



The use of CWS as an alternative to home office

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 - i. Survey
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Presentation of the project and objectives

Presentation of the project and objectives

Origin and motivation

- ◎ COVID-19 outbreak consequences on the place of working
- ◎ Closely linked with Innovation and Product Development

Objectives

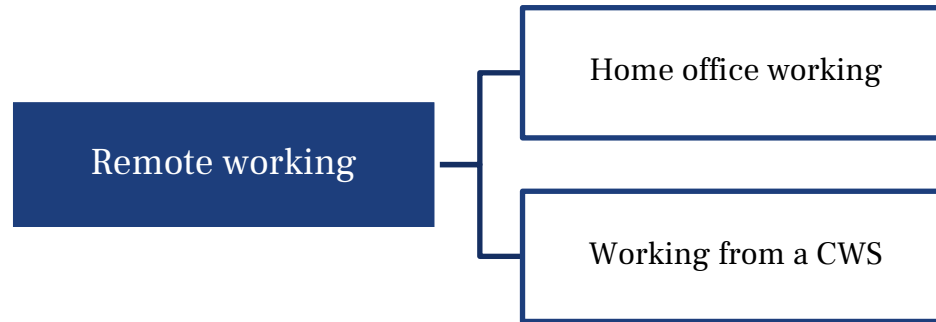
- ◎ To identify employee's feelings regarding teleworking and CWS
- ◎ To propose suggestions to CWS based on findings

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E-working theoretical background

E-working theoretical background

Alternatives of remote working under scope



E-working theoretical background

Benefits

1. Flexibility and autonomy
2. Improved work-life balance
3. Decreased costs in commuting to work
4. International networking

Drawbacks

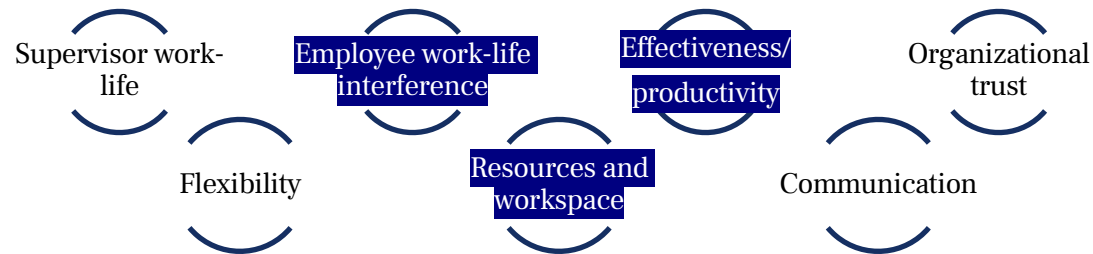
1. Potential exclusion of certain groups from the labor market
2. Increased level of concentration required
3. Increased stress and work intensity
4. Potential expected 24/7 availability
5. Work-life interference
6. Social and professional isolation
7. Not having an ergonomic office

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Methodology

Methodology Survey

- ◎ Socio-demographic questions
- ◎ Inclusion/exclusion questions (target)
- ◎ Contextual questions
- ◎ Likert scale questions based on validated work-life balance scales (7 factors)



Methodology

Focus group

Objective

To validate survey results and deepen the analysis into real cases.

Structure of the interview

1. Participants' current working model
2. Participant's problems when teleworking
3. Participants' perceptions about how CWS could be a solution to the identified problems

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Results and discussion

Results and discussion Survey

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

F1: Supervisor work-life
F2: Employee work-life
F3: Effectiveness/productivity
F4: Organizational trust

F5: Flexibility
F6: Resources and workspace
F7: Communication

Results and discussion Survey

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

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F7: Communication

Results and discussion Survey

Correlation matrix for teleworking and coworking-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

	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

F1: Supervisor work-life
 F2: Employee work-life
 F3: Effectiveness/productivity
 F4: Organizational trust
 F5: Flexibility
 F6: Resources and workspace
 F7: Communication

Results and discussion

Focus group

- ◎ Participants' current working model is hybrid.
- ◎ Visiting the office is sometimes not a possibility...
 - ◎ Office capacity is full
 - ◎ Rotation of bubble groups
 - ◎ Advanced planning is required

Results and discussion

Focus group

Participants' feelings about teleworking

Work-life interference

- ⊙ Working beyond schedule
- ⊙ Impossibility to disconnect

Effectiveness /productivity

- ⊙ Efficient time management
- ⊙ Distractions
- ⊙ Increased number of meetings

Resources and workspace

- ⊙ Ergonomics
- ⊙ Not all firms provide employees with the resources needed

Results and discussion

Focus group

Participants' feelings about CWS

Work-life interference

- ⊙ Mental associations switching spaces
- ⊙ Social relationships

Effectiveness /productivity

- ⊙ Only a solution for employees who get distracted working from home

Resources and workspace

- ⊙ Best working conditions
- ⊙ CWS being inspiring is a requirement

Results and discussion

Kano model

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

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Conclusions

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Final remarks and implications

- ◎ Wider target
- ◎ CWS could reduce work-life interference (disconnection)
- ◎ CWS additional attributes would be decisive in its use

Future research and limitations

- ◎ Firm's perspective
- ◎ CWS's price
- ◎ Limited sample
- ◎ Time frame



Thank you