

**THE EFFECTS OF NEW 'WOW' (WAYS OF WORKING)
IN CREATIVE INDUSTRIES
IN DEVELOPING COUNTRIES**

by

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TABLE OF CONTENT

SUMMARY	1
1. INTRODUCTION	3
1.1. <i>Choice and Justification of the Research Topic</i>	<i>3</i>
1.2. <i>Research Questions</i>	<i>6</i>
1.3. <i>Research Goals.....</i>	<i>7</i>
1.4. <i>Definition of Terms</i>	<i>7</i>
2. LITERATURE REVIEW	8
2.1. <i>Creative Industries</i>	<i>8</i>
2.2. <i>New Ways of Working (NewWOW).....</i>	<i>10</i>
2.3. <i>The Three Components of NewWOW</i>	<i>11</i>
2.3.1. Teleworking.....	12
2.3.2. Flexible Work Arrangement (FWA).....	13
2.4. <i>The Three Drivers of NewWOW</i>	<i>14</i>
2.4.1. 'Smart Working is Smart Travelling' Concept (Global Changes)	14
2.4.2. Development in Information Technology (the Tech Revolution).....	15
2.4.3. Organization's Internal Flexibility Philosophy (Multi-generational Workforce).....	16
2.5. <i>Effects of New Ways of Working.....</i>	<i>19</i>
2.5.1. Work-life Balance (Effects on Employees).....	19
2.5.2. Performance (Effects on Employers or Organization)	19
2.5.3. Social Cohesion	20
2.6. <i>Leadership.....</i>	<i>22</i>
2.6.1. NewWOW and the Importance of Leadership	24
2.6.2. Leadership Theories Used for the Research	24
2.7. <i>Revised research model</i>	<i>27</i>
3. METHODOLOGY	28
3.1. <i>Type of Research</i>	<i>28</i>
3.1.1. Aim	28
3.1.2. Purpose.....	28
3.1.3. Time	28
3.1.4. Type of Data	28
3.2. <i>Procedure</i>	<i>29</i>
3.2.1. Sample Selection	29
3.2.2. Data Collection	29
3.2.3. Variables	30
3.2.4. Description of Sample.....	31

3.3. Instruments	31
3.3.1. New Ways of Working (newWOW)	32
3.3.2. Social Cohesion	32
3.3.3. Work-life Balance	32
3.3.4. Performance	32
3.3.5. Leadership	32
4. RESULTS	34
4.1. About the Survey	34
4.2. Quantitative Data Analysis	34
4.2.1. Statistics	34
4.2.2. Type of Variables	35
4.3. Analysis per Variable	35
4.3.1. New Ways of Working	35
4.3.2. Teleworking	39
4.3.3. Goals and Possible Obstacles of New Ways of Working	40
4.3.4. Effects of New Ways of Working	41
4.3.5. Effects and Differences of Independent Variables	43
4.3.6. Situational Leadership	50
4.4. Correlations	52
4.4.1. Correlation between Independent Variables	52
4.4.2. Correlation between Dependent Variables	52
4.5. Moderator Analysis	54
5. DISCUSSION	57
5.1. Findings	57
5.1.1. Significant Findings	57
5.1.2. Insignificant Findings	60
5.1.3. Model of Significant Findings	61
5.2. Practical Implications	62
5.3. Limitations	63
5.4. Suggestions for Further Research	64
5.5. Conclusion	65
REFERENCES	67
APPENDIXES	72
Appendix A	72
Appendix B	82
Appendix C	86
Appendix D	97
Appendix E	98

SUMMARY

In the changing modern economy some new factors have been addressed that are important for productivity such as human skills, workplace organization, information and communication technologies (ICT) and knowledge sharing. An increasing number of companies and organizations are implementing measures to better address these factors, often referred to as 'the New Ways of Working (newWOW)'. This consists of a large variety of measures that enable flexibility in the time and location of work. Expectations of these measures are often high, including benefits for both employers and employees such as work-life balance and an increase of productivity and organizational performance. There is a common expectation among forward-looking companies that through the implementation of the newWOW, workplace conditions and its systems will be enhanced with such an effect as to improve employee satisfaction levels, increase productivity and ultimately impact positively upon company performance. However, scientific proof is still lacking, and it is worth asking whether all these implementations actually cause a change in work behaviour and effect business outcomes positively.

In the last couple of years newWOW has become more popular. This flexible work concept of working anytime, anyplace, anyhow has been implemented globally. Numbers of organizations that have implemented a form of newWOW are also rapidly increasing as they see potential opportunities in the transition to this new work concept, including those who are focused in creative field. Having all being said, how can these organizations find the methods, tools and ways of working that are right for them? Is there a universal panacea that can be applied – a one-size-fits-all approach? Or should companies be looking within themselves for the solutions? What about in creative sector that the trend is desire driven to produce unique content?

This research therefore explains the components of newWOW and tests its relationship with social cohesion, work-life balance, and organizational performance within creative industries. Another important aspect of this research is leadership. In this research a matching leadership theory and styles for newWOW will be explained, and leadership will be tested as a moderator between newWOW and its effects. The goal of this research is to test theory and to develop new insights. The findings will be discussed and practical implications will be given which can be used by creative organizations in order to oversee the effects of implementing newWOW.

Firstly, some previous findings on the components and drivers of newWOW are examined. With the use of existing evidence, effects of newWOW are considered from employee's and employer's perspectives, in order to show its benefits. Secondly, by developing a theoretical framework, hypotheses for this research were created. This framework also served as a way to operationalize the main variables in this research. This research focuses on creative industries in developing countries, mainly Malaysia and Indonesia. In order to gather data, a survey (online and physical) was used. This survey was based on two self-constructed scales (based on Pierik, 2011) research questionnaire), and five existing scales. More than 20 different creative organizations participated in this research and 266 of total respondents completed the survey. The paper proceeds with discussion of the findings and practical implications. And finally, conclusion is provided to summarize the ideas of the paper.

Based on an analysis of the data, four out of nine hypotheses were accepted; new and unexpected relations were found. The most important findings are: (1) a positive relation between newWOW and work-life balance, (2) positive relation between leadership style and work-life balance, (3) positive relation between leader's relationship behaviour and social cohesion, and (4) positive relation between employee's readiness and social cohesion. Component of leadership, task behaviour is found to have no relation to work-life balance, performance, and social cohesion. Leadership is found to be a moderator between newWOW and performance, also newWOW and social cohesion.

Based on these findings some practical implications can be made. NewWOW influences work-life balance and partly influence social cohesion. Social cohesion partly influences work-life balance, where both contribute to organizational performance. Therefore a focus on social cohesion and work-life balance are needed. When focusing on the preservation and improvement of social cohesion, training in communication media is recommended to explain the importance of social cohesion and make employees aware of the possible negative side effects of newWOW. For the improvement of work-life balance, inspiring workplace and formal Flexible Work Arrangement (FWA) are suggested. Inspiring workplace may contribute to the influence of social cohesion towards work-life balance. It is important to arrange flexibility in working with clear rules and procedure.

Leadership is suggested to focus mainly on relationship behaviour because it has a positive influence on performance and social cohesion. In fact, it is even found in the data from the survey that 65% of the employees are self-directed which means that they do not need high task behaviour from their leaders. For improving both social cohesion and leadership, the use of Social Network Sites (SNS) for collaboration in teams and between a leader and his team is recommended.

Suggestions for further research include longitudinal research, objective measures of performance, and a different measure of work-life balance. It would also be interesting to assess the influence of social maturity on the readiness level of employees. Another possibility would be the use of a different leadership theory in order to define leadership styles.

1. INTRODUCTION

In this section, the problem statements and the research topic are explained. Consequently, the research questions will be justified, followed by an overview of the research goals.

1.1 Problem Statements

During the last couple of years New Ways of Working has become a very popular subject among organizations and employees. Netherlands is the trendsetter where in 2009, 49% of their businesses were aware of what New Way of Working was (Arbobalans, 2010; Pierik, 2011). Ipsos' study in 2011, which was involving 11,300 employees across 22 countries, finds that one in six (17%) employees who can be connected online to their workplace report they 'telecommute' on a frequent basis, and another 34% would very likely take the opportunity, if provided (Reiche, 2012). According to Nazarali (2014), in 2014, 1 in 5 workers telecommute — this trend is even more prevalent in Asia, Latin America and the Middle East. Reiche (2012) explains this pattern by concluding that telecommute most widely spread in emerging markets. McKendrick (2012) added, new concept of working is especially strong in some of the world's developing economies. This became an underlying reason of the research in focusing into developing countries.

Referring to the research title, two areas of study can be resumed; creative industries and developing countries. These areas of study determine the problem statements of the research.

Frequent Business Travel

Emerging markets (developing economies) have rapidly changing and developing work environment; and hence, unsettled work environments (McKendrick, 2012; Reiche, 2012). For example, establishing a subsidiary in an emerging market might require a lot of involvement from head office in which requires frequent business travel. This working pattern can be very time inefficient and costly.

Traffic Congestion

Developing countries have rising population, rapid economic growth and increasing employment without a corresponding growth in the supply of public transport (Tugbobo, 2009); resulting in traffic congestion. In employee's perspective, traffic congestion increases high stress levels, due to much times spent in transit between home and work. In employer's perspective, traffic congestion decreases business efficiency, due to high periods of inactivity of employees (Reiche, 2012).

Work-life Conflict

Additionally, in employee's perspective, the two mentioned problems resulting in work-life conflict; especially for women, between their roles in the workplace alongside raising children (Reiche, 2012).

More Workers than the Workspace

Developing countries have great population and less of an infrastructure of office building (McKendrick, 2012). This imbalance proportion explains a new established

company that can't afford to provide space and facilities in correspond with the employees needed. It's costly for establishing and maintaining working places and facilities (high price of renting or buying infrastructure).

Unproductive Meetings

Creative agencies see meetings as creative brainstorm, discussing ideas and making decisions. However, many meetings have the opposite effect; boring, inefficient, and don't lead companies any closer to their goals (Nazarali, 2014) due to "multitasking" of doing unrelated work during meetings. The study finds how much money has been spent due unproductive meetings, considering organization's collective time being spent doing the same.

1.2 Choice and Justification of the Research Topic

A poll conducted by global research company Ipsos for Reuters News finds that non-western countries are more pro-telecommuting than western ones (NEWWOW, 2012). This became an underlying reason of the research in focusing into two developing countries, Malaysia and Indonesia. Indonesia appears to be one of the top five countries pursuing telecommuting employment.

The used of one of the most important components of New Ways of Working, telecommute or telework (Pierik, 2011), has marked the start of the country's implementation of this new work concept. According to Niles (1999), telework in Indonesia has been continuously increases since 1990 (see *Figure 1 top*). This is due to traffic congestion continues to worsen, the number of urban information workers increases, and the telecommunications infrastructure improves in big cities such as Jakarta and Jogjakarta. Based on a survey conducted by Ipsos Global Market Research Company targeted to corporate employees that work in informational or office settings (not construction, public safety or agriculture), in 2011, 34% of Indonesian employees like to telecommute on a frequent basis (McKendrick, 2012; Reiche, 2012). Based on the article, the term 'telecommuting' refers to employees using modern technologies to work outside their office, let it be their home or any other location, either regularly or from time to time (Reiche, 2012).

1990 also appeared to be a New Ways of Working year in Malaysia. The country has been welcoming this new work concept by getting involved in telework developments since the early- to mid-1990s (Niles, 1999) (see *Figure 1 bottom*). The earliest known telework research on 1995 by Technical University in Johor Bahru concluded that there were about 3.45 teleworkers per 1,000 workers in Malaysia in 1998. The research found that substantial portion of the teleworkers surveyed was employed in routine data processing jobs and call center operations. Very little home-based teleworking was reported, most of it in manufacturing and the software industry.

However, as years passed, more and more organizations across multiple sectors are in the process of implementing this new work concept (Pierik, 2011), including those who are focused in creative field. An annual study since 2008 by Nagy, Creighton, & Langhoff (2013) reported their 6th year of study that was targeted to architecture & design (A+D) organizations about alternative workplace, the results shows how these organizations around the world that approach alternative workplace issues rose from 22% to 30%.

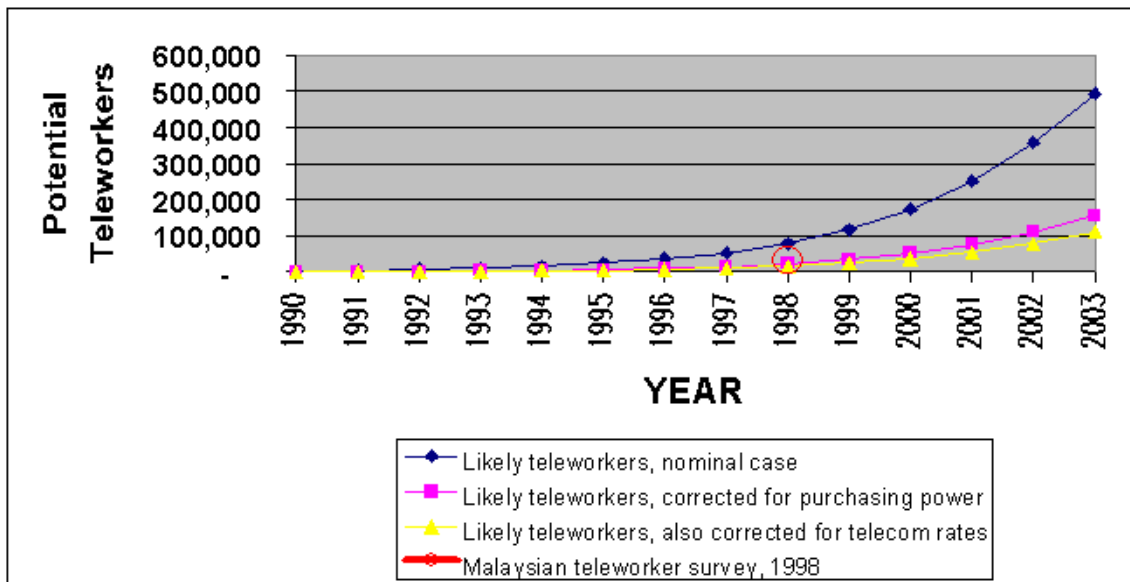
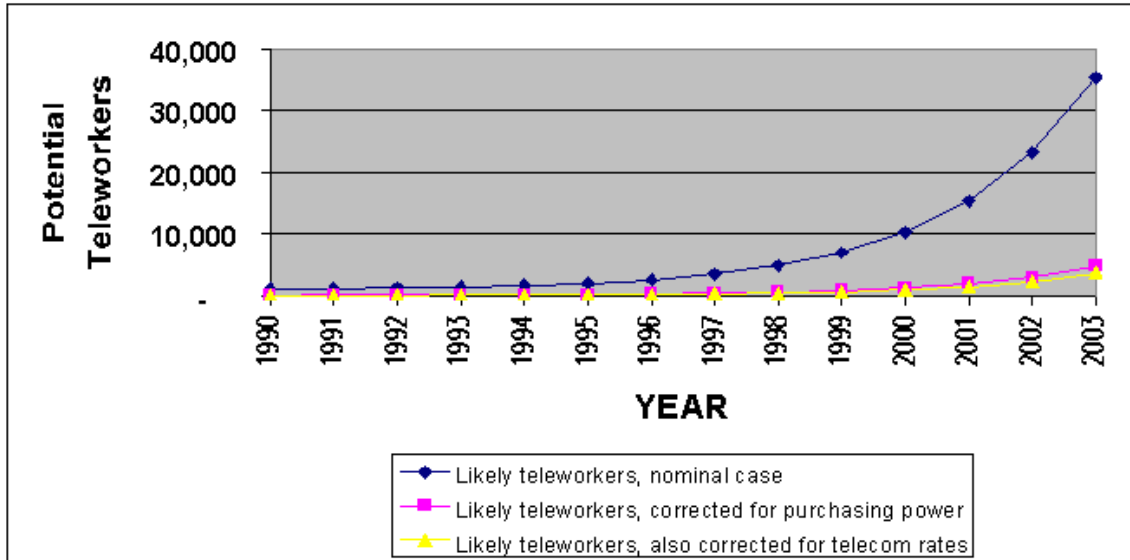


Figure 1. Teleworks development in Indonesia (top), source: Niles, 1999a.
 Teleworks development in Malaysia (bottom), source: Niles, 1999b.

Among various sectors organizations who engaged with this new work concept, this research focuses on creative industries. These businesses are lifestyle businesses. As a result, working patterns for creative workers are generally less structured with flexible, freelance, ad hoc project work and part-time working common (Holden, 2007; Carr, 2009). In addition to this, creative industries embrace the trend towards small business formation due to focus on the desire of individuals to create original creative content and to respond to emerging opportunities. This can be interpreted that when organizations grow, people tend to break off to form their own organisation, or undertake freelance work, to retain their creative freedom. Due to limited resources as new small organizations, financial savings and space efficiency are needed (Nagy, Creighton, & Langhoff, 2013); and New Ways of Working approach is seen to bring benefits to small

businesses and freelancers as it offers small amounts of office space and uses fewer resources by running one property rather than two (i.e. home and the office) (Carr, 2009). In addition to this, the nature of work within creative industries is changing to process working, which is supported by the numerous ICT developments. According to Richard Florida's theory as quoted by Carr (2009), creativity is perceived in the form of innovation (new ideas, technology driven); therefore creative class (i.e. including those in the creative industries) is perceived as individuals who are technologically aware.

1.3 Significance of Study

Having all being said, what are needed here is to know what New Ways of Working is exactly, and what are the effects of its implementation. Internet search is presented with many topics related to New Ways of Working. Teleworking, flexibility, ICT, and leadership are the most common terms that will pop up on the screen. However, extant empirical studies about the components of New Ways of Working only provide almost no concrete research on New Ways of Working and its effects on organizations and their employees. In this research, the level of New Ways of Working is based on components from theory of Baane et al. (2010) *bricks, bytes and behaviour*; and the level of how much components of New Ways of Working are implemented will be referred as maturity of New Ways of Working.

There are a lot of scholars (e.g. Bijl, 2007; Baane et al., 2010; Beck, 2000; Hameeteman et al., 2009) who have an opinion on how New Ways of Working should be implemented or which effects it could have. According to Bijl (2009), social cohesion (which is a part of organizational culture) is expected to decrease when New Ways of Working is implemented. With teleworking implementation, the contact with the office decreases and therefore it can be expected that New Ways of Working negatively influences the social cohesion in a team. Two other assumed effects of New Ways of Working are work-life balance and performance. A good work-life balance is reached when someone's work and personal life do not interfere with each other (Bailey & Kurland, 1999; Pierik, 2011). Positive relationship has been suggested between work-life balance and work performance (Lyness & Judiesch, 2008; Shagvaliyeva & Yazdanifard, 2013); when an employee has a good work-life balance an organization can be benefit from that (Pierik, 2011). However, these extant studies mostly only make suggestions. In order to create distinctness about the effects of New Ways of Working, these popular theories and assumptions need to be explained and tested.

This research also will test the role of leadership as a moderator between New Way of Working and its effects. Many authors (e.g. Nonaka et al, 2006; Balogun and Johnson, 2005; Kirkman and Rose, 1999; Cohen et al. 1997; Pierik, 2011) claim that the role of a leader is changing. Leadership always played a very important role in the creation of organizational context (Nonaka et al., 2006); Kleyngeld (2010), who wrote an article based on a research from Steelcase, stated that leadership is the greatest obstacle when it comes to implementing New Way of Working. Other two different literatures by Hendriks (2010) and whitepaper from Ormit (as cited by Pierik, 2011), leadership is also discussed to be the critical success factor for New Way of Working.

1.4 Research Questions

One main research question in this research is formulated.

Do New Ways of Working implementations actually effect social cohesion and give benefits for employee (work-life balance) and employer (organizational performance) in creative industries, and does leadership influence these relationships?

In order to answer the main research question, sub questions are formulated.

- What are the components of New Ways of Working?
- What are the drivers of New Ways of Working?
- What are the possible effects of New Ways of Working?
- What relationship do New Ways of Working have on work-life balance?
- What relationship do New Ways of Working have on organizational performance?
- What relationship do New Ways of Working have on social cohesion?
 - *What influence will telework have on social cohesion?*
- What existing leadership theories are exist?
- What is the importance of leadership?
- What is the most applicable theory for New Way of Working?
 - *Which styles represent this theory?*

To illustrate these research questions, a model is developed.

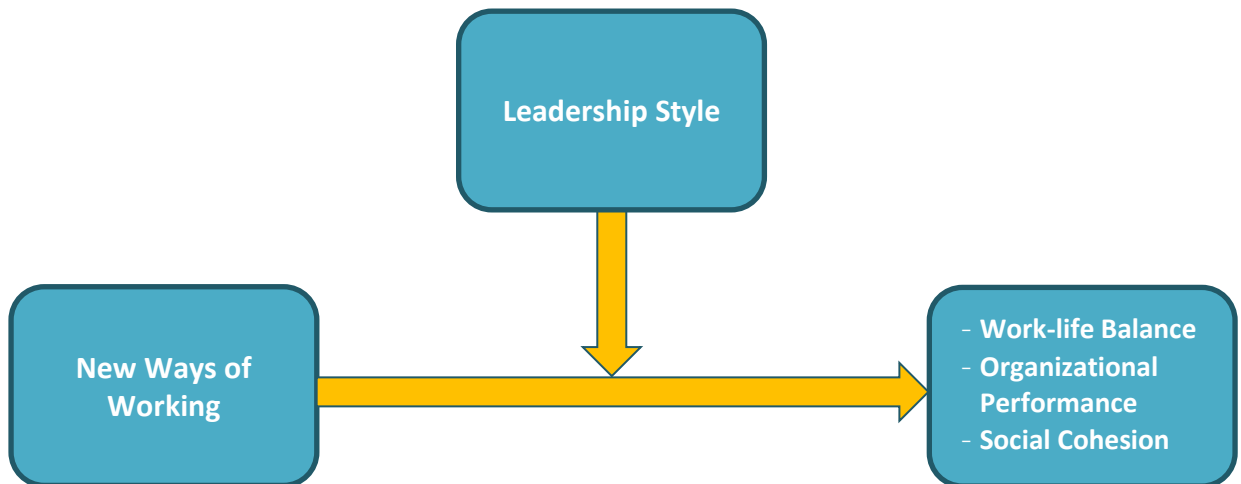


Figure 2. Research Model

The model shows the main questions and sub questions of this research (Figure 2). How do the components of New Ways of Working influence work-life balance, organizational performance, and social cohesion? Does leadership become the moderator between New Way of Working and the expected effects?

1.5 Research Goals

1. This research focuses on creative industries in developing countries.
2. To test the relationships between New Ways of Working and:
 - Work-life balance
 - Organizational performance
 - Social cohesion
3. To find new insights for New Ways of Working and its effects towards both employees and employers (organization).

The main goal of this research is to test the relationships between New Ways of Working, social cohesion, work life balance, and performance; and to test the moderating role of leadership.

1.6 Definition of Terms

ICT:	Information and Communication Technology
NewWOW:	New Ways of Working
DCMS:	Department for Culture Media and Sport
AW:	Alternative Workplace
HPWPs:	High Performance Work Practices
TWQ:	Team Work Quality
WIPL:	Work Interference with Personal Life
LS:	Leadership Style
S1 to S4:	Situational leadership styles
R1 to R4:	Employee's readiness level
H1 to H7:	Hypotheses
SNS:	Social Network Sites

2. LITERATURE REVIEW

In this chapter, the key elements of this research (creative industry, New Way of Working, work-life balance, performance, social cohesion, and leadership) are discussed in order to develop hypotheses. Historical overview of theories allows to make these elements translated into more concrete variables.

2.1. *Creative Industries*

The creative industries refer to a range of economic activities which are concerned with the generation or exploitation of knowledge and information (Hesmondhalgh 2002, p. 14). The product or service contains a substantial element of artistic or creative endeavour and include activities such as architecture and advertising (Global Alliance for Cultural Diversity, n.d.). As of 2006, the UK Department for Culture Media and Sport (DCMS) recognizes twelve creative sectors (down from fourteen Howkins' creative economy, 2011); this research defines creative industries according these twelve sectors; *Advertising, architecture, arts and antique markets, crafts, design, designer fashion, film video and photography, software computer games and electronic publishing, music and the visual and performing arts, publishing, television, and radio* (DCMS 2006). Adding to that, in order to assess the target samples categorization in this research, five different creative agencies will be discussed according to Pullen (2013).

Design Agency

These agencies focus on design and often work with external partners like ad agencies, consultants or engineers to fully deploy their work. They often offer both digital and print design services as well as branding specializations and sometimes interior and product design. As a result they focus on Design services and occasionally offer some strategy services.

Interactive Agency

These agencies focus on building great projects for the web. They often are hired to create digital experiences that are a mixture of innovative technology, great design, and multimedia content. Although they are sometimes hired to simply create a great website. They work with ad agencies or consultants to deliver on a complex component of a campaign or a large digital project. Often these organizations focus on Design and Technology over Strategy and Advertising and have a great deal more production capability in the form of digital video and motion design.

Advertising Agency

These agencies focus purely on marketing and advertising services. They prefer to work with specialist partners to build technology or complex design. They are PR companies, social specialists and traditional ad agencies. While traditional ad agencies often include many of the other services, they typically focus on Advertising and Strategy.

Consulting Agency

These agencies focus on strategy and big ideas. They often do a great deal of research and specialize in particular markets and industries. These companies can grow to become very large and often encompass professional and creative services under one roof. While they will often have R&D departments that include many other services, their key offering to clients is Strategy.

Engineering Agency

These agencies focus on being technology experts. They offer engineering services to companies of all sizes, partnering with in-house teams and other agencies to build complex projects. They often work with many technologies and platforms and solve some of the most complex technical challenges. Engineering agencies focus on Technology services and often offer some Strategy services as they pertain to technology.

Richard Florida in his theory suggests creativity as the form of innovation and proposes technology as one of the three creativity factors, besides art-talent driven (Carr, 2009). Thus it would not be too bold to say that the creative industry acts as glue that bonds technology and arts together in harmony.

The creative industries are understood to employ more highly skilled workers, whilst employees in the creative industries are more likely to be qualified to degree level (DCMS, 2007). Florida's theories perceive creative workers as those who are technologically aware, meritocratic, and talent-driven (Carr, 2009). This re-enforces perceptions that creative workers are highly skilled, competitive and independent individuals (Oakley 2006; Holden 2007). Florida's thesis on tolerance in the creative class has also led researchers to consider minorities. This is based on the perception that creativity is driven by and open to talent, suggesting that this is a sector that everyone (regardless of background) could become involved in. However, in reality the dynamic nature of the creative industries combined with the high turnover of people and ideas, has led this industries as competitive activities. Therefore, for those without resources and social connections it is recognized that it is particularly difficult to keep up in the creative industries (Parker et al. 2006; Carr, 2009).

The creative industries have been seen to become increasingly important to economic well-being, proponents suggesting that "human creativity is the ultimate economic resource," (Florida 2002, p. xiii) and that "the industries of the twenty-first century will depend increasingly on the generation of knowledge through creativity and innovation," (Landry & Bianchini 1995, p. 4; Wikipedia, 2015). In this research's two focused countries, Malaysia and Indonesia, creative industries are one of the leading industrial sectors. In Malaysia specifically, creative industry has been acknowledged as an exciting industry (MSC Malaysia, 2012). It is constantly bubbling over with fresh and new ideas eagerly awaited by the masses. The Malaysian creative content industry has grown by leaps and bounds over the last 15 years (Digital News Asia, 2012). Provided technology and resources by an active fundamentals program, MSC (Multimedia Super Corridor) and MAC3 (MSC Malaysia Animation and Creative Content Centre), allowed the industry to display a cumulative average growth rate between 9-10% with the companies' revenues reaching RM7 billion in 2012 (MSC Malaysia, 2012).

In the other hand, important centres of the creative industries in Indonesia include Yogyakarta, Bandung, Makassar, Ubud and the capital Jakarta, seems to approach a brighter future after a Memorandum of Understanding was signed in 2012 between the UK's Department for Culture Media and Sports (DCMS) and Indonesia's Ministry of Tourism and Creative Economy (MTCE) to develop the latter's creative industries. The collaboration will support the development of high-tech start-ups and innovation system (GIV, 2014).Indonesia has been gearing up to develop its creative industry, which currently comprises 15 sectors, including arts and antique markets, performing arts,

handicraft, fashion, culinary and designs (Yulisman, 2014), producing the output of this industry generated 7% of the country's GDP In 2011 (GIV, 2014). Recently named MINT countries (Mexico, Indonesia, Nigeria & Turkey) by economist Jim O'Neill to identify the next economic giants, Indonesia has been identified as one of the world's most exciting and fast-growing emerging economies due to its rich cultural heritage and diversity (British Council, 2014). There are exciting opportunities for the creative industries as they play an important role in fostering cultural diversity (Global Alliance for Cultural Diversity, n.d.).

2.2. *New Ways of Working (New WOW)*

"We spend a great part of our lives working, so it should be obvious that to get the best from us we must be happy."(Heck, 2009)

Having the word 'new', then shouldn't there be the 'old' ways of working? The traditional office is built around an assumption that people are most productive at their desks. And yet, the rise of remote working and Bring Your Own Device schemes means having access to a desk is no longer essential (B Team & Virgin Unite, 2015). The collapse of old concept of work (or better understood as, the traditional 9-to-5 cubicle workplace desk piled high with stacks of paper) is not an isolated phenomenon – it's happening everywhere nowadays (McKendrick, 2012). There are different definitions for the new work concept, known as New Ways of Working (which will be referred to as newWOW from now on). It all started when the idea of working for a central organization from home or from one's own environment emerged in the seventies (Burch, 1991; Pierik, 2011), it's perceived as an idea of flexibility with working place. In addition, the white paper of Microsoft (2005) defines newWOW as a different way of working and collaboration supported by the latest technology; therefore people and organizations are more flexible with working times and working environment (Pierik, 2011). Flexible work arrangements are essential to consider employees' perception and attitude towards working in the environment, therefore is crucial for company performance. It has long been seen as the aspects that would bring higher productivity and better business outcomes (Blok, Groenesteijn, Schelvis, & Vink, 2012).

This research defines newWOW as *time, and place independent working, focus on results, free access to information and flexible labour relations* (Baane et al, 2010); this definition is most concrete and can be easily used for operationalization of the variables.

2.3. *The Three Components of NewWOW*

As with every concept, newWOW comes with its own ingredients. According to Baane et al. (2010) as also agreed by Pierik (2011), newWOW can be divided into three main components; *behaviour, bricks, and bytes*. *Behaviour* of employees and their leaders form the organization culture. Employees' and leaders' behaviour are important to be mutual. An employee should be result oriented, self-disciplined, well organized, a good

time manager, and trusted by his leader; in the other hand a leader should involve releasing employees and giving them confidence and trust (Murphy, 1996; Pierik, 2011).

Bricks represent the workplaces. Office is no longer a space to work, but should be seen as a meeting place. A design that is based around people, not desks, the space is set to be reborn – as a creative place where people meet and collaborate (B Team & Virgin Unite, 2015). Fixed workplaces per employee are no longer needed, there must be room for different activities, and the interior should be inspiring (Pierik, 2011). Organizations are seeing workplace as a strategic resource, provided for its people (Nagy, Creighton, & Langhoff, 2013). Heck (2009) studied the implementation of work environment design as essential factor for employees' perception and attitude. Supported by Nagy, Creighton, & Langhoff (2013) who studied about Alternative Workspace, the survey found people issues (employee attraction/retention, employee work/life balance, increased employee satisfaction, and increased employee productivity) are determined by the workspace; therefore is crucial for company performance.

Bytes represent the information and technology needed. While commuting or frequent business travel can be very time inefficient and costly, the rapid development of mobile technology provides a solution. It's known as telecommuting or telework. A laptop, tablet or other device with an Internet connection, allows an employee to work outside the office including their home (Reiche, 2012).

Nykänen, et al. (2014) and Aaltonen et al. (2012) support Baane et al. theory. NewWOW is seen in total of six categories covering the default three spaces: physical space, virtual space and social space. The following figure (*Figure 3*) was presented in their reports. Social space covers employee well-being and knowledge work – represented as *behaviour* by Baane et al. theory. Physical space covers workplace and work environment – represented as *bricks*. Adding to that, virtual space covers information technologies – represented as *bytes*.

Heck (2009) gives one stand out example, Microsoft Corporation. In the Netherlands, these three newWOW components convinced Microsoft that it was essential to move to new offices. The study reported how they combined the physical dimension (the building itself) with the virtual dimension (the role played by technology) and the mental dimension (how people interact with new technologies, new ways of working, and a new environment).



Figure 3. The categories of the newWoW
 Source: Aaltonen et al. (2012).

Among components mentioned in the figure; teleworking and flexible working are the two most important components of newWOW (Pierik, 2011). These arrangements could be used individually, but frequently combined to complement each other (Chung, 2009; Shagvaliyeva & Yazdanifard, 2013). New Ways of Working can be summarized as working “anytime, anyplace, anyhow” (Pierik, 2011).

2.3.1. Teleworking

Teleworking or telecommuting is a component of newWOW and can be classified as *bytes* in Baane et al. theory (2010). According to Bredin (1996) as also cited in Pierik (2011), the development of the internet, the low price of fast computers, and the developments of videoconferencing, groupware, digital phones and satellite communications have made teleworking and virtual offices more feasible and popular. Workers can use evolving technology to work more productively and achieve better results in a shorter time (B Team & Virgin Unite, 2015). Similar to employees’ perceptions, business leaders highlight the usefulness of mobile technology, as it allows for work flexibility, decreases periods of inactivity, and generally increases business efficiency (Reiche, 2012). However, it should be underlined that teleworking can be successfully implemented with five conditions: the right reason, right job, right employee, right manager, and right environment (Chaudron, 1995; Pierik, 2011). These five conditions are in a sense of the conditions of newWOW (Pierik, 2011).

There are different types of teleworking (1) home-based, (2) satellite offices, (3) neighbourhood work centres, (4) mobile working (Kurland & Bailey, 1999; Pierik, 2011). The definition of teleworking in this research is as defined by Gainey et al. (1999) and Reiche (2012); telework refers to *employees using modern technologies to work outside their office, let it be their home or any other location, either regularly or from time to time; to communicate with the main office, supervisors, co-workers, and customers.*

2.3.2. Flexible Work Arrangement (FWA)

In the first place, flexibility was introduced to the workplace in order to help employees with kids or employees who care after siblings to manage their time between work and life. Shagvaliyeva & Yazdanifard (2013) defines flexible working as convenience in planning the working time (but not reducing the working time) as well as location of work. Work flexibility implies not only variation in time and place of the job, but also sharing of the job, career breaks (maternity/paternity leaves), part-time and term-time working (Torrington, Taylor, Hall, & Atkinson, 2011). In the other study on Flexible Work Arrangement (FWA), Possenried & Plantenga (2011) discussed three broad categories of FWA; flexi-time (flexibility in scheduling), teleworking (flexibility in location), and part-time (flexibility in length of the work).

As teleworking has been covered in the previous section, this section defines a typology of working time as shown in *Figure 4*.

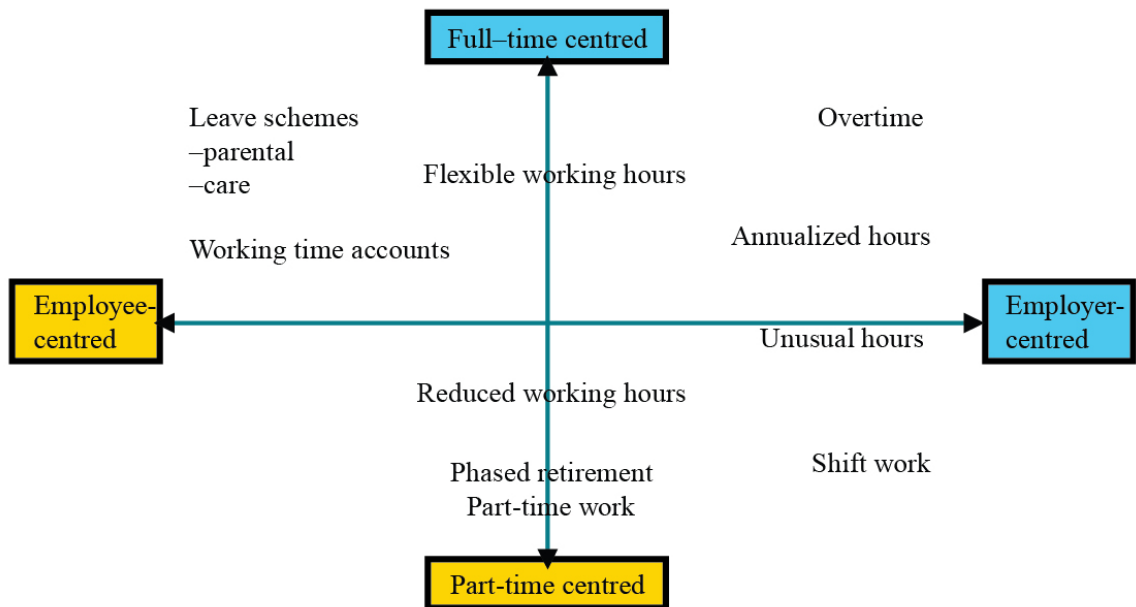


Figure 4. Taxonomy of flexibility arrangements.

Source: Based on Rubery & Grimshaw (2003) and Visser (2003) adapted by authors (Chung & Tijdens, 2013).

The continuums can be assumed to position all flexible working time arrangements, specifically the full-time/part-time divide and the emphasis on employer/employee-centred interests:

- *Part-time work, phased retirement* and the right to *reduce working hours* are considered as part-time-related arrangements, whereas *flexible working hours* are more likely to be arrangements used in tandem with full-time contracts. However, all these arrangements can be seen as having the potential to serve the interests of both employees and employers, meeting the needs of both sides.
- In addition, *working time accounts* can be seen as being more employee-centred, whereas *annualization* of working hours is likely to be more geared towards the employer. Despite having similar characteristics, working time accounts have been developed to facilitate workers to balance work and life, whereas annualization of working hours is used to allow employers to change employees' daily/weekly working hours to adapt to workload cycles without having to pay overtime premiums.
- *Leave schemes* are employee-centred flexibility arrangements that are also mostly full-time oriented. Although leave schemes can be used by part-time workers, they are used more often as alternatives to reduction of working hours for adapting work to various life needs such as child-minding duties.
- *Overtime* and *unusual hours* are more employer-centred options. Of these, overtime is used more in the full-time-centred model, whereas unusual hours can be used by both full-time and part-time models. *Shift work* is more employer-centred and oriented more towards the part-time-centred flexibility model.

According to this study, it should be noted that work flexibility mainly offers convenience in *planning* (including location) but might also *reducing* the working time or sharing the job, when it's applied in different settings. Thus, in this research, flexibility in work might be summarized as *the ability of employee to control his/her working time and duration as well as location of work (remotely from office), however this ability in scheduling work supposed to be offered by employer* (Atkinson & Hall, 2011; Shagvaliyeva & Yazdanifard, 2013; Chung & Tijdens, 2013).

Findings of the Orange Future Enterprise Coalition, a research forum sponsored by the telecommunications company as stated by Ouye (2011), shows 50% of workers consider the potential for work flexibility as very important for their next job move. Organizations will have to offer less traditional ways of working and more flexibility to attract and retain their best talent.

2.4. The Three Drivers of NewWOW

To determine the importance of the newWOW components, Heck (2009) studied Microsoft's white paper, "Digital Work Style: The New World of Work" by Bill Gates, as a basis for the company's exploration and development of new ways of working, in which three key factors as newWOW drivers are identified.

2.4.1. 'Smart Working is Smart Travelling' Concept (Global Changes)

According to Jagoda (2013), currently it is emphasized in the subject literature that each and every organization has to present, influence and maintain the adequate level of capacity for changes, characterized by the proper level of flexibility; which in consequence, guarantees its competitive position on an unstable environment. Reiche (2012) explains this matter, we could assume that today commuting not only stands for the action of getting to and from work, but also implies the extensive travel employees

have to undertake to meet with remotely located team members, colleagues, and business partners. While commuting can be very time inefficient and costly, some of which could be addressed through telecommuting as an alternative to frequent business travel. Having said that, traditional office model was not the most efficient way of organizing and utilising this scenario. Office should be no longer a fixed workspace where people are compiling reports at their personal desks.

We are now looking at how, especially in countries like Malaysia and Indonesia where traffic jams and transport overcrowding are daily occurrences, work can be redesigned in such a way that it offers more flexibility. As stated by Pierik (2011), when people work more from their homes, can decide their own working hours and have the opportunity to travel outside the rush hour; a research from Microsoft Netherlands found a decrease in traffic jams between 6% and 30%. This reduced amount of travel time can also decrease costs, and increase productivity (Schettler, 2002; Pierik, 2011). These goals are to be expected when fixed workplace concept is replaced by Alternative Workspace. According to Baane et al. theory (2010), this is the *bricks* component of New WOW.

2.4.2. Development in Information Technology (the Tech Revolution)

The modern economy is changing from agriculture and industrial manufacturing to a service and knowledge driven economy (Blok, Groenesteijn, Schelvis, & Vink, 2012). Knowledge work is supported by a revolution in new Information and Communications Technology (ICT) applications. According to Bijl (2009) and Pierik (2011), newWOW is driven by the developments in information technology. The Future of Work report (B Team & Virgin Unite, 2015) highlights how technology can set people free “from many of the fixed time, location, and work flow constraints that typify a traditional job”. Today’s generation that is entering the labour market are employees who are familiar with the use of Information and Communications Technology (ICT), higher educated, work with more flexibility, more connected, and more mobile (Tapscott, 1998; Pierik, 2011). This suggestion is supported by B Team & Virgin Unite (2015); the next generation of talent must be equipped with the digital intelligence and new skills they need to deliver. These preferences needed by (prospective) employees together with the unstable market make it obvious that companies need to change to another concept of working.

As an interesting case study, Heck (2009) find Microsoft business model was changing from traditional software sales to one that is more customer-oriented: it is about on-going relationships with clients and working with them in teams, sometimes virtually. As such the work environment is necessarily much more collaborative and therefore needs better tools that are specifically designed to facilitate and encourage this collaboration. To access work materials and interact with colleagues on a 24/7 basis, every employee should have a smart phone and a laptop, which allows them to work anytime, anyplace, anyhow (Pierik, 2011). According to David Coleman, a consultant with Collaborative Strategies (Ouye, 2011), these tools are being consolidated into easy-to-use collaboration platforms to help workers collaborate asynchronously – that is, not simultaneously and/or synchronously with others. Working asynchronously is becoming almost essential as teams become more distributed across multiple time zones as well as for busy workers juggling multiple teams and projects. And working synchronously, tools are being added: video and audio conferencing, data sharing, instant messaging, presence detection, availability status, reputation, and knowledge capture.

Using technological tools for communicating, storing, and managing shared data for distributed work is not new. What is new is the extension of those capabilities to cheaper and more ubiquitous devices (Ouye, 2011). Collaborative technologies are reaching new levels of ease-of-use, combine synchronous and asynchronous tools, merge and consolidate to fewer, stronger providers, and converge to standard platforms (for example, Google and its suite of search, email, document sharing, groups, etc.).

This whole concept of communicating is part of teleworking (telecommuting), and according to Baane et al. theory (2010), this is the *bytes* components of newWOW.

2.4.3. Organization's Internal Flexibility Philosophy (Multi-generational Workforce)

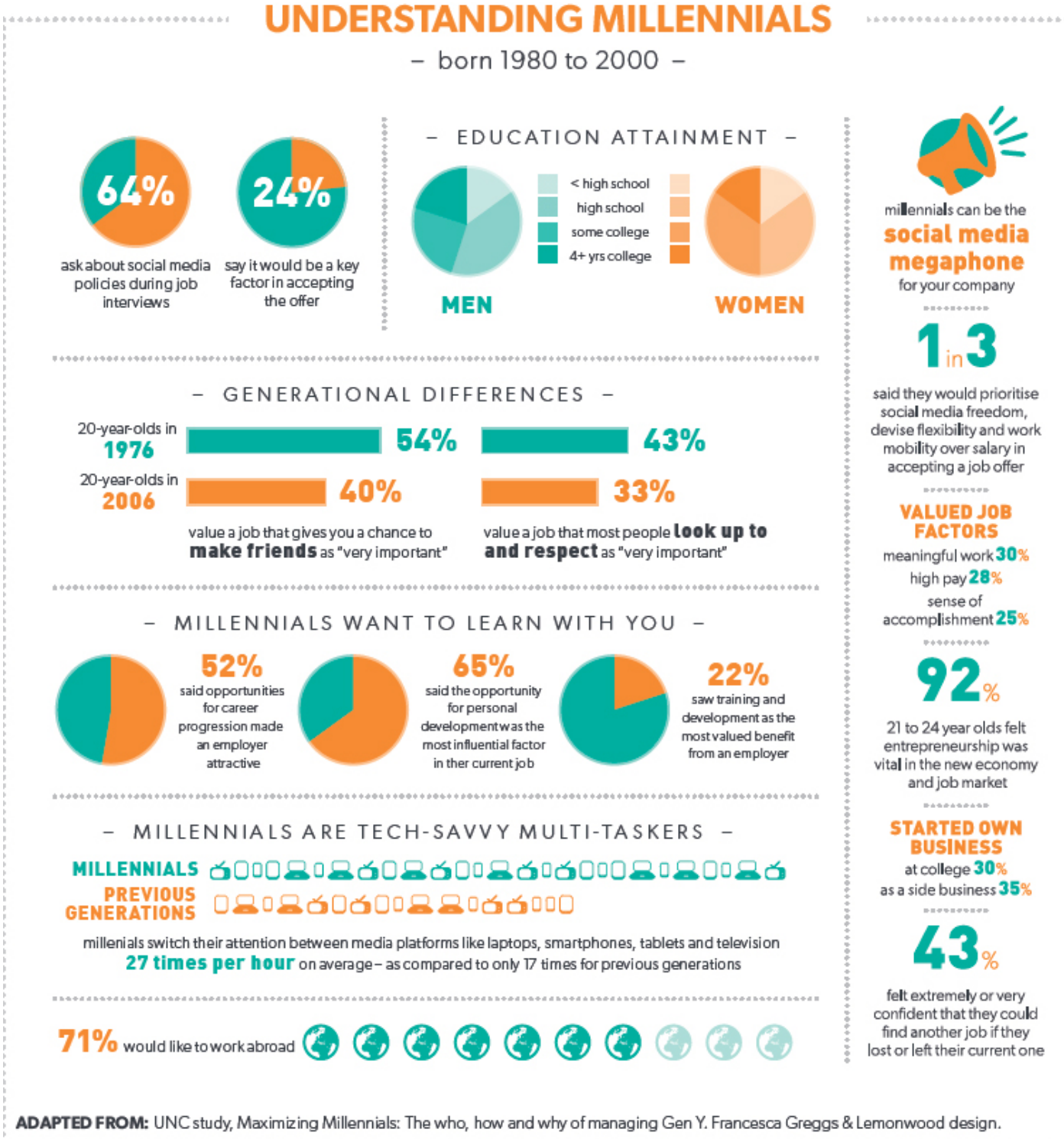
"In an era of unprecedented diversity in our workforce, the changing age demographic is one of the strongest trends to emerge." – B Team & Virgin Unite (2015).

According to the Malaysian Bureau of Labour Statistics, there are the nearly 80 million young adults born between 1976 and 2001 (known as Millennials, Gen Y, Echo Boomers, or Facebookers and MySpace Generation) who have already joined or are preparing to join the workforce (Brack, 2012). 36 percent of the Malaysian workforce is comprised of this generation by 2014, nearly half (46 percent) will be Millennials by 2020 (Lynch, 2008), and 75 percent of the global workforce by 2025 (B Team & Virgin Unite, 2015).

By all accounts, Millennials are unlike preceding generations. According to Brack (2012), the preceding generations are known as Generation X, Gen Xers, and Baby Boomers. Baby Boomers and Gen Xers believe in a command-and-control management approach, value working individually, view managers as experts and look to their employers for career planning. They like clear boundaries and have a generally inward-looking perspective as compared to Millennials (Gartner Research in Lynch, 2008; Brack, 2012). According to Brack (2012), these characteristics are made as Gen Xers grew up during a time when conducting research required a trip to the library and a stroll through the index card file. If they were early cell phone users, they toted around a two-pound, brick-sized phone with a whopping half-hour of talk time. Life for these generations was more linear. It took time to progress from point A to point B.

In contrast, Millennials see life in more circular, optimistic terms (see *Figure 5*). There are multiple opportunities to stop along the way, with great views they can instantly snap with their camera phones, post to Facebook, and add a status update, all before the next stop. They have grown up with technology. They have always been able to open multiple tabs in an Internet browser to conduct research and search for movies and music while simultaneously playing internet games. They are tech-savvy multi-taskers and use social media applications like they were born to it. They don't view managers as content experts (like their predecessors) because they know where to find multiple versions of the information online. Instead, they view managers more as coaches and mentors. Millennials were raised in team-activities (such as soccer practices, music lessons, or language courses) which made them the best team players and collaborators in generations. They are most diverse generation to date and most educated generation in

history (Newman, 2010; Rikleen, n.d.). They view the world differently and have redefined the meaning of success, personally and professionally. When a company is seeking to recruit the best of today's bright minds, these younger generations will have no desire in 'traditional' office environment and expect companies' environments that suit their needs (Heck, 2009).



– GENERATIONAL DIFFERENCES –

20-year-olds in **1976**

54%

20-year-olds in **2006**

40%

value a job that gives you a chance to **make friends** as "very important"

43%

33%

value a job that most people **look up to and respect** as "very important"

– MILLENNIALS WANT TO LEARN WITH YOU –

52%

said opportunities for career progression made an employer attractive

65%

said the opportunity for personal development was the most influential factor in their current job

22%

saw training and development as the most valued benefit from an employer

– MILLENNIALS ARE TECH-SAVVY MULTI-TASKERS –

MILLENNIALS 📺📱📺📱📺📱📺📱📺📱📺📱📺📱📺📱📺📱📺📱📺📱

PREVIOUS GENERATIONS 📺📱📺📱📺📱📺📱📺📱📺📱📺📱📺📱📺📱📺📱📺📱

millennials switch their attention between media platforms like laptops, smartphones, tablets and television **27 times per hour** on average – as compared to only 17 times for previous generations

71% would like to work abroad 🌐🌐🌐🌐🌐🌐🌐🌐🌐🌐

ADAPTED FROM: UNC study, Maximizing Millennials: The who, how and why of managing Gen Y. Francesca Greggs & Lemonwood design.

Figure 5. Millennials. Source: Nagy, Creighton, & Langhoff (2013).

Creative content industry has grown by leaps and bounds over the last 15 years (Digital News Asia, 2012); considering Millennials age (born between 1976 and 2001 as studied on Brack, 2012), the eldest Millennials would be age 24 when the industries just started grown. It means the pioneers of the industries are the preceding generations, the Baby Boomers. A recent Deloitte study, as cited by B Team & Virgin Unite (2015) shows that 48 percent of Baby Boomers expect to keep working past the age of 65 and 13 percent believe they will work into their 70s. These contrast attitudes, expectations, and perceptions differences between Millennials and Baby Boomers challenge 'generation-bending' era. Mature workers are staying in employment longer. Yet, at the same time, Millennials will eventually make up the majority of the workforce. This scenario makes it obvious that companies need to change to a new concept of working.

A reference book in the field of management studies in 2010-2013 by H. I. Ansoff refer flexibility as the feature of an organization which allows it for dealing with changes occurring in the environment (Jagoda, 2013). He distinguished external flexibility (the ability of influencing an organization's environment) and internal flexibility (swift adaptation to changes in the environment). In this study, internal flexibilities in an organization are identified, which one of them is reflected in the area of personal function and, within its framework, work flexibility – which enables both employers and employees to have more self-control and freedom in their work (Maxwell G. et al. 2007; Jagoda, 2013; Blok, Groenesteijn, Schelvis, & Vink, 2012).

There is fundamental truth in the philosophy that one can only create a growing company if the people employed by it are able to grow within the organization: personal growth and personal freedom to create aspects that they think are worthwhile for themselves and for the company (Heck, 2009). Employees form organization culture (Pierik, 2011), they need to see the benefits of newWOW and so they should be capable of taking own responsibilities and receiving a certain degree of freedom.

As studied by Heck (2009), Managers at Microsoft had many discussions about this issue. They questioned how levels of trust could be increased; giving their employees more freedom; the freedom to work when, where and how they choose and yet still manage them effectively? What they came to realize was that their own perceptions had to change in terms of how to manage, and in doing so required the use of output driven methods of measuring overall employee effectiveness. According to Murphy (1996) as also cited by Pierik (2011), an employee should be result oriented, self-disciplined, well organized, a good time manager, and trusted by his leader. These behaviours of a leader and an employee are the *behaviour* component of newWOW (Pierik, 2011).

2.5. Effects of New Ways of Working

The following sections define and explain three effects of newWOW that will be tested in this research.

Based on the book of Bijl (2009), the following table with pros and cons shows a quick overview of possible newWOW effects towards an organization (*Table 1*).

Table 1. Advantages and disadvantages newWOW

Advantages	Disadvantages
Satisfied employees	Professionalization
Satisfied customers	Only working alone
Increases sustainability	Decreases social cohesion
Good reputation	Never quit working
Decreases costs	Less discipline
Increases revenues	

2.5.1. Work-Life Balance (Effects on Employees)

Shagvaliyeva & Yazdanifard (2013) finds work-life balance concept recently gained attention due to its relevance and importance to all employees, despite of their relationship status, family size, and number of children. A good work-life balance means that work and personal life do not interfere with each other, which means that there is less work-family conflict (Allen, 2001; Pierik, 2011). Hudson (2005), as also agreed by Pierik (2011), defines work-life balance as a satisfactory level of involvement or fit between the multiple roles in a person's life. Adding to that, narrower definition was made using one of the scales of Fisher-McAuley et al. (2003); work-life balance is the degree that work interferes with personal life (WIPL).

When it comes to the relation between newWOW and work-life balance, there are various opinions from the previous studies. As mentioned in Pierik (2011), there are some theories claims both to have positive relationship, and some suggest negative relationship. A positive theory suggests that the balance will increase because employees can divide their time better (Kirchmeyer, 1995). Others (Jenson, 1994; Illegems & Verbeke, 2004) state that there is an increased satisfaction among work-life balance because of the flexible work arrangements. In contrast to these theories, other studies (Pitt Catsouphe & Marchetta, 1991; Edwards & Rothbard, 2000) claim that because of the vague boundaries, some employees are always working, and work-life balance can be influenced negatively. Bijl (2009) mentions the same contradictions.

Despite of these contrast opinions, what is for certain is that this work-life balance becomes a very important working condition for employees (Pierik, 2011). In line with Pierik's, a more specific opinion is given by Hofacker & Konig (2013), as cited by Shagvaliyeva & Yazdanifard (2013); women associate flexibility with the work-life balance improvement. The evidence suggests that flexible working practices fit women more than men and are more likely to be employed by women due to the ideology beliefs of motherhood (Lewis & Humbert, 2010). The findings from previous research also assert that women request and access the flexible working hours more frequently than men (Skinner & Pocock, 2011). However, due to the changing family patterns and gender norms, as well as rise of women workforce, flexible employment is slowly started utilizing by men these days (Hofacker & Konig, 2013).

2.5.2. Performance (Effects on Employers or Organization)

There are two possible reasons for the increased organizational performance as one of the positive effects of newWOW: first is the simplification of people working together by

the use of ICT developments (Pierik, 2011); and second, the flexible working results in higher job satisfaction, employee loyalty and engagement, and also increased organizational commitment (Shagvaliyeva & Yazdanifard, 2013).

The ICT developments make it possible to access needed information anytime, anyplace, anyhow, and therefore handling information can be more effective than ever. Heck's (2009) research on Microsoft Netherlands highlighted the characteristic of mobility; knowing the fact that there are differing digital work-styles within the corporation to the range of deskbound, to highly mobile (internally and externally): when employees have no fixed office anymore and building has been designed to be what called as activity based where they can locate themselves in different parts of the building depending on the tasks. Office is no longer an office in traditional sense, but a workspace – a meeting place (anytime, anyplace, and anyhow) to interact with colleagues, partners and clients. As such work environment perceives ICT as better tools to facilitate and encourage this collaboration (Heck, 2009). The increase in availability of ICT facilities increase possibility to work at different locations and remote access to business network.

Pierik (2011) further explains the effect of newWOW on organizational performance; there are studies that measure High Performance Work Practices (HPWPs) which include flexible work arrangements (Pfeffer, 1998) as one of the components of newWOW. With the ability to schedule the work himself/herself, an employee feels that employer cares about wellbeing and non-working life of an employee (Casper & Harris, 2008). That leads to increased satisfaction with the job and employer (Frone, Yardley & Markel, 1997), resulting in higher work commitment (Kelliher & Anderson, 2010; Shagvaliyeva & Yazdanifard, 2013).

Furthermore, the positive relationship has also been found between work-life balance and work performance (Lyness & Judiesch, 2008; Shagvaliyeva & Yazdanifard, 2013). According to Pierik (2011), when an employee has a good work-life balance, an organization can also benefit from that. As mentioned by Shagvaliyeva & Yazdanifard (2013), flexible working help to recruit and retain talented employees for the organization (Kelliher & Anderson, 2009), increased productivity, reduced employee turnover and absenteeism (Anon, 2008). Thus, a good balance also contributes to organizational performance and productivity (Konrad & Mangel, 2000).

2.5.3. Social Cohesion

“No one of us is as smart as all of us” – Kenneth H. Blanchard, American author and management expert (Pierik, 2011).

Social cohesion includes working together, working as a team and feeling good in a team (Pierik, 2011). Thus, social cohesion can be related with teambuilding. Cited by Pierik (2011), decades ago Maslow (1943) stated with his theory of human motivation that people need social contacts. It is almost a basic need of a human being and important cultural component in organizations. According to Cartwright (1968), team cohesion refers to the degree to which team members desire to remain on the team. This research defines social cohesion based on Raub's (1997) definition; *there is social*

cohesion in a team when there is a stable, sustainable, and close relation between team members.

There are various opinions from the extant studies with regards to the effects on implementation of newWOW towards social cohesion. Some authors suggest that the implementation of newWOW, more specifically the implementation of Flexible Work Arrangement (FWA) – including teleworking practice, is decreasing social cohesion. When a person does not go to the office every day, but works from his home, it is obvious that there is a great possibility of losing social contacts. Those social contacts are needed to form a team, and they are also needed so that an individual can identify themselves with a team and company. An individual also need groups to provide the kind of expert insight that produces better decision-making (B Team & Virgin Unite, 2015).

Adding to that, Maynard & Gilson (2004) find that reaching a degree of shared understanding about a team – its task, structure and procedures tends to be more complex in a virtual team than in a face to-face team context. When implementing teleworking, Hamilton (1987) claims that employees miss the stimulation of exchanging ideas with colleagues and it also has a negative influence on communication and peer interaction (Nwqenyama, 1997). This is in line with the social isolation and the decreasing social cohesion which is mentioned by Bijl (2009). According to Kurland & Cooper (2002), implementing telework can result in anxiety for isolation and reduced access to information. According to Bailey & Kurland (1999), the frequency of teleworking influences social and professional isolation. Pinsonneault & Boisvert (1996) state that limiting the frequency of teleworking and oblige certain meetings decrease these feelings of isolation.

In contrast some authors suggest that the implementation of newWOW, more specifically the use of ICT, is not affecting social cohesion. In the desk-bound past, social interaction *in the office* used to be seen as something people did. However, in the future, more businesses will realize that personal interaction (*not only in the office*) is an essential element of the work itself (B Team & Virgin Unite, 2015). Collaborative technologies are fine for exchanging formal knowledge, and also work well in exchanging informal knowledge or personal level (e.g. passions, family, vacation, etc.) through social media technology. Social media at IBM and HP virtual room collaboration, as studied by Ouye (2011), are the stands out examples of social media success in keeping employees connect to each other. The study also mentions the greater possibility to build connections among employees, via the creation and user-generated content which allows a person to be connected to the mutual third person due to share the same personal information.

Another theory also agree that social cohesion is not mainly determined by traditional fixed working desks where people can interact next to each other from 9 to 5 every day. B Team & Virgin Unite (2015) suggest that social cohesion and collaboration are created when workplace are designed based around people, not desks. And as cited, furniture design company, Herman Miller notes the importance of random unplanned ‘collisions’ among staff from different disciplines as a hallmark of better collaboration.

2.6. Leadership

“The future of leadership will see employees being given far more freedom and opportunity. The days of successful leaders being overly controlling are numbered”.
– Richard Branson, Founder and Chairman of Virgin Group.

As we’ve seen throughout this research, the world of work is evolving faster than ever before. Employees of the future are set to demand transparency, flexibility in how they perform their roles, and the right to have their opinions and ideas heard – wherever they stand in the organization.

According to leadership expert, Tamara Erickson as cited on B Team & Virgin Unite (2015), the qualities we used to demand of leaders are becoming fast-redundant. For instance, leaders were once expected to have all the answers. Now it’s more useful for them to ask the right questions. One way to encourage innovation is to create an agile workplace, where employees who question the status quo, seek opportunities and take risks are rewarded rather than rejected.

Some authors also see a trend towards more humble leaders, brushed away from an image of ‘superstar CEOs’ of the past. Jeanine Prime and Elizabeth Salid, in an article for the Harvard Business Review, suggest that humility, demonstrated by things like admitting mistakes and taking risks for the greater good, is critical. They outline how these acts help build an environment where everybody can feel included. Future leaders, both male and female, will need a repertoire of what we currently call ‘soft skills’ – from motivating team members to showing empathy (B Team & Virgin Unite, 2015).

As shown in *Figure 6*, when looking into the history of leadership and its development, it can be stated that leadership changes the role of leader, the respect for a leader, and the leaders themselves are changed.



ADAPTED FROM: Collaborative lead training co.

Figure 6. Traditional vs. Collaborative Leaders.

Source: B Team & Virgin Unite (2015).

2.6.1. NewWOW and the Importance of Leadership

According to Kotter (1996) as cited by Pierik (2011), leadership is an important factor in a process of change. Many authors (Conger & Kanungo, 1988; Osborn, Hunt & Jauch, 2002; Lok & Crawford, 1999) claimed that leadership styles are related to coping with change. According to Kotter (1996) a leader must be able to influence the employees in order to achieve less resistance with organizational changes.

NewWOW can be described as an organizational change which has an impact on leadership. According to Wang & Walumbwa (2007), leadership can be seen as a moderator of the adoption of telecommuting, which is one of the most important components of newWOW. When implementing newWOW, employees are becoming self-managers, and therefore leaders can perceive loss of power, influence and importance (Manz, Keating & Donnellon, 1990). According to Baane et al. (2010), the behaviour of a leader should involve releasing employees and giving them confidence and trust.

According to Locke & Latham (1990) and Cascio (2000) as cited by Pierik (2011), a leader can no longer manage his/her employees by attendance but should manage employees by performance. As cited by B Team & Virgin Unite (2015), Malcolm Gladwell points out in an article for Forbes, "10 Ways Millennials are Creating the Future of Work", Millennials are more about 'the network' than 'the hierarchy'. And a generation prepared on leaderless platforms like Reddit and Twitter will naturally care more about collaboration.

This leadership is also described as coaching or serving leadership. According to McCready (2001), a leader becomes a facilitator, encouraging employees to make decisions on their own, but always being available for consultation. As Charlene Li, author of Open Leadership puts it, "middle managers were traditionally the gatekeepers between the top echelons and the front lines. Now they have to become facilitators" (B Team & Virgin Unite, 2015).

2.6.2. Leadership Theories Used for the Research

This research defines leadership from the view of contingency theory. Contingency theory suggests that a certain kind of leadership style works best in a certain situation, and therefore leadership is contingent. Because in this research the focus is on the change of a certain situation in an organization, contingency theories are best suited. When implementing newWOW, the context changes and leaders have to adapt to that. This theory places leadership in a context. Instead of assuming that there is only one best practice, contingency theory assumes a best fit approach dependent on situational context. Four different contingency theories will be discussed in order to assess which one best suits in coping with newWOW.

The Fiedler model (Fiedler, 1967)

This model assumes that performance depends on the interaction of a leader with his followers and the degree in which a leader can influence and control a situation. There are three situational factors (1) leader-member relations, (2) task structure, and (3) position power.

Leader participation model (Vroom & Yetton, 1973)

The model assumes that leadership must be adjusted to reflect the task structure based on a sequential set of rules, to determine the amount and form of follower participation in decision making. There are five leadership styles based on contingencies (1) Decide, (2) Consult individually, (3) Consult group, (4) Facilitate, and (5) Delegate.

Path- goal theory (House, 1971)

This model assumes that the leadership is related to guidance. The task of the leader is to assist followers and provide the support and directions that are needed to achieve goals. In this theory, the behaviour of the leader viewed as a source of satisfaction, which influences the performance; (1) Directive, (2) Achievement oriented, (3) Participative, and (4) Supportive.

Situational theory (Hersey, Blanchard & Johnson, 2001)

This model assumes that leadership is a process of influence. The Fiedler model is the same as the situational theory in the way that it defines a distinction in two dimensions in leadership (1) task behaviour, and (2) relationship behaviour. Task behaviour involves telling people exactly how to do their work, and relationship behaviour involves listening, facilitating and supporting a subordinate (Hersey et al., 2001; Pierik, 2011). There are four leadership styles (1) Telling, high task – low relationship, (2) Selling, high task – high relationship, (3) Participating, low task – high relationship, and (4) Delegating, low task – low relationship.

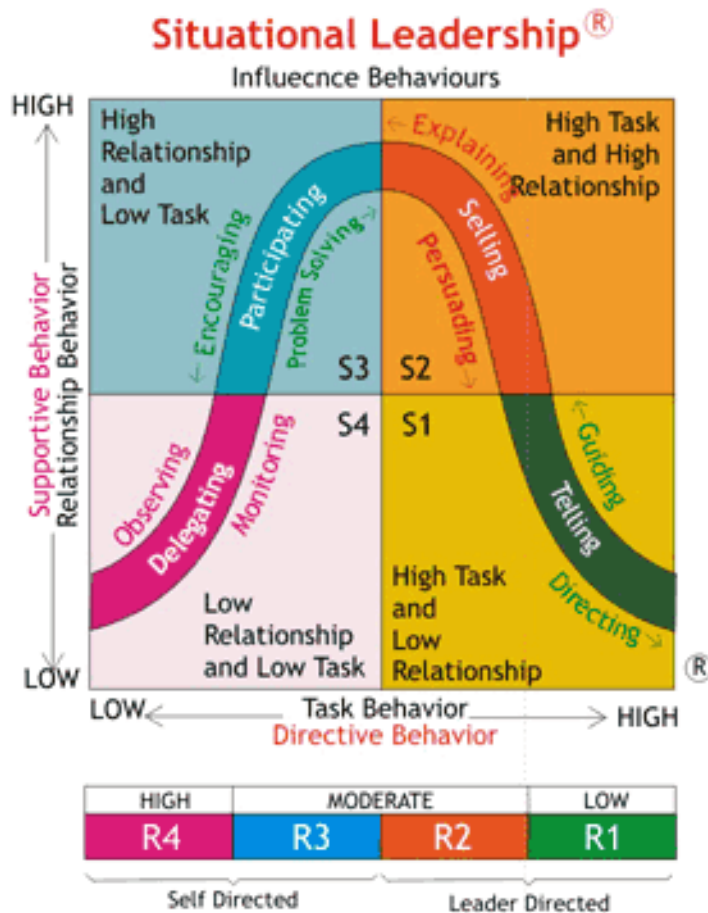


Figure 7. Situational Leadership Styles and Employees Readiness Levels. Source: Pierik (2011).

Another aspect of situational theory is the readiness level of employees. Readiness is defined as the ability and willingness of an employee. There are four levels of readiness which vary from unable and unwilling to able and willing. Each of these readiness levels is applicable to a certain kind of leadership style. A model was developed to illustrate their theory (see *Figure 7*).

Situational theory is perceived to be the most suitable model due to significant reason. The theory's two dimensions; task and relationship behaviours, are applicable in explaining the leadership role in new WOW implementations. Situational theory assumes that successful leadership is achieved by selecting the right leadership style which is contingent on the level of follower readiness. The job of a good leader is to assess the readiness level of an employee and chose the best matching leadership style. NewWOW requires that employees are self-direct (R4 and R3), therefore both the participating (S3) as the delegating (S4) leadership are suitable. A problem with the delegating leadership may occur if at a certain point there is no leadership at all, and employees are becoming fulltime self-managers (Pierik, 2011). Another problem might occur with participating leadership; when there is high relationship involved; managers should ensure that "always-on technology" does not translate into "always-on employees," as it can eventually lead to employee burnout (Reiche, 2012). In an article on smartphone stress, the BBC discusses how this can blur the boundaries between personal and professional lives – never giving 'always on' workers a chance to disconnect and relax (B Team & Virgin Unite, 2015).

Based on this theoretical framework the following hypotheses are developed:

Hypothesis-1 New Ways of Working increases work-life balance, for both men and women.

Hypothesis-2 New Ways of Working increases performance, by the use of ICT and flexible working.

Hypothesis-3a New Ways of Working, the implementation of Flexible Work Arrangement (FWA): flexi-time (flexibility in scheduling), teleworking (flexibility in location), and part-time (flexibility in length of the work), decreases social cohesion.

Hypotheses-3b High frequency of telework is negatively related to social cohesion.

Hypothesis-4a Social cohesion increases performance.

Hypothesis-4b Work-life balance increases performance

Hypothesis-5 Leadership is a moderator between New Ways of Working and social cohesion.

Hypothesis-6 Leadership is a moderator between New Ways of Working and work life balance.

Hypothesis-7 Leadership is a moderator between New Ways of Working and performance.

2.7. Revised Research Model

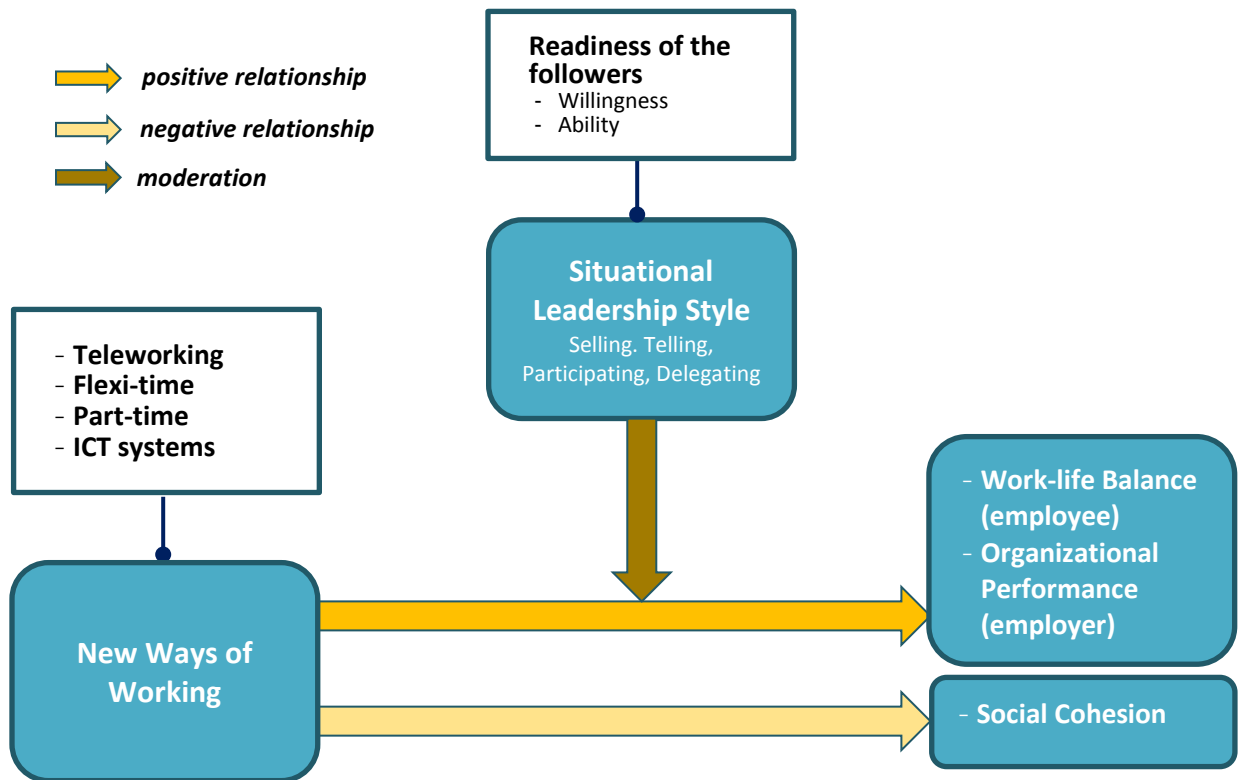


Figure 8. Revised Research Model

The theoretical framework was used to revise the existing research model. The main components of New Ways of Working are mentioned in the model. For the leadership variable, the situational theory is used, which describes four leadership styles. The important component of this theory is the readiness of the followers, which can be divided into psychological maturity, also known as willingness, and job maturity and as ability. The effects of newWOW are categorized based on its relationships; work-life balance and performance are expected as positive and social cohesion as negative.

3. METHODOLOGY

This chapter starts with an explanation of the type of research; followed by procedure of research, including methodological steps, choices taken during this research and description of the sample. In the final sub chapter, the operationalization of the variables is explained.

3.1. *Type of Research*

3.1.1. Aim

According to Pierik (2011), in general there are two different aims for a research; applied and basic (fundamental). Applied research is used when there is a practical problem that needs to be solved. For basic research there is no, so called, commercial value of the research. The aim of this research is fundamental, because it is based on interest to a certain scientific question.

3.1.2. Purpose

One can distinguish three different types of research; explanatory, exploratory, and descriptive. Exploratory research involves developing new theories and ideas about problems and contexts. For descriptive research, the name speaks for itself; describing a problem, context or a situation, which is often done by creating a complex model. Explanatory research involves testing causes. This research has two aims; testing expected relations from popular theory, and developing theory by empirical research. This means that this research can be classified as both explanatory and exploratory. Explanatory research hypothesis are often being tested by the use of quantitative methods.

3.1.3. Time

When developing a research design, a choice can be made between a cross sectional and a longitudinal research design. Longitudinal research involves gathering data from different moments in time and making series of observations. Cross sectional design involves data gathering at one moment in time. Because this research has a time limitation of approximately six months, longitudinal research was not possible. Data was gathered at one moment and therefore this research can be classified as a cross sectional design.

3.1.4. Type of Data

Before gathering data a choice had to be made between a qualitative and a quantitative research. Qualitative research involves analyses of data as words derived from for example interviews. Quantitative research involves numerical data. Because a high amount of respondents are needed to test relationships and develop new ones, the data was gathered through a survey which provides quantitative data. As stated before, quantitative data is often used in explanatory research.

3.2. Procedure

3.2.1. Sample Selection

Because the main focus of this research is to test relations between newWOW and its effects, the population of interest are employees that work with the concept of newWOW. Because of validity issues and the areas of study, this research used random (probability) sampling based on criteria needed for the research: employees who are working in creative sectors (according to twelve creative sectors by DCMS 2006). As discussed before in earlier chapter, creative industries are most likely in favour to implement or in the process of implementing newWOW due to the characteristic of the business and the people. The creative organizations that were participated differ in size, and geographically selected and targeted to developed countries considering their emerging market and rapid changing work environments.

A background study was performed towards some creative agencies and studios. The selections were based on the geographical locations, the sizes, the year of establishment, and the potential newWOW implementation from ICT systems, flexible and inspiring workplace design, also flexible working hour arrangement (FWA). To collect responds from the selected organizations, 8 different organizations were visited and, in most cases, received physical questionnaires for the research. 7 out of 8 were willing to participate in this research, all (and some are more than half of the employees) returned complete questionnaires. After a period of four weeks, all physical questionnaires were collected back from seven organizations.

Aside from physical questionnaires, online questionnaires were also distributed. Participations in this survey were possible by using a link to the survey website. The link was posted in message invitation via LinkedIn, Facebook, and Gmail email campaign – prior profession background check. The link was sent together with the information about the research and was open for about four weeks. Every 2 weeks a reminder with the link was sent via the same means. In one case there was the possibility to directly send an email with the link to a group of employees; this email has been sent one time.

3.2.2. Data Collection

Because the goal of this research is to test relations and develop new insights, a quantitative data collection method is chosen. An online and a physical survey (same content, Appendix A) were used. Survey method has multiple advantages because it is cheap and easy to use for the respondent (Heerwegh & Loosveldt, 2002; Pierik, 2011). Due to practical reason, a survey website (surveygizmo.com) was used to perform the online survey. All data is directly converted to a SPSS data file, which rules out the possibility of making mistakes when entering the data (Smith, 1997; Pierik, 2011).

According to Dillman, Tortora & Bowker (1999) as also mentioned by Pierik (2011); there are eleven principles for a successful survey. All principles which were applicable were used in the design of the survey. For instance, a welcome screen that is motivating, a simple first question, no use of obliged questions, all options for answers are visible in one screen, a figure that shows how long it will take to complete the survey (Appendix A).

General demographic questions begin the survey; gender, age, educational levels, and geographical locations. Demographic questions are an important aspect of any survey as they are designed to help survey researchers determine what factors may influence a respondent's answers, interests, and opinions. Demographic information will allow to cross-tabulate and compare subgroups to see how responses vary between these groups (Wyse, 2012). The age ranges were drawn up by considering the active working age for Millennial. Educational levels options are set based on the international standard major categories of education (Wikipedia, 2015; Study, n.d.).

The survey is continued with more specified series of questions relate to the context of the research, ways of working; Full Time Employment (FTE), working time arrangement, years of service, department and designation, and the company size. The FTE information is important to define the length of work in which might determine the reconciliation of work and private life. The working time arrangement information is needed to identify how the newWOW concept has been or will be implemented. In full-time arrangement setting, flexible working will be defined as convenience in planning without reducing the working time, as well as the location of work (Shagvaliyeva & Yazdanifard, 2013), known as flexi-time. In part-time arrangement, flexible working will be defined as the right to reduce working hours or the length of work (Chung & Tijdens, 2013). Freelance is provided as the third option of working time arrangement considering that creative business is a lifestyle business, in which less structured working patterns are the characteristic of the workers (Carr, 2009). Freelance is a very common practice or a trend in creative business due to the individuals' desire to retain their creative freedom (Nagy, Creighton, & Langhoff, 2013). In freelance setting, newWOW concept will be defined as convenience in planning working time, duration, location, and job sharing. Furthermore, the years of service as the independent variable is expected to be giving different effects towards the dependent variables; social cohesion, work-life balance, and performance. Department and designation information is needed to limit the responses focusing only on DCMS twelve creative sectors. And lastly, the company size information is identified by the number of staffs employed. The numbers of staffs' ranges are using The Drum Design Census, a research report on the UK design industry. The Census was organized into four groups: agencies with over 40 staff, agencies with 20-39 staff, those with 10-19 staff and shops with fewer than 10 staff (The Drum Modern Marketing, 2015).

3.2.3. Variables

A variable is any characteristic that is measured or captured in a dataset – any factor/issue under investigation. Variables can be classified as independent or dependent variables; Independent variables are also called explanatory variables and are examined to see how they explain, predict, or influence other variables – called dependent variables. Dependent variables are the variables that are believed to be influenced by independent variables.

There are total of five independent variables in this research:

- Gender
- Age
- Educational level
- Full Time Employment (FTE)

- Years of working

And there are seven dependent variables that will be studied in this research:

- New Ways of Working (newWOW)
- Task behaviour
- Relationship behaviour
- Readiness level
- Social cohesion
- Work-life balance
- Performance

3.2.4. Description of the Sample

14 different countries were participated in this survey. The sample for this research is focused on employees from developing countries, with reasons discussed on earlier chapter. Based on Isi-web.org (2015), 8 countries from the lists are developing countries; Indonesia, Malaysia, India, South Africa, Maldives, Kenya, Vietnam, and China – eliminated the other 6; Canada, Brunei, UK, Singapore, Taiwan, and Australia.

Their jobs and departments vary within range of creative industries based on DCMS twelve creative sectors. There was also variation in the number of years of their service within the range of less than a year to 20 years. 79% of the respondents are full time employed, about 8% are part-time workers, and 13% are freelancer. The greatest part (>83%) of the respondents' age lies between 20 and 30, 55% of the respondents are male and 47% are female. The educational levels also vary; about 65% of the respondents are having Bachelor Degree, 20% Diploma & Advance Diploma, and the rest are Postgraduate Degree, Secondary school, and Vocational Education. The creative industries are understood to employ more highly skilled workers, thus, employees in the creative industries are more likely to be qualified to degree level DCMS (2007), cited by Carr (2009). A graphic view of the sample can be found in Appendix B.

3.3. Instruments

In this research, two different validated scales are used; two self-constructed scales – based on Pierik's (2011) research questionnaire, and five existing scales from extant studies. The survey is existed from 21 questions with total of 94 items (Appendix A).

Cronbach's Alpha was used to test the inter-items consistency and assess the reliability of the survey. According to Nunnally & Bernstein (1994) as stated on Pierik (2011), the reliability of a variable is good when alpha is higher than .70, sufficient when the alpha is between .60 and .70, and insufficient when alpha is lower than .60 (p.265). The seven variables in this research are based on Pierik (2011) study; New Way of Working, Task Behaviour, Relationship Behaviour, Readiness, Social Cohesion, Work-life Balance, and Performance. Six out of seven variables scored "good" and one variable scored a "sufficient" alpha.

3.3.1. New Ways of Working (newWOW)

The newWOW scale was specially developed for this research. For measuring the maturity of newWOW, items were adapted from “Telewerken Waterschappen” (Pierik, 2011) and some items were developed by Pierik (2011). All the items used in the questionnaire were based on the theory of Baane et al. (2010) who divides the main components of newWOW into *bricks*, *bytes* and *behaviour*. Examples for bricks “In our organization the office is a meeting place”, for bytes “In our organization there are sufficient ICT facilities to support working from home”, and for behaviour “In our organization the culture is aimed at collaboration on distance”. Adding to these bricks, bytes, and behaviour, two items to measure the frequency of teleworking were included. The variable consists of 16 items ($\alpha=.71$), which could be rated by a five-point Likert scale from strongly disagree (1) to strongly agree (5). Items ten, four, and seven are mentioned as examples.

For dividing the respondents into phases of newWOW, the minimum and the maximum score were calculated, which is 16 to 80 points. Because the two extremes of a question are rarely chosen the points per phase are not equally divided. Phase 1, score 16 – 40; Phase 2, score 41 – 55; Phase 3, and score 56 - 80.

3.3.2. Social Cohesion

For measuring the degree of social cohesion, a validated questionnaire from Hoegl and Gemuenden (2001) was used. The variable consisted of six items ($\alpha=.89$) on a four point Likert scale from strongly disagree (1) to strongly agree (4). An example “Team members in my team have a strong relationship”. Item one is mentioned as example.

3.3.3. Work-life Balance

For measuring work-life balance, a part (WIPL) of a validated questionnaire of Hayman (2005) was used. The variable consisted of seven items ($\alpha=.83$) on a five point Likert scale from never (1) to always (5). An example “I neglect personal needs because of work”. Item three is mentioned as example.

3.3.4. Performance

For measuring the performance, a research of Delaney and Huselid (1996) was used. The items for measuring Perceived Organizational Performance are somewhat altered into the context of a service organization. The variable consisted of six items ($\alpha=.73$) on a five point Likert scale from very good (1) to very bad (5). An example “The quality of our service”. Item one is mentioned as example.

3.3.5. Leadership

Situational leadership can be measured by a combination of scores, from task and relationship behaviour. A part of a validated and consistent questionnaire, the Leader Behaviour Description Questionnaire (LBDQ XII) was used to develop two variables. In

the LBDQ, initiation of structure represents task behaviour and consideration represents relationship behaviour.

For measuring task behaviour, nine items ($\alpha=.68$) on a five-point Likert scale from always (1) to never (5) were used. An example "My leader encourages the use of uniform procedures". The original variable consisted of ten items, but because of a fault made in the questionnaire one item needed to be deleted. This can also be an explanation for the moderate Cronbach's Alpha. For measuring relationship behaviour, ten items ($\alpha=.93$) on a five point Likert scale from always (1) to never (5) were used. An example "My leader is friendly and approachable". Items three and two are mentioned as examples.

To measure the readiness of the employees, a new scale was developed based on Vechhio et al. (2011) article and Pierik's (2011) questionnaire. The variable consist of four items ($\alpha=.95$) on a five point Likert scale from strongly disagree (1) to strongly agree (5). Readiness was divided into ability and willingness, where ability is the job maturity and willingness is the psychological maturity. An example "I have the right knowledge to accomplish my tasks". Item one is mentioned as example.

4. RESULTS

In this chapter all data analysis will be presented in tables and figures. Through extensive data analysis, the hypotheses of this research will be accepted or rejected. Further explanation and discussion of all analysis will be given in Chapter Five.

4.1. About the Survey

- 337 Survey participants
- 266 Qualified complete survey
- 57% Implemented newWOW concept (one or more components)
- 85% Creative industries (DCMS, 2006)
- 15% Others (academic, banking, and professional services)
- 47% Mid-size or smaller companies
- 96% Developing countries-based organizations

The sample consisted of 337 respondents with 276 completed surveys. As 6 developed countries are taken out from the lists, 12 from total respondents are disqualified, resulting in 266 qualified respondents. The greatest part (>83%) of the respondents' age lies between 20 and 30, 55% of the respondents are male, and 45% are female. 65% of the respondents are having Bachelor Degree.

4.2. Quantitative Data Analysis

4.2.1. Statistics

Based on a study guide from University of North Texas College of Business, it was explained that in quantitative research, there are two general categories of statistics: *Descriptive Statistics* that is used for summarising, organizing, graphing and describing data and *Inferential Statistics* that allow one to draw inferences to the population on the basis of sample data. Inferential Statistic is represented as tests of significance (test relationships and differences).

Descriptive Statistics

This analysis include: (1) Frequencies or percentages, (2) Means, Standard Deviations, Medians, Modes and Ranges, (3) Cross tabulations. Although relevant, descriptive statistics give limited and inconclusive information.

Inferential Statistics

In particular, these statistics test for statistical significance of results – i.e. statistically significant relationships between variables (Associational Inferential Statistics), or statistically significant differences between two or more groups (Comparative Inferential Statistics). In deciding which inferential statistics to use, how many variables are being examined have to be considered. Two popular tests that can be used to examine differences between various groups of participants are: (1) Independent samples t-test; test of difference between 2 groups, and (2) One-way Analyses of Variance (ANOVA); test of difference between 3 groups or more. Statisticians often choose a cut-off point under which a p-value is used as an indicator of statistical significance. If the p-value is

less than or equal 0.05 (5%), the result is deemed statistically significant, i.e., there is a significant relationship between the variables.

4.2.2. Type of Variables

Variables can be measured in one of two general ways: As a categorical variable or as a quantitative/numerical variable.

Quantitative/numerical Variable

This variable has numeric values such as 1, 5,-9, 17.43, etc. Values can range between the lowest and highest points on the measurement scale. Examples of quantitative/numerical variables: height, weight, number of absences, income and age.

Categorical Variable

This variable has a limited number of values. Each value usually represents a distinct label or category: Gender is categorical = Male and Female; Educational level = Primary, Secondary, Undergraduate, Post Graduate; Age measured as categories: 18-26 years, 27- 35 years, Over 35 years. Categorical variables differ in kind or type, whereas quantitative/numerical variables differ in quantity or distance.

4.3. Analysis per Variable

In this sub chapter all the variables from the questionnaires are analysed and described.

4.3.1. New Ways of Working

In this research, the level of newWOW is based on components from theory of Baane et al. (2010) *bricks, bytes and behaviour*. The level of how much components of newWOW are implemented will be referred as maturity of New Ways of Working that will be seen as Phase 1, Phase 2, and Phase 3. The number of sample is 234, 32 out of the total 266 respondents are not included as they work as freelancer. As discussed earlier, in freelance setting, newWOW concept will be defined as convenience in planning working time, duration, location, and job sharing (all the three *bricks, bytes and behaviour* are implemented).

Adding to these *bricks, bytes, and behaviour*, two items to measure the frequency of teleworking were included. For dividing the respondents into phases, the questions consist of 16 items ($\alpha=.71$), which could be rated by a five-point Likert scale from strongly disagree (1) to strongly agree (5). Knowing that one can score from 16 to 80, total the minimum and the maximum score were calculated, which is 16 to 80 points. Phase 1, score 16 – 40; Phase 2, score 41 – 55; Phase 3, score 56 - 80. NewWOW maturity are measured based on the used Likert scales per item.

Table 2 shows that out of three, two *bricks* items are implemented. They are categorized as Phase 3 maturity level as >100 respondents agree that their organizations have it implemented.

Table 2a. Bricks Component (n=234)

Bricks	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
Workstations are left empty and tidy after a working day	7 3.0%	48 20.5%	64 27.4%	91 38.9%	24 10.3%
Everyone doesn't have a fixed workplace	36 15.4%	128 54.7%	35 15.0%	30 12.8%	5 2.1%
The office is a meeting place	5 2.1%	30 12.8%	69 29.5%	108 46.2%	22 9.4%

Table 2b. Bricks Component Maturity (n=234)

Bricks	PHASE 1	PHASE 2	PHASE 3
Workstations are left empty and tidy after a working day	55 23.5%	64 27.4%	115 49.2%
Everyone doesn't have a fixed workplace	164 70.1%	35 15.0%	35 14.9%
The office is a meeting place	35 14.9%	69 29.5%	130 55.6%

Table 3 shows that all five *bytes* items are implemented. They are categorized as Phase 3 maturity level as for most items, >100 (or about half of total) respondents agree that their organizations have it implemented. However, there are only small differences between Phase 2 and Phase 3 for two items, item four and five.

Table 3a. Bytes Component (n=234)

Bytes	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
There are sufficient ICT (Information Communication Technologies, e.g. internet, personal workstation, smart devices, groupware & social software) facilities make teleworking possible	7 3.0%	21 9.0%	35 15.0%	122 52.1%	49 20.9%
It is possible to make sufficient use of ICT facilities outside the office (including at home)	14 6.0%	31 13.2%	59 25.2%	105 44.9%	25 10.7%
All data are available digitally	9 3.8%	30 12.8%	46 19.7%	115 49.1%	34 14.5%
I can have meeting online without any problems	18 7.7%	52 22.2%	74 31.6%	76 32.5%	14 6.0%
Almost everyone shares his / her work with others	4 1.7%	28 12.0%	70 29.9%	100 42.7%	32 13.7%

Table 3b. Bytes Component Maturity (n=234)

Bytes	PHASE 1	PHASE 2	PHASE 3
There are sufficient ICT (Information Communication Technologies, e.g. internet, personal workstation, smart devices, groupware & social software) facilities make teleworking possible	28 12%	35 15.0%	171 73%
It is possible to make sufficient use of ICT facilities outside the office (including at home)	45 19.2%	59 25.2%	130 55.6%
All data are available digitally	39 16.6%	46 19.7%	149 63.6%
I can have meeting online without any problems	70 19.9%	74 31.6%	90 38.5%
Almost everyone shares his / her work with others	32 13.7%	70 29.9%	132 56.4%

Table 4a shows that out of six, four *behaviours* items are informally implemented. The “neither agree nor disagree” responses indicating that there might be inconsistent frequencies and no clear rules in how these behaviours been applied, informal implementation also tends to emerge unevenly across the organization, resulting in employee feelings of “haves” and “have nots.” (Nagy, Creighton, & Langhoff, 2013). This understanding is also supported by the maturity level as shown in Table 4b; there are only three implemented behaviours (instead of four) due to uneven emersion of item one. Two out of three implemented behaviours categorized as Phase 3 maturity level with very small differences with Phase 2, indicating about 100 (or about half of total) respondents agree that their organizations have it implemented informally.

Table 4a. Behaviours Component (n=234)

Behaviours	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I can choose my working hours	54 23.1%	48 20.5%	55 23.5%	54 23.1%	23 9.8%
I’m not supposed to be in the office during working hour at all times	33 14.1%	75 32.1%	63 26.9%	49 20.9%	14 6.0%
The office’s culture is aimed at collaboration on distance (online)	18 7.7%	51 21.8%	81 34.6%	68 29.1%	16 6.8%
Office’s culture is not based on collaboration via face-to-face	29 12.4%	136 58.1%	56 23.9%	11 4.7%	2 0.9%
The executives are sufficiently effective in managing the newWOW	7 3.0%	36 15.4%	95 40.6%	80 34.2%	16 6.8%
The HR schemes are well tuned to newWOW	15 6.4%	37 15.8%	112 47.9%	61 26.1%	9 3.8%

Table 4b. Behaviours Component Maturity (n=234)

Behaviours	PHASE 1	PHASE 2	PHASE 3
I can choose my working hours	102 43.6%	55 23.5%	77 32.9%
I'm not supposed to be in the office during working hour at all times	108 46.2%	63 26.9%	63 26.9%
The office's culture is aimed at collaboration on distance (online)	69 29.5%	81 34.6%	84 35.9%
Office's culture is not based on collaboration via face-to-face	165 70.5%	56 23.9%	13 5.6%
The executives are sufficiently effective in managing the newWOW	43 18.4%	95 40.6%	96 41%
The HR schemes are well tuned to newWOW	52 22.2%	112 47.9%	70 29.9%

Having all the three components' data together, *bytes* is the most implemented and most familiar component according to all respondents; followed by *behaviour* and *bricks* in sequence. From total of 14 items, 9 items have Phase 3 maturity level, indicating that more than half (57%) of total respondents see these items have been implemented in their organizations within range of one to three years (see *Chart 1*).

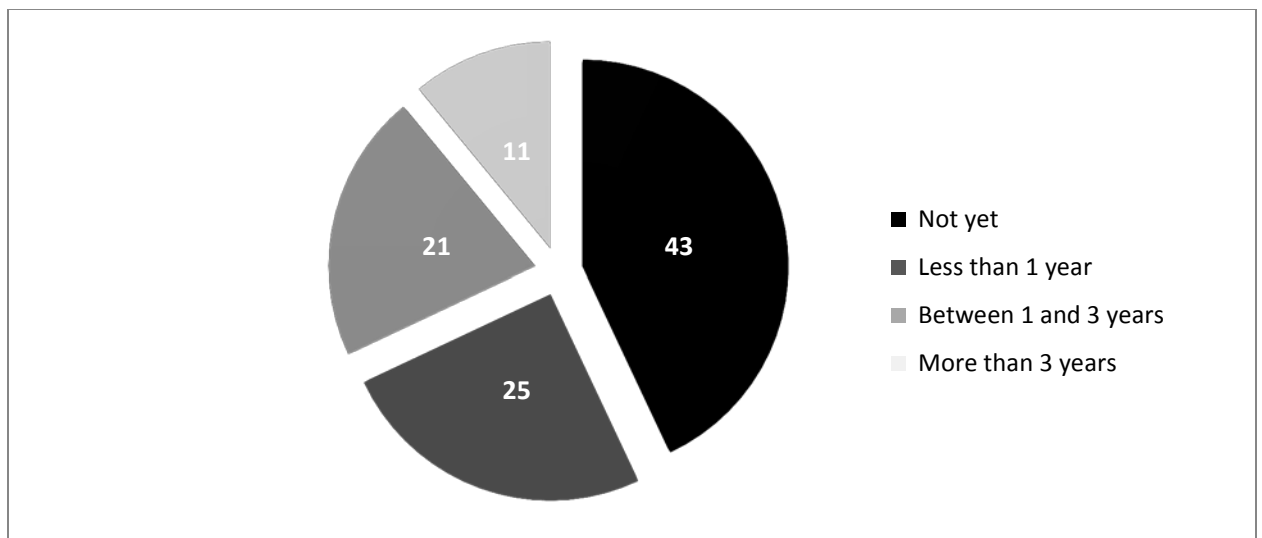


Chart 1. Length period of time newWOW components have been implemented.

4.3.2. Teleworking

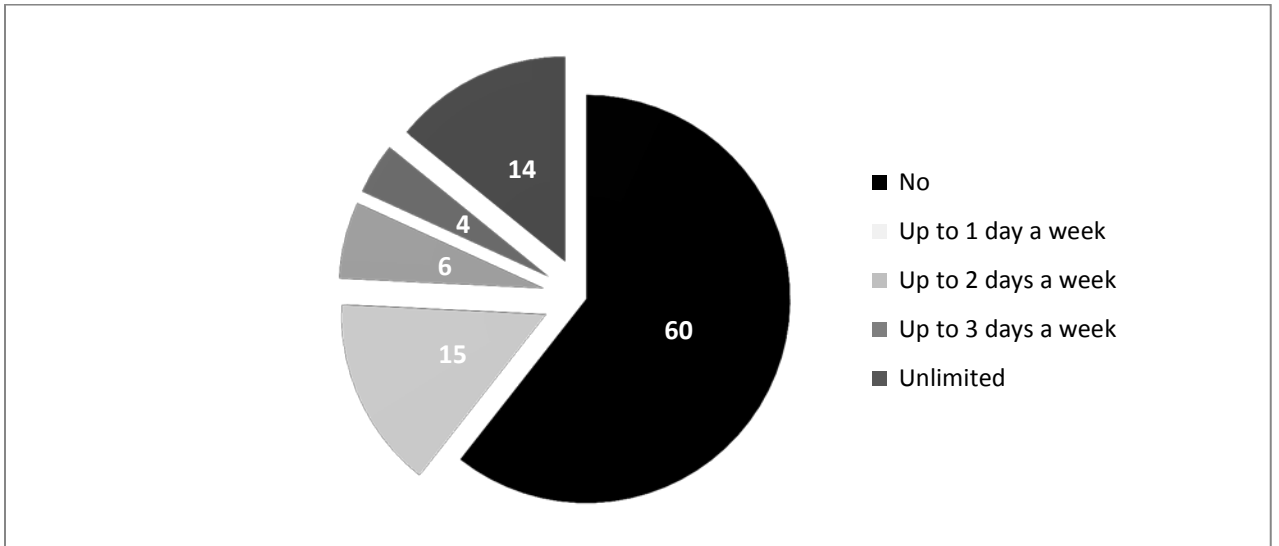


Chart 2a. Possibility to work at home or outside the office

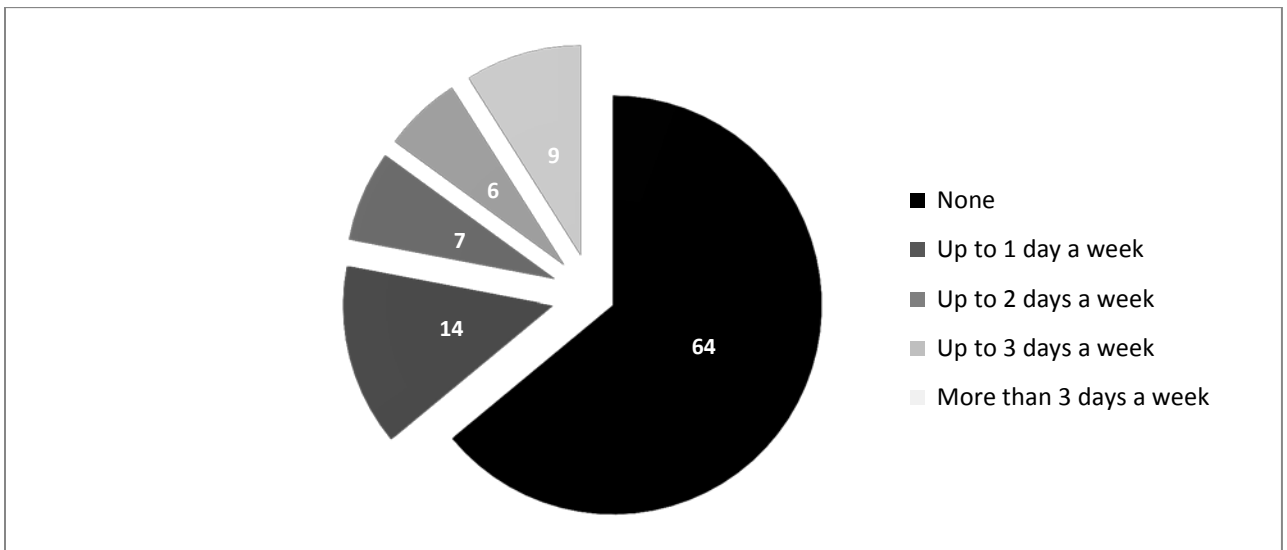


Chart 2b. Average working days at home or outside the office

A frequencies Descriptive Statistics analysis for means was performed. The number of sample is 234, 32 out of the total 266 respondents are not included as they work as freelancer.

Table 5 shows that 93 employees have the possibility to work from outside the office, however not all (only 85 employees) use this possibility. And those who use the possibility, not all of them make use the maximum days.

Table 5. Working outside the office (days per week), n=234

	Never	Max. 1 day	Max. 2 days	Max. 3 days	More than 3 days	Mean
Possibility to work outside the office	141 60.3%	36 15.4%	15 6.4%	9 3.9%	33 14.1%	1.96
Work outside the office	149 63.7%	33 14.1%	16 6.8%	15 6.4%	21 9.0%	1.83

4.3.3. Goals and Possible Obstacles of New Ways of Working

To analyse the goals and obstacles of newWOW implementation, a frequencies Descriptive Statistics analysis for means was performed. The number of sample is 234, 32 out of the total 266 respondents are not included as they work as freelancer, who is not necessarily committed to a particular employer or organization (Owais, 2012). Therefore, their responses in identifying goals of newWOW implementation in an organization are considered practically irrelevant. Table 6 shows an analysis of the respondents' opinion about the goals of implementing newWOW and Table 7 shows the obstacles in the implementation of newWOW.

Table 6. Goals of New Ways of Working (n=234)

Goals	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Mean
Less office space needed (less m2) by less fixed workstations	15 6.4%	40 17.1%	95 40.6%	74 31.6%	10 4.3%	3.10
Improved work-life balance (better reconciliation of work and private life)	5 2.1%	6 2.6%	32 13.7%	130 55.6%	61 26.1%	4.01
Being more attractive/sociable employer	3 1.3%	12 5.1%	49 20.9%	121 51.7%	49 20.9%	3.86
Time savings (decreases travel time)	3 1.3%	8 3.4%	39 16.7%	115 49.1%	69 29.5%	4.02
Cost savings	2 0.9%	10 4.3%	46 19.7%	117 50.0%	59 25.2%	3.94
Higher productivity	3 1.3%	29 12.4%	73 31.2%	83 35.5%	46 19.7%	3.60
Improved focused working	3 1.3%	28 12.0%	72 30.8%	93 39.7%	38 16.2%	3.58
Saving of the environment (CO2 reduction) by less home-work traffic	3 1.3%	7 3.0%	58 24.8%	117 50.0%	49 20.9%	3.86
Improved alignment of work task and work space	2 0.9%	14 6.0%	75 32.1%	117 50.0%	26 11.1%	3.65
Improved services to customers	5 2.1%	21 9.0%	81 34.6%	88 37.6%	39 16.7%	3.58
Improved communication	10 4.3%	36 15.4%	62 26.5%	78 33.3%	48 20.5%	3.50

Based on the Means of 11 different goals, the top three opinions from the respondents are: (1) Time savings (decreases travel time), (2) Improved work-life balance (better reconciliation of work and private life), and (3) Cost savings; followed by two other significant opinions: (4) Saving of the environment (CO2 reduction) by less home-work traffic, and being more attractive/sociable employer. The second goal supports the hypothesis that is made in the theoretical framework; newWOW improve work-life balance.

Table 7. Obstacles of New Ways of Working (n=234)

Obstacles	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Mean
There are no clear procedures and rules of behaviour	8 3.4%	32 13.7%	54 23.1%	116 49.6%	24 10.3%	3.50
Our culture is not aimed at newWOW	8 3.4%	33 14.1%	86 36.8%	83 35.5%	24 10.3%	3.35
Our office is not designed for newWOW	11 4.7%	45 19.2%	75 32.1%	82 35.0%	21 9.0%	3.24
Leaders (supervisors) do not support newWOW	8 3.4%	43 18.4%	92 39.3%	59 25.2%	32 13.7%	3.27
The top level of our organization does not support newWOW for 100%	12 5.1%	25 10.7%	96 41.0%	70 29.9%	31 13.2%	3.35
The HR support is insufficient	5 2.1%	30 12.8%	107 45.7%	60 25.6%	32 13.7%	3.36
It is difficult to collaborate with all teleworkers	6 2.6%	25 10.7%	91 38.9%	85 36.3%	27 11.5%	3.44
Our business processes are not suitable for newWOW	12 5.1%	47 20.1%	83 35.5%	68 29.1%	24 10.3%	3.19
The working hours are not flexible enough	7 3.0%	60 25.6%	65 27.8%	76 32.5%	26 11.1%	3.23
The employees have too little discipline	10 4.3%	48 20.5%	82 35.0%	68 29.1%	26 11.1%	3.22
The task allocations are not suitable for newWOW	7 3.0%	44 18.8%	102 43.6%	64 27.4%	17 7.3%	3.17
Teleworkers are too less reachable	6 2.6%	30 12.8%	106 45.3%	76 32.5%	16 6.8%	3.28

Based on the Means of 12 different possible obstacles, the top three opinions from the respondents are: (1) There are no clear procedures and rules of behaviour, (2) It is difficult to collaborate with all teleworkers, and (3) The HR support is insufficient. The first possible obstacle supports the earlier data analysis about informal implementation of newWOW on Table 4a.

4.3.4. Effects of New Ways of Working

In this section the three assumed effects of newWOW are discussed. To analyse and determine most frequent answers, a frequencies Descriptive Statistics analysis for means was performed.

Social Cohesion

The number of sample is 266, 32 freelancers are included considering that although they are not necessarily committed to a particular employer or organization; freelancer might also work in a team as what they call partners they can collaborate with (Owais, 2012). *Table 8* shows that about 68% of the respondents “agree” and 20% are “strongly agree” that their team is a strong team. This is the opposite of what was suggested as **H3** suggests that newWOW decreases social cohesion. A correlation test is needed to assess the hypothesis.

Table 8. Social Cohesion (n=266)

Social Cohesion	Strongly disagree	Disagree	Agree	Strongly agree	Mean
Team member(s) in my team have a strong relationship	2 0.8%	33 12.4%	176 66.2%	55 20.7%	3.07
Team member(s) are proud to be part to determine the team	0 0.0%	30 11.3%	193 72.6%	43 16.2%	3.05
We are a strong team	1 0.4%	30 11.3%	181 68.0%	54 20.3%	3.08
There are many personal conflicts in my team	43 16.2%	143 53.8%	74 27.8%	6 2.3%	2.16
Each team member feels responsible for preserving and protecting our team	3 1.1%	44 16.5%	188 70.7%	31 11.7%	2.93
A bond exists between all of my team member(s)	4 1.5%	39 14.7%	190 71.4%	33 12.4%	2.95

Work-life Balance

The number of sample is 266 as 32 freelancers are included. *Table 9* shows that work-life balance is most experienced between “moderate” and “good” (between occasionally and rarely), and experienced as “moderate” by about 33% of the respondents who feel happy with the amount of free time for their personal activities.

The opinion “Never” indicates very good work-life balance, “Rarely” for good work-life balance, “Occasionally” as moderate work-life balance, “Often” as bad work-life balance, and “Always” as very bad work-life balance. As an example, “My personal life never suffers from my work” indicates very good work-life balance. To see if this is in line with **H1**, which suggests that newWOW improves Work-life Balance, the next sub chapter will provide a correlation analysis.

Table 9. Work-life Balance (n=266)

Work-life Balance	Never	Rarely	Occasionally	Often	Always	Mean
My personal life suffers from my work	26 9.8%	64 24.1%	108 40.6%	54 20.3%	14 5.3%	2.87
My work makes my personal life difficult	40 15.0%	85 32.0%	89 33.5%	41 15.4%	11 4.1%	2.62
I neglect personal needs because of work	38 14.3%	77 28.9%	86 32.3%	51 19.2%	14 5.3%	2.72
I put aside my personal life for my work	35 13.2%	71 26.7%	81 30.5%	56 21.1%	23 8.6%	2.85
I cannot conduct personal activities because of my work	38 14.3%	81 30.5%	84 31.6%	49 18.4%	14 5.3%	2.70
I find it difficult to separate work and home life	57 21.4%	83 31.2%	81 30.5%	31 11.7%	14 5.3%	2.48
I am happy with the amount of free time for my personal activities	22 8.3%	51 19.2%	87 32.7%	75 28.2%	31 11.7%	3.16

Performance

The number of sample is 266 as 32 freelancers are included. Table 10 shows that performance is perceived in between “moderate” and “good” by about 33% of the respondents in how their organizations able to keep employees. To test if this is in line with H2, which suggests that newWOW improves the performance the next sub chapter will provide a correlation analysis.

Table 10. Performance (n=266)

Performance	Very Good	Good	Moderate	Bad	Very Bad	Mean
The quality of our service	40 15.0%	158 59.4%	61 22.9%	4 1.5%	3 1.1%	2.14
The development(s) of our service	35 13.2%	141 53.0%	81 30.5%	4 1.5%	5 1.9%	2.26
The ability to attract new employees	39 14.7%	109 41.0%	91 34.2%	20 7.5%	7 2.6%	2.42
The ability to keep employees	32 12.0%	82 30.8%	95 35.7%	36 13.5%	21 7.9%	2.74
The customer’s satisfaction	39 14.7%	145 54.5%	72 27.1%	8 3.0%	2 0.8%	2.21
The relationship between management and co-workers	34 12.8%	103 38.7%	95 35.7%	20 7.5%	14 5.3%	2.54
The relations between employees	63 23.7%	134 50.4%	64 24.1%	4 1.5%	1 0.4%	2.05

4.3.5. Effects and Differences of Independent Variables

In this section the differences between the groups of independent variables will be discussed, Inferential Statistics test was performed. An overview of all analyses is given in Table 11 until 16. The analyses showed that there are differences in age groups. Although there are some differences in groups, nothing was classified as significant at $p = <.05$.

Gender

An Independent Samples T-test was performed to examine whether there was a significant difference between Male and Female group in relation to their experience in newWOW effects. Gender as the independent variable is categorical and dichotomous (only two categories). Two groups are compared to determine whether they are significantly different from each other. Significance of the analyses will be assessed at the $p < .05$.

- Independent variable = Gender (with only two groups, Male and Female).
- Dependent variables = Social cohesion, work-life balance, and performance (which will be analysed one by one) are numerical on a five-point Likert scale.

Group Statistics

What is your gender?		N	Mean	Std. Deviation	Std. Error Mean
We are a strong team:	Male	147	3.14	.544	.045
The social cohesion within your team	Female	119	3.02	.596	.055

The means represent the average social cohesion experience scores for the group on a five-point scale. One can see clearly that the average social cohesion experience for Male group is 3.14, whereas for Female group is 3.02. However, conclusions can't be made that one category is significantly more than another category without examining the statistical significance of the result.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
We are a strong team:	Equal variances assumed	.595	.441	1.702	264	.090	.119	.070	-.019	.257
The social cohesion within your team	Equal variances not assumed			1.686	241.937	.093	.119	.071	-.020	.259

The Laverne's test of .441 ($p > .05$) indicates that equal variances can be assumed. The t-test significance is .090 ($p > .05$), so it does not appear to be a significant difference in means. The null hypothesis (no difference) is supported. The same method was performed to calculate means for the other two dependent variables. There is no significant difference in means for work-life balance, and neither performance (*Table 11 and Appendix E*). Given the significant result found, it can be conclusively argue that the two groups have no significant difference in experiencing social cohesion, work-life balance, and perceiving company performance.

Table 11. Differences between Gender (n=266)

Gender	Social Cohesion		Work-life Balance		Performance	
	Mean	SD	Mean	SD	Mean	SD
Male	3.14	0.54	3.15	1.10	2.78	1.10
Female	3.02	0.60	3.17	1.14	2.70	1.06

Age group

A one-way ANOVA was conducted to examine whether there was a significant difference between age group in relation to their experience in newWOW effects. Age group as the independent variable is categorical and consists of six categories. However, no respondents are “between 50 to 60” or “60 years or older”, therefore only four categories will be analysed. The test will determine which groups differ significantly. Significance of the analyses will be assessed at the $p < .05$.

- Independent variable = Age group (four groups).
- Dependent variables = Social cohesion, work-life balance, and performance (which will be analysed one by one) are numerical on a five-point Likert scale.

Descriptives

We are a strong team: The social cohesion within your team

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
under 20 years old	2	3.00	.000	.000	3.00	3.00	3	3
20-30 years old	222	3.05	.560	.038	2.98	3.13	1	4
30-40 years old	39	3.23	.627	.100	3.03	3.43	2	4
40-50 years old	3	3.33	.577	.333	1.90	4.77	3	4
Total	266	3.08	.570	.035	3.01	3.15	1	4

The means represent the average social cohesion experience scores for the group on a five-point scale. However, conclusions can't be made without examining the statistical significance of the result. Post-hoc tests (multiple comparisons tests) allow to determine where significant differences lie. In deciding which Post-hoc test is based on whether equal variances are assumed or not.

Test of Homogeneity of Variances

We are a strong team:
The social cohesion within your team

Levene Statistic	df1	df2	Sig.
2.291	3	262	.079

ANOVA

We are a strong team: The social cohesion within your team

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.239	3	.413	1.274	.284
Within Groups	84.941	262	.324		
Total	86.180	265			

The Laverne's test of .079($p > .05$) indicates that equal variances can be assumed. The t-test significance is .284($p > .05$), so it does not appear to be a difference in means. The null hypothesis (no difference) is supported. The Scheffe post-hoc test should be selected when equal variances assumed.

Multiple Comparisons

We are a strong team: The social cohesion within your team
Scheffe

(I) What is your age? (J) What is your age?		Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
under 20 years old	20-30 years old	-.054	.404	.999	-1.19	1.08
	30-40 years old	-.231	.413	.958	-1.39	.93
	40-50 years old	-.333	.520	.938	-1.80	1.13
20-30 years old	under 20 years old	.054	.404	.999	-1.08	1.19
	30-40 years old	-.177	.099	.364	-.45	.10
	40-50 years old	-.279	.331	.870	-1.21	.65
30-40 years old	under 20 years old	.231	.413	.958	-.93	1.39
	20-30 years old	.177	.099	.364	-.10	.45
	40-50 years old	-.103	.341	.993	-1.06	.86
40-50 years old	under 20 years old	.333	.520	.938	-1.13	1.80
	20-30 years old	.279	.331	.870	-.65	1.21
	30-40 years old	.103	.341	.993	-.86	1.06

There is no significant differences between all groups ($p > .05$), so it does not appear to be a significant difference in means. The null hypothesis (no difference) is supported. The same method was performed to calculate means for the other two dependent variables. It does not appear to be any significant difference found in means for both variables either (*Table 12 and Appendix E*). Given the significant result found, it can be conclusively argue that age group doesn't give significant difference in experiencing social cohesion, work-life balance, and perceiving company performance.

Table 12. Differences between Age Group (n=266)

Age Group	Social Cohesion		Work-life Balance		Performance	
	Mean	SD	Mean	SD	Mean	SD
Under 20 years old	3.00	0.00	3.00	0.00	3.00	0.00
20-30 years old	3.05	0.56	3.14	1.11	2.73	0.07
30-40 years old	3.23	0.63	3.21	1.20	2.90	0.18
40-50 years old	3.33	0.57	3.67	1.12	1.33	0.33

Educational Level

A one-way ANOVA was also performed to examine whether there was a significant difference between educational levels in relation to the experience in newWOW effects. Educational levels as the independent variable is categorical and consists of five categories. The test will determine which groups differ significantly. Significance of the analyses will be assessed at the $p = < .05$.

- Independent variable = Educational levels (five groups).
- Dependent variables = Social cohesion, work-life balance, and performance (which will be analysed one by one) are numerical on a five-point Likert scale.

With the same method conducted to calculate means for all the dependent variables; the Scheffe post-hoc test was performed for performance and work-life balance as equal variances assumed, and Games-Howell test for social cohesion as equal variances are not assumed (Laverne's test of .02). However, it does not appear to be any significant difference in means for the all three variables (*Table 13 and Appendix E*). Given the

significant result found, it can be conclusively argue that the educational level doesn't give significant difference in experiencing social cohesion, work-life balance, and perceiving company performance.

Table 13. Differences between Educational Level (n=266)

Education	Social Cohesion		Work-life Balance		Performance	
	Mean	SD	Mean	SD	Mean	SD
High school (secondary school)	3.27	0.70	3.80	0.78	2.33	1.23
Pre-University education & Special Skills Certificate (Vocational Education)	3.33	0.82	3.67	0.82	2.83	0.41
Diploma & Advanced Diploma	2.96	0.67	3.17	1.26	2.91	1.17
Bachelor Degree	3.10	0.53	3.09	1.09	2.75	1.03
Postgraduate Degree (Master's & Doctorate Degree)	3.06	0.42	3.11	1.18	2.56	1.29

Full Time Employment (FTE)

A one-way ANOVA was also performed to examine whether lengths of work gives a significant difference in relation to the experience in newWOW effects. FTE as the independent variable is categorical and consists of four categories. The test will determine which groups differ significantly. Significance of the analyses will be assessed at the $p = < .05$.

- Independent variable = Educational levels (four groups).
- Dependent variables = Social cohesion, work-life balance, and performance (which will be analysed one by one) are numerical on a five-point Likert scale.

With the same method conducted to calculate means for all the dependent variables; the Scheffe post-hoc test was performed for performance and work-life balance as equal variances assumed, and Games-Howell test for social cohesion as equal variances are not assumed (Laverne's test of .008). It does not appear to be any significant difference in means for all three variables (*Table 14 and Appendix E*). Given the significant result found, it can be conclusively argue that Years of Service doesn't give significant difference in experiencing social cohesion, work-life balance, and perceiving company performance.

Table 14. Differences between FTE (n=266)

FTE	Social Cohesion		Work-life Balance		Performance	
	Mean	SD	Mean	SD	Mean	SD
Less than 12 hours	3.03	0.75	3.52	1.06	2.58	1.06
Between 12 and 20 hours per week	2.85	0.73	3.23	1.18	2.65	1.33
Between 20 and 35 hours per week	3.05	0.51	3.30	0.92	2.50	1.00
36 hours or more	3.13	0.51	3.07	1.13	2.81	1.07

Years of Service

A one-way ANOVA was also performed to examine whether years of service gives a significant difference in relation to the experience in newWOW effects. Year of service as the independent variable is categorical and consists of five categories. The test will determine which groups differ significantly. Significance of the analyses will be assessed at the $p = < .05$.

- Independent variable = Year of service (five groups).
- Dependent variables = Social cohesion, work-life balance, and performance (which will be analysed one by one) are numerical on a five-point Likert scale.

With the same method conducted to calculate means for all the dependent variables; the Scheffe post-hoc test was performed for social cohesion and work-life balance as equal variances assumed, and Games-Howell test for performance as equal variances are not assumed (Laverne's test of .02). However, it does not appear to be any significant difference in means for the all three variables (*Table 15 and Appendix E*). Given the significant result found, it can be conclusively argue that Years of Service doesn't give significant difference in experiencing social cohesion, work-life balance, and perceiving company performance.

Table 15. Differences between Years of Service (n=234)

Years of Service	Social Cohesion		Work-life Balance		Performance	
	Mean	SD	Mean	SD	Mean	SD
Less than a year	3.09	0.55	3.15	1.21	2.74	1.13
Between 1 to 3 years	3.15	0.62	3.13	1.11	2.74	1.11
Between 4 to 6 years	3.03	0.55	3.13	1.12	2.97	1.03
Between 7 to 9 years	2.67	0.50	2.56	1.13	3.22	1.72
10 years or more	3.00	0.00	3.00	.000	2.00	1.41

Although nothing was classified as significant at $p = < .05$, there are some differences found in groups. When analysing the age group, there seems to be differences in level of social cohesion and performance (*Table 12*). The analysis shows that company performance is perceived as the highest at the age of under 20 and the lowest at the age between 40 and 50 whether social cohesion is getting higher at the older age.

The analysis from *Table 13* shows that work-life balance is getting less experienced at the higher educational level until Bachelor Degree level. Aside from educational level, FTE seem to show another difference in level of work-life balance and social cohesion (*Table 14*). Employees who work less than 12 hours experienced the highest work-life balance, in the other hand, those who work 36 hours or more experienced the highest degree of social cohesion.

According to *Table 15*, employees with 1 to 3 years of service have the highest degree of social cohesion. Employees with less than 6 years of service seem to experience better work-life balance than employees with more than 6 years of experience. Furthermore, employees with 10 or more years of service seem to perceive the lowest company performance.

Countries

In consideration of majority of the survey sample (about 90%) are Indonesian and Malaysian companies, analysis should be performed to examine whether there was a significant difference between both groups in relation to their experience in newWOW effects. Countries as the independent variable is categorical and dichotomous (only two categories). Two groups are compared to determine whether they are significantly different from each other. Significance of the analyses will be assessed at the $p < .05$.

- Independent variable = Countries (with only two groups, Indonesia and Malaysia).
- Dependent variables = Social cohesion, work-life balance, and performance (which will be analysed one by one) are numerical on a five-point Likert scale.

Group Statistics

	In which town are you currently working at?	N	Mean	Std. Deviation	Std. Error Mean
We are a strong team: The social cohesion within your team	Indonesia	79	3.03	.452	.051
	Malaysia	179	3.09	.615	.046

The means represent the average social cohesion experience scores for the group on a five-point scale. The average social cohesion experience for Indonesia is 3.03, whereas for Malaysia group is 3.09. However, conclusions can't be made that one category is more significantly more than another category without examining the statistical significance of the result.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
We are a strong team: The social cohesion within your team	Equal variances assumed	12.218	.001	-.904	256	.367	-.070	.077	-.221	.082
	Equal variances not assumed			-1.016	199.250	.311	-.070	.069	-.205	.066

The Laverne's test of .001 ($p < .05$), so it does appear to be a significant difference in means. The null hypothesis (no difference) is rejected and equal variances cannot be assumed. The sig (2-tailed) column is .311 ($p > .01$) shows that there is no significant difference between the two country groups. The same method was performed to calculate means for the other two dependent variables. It does appear to be significant differences (*Table 16 and Appendix D*) where both sig (2-tailed) columns are .000 ($p < .01$). Given the significant result found, it can be conclusively argue that the two country groups have significant difference in relation to the experience of work-life balance and company performance.

Table 16. Differences between Countries (n=258)

Countries	Social Cohesion		Work-life Balance		Performance	
	Mean	SD	Mean	SD	Mean	SD
Indonesia	3.03	0.45	3.61	0.93	2.32	0.93
Malaysia	3.09	0.62	2.96	1.14	2.96	1.13

4.3.6. Situational Leadership

As been mentioned in *Figure 7* about situational leadership styles (Pierik, 2011), four situational leadership styles were explained.

- Telling – S1, high task (directive) behaviour and low relationship (supporting) behaviour. Characterized by guiding and directing.
- Selling – S2, high task (directive) behaviour and high relationship (supporting) behaviour. Characterized by explaining and persuading.
- Participating – S3, low task (directive) behaviour and high relationship (supporting) behaviour. Characterized by encouraging and problem solving.
- Delegating – S4, low task (directive) behaviour and low relationship (supporting) behaviour. Characterized by guiding and directing.

From this understanding, 20 items (10 task behaviours and 10 relationship behaviours) were used to determine which situational leadership style(s) being applied the most, measured based on the used Likert scales per item, rated by a five-point Likert scale from always (1) to never (5).

Table 17a. Task Behaviour (n=234)

	S4	S3	S2	S1		Mean
	Always	Often	Occasionally	Rarely	Never	
My supervisor encourages the use of uniform procedures	34 14.5%	50 21.4%	83 35.5%	30 12.8%	37 15.8%	2.94
My supervisor is trying his/her ideas in our team	53 22.6%	109 46.6%	57 24.4%	12 5.1%	3 1.3%	2.16
My supervisor makes his/her action (conduct) clear in our team	56 23.9%	101 43.2%	58 24.8%	14 6.0%	5 2.1%	2.19
My supervisor decides what and how something happens	41 17.5%	110 47.0%	74 31.6%	8 3.4%	1 0.4%	2.22
My supervisor gives advance notice when a change takes place	36 15.4%	103 44.0%	67 28.6%	25 10.7%	3 1.3%	2.38
My supervisor appoints people in our team for specific tasks	67 28.6%	108 46.2%	39 16.7%	17 7.3%	3 1.3%	2.06
My supervisor makes his/her role in the group understood by our team	65 27.8%	98 41.9%	55 23.5%	10 4.3%	6 2.6%	2.12
My supervisors plan all the work for us	35 15.0%	73 31.2%	91 38.9%	30 12.8%	5 2.1%	2.56
My supervisor maintains clear standards of performance/results	69 29.5%	93 39.7%	49 20.9%	15 6.4%	8 3.4%	2.15
My supervisor asks our team to follow standard rules and regulations	47 20.1%	79 33.8%	88 37.6%	17 7.3%	3 1.3%	2.36

Table 17b. Relationship Behaviour (n=234)

	S4	S3	S2	S1		Mean
	Always	Often	Occasionally	Rarely	Never	
My supervisor gives me complete freedom in carrying out my work (flexibility in time and location)	38 16.2%	62 26.5%	84 35.9%	30 12.8%	20 8.5%	2.71
My supervisor is friendly and approachable	86 36.8%	86 36.8%	44 18.8%	14 6.0%	4 1.7%	1.99
My supervisor does small things to become a member of our team to make it more comfortable for everyone	57 24.4%	85 36.3%	61 26.1%	27 11.5%	4 1.7%	2.30
My supervisor takes action based on suggestions given by the team	45 19.2%	88 37.6%	80 34.2%	16 6.8%	5 2.1%	2.35
My supervisor treats all employees in our team alike	66 28.2%	78 33.3%	58 24.8%	19 8.1%	13 5.6%	2.29
My supervisor doesn't mind receiving criticism about him/herself	39 16.7%	78 33.3%	76 32.5%	27 11.5%	14 6.0%	2.57
My supervisor looks at the personal well-being of the members of his/her team	61 26.1%	78 33.3%	69 29.5%	14 6.0%	12 5.1%	2.31
My supervisor is open for change	59 25.2%	83 35.5%	60 25.6%	21 9.0%	11 4.7%	2.32
My supervisor refuses to explain his/her actions	18 7.7%	39 16.7%	50 21.4%	79 33.8%	48 20.5%	3.43
My supervisor acts without informing the team	15 6.4%	31 13.2%	68 29.1%	76 32.5%	44 18.8%	3.44

Table 18. Task Maturity (Readiness Level) (n=266)

	S1		S2	S3	S4	Mean
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	
I have the right knowledge to accomplish my tasks	1 0.4%	4 1.5%	41 15.4%	173 65.0%	47 17.7%	3.98
I have confidence that my tasks can be performed	1 0.4%	3 1.1%	27 10.2%	186 69.9%	49 18.4%	4.05
I have the right skills to perform my tasks	0 0.0%	5 1.9%	31 11.7%	170 63.9%	60 22.6%	4.07
I am ready to get my tasks fulfilled	1 0.4%	1 0.4%	35 13.2%	167 62.8%	62 23.3%	4.08

Table 17 shows that the majority of the employees (>70%) have a leader that suites the expected leadership style for newWOW, participating (S3) and delegating (S4). About 65% of the respondents have readiness level three (Table 18), according to situational theory we expected the readiness level to be in line with the leadership style, means that leaders adapt their leadership style to the readiness level of their employees.

4.4. Correlations

This sub chapter focuses on identifying and analysing correlations between variables. First, the independent variables are analysed and then the dependent variables. Based on the results from these tests hypotheses can be accepted and rejected.

4.4.1. Correlation between Independent Variables

Although the earlier comparison between the groups of the independent variables showed no significant difference, a Pearson Correlations (bivariate) measure was performed to support this statement. *Table 19* shows that there are four significant relationships have been found. The first one between age and task behaviour; the negative correlation indicates the older the age, the lower the task behaviour of a leader. The second relationship is found to be positively significant between FTE and readiness level of the employees; this means the more length of work the higher the readiness level. The third is between educational level and work-life balance; the negative relationship can be interpreted that the higher educational level, the lower the work-life balance. There is the same negative significant relationship between FTE and work-life balance; the less length of work the higher work-life balance of an employee. The third and fourth significant relationships support the earlier comparisons.

Table 19. Correlation independent variables

Variable	newWOW	Task Behaviour	Relationship Behaviour	Readiness	Social Cohesion	Work-life Balance	Performance	N
Gender	-.02	.10	-.11	.10	-.10	.01	-.04	266
Age	-.12	-.15*	.03	.06	.12	.04	-.03	266
Educational level	-.01	.03	-.07	.04	-.04	-.14*	.02	266
FTE	-.03	-.03	-.01	.13*	.11	-.13*	.81	266
Years of service	-.03	-.05	-.07	-.01	-.09	-.057	.03	234

*Correlation is significant at $p < .05$ (two tailed)

4.4.2. Correlation between Dependent Variables

Table 20 shows the correlations of the variables. It can be concluded that work-life balance is positively related to newWOW, with correlation coefficient ($r=.24$). Performance has negative significant relationships with newWOW ($r=-.25$) also with relationship behaviour of a leader ($r=-.20$). However, relationship behaviour of a leader is positively related to leadership style ($r=.60$) and social cohesion ($r=.24$). In the other hand, leadership style has positive significant relationship with employee's readiness ($r=.22$). And an employee's readiness is positively related to social cohesion ($r=.17$). Other negative significant relationships are between performance with social cohesion ($r=-.14$) and work-life balance ($r=-.39$).

Table 20. Correlation dependent variables

Variable	1	2A	2B	2C	3	4	5	6	N
1. New Ways of Working	x								234
2A. Leadership – Task Behaviour	.09	x							234
2B. Leadership – Relationship Behaviour	.03	-.01	x						234
2C. Leadership Styles (S1 – S4)	.10	-.03	.60**	x					234
3. Readiness	-.04	.00	.12	.22**	x				266
4. Social Cohesion	.03	-.02	.24**	.08	.17**	x			266
5. Work-life Balance	.24**	.12	.12	.13*	.07	.06	x		266
6. Performance	-.25**	-.06	-.20**	-.08	.05	-.14*	-.39**	x	266

*Correlation is significant at $p < .05$ (two tailed)

**Correlation is significant at $p < .01$ (two tailed)

Hypothesis-1 New Ways of Working increases work-life balance, for both men and women, is accepted.

Hypothesis-2 New Ways of Working increases performance, by the use of ICT and flexible working, is rejected.

Hypothesis-3a New Ways of Working, the implementation of Flexible Work Arrangement (FWA): flexi-time (flexibility in scheduling), teleworking (flexibility in location), and part-time (flexibility in length of the work), decreases social cohesion is rejected.

Hypothesis-4a Social cohesion increases performance is rejected.

Hypothesis-4b Work-life balance increases performance is rejected.

To test Hypothesis 3b a correlation test was performed on the frequency of people working from outside the office and social cohesion. There is a significant negative relation between teleworking and social cohesion (*Table 21*).

Table 21. Frequency of teleworking

	Social Cohesion
Person Correlation	-.39**
Teleworking Sig. (2-tailed)	.000
N	266

**Correlation is significant at $p < .01$ (two tailed)

Hypotheses-3b High frequency of telework is negatively related to social cohesion is accepted.

4.5. Moderator Analysis

A moderator analysis is used to determine whether the relationship between two variables depends on (is moderated by) the value of a third variable (Laerd Statistic, n.d.). The moderator explains 'when' a DV and IV are related. A moderation effect could be (a) Enhancing, where the moderator would increase the effect of the predictor (IV) on the outcome (DV); (b) Buffering, where the moderator would decrease the effect of the predictor on the outcome; or (c) Antagonistic, where the moderator would reverse the effect of the predictor on the outcome (Jose, 2013).

Linear regression test was performed in this chapter, after having the variables checked (Laerd Statistic, n.d.):

- Dependent variables (social cohesion, work-life balance, and performance) are a continuous scale; Likert scale ratio.
- There is one independent variables (newWOW) that is a continuous scale; Likert scale ratio.
- There is one moderator variable that is dichotomous (relationship and task behaviour).
- **Linear relationship between dependent variables and independent variable for each group.**

Table 22 to 24 show the moderator analyses per assumed effect of newWOW. Moderator variable is to see if the addition of this variable to the existing independent variable will improve the prediction of the dependent variables. This analysis will also determine whether the moderator variable is statistically significant. Leadership has, for two out of three effects, a moderating role. The data shows that newWOW with social cohesion and newWOW with performance, significantly have moderating relations ($p < .01$).

Table 22a. Leadership moderator newWOW – Social cohesion

Model Summary ^c									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.027 _a	.001	-.004	.587	.001	.171	1	232	.679
2	.244 _b	.059	.047	.572	.059	7.169	2	230	.001

a. Predictors: (Constant), There are sufficient ICT facilities make teleworking possible:newWOW

b. Predictors: (Constant), There are sufficient ICT facilities make teleworking possible:newWOW, My supervisor acts without informing the team:Relationship Behaviours, My supervisor encourages the use of uniform procedures:Task Behaviours

c. **Dependent Variable: We are a strong team:The social cohesion within your team**

Model 1 - existing independent variable (without interaction/moderator)

Model 2 - independent variable (with interaction/moderator), determine the statistical significance of the moderator variable

Table 22b. Leadership moderator newWOW – Social cohesion

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1 (Constant)	3.032	.155		19.620	.000	2.728	3.337		
There are sufficient ICT facilities make teleworking possible	.016	.039	.027	.414	.679	-.061	.094	1.000	1.000
2 (Constant)	2.647	.201		13.147	.000	2.250	3.043		
There are sufficient ICT facilities make teleworking possible:In your organization	.013	.039	.021	.327	.744	-.064	.089	.992	1.008
My supervisor acts without informing team:Relationship Behaviour	.125	.033	.241	3.768	.000	.060	.190	.999	1.001
My supervisor encourages the use of uniform procedures:Task Behaviour	-.010	.030	-.022	-.344	.731	-.070	.049	.993	1.007

a. Dependent Variable: We are a strong team:The social cohesion within your team

Table 23. Leadership moderator newWOW – Work-life balance

Model Summary^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.239 ^a	.057	.053	1.084	.057	14.088	1	232	.000
2	.282 ^b	.079	.067	1.076	.022	2.755	2	230	.066

a. Predictors: (Constant), There are sufficient ICT facilities make teleworking possible:newWOW

b. Predictors: (Constant), There are sufficient ICT facilities make teleworking possible:newWOW, My supervisor acts without informing the team:Relationship Behaviours, My supervisor encourages the use of uniform procedures:Task Behaviours

c. **Dependent Variable: I am happy with the amount of free time for my personal activities:Your work-life balai**

Table 24a. Leadership moderator newWOW – Performance

Model Summary^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.245 ^a	.060	.056	1.095	.060	14.848	1	232	.000
2	.317 ^b	.101	.089	1.076	.040	5.170	2	230	.006

a. Predictors: (Constant), There are sufficient ICT facilities make teleworking possible:newWOW

b. Predictors: (Constant), There are sufficient ICT facilities make teleworking possible:newWOW, My supervisor acts without informing the team:Relationship Behaviours, My supervisor encourages the use of uniform procedures:Task Behaviours

c. **Dependent Variable: The ability to keep employees:How would you rate the performance of your organization**

Table 24b. Leadership moderator newWOW – Performance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	3.858	.288		13.381	.000	3.290	4.427		
	There are sufficient ICT facilities make teleworking possible:In your organization	-.284	.074	-.245	-3.853	.000	-.429	-.139	1.000	1.000
2	(Constant)	4.607	.379		12.163	.000	3.861	5.353		
	There are sufficient ICT facilities make teleworking possible:In your organization	-.272	.073	-.235	-3.740	.000	-.415	-.129	.992	1.008
	My supervisor acts without informing the team:Relationship Behaviour	-.196	.062	-.196	-3.139	.002	-.319	-.073	.999	1.001
	My supervisor encourages the use of uniform procedures:Task Behaviour	-.041	.057	-.045	-.723	.471	-.153	.071	.993	1.007

a. Dependent Variable: The ability to keep employees:How would you rate the performance of your organization

Hypothesis-5 Leadership is a moderator between New Ways of Working and social cohesion is accepted.

Hypothesis-6 Leadership is a moderator between New Ways of Working and work life balance is rejected.

Hypothesis-7 Leadership is a moderator between New Ways of Working and performance is accepted.

5. DISCUSSION

In this chapter the findings of this research are discussed and the limitations and suggestions for further research are explained. The chapter ends with some practical implications based on findings and literature.

5.1. Findings

In this sub-chapter the most important findings, both significant and insignificant, are discussed. This subchapter ends with a model of the important significant findings.

5.1.1. Significant Results

Work-life Balance

There is a positive relationship between newWOW and work-life balance. The finding also shown that there is no significant difference has been found in gender when experiencing work-life balance. This means that **H1 - New Ways of Working increases work-life balance, for both men and women**, is found to be true. It can be conclusively argue that the implementation of newWOW in creative industries will increase the work-life balance of their employees, both male and female. According to Kirchmeyer (1995) as cited by Pierik (2011), the balance will increase because employees can divide their time better. Having it related with ICT facilities (*bytes* component), B Team & Virgin Unite (2015) states that workers can use evolving technology to work more productively achieving better results in a shorter time. ICT also supports teleworking, especially in countries like Malaysia and Indonesia where traffic jams and transport overcrowding. When people work online from their homes and able to avoid rush hour, it will reduce amount of travel time decreases periods of inactivity.

The implementation of newWOW from *bricks* component to improve work-life balance is explained by Nagy, et al. (2013) which studied about Alternative Workspace, the survey found employee work-life balance and increased employee satisfaction are determined by the workspace; inspiring and the availability of various rooms for different activities.

Another plausible explanation is also mentioned by Jenson (1994) and Illegems & Verbeke (2004) that there is an increased satisfaction among work-life balance because of the flexible work arrangements. However this ability in scheduling work supposed to be offered by employer (Atkinson & Hall, 2011; Shagvaliyeva & Yazdanifard, 2013; Chung & Tijdens, 2013). From employers point of view; giving their employees more freedom; the freedom to work when, where and how they choose and yet still manage them effectively – is the *behaviour* component of newWOW (Pierik, 2011). This flexibility helps employees with kids or employees who care after siblings to manage their time between work and life (Shagvaliyeva & Yazdanifard, 2013). In line with that, a more specific opinion by Hofacker & Konig (2013), as cited by Shagvaliyeva & Yazdanifard (2013); women associate flexibility with the work-life balance improvement due to the ideology beliefs of motherhood (Lewis & Humbert, 2010). It is explained on the extant studies that women request and access the flexible working hours more frequently than men (Skinner & Pocock, 2011). However, due to the changing family patterns and gender norms, flexible employment is slowly started utilizing by men these days (Hofacker & Konig, 2013).

Performance

There is a small negative relationship between newWOW and performance. However, the hypothesis, **H2** - *New Ways of Working increases performance*, suggests the opposite. When the implementation of newWOW is previewed from *bytes* component, one possible explanation may be that when managers could not ensure that “always-on technology” does not translate into “always-on employees,” it can eventually lead to employee burnout (Reiche, 2012). This situation can blur the boundaries between personal and professional lives – never giving ‘always on’ workers a chance to disconnect and relax (B Team & Virgin Unite, 2015). Another plausible explanation is the limited access to information due to unavailability or limited ICT facilities/system in the company (Kurland & Cooper, 2002). However, as the result shows that “There are sufficient ICT facilities make teleworking possible” appears to be the top respondents’ opinion, this factor is considered not significant. In the other hand, the matter of data security is brought up, as keeping the business mobile enhances the threat of losing or revealing some of the company’s confidential information (Reiche, 2012).

When the implementation is perceived from *behaviour* component, Maynard & Gilson (2004) found that reaching a degree of shared understanding about a team, its task, structure and procedures tends to be more complex in a virtual team than in a face to-face team context. In employers’ side, Reiche (2012) states that managers need to learn to lead virtual teams and display the same levels of professional conduct. Hamilton (1987) claims that employees miss the stimulation of exchanging ideas with colleagues and it also has a negative influence on communication and peer interaction (Nwqenyama, 1997). Informal or unstructured newWOW due to not clear rules or procedure doesn’t allow companies to fully benefit from it. Informal implementation also tends to emerge unevenly across the organization (Nagy, Creighton, & Langhoff, 2013)

More employees have no fixed office anymore and building has been designed to be what called as activity based (*bricks* component) where they can locate themselves in different parts of the building depending on the tasks. However, a study by B Team & Virgin Unite (2015) states that personal interaction is an essential element of the work itself. In fact, it might be the main reason the office as physical space ultimately survives.

It is also found a medium negative relation between work-life balance and performance. Therefore, **H4b** - *Work-life balance increases performance* is rejected. As discussed before, in newWOW implementation, work-life balance is experienced because there are more flexibility in working arrangement (time, schedule, or location), allowing someone to have less work-family conflict (Allen, 2001; Pierik, 2011). However, this situation might be utterly the opposite when it does not come with clear procedure. NewWOW can be successfully implemented with five conditions: the right reason, right job, right employee, right manager, and right environment (Chaudron, 1995; Pierik, 2011). Pitt Catsouphes & Marchetta (1991) Edwards & Rothbard (2000) and Bijl (2009) claim that because of the vague boundaries some employees are always working and work-life balance can be influenced negatively. In the other hand, some employees have the opportunity to schedule the work himself/herself – without clear rules being imposed; this may lead to less self-discipline issue or employees are becoming fulltime self-managers (*laissez-faire*). Informal newWOW implementation also tends to emerge unevenly across the organization (Nagy, Creighton, & Langhoff, 2013).

Another plausible reason of performance is negatively related with work-life balance can be concluded from the findings from this research. Educational level and work-life

balance have negative relationship (the higher the education, the lower work-life balance) – whereas, creative workers are more likely to be qualified to degree level (DCMS 2007).

Social Cohesion

There is a medium negative relation between high frequency telework and social cohesion. This means that **H3b** - High frequency of telework is negatively related to social cohesion is accepted. When a person does not go to the office every day, but works from his home, it is obvious that there is a great possibility of losing social contacts. Another explanation that support the finding is that teleworking limits the chance in peer interaction. In a team-based work, virtual team makes its task, structure and procedure more complex than a face-to-face team (Maynard & Gilson, 2004).

There is also a small negative relation between performance and social cohesion. However, the hypothesis, **H4a** - Social cohesion increases performance, suggests the opposite. One possible explanation may be that because creative workers are competitive and independent individuals (Oakley 2006; Holden 2007). In addition to this, a study of creative industry (Carr, 2009) states that creative workers embrace the trend to break off to form their own organization, or undertake freelance work, to retain their creative freedom. The dynamic nature of the creative industries combined with the high turnover of people and ideas, has led this industries as competitive activities. Having said that, it's not too bold to say – in creative field, one way to encourage innovation is to reward employees who question the status quo, seek opportunities and take risks.

Leadership

There is small positive relation between leadership style and work-life balance. This means that leadership styles; participating (S3) and delegating (S4) positively influence work-life balance. For the other two effects; social cohesion and performance, the correlations with relationship behaviour are significant – but not with task behaviour. These findings also correspond with the findings for leadership as moderator; positive significant relations exist for both newWOW – social cohesion, and newWOW – performance with relationship behaviour as moderator. These findings suggest that relationship behaviour is more important than task behaviour, which can be interpreted as participating (S3) leadership style rather than delegating (S4). Relationship behaviour involves listening, facilitating, and supporting a subordinate (Hersey et al. 2001; Pierik, 2011). This leadership is also described as coaching or serving leadership, as also mentioned in B Team & Virgin Unite (2015), leaders, both male and female, need what is called as 'soft skills' – from motivating team members to showing empathy (considering employee's well-being). This might explain why leadership style is positively related with work-life balance.

Two out of three hypotheses of leadership being a moderator were accepted. The coefficient table shows that the statistical significance of the moderator variable was found from relationship behaviour ($p < .01$). **H5** - Leadership is a moderator between New Ways of Working and social cohesion and **H7** - Leadership is a moderator between New Ways of Working and performance are accepted. Moderation indicates that the effects of newWOW (*IV, predictor*) on social cohesion or performance (*DV, response*) are different for different values of leadership (*moderator*). In other words, leadership moderates (affects) the effect of newWOW on social cohesion or performance.

A big positive relation also exists between leadership style and relationship behaviour, indicating participating (S3) instead of delegating (S4). Small positive significant relations also exist between readiness level and leadership style. About 65% of the employees have a readiness level of three (R3), self-directed. According to situational theory this readiness level is best suited to the leadership style participating (S3). Therefore, the finding of this research is in line with situational theory. Furthermore, the findings of this research suggest a positive influence on social cohesion and performance when using this leadership style. Altogether this means that the participating leadership styles (S3) probably suites best with newWOW and its effects.

5.1.2. Insignificant Results

Work-life balance

There is a small positive insignificant correlation between work-life balance and social cohesion. This means that a good social cohesion contributes to a good work life balance. Working from home requires trust and collaboration in a team; this partly corresponds with the definition of social cohesion. According to Holton (2001) as cited by Pierik (2011) trust and collaboration in a team has a positive impact on the quality of working life, which can be compared to an improvement of work-life balance. A plausible explanation can be that if employees feel good in a team and feel responsible for the team and for each other, they also help each other when this is needed. This can result in helping colleagues in balancing their work and personal life by dividing (over)work.

Performance

A positive relation that is insignificant is found between performance and employee's readiness level. About 65% employees have readiness level (self-directed, R3) that is in line with the leadership style, participating (S3). This finding support the situational theory, the leaders adapt their leadership style to the readiness of their employees. Readiness defined as ability and willingness of an employee to perform the tasks (Pierik, 2011), the data collection shows that more than one third respondents able and willing to have their tasks performed and fulfilled (*Table 18*). Altogether, supportive employers and able-willing employees contribute to good performance.

Social Cohesion

A positive relation is found between newWOW and social cohesion, the opposite from **H3a** - New Ways of Working decreases social cohesion. The plausible explanation for this from *bytes* component is the use of ICT as collaborative technologies. They are fine for exchanging formal knowledge in telework experience, but also work well in exchanging informal knowledge (personal level) and stay connected through social media technology (Ouye, 2011). From other perspective, working in traditional office's fixed desk is not a guarantee in keeping the employees connect to each other. B Team & Virgin Unite (2015) suggest that social cohesion and collaboration are created when workplace are designed based around people, not desks (*bricks* component). The finding of this research shows 128 respondents disagree that "Everyone doesn't have a fixed workplace", indicating that almost half of total respondents work at their fixed desk. This might be a plausible reason that explains the hypotheses rejection. The fact that newWOW increases social cohesion might also due to the awareness of the people (*behaviour* component). Employees are aware that working from home might create

isolation and difficulties in interaction and teambuilding (Pierik, 2011), so they focus in keeping in contact with their colleagues.

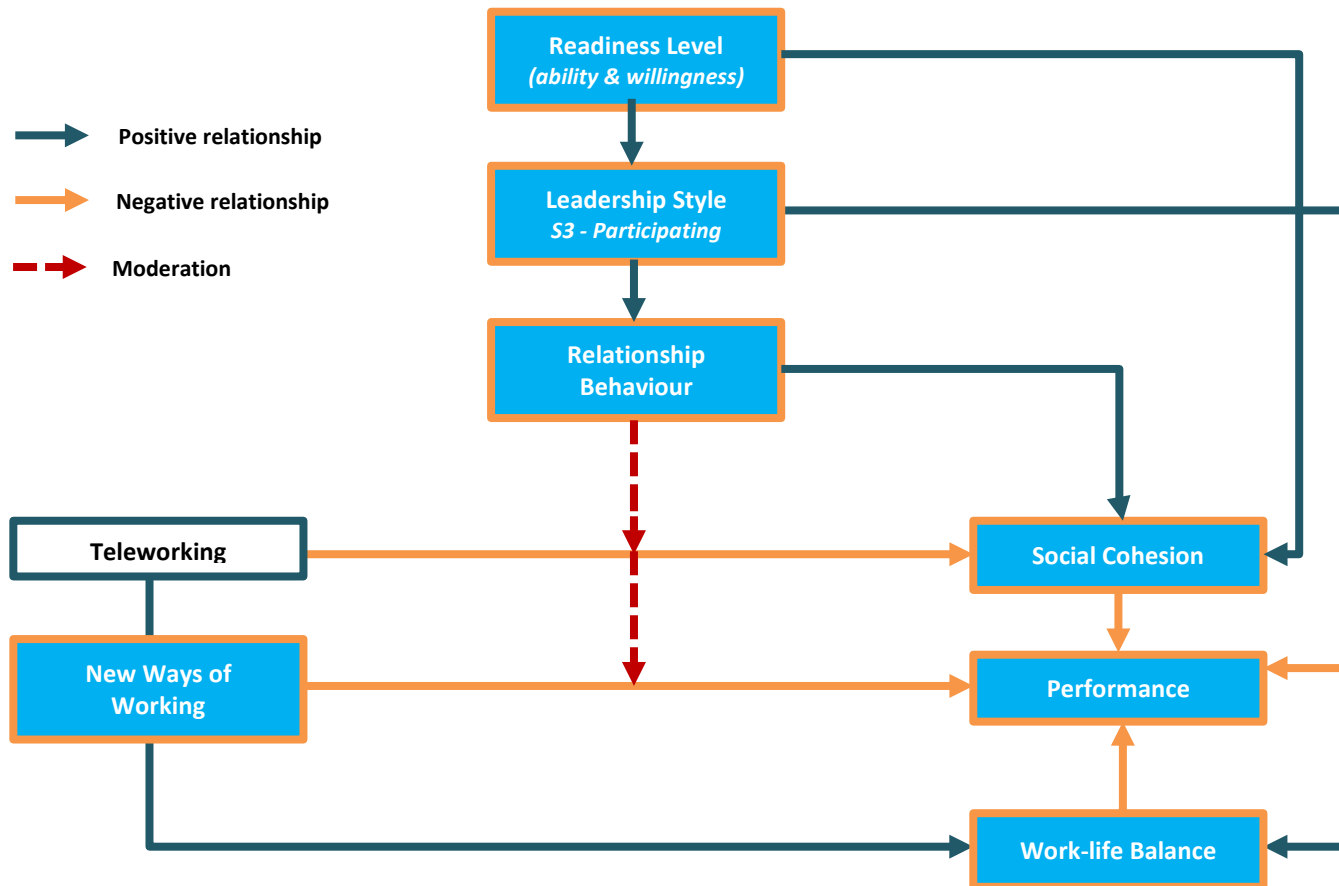
Leadership

Leadership style found to be having negative relation with task behaviour. A plausible explanation is in line with the explanation for the leadership’s relation with relationship behaviour. There are also positive relations between leadership style – newWOW, and leadership style – social cohesion. The style of participating (S3) leadership is low task – high relationship behaviour; characterized by encouraging and problem solving (Figure 7), involves listening, facilitating, and supporting (Pierik, 2011). Applying this approach to their teams and fellow workers, these leaders will think more like a coach than a boss. In newWOW implementation, participating leaders give their employees more freedom; the freedom to work when, where and how they choose and yet still manage them effectively (Heck, 2009).

5.1.3. Model of Significant Findings

In this research a model was developed based on the theoretical framework. Since some hypotheses are rejected and some new insights are obtained a new model of significant findings was developed.

Figure 9 Model of Significant Findings



The model describes all significant relations found by data analyses. The model illustrates which variables are related to each other. For example, work life balance influence performance and influenced by both newWOW and leadership style. Leadership style with its relationship behaviour moderates the effect of newWOW on social cohesion and performance.

5.2. *Practical Implications*

Writing practical implications based on quantitative research is always difficult, because numbers are one to work with, not opinions. However, because of some unexpected results, possible explanations were discussed and these explanations contribute practical implications.

For those that are still wondering if newWOW contributes to a firms' **performance**, the answer is yes. This statement does not mean that organizations should directly implement newWOW. As stated before newWOW is an umbrella term. For this the research Baane et al. (2010) was used as a founder for the components of newWOW. Those components have proven to contribute to the performance of newWOW. So conditions **as bricks, bytes and behaviour mentioned in this research are the ones that should be content or implemented for increasing the performance.**

What seems to be a false assumption of this research was the suggestion that the **social cohesion decreases when implementing newWOW, insignificant results tell the opposite. However, adding to that social cohesion is significantly decreases when implementing telework.** A possible explanation for the increase in social cohesion is the possibility that people are aware of the disadvantages newWOW can bring. They will focus on maintaining contact with the office. **Therefore good communication is necessary. A firm can contribute to that by making the communication media as accessible and as easy as possible, helping and training people in different communication media,** because not every employee knows how to use all those new technologies. Another suggestion is to **design the workplace based around people, not desks** - random unplanned 'collisions' among staff from different disciplines as a hallmark of better collaboration. The fact that the frequency of telework positively influences social cohesion, it is necessary to formally limit the frequency of teleworking in an organization. It is important to require certain formal meetings at the office, and adding to those meetings, informal meetings like trips and getaways can also contribute to the social cohesion in a team.

Another significant result shows social cohesion negatively influences performance. A possible explanation may be that because creative workers are competitive and independent individuals. However, social cohesion positively influences work-life balance, which means that **social cohesion is a very important issue to take into account. A good social cohesion contributes to a good work-life balance.** Working from home requires trust and collaboration in a team; this partly corresponds with the definition of social cohesion, trust and collaboration in a team has a positive impact on the quality of working life, which can be compared to an improvement of work-life balance. **A firm can add informal meetings like trips and getaways to contribute to the social cohesion in a team.** Another suggestion is to design the work as a **teamwork project**, to let the employees to always feel to be part of a team and owning the result as a team.

Two out of three hypotheses of leadership as a moderator were accepted. Moderation indicates that the effects of newWOW on social cohesion and performance are different for the role of leadership as moderator. Leadership affects the effect of newWOW on social cohesion and performance.

Despite those findings, leadership has its influence on work-life balance and relationship behaviour have a positive influence on social cohesion. As stated before, relationship behaviour is more strongly related than task behaviour. When translating that to situational theory it can be stated that participating (S3) styles will make most contribution to positively affecting work-life balance and social cohesion in a newWOW context.

About 65% of the employees have readiness level three, which means that they are self-directed willing and able to do their job. Therefore a suggestion for leadership in the context of newWOW is the leadership style participating (S3). McKinsey's (2008) study about leadership behaviours states that participative leadership is associated with improved organizational performance. While maintaining this style the focus should be on the relationship behaviour but also pay a little attention to task behaviour. **A point to take into consideration is the definition of task behaviour; this does not necessarily mean that an employee receives a list of tasks to be handled every day, but can also mean that there are certain routines a leader likes to pay attention to.** The findings of this research do not mean that there is only one fitting leadership style in the context of newWOW; the style depends on the readiness of an employee. By adjusting the leadership style based on assessment of the readiness level situational theory will be maintained.

Besides training people in communication media, **Social Network Sites (SNS)** can contribute to collaboration and coherence in a team. SNS can also contribute to relationship behaviour of a leader. According to Kaplan and Haenlein (2010) social media is the top agenda for many business executives (p.59). By sharing a mix of professional and personal information a leader becomes more accessible for his/her followers (Hagel et al, 2009). Besides the previous mentioned advantage, Qualman (2009) stated that top-down communication makes less of an impression than peer-mediated influence. Millennials who are dominating creative industries nowadays are more about 'the network' than 'the hierarchy'. One of the functions of SNS, writing blogs, can also contribute to bottom-up communication.

5.3. Limitations

The number of respondents is relatively small, which could be a reason that splitting up the maturity of newWOW in phases was not possible. According to standardized formulas (Krejcie & Morgan, 1970) the minimal sample size for this research should be 384 respondents (Pro, 2012). Another plausible explanation for the fact that newWOW could not be divided into phases is that the used scales for the three phases were incorrect. There is also the possibility that newWOW has no stage of full maturity, this assumption corresponds with the relative low total scores on all the items of NewWOW.

Another limitation is that the research only managed to get most samples (about 90%) focused on creative industries in two countries, Indonesia and Malaysia; which makes it

impossible for this research to conclude in generalizations for other developing countries.

Although there was an extensive motivation by comparing literature, this research is focused on situational theory, which means that only one leadership theory is examined. Situational theory only defines four leadership style based on task behaviour and relationship behaviour, there could be another type of behaviour or variable influencing the leadership style that is not dealt with in situation theory.

Research, with the use of a survey, has its own limitations. There is no way of telling that everything was answered truthfully. Creative people in creative agencies are people who work in practical or technical projects with art background, paper and reading might be found the least favourable. In an online survey it would never been known who is answering the questions. According to Stanton (1998) the mental state (attention and focus) of a respondent is also unknown.

5.4. Suggestions for Further Research

In the future it would be interesting to use a longitudinal research design in order to follow the process of the implementation phase. A possibility is to have observation moments in the orientation phase, implementation phase and, after about three years, the maturity phase.

In this research, job and psychological maturity were assessed to define the readiness level of an employee. Because this research is based on situational theory, social maturity is not measured. However social maturity could also influence the required leadership style. Social maturity can be described as the way in which a person stands in society and follows certain standards and values. The way people live and act at their job and in their personal life can influence the required leadership style. For further research it would be interesting to assess the social maturity of an employee and analyse if this is related to leadership style and also to job and psychological maturity of an employee.

Existing literature and this research has proven that there is a negative relationship between social cohesion and performance of creative industries, but for further research it is needed to determine how the dynamic nature of the creative industries combined with the high turnover of its competitive people work in a team project, in which social cohesion is needed for a team to perform well. Another aspect is the measurement of performance. Because this research uses a subjective measure based on perception of an employee it would be interesting to measure performance objectively, for instance financial outcomes. Also, Work-life balance could be differently defined to make the variable as specific as possible.

Finally, future research could use different leadership theories to find a moderating role and examine the effects. For example, one can use charismatic leadership because it also fits into the context of newWOW and it is partly comparable with the relationship behaviour of situational theory. Followers of charismatic leaders have a strong relationship with the leader and identify themselves with the goals and vision of their leader (Bass, 1985).

5.5. Conclusion

In this sub chapter the main question, sub questions and aim of this research are discussed and explained.

The main question of this research is:

Do New Ways of Working implementations actually effect social cohesion and give benefits for employee (work-life balance) and employer (organizational performance) at creative industries, and does leadership influence these relationships?

There is a significant relation between newWOW and work-life balance and performance. But when it comes to a specified form of newWOW, telework, there is a significant relation between frequency of telework and social cohesion. Leadership does have a moderator function; it affects the effect of newWOW on social cohesion and performance.

The sub questions of this research are:

- *What are the components of newWOW?*

For this research the definition of Baane et al. (2010) was used. This means that newWOW can be divided into bricks (like workspaces), bytes (like laptops), and behaviour (like self-directed employees).

- *What are the drivers of newWOW?*

The rapid changing environment and a new generation entering the workforce are two important drivers. Besides those drivers, the practical problems of traffic jam and high cost for absenteeism contributed to the idea of working with newWOW.

- *What are the effects of newWOW?*

NewWOW has a positive influence on work-life balance and social cohesion, but negative on performance.

- *What influence will newWOW have on work-life balance?*

New Ways of Working has a positive influence on work-life balance. This is means that when the maturity of NWW increases the level of performance also increases. One of these reasons could be the plausible explanation:

- ICT facilities make it possible to finish the work in shorter time
- ICT facilities also make teleworking possible (safe travel time)
- Inspiring workplace increase satisfaction
- Flexible Work Arrangement (FWA) – time/schedule, duration, or location

- *What influence will newWOW have on performance?*

New Ways of Working has no positive influence on performance. One of these reasons could be the plausible explanation:

- ICT facilities not available enough (both at office and mobile)
- Informal or unstructured newWOW implementation (no clear procedure and rules)
- Immature task behaviour of a leader (“always-on” technology translated as “always-on” employees”)
- *Bytes* and *behaviour* implementations are not in balance with *bricks*. Half of the respondents work with a fixed workspace. It can be indicate that the companies

are still designed based around desks, not people – this might not support the other newWOW components implementations.

- *What influence will newWOW have on social cohesion?*

New Ways of Working has insignificant positive influence on social cohesion. One of these reasons could be the plausible explanation:

- The use of ICT as collaborative technology (both formal and informal)
- Awareness of the people of possible social isolation
- The company has designed the workspace based on people – to support social cohesion

- *What influence will telework have on social cohesion?*

Telework has no positive influence on social cohesion. One plausible reason is that teleworking limits the chance in peer interaction and great possibility of losing social contact.

- *What kind of leadership theories exist?*

Leadership theory can be divided into trait studies, behavioural studies, contingency studies, and contemporary studies.

- *What is the importance of leadership?*

Leadership can be described as a critical success factor for organizational change. For *newWOW* leadership has to change from managing on attendance to managing on performance. A leader should become a coach and a facilitator.

- *What is the most applicable theory for newWOW?*

The situational theory of Hersey and Blanchard was used in this research. The main components, task and relationship behaviour, could be used in the context of *newWOW*. Another component of this theory is the readiness level of an employee which was assessed by psychological and job maturity.

- *Which styles represent this theory?*

Situational theory consists of four different leadership styles: telling (S1), selling (S2), participating (S3), and delegating (S4). Readiness could also be defined into four categories: unable and unwilling (R1), unable and willing (R2), able and unwilling (R3), and able and willing (R4).

One goal of this research is to test theory and create some new insights into newWOW. Theory was tested, some of hypotheses were rejected, and some were accepted. However some new insights about newWOW were found. This means that with keeping in mind the research limitations, this thesis contributes to the theory of newWOW.

Because of the extensive description of the variables, the validated scales, and the attached survey, this research is easy reproducible for other research. This means that with the use of this research other creative industries in other developing countries that have implemented newWOW can assess their maturity of newWOW, newWOW effects and Leadership. For the participating companies or agencies in this research, especially the practical implications can be a guide for dealing with newWOW. The findings can serve as an eye-opener for those companies who are yet or in the process of implementing newWOW.

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