosa Estebanell: Jo us volia dir que treballo a l'exportació i he estat molt de temps treballant aquí, des del març fins a… bé, com 9 o 10 mesos treballant a casa. La veritat, només hi ha una

cosa que no m'agrada, i és el poder separar les dues coses, el que deia la Sara. Per què que passa? A mi almenys, doncs que a vegades m'havia de connectar a les 7 o 8 del vespre, fer algunes gestions de la feina, bé unes coses una mica increïbles, però tret d'això, la resta m'encanta, llàstima que ara ja torno a l'oficina, menys algun dia esporàdic.

Xènia Caballero: Bé, però l'experiència que t'emportes és bona.

Maria Rosa Estebanell: Sí, i tant, del tot.

Xènia Caballero: Jordi volies comentar alguna cosa?

Jordi Oller: No se si hi havia algú abans però bé, primer de tot comentar que el que sí que podria dir que un aspecte negatiu del teletreball ha estat un motiu més de monotonia, és a dir, el meu pare treballava, estava a fora després venia a casa i ja està... ara noto que he de sortir un moment perquè sinó els dies se'm fan llargs i… per altre costat l'equipament també, vull dir ,si no estàs ben equipat doncs malament, jo vaig tenir la sort de poder-me emportar les pantalles i tot. Una altra cosa que volia dir tant per bé com per malament es la comunicació, és a dir hi ha moltes coses que parlaries de cara a cara doncs ara no es pot. No sé si us ha passat a vosaltres però ara ja.. des del principi si, per exemple pel Teams estava disponible, ara tothom es posa "ocupado" o en mode "no molestar", al principi tothom estava molt disponible, però ara ens hem tornat una mica més egoistes amb això, cosa que destrueix la comunicació. Per altre costat, també he de dir que just en aquest temps de confinament, les meves oficines s'han traslladat i també hem passat d'oficines velles a obertes, que tothom estava al costat de tothom, i al principi si que parlar amb el teu cap, parlava amb ell al despatx, però ara ens veiem les cares amb tothom, i amb aquest disseny modern que els caps estan tan al costat, ens portem molt bé tots amb tots, tot i que no es poden tenir converses privades amb facilitat, ja que tothom s'assabenta. Potser he començat amb els aspectes més negatius del teletreball i després he acabat amb els positius.

Xènia Caballero: No, no, ja va bé. que doneu totes les vostres opinions. Algú més que estigui d'acord? Bé, jo crec que molta gent, perquè molts heu aixecat la ma. Qui vol parlar?

David Carpi: Jo crec que la Tina és un clar exemple de coses que et poden passar mentre teletreballes.

Xènia Caballero: Molt ben vist!

Valentina Araya: És que ara ho anava a comentar, com que m'anava apuntant les coses negatives just ha passat el gat per sobre l'ordinador... El que em passa és que la gata que tinc a més, té una mala hòstia que flipes i just en el moment que se m'asseu a sobre l'ordinador o en els apunts i no

hi ha manera de treure-la i clar jo pateixo, igual estic fent reunions i em va passant pel costat, i clar que puc fer-la fora però no se, es com…. Bé, jo volia afegir-me al que ha dit en Jordi i altre gent, sobre el tema de la infraestructura, que potser no és un tema de comoditat perquè a vegades no es tracta de la mida de la pantalla, sinó que a vegades haig de fer servir programes mes sofisticats i el meu portàtil no els aguanta, i a més la parella del meu pare també teletreballa i potser hem de fer dos reunions al mateix temps i hem de buscar un lloc de la casa on no ens molestem i estiguem còmodes. Una altra cosa que em va passar, sobretot al confinament i potser ara tinc més controlat, és el fet de no sortir de casa perquè és com molt còmode si treballes a casa aixecar-te 15 minuts abans per treballar, inclús hi havia vegades que anava amb el pijama a treballar i em donava sensació de no fer res durant tot el dia, i és per això que el fet de sortir a fora, encara que tingui un temps de viatge semblava que trenques la monotonia i aprofites el temps.

Xènia Caballero: Pel que heu anat dient, tots esteu senyalant que sou més productius des de casa però, en termes de productivitat què heu notat? Per exemple, jo m'he hagut de comprar un pantalla, perquè amb dos pantalles sóc més productiva, treballar amb el portàtil era impossible, per tant encara que estès més concentrada per no tenir distraccions al meu voltant, era menys productiva sens aquesta segona pantalla, sense aquest equipament. Què en penseu d'això?

Laura Llop: Jo, arrel de tot això, voldria afegir un parell d'apunts. és a dir, jo com a efecte negatiu inicialment vaig trobar a faltar tota la infraestructura per exemple a casa com no teníem fibra i arrel del confinament vaig posar-ne, sinó no hi havia manera de treballar 2, 3 o 4 persones a casa al mateix temps. Després, sobre equipaments, crec que he tingut sort perquè l'empresa m'ha ofert tot el que jo he necessitat com és una cadira, dos pantalles, reposapeus, el que necessités… ho posaven a la meva disposició, fins i tot ho enviaven a casa. tot i així a l'oficina, al meu lloc de treball, segueixo tenint el meu espai amb el material que utilitzo, per tant, hem duplicat el material que em facilita la meva oficina. després una altra cosa a nivell negatiu, a mi em passa que durant tot el matí jo tinc moltes reunions amb molta gent diversa i haig d'atendre aquestes reunions, i penso que hi ha un excés de reunions justament perquè no ens podem veure i a les tardes és quan gestiono la meva feina, per tant, les tardes se'm fan més llargues perquè els matins, sota el meu punt de vista, han estat més improductius. Després també he tingut un problema de concentració, és a dir jo a l'oficina, em concentro molt millor que a casa meva perquè a casa es, que si ara poso una rentador,, un rentaplats, ara haig de cuinar, bé doncs començo a fer-me el dinar mentre faig una reunió i cosetes així, llavors també el fet de no saber

quan parar, és a dir, quan anava a oficina tenia més clara l'hora de plegar, és una mica de pèrdua de la percepció del temps degut a l'entorn,

Xènia Caballero: Bé pel que veig, per totes les cares assentint, no deus ser la única que ha entrat en aquesta dinàmica i respecte les reunions, és el que deia abans el Joan que és molt fàcil posar una reunió, no es només perquè no et veus, sinó que el Teams també ho fa molt fàcil, i pots anar saltant d'una reunió a l'altre i així et va passant el matí.

Laura Llop: Si, és així.

Joan Valverde: També hi ha una cosa important que no recordo qui ha estat que ho ha dit, potser en Jordi, que entres en una monotonia i no acabes de sortir del lloc de treball i que no es varia això, es fa molt monòton. des de fa un temps m'he imposat cada hora sortir al carrer, donar una volta 4 o 5 minuts i tornar, això m'obliga a allargar la jornada però aixecar-me i marcar els espais entre vida personal i laboral és important, vital crec.

Xènia Caballero: Clar, llavors pel que dius, tens un lloc que només utilitzes per treballar.

Joan Valverde: Si, clar, tinc aquesta sort, igual que tota la infraestructura que em va proporcionar la meva empresa.

Xènia Caballero: Molt bé, això esta be, jo he hagut de fer una bona inversió en muntar-me l'oficina a casa... Xavier, volies dir alguna cosa?

Xavier Giménez: Sí correcte, bé varies coses, una de les coses que jo trobo pitjor és que acabes fent moltes més hores per què vas dient va ara un moment, ara un altre… i com deia la Laura, hi ha matins que vas enllaçant reunions i videotrucades i jo al final he optat, degut a la meva situació que vaig a deixar el nen al col·le, doncs em poso a l'ordinador a les 6.30 del matí, de 6 a 8 del matí és quan preparo tots els correus, pressupostos, ho faig en un parell d'hores i així ja tens avançat, després ja vas treballant sobre la marxa. Altres coses que també han sortit és que moltes empreses s'han trobat la situació aquesta imposada per la pandèmia, que no havien pensat abans en el teletreball i llavors clar, no saben la normativa ni com haurien d'actuar, haurien de complir la prevenció de riscos laborals, etc. El més important és que fem moltes més hores ja que estem pendents del portàtil, també hi ha avantatges si has d'anar algun metges o algun lloc, ningú et dirà res mentre la feina surti.

Xènia Caballero: Maria Rosa, què volies dir al respecte?

Maria Rosa Estebanell: Una cosa que considero molt important del teletreball es marcar-te un horari i no passar-te d'allà perquè sinó acabes treballant moltes més hores. També es molt important el

que ha comentat abans en Joan crec, i és el tenir un lloc de treball diferenciat ja que això t'ajuda a desconnectar de la teva vida personal i la resta... espero que les empreses hagin après de tot aquesta situació per fomentar el teletreball perquè igualment hi sortim guanyant tots, tan treballadors com empreses, perquè som més productius.

Xènia Caballero: Clar, això és també el que estava comentant en Xavier, també s'ha de veure si les empreses estan fomentant el teletreball o no, i com ho estan regulant.

Maria Rosa Estebanell: Ara ho estan regulant, arrel de tot això ha sortit la Llei del Teletreball, una altra cosa es que les empreses l'apliquin.

Laura Llop: Aquesta llei ja existia.

Maria Rosa Estebanell: Bé, l'han modificat, adaptat a les circumstàncies actuals.

Laura Llop: Ja es contemplava però ara estan fent certes modificacions, encara que hem de parar atenció perquè jo ho veig una "arma de doble filo".

Xavier Giménez: I una de les coses també negatives, és el cost addicional que ens suposa a nosaltres el tema d'increment de factura d'aigua, corrent,... també hi ha empreses que arriben a un acord i et paguen una part de fibra, corrent, etc… No sé, vosaltres heu mirat això? ho heu notat aquest increment?

Maria Rosa Estebanell: Bé, perdoneu per aquesta part penso que guanyes molt més que el que gastes en benzina i teletacs.

Jordi Oller: Home jo també, depèn del cas, estic amb la Maria Rosa que penso que si és cert. encara que abans per exemple, molta gent anava a viure a la ciutat per estar més a prop hi havies de pagar un lloguer més alt potser.

David Carpi: Jo primer he de dir que li agraeixo enormement a la Laura que no porti els presos a casa per fer les seves pràctiques perquè si no, bé….jajajaja.

Laura Sánchez: Bé, en el meu cas, era molt més fàcil quedar-me a Barcelona per a les pràctiques, universitat, etc. ja que era molt més fàcil. Amb el que deia la Laura de concentració, si, jo estic tota l'estona fent un treball o un altre estic sempre en una pantalla o en un lloc i no em concentro tant, i em faig un cafè o així, ara fins i tot estic intentant canviar d'ambient!

David Carpi: A la meva empresa es fomenta molt l'horari de tancament, per exemple, a partir de certa hora no es poden enviar *mails* ni fer reunions i es respecta molt. Jo estic en una empresa que el departament s'està creant de 0, per tant tirem molt de creativitat i això es perd una mica

amb el teletreball, costa mes de treure noves idees, no veus les cares de la gent, etc. i una possible solució seria separar bé les dues vides perquè així milloren ambdues.

Xènia Caballero: Perquè fa que estiguis més content amb les dues vides. A veure veig mans aixecades, introdueixo un altre tema i l'anem comentant. El meu treball s'ha centrat en identificar tots aquest problemes que estem comentant. La segona part del treball consisteix en trobar les possibles solucions als problemes del teletreball. Per exemple, com és el cas d'en David, que treballa una setmana a casa i una a l'oficina, però quan no està a l'oficina no té cap altra opció. Podria ser que a ell no li anés bé treballar des de casa... Llavors he estat estudiant si aquests problemes es poden solucionar fent ús d'un espai de *coworking*, igual que l'estudiant va a una biblioteca per estudiar pels finals. Coneixeu aquests espais?

Tothom: Sí.

Xènia Caballero: M'agradaria saber la vostra opinió respecte al tema independentment del preu, de moment deixem aquesta variable de banda. Igual anar a un espai així soluciona els problemes o no, vull saber les vostres opinions al respecte.

Valentina Araya: Val, mmm... crec que en el meu cas, no sé si ha estat prou obvi el tema del gat abans, m'ajudaria moltíssim treballar en un espai de *coworking*, ja que no tinc un espai adequat ni tranquil per poder fer-ho.

Xènia Caballero: Val però llavors una pregunta, dius que t'aniria bé per separar espais i per no estar amb altre gent que també teletreballa a la mateixa casa, però no et molestarien els possibles sorolls? Allà també hi hauria altra gent treballant igual que et trobes a casa o a una oficina.

Valentina Araya: Bé, jo crec que els sorolls de gent treballant, no son els mateixos que els que hi ha compartint casa amb gent, al final a casa hi ha més converses i els sorolls son diferents, i crec que també m'ajudaria en la productivitat, el fet de sortir de casa i anar a algun lloc a treballar.

Xenia Caballero: Acabes interioritzant el soroll... Joan, voldries comentar alguna coseta?

Joan Valverde: Jo simplement volia dir que, respecte els espais de *coworking*, abans potser tenien més sentit que ara, sempre i quan disposin de la infraestructura que parlàvem, però de totes maneres, s'hauria d'analitzar bé el cost d'aquest espai, potser tindria més sentit per tema reunions i així.

Xenia Caballero: Clar, això també depèn de la problemàtica associada que tinguis treballant a casa.

Joan Valverde: Completament d'acord!

Xenia Caballero: Imagina't que tens un nen petit i l'està cuidant la meva parella i mentre jo estic treballant el nen està plorant tota l'estona...

Joan Valverde: Bé, això també va una mica amb l'edat, els meus com que ja son grans, no tinc problema. Tot té la seva problemàtica, s'ha de mirar cas a cas, jo tinc la sort d'estar en una casa gran i poder separar zones. Cada un ha de fer balanç de la seva situació.

Xènia Caballero: Laura, David, crec que anàveu vosaltres.

David Carpi: Jo sí que realment crec que es una bona opció com a alternativa al teletreball, sempre i quan disposi de punts mínims, és a dir, un dels problemes que trobo a casa és la falta d'endolls.

Xènia Caballero: Entenc que si vas a un lloc de *coworking* ja esperes que tingui la infraestructura necessària.

David Carpi: Sí, i jo també consideraria una opció un lloc que m'inspiri, ben decorat i això. Potser aleshores no seria per anar-hi cada dia, sinó setmanalment amb reunions ocasionals, això ho veuria una bona alternativa. També es podria aprofitar per anar després a dinar i socialitzes una mica.

Xènia Caballero: Clar, i ja fas el dia complet i una mica de *team building*. Jordi crec que anaves tu.

Jordi Oller: Si, jo estic d'acord amb en Joan i en David. jo crec que, en part han perdut una mica de sentit, ja que internet comença a ser millor, aleshores pel tema pantalles, es veritat que tots sense les eines faríem més esforç, però al final acabem fent hores extres per culpa del rendiment basic causat pels pocs recursos de l'empresa. Per tema reunions ho veig més viable.

Xènia Caballero: Sí, mica en mica s'anirà normalitzant.

Laura Llop: Crec que el COVID-19, ens ha tornat persones molt solitàries en general. Encara que jo puc accedir a l'oficina sempre que vull i no és el meu problema, sí que ho veig una opció interessant, també serveix per fer contactes d'altre gent, aprendre com ells s'organitzen i al mateix temps socialitzar inclús amb amics o familiars.

Xènia Caballero: En línia amb el que estàs dient, he trobat estudis que parlen dels problemes que es troben amb gent que treballa a casa, i no socialitza. Aquests estudis diuen que els espais de *coworking* ajuden molt en aquest tema. Xavier?

Xavier Giménez: La veritat és que vaig escoltant a tothom i crec que tothom ha aportat coses i tots tenen raó. És cert que la majoria de *coworking* s'utilitzen per empreses de nova creació,

autònoms, etc. També és cert que ha de ser acollidor, agradable per treballar. També és cert que aquests espais poden portar noves sinergies. Coincideixo plenament amb el que s'ha comentat.

Xènia Caballero: Si, Bé ens estem allargant i em sap greu, si algú ha de marxar, tranquils.

Jordi Oller: Bé, jo si que hauria de marxar.

Xènia Caballero. Gràcies per tot Jordi!

Sara Llop: La meva empresa el que també fa, es reservar unes sales de *coworking* perquè la gent de l'oficina ens podem reunir, també és una possibilitat.

Xavier Giménez: Nosaltres també ho hem utilitzat per llogar sales per fer formacions i estar més amplis.

Xènia Caballero: Això ha estat ara pel tema COVID-19?

Xavier G: No, abans ja es feia.

Sara Llop: En el meu cas si, ha estat després del COVID-19.

Xènia Caballero: Clar, també és una bona manera d'utilitzar-ho. Bé dons, ara mateix sembla ser que tothom ja ha donat la seva opinió. Sento si en algun moment no he donat el torn de paraula en el ordre correcte. Us agraeixo a tots la col·laboració en aquest treball, les vostres contribucions són molt valuoses. Moltíssimes gràcies a tots!