



Master's Thesis

The consequences of social isolation for teleworkers on their subjective well-being

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Date of submission:	14/06/2021

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THEIR SUBJECTIVE WELL-BEING

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Preface

In front of you is the master thesis: The consequences of social isolation for teleworkers on their subjective well-being. This thesis completes the master Business Administration: Strategic Human Resources Leadership at the Radboud University Nijmegen. From February 2021 to June 2021, I worked on the proposal, data collection, analyses, and data processing.

While writing, I gathered knowledge about analytical thinking at an academic level. Subsequently, I improved my (online) interviewing and communication skills. However, I learned the most about the impact of teleworking. It was enthralling to speak to professionals about their experiences regarding this phenomenon. The research is closely related to the changes caused by Covid-19. Hence it is interesting to investigate these changes, as this theme is of high relevance now and for the future. With this thesis, I hope to create a contribution to managing teleworkers' subjective well-being, for them to gain as much joy and enthusiasm from their work as possible.

First, I would like to thank my first supervisor, Dr. Raymond Opdenakker, whose feedback, advice, tips, and tricks ensured that I had excellent guidance during the full period of this thesis. Furthermore, I would like to thank my second examiner, Dr. Joost Bucker, for providing feedback on the submitted documents. Besides, I also want to thank my fellow students of the thesis circle for providing feedback during the start of this thesis trajectory. I would also like to thank the respondents who took part in the pilots and interviews for their openness and participation. Last, I would like to express gratitude to friends and family for their moral support at all times.

Wishing you a pleasant reading.

Thijs Veldhuis

Nijmegen, June 2021

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Abstract

In November 2019, Covid-19 was introduced into our daily lives. To combat the virus, the Dutch government decided to proclaim a lockdown. This measure forced many employees to suddenly start teleworking. This changed way of working also brings some new challenges along. This study examines these challenges by linking social isolation due to teleworking, as defined by Belzunegui-Eraso & Erro-Garcés (2020), to subjective well-being (Diener, 2009). This subjective well-being describes personal experiences related to the quality of life, cognitive judgments, and emotional reactions. This study aims to examine the effects of teleworking on subjective well-being. Two types of subjective well-being can be distinguished. First, there is cognitive well-being which consists of the long-term consequences. Next to this, affective well-being comprises negative and positive emotional experiences related to short-term consequences (Busseri & Sadava, 2011; Diener, 2009; Tov & Diener, 2013). To examine this linkage, the following research question has been drawn up: *How does social isolation for teleworkers due to the Covid-19 pandemic impact their subjective well-being?*

Based on seventeen semi-structured interviews with teleworkers originating from different industries, age groups, and functions, this study examines 1) what the findings of teleworkers are regarding teleworking since they have experienced this switch for over a year and a half now; and 2) how they define the social contact with their colleagues in times of teleworking; and, lastly, 3) how these findings affect the cognitive and affective well-being (Diener, 2009).

The results show several pros and cons related to teleworking. The most frequently mentioned advantages are those of less travel time and added flexibility. Disadvantages are the decreased well-being and the reduced contact with colleagues. Each teleworker indicated that social contact with his or her colleagues has decreased in quality and quantity. Moreover, online contact feels forced and less tangible. Except for a few, teleworkers prefer physical contact to online contact. Additionally, the contact and connection with the organization have also experienced a slight decrease. However, teleworkers still feel connected since they can continue finishing tasks that contribute to the organizational result. Nevertheless, the social connection has had a negative impact. So, what does this reduced social contact mean for subjective well-being (Diener, 2009)? The results show little impact on the cognitive part since teleworkers also have a private life in addition to work with which they absorb the reduced social contact. Furthermore, many teleworkers believe that there is light at the end of

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the tunnel and the return to the office is just around the corner. Moreover, teleworkers are also kept well informed about the rules and regulations regarding to Covid-19. Additionally, when they encounter personal problems with teleworking, often the opportunity exists to speak about these problems. Concludingly, these measures ensure that teleworkers have a long-term perspective, making the impact on the cognitive well-being small. On the other hand, the impact on affective well-being is more visible. For example, the work-life balance has vaguer boundaries. In addition, the workload has increased considerably and job satisfaction has decreased. Most strikingly is the missed social contact with colleagues. As a result, an expansion in terms of sadness and depression is noticeable. Moreover, less happiness and joy in work, since teleworkers are being separated from colleagues and the office, is encountered. By experiencing more negative affect, the subjective well-being has decreased due to teleworking.

Ultimately, the discussion section examines the theoretical and practical implications and contributions. This research ends with some limitations of this research.

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Chapter 1: Introduction

Multiple studies (Olson & Primps, 1984; Toffler, 1980; Wellman et al., 1996) reported the idea of teleworking in the last century. They state that teleworking would substitute the physical travel to an office since all teleworkers would be able to work from home. Until shortly, working from home is a theme that was implemented sparingly as managers find it difficult to let go of physical control over teleworkers (Schwarz et al., 2020). However, the current pandemic resulted in a rebound for the concept of teleworking, as this tool is now used to stop the spread of the Covid-19 virus.

In December 2019, the World Health Organisation (WHO) (2019) reported a new virus outbreak in Wuhan city, China. At that time, little was known about this new virus. In June 2021, over 171 million confirmed cases of Covid-19 exist worldwide. Next to this, over 3.700.000 confirmed deaths are reported (WHO, 2021). On February 27, 2020, the RIVM (2020) reported the first Covid-19 infection in the Netherlands. Currently, over 1.6 million Dutch inhabitants have been infected by the virus since the beginning of which over 17.600 infected residents passed away (Rijksoverheid, 2021).

To combat the virus, the Dutch government decided to proclaim a lockdown. This measure intends to reduce the number of contact moments between individuals to prevent further spreading. Moreover, the government is cooperating with corporations to prevent Covid-19 outbreaks at the workplace. This measure forced many employees to suddenly start teleworking (van Veldhoven & van Gelder, 2020). Based on a novel survey completed among 5000 US working adults, Bick, Blandin, & Mertens (2020) reported that on average 35.2 percent of the entire US working population worked entirely from home in May 2020. This is a significant increase compared to February 2020 when this percentage was at 8.2 percent (Bick et al., 2020). But which group made this percentage rise exponentially? Kramer & Kramer (2020) split the workforce into different occupational statuses. “Bad jobs” are low-skilled teleworkers who do not possess a critical role in the organization. “Good jobs” are mostly the higher-skilled teleworkers who are crucial for the longevity of an organization. Within this group, there is a division between vital and non-vital professions. Vital professions still perform their work on location, whereas non-vital professions have been teleworking for over a year and a half now. The non-vital “Good jobs” are thus experiencing the largest shift from office work to compulsory working from home. However, the urgent advice is that all people work from home as much as possible.

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Van Veldhoven & van Gelder (2020) state that there are multiple pros and cons related to mandatory teleworking during the lockdown. The most named advantages are a better work-life balance, efficiency in working and more control over the working day. Research of van Veldhoven & van Gelder (2020) states that the most frequent named disadvantages are reduction of physical and social freedom of movement, fewer tasks in general and not having the adequate resources to perform their job properly. At first, it seems pleasant to have less traveling time and more control over the work-life balance. However, some of the drawbacks may take some time to develop, as more teleworkers are missing out on social contact with their colleagues (van Veldhoven & van Gelder, 2020).

Kniffin et al. (2021) have delved deeper into these drawbacks. They state that social isolation and loneliness harm teleworkers' feelings of happiness and commitment. Coyle & Dugan (2012) explain social isolation as a lack of social interaction and relationships while loneliness is the subjective feeling resulting from this social isolation. Organizations initially invested little effort into social isolation and loneliness, as organizations were confronted with the sudden change in the working situation. Organizational and technological factors were prioritized to become operational (Ollo-López, Goñi-Legaz, & Erro-Garcés, 2020). However, teleworkers urge to have social connections as this is essential to their psychological and mental health (Mogilner, Whillans, & Norton, 2018). Unfortunately, this online contact has some disadvantages. First, virtual communications often miss non-verbal communication. Subsequently, online contact frequently includes misunderstandings and miscommunications, resulting in increasing concerns of teleworkers about being rejected and feelings of loneliness (Cacioppo et al., 2006). Resulting from this, Ozcelik & Barsade (2018) show that workplace loneliness harms affiliative behaviour, performance, and affective commitment of teleworkers.

This increasing loneliness affects the personal well-being of teleworkers. For example, the lockdown increases the levels of stress teleworkers experience due to growing uncertainties (Schwarz et al., 2020). Subsequently, the Covid-19 pandemic contributed to permanent feelings of exhaustion and higher risks of teleworkers encountering job burnout (Kniffin et al., 2021). To understand the personal well-being of teleworkers, the construct of subjective well-being is measured. "*Subjective well-being is interested in the experience of life and its emotions*" (Arthaud-Day, Rode, Mooney, & Near, 2005, p 447.) Hereby, the focus is on personal experiences and thoughts. This research builds on the study of Diener (2009), who is a leading researcher concerning well-being. Diener (2009) divides the construct of

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subjective well-being into three domains: (1) negative affect, (2) positive affect, and (3) cognitive evaluations of life. The following research question researchers the consequences of lesser social contact, due to teleworking, on the subjective well-being for teleworkers:

How does social isolation for teleworkers due to the Covid-19 pandemic impact their subjective well-being?

This study contributes to the existing literature on teleworking, social isolation, and subjective well-being by linking these concepts together. Additionally, a contribution to the debate on teleworking and how this concept affects the subjective well-being of teleworkers, as they experience less social contact with colleagues, will be made. This study investigates what the consequences are for the subjective well-being of teleworkers themselves (Diener, 2009), but also what these changes imply for the organization (Ozcelik & Barsade, 2018). Separately, all concepts have been examined several times in different circumstances. However, subjective well-being has not yet been tested for teleworkers. In other words, there is a gap in literature as subjective well-being and social isolation due to teleworking are not linked together before. This research bridges this gap by exploring the influence of social isolation due to teleworking on the cognitive and affective well-being of teleworkers (Diener, 2009).

As Centraal Planbureau (2021) has determined in their survey among 3000 Dutch teleworkers in December 2020, teleworking is here to stay. As teleworking was first marginally used, because organizations did not want to lose control over their employees, they now start to see the usefulness and advantages of teleworking. It is estimated that after the Covid-19 pandemic the average number of teleworking hours will increase from four hours per week to eight hours (Centraal Planbureau, 2021). Since teleworking will become part of the new way of working, it is therefore important for teleworkers and organizations to deal with this phenomenon in the right way so that subjective well-being has none or a positive impact. The implications and recommendations from this study will help both the teleworkers and organizations in implementing teleworking positively. This allows both parties to benefit as much as possible.

The remainder of this study is as follows. First, a theoretical framework is composed of prior research. This framework provides a demarcation of the concepts related to the current research setting. The topics involved are teleworking, social isolation, and subjective well-being. These concepts will be bundled and visualized in a conceptual model. Additionally, the methodology Chapter discusses the interviews which were conducted, the

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data sources used, and the analysis of the data gathered. After this, the results are presented.

The conclusion and discussion Chapter provide an interpretation of the various data concerning answering the research question. Next to this, the practical and theoretical implications of this study and recommendations for future research are determined. Last, the limitations of this study are examined.

Chapter 2: Theoretical framework

This chapter explains the aforementioned concepts and ends with a visualisation of the theoretical framework in a conceptual model (Figure 1). The purpose of this chapter is to delineate the terms used. This makes clear what the meaning of a particular term is, making it measurable and specific. For the explanation, a priori studies and research are examined to arrive at a research-specific delineation. A priori, peer-reviewed studies and research were found using the online databases: Google Scholar and Ruquest. The search terms used are Covid-19, teleworking, social isolation, and (subjective) well-being.

Teleworking

Due to the current pandemic, teleworking or telecommuting is currently highly recommended by the Dutch government. Yet, it is a concept that exists since the last century. Olson & Primps (1984) define teleworking as: “*A substitution of telecommunications for physical travel to work; the work is brought to the individual rather than vice versa*” (p. 98). It is part of a wider notion called remote work. This concept refers to work performed at another place than the central workplace, such as an office (Olson & Primps, 1984). Baruch (2000) uses the following definition: teleworking is an alternative way of working, enabling an increase in usage of information technology and improvements of technology. More recent research of Belzunegui-Eraso & Erro-Garcés (2020) define teleworking as: “*A type of work and/or provision of services done remotely, at a distance, and online using computers and telematic technologies*” (p. 2). The definition of Belzunegui-Eraso & Erro-Garcés (2020) is applied in the further course of this research since this entails the influence of technology on teleworking, as this is important in the technological age we are living in.

Hraskova & Rolkova (2012) state that telework has no limitation related to when or where work can be performed. Digitalization provides flexibility ensuring that people can perform their work anytime and anywhere with the usage of laptops, smartphones, and computers. In general, there are three groups of teleworkers: (1) Regular home-based teleworkers (teleworkers working from home regularly, using ICT to perform their work), (2) High mobile teleworkers (working from several places/offices, high mobility, and ICT-

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usage), and (3) Occasional teleworkers (occasionally working outside the office, low mobility, and ICT-usage) (Belzunegui-Eraso & Erro-Garcés, 2020). Additionally, Garrett & Danziger (2007) named this locational time distribution, as there is a difference between teleworkers performing their work entirely from home and teleworkers who work from home occasionally. To illustrate, to ensure that the Covid-19 virus is not furtherly dispersed, individuals should work from home as much as possible.

Literature mentions different forms of teleworking. Which forms of teleworking an organization offers depends on the need for teleworking, the desired functionality available for employees, and the security policy of an organization (Daniels, Lamond, & Standen, 2001). The first subdivision is between contract and non-contract employees. In other words, the division between employees of an organization or freelancers (Daniels et al., 2001). As mentioned in the first Chapter, Kramer & Kramer (2020) split the workforce into different occupational statuses. “Bad jobs” are low-skilled teleworkers who do not possess a critical role in the organization. “Good jobs” are mostly the higher-skilled teleworkers who are crucial for the longevity of an organization. Within this group, there is a division between vital and non-vital professions. Vital professions must still perform their work on-location, whereas non-vital professions have been teleworking for over a year and a half now.

Van Veldhoven & van Gelder (2020) held a survey among 4855 individuals concerning the impact of teleworking. In their article, they discuss three core dimensions of perceived benefits and disadvantages of working from home. First, working from home enables teleworkers to manage their work-life balance more efficiently such as social life choices and social preferences. People indicate that during these times of uncertainty they are more likely to prefer to be at home than at work. Second, teleworkers are better able to work efficiently, lose less time and therefore have room to fulfil work which one normally does not have time for. Third, teleworkers perceive to have more control over their working day, since they gained autonomy related to time/place to work. Also, teleworkers feel less monitored (van Veldhoven & van Gelder, 2020). In addition to these advantages, Bailey & Kurland (2002) found that teleworking has multiple positive outcomes, such as employee retention and attraction, improved productivity, and job satisfaction. In their research, 67 percent of the teleworkers experienced improved productivity in contrast to working at the office. Moreover, not only the employees benefit from teleworking. If employees are more productive, this also benefits the organization, resulting in a win-win situation (Olson & Primps, 1984). On the other hand, there are also disadvantages linked to teleworking. Firstly,

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reduction of physical and social freedom of movement, whereby people mainly miss the ability to leave their homes (van Gelder & van Veldhoven, 2020). Secondly, the number of tasks decreased for the teleworker, whereby the quantity and quality of the work have reduced. Thirdly, the lack of adequate resources to perform their occupation properly. Hereby, the lack of access to the correct (physical) equipment is hindering (van Gelder & van Veldhoven, 2020).

Baruch & Nicholson (1997) discuss that there are four realms for teleworking to be successful and feasible. They state that these realms need to be accomplished for teleworking to succeed. (1) The home/work interface: the quality of family relations linked to the facilities and physical space available to perform the job. (2) The job: availability of work-role technology and the overall nature of the job. (3) The organization: the supportiveness of the business culture to support homeworking. (4) The individual: does homeworking fit the personal needs and qualities? According to Baruch (2000), the individual realm features five effects on the individual. (1) Identity: conception of oneself changed as a family member or employee. (2) Skills: developing time and social management skills. (3) Context: awareness of changing space and distractions. (4) Role demands: changed support and priorities. (5) Role outcomes: changed performance, rewards, and satisfaction (Baruch, 2000).

The shift from working in an office to teleworking brings some adjustments along. First, the emergent changes in the work practices refer to work from home (WFH), virtual teamwork & virtual leadership, and management (Kniffin et al., 2021). Kniffin et al. (2021) also outline the changes for the teleworkers personally. Teleworkers must deal with social distancing and loneliness, challenges in health, and well-being. Kaushik & Guleria (2020) add the challenges of managing the work-life balance and less sophisticated systems at home to these findings. Concerning social distancing and loneliness and challenges in health and well-being, these concepts will be discussed in the next section on subjective well-being. The article of Schwarz et al. (2020) discusses the influence of demographic factors concerning the teleworking shift. They conclude that younger teleworkers more easily adapt to teleworking as they are keen on autonomy and flexibility. The disadvantage is that younger teleworkers attach great importance to mutual contacts and building social networks.

Hraskova & Rolkova (2012) mention the importance of performing a pilot before introducing teleworking. Such a pilot indicates probable pitfalls in the future case of an actual implementation. The Covid-19 pandemic made it impossible for organizations to perform such a pilot since organizations had to switch to a digital office emergently. As indicated in

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the introduction, implementation has not always run smoothly to date. For a successful implementation of teleworking, organizations should take care of collaboration between organization and teleworkers, the security of the systems and confidential information, infrastructure to be equipped with the right tools, policy framework regarding organizational rules and norms, and managing emotional well-being (Kaushik & Guleria, 2020).

Social isolation

Timonen & Vuori (2018) describe the impact of digitalization on our workplaces. This new period involves an increase in automation and teleworking whereby people can work from every place at every time. The Covid-19 pandemic forced organizations to implement digital working even faster. However, a negative side effect of this change is that of enhancing social isolation (Schwarz et al., 2020). Fakoya, McCorry, & Donnelly (2020) define social isolation as: “*The objective lack or paucity of social contacts and interactions with family members, friends or the wider community*” (p. 2). Next to this, Fakoya et al. (2020) mention that social isolation is highly interrelated with the concept of loneliness. Coyle & Dugan (2012) explain social isolation as a lack of social interaction and relationships while loneliness is the subjective feeling resulting from this social isolation. Cacioppo et al. (2006) define loneliness and social isolation as a set of feelings that arise when social needs do not meet the individual’s drivers relating to those needs, leading to a feeling of social pain. Feelings of social isolation perceived by teleworkers lead to feeling insecure and unhappy about the social and working environment (Cacioppo et al., 2006). Since the concepts of social isolation and loneliness highly correlate, the definition used in this study should consist of both concepts. Therefore, a composite definition of social isolation is created: “the objective lack of social contacts and physical interactions amongst teleworkers, resulting in perceived feelings of loneliness and social pain”.

Marshall, Michaels, & Mulki (2007) state that workplace isolation is conceptualized using a two-dimensional construct. (1) *Contact with colleagues* represents isolation from co-teleworkers when a casual conversation is needed. (2) *Contact with the company* represents the isolation from the company when organizational support is not completed. Additionally, Cooper & Kurland (2002) suggests that virtual work leads to two kinds of isolation. First, social isolation whereby the lack of assistance from co-teleworkers and managers and the lack of emotional and social contact with them is meant. Second, organizational isolation describes the feeling of not being recognized or valued for employee effort (Cooper & Kurland, 2002).

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Paying attention to the prevention of social isolation is therefore important. Orhan, Rijsman, & van Dijk (2016) found that at the micro-level, increased social and physical isolation leads to a decrease in commitment, job satisfaction, and job identification. Social isolation negatively impacts feelings of stress, producing deleterious effects on mental health (Orhan et al., 2016). When people feel isolated or distanced, harmful effects on the physical and mental health of individuals can occur, such as depression and feelings of loneliness (Brooks et al., 2020). Adding to this, less face-to-face contact and an increase in virtuality can lead to increased social isolation (Kenyon, Lyons, & Rafferty, 2002). Wiesenfeld, Raghuram, & Garud (2001) underline the importance of face-to-face contact. They state that a lack of face-to-face contact leads to harmful effects on the well-being of teleworkers contributing to a lack of socialization and feelings of organizational disconnectedness. The more face-to-face contact, the more teleworkers perceive feelings of social belongingness (Wiesenfeld et al., 2001). This social belongingness is the perception of fitting in socially with others (Tellhed, Bäckström, & Björklund, 2017). Next to this, physically isolated teleworkers feel less perceived organizational respect. This construct of organizational respect mediates the relation between physical isolation and organizational identification (Bartel, Wrzesniewski, & Wiesenfeld, 2012). Besides, Ozcelik & Barsade (2018) show that workplace loneliness has a negative relationship with affiliative behaviour, performance, and affective commitment of teleworkers. This results in higher staff turnover, as teleworkers who are more dissatisfied are more likely to resign (Orhan et al., 2016).

To prevent feelings of social isolation, Erdil & Ertosun (2011) underline the importance of social climate. They conclude that when the organizational climate is supportive and teleworkers have a positive relationship, loneliness and employee well-being are being positively influenced. There are also individual outcomes, as Van Bavel et al. (2020) underline the importance of social connection in helping teleworkers with regulating their emotions. Practically, organizations should use technology to connect employees. Catching up with colleagues, playing online games, or video hangouts can positively influence this feeling of connection (Kaushik & Guleria, 2020).

Dixon & Panteli (2010) also highlight the positive side of virtualization. Virtualization is the increasing usage of technology-mediated communication over face-to-face interactions to achieve responsibilities (Dixon & Panteli, 2010). They state that virtual continuities soften effects of discontinuities, such as differences in work practices and knowledge as established in the physical office. Other research (Brooks et al., 2020; Cascio,

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2000) also mentions the importance of communication. Managers and teams should share knowledge and information to ensure nobody feels isolated from the department or organization. Hereby, the focus should be on two-way communication systems such as video conferences, audio meetings, and voicemails. Virtual meetings provide the opportunity for every team member to participate in the process of information sharing. Van Bavel et al. (2020) suggest that even when teleworkers are physically separated, social connection is possible. Hereby, the focus should be on dyadic, informationally rich types of connection such as Teams and Skype. The focus should not be on social media, as this does not provide the feeling of digital connection (van Bavel et al., 2020). According to Cascio (2000), abundant types of communication should contribute to the creation of organizational or social belongingness. Next to this, social interaction, such as informal chats with colleagues is also part of this social belongingness. Also, firms should accommodate for teleworkers to stay connected on a personal level. Besides contributing to the development of a team spirit, this also counteracts social isolation (Windeler, Chudoba, & Sundrup, 2017). These social interactions are essential for creating good physical and mental health (Mogilner et al., 2018).

Subjective well-being

This research investigates the appraisal of teleworkers about their own life and well-being. Diener (2009) identifies this phenomenon as subjective well-being (SWB). He defines SWB as: *“A person’s cognitive and affective evaluations of her life”* (Diener, 2009, p. 63). Veenhoven (2012, p.34) adds: *“How well one’s life meets the expectations and how desirable it seems for outsiders”* to the research of Diener (2009). Newman, Tay, Diener (2014) mention that SWB involves an overall judgment of life, about negative and positive capturing of feelings and experiences. In the further course of this research, the definition of Diener (2009) will serve as the delineation of subjective well-being, as this definition and the associated model are widely supported in the literature on this topic. Diener (2009) developed a model concerning subjective well-being. This model describes personal experiences related to the quality of life, cognitive judgments, and emotional reactions. The model consists of three components: frequent positive affect, infrequent negative affect, and cognitive evaluations of life satisfaction (Busseri & Sadava, 2011; Diener, 2009; Tov & Diener, 2013). Affective well-being deals with the positive and negative emotional experiences (love, pleasure, and happiness) of life changes. Hereby, the focus is on short-term changes in feelings and moods such as enjoying life and feelings of sadness. Cognitive well-being deals with long-term changes. This concept discusses the satisfaction with specific domains such as

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career, life quality and the overall satisfaction of an individual's life. Diener (2009) states that subjective well-being is an underlined measure for the quality of life, human progress, and happiness of individuals. Abdel-Khalek & Lester (2013) link subjective well-being to mental health and mental well-being. They describe mental well-being as the absence of negative symptoms and the presence of positive indicators related to life quality. Mental well-being rises when individuals recognize higher feelings of life satisfaction, contentment in life, and affective joy in life and work.

Oude Hengel, Bouwens, Zoomer, de Vroome, & Hooftman (2021) performed research among almost 7.000 participants affected by the Covid-19 pandemic. They conclude that a substantial part (25%) of the teleworkers suffered from mental or physical complaints or were socially lonely. Teleworkers feeling this way experienced negative consequences for their well-being such as depression and anxiety. Bernstein (1998) describes well-being as feelings of happiness and health, leading to life satisfaction and excellent mental health and well-being. When the feeling of well-being is positive, teleworkers tackle stress more easily. Danna & Griffin (1999) add to this that well-being compromises various non-work/life, general health, and job/work-related satisfactions. In their research, Danna & Griffin (1999) claim that there are three factors associated with employees' health and well-being. (1) Dangerous Work Settings have to do with the physical hazards of the workplace. Someone who works in a hazardous work setting has an increased chance of physical damage to their personal well-being. (2) Personality factors, such as personal control over one's life and social support, and the actual workplace differs. Workers who can keep an overview and feel that they are supported by their environment have fewer problems with deteriorated well-being. (3) Occupational stress is related to the job itself. Workers who experience high levels of occupational stress encounter lower levels of personal well-being (Danna & Griffin, 1999).

Concluded from the research of Yang & Ma (2020) among 11.000 teleworkers in the whole of China, the onset of the current Covid-19 pandemic resulted in a 74% lowered emotional well-being (Yang & Ma, 2020). During these times, teleworkers deal with more issues such as health-related problems and job insecurity (Zacher & Rudolph, 2020). Giorgi et al. (2020) contribute to these findings. They stated that anxiety, sleeping problems, post-traumatic stress disorder (PTSD), and depression are more common to occur in times of uncertainty. Zacher & Rudolph (2020) discovered that the Covid-19 crisis has harmed life satisfaction of teleworkers since the uncertainty of the future and running the risk of getting infected by Covid-19 has detrimental effects on teleworkers' mental well-being. On the other

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side, Tavares, Santos, Diogo, & Ratten (2020) mention the positive effects of teleworking on mental health since teleworkers can handle their work-life balance better due to the increased flexibility and autonomy. Besides, increased autonomy can cause feelings of reduced stress, since teleworkers do not feel the pressure of their manager physically (Tavares et al., 2020). Erdil & Ertosun (2011) discuss that mainly the supportive organizational climate and positive employee relation increases mental well-being as social climate is an important factor in determining mental well-being.

Broadly, a priori literature suggests two interventions for managing the mental health and well-being of teleworkers. First, communication is important (Giorgi et al., 2020; Kniffin et al., 2021; Rimal & Lapinski, 2009; Torales, O'Higgins, Castaldelli-Maia, & Ventriglio, 2020). Rimal & Lapinski (2009) mention that communication has an instrumental role in acquiring knowledge. They state that communication is the exchange of symbolic shared meaning. Torales et al. (2020) mention that individuals seek event-related information to stay informed since they despise the feeling of uncertainty about their future. However, miscommunication or misleading information could be a pitfall, as this study shows that this leads to higher levels of acute stress (Torales et al., 2020). Kniffin et al. (2021) underline the importance of information sharing. Providing these tangible resources supports teleworkers in dealing with uncertainties. Giorgi et al. (2020) add to this that clear and rapid information about the Covid-19 pandemic and the psychological well-being helps with managing the side effects of this pandemic. For example, teleworkers should be informed about the consequences of the Covid-19 pandemic on personal and organizational consequences. Another intervention is to offer psychological help and resources such as support, feedback, and contact with other teleworkers (Kniffin et al., 2021). Bouziri, Smith, Descatha, Dab, & Jean (2020) state that organizations should take care of teleworkers with psychological and mental risks by listening and supporting them. Internet-based interventions to monitor the emotional states of teleworkers help with preventing negative consequences for their well-being, such as feelings of loneliness (Brendryen, Johansen, Duckert, & Nesvåg, 2017).

Conceptual model

Due to the Covid-19 pandemic, a lion's share of the workforce was obliged to work from home suddenly. Consequently, teleworkers experienced increased feelings of social isolation and loneliness. Respectively, social isolation has effects on the perceived well-being of these teleworkers. In short, social isolation influences two kinds of subjective well-being: cognitive well-being and affective well-being. This latter kind of well-being exists of positive

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and negative forms. This research suggests that higher levels of social isolation of teleworkers results in lower levels of cognitive and affective well-being. The aforementioned concepts have led to the following conceptual model, visualized in Figure 1.

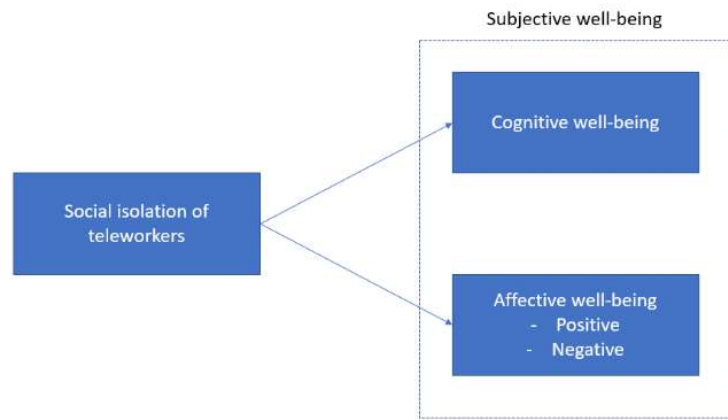


Figure 1. Conceptual model

Chapter 3: Methodology

This chapter first discusses the research philosophy as this impacts the decision-making and angle of approach related to the appropriate method of data collection. Afterwards, the research design and sampling method are debated. After determining the desired respondents, the data collection and data analyses are discussed. Last, ethical considerations and reflexivity are described. This chapter explains how the conceptual model, as shown in Figure 1, is being researched.

Research philosophy

Symon & Cassell (2012) underline the importance of obtaining a research philosophy as this influences the outlooks and beliefs directing research conduction. In their book, they distinguish between two philosophies: ontology and epistemology.

Ontology deals with the nature of existence and the essence of phenomena (Symon & Cassell, 2012). In other words, ontology examines whether settings are real or fake. A research trend within this philosophy is constructivism. Constructivism discusses that knowledge comes from an active construction of reality rather than a passive representation of this same reality (Vennix, 2019).

Epistemology concerns knowledge about knowledge, examining origin, conditions, nature, and scope of knowledge. Epistemology is established encircling the concept of truth (Symon & Cassell, 2012). Two kinds of epistemology can be defined, namely interpretivism and positivism. Interpretivism starts from human interpretation for gathering knowledge

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about a certain phenomenon (Symon & Cassell, 2012). Positivism focuses on directly observable phenomena without the influence of intangible or subjective meanings (Myers, 2019).

This research applies the interpretivism perspective, because this research aims to capture the personal experience and meaning of teleworkers. Based on interpretations of the interviews, a vision on the research question was formed. This means that the researcher adopted an empathetic attitude to be able to understand the opinions that social actors form.

Research design

According to Myers (2019), the research design is a road map of the research project as the researcher intends to answer the research question: *“How does social isolation for teleworkers due to the Covid-19 pandemic impact their subjective well-being?”*

To research this question, qualitative research was held. Using interviews enabled the researcher to delve deeper into the feelings and opinions of interviewees. Since the research concerns the social isolation of teleworkers, the feeling of subjective well-being is essential (Symon & Cassell, 2012). Also, the cultural and social context of individuals could be more easily examined, adding context to the gathered data (Myers, 2019). Literature review is the basis to find a priori research on constructs and concepts before performing a desk research. The goal of the literature review is therefore to clarify what has and what has not been written about a subject. The databases Ruquest and Google Scholar were deployed for this via snowball sampling (Vennix, 2019). Search terms used were Covid-19, teleworking, social isolation, and (subjective) well-being. Extra attention was applied to reports and studies conducted during the Covid-19 pandemic as they are highly correlated with the current study. Furthermore, semi-structured interviews were held with open-ended questions in which in-depth individual views were retrieved about the central constructs. The data collection paragraph further elaborates on the choice for semi-structured interviews.

Next to this, this research was built on the idea of template analysis. This form of analysis balances between the inductive and deductive approaches. Template analysis uses a high degree of structuring during analysing the textual data while at the same time it can relatively easily adapt to the demands of a study. The themes and codes derived are distinctive from each other and grouped based on similarity (Myers, 2019). This form of analysis uses open, axial, and selective coding as described in the section data analysis, but it also enables the use of dimensions and indicators from literature as described in the section operationalization. Appendix D shows the inductive and deductive codes derived.

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Sampling method

Vennix (2019) defines different forms of sampling. Briefly, these are probability sampling and non-probability sampling. Probability sampling is random whereas non-probability sampling is a non-random sampling method centered on convenience (Vennix, 2019). The sample involves the individuals that participated in the research conducted (Myers, 2019).

For this research, non-probability sampling was used as the selection of participants was not completely random. Since this kind of sampling has high risks of sampling bias, the participants should be chosen based on the best representation for the teleworker's population (Vennix, 2019). To achieve this, teleworkers from different age groups, sexes, functions, organizations, and sectors were interviewed.

Non-probability sampling exists of multiple techniques. First, convenience sampling and purposive sampling were used (Vennix, 2019). The researcher asked teleworkers from his network to participate. The researcher himself chose which teleworkers he approached, intending to prevent sampling bias. Second, voluntary response sampling was used with the help of the social media page LinkedIn. A message was placed on this platform, asking teleworkers to participate. This message is shown in Appendix F. Another method applied for finding participants is snowball sampling. The professionals who have been approached from the researchers' network have in turn also put forward teleworkers from their network (Vennix, 2019).

Participants

In total, seventeen teleworkers were interviewed. After fifteen interviews, saturation in the data started to develop. It was noticeable that little new data was mentioned. To create certainty, it was decided to conduct two additional interviews. The inclusion criteria for interviewees were employees who have experienced a forced change in their working situation due to the Covid-19 pandemic in which they went from several days in the office to completely teleworking. In terms of characteristics, teleworkers of different age groups, gender, functions, and industries were chosen. The reason for this is that the diversity in answers and respondents provides a more complete understanding regarding teleworking than purely one branch or age group. By assuming a lot of diversity among the participants, similarities and contradictions could be compared. Table 1 discloses the characteristics of the respondents and the interviews held. For anonymity to be guaranteed, it was decided to provide

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just a brief description of the respondents. This ensures that it briefly becomes clear who the respondents are in broad lines.

Table 1. Characteristics of the respondents and the interviews.

Respondent	Age group	Gender	Industry	Managerial	Date of interview	Online or physical	Duration interview
Respondent 1	20 – 29	Male	Banking	No	13th of April	Physical	1:07:22
Respondent 2	60 – 69	Male	Energy	Yes	20th of April	Online	1:09:49
Respondent 3	50 – 59	Woman	Education	No	19th of April	Online	1:05:15
Respondent 4	20 – 29	Woman	Recruitment	No	19th of April	Online	58:38
Respondent 5	50 – 59	Male	Education	No	19th of April	Online	1:09:26
Respondent 6	20 - 29	Male	Banking	No	20th of April	Online	1:00:08
Respondent 7	20 – 29	Woman	Research	No	21th of April	Online	53:26
Respondent 8	50 - 59	Male	Healthcare	Yes	21th of April	Online	1:13:22
Respondent 9	20 - 29	Woman	Hightech production	No	21th of April	Online	48:03
Respondent 10	30 - 39	Woman	Recruitment	Yes	22th of April	Online	37:08
Respondent 11	40 - 49	Woman	Medical	Yes	21th of April	Online	1:18:53
Respondent 12	30 - 39	Male	Diary	Yes	22th of April	Physical	1:04:36
Respondent 13	30 - 39	Woman	Energy	Yes	27th of April	Online	52:33
Respondent 14	30 - 39	Male	Education	No	29th of April	Online	1:06:39
Respondent 15	40 - 49	Male	Food production	Yes	26th of April	Online	56:24
Respondent 16	30 - 39	Woman	Transportation	No	3th of May	Online	56:14
Respondent 17	50 - 59	Woman	Healthcare	No	11th of May	Online	48:28

Pilot

To ensure that the outcome of the interviews would be successful, the researcher performed two pilot interviews. The interview protocol used during pilot one is shown in Appendix A. Later, these questions have been adjusted to the final interview protocol as shown in Appendix B. These pilot interviews ensured that all questions tie in with the research question, ensuring construct validity (Vennix, 2019). The first pilot provided an exercise and enabled the researcher to assess whether the interview questions are in the correct order and whether any questions are missing (Symon & Cassell, 2012). It became clear that a few questions were not closely associated with the research question. Therefore, some interview questions were adjusted to increase the construct validity. With the usage of an adjusted interview protocol, a second pilot interview was held. The pilots were conducted with two teleworkers from the immediate vicinity of the researcher. The pilots enabled the researcher to become proficient with the interview protocol. Also, the usage of the audio recording system was tested.

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Operationalisation

Operationalisation implies making an abstract concept measurable by selecting observable phenomena, called indicators. These indicators represent the theoretical concept in order to make the abstract concept a measurable variable (Vennix, 2019). To operationalize, it was determined which dimensions belong to an abstract concept. Hereafter, indicators of these dimensions were determined to make the abstract concept measurable. These indicators originate from the theoretical framework. The more indicators, the more valid the results (Vennix, 2019). Each indicator has a linking interview question, as shown in Appendix B. The operationalisation of the constructs is visualized in Table 2.

Table 2. Operationalisation of the constructs

Construct	Dimensions	Indicators	Interview question	Sources
Teleworking	Work location	Working remote	4,5,6	(Olson & Primps, 1984)
		Visit office	4,5,6	
	Importance of ICT	Computer usage	3	(Belzunegui-Eraso & Erro-Garcés, 2020)
		Digital equipment	3	(Hraskova & Rolkova, 2012)
	Locational time distribution	Regular home-based teleworkers	2	
		High mobile teleworkers	2	
		Occasional teleworkers	2	
	Contractual relationship	Contract work (contract)	1	(Daniels et al., 2001; Garrett & Danziger, 2007)
		Self-employed (non-contract)	1	
Social isolation	Loneliness	Perception of loneliness	10	(Coyle & Dugan, 2012; Fakoya et al., 2020)
		Perception of social pain	11	(Cacioppo et al., 2006)
		Perception of social belongingness	11	(Wiesenfeld et al., 2001)
	Contact with colleagues	Face-to-face contact	7	(Orhan et al., 2016; Wiesenfeld et al., 2001)
		Chitchats	8	(Fakoya et al., 2020; Marshall et al., 2007)
		Emotional contact	12	(Cooper & Kurland, 2002)
	Contact with the company	Organizational support	13	(Marshall et al., 2007)

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		Recognition	14	(Cooper & Kurland, 2002)
		Valuation employee effort	14	
	Social climate	Positive contact with colleagues	8	(Erdil & Ertosun, 2011)
		Social connection	9	(van Bavel et al., 2020)
	Virtualization	Technology-mediated-communication	15	(Dixon & Panteli, 2010)
		Virtual meetings	15	(Cascio, 2000)
Subjective well-being	Cognitive well-being	Overall life satisfaction	16	(Abdel-Khalek & Lester, 2013; Diener, 2009; Tov & Diener, 2013)
		Contentment in life	22	
		Perceived career quality	18	
		Organizational Communication	23	(Kniffin et al., 2021; Torales et al., 2020)
		Psychological help needed	24	(Bouziri et al., 2020; Kniffin et al., 2021)
	Affective well-being	Happiness	21	(Diener, 2009)
		Joy	21	
		Contentment work-life balance	17	(Tavares et al., 2020)
		Anxiety	19	(Abdel-Khalek & Lester, 2013; Diener, 2009; Tov & Diener, 2013)
		Fear	19	
		Sadness	20	
		Depression	20	

Data collection

Data was collected in two different ways. Using Google Scholar and Ruquest, multiple peer-reviewed articles discussing related topics and constructs were consulted. Besides, semi-structured interviews were held with teleworkers who experienced the transition from working at an office to teleworking. The interview questions were derived from the dimensions and indicators, as indicated in Table 2.

Interviews

From the thirteenth of April 2021 until the eleventh of May 2021, semi-structured interviews were held. A semi-structured interview allows for new ideas and topics to be discussed next to the preconceived questions (Symon & Cassell, 2012). Semi-structured interviews can initiate a conversation about the question posed as it continues to question the interviewee's answer. This type of interviewing is an excellent way to catch up on the

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respondents' expressions, opinions, beliefs, and feelings (Symon & Cassell, 2012). Since subjective well-being is a personally experienced construct, this format of interviewing allowed the researcher to discuss these emotions in depth.

Interview protocol

Appendix B shows the developed interview protocol which is used to structure the interviews. This protocol ensures that each interviewee is asked the same questions in the same order. First, the protocol contains an introduction in which relevant information was clarified. Furthermore, the themes from the theoretical framework were retained to preserve coherence with the literature study. These topics are teleworking, social isolation, and subjective well-being. The interview questions are derived from the indicators, as shown in Table 2. Besides, the protocol also has a closure in which the interviewee was thanked for participating.

Procedure To improve the transferability, a description of the interview procedure was provided. If a teleworker agreed to participate in the research, the date and time were agreed via email. In preparation, a brief explanation was given of what the interview would look like and what the duration of the interview was approximately. Furthermore, a clarification of the different themes was communicated beforehand so that the teleworker was familiar with the concepts mentioned. During the last contact an informed consent, as shown in Appendix C, was sent. Next to this, the interviewee was asked if there were any problems with an audio recording of the interview. This audio recording was necessary for the analysis of the interviews and for increasing the progressive subjectivity (Symon & Cassell, 2012).

The interviews were conducted according to the protocol with the help of online platforms such as Skype, Zoom, and Teams. Additionally, two interviews were held face-to-face. Face-to-face for all interviews was preferred, but as the Dutch government still applied a lockdown at the time of conducting, the decision was made to conduct most of the interviews online. The language of instruction during the interviews was Dutch. This was the most logical choice since Dutch is the native language of all interviewees and therefore, they can express themselves best in Dutch. Later in the analysis phase, English will be the main language again.

After the interviews were conducted, the participants were asked if they wanted to receive the transcripts which includes member checking. The teleworkers could indicate whether they agree with the transcripts sketching a realistic understanding of the sayings, which increases the credibility of this study (Symon & Cassell, 2012).

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Data analysis

The journal quality list was used for data analysis during drafting the theoretical framework (Harzing, 2020). This quality list assists academics to evaluate journals for appropriate standards. If new studies were found that would provide additional information, it was first checked whether the study was peer-reviewed. Following, the magazine or journal, in which the research was published, was placed next to the yardstick of the journal quality list. The magazine or journal must score three or higher on the ABS 2018 ranking to provide additional information to the theoretical framework (Harzing, 2020). During the analysis of the interviews, the interview statements were unravelled. Categorization ensured that the statements were divided into groups. The interviews were transcribed and coded. To increase dependability and progressive subjectivity, a record was kept. To implement peer debriefing, the researcher talked with various partners on the research topic and the method chosen. These partners included close family, friends who were also conducting research, and the first supervisor.

Transcription

Transcribing is the process of writing down the entire interview word by word. This way, no valuable information is lost in the analysis process. Besides, it enabled the researcher to process verbatim quotations from the interview in the research itself. It is a time-consuming process, but it contributes to the quality of the opinions and results of this study (Symon & Cassell, 2012).

Coding process

The coding process was performed based on template analysis which exists of open, axial, and selective coding. The codes used are shown in Appendix D. Open coding means delineating fragments from the transcription. To do so, it is important to read the transcripts carefully. Interesting pronunciations from the interviews were coded. This code describes the content of the fragment. Therefore, this phase is mainly about linking codes to interesting fragments (Symon & Cassell, 2012). Moreover, axial coding involves combining different codes to create groups of codes. These themes create an overview of the various open codes. Codes that have essentially the same meaning can be combined into an overarching code (Symon & Cassell, 2012). The final stage in the coding process was selective coding. During this stage, an attempt was made to establish connections and relationships between the different codes. The main categories mentioned most often were studied in more detail for

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coherence and relationships. This step supported the interviewer in describing conclusions (Symon & Cassell, 2012). An overview of the coding is given in Appendix D. The codebook manifests the origin of information, providing confirmability (Myers, 2019).

Research Ethics

To guarantee objectivity and safety, some research principles have been considered. First, an informed consent was drawn up in advance, which informed the interviewee how his personal data and answers were handled confidentially. The informed consent is shown in Appendix C. Also, in advance of the interview, the interviewees were informed about the research goal, research question and central terms used. This way, they were able to prepare themselves so that they were not faced with unpleasant topics or surprises. In the communication beforehand, as shown in Appendix G, there has been clear transparency about the research goal. Moreover, at the start of every interview, it was made clear that the respondent could withdraw at any given time in case of feeling uncomfortable. Additionally, by having an informal conversation before the interview and only asking substantive questions during the interview, an attempt was made to put the interviewee at ease as much as possible. Furthermore, the principles of protecting anonymity and confidentiality were highly valued by the researcher. These principles ensure that the interviewee dares to speak out. Practically, the transcripts were completely anonymised, making it impossible to link certain statements to specific respondents. Likewise, no personal or organization-related data was included in the transcripts. However, some personal characteristics, such as gender and age, were included in the study. This is done so that external readers can determine if some statements are applicable to their situation. Nevertheless, these personal characteristics are spacious enough so that they cannot be linked to a specific person. After transcribing, the interviewees were enabled to receive the transcript of their own interview to spot misleading or incorrect data. Nevertheless, none of the respondents made use of this right. After completing this study, the interviewees were provided the opportunity to receive the outcomes of the research. To achieve this, the researcher contacted all respondents to ask whether they were interested in receiving the study. Whenever the interviewee indicated that they were not interested, the study was not sent either. After completion, the research was uploaded to the database of the Radboud University. Furthermore, the research and implications are, upon request with the researcher, accessible to anyone interested in the outcomes.

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Quality criteria

To access high-quality standards, four quality terms have been implemented in this research namely credibility, transferability, dependability, and confirmability. Credibility concerns the fit between constructed realities of interviewees and the attributed reconstructions to them (Symon & Cassell, 2012). In this research, this was enhanced by implementing progressive subjectivity (keeping records), peer debriefing, and member checking. The description of the interview protocol and the thick description in the introduction enhanced the transferability, as others could judge if the current research setting is applicable for their situation (Vennix, 2019). The dependability was enforced by revealing the method of research and by guaranteeing openness in the research process (Symon & Cassell, 2012). Last, the codebook, as provided in appendix D, showed where the data originates from which improved the confirmability.

Chapter 4: Results

The results indicate the findings from the interviews held. These interviews are transcribed and encoded, providing the opportunity to attach meaning to the data collected. This chapter is divided into three parts, namely teleworking, social isolation, and subjective well-being. This is in line with the structure from Chapter two. The quotes used are translated from Dutch to English. Appendix E contains the original Dutch pronunciations which are translated into English.

Teleworking

Covid-19 has ensured that all respondents were obliged to start teleworking. Most respondents possess a full-time appointment, which means that they shifted to full-time regular home-based teleworkers. In other words, they became teleworkers who work from home regularly, using ICT to perform their work. Some of the respondents have a managerial position in which they have the responsibility to let the team function as a team during teleworking. Respondent 8 discusses: *“I cannot create the team spirit, that part of my management tasks of making sure the team is a team is hard to perform during teleworking. That is not possible in a Teams session”*. To be able to focus on work, some teleworkers have converted a separate room into an office. Yet, some teleworkers sit down in the living room to have some interaction during the day. In most cases, the employer has freed a budget so that employees can create an ergonomic workplace at home. The Covid-19 pandemic has prevented teleworkers from visiting the office during this entire calendar year. In most cases,

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the respondents possess a non-vital good job, making it easy to implement teleworking. Some teleworkers visit the office occasionally due to work-related considerations. In other cases, they have recently been allowed to work a day at the office more often as they prefer to work on-site. This way, social contact with colleagues comes back to life. This is something that almost everyone yearns for.

Furthermore, this change of work environment has brought little or no changes in terms of work content for most respondents. Their position has remained the same in most cases, with respondents continuing to perform the same tasks and activities. Respondent 10 mentions that no adjustments are needed to perform tasks at home. She formulated the following reason for this: *“The work we perform only needs internet and a laptop. Whether I am at home or the office does not matter much”*. Some respondents indicated that their job had to undergo a major change or that some tasks were even impossible to perform from home. For example, respondent 7 indicates the following: *“You simply cannot include patients in your research, resulting in no results meaning you are delayed for a couple of months”*. All respondents imply that digitalization increased since teleworking came into existence. The work is executed entirely at home, with all tasks having a digital character. These developments evoke different emotions. As an example, social isolation was more common since colleagues were physically separated from each other. In some cases, the work has also become more efficient since the meetings that normally lasted an hour now last only 45 minutes, as a result of effectiveness. This leaves more time to spend on work. On the other hand, some opponents seem to have less grip on their job due to teleworking. Respondent 2 mentions the following: *“80% of my information comes through the informal circuit ... I miss a lot of informal information now that I am at home. Those informal things get bogged down. They forget them.”*

Before the pandemic, work was mainly performed on-site. A few respondents sometimes performed teleworking to not be distracted by colleagues. However, the general tendency around teleworking was negative with the perception that teleworkers did all kinds of things at home apart from working. As a result, teleworking was not popular. The preference was for working at the office and having physical meetings. Due to Covid-19, employees were obliged to start teleworking. Nowadays, work tasks are in accordance with what a day at the office looks like. What has changed in this is that the meetings now take place online in sequence. The meetings are tightly planned, with employees not leaving their laptops resulting in teleworkers indicating that they are tired of staring at the screen all day

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without a change in their working environment. The other half of the respondents indicate that they experience benefits from teleworking instead of physical work. The most mentioned advantages of teleworking are that of travel time which has been reduced to zero, less distraction from colleagues which results in more focus, and that teleworkers experience more flexibility within performing their jobs. For instance, respondent 4 mentions the following: *“If a candidate rather meets in the evening from 8 till 9, I am not excited to work in the evening, but it is easier for me to slide such an hour into the evening”*.

By way of contrast, some disadvantages have also been expressed. As mentioned before, employees experience having less energy, since they spend all day at the computer in consecutive meetings resulting in a reduction of physical and social freedom of movement. Another disadvantage relates to demographic factors and is especially among the younger respondents who believe that they miss learning moments as they have no interaction with a senior in their function. On top of this, the vitality physically and mentally endured a major impact due to this lesser physical and social freedom of movement. Respondent 16 mentions that she lingers in negativity for longer, because of the difficulty to discuss problems with colleagues. Finally, most striking is the lesser social contact with colleagues. Almost every respondent indicates that less social contact with colleagues is experienced as the biggest disadvantage of teleworking. Respondent 1 says the following about this: *“Informal contact is simply no longer there. That contact is completely gone. That is a shame really”*. The next sections describes how this contact is still experienced.

Social isolation

Since work has shifted towards the household, face-to-face contact has been reduced to almost zero, leading to social and physical isolation. Some of the respondents have recently regained the opportunity to visit the office from time to time. As a result, they were able to see their colleagues face-to-face for the first time in ages. The reactions to this are unanimously positive because they feel that contact is re-established with colleagues in this way. However, the vast majority have not seen their colleagues for over a year or even since the start of the pandemic. They experienced an increase in virtuality since social contact is now digital. Now that teleworkers have experienced digital contact with colleagues for over a year and a half, they almost collectively prefer physical over digital contact. A frequently heard argument is that informal contact almost disappeared during teleworking and that contact is mainly work-related. *“When I speak to them, the contact moments are much more driven by concrete reasons than just bumping into each other at the coffee machine. Those*

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kinds of social contact moments are really a lot less” is what respondent 5 declares about this. To maintain the contact, teleworkers must show initiative themselves to establish this. So, to discuss the weekend or private life, the teleworker often must take the first step forward. However, this is difficult, as the respondents indicate that the workload has increased significantly. This means that not everyone has or makes time for social contact. Since this social contact still is an important factor for job satisfaction, contact is mainly job-related or with whom a teleworker already had a friendly relationship before the pandemic. Regardless, online contact feels less tangible to most people. Respondent 14 says the following about the perceived online contact: *“It resembles to drinking beer without alcohol or eating food without salt”*.

The mutual relationship between employees has been negatively affected for many respondents. They indicate that they feel a diminished or even no relationship due to the Covid-19 pandemic with their co-workers. During the interview, respondent 1 indicated the following: *“The contact is fantastic with the younger generation. We talk a lot with each other. When I look at the somewhat older generation, I notice a lot less contact. Sometimes I even do not speak to them for a month”*. This split often causes teleworkers to feel less interconnected with each other. The contact is mainly sustained through chat. Usage of two-way communication systems such as video meetings often feels forced and momentary. For example, on location, informal talks would take place for about five minutes before a meeting. Nowadays, this is often reduced to one question or even to zero minutes of informal chitchat. Thus, a negative change in social climate is perceived. Yet, there are many advantages to using online platforms such as Teams and Zoom. Even though non-verbal communication is missed and less human contact is perceived, the online platforms enables teleworkers to work more efficiently. First, respondents indicate that a lot fewer meetings are scheduled. Next to this, some respondents experience these online meetings as more valuable and useful as the meetings are more purposeful.

Considering the lesser social contact, loneliness among teleworkers has increased since the start of the Covid-19 pandemic. It is indicated that teleworkers experience less social connection with their colleagues, due to the lesser social contact, meaning that workplace loneliness has risen. Respondent 8 declares: *“When I am teleworking, the first thought after I stop working is now the evening begins and it will be a while before going to bed”*. The same respondent also mentioned: *“I came home last Tuesday evening. I closed the front door behind me. Friday morning was the first time I opened the front door again. That*

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was the first time I saw someone in person again. I just did not see anyone for the entire 48 hours". Often these thoughts are suppressed by contacting roommates, partners, or friendly colleagues. However, not everyone is cohabiting. Also, as mentioned earlier, online contact is still perceived as less tangible. Respondent 12 mentions: *"The biggest pitfall of teleworking is the feeling of isolation. You are alone. The only interaction you have comes from a computer screen which is not even physical. You will notice that. I already had some hard periods experiencing these feelings"*. These feelings of loneliness negatively influence the social belongingness faced with colleagues and the teleworkers' employer.

To counteract these feelings of loneliness, which contact moments do organizations organize to preserve social contact? More than half of the respondents indicate having no or little organizational contact moments. However, they do not see any issues with that as they prefer to focus on performing their tasks. Some organizations arrange organization-wide activities such as Friday drinks and pub quizzes. At the department level, often a fixed coffee moment is scheduled, with most respondents indicating experiencing these moments as forced and less intimate. As a solution, teleworkers try to meet physically with colleagues as much as possible to preserve their connection. For example, respondent 3 and respondent 10 both met with colleagues in town for a walk during lunch, and respondent 17 schedules a physical coffee appointment with a colleague every other week. Nevertheless, the organizational connection has not diminished since the start of the pandemic. As a matter of fact, almost every respondent indicates that they still feel part of the organization. This feeling persists because of organized activities and the fact that teleworkers are work-related still important to the organization. Some respondents perceive more feelings of organizational isolation, as they lose the feeling of who they work for since the atmosphere and the impact of their tasks feel much less direct.

"Organizing activities like yoga sessions and mindfulness sessions. You can participate in those sports sessions if you like" is what respondent 6 said about how his organization continues to emphasize and maintain a sense of belonging. This is a frequently heard argument, indicating that organizations organize activities for all employees to participate to maintain a sense of belonging. On the other hand, some organizations do not act upon these feelings. These teleworkers feel connected through completing tasks and performing their function properly. Still, most organizations put their best foot forward to express appreciation for the sudden change in work situation. The teleworkers indicate that they feel seen in this situation. The perceived organizational respect is often expressed in

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gifts, such as a bouquet or chocolate. In addition, organizations often provide a budget for teleworkers to set up an ergonomic and comfortable workplace at home. Yet, there are also organizations where this is not the case. These teleworkers feel no or less organizational respect. Respondent 2 mentions the following about this: *“At one point I said for who am I actually doing it for? Am I doing it for myself, am I doing it for the company, am I doing well or am I not doing well?”*

Teleworkers experience that social contact has decreased in quality and quantity. The next paragraph describes whether this affects their well-being.

Subjective well-being

Subjective well-being can be divided into two parts. The first part is cognitive well-being. Hereby, the focus is on the longer term. During the interviews, these changes in the longer term were extensively questioned. To the question of how people experience life during the pandemic, divergent answers were given. Life has undergone a major change and the outcomes of this are different for every individual. For example, some of the respondents indicate facing advantages in life during the pandemic. They imply enjoying the serenity that has arisen in their lives. As an illustration, they no longer need to visit the office or attend compulsory events. As a result of this switchback, they also experience fewer stimuli which has positive outcomes on their fatigue and sleep. Since the Covid-19 pandemic has been going on for over a year now, most teleworkers have accepted the situation as it is. Not everyone has positive experiences with what life is like now. Lesser activities are being organized outside of work. These activities are often seen as a distraction, which is almost not possible now. Besides, social loneliness is experienced as a substantial complication. Next to this, personal well-being has also decreased since teleworkers cannot practice sport by which they are missing an outlet. As a result, emotional well-being has been lowered due to teleworking. Respondent 12 declares: *“You will notice that certainly in the short term. It has taken its toll in the sense of tensions and irritations at home. I noticed that I had a very short fuse. The smallest things could mean that I would go completely out of my mind”*.

The current way of teleworking is argued by the majority as less challenging and appropriate than how it was before the pandemic. The main argument is that social contact with colleagues is missed. Most respondents, therefore, prefer a hybrid working week in which they could work at home for three days and two days a week at the office. Operational tasks can be performed from home and the two days at the office ensures the social connection with colleagues. Some of the respondents argue that the start of teleworking was

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encountered as challenging since organizations were not equipped for teleworking.

Adjustments were needed in the working routines to make teleworking possible. Meanwhile, the pandemic has been going on for a while meaning that organizations are geared up for teleworking. Even though the majority indicates that the current way of working is well organized, changes need to take place in the longer term. Working from home is tolerable for the time being, but if it is still the case for two more years it will be more difficult for respondents to continue to perform their function as it is. Respondent 9 says the following about this: *“I hope that the Covid-19 measures will decrease in the coming months. If it went on for another year, it would be far from ideal”*. Teleworkers are now fully operational, but the changes in the longer term must ensure that the contact with colleagues is also brought back to life, as was the case before the Covid-19 pandemic.

Organizations try to keep teleworkers up to date on Covid-19 related information on how they handle pandemics in terms of returning to the office. More than half of the respondents claim to receive sufficient information about the latest trends within the organizations concerning Covid-19. Most organizations update their teleworkers weekly or every other week via mail. In addition, catch-up sessions take place in which teleworkers are also included in the internal decision-making process. On the other hand, slightly less than half of the respondents indicate that there is no information sharing in their organization. As a result, they seek their own information sources to know what the possibilities and regulations are. This way, they try to make their own assessment of what the future holds regarding their work and private life, enhancing the possibility of believing misleading information.

Teleworking has positive and negative effects on the well-being of respondents. Regarding personality factors, respondents indicate having more time for their private life. Since they are now more at home, managing the household is more easily done. In addition, some of the respondents experience more harmony in life. Respondent 4 mentions: *“It provides a certain kind of feeling and peace of mind since you do not go to work. You spend more time at home which makes it possible to vacuum or to put clothes in the washing machine”*. On the other side, mental or physical complaints are also experienced. In addition to teleworkers feeling less vital, respondents also possess less energy. This is often a result of the little change in the working environment, the increased occupational stress, and the lesser interaction with colleagues. This unconscious lack of social contact also diminishes the incentive for several respondents to perform their work properly. For example, some respondents operate in their bedroom meaning that they spend more than 16 hours a day in

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the same room where they do nothing but working or sleeping. Respondent 10 argues: *“The motivation is less anyway. Yet again a conversation via Teams. At a certain point, I do not really gain energy from these meetings”*. To discuss this impact, teleworkers stay in contact with others. To illustrate, most of the respondents use help and resources such as remaining in dialogue with their manager to discuss the impact on their subjective well-being, creating a supportive organizational climate. These dialogues concern experiences with teleworking and whether anything is possible to make teleworking more pleasant. In the case of disapproval regarding teleworking, teleworkers are offered a return to the office one day a week. Respondents that indicate having no impact on their well-being did not undergo any action to discuss the new working situation logically.

In addition, affective well-being has been asked. Some respondents argued that they are satisfied with the work-life balance as it is now. Arguments for this are often that teleworkers have more time to handle private affairs during office hours and that they can be more flexible with the hours to be worked, causing overtime to be almost impossible. In contradiction, half of the respondents experienced a mismatch in their work-life balance since they switched to teleworking. Most often mentioned is the increased work outside working hours. This is because they encounter difficulty closing the working day. Respondent 15 mentions: *“I still have to complete this task, so I will continue to work. Oh, I have not done that yet, so I will keep working. Oh, someone else had called, I must call them back. That madman on the other end of the line even answers the phone. You cannot close the working day for yourself, even if you want to”*. Next to this, communication in private time has also increased. For example, teleworkers are more likely to check their email on weekends and evenings. Office hours, as they existed, are beginning to fade.

What about the concerns and fears about well-being? More than half of the respondents indicate preferring having lesser physical contact with other human beings since this reduces the chance of getting infected by Covid-19. The main fear is to pass on Covid-19 to loved ones in risk groups. Based on this conviction, teleworkers gratefully continue to work from home. Also, a large part of the respondents mentioned having no fears and worries. They see themselves as a relatively healthy person who is not afraid of contracting the virus. An overall shared concern is the long-term perspective. Most respondents persist in teleworking since there is a spot on the horizon that they can return to work. In time, returning to the office provides guidance. Without this perspective, teleworking would be a lot harder.

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Almost every respondent indicates experiencing rising moments in sadness and depression during teleworking, resulting in lowered emotional well-being. This often refers to the lesser social contact and closeness with colleagues. Respondent 8 says the following about this: *“Sometimes I am a bit, like last week, down. In that case, I was completely done with the whole situation”*. Respondent 15 adds: *“Sometimes I am disappointed that it is difficult to blow off some steam at some colleagues. You are fed up with that”*. As a result, emotions flatten or there is a noticeable rise in thoughts about sadness and depression. For some, these feelings may also be irrelevant. This has often led to an acceptance of the situation being like this. Often the contact that is missed at the workplace is met with contact outside of work.

Happiness and contentment had to be sacrificed during the introduction of teleworking. Most respondents indicate that they experience less happiness and joy during teleworking. They miss the daily contact with colleagues that is experienced at the office. Because of the lesser social contact, half also experiences less pleasure at work. Respondent 1 mentions: *“Yes, all of that has decreased a bit since I started working from home. You get less pleasure from work since you work here all alone. I prefer visiting the office every now and then, just so that I have social contact with my colleagues again. I think happiness has declined”*. However, there are also positive sides. These teleworkers do not experience any change in their happiness and joy. They are satisfied with how work is currently organized. The main advantage is that teleworkers experience more rest and are more relaxed since fewer stimuli and distractions are experienced.

In summary, the Covid-19 pandemic forced all respondents to make the switch to performing their functions from home. Some teleworkers encounter more trouble with this than others. Those who experience benefits from teleworking enjoy the fact that they have less contact with colleagues. As a result, they experience less distraction and stimuli, which has increased energy and motivation. An additional disadvantage is that it is more difficult to set closure to a working day since private life and working life have more faded boundaries. This means that working hours have increased considerably. Teleworkers who have more difficulty with switching to teleworking mainly miss social contact. In the beginning, it took some time to get used to this new way of working. Now that this has been done, teleworkers are searching for ways to reconnect with their colleagues. Unfortunately for many, this online contact feels a lot less tangible since the non-verbal contact is hardly noticeable online. This affects job satisfaction and contentment in work. Teleworkers themselves also experience that

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they have less time for social contact because the workload has increased since Covid-19. If they consider having social contact with colleagues, they must show the initiative themselves. Even though tasks can be performed perfectly from home, teleworkers prefer to talk informally with colleagues about private matters in real life. That is being missed a lot.

Chapter 5: Conclusion and discussion

The last chapter discusses the main conclusions of this study. After doing this, both theoretical and practical implications and recommendations for future research are debated. This chapter also examines the limitations of this research and ends with reflexivity.

Conclusion

This research aims to examine the impact of lesser social contact due to teleworking on Diener's subjective well-being (2009). Particularly, this study examines: 1) What the findings of teleworkers are regarding teleworking since they have experienced this switch for over a year and a half now, as defined by Belzunegui-Eraso & Erro-Garcés (2020); and 2) how they define the social contact with their colleagues in times of teleworking; and, lastly, 3) how these findings affect their cognitive and affective well-being (Diener, 2009). Based on seventeen semi-structured interviews with teleworkers who have experienced a forced change in their working situation due to the Covid-19 pandemic in which they went from several days in the office to working from home completely, the following research question has been examined: *How does social isolation for teleworkers due to the Covid-19 pandemic impact their subjective well-being?*

First, it can be concluded from the results of this study that teleworking has positive and negative sides. On the positive side, teleworkers indicate controlling their work-life balance more efficiently, which has significantly increased job flexibility. Furthermore, travel time has decreased substantially. These findings are in accordance with the conclusions of van Veldhoven & van Gelder (2020). These advantages positively influence employee retention and attraction, productivity, and job satisfaction (Bailey & Kurland, 2002). However, the results did not only show positive sides to teleworking. Teleworkers experience less energy from teleworking in comparison to working at the physical workplace. The existing conditions in the working and living environment cause less energy proliferation ensuring life and work get more monotonous. Subsequently, the lack of social interaction with colleagues is perceived as a great loss. Missing these mutual contact and social networking reduces job pleasure and satisfaction (Schwarz et al., 2020).

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Furthermore, the results show that every respondent experiences online contact as less abundant and tangible due to the missing non-verbal communication. Since teleworkers started teleworking, the social contact has decreased significantly as contact mainly takes on a work-related approach. Additionally, teleworkers have started to free up less time for social contact. Since social contact does not meet the expectations anyway, the lost time is preferred to be spent on catching up with work arrears. As productivity and workload have increased, teleworkers have become busier. As a result, the focus is more often on meeting deadlines than on catching up with colleagues. These changes are accountable for the rise in lesser social contact and enhanced social isolation, resulting in negative effects on mental health.

Based on the study of Wiesenfeld et al. (2001), less face-to-face contact contributes to the feelings of lesser social belongingness and higher feelings of organizational disconnectedness. The results of this study confirm the results of Wiesenfeld et al. (2001), as respondents indicated that they regularly experience loneliness leading to lower feelings of socialization. Additionally, experiencing loneliness also negatively alters the affective commitment and performance of teleworkers. However, teleworkers still perceive feelings of organizational connectedness as they are work-related bounded. This contradicts findings that underline that workplace loneliness negatively affects affiliative behaviour, performance, and affective commitment (Orhan et al., 2016; Ozcelik & Barsade, 2018). It can be concluded that teleworkers have continued to feel organizational affinity since they are still relevant in terms of work content. Though, the social connection with colleagues decreased drastically making work less enjoyable. Additionally, the results show that the rise in virtuality increases feelings of social isolation. As a result, organizations try to improve this virtualization of work by expressing appreciation or organizing online contact moments. However, this often does not come close to the perception of physical contact moments. So, social isolation has soared massively, which is not the case for organizational isolation (Cooper & Kurland, 2002).

Though, it can be concluded that social contact has endured a mainly negative change. Nonetheless, this study investigates the impact of lesser social contact on the subjective well-being of teleworkers (Diener, 2009). The results show tiny little negative changes in cognitive well-being. Even though the perceived career quality has inclined since teleworking started, the overall contentment in life and life satisfaction have not been drastically negatively affected (Abdel-Khalek & Lester, 2013; Diener, 2009; Tov & Diener, 2013). Although less is possible due to the restrictions, teleworkers continue to remain positive since

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there is an end to the road that this pandemic will end anywhere soon. Even though teleworking and the lesser social contact is perceived as less pleasant, the respondents believe that within six months from now the hybrid working week will exist, so that social life can be experienced again.

However, affective well-being has had more impact. Where one indicates that they are satisfied with their current work-life balance, there are also many teleworkers indicating a mismatch in their balance. One of the main reasons for this is the increase of work in private time. Due to the increased workload, teleworkers have less time to participate in social activities. Nevertheless, teleworkers miss this social contact. For example, it appears that the majority experience a negative increase in terms of sadness and depression since they experience significantly reduced contact with colleagues. Teleworkers also encounter less happiness and joy in work since they are being separated from colleagues and the office. As there are more negative symptoms present and positive symptoms absent, we can conclude that life satisfaction, affective joy in life, and work and contentment in life have decreased (Abdel-Khalek & Lester, 2013). By experiencing more negative affect, the subjective well-being has decreased due to teleworking.

Overall, it can be concluded that the quality and quantity of social contact have decreased considerably since teleworking has become the norm. Although teleworking has some advantages, social contact with colleagues is missed mainly, causing a sense of alienation. As a result, teleworkers mainly feel associated to the organization in terms of work content. Social solidarity has had a significant negative impact. Looking at the subjective well-being of Diener (2009), the cognitive part has had little or no impact, as teleworkers learned to live with the current situation. The affective part did encounter a clear impact, as feelings of sadness and depression have increased resulting in teleworkers deriving less pleasure and happiness from their current way of working. Given this, cognitive well-being has barely been influenced by lesser social contact. In contrast, affective well-being has had a negative impact due to lesser social connection.

Discussion

This paragraph discusses the results and conclusion in context with the theoretical framework. The theory, as discussed in Chapter two, helps interpreting and understanding the results of the study. This results in theoretical and practical implications and recommendations for further research. Besides, some limitations of this research are examined. Last, reflexivity about the research project is given.

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Theoretical implications and recommendations for future research

The theoretical implications and recommendations of this study discuss how to findings of this study add to, contradict or confirm previous studies, as debated in Chapter two (Vennix, 2019). As mentioned in Chapter one, this study aims to fill the gap between subjective well-being and social isolation due to teleworking. Considering this gap, previous studies linked subjective well-being to mental health and mental well-being (Abdel-Khalek & Lester, 2013). They state that mental well-being rises when individuals recognize higher feelings of life satisfaction, contentment in life, and affective joy in life and work. Nonetheless, the conclusions from this study partly match these assumptions. Although the negative and positive affective part of subjective well-being has undergone a negative adjustment due to teleworking, the same cannot be said for the cognitive part (Diener, 2009). Less affective joy in life and work and less contentment in life have less influence on this part of subjective well-being (Diener, 2009). From a personal conviction, I thought that the cognitive part would also experience a greater impact due to teleworking. Personally, I thought that every teleworker experiences the current way of working, in general, as less pleasurable than it was before. A possible explanation for the results of this study is that work does not cover teleworkers' entire lives. They can still perform activities next to work, although to a lesser extent. As a result, general life satisfaction and gratification with teleworking are less affected. Performing tasks can still be executed, though with less social contact. Of course, this is a pity, but that is not such a burden that the cognitive well-being experience negative effects (Diener, 2009). Future research could further examine some effects of lesser social contact on merely cognitive or affective well-being. This could further explore the effects in the short or long term, allowing teleworkers and organizations to deal with the negative consequences in a more targeted way.

Subsequently, previous studies have identified multiple pros and cons related to teleworking (Bailey & Kurland, 2002; Olson & Primps, 1984; van Veldhoven & van Gelder, 2020). These pros and cons were largely validated by this study. However, the results of this study revealed other insights that were not mentioned in these previous studies. For example, it has been stated several times that teleworking also provides fewer incentives, which benefits the concentration and produces less fatigue that teleworkers endure. Additional negative points have also been found regarding teleworking. For example, missing learning possibilities is a common problem for professionals at the start of their careers. Moreover, teleworkers obtain less energy from teleworking since every working day takes place in the

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same surroundings. In this situation, there is little distraction and little social contact with colleagues which is seen as an important variable in maintaining job satisfaction (Marshall et al., 2007). A possible explanation for this deviation is that the participants in the current study were obliged to telework, in contrast to the participants in the previous studies. These participants performed teleworking voluntarily, meaning that they have different ideas and experiences with teleworking as it was their own choice to telework. In other words, the participants from the previous studies approach teleworking with different norms and values than the participants from this study.

Also, previous studies argue that feelings of isolation have harmful effects on physical and mental health (Brooks et al., 2020). Additionally, having less face-to-face contact increases feelings of social isolation (Kenyon et al., 2002). This study partially agrees with these outcomes. First, the feeling of loneliness exists among teleworkers. Some indicate that they experience a diminished connection with colleagues and the organization. As a result, the current participants gain less pleasure from work. This is in line with the results of previous studies (Brooks et al., 2020; Kenyon et al., 2002). However, this study reveals that these results are not generally accepted. Teleworkers often absorb these feelings of isolation and less connectedness with contact in the private sphere, such as with their children or with their partner. This contact has become many times more intensive since teleworking exists. The findings of previous studies mainly apply to singles who suffer the most from isolation and less involvement, as the Covid-19 measures made it hard for them to have physical social contact with friends and colleagues. Future research could focus on how to keep social contact alive during teleworking. As a teleworker and as an organization, how do you ensure that social contact remains as warm as it is at the office? The results of such a study contribute to maintaining a connection with colleagues and the organization.

Last, several previous studies have established that organizational support and social climate are important in maintaining connectedness (Baruch, 2000; Erdil & Ertosun, 2011; Dana & Griffin, 1999; Kaushik & Guleria, 2020). The current research underlines the importance of organizations in continuing to connect people in times of teleworking. Further, own initiative is also important in maintaining a social connection. This study reveals that it is not only the organization that bears responsibility, the teleworker must also take responsibility for staying in touch with others. Future research could determine which initiatives are most successful in maintaining a social connection. These practical insights

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show what teleworkers and organizations can do to stay socially connected. Together they should reach a balance that has the least negative effects on subjective well-being as possible.

Practical implications and recommendations for future research

The practical implications concern the reality whenever certain conditions are fulfilled, as established in this research (Vennix, 2019). As mentioned in the introduction, teleworking is here to stay and will become an important part of the new way of working (Centraal Planbureau, 2021). Hence, these practical implications and recommendations should positively influence the subjective experiences with teleworking.

Since it is primarily the affective part of subjective well-being (Diener, 2009) that appears to be affected by social isolation, the biggest practical implications will occur here. Kniffin et al. (2021) underline the importance that, early in the pandemic, organizations had to ensure that teleworkers became operational from home. If that was successful, attention should also be paid to the well-being of teleworkers. However, this research has shown that this link occurs to an even lesser extent since the impact on affective well-being is worth mentioning (Diener, 2009). Future research could explore how teleworkers and organizations can discuss this impact together, meaning that less obvious effects on affective well-being emerge. This study shows that teleworkers are satisfied with the information provided. Next to this, organizations send a lot of information about how they deal with the pandemic. However, organizations and the teleworkers themselves should also focus more on the psychological scope which has changed since the start of teleworking. Many teleworkers mention talking to their manager or direct colleagues about the changes from time to time, but this is not actively managed. For this reason, a more active policy should be pursued here, as many respondents indicate having no clue how and what has been arranged to make this impact negotiable.

Second, social isolation has far-reaching consequences for the well-being of teleworkers. Orhan et al. (2016) discuss that physical isolation leads to decreased levels of organizational identification, commitment, and job satisfaction. Additionally, feeling socially isolated produces stress and has deleterious effects on mental health (Orhan et al., 2016). This study shows how much teleworkers yearned for face-to-face contact. This form of contact generates more energy in comparison to online contact. Feelings of isolation create negative feelings of depression and loneliness (Brooks et al., 2020). An often-cited argument that is preferred by many respondents is the introduction of the hybrid working week. In this system, a teleworker works from home for three days and visits the office for two days. This way, the

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benefits of teleworking are experienced such as less distraction, more flexibility, and more control over their working day. On the other hand, when the employee works at the office, social contact can be enforced which solves one of the biggest cons against teleworking. Future research should determine whether this indeed decreases the negative impact on subjective well-being and if there may be an negative or positive change in certain values linked to this well-being (Diener, 2009). Furthermore, it is of importance to investigate what the ideal combination is between teleworking and working at the office. However, this study shows that this might differ per person. Additionally, another option could be to resume meetings or socializing events at the office. With more opportunities to gather, more events could take place on location again, with due observance of the Covid-19 measures. These steps of further research will help teleworkers and organizations to take new steps that suits the wishes and requirements of both the teleworker and employer.

Besides, Hraskova & Rolkova (2012) discuss the importance of implementing a pilot before starting teleworking, as this situation drastically changed the business operations. However, Covid-19 made it challenging to implement such a pilot, as organizations had to switch to teleworking immediately. For successfully implementing teleworking, organizations should take security of systems, providing the right tools, policy frameworks, and managing employee well-being into account (Kaushik & Guleria, 2020). Future research could determine how teleworking can be carried out without creating negative and possibly creating positive consequences for subjective well-being (Diener, 2009). Conducting a pilot could provide insights in this regard.

Last, maintaining social contact is of great value. As Brooks et al. (2020) have shown, feeling isolated or distanced leads to harmful effects on the physical and mental health of individuals such as depression and feelings of loneliness. Therefore, it is vital to show initiative yourself in maintaining social contact with others, both within the work and private sphere. As evidenced from the interviews, this study shows how important it is to put time and energy into this. Certain initiatives are: playing a game together online or sharing photos. Furthermore, due to the increased flexibility, more time could be invested in local initiatives to lend a helping hand to people in the immediate vicinity with, for example, shopping or driving. Work-related, preference could be more often for two-way communication systems over chatting or calling (Cascio, 2000). This way, you make sure you stay socially connected.

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Limitations

This research is conducted among a diverse group of participants. Different genders, sectors, positions, and age groups were included. However, this classification is created with the help of non-probability sampling. Literature assumes that the use of probability sampling influences the research results less since any person within the inclusion criteria is offered the possibility to participate in this research (Symon & Cassell, 2012; Vennix, 2019). If everyone can participate, transferability to the population as whole increases, which contributes to the quality of the results. Although, the current research design consists of a diverse group of respondents who are mutually distinctive. They are considered to represent a general understanding of teleworkers. Furthermore, more research must be conducted to determine whether the outcomes of this research also occur in other organizations and sectors. This research made a head start, but research among a larger research group within other organizations and sectors could yield additional results. In addition, it would be of interest to further research certain characteristics of the inclusion group. For example, it would be worthwhile to research whether a certain age group scores better on certain outcomes. This research illustrates a more generalizing figure, while the focus could also be on forming a more concentrated impression.

Additionally, this research only includes teleworkers from western companies and western cultures. Each respondent was, at the time of interviewing, located in the Netherlands. It might be interesting to see if the subjective well-being of Diener (2009) provides the same results in other cultures worldwide. Besides the fact that it is interesting to see whether affective well-being in other cultures is mainly influenced by less social contact, it could also increase the transferability and credibility of Diener's subjective well-being (2009) by gaining insights into employee well-being in cultures other than the western culture.

Besides, a common bounded condition of qualitative research is the interpretation biases which could affect the credibility of the research (Vennix 2019). Interpretation biases mean that the researcher interprets a statement or declaration differently than how the respondent intended it (Vennix, 2019). Since most interviews are conducted online, it is even more difficult to interpret non-verbal communication. Also, the subjectivity in the mindset of the interviewees could be a burden, making it hard to insert transferability. Nevertheless, by enhancing the credibility of this research, the researcher attempted to prevent these biases. In this research, credibility is supported by implementing progressive subjectivity, peer

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debriefing, and member checking. Furthermore, the transcripts are accessible to anyone who is interested. Also, the codebook is included in Appendix D, to show evidence of the data collected.

Last, transferability is limited as this qualitative research is conducted among a sample of seventeen semi-structured interviews. The reader of this article must determine himself if the outcomes of this study are transferable to other settings. To augment the transferability, the interview protocol and a thick research description in the introduction are implemented, as discussed in Chapter three. To encourage transferability in future studies, triangulation of research data could be fulfilled (Symon & Cassell, 2012). More diverse data could be implemented by combining quantitative (surveys) and qualitative (observations and interviews) research methods. Subsequently, applying triangulation also increases credibility, assisting to avoid interpretation biases (Vennix, 2019).

Reflexivity

Reflexivity examines oneself as a researcher and the relationship between the researcher and the research process. Hereby, own preconceptions and assumptions, that can influence the research outcomes, are being assessed (Myers, 2019). During this research, the researcher himself has also become a teleworker, due to the Covid-19 crisis. His part-time job had to be performed from home. As time went on, the office became more accessible, resulting in nowadays working one day from home and one day in the office. Since the theme of this study concerns the personal situation of the researcher, some contradictions can be identified. For example, the personal experiences of the researcher may have influenced the conduction of this research. The goal was to remain as objective as possible and to not have biased opinions. However, this was difficult at times for the reason that his biased image was sometimes contractionary to the data collected. By not allowing his own opinion to count, these biases are prevented. In addition, the research theme of this study and the personal interests of the researcher are highly correlated. The motivation for conducting this research is that the researcher is highly interested in personal well-being and personal development of employees. From an Human Resource point of view, the researcher believes that employees are the most important asset of an organization for distinguishment. The Covid-19 pandemic has ensured a major change in how this capital can contribute to the operating result of their organization. From the researchers' interests, it is therefore exciting to see how this sudden change is given a positive approach, making teleworkers feel just as comfortable and motivated at home as they do at the office. Hopefully, the implications of this study will

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provide new insights that make teleworking a bit more enjoyable for the teleworkers that are better off without teleworking.

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Appendices

Appendix A: Interview protocol pilot

INTRODUCTIE

Allereerst wil u nogmaals bedanken voor het deelnemen aan dit onderzoek. In de communicatie vooraf aan dit interview heb ik de structuur en onderwerpen nader toegelicht. Indien hier nog vragen over zijn, dan hoor ik dat graag. Zo niet, dan zou ik graag verder willen gaan.

Het doel van dit onderzoek is om de gevolgen van de sociale isolatie door het thuiswerken in beeld te brengen wat betreft het subjectieve welzijn van werknemers die door de Covid-19 pandemie thuis zijn komen te werken. Ik zou graag willen weten wat uw ervaringen hiermee zijn. Dit kan natuurlijk positief en negatief zijn. Er zijn drie verschillende thema's te onderscheiden in dit interview. Allereerst zal ik u wat vragen stellen over de nieuwe werksituatie, genaamd telewerken. Daarna komt het onderwerp sociale isolatie aan bod en als laatste het subjectieve welzijn gekoppeld aan de vorige twee onderwerpen.

Het interview zal opgenomen worden met de dictafoon op mijn telefoon. Voor het verwerken van de data afkomstig uit dit interview, is het van belang dat ik woord voor woord dit interview naderhand ga uitschrijven. Dat is ook de reden dat ik dit gesprek zou willen opnemen. Na het uitschrijven van het interview zal de opname van mijn telefoon gewist worden. Het uitgeschreven interview zal volledig worden geanonimiseerd, zodat uw uitspraken niet gekoppeld worden aan u als persoon. Er zullen geen persoonlijke gegevens opgenomen worden in het onderzoek.

Indien u dit aangeeft, is er altijd de mogelijkheid om vroegtijdig te stoppen. Op dat moment zal er gelijk een einde gemaakt worden aan het interview. Zijn er verder nog vragen?

VRAGEN

Telewerken

1. Vanaf welke locatie werkt u sinds het begin van de Covid-19 pandemie?
 - a. Wat zijn de voordelen en nadelen van deze plek?

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2. Hoe is de technologie binnen uw functie veranderd in de afgelopen twee jaar?
3. Kunt u mij iets vertellen over hoe uw gemiddelde werkdag eruitzag vóór de Covid-19 pandemie wat betreft telewerken?
 - a. Hoe vaak deed u aan telewerken?
4. Kunt u mij iets vertellen over u dagelijkse werkdag tijdens de Covid-19 pandemie wat betreft telewerken?
 - a. Hoe vaak doet u nu aan telewerken?
5. Zou u iets kunnen vertellen over uw soort dienstverband? Bent u in vaste dienst of een zzp'er?
6. Wat zijn nog andere voordelen/ problemen met thuiswerken die u zou willen delen?

Sociale isolatie

7. Wat was de laatste situatie waarin u meerdere collega's face-to-face gezien hebt?
8. Hoe ervaart u het dagelijks contact met uw collega's? Is daar veel in veranderd sinds het thuiswerken is ontstaan?
9. Wanneer ervaart u gevoelens van gebrek aan sociaal contact met betrekking tot uw werk?
10. Hoe zou u uw gevoelens rondom eenzaamheid met betrekking tot uw werk omschrijven?
11. Hoe ervaart u het gevoel dat u nog onderdeel bent van uw organisatie sinds de start van de Covid-19 situatie?
12. Hoe ervaart u de verbondenheid met uw collega's in tijden van Covid-19?
13. Hoe blijft u verbonden met uw collega's in tijden van Covid-19?
14. Hoe ervaart u de verbondenheid met de organisatie in tijden van Covid-19?
15. Wat onderneemt de organisatie om waardering uit te spreken en u te ondersteunen in deze nieuwe werksituatie?
16. Wat onderneemt uw organisatie om u in contact te brengen met collega's?
 - a. Wat zouden zij hierin kunnen verbeteren?
17. Hoe ervaart u het gebruik van platforms zoals Skype en Teams voor virtuele meetings?

Subjectieve welzijn

18. Hoe ervaart u het leven tijdens de Covid-19 pandemie?
 - a. Kunt u iets vertellen over uw ervaringen binnen dagelijkse routines?
19. Hoe tevreden bent u met de werk-leef balans zoals die momenteel is?

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20. Hoe tevreden bent u met de manier hoe uw werk momenteel ingericht is?
21. Wat zijn uw zorgen en angsten die verband houden met de Covid-19 pandemie wat betreft uw welzijn?
22. Wat zijn de positieve effecten van Covid-19 op uw geestelijke gezondheid of welzijn?
23. Hoe voelt u zich wat betreft persoonlijke angst sinds u thuis werkt door de Covid-19 situatie?
24. Hoe voelt u zich wat betreft droefheid sinds u thuis werkt door de Covid-19 situatie?
25. Welke positieve en negatieve uitkomsten merkt u op uw welzijn sinds u thuis werkt?
26. Hoe probeert de organisatie meer informatie en communicatie over wat er afspeelt intern mogelijk te maken?
27. Wat heeft u gedaan/ gepland om u hierbij te helpen om deze impact op uw geestelijke gezond of welzijn bespreekbaar te maken?

AFRONDING

Dit betekent dat wij aan het einde van het interview zijn aangekomen. Zijn er nog aanvullingen op de gegeven antwoorden? Daarnaast, heeft u nog opmerkingen die van belang kunnen zijn in het onderzoek wat wij nog niet besproken hebben tot zover?

Hieruit voortvloeiend ga ik bezig met het uitschrijven van de interviews. Deze transcripten zullen gebruikt worden voor het resultaten en de conclusie van het onderzoek. U heeft de mogelijkheid om het uitgeschreven interview te ontvangen om onregelmatigheden te spotten of eventuele rectificaties door te voeren. Indien u dit graag wilt, mag u mij altijd contact met mij opnemen. Voor nu wil ik u bedanken voor uw tijd en wens ik u nog een prettige dag.

Appendix B: Interview protocol

INTRODUCTIE

Allereerst wil u nogmaals bedanken voor het deelnemen aan dit onderzoek. In de communicatie vooraf aan dit interview heb ik de structuur en onderwerpen nader toegelicht. Indien hier nog vragen over zijn, dan hoor ik dat graag. Zo niet, dan zou ik graag verder willen gaan. Het doel van dit onderzoek is om de gevolgen van de sociale isolatie door het thuiswerken in beeld te brengen wat betreft het subjectieve welzijn van werknemers die door de Covid-19 pandemie thuis zijn komen te werken. Ik zou graag willen weten wat uw ervaringen hiermee zijn. Er zijn drie verschillende thema's te onderscheiden in dit interview. Allereerst zal ik u wat vragen stellen over de nieuwe werksituatie, genaamd telewerken. Daarna komt het onderwerp sociale isolatie aan bod en als laatste het subjectieve welzijn gekoppeld aan de vorige twee onderwerpen. Het interview zal opgenomen worden met de

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dictafoon op mijn telefoon. De opname dient feitelijk vijf jaar lang bewaard gebleven te blijven. Indien u aangeeft dit niet prettig te vinden, ben ik ook in staat om de opname na het uitschrijven van mijn telefoon te verwijderen. Het uitgeschreven interview zal volledig worden geanonimiseerd, zodat uw uitspraken niet gekoppeld worden aan u als persoon. Er zullen geen persoonlijke gegevens opgenomen worden in het onderzoek. Indien u dit aangeeft, is er altijd de mogelijkheid om vroegtijdig te stoppen. Op dat moment zal er gelijk een einde gemaakt worden aan het interview. Zijn er verder nog vragen?

VRAGEN

Telewerken

Allereerst wil ik een kleine introductie in het begrip telewerken geven. Telewerken is een soort werk en/ of verlening van diensten op afstand, online met behulp van computer en telecommunicatie. Het betreft dus het uitvoeren van werkzaamheden op afstand, dus niet op kantoor. Ik ben benieuwd of u aan telewerken doet en wat uw ervaringen hier mee zijn.

1. Wat is uw functie, wat houdt dit in, wat is uw soort dienstverband (vaste dienst of zzp) en wat zijn veel voorkomende werkzaamheden waar u zich mee bezighoudt?
2. Hoe ziet uw thuiswerkplek eruit sinds de start van de Covid-19 pandemie?
 - a. Hoe vaak komt u nog op kantoor?
3. Hoe is het gebruik van technologie binnen uw functie veranderd in de afgelopen twee jaar?
 - a. Hoe heeft deze verandering uw functie in staat gesteld om ook op afstand uitgevoerd te kunnen worden?
4. Kunt u mij iets vertellen over hoe uw gemiddelde werkdag eruitzag vóór de Covid-19 pandemie?
 - a. Hoe vaak deed u aan telewerken?
5. Kunt u mij iets vertellen over u dagelijkse werkdag tijdens de Covid-19 pandemie?
 - a. Hoe vaak doet u nu aan telewerken?
6. Wat zijn voordelen/ problemen met telewerken die u zou willen delen?
 - a. Wat heeft u eraan gedaan om met deze problemen van het telewerken om te gaan? Heeft uw werkgever u daarbij geholpen of heeft u dit zelf ondernomen? Wat vindt u van de hulp en wat had anders gekund?

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Sociale isolatie

Het tweede begrip betreft sociale isolatie. Dit begrip betekent het objectieve gebrek aan sociale contacten en fysieke interacties tussen werknemers resulterend in waargenomen gevoelens van eenzaamheid en pijn door het mislopen van sociaal contact. Ik ben hierbij benieuwd naar hoe u het contact met uw collega's en de organisatie nog is in tijden van Corona.

7. Wat was de laatste situatie waarin u meerdere collega's face-to-face gezien hebt?
8. Hoe ervaart u het dagelijks sociale contact met uw collega's? Hoe blijft u in contact met collega's?
 - a. Is daar veel in veranderd sinds het begin van de Covid-19 pandemie?
9. Welke sociale contactmomenten zijn er ingericht en maakt u daar gebruik van? Waarom wel/niet?
 - a. Welke ideeën heeft u zelf nog voor het creëren van sociaal contact met collega's?
10. Hoe zou u uw gevoelens rondom eenzaamheid met betrekking tot uw werksituatie omschrijven?
 - a. Indien aanwezig, wat heeft u eraan gedaan om deze gevoelens te verminderen?
11. Hoe ervaart u het gevoel dat u nog onderdeel bent van uw organisatie sinds de start van de Covid-19 situatie?
12. Hoe ervaart u de verbondenheid met uw collega's in tijden van Covid-19?
 - a. Hoe blijft u verbonden met uw collega's in tijden van Covid-19?
13. Wat onderneemt uw organisatie om het gevoel van verbondenheid in tijden van Covid-19 te onderhouden?
14. Wat onderneemt de organisatie om waardering uit te spreken en u te ondersteunen in deze nieuwe werksituatie?
15. Hoe ervaart u het gebruik van platforms zoals Skype en Teams voor virtuele meetings?
 - a. Hoe zou u de hoeveelheid gebruik van online platforms omschrijven sinds de start van de Covid-19 situatie binnen uw werkzaamheden?

Subjectieve welzijn

Het subjectieve welzijn is iemands cognitieve en affectieve evaluatie van zijn of haar leven. Cognitief heeft te maken met veranderingen op de lange termijn (levenskwaliteit en

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algemene tevredenheid over het leven van een individu). Affectief gaat over positieve en negatieve emotionele ervaringen (liefde, plezier, geluk) op de korte termijn. Ik zou graag willen weten hoe het telewerken en de eventuele sociale isolatie uw subjectieve welzijn beïnvloedt.

16. Hoe ervaart u het leven tijdens de Covid-19 pandemie?
 - a. Kunt u iets vertellen over uw ervaringen binnen dagelijkse routines?
17. Hoe tevreden bent u met de huidige balans in werk en privéleven?
18. Hoe tevreden bent u met de huidige manier van werken?
19. Wat zijn uw zorgen en angsten die verband houden met de Covid-19 pandemie wat betreft uw welzijn?
20. Hoe voelt u zich wat betreft droefheid en depressie sinds u thuis werkt door de Covid-19 situatie?
21. Hoe voelt u zich wat betreft geluk en blijheid sinds u thuis werkt door de Covid-19 situatie?
22. Welke positieve en negatieve uitkomsten merkt u op uw welzijn sinds u thuis werkt?
23. Hoe probeert de organisatie meer informatie en communicatie over wat er afspeelt binnen de organisatie mogelijk te maken wat de betreft de Covid-19 pandemie?
24. Wat heeft u gedaan/ gepland om u hierbij te helpen om deze impact op uw geestelijke gezondheid of welzijn bespreekbaar te maken?

AFRONDING

Dit betekent dat wij aan het einde van het interview zijn aangekomen. Heeft u nog opmerkingen die van belang kunnen zijn in het onderzoek wat wij nog niet besproken hebben tot zover? Hieruit voortvloeiend ga ik bezig met het uitschrijven van de interviews. U heeft de mogelijkheid om het uitgeschreven interview te ontvangen om onregelmatigheden te spotten of eventuele rectificaties door te voeren. Indien u dit graag wilt, mag u mij altijd contact met mij opnemen. Voor nu wil ik u bedanken voor uw tijd en wens ik u nog een prettige dag.

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Appendix C: Informed consent

Radboud Universiteit



Thijs Veldhuis

Thank you for participating in this interview. My name is Thijs Veldhuis and I am a master's student in Business Administration: Strategic Human Resources Leadership at the Department of Management Science at the Radboud Universiteit, Nijmegen. For my master thesis, I research the following research question: *"how does social isolation for teleworkers due to the Covid-19 pandemic impact their subjective well-being?"*. This research is supervised by the first supervisor: Dr. R. Opdenakker and the second supervisor Dr. J. Bückner. The interview will last approximately one hour. If you have no objection, it would be pleasing that the interview could be recorded for further processing. Recording the interview prevents statements from being incorrectly processed in this research. To provide anonymity, your name will not be mentioned in the further course of the investigation. If you want this, I can email the written interview to you, so that you can check for irregularities. The results of the research will not be shared with third parties and will remain the sole property of Radboud University. If you provide written consent for this, the data from this research can also be used for any further scientific research.

Due to the Covid-19 pandemic, this research will solely take place online. Which online system will be used depends on which program you are familiar with. This interview will, first, contain an introduction in which the procedure is explained again. Then there will be questions about teleworking, the resulting social isolation, and the possible consequences for your subjective well-being. Here I am exclusively looking for your personal opinion and experiences with these topics.

1	I was able to read the informed consent and I understand the information given to me	Yes	No
2	I have been allowed to ask questions	Yes	No
3	I understand that my participation is voluntary and that I have the right to withdraw	Yes	No
4	I will participate in this study	Yes	No

Participant: _____ Date: ____ - ____ - ____ Signature: _____

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Appendix D: Codebook

Table 3. Codebook question 1

Vraag 1: Wat is uw functie, wat houdt dit in, wat is uw soort dienstverband (vaste dienst of zzp) en wat zijn veel voorkomende werkzaamheden waar u zich mee bezighoudt?	Exemplary quote	Definition code	Number of respondents indicating
Technologisch werk	<i>“Ik ben informatieadviseur bij de dienst I&A, informatievoorziening en automatisering. Ik hou mij vooral bezig met ICT-trajecten. Dat houdt projecten in, dat kan technisch zijn dat kan ook meer informatievoorziening zijn. Eigenlijk heel breed.” – Respondent 17</i>	Teleworker performs work with a lot of technical influences	5
Fulltime contract	<i>“Ja ik werk veertig uur in de week normaal gesproken. Dus fulltime” – Respondent 9</i>	Teleworker owns a full-time contract	14
Parttime contract	<i>“Dat doe ik drie en een half dag per week. Dat is 0.7 FTE. Parttime.” – Respondent 3</i>	Teleworker owns a part-time contract	3
Variatie in werkzaamheden	<i>“Ik heb geen vaste agenda om zo te zeggen. Ik heb wel eens dagen dat ik ’s morgens begin en dat ik ’s avonds denk ik heb een begin gemaakt, maar ik ben nog niet eens een stap verder gekomen. Ik ben hartstikke druk geweest, maar eigenlijk niet met de dingen die ik had gewild.” – Respondent 2</i>	Teleworker experiences many changes in tasks	7
Leidinggevende	<i>“Ik ben procescoördinator binnen de servicedesk. Dus wat ik eigenlijk doe is het coördineren van het team, de werkzaamheden en de processen binnen het team” – Respondent 13</i>	Teleworker has a managerial position	7

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Table 4. Codebook question 2

Vraag 2: Hoe ziet uw thuiswerkplek eruit sinds de start van de Covid-19 pandemie? a. Hoe vaak komt u nog op kantoor?	Exemplary quote	Definition code	Number of respondents indicating
Geen aparte ruimte	<i>“In principe zit ik beneden. Dat vind ik wat fijner, want hier kijk je wat meer naar buiten. Het is voor de katten fijner, want dan ben ik in de buurt.”</i> – Respondent 8	Teleworker does not have a separate room to perform their tasks in	13
Verplicht vanuit huis	<i>“Kan ik ook wel even toelichten want hoe het bij mij begon was dat ik in de trein wilde stappen richting Utrecht om te gaan werken en ondertussen dat ik naar het kantoor aan het toegaan was werd er besloten dat ik niet meer mocht komen en vanaf huis echt moest gaan werken.”</i> – Respondent 1	Teleworker must work from home mandatory	3
Aparte kamer ingericht	<i>“Wij hadden wel expres op zolder een ruimte om nu wel even tijdens het thuiswerken je terug te kunnen trekken. Het is wat rustiger om te kunnen zitten, maar het was niet zo officieel ingericht als werkplek. Dat is nu sinds de Coronatijdperk wel.”</i> – Respondent 10	Teleworker does have a separate room to perform their tasks in	12
Chaotische opstart	<i>“Anderzijds waren er gewoon heel veel opstartproblemen omdat het allemaal zo hectisch was dat het opeens allemaal thuis moest.”</i> – Respondent 1	Teleworker experienced a chaotic start to teleworking	1
Positieve benadering	<i>“Ik houd het wel vol, maar daarom zeg ik ook ik probeer het wel af te wisselen. Ik ga ook wel eens beneden zitten of buiten of op de kamer van de kinderen om toch heel even een andere omgeving te hebben. Even een andere uitkijk. Ook gewoon om even te lopen.”</i> – Respondent 12	Teleworker experiences teleworking as something positive	3
Budget/faciliteiten vanuit werkgever	<i>“Wij krijgen ook de mogelijkheid om alle faciliteiten aan te schaffen. Wij hebben een budget, maar nee ik heb niet alle faciliteiten maar ik ben zeker tevreden. Ik heb gewoon een goede plek.”</i> – Respondent 13	Teleworker has received budget or facilities from their organization so that they can	5

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		perform their tasks	
Dit jaar nog niet op kantoor	<i>“Nee ik ben eigenlijk sinds Covid-19 vorig jaar week 12 zit ik thuis. Ik werk thuis ik ben alleen in de maand december vier weken naar kantoor geweest voor drie dagen in de week.” – Respondent 15</i>	Teleworker has not yet been to the office this year	6
Weinig verandering omgeving	<i>“Soms wel ja van de 24 uur ben je soms wel 20 uur per dag in dezelfde, binnen dezelfde vier muren en dat is wel, ja dat draagt voor mij in ieder geval niet bij aan een positievere werksfeer en ook een algemenere sfeer ik denk dat niemand daar gelukkig van wordt.” – Respondent 6</i>	Teleworker experiences little changes in his work environment	3
Kantoorbezoek werkinhoudelijk	<i>“Ik moet doordat Frankrijk heel ouderwets is met faxen en ze zijn nog niet alles digitaal, moeten wij nog facturen uitprinten en die moet ik nog braaf in envelopjes doen en op de post sturen. Dat is een taak. Soms heb ik samples dat ik moet versturen. Op kantoor heb ik kasten waar ik dat eruit haal. Doordat ik systemen ook heb, ga ik altijd langs magazijn. Het magazijn blijft altijd operationeel. Dan ga ik langs en dan vraag ik hoe zit er hiermee en kijk ik wat voor Frankrijk belangrijk is.” – Respondent 11</i>	Teleworker visits the office since it is necessary for work content	5

Table 5. Codebook question 3

Vraag 3: Hoe is het gebruik van technologie binnen uw functie veranderd in de afgelopen twee jaar? a. Hoe heeft deze verandering uw functie in staat gesteld om ook op afstand uitgevoerd te kunnen worden?	Exemplary quote	Definition code	Number of respondents indicating
Weinig tot geen verandering	<i>“Het gedeelte wat ik op het kantoor doe is goed wel vanuit huis te doen. Ik heb gewoon toegang tot alle data en alle bestanden die ook op kantoor zijn zegmaar. Ik maak verder ook geen gebruik van het lab of zo. Dat is heel veel computerwerk en dat kan prima thuis.” – Respondent 7</i>	Teleworker has experienced little to no change in the use of technology	10

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		since he or she started teleworking	
Kleine aanpassingen	<i>“Ja het enige wat aangepast is, is dat wij alles via zoom doen maar dat is eigenlijk prima. Nee die functie kan prima vanuit huis” – Respondent 15</i>	Teleworker has experienced a small change in the use of technology since he or she started teleworking	10
Grote aanpassingen	<i>“Ja heel wisselend, maar wat wel belangrijk is bij mijn werk is dat ik heel veel afstemmingsmomenten heb met collega’s of met leveranciers. Dat is in het afgelopen jaar heel erg veranderd de wijze waarop dat plaatsvindt.” – Respondent 2</i>	Teleworker has experienced a huge change in the use of technology since he or she started teleworking	5
Digitalisatie	<i>“In die zin heeft het werken in die zin wel een vlucht in technologie genomen dat het gebruik van dat soort middelen zegmaar sinds echt een jaar genormaliseerd is in toenemende mate, terwijl ik daarvoor ook al digitaal werkte maar dat was wel dus wel hoofdzakelijk schriftelijk.” – Respondent 5</i>	Teleworker acknowledges that Covid-19 has accelerated digitalization	5
Ervaart voordeel aan telewerken	<i>“Het is eigenlijk heel makkelijk. Je kunt er ook einddatum aan geven. Je kunt net iets meer dan op een fysiek bord ... Dat zijn wel zaken die in de stroomversnelling terecht zijn gekomen maar wat zeker een voordeel is. Ja.” – Respondent 1</i>	Teleworker experiences advantages of teleworking	5
Ervaart nadeel aan telewerken	<i>“Dat wordt vergeten. Dat is er niet meer. Mijn informatiestroom, mijn informatiebehoefte die ik heb die wordt maar heel beperkt ingevuld, dus ik word heel vaak geconfronteerd met dingen waarvan ik denk shit had ik dat maar eerder geweten.” – Respondent 2</i>	Teleworker experiences disadvantages of teleworking	6
Flexibiliteit	<i>“Ik veel flexibeler ben. Ik bij veel meer meetings aanwezig kan zijn. Dus er zitten zeker een aantal voordelen aan zijn er verbonden aan het werken op deze manier. Je zit niet meer met reistijden. Je ziet niet meer met mensen die in allerlei overleggen met reistijden zaten waardoor het plannen van meetings veel lastiger is. Je kunt nu veel</i>	Teleworker experiences more flexibility in organizing his or her working day due to digitization	4

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	<i>efficiënter werken met elkaar. Dat is echt een groot voordeel moet ik zeggen.</i> ” – Respondent 5		
Telewerken belemmert	<i>“Het gedeelte dat ik op het ziekenhuis doe, ja dat heeft gewoon echt een tijdje stilgelegen dat wij dat gewoon echt niet konden doen. Wat dat betreft was het een belemmerende factor dat wij daardoor wel een paar maanden vertraging hebben opgelopen.”</i> – Respondent 7	Teleworker is hindered in performing tasks since that is not possible online	2

Table 6. Codebook question 4

Vraag 4: Kunt u mij iets vertellen over hoe uw gemiddelde werkdag eruitzag vóór de Covid-19 pandemie? a. Hoe vaak deed u aan telewerken?	Exemplary quote	Definition code	Number of respondents indicating
Sparren met collega's	<i>“Het hele andere daaraan was is dat je heel makkelijk even mensen kon vragen van hoe zit dit, hoe zou jij dat aanpakken. Wij doen ook heel veel met data-analyse en dan zit er ergens een error in een code. Iemand die daar beter in is, die tik je aan en die vraag je of die even mee wil kijken. Ik heb het idee dat problemen echt veel sneller opgelost waren op die manier.”</i> – Respondent 7	Teleworker was able to spar with colleagues about current affairs	4
Fysiek overleg	<i>“Oh opstaan, in de auto stappen, naar het werk en allerlei afspraken die waren lijfelijk. Er werd niks via video gedaan, echt nul.”</i> – Respondent 8	Teleworker had physical consultation with his or her colleagues	13
Werk op kantoor	<i>“Inwerken dan waren er alsnog best wel weinig mensen op kantoor, want ik denk dat wij met vier mensen tegelijk zijn begonnen. Die vier mensen waren er plus de mensen die ons inwerkten, dus laten wij zeggen dat wij met 10 of 12 mensen op de hele afdeling waren. Dat is sowieso al weinig ten opzichte van de 100 die er normaal gesproken zitten minimaal.”</i> – Respondent 9	Teleworker only worked at the office before Covid-19	11
Sociaal contact	<i>“Ja al die dingen, maar dan op locatie waarbij ik echt de mensen kon ruiken en proeven,</i>	Teleworker experienced	9

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	<i>Waarbij ik het sociale contact met mensen had.”</i> – Respondent 14	social contact with his or her colleagues at the office	
Veel ad hoc wisselingen	<i>“Wij krijgen altijd best wel veel e-mails. Rond de 200 of 250 e-mails per dag. Wat in die avond daarvoor in de inbox is gegaan, ga ik meteen even kijken van wat kan ik meteen weg doen en wat blijft erover. Onze prioriteit zijn de bestellingen natuurlijk”</i> – Respondent 11	Teleworker experienced many ad hoc changes at the office	6
Vaker vanuit huiswerkend	<i>“Officieel werkten wij voor die tijd niet thuis. Ik maakte er heel af en toe wel eens er gebruik van en zeker als ik heel geconcentreerd een stuk wilde uitwerken als ik bijvoorbeeld een contract wilde maken of een aanbesteding wil voorbereiden wat gewoon doe-werk is.”</i> – Respondent 2	Teleworker had the opportunity to telework before Covid-19	5
Veel reistijd	<i>“De reisdag voor de pandemie zag eruit dat ik veel reisde. Veel woon-werk verkeer. Ik werkte vaak in de trein. Dus in het openbaar vervoer reisde ik bewust om daar al een deel van mijn werkdag nuttig te besteden.”</i> – Respondent 5	Teleworker had a lot of travel time to get to the office	6

Table 7. Codebook question 5

Vraag 5: Kunt u mij iets vertellen over u dagelijkse werkdag tijdens de Covid-19 pandemie? a. Hoe vaak doet u nu aan telewerken?	Exemplary quote	Definition code	Number of respondents indicating
Aaneenschakeling meetings	<i>“Veel overleggen tussendoor gepland. Het nadeel vind ik daaraan wel is dat online alle meetings echt back-to-back gepland zeg maar. Van 10 tot 11 en van 11 tot 12. Je hebt heel weinig tussendoor om even wat drinken te halen of gewoon om even bij te komen, want ik vind het online vergaderen kost best wel wat energie. Gewoon omdat het ook hele productieve meetings ook worden gemaakt. Toen wij het fysiek nog hadden, dan begon het vaak met een praatje van hoe is het met iedereen is. Veel meer sociaal gekletst eromheen. Nu is het van oh iedereen is er, dan starten wij met de agenda weet je wel.”</i> – Respondent 7	Teleworker experiences little rest with many meetings linked together. A working day exists of concatenated meetings without alternation	7

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Geen controle	<i>“Op een gegeven moment weet je niet wat iedereen thuis doet. De controle was er ook niet echt dus we konden opeens nog maar veertig procent van onze capaciteit aan van wat wij voor voorheen op kantoor konden dus daar hebben wij heel erg naar gekeken.” – Respondent 1</i>	Teleworker experiences no control from supervisor	1
Zelfde als kantoor	<i>“Ik probeer tussendoor af en toe een bak koffie met het gezin te doen. In principe wat dat betreft verschilt het niet heel veel met werken op kantoor” – Respondent 12</i>	Teleworker sees no changes compared to working at the office	8
Overleg/ werkzaamheden online	<i>“Alleen de meetings die ik eerst live had die zijn nu allemaal digitaal maar we starten nog steeds elke dag met het team met de dag start en ja eigenlijk hetzelfde.” – Respondent 4</i>	Teleworker has the same meetings, but now online	8
Verbeteringen t.o.v. fysiek	<i>“Ja ik moet zeggen ik kan heel goed zonder prikkels. Ik kan heel goed dagen zonder prikkels en dat klinkt heel saai. Ik bedoel qua werk he. Maar er zijn ook collega's die krijgen energie van juist prikkels en die laden zich op. Die laden hun batterij op door prikkels en ik laad mijn batterij op door stilte en geen prikkels.” – Respondent 3</i>	Teleworker encounters improvements in digitalization	10
Nadelen online t.o.v. fysiek	<i>“Dat valt mij ook op. Als ik thuis ben, ben ik iets vaker afgeleid of ga ik even iets anders doen. Een kopje koffie maken en dan iets lekkers erbij of ik lees even de krant op de iPad dat soort dingen. Dat merk ik wel. Aan de andere kant wat er ook gebeurd is dat je langer doorwerkt.” – Respondent 8</i>	Teleworker encounters no improvements in digitalization	8
Minder fysiek contact	<i>“Zeg maar de relatie, die is echt wel anders. Ik merk toch wel dat ik het mis het contact gewoon met studenten.” – Respondent 14</i>	Teleworker experiences less physical contact with colleagues / clients compared to the situation before Covid-19	4
Minder prikkels	<i>“Geen negatieve prikkels bedoel ik. Er zijn positieve prikkels, maar ook negatieve prikkels van alle bliepjes en geluiden uit allerlei devices die zijn er gelukkig ook niet. Of mensen die spontaan aan je bureau een babbeltje willen maken dat kun je ook niet altijd hebben. Die zijn</i>	Teleworker experiences less distraction resulting in fewer incentives	3

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	<i>er gelukkig ook niet. Op een gegeven moment ben ik het wel gaan missen.</i> ” – Respondent 3		
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Table 8. Codebook question 6

Vraag 6: Wat zijn voordelen/ problemen met telewerken die u zou willen delen? a. Wat heeft u eraan gedaan om met deze problemen van het telewerken om te gaan? Heeft uw werkgever u daarbij geholpen of heeft u dit zelf ondernomen? Wat vindt u van de hulp en wat had anders gekund?	Exemplary quote	Definition code	Number of respondents indicating
Missen van leermomenten	<i>“Maar ook wel echt de leerervaring wat je nu toch wel mist door hele dagen alleen te zitten. Ik weet gewoon nog niet echt heel veel na zes maanden werken. Dat zie ik wel echt als een nadeel dat je leertraject iets minder snel op gang komt plus de interactie.”</i> – Respondent 9	Teleworker misses being able to learn from other colleagues who have been working at the department for longer	3
Minder reistijd	<i>“Je hebt die reistijd niet. Dat vind ik wel heel fijn.”</i> – Respondent 13	Teleworker no longer has travel time since work has been moved to home	7
Verminderd contact	<i>“Het grootste nadeel voor mij is toch wel het sociale contact, ondanks dat ik wel heel veel met collega’s probeer te bellen merk ik dat het anders is dan bijvoorbeeld hier bij het koffiezet apparaat een babbeltje als je binnenkomt van he hoe was het of heb je voetbal gekeken of sport of wat dan ook. Dat mis je wel en dat doe je ook niet zo</i>	Teleworkers experiences lesser contact with colleagues compared to the situation before Covid-19	11

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	<i>vaak, want heel vaak als je iemand belt dan is de achterliggende gedachte vaak dat het werk gerelateerd is, terwijl dat eigenlijk helemaal niet hoeft.</i> – Respondent 12		
Verminderd welzijn	<i>“Als ik naar thuis ben en naar het toilet wil gaan, dan loop ik per definitie naar boven voor het toilet. Om toch meer beweging te hebben, want ik merk dat als ik thuis ben en thuis werk dat ik soms heel weinig beweging heb. Dan denk ik dan heb ik tenminste een paar keer trapgelopen.”</i> – Respondent 8	Teleworker experiences that his or her well-being has been reduced by teleworking	7
Meer contact partner	<i>“Want ik woon met mijn vriendin dan kun je nog een beetje tussendoor. Die werkt ook overigens thuis. Even praten even met iemand wat doen.”</i> – Respondent 1	Teleworker has more contact with partner since they are both at home more often	2
Minder energie	<i>“Daardoor word je ook wel moe, maar geestelijk was ik gewoon moe. Gewoon geen zin had om dingen na het werk te doen. Nu heb ik gewoon ’s avonds weer zoiets van ik mag graag fietsen ik mag graag sleutelen dat soort dingen. Dat pak ik nu weer op. Tenminste na de zomervakantie. Daarvoor had ik daar gewoon geen zin in, terwijl toen wij niet in de pandemie zaten dan was dat gewoon standaard.”</i> – Respondent 2	Teleworker gains less energy due to this way of working in comparison to working at the office	5
Efficiëntie	<i>“Tussen de middag heb ik al heel bewust. Ik wist dat ik een wat drukkere middag had, dan moet ik voor mijzelf tussen de middag gaan wandelen. Gewoon even wat fysieks doen”</i> – Respondent 2	Teleworker recognizes more efficiency in performing tasks as there is less distraction	5
Weinig verandering omgeving	<i>“Even een verandering van omgeving. Af en toe denk ik van ik ga een weekje een midweek in een huisje zitten ga ik daar zitten werken weet ik waar in het land. Even want alles is thuis.”</i> – Respondent 3	Teleworker suffers from little change of scenery making work more boring and monotonous	4

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Meer flexibiliteit	<i>“Of dan stop je een uurtje eerder weet je dat je daar wat flexibeler in bent omdat toch je huis toch is ingericht om dat te doen”</i> – Respondent 4	Teleworker has more flexibility in how their working day can be arranged. This also makes it possible to work outside office hours	7
Meer uren maken	<i>“Aan de andere kant heb je het gewoon niet meer gescheiden. Ik merk dus ook dat je heel makkelijk daardoor alles open laat staan, even gaat eten en als de kids op bed liggen je verder gaat met werken. Je hebt dus niet echt die scheiding. Dat vind ik wel een nadeel.”</i> – Respondent 10	Teleworker is working more hours since teleworking started because the workload has increased significantly	4
Minder prikkels	<i>“Ik zie alleen maar voordelen. Ik word veel minder gestoord. Er is niet voor ieder wissewasje een meeting godzijdank.”</i> – Respondent 11	Teleworker experiences less distraction resulting in fewer incentives	5

Table 9. Codebook question 7

Vraag 7: Wat was de laatste situatie waarin u meerdere collega's face-to-face gezien hebt?	Exemplary quote	Definition code	Number of respondents indicating
Binnen een week	<i>“Om heel eerlijk te zijn heb ik afgelopen vrijdag, stiekem dat wel, heb ik met een aantal jonge collega's toch afgesproken om ergens thuis te zitten.”</i> – Respondent 1	Teleworker has seen colleagues within a week before the interview	6

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Binnen een maand	<i>“Dat was namelijk niet afgelopen donderdag, maar die donderdag ervoor.” – respondent 3</i>	Teleworker has seen colleagues within a month before the interview	4
Binnen het jaar	<i>“September heb ik nog wat gehad. In september. September vorig jaar hebben wij nog een bijeenkomst gehad met meerdere collega’s bij elkaar tegelijkertijd. ” – Respondent 2</i>	Teleworker has seen colleagues within a year before the interview	9
Sinds de start van de pandemie	<i>“Ik heb mijn team nooit echt gezien, omdat iedereen thuis aan het werken was behalve het meisje dat mij mocht inwerken plus mijn manager. Die heb ik een aantal keren op kantoor gezien.” – Respondent 9</i>	Teleworker has not seen colleagues since the start of the Covid-19 pandemic	5
Generatiekloof	<i>“Ja het brengt hele aparte situaties met zich mee waar wij zelf ook hadden is een generatiekloof. Wat wij zien is dat, dat mag je eigenlijk nooit zo uitspreken vind ik, maar oudere collega’s typen ook gewoon niet zo snel. Als ze typen, dan typen ze heel anders dan dat wij dat gewend zijn als jongeren onder elkaar.” – Respondent 1</i>	Teleworker experiences a generational gap in daily contact	1
Liever echt dan online contact	<i>“Ja echt leuk. Dat is echt leuk. Ja aan de ene kant heb ik ook zoiets van ik wil afstand houden met mondkapjes op de gang enzovoort maar in het lokaal niet. Het is gewoon leuk om iedereen weer een keer bij elkaar te zien. Een mens is toch een sociaal wezen. Ja.” – Respondent 3</i>	Teleworker prefers to see his or her colleagues in person rather than having online contact	10
Liever geen contact fysiek	<i>“Voor mij is het wel een strijd met hoe je de regels interpreteert en ik weet dat het een advies is maar ja ik wil mij daar gewoon aan houden. Daarnaast merk ik ook dat ik nu wat meer voorzichtig ben want mijn vriendin is zwanger dus we willen zeg maar echt niet dat ik en dus zij corona krijgt want dat is gewoon echt niet handig nu, niet wenselijk in onze situatie” – Respondent 4</i>	Teleworker prefers not to have physical contact due to the risk of contamination	2

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Table 10. Codebook question 8

Vraag 8: Hoe ervaart u het dagelijks sociale contact met uw collega's? Hoe blijft u in contact met collega's? a. Is daar veel in veranderd sinds het begin van de Covid-19 pandemie?	Exemplary quote	Definition code	Number of respondents indicating
Geforceerd	<i>"Je hebt toch meer als je bij elkaar bent je zit met een paar collega's bij elkaar ach dan knoopt twee een gesprek met elkaar aan en anderen ook een gesprekje. Nu zit je toch een beetje, het is heel gezellig, maar je praat wat eerder door elkaar heen en soms gaan mensen zitten wachten van wij willen niet door elkaar heen praten, dus het is allemaal iets geforceerder ook al is het best wel gezellig."</i> – Respondent 7	Teleworker indicates that the contact does not feel natural	1
Chatcontact	<i>"Nou ja wat ik net zei via Teams en mail, app, telefoon."</i> – Respondent 8	Teleworker indicates that the contact is only through one-way information sources such as chat	5
Verminderd sociaal contact	<i>"Het is wel anders hoor. Je kunt niks. Anders was het even van wij gaan even het terras op of wij gaan even een hapje eten. Dat zit er niet in."</i> – Respondent 13	Teleworker indicates that contact had decreased since teleworking exists	12
Digitalisatie contact	<i>"Wij hebben dan een keer per dag een start meeting dan gaan wij even met elkaar over de zaken die gister hebben gespeeld of die gaan spelen en dat is op zich wel heel prettig want dan praat je soms op maandag ook over de voetbal en dat vind ik wel heel fijn"</i> – Respondent 15	Teleworker indicates that the contact mainly takes place via online tools	8
Minder contact, meer werk	<i>"Ja dat is beperkt. Dat heeft te maken met dat ik een drukke agenda heb en dat ik een aantal zaken moet voorbereiden ... Dat</i>	Teleworker indicates that less time is	9

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	<i>betekent dat ik prioriteit moet geven aan de inhoud van mijn werk</i> ” – Respondent 5	spent on socializing and more time is spent work-related	
Groepsvorming in contact	<i>“Het grootste deel van het bedrijf gaat wel gewoon elke dag naar kantoor dus ja die zien elkaar daar dus die zijn daar dan ook minder mee bezig denk ik. Dat maakt mij opzich niet zoveel uit alleen kijk weetje misschien heb je dat ook wel van een collega gehoord maar ik vind er wel wat van dat iedereen gewoon met zijn allen staat te borrelen alsof er niks aan de hand is. Ik heb daarin ook niet zoveel te bespreken want ja het hoort gewoon niet en ik vind gewoon dat het echt niet kan.”</i> – Respondent 4	Teleworker experiences a division in contact. This division arose during Covid-19	9
Werkinhoudelijk	<i>“Dat sociale is echt geminimaliseerd. Het is alleen maar inhoudelijk het contact.”</i> – Respondent 2	Teleworker experiences that the contact is mainly work-related and less with a social ground	9
Missen non-verbaal	<i>“Laat ik een voorbeeld geven. Ik kijk jou wel aan en ik zie jou wel, maar ik voel het niet. Het is te plat, letterlijk te plat. Waarbij je in een gesprek dat zeg ik een-op-veel zit ook nog eens naar je collega kunt kijken waarbij je een knikje krijgt. Waarbij je een zenuwachtige beweging ziet. De non-verbale communicatie die ontbreekt.”</i> – Respondent 2	Teleworker does not receive non-verbal communication through online contact	3
Videobellen i.p.v. bellen	<i>“Hoe ervaar ik het en doe ik het. Hoe doe ik het door wat ik net zei bellen ook wel buiten alle overlegmomenten en afspraken om dat ik vaker bel via Teams dat ik vaker ga videobellen.”</i> – Respondent 3	Teleworker tries to video call instead of calling, to have some non-verbal communication	3
Zelf initiatief tonen	<i>“Op het moment dat ik collega’s met een vraag of anderzijds, dan is er ook wel ruimte voor een praatje. Iedereen is ook bereid om je te helpen, maar omgekeerd is het ook niet zo dat collega’s mij spontaan bellen en zeggen van laten wij eens een kop koffiedrinken en even horen hoe het met jou gaat. Dat is toch iets wat het online werken</i>	Teleworker should approach colleagues themselves to maintain social contact	6

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	<i>dat is iets waar het online werken niet toe uitgenodigd.” - Respondent 5</i>		
Virtueel net zo prettig als live	<i>“Het contact, ik ervaar het contact even intiem en goed als ik, misschien beter, dan als ik op kantoor zit.” – Respondent 11</i>	Teleworker prefers face-to-face contact over online contact	3
Fysiek proberen af te spreken	<i>“Ik heb wel aangegeven dat ik heel graag weer een dag in de week weer naar kantoor wil. Dus als ik het wel, dan mag dat. Dan probeer ik dat zo te plannen dat ik ga als er collega’s zijn waar ik heel goed mee op kan schieten. Dat je elkaar wel goed face-to-face ziet. Dat je even naar de markt kunt. Wel op anderhalve meter. Dan probeer je dat zo in te delen.” – Respondent 13</i>	Teleworker tries to meet face-to-face with colleagues to reduce digital contact	4

Table 11. Codebook question 9

Vraag 9: Welke sociale contactmomenten zijn er ingericht en maakt u daar gebruik van? Waarom wel/niet? a. Welke ideeën heeft u zelf nog voor het creëren van sociaal contact met collega’s?	Exemplary quote	Definition code	Number of respondents indicating
Verplichte momenten	<i>“Wij hebben ook wel af en toe, maar dat zijn meer formele momenten. Vorige week hadden wij een academiedag. Dat is na afloop van het semester dat wij met alle collega’s een gezamenlijk overlegmoment hebben.” – Respondent 5</i>	Teleworker only has mandatory contact moments with his department which are weekly scheduled	6
Een op een gesprekken	<i>“Wat wij doen is een High Hat Chit Chat. Dan worden er uit een hoge hoed via z’n app ik weet niet precies waar dat op is, dan worden er twee namen getrokken van alle collega’s en die mogen dan even een halfuurtje wandelen en gewoon even bellen.” – Respondent 1</i>	Teleworker schedules one-on-one conversations with colleagues to stay in touch	1

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Middagpauze contact	<i>“We proberen in onze middagpauzes. We hebben drie kwartier middagpauze bel dan gewoon iemand op. Dus dan proberen de lunch samen. Dat hebben wij geprobeerd maar dat komt er niet echt in. Veel collega's denken drie kwartier lunchpauze om dan ook nog met een collega te gaan wandelen. Ik gebruik hem zelf ook om echt even een boterham voor mezelf te smeren en ff rustig te zitten. Veel collega's bij ons maken ook negen uur op een dag. Als je dan ook nog de hele tijd bezig bent dan zijn die drie kwartier wel lekker.” – Respondent 1</i>	Teleworker has contact with his colleagues during the lunch break	3
Fysiek elkaar zien	<i>“Wij hebben ook een keer per kwartiel teamuitje met het team. Dat hadden wij ook die donderdag van de training en dat was ook live. Toen gingen wij in duo's wandelen in de stad.” – Respondent 3</i>	Teleworker has physical contact moments that are arranged by the organization	4
Bedrijf breed	<i>“Er zijn wel echt veel dingen georganiseerd als in een bierproeverij, connect avonden, een pub quiz, een kerstdiner. Naja ze hebben daar wel echt flink hun best in gedaan. Dus zo zijn er ook wel meer de fun momenten zeg maar, die zijn er wel geweest.” – Respondent 10</i>	Teleworker has social contact moments that apply to the entire organization and in which everyone within the organization can participate	8
Geen momenten	<i>“De afgelopen tijd hebben wij dat helemaal niet gehad, dus wij hadden vorige week naar de manager als feedback teruggegeven dat wij dat misschien wel een keer in de maand ieder geval een vrijdagmiddagborrel kunnen hebben of een activiteitje, want de bonding mist nu wel echt een beetje.” – Respondent 9</i>	Teleworker does not have social contact moments that are arranged by the organization. The initiative lies with the teleworkers themselves to stay in touch	8
Eigen initiatief	<i>“Dat moeten wij echt zelf doen. Als je zelf niet een keer iemand belt van joh hoe gaat het ermee en dat soort dingen. Vanuit mijn werkgever is daar is helemaal niks in geregeld.” – Respondent 2</i>	Teleworker must take the initiative to preserve social contact with colleagues	7
Geen tijd, druk werk	<i>“Zeker nu er op afstand gewerkt wordt en ik vind dat ik veel minder efficiënt ben, kom ik er ook niet aan toe. Tenminste ik vind dat ik er niet aan toe kan komen om zoals bijvoorbeeld jouw vader, heel specifiek</i>	Teleworker has no time for social contact with colleagues since	5

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	<i>toevallig, om hem eens te bellen van joh hoe gaat het ermee.</i> ” – Respondent 2	the workload is too high	
Niet werk gerelateerd contactmoment	<i>“Wij hebben met ons team elke woensdagochtend een halfuurtje koffiemoment. Dan spreken wij ook cases of lief en leed van elkaar en cases en koffie.”</i> – Respondent 3	Teleworker can participate in social contact moments that are designed to keep social contact alive	6

Table 12. Codebook question 10

Vraag 10: Hoe zou u uw gevoelens rondom eenzaamheid met betrekking tot uw werksituatie omschrijven? a. Indien aanwezig, wat heeft u eraan gedaan om deze gevoelens te verminderen?	Exemplary quote	Definition code	Number of respondents indicating
Geen eenzaamheid door contact thuis	<i>“Nou ja ik heb best wel een behoorlijk grote vriendengroep dus er is altijd wel iemand die iets wil doen. Eigenlijk wel te vaak zeggen ze ook altijd tegen mij.”</i> – Respondent 1	Teleworker does not experience loneliness since he or she has social contact outside of work	7
Niet veel last van	<i>“Nee. Ik heb daar eigenlijk niet zoveel last van. Nee eigenlijk niet. Nee daar heb ik niet zoveel last van.”</i> – Respondent 13	Teleworker indicates that he or she does not suffer from loneliness	5
Minder activiteiten	<i>“Ik bedoel het is niet dat ik mij echt afgezonderd heb gevoeld. Ik vind het gewoon saai, dat is het wel. Afgezonderd en eenzaam dat vind ik een groot woord.”</i> – Respondent 10	Teleworker indicates that he or she is bothered by the fact that fewer activities are arranged and that may have consequences	3

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		for feelings of loneliness	
Fysieke isolatie voelen	<i>“Ja dat je niet even iets kunt overleggen of dat er een grapje gemaakt wordt of dat je. Je zit gewoon alleen. Dat vind ik saai. Ik heb graag mensen om mij heen.” – Respondent 10</i>	Teleworker reports being physically isolated from colleagues or others, which negatively affects loneliness	5
Last van eenzaamheid	<i>“Dat geeft echt wel het maakt het wel zwaarder. Het feit dat je alleen bent he. Ik zit nu alleen. Ik heb nu die twee katten, maar dat is natuurlijk heel wat anders. Menselijke interactie is gewoon heel wat anders. Dat is best wel zwaar.” – Respondent 8</i>	Teleworker indicates that he or she does suffer from loneliness	5
Missen sociaal contact	<i>“Gewoon even de koffiepauze dat je gewoon even wat vraagt. Wij moeten ook allemaal aan urenregistratie doen. Ik heb echt geen idee. Dat je dan gewoon even vraagt van hoe zit dit en dat en nu moet je toch inderdaad even. Naja is diegene niet in gesprek, stoor ik niet. Zo goed ken je ze nog allemaal niet, dus je wilt zeg maar ook niet de irritante, continue storende nieuwe collega zijn. Dat is gewoon iets anders dan dat je het fysiek zou hebben.” – Respondent 7</i>	Teleworkers experiences less or no contact with colleagues compared to the situation before Covid-19	7
Totaal geen last van	<i>“Ik ervaar geen eenzaamheid of depressieve gedachten. Dat heb ik niet. Ik voel mij zeker niet eenzaam of in een isolement.” – Respondent 5</i>	Teleworker indicates that he or she is absolutely not bothered by loneliness	5
Sporadisch last van eenzaam gevoel	<i>“Eenzaam. Soms denk ik van ja ik zit hier maar een beetje in mijn eentje. Soms denk je dat wel.” – Respondent 3</i>	Teleworker has difficult periods, but this is not constant	5
Geen eenzaamheid door contact collega's	<i>“Oh ik voel me helemaal niet eenzaam hoor want zoals ik zei ik spreek mijn collega's gewoon heel veel. Ik ben ook wel eens met een andere collega uit een dorp vlakbij een stukje gaan wandelen, een oud collega van mij is ook in mijn dorp komen wonen dus lopen we vaak ook rondjes dus</i>	Teleworker still has contact with colleagues and therefore does not feel isolated	8

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	<i>ik voel mij helemaal niet eenzaam nee.</i> ” – Respondent 4		
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Table 13. Codebook question 11

Vraag 11: Hoe ervaart u het gevoel dat u nog onderdeel bent van uw organisatie sinds de start van de Covid- 19 situatie?	Exemplary quote	Definition code	Number of respondents indicating
Voelt zich onderdeel	<i>“Ik heb er gelukkig weer een beetje gevoel bij dat ik er weer bij hoor, om maar zo te zeggen.”</i> – Respondent 2	Teleworker experiences the same organizational connection during teleworking as before Covid-19	13
Meedenken met ideeën	<i>“Dan zegt mijn manager gewoon verzin maar iets. Doe maar iets. Maakt niet uit wat. Hier heb je uren. Maakt mij niet uit. Dan krijg je die High Hat Chit Chat dat je met elkaar gewoon een halfuurtje kunt praten. Als het nodig is zegt hij dan is dat nodig. Wij moeten dan ook echt wat gaan doen. Dan voel je je wel echt betrokken maar vooral ook gehoord ja.”</i> – Respondent 1	Teleworker feels connected since he or she can think along with solutions and ideas about how teleworking can best be set up	2
Informatievoor ziening	<i>“Het is niet dat ik het gevoel heb dat ik er geen onderdeel van ben ze houden je op de hoogte”</i> – Respondent 6	Teleworker feels connected since he or she receives information about how the organization deals with Covid-19	3
Activiteiten organiseren	<i>“Daardoor voel ik mij ook wel echt onderdeel van de organisatie gewoon door leuke dingen ook te organiseren als even een pub quiz of even een muziekingo met kerst. Ook al konden alle</i>	Teleworker feels connected because the	5

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	<i>standaard feestdagen om die redenen niet doorgaan om het toch in een online manier gezellig met elkaar te maken, zodat je toch wel een beetje die verbondenheid met elkaar krijgt.” – Respondent 7</i>	organization organizes activities that promote a sense of belonging to a group	
Organisatorische isolatie	<i>“Nou ik merk ik mis wel het een beetje de aansluiting een beetje het gevoel waar je nou voor werkt eigenlijk. Omdat je de sfeer en de impact allemaal veel minder meekrijgt. Het is wel wat saaier hier thuis. Dat mis ik wel.” – Respondent 10</i>	Teleworker has started to feel the sense of belonging less since teleworking started and therefore feels a sense of organizational alienation	7
Werk gerelateerd nodig	<i>“Onderdeel. Door alsnog successen te behalen en mijn werkzaamheden goed uit te blijven voeren. Dus dat het wel doorgaat” – Respondent 13</i>	Teleworker feels connected because he or she still performs tasks that contribute to the operating result	7
Sociale verbondenheid	<i>“Vond ik wel dat de teamleider er moeite voor deed om iedereen binnen het bootje te houden zo gezegd en de waardering vanuit reus te laten merken maar dat is meer teamleidergevoelig dan werkgever gevoelig zeg maar” – Respondent 16</i>	Teleworker feels connected though the social contact that is still there with colleagues and the department	2
Voorzien in een goede werkplek	<i>“Wat ik net zei. De organisatie doet zijn best om ons te faciliteren. Ik heb een tweede beeldscherm gekregen. Ik heb een goede snelle laptop. Ik heb een goede bureaustoel. In fysieke middelen wordt daar goed in verzorgd.” – Respondent 5</i>	Teleworker feels connected since the organization has neatly facilitated teleworking	1

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Table 14. Codebook question 12

Vraag 12: Hoe ervaart u de verbondenheid met uw collega's in tijden van Covid-19? Hoe blijft u verbonden met uw collega's in tijden van Covid-19?	Exemplary quote	Definition code	Number of respondents indicating
Generatiekloof/splitsing	<i>"Met de een heb ik wat meer dan met de ander. Ik heb wel met mensen waar ik in een project nauw mee samen werk en iemand waar ik veel contact mee heb als ik er op dinsdag ben. Ik zie daar een discrepantie ontstaan. Daarom dat ik iedereen wil aangeven dat ik denk he dat gaat niet goed."</i> – Respondent 8	Teleworker experiences a division in contact. This division arose during Covid-19	10
Sociale verbondenheid verminderd voelen	<i>"Wisselend. Met mijn collega's is het nog niet super erg. Ik denk ook vooral een beetje met het bedrijf dat je heel erg die verbondenheid voelt"</i> – Respondent 9	Teleworker indicates that contact had decreased since teleworking exists	8
Werk gerelateerd contact	<i>"Mijn contact is, met andere woorden, veel functioneler geworden. Gewoon snel overleggen zoals ik nu met jou doe en dan weer door. De wereld is kleiner geworden, functioneler geworden en het contact met collega's is minder warm en minder betekenisvol. Wij hebben nog wel contact, maar minder functioneel. Tenminste ik, laat ik het voor mijzelf."</i> – Respondent 14	Teleworker experiences that the contact is mainly work-related and less with a social ground	7
Ervaren sociale isolatie	<i>"Ook stukken minder. Aan de ene kant minder verbondenheid en dus ook minder teamgevoel. Nou moet ik ook eerlijk zeggen dat mijn team niet echt het optimale team was. Die verbondenheid die was er al grotendeels niet moet ik eerlijk zeggen."</i> – Respondent 17	Teleworker has started to feel the sense of social belonging less since teleworking started and therefore feels a sense of social alienation	10
Zelfde mate van verbondenheid	<i>"Ik voel wel de verbondenheid, want je wordt overal bij betrokken. Toen er nog een soort van"</i>	Teleworker experiences no	6

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	<i>versoepelingen waren toen zijn wij een keer met elkaar samen uit eten geweest. Je wordt wel overal bij betrokken, dus wat dat betreft word je wel echt erbij gepakt als one of the guys en behandelen ze je niet als interimmer dat je erbuiten staat.” – Respondent 12</i>	difference in social connection before or during Covid-19	
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Table 15. Codebook question 13

Vraag 13: Wat onderneemt uw organisatie om het gevoel van verbondenheid in tijden van Covid-19 te onderhouden?	Exemplary quote	Definition code	Number of respondents indicating
Sociaal klimaat creëren	<i>“Borrels organiseren waar iedereen van de organisatie bij is, om toch dat gevoel van verbondenheid onderling te houden.” – Respondent 8</i>	Organization tries to bring teleworkers together through (online) activities and events to maintain a sense of belonging	9
Fysieke activiteiten	<i>“Waar iedereen mee bezig is en wat iedereen aan het doen is en wat wij natuurlijk nu gedaan hebben met de tweehonderd collega’s matchen met een ommetje in de buitenlucht.” – Respondent 1</i>	Organization tries to bring teleworkers together through physical activities and events to maintain a sense of belonging	3
Geen activiteiten	<i>“Ja zoals ik zei niks dus. Er wordt vanuit de organisatie niet echt iets geregeld om dat te sturen. Als je iets wilt doen, dan zou je dat zelf moeten gaan organiseren” – Respondent 2</i>	Organization does not organize any activities to maintain a sense of belonging	7
Afdeling activiteiten	<i>“Voor ons team is ongeveer een keer per twee weken dat ze wat organiseren maar over het</i>	Organization does not	4

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	<i>algemeen is het een beetje dezelfde trend als op kantoor.” – Respondent 6</i>	organize any activities to maintain a sense of belonging. Departments themselves show the initiative	
Presentje thuis gestuurd	<i>“Ja af en toe sturen ze wat naar huis toe wat heel aardig is natuurlijk. Voor de rest valt het wel mee. Als je ze wat thuisgestuurd krijgt dan voel je je wel verbonden, maar het is niet dat ze daar super veel aandacht in stoppen.” – Respondent 11</i>	Organization sends presents every now and then to express appreciation	3
Werk gerelateerd verbonden	<i>“Het is gewoon belangrijk dat je je werk goed uitvoert. Wij zitten nu ook al wel een tijdje thuis, dus ik ben ondertussen ook wel gewend aan het thuiswerken.” – Respondent 11</i>	Organization does not organize any activities to maintain a sense of belonging. Teleworkers stay connected by working together for the best business results	5

Table 16. Codebook question 14

Vraag 14: Wat onderneemt de organisatie om waardering uit te spreken en u te ondersteunen in deze nieuwe werksituatie?	Exemplary quote	Definition code	Number of respondents indicating
Organisatorisch respect	<i>“Ook als je die presentaties luistert, daar moet je ook verplicht bij aanwezig zijn dan worden we wel echt ingezet voor onze of beloofd of complimenten krijgen voor de inzet die wij leveren en wat er dan ook in geresulteerd heeft” – Respondent 1</i>	Teleworker feels organizational identification and receives appreciation and respect for the fact that he or she made	6

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		the switch to teleworking	
Informatievoorziening	<i>“Ook goed Corona updates. Iedere keer als er een persconferentie is geweest krijgen wij netjes een mailtje van dit is een update geweest en dit betekent het voor de werksituatie voor jullie van zo vaak mag je naar kantoor komen. Komt er werkplekreducering, hoeveel mensen mogen er überhaupt per verdieping of per kamer zitten.” – Respondent 7</i>	Teleworker receives via email information about how the organization deals with Covid-19	4
Presentje thuisgestuurd	<i>“Daarnaast de dingen die ik net ook benoemde he. Het voorzien van leuke dingen thuis, kaartjes, briefjes, eten, drinken en thuiswerksokken. Noem maar op. Zo werd er heel veel aan gedaan om je bij de organisatie te blijven betrekken.” – Respondent 10</i>	Organization sends presents every now and then to express appreciation	11
Geen budget werkplek inrichten	<i>“Nee. Ik heb het wel gevraagd van joh ik wil graag een verstelbaar bureau hebben, omdat ik het lekker vindt. Je zit veel achter je computer, dus ik had een zit sta bureau eigenlijk gevraagd. Daar is geen budget voor. Dat vind ik wel jammer. Ik heb wel een scherm meegekregen, maar dat was omdat zij die overhadden, maar daar is eigenlijk geen budget voor vrijgemaakt.” – Respondent 15</i>	Teleworker has not received budget or facilities from the organization so that they can perform their tasks	2
Geen waardering werk	<i>“Niet veel. Wij hebben een salarisverhoging een keer in het jaar. Dit is al het derde jaar dat wij hem niet krijgen. De laatste twee jaar is het vanwege dat het bedrijf verkocht werd. Dit jaar vanwege Corona.” – Respondent 11</i>	Teleworker experiences no organizational identification and does not receive appreciation and respect for the fact that he or she made the switch to teleworking	6
Geen actie ondernomen	<i>“Maar ja het fijne gevoel van wij mijn werkgever, wij Twente, wij bedrijf, dat wij gevoel dat is nog steeds niet terug. Dat mis ik nog steeds. Die verbondenheid. Dat je gezamenlijk bezig bent met een doel, met een bedrijf, met een opdracht met maakt niet uit. Dat is wel iets wat ik een nadeel vind van deze werkwijze.” – Respondent 2</i>	Teleworker experiences that the employer is not taking any action and assumes that employees will make this	3

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		switch without any problems	
Budget voor werkplek	<i>“Om het ondersteunen van de nieuwe werksituatie ja ze hebben een nieuwe laptopstandaard en een toetsenbord ja alles om je thuiswerkplek in te richten is op een gegeven moment gefaciliteerd.” – Respondent 4</i>	Teleworker has received budget or facilities from the organization so that they can perform their tasks	7
Activiteiten organiseren	<i>“Verder sociaal gezien dan door leuke dingen te organiseren rondom de feestdagen” – Respondent 7</i>	Organization does organize any activities to maintain a sense of belonging.	1

Table 17. Codebook question 15

Vraag 15: Hoe ervaart u het gebruik van platforms zoals Skype en Teams voor virtuele meetings? a. Hoe zou u de hoeveelheid gebruik van online platforms omschrijven sinds de start van de Covid-19 situatie binnen uw werkzaamheden?	Exemplary quote	Definition code	Number of respondents indicating
Voordelen aan digitalisatie	<i>“Teams daar kun je zo fantastisch veel mee. Als je er goed in bent. Je moet wel iemand in je team hebben die dat kan opzetten, maar zoals ik al zei het verbeterbord allemaal dat soort zaken. Scrumborden allemaal online gezet kan allemaal via Teams. Allemaal toepassingen.” – Respondent 1</i>	Teleworker sees benefits of accelerated digitalization that did not exist before Covid-19	12
Te veel verschillende platforms	<i>“Een aantal dingen kun je niet. Maar goed je kunt altijd nog met MentiMeter of Kahoot of dat soort systemen kun je ook prima werken. Daar moet je even wat handigheid in krijgen om dat goed toe te passen.” – Respondent 5</i>	Teleworker must work with many different online platforms, which creates a	6

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		lack of overview	
Efficiënter werken	<i>“Voor de efficiëntie is het op zich wel goed. Maar wij deden het al eerder bijvoorbeeld als een kandidaat te ver weg woonde dan deden we vaak wel een kennismaking digitaal ja.” – Respondent 4</i>	Teleworker finds using online tools more efficient compared to working at the office	9
Missen menselijke aspect	<i>“Eerst dan ja nu is het echt alleen nog maar oh er is friet gehaald betaal even allemaal een tikkie en er wordt gezeikt over een vaatwasser die niet ingeruimd of aangezet wordt weetje wel en verder is er niks meer in die app en eerst leefde dat wel echt nou dat vind ik wel echt heel jammer dat naar teams is gehaald want dat maakt het voor mij heel onpersoonlijk want ja als iemand er iets in zegt dan doet iedereen zo’n duimpje en iemand reageert met succes maar ja dat vind ik wel het nadeel van teams.” – Respondent 4</i>	Teleworker does not receive non-verbal communication through online contact	11
Liever live meeting	<i>“Een nadeel van online meetings is toch wel even het brainstormen en even iets makkelijk uittekenen op een whiteboard als het ingewikkeld wordt of als je even iets wilt laten zien.” – Respondent 9</i>	Teleworker prefers a face-to-face meeting rather than an online meeting, as this consists of non-verbal communication	4
Mensen haken af	<i>“Dan zie je dat de vergaderdiscipline beter is, maar je houdt gewoon dat mensen andere dingen gaan zitten doen. Ik betrap mijzelf er ook wel eens op. Ja of dat ik denk heel interessant wat je net hebt verteld, maar dat weet ik wel. Ik ga even een mailtje beantwoorden. Ik ga even kijken in de mail.” – Respondent 8</i>	Teleworker experiences that he or she becomes more easily distracted and starts performing other tasks that are not related to the meeting	7
Vermoeiend	<i>“Het contact, maar ik vind het niet erg om in een Zoom meeting te zitten. Alleen als je er veel achter elkaar hebt en soms vele dagen achter elkaar ja dan word je wel gaar. Dat heb ik ook als ik drie vergaderingen achter elkaar heb op kantoor, dan ben je meestal ook wel gaar.” – Respondent 15</i>	Teleworker receives little energy from all online meetings, which causes increased fatigue	2

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		compared to face-to-face	
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Table 18. Codebook question 16

Vraag 16: Hoe ervaart u het leven tijdens de Covid-19 pandemie? a. Kunt u iets vertellen over uw ervaringen binnen dagelijkse routines?	Exemplary quote	Definition code	Number of respondents indicating
Geen routines	<i>“Ja ik merk het wel dat ik dat in het begin niet deed. Normaal gesproken poets je je tanden, ontbijt je en ga je de trein in. Dan ben je helemaal klaar voor de dag. In het begin dacht ik hoeft toch nergens heen. Ik hoeft mijn camera niet aan te doen. Dan vergat je wel eens om je tanden te poetsen en dan merk je echt dat als je die routines er niet terug in brengt dat je een hele rare sleur terecht komt als je de hele dag achter je computer in de pyjama zit en dan ga je slapen en denk je ja maar zo moe ben ik eigenlijk ook niet.” – Respondent 1</i>	Teleworker has less structure in his life and has no routines	2
Minder dingen ondernemen	<i>“Ja dat ervaar ik als zeer vervelend. Ik wil graag leuke dingen doen en mijn hobby’s kunnen uitvoeren. Daar is momenteel gewoon geen ruimte voor.” – Respondent 2</i>	Teleworker can attempt fewer activities and is therefore mainly at home without distraction from everyday life	4
Kleinschalige dingen ondernemen	<i>“Ik heb gister nog heerlijk met een vriendin gewandeld en zaterdag met een andere vriendin een wandeling in de stad met allemaal horeca momenten gedaan.” – Respondent 3</i>	Teleworker tries to distract himself with small-scale activities such as walking around the neighbourhood. This has increased since	2

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		teleworking started	
Genieten van de rust	<i>“Ik zou jou zeggen. Dat zullen niet veel mensen zeggen en vooral studenten niet. Die avondklok mag voor mij voor altijd blijven. Ik woon in het centrum dus alle winkels en horeca. Het is echt na tien zo stil hier, heerlijk.”</i> – Respondent 3	Teleworker experiences that life is a lot less rushed and that he or she has more rest	3
Minder prikkels	<i>“Ik mis wel, in het begin vond ik het heerlijk om even thuis te zitten om even lekker rustig. Op een gegeven moment werd het ook een stukje drukker op het werk. Nu mis ik wel de omgang met vrienden, collega’s maar ook privé met vrienden. Dat mis ik wel.”</i> – Respondent 15	Teleworker experiences less distraction resulting in fewer incentives	2
Acceptatie dat er minder kan	<i>“Ik heb er weinig problemen mee. Dat heb ik al laten doorschemeren. Ik vind het prima om thuis te werken. Ik mis een paar kleine dingen, maar voor de rest. Ik waardeer die vrijheid en verantwoordelijkheid om zelf je tijd in te delen.”</i> – Respondent 17	Teleworker has accepted this situation as it is and clings to the fact that there is light at the end of the tunnel	6
Last hebben dat er minder kan	<i>“Ik heb een druk sociaal leven en dat hoop ik ook wel weer op te pakken als dit allemaal voorbij is. Van huis uit ook bezige bijen. Wij gingen vaak ergens naartoe ook met de kinderen.”</i> – Respondent 12	Teleworker suffers from this situation as it this is what affects his well-being	7
Sociaal eenzaam	<i>“Ik zat in mijn eentje in Eindhoven vorig jaar. Ik kon geen nieuwe vrienden maken. Ik kon niet hockeyen, dus dat was heel saai dat ik daar zat voor mijn afstuderen en voor mijn werk zonder echt iets van sociale contact daar te hebben. Dus dat was dat ging een beetje op en af, maar op een gegeven moment mocht ik dus naar kantoor om ingewerkt te worden.”</i> – Respondent 9	Teleworker has started to feel the sense of social belonging less since teleworking started and feels a sense of social alienation	7
Last van minder welzijn	<i>“Ik vind het inderdaad wel. Laat ik beginnen met de langere termijn. In het begin was het prima te doen. Dan heb je ook echt het idee van binnenkort is het wel een keertje klaar. Ik zit hier een paar weken of maanden en dan kunnen wij allemaal weer fysiek. Dat perspectief hadden wij toen wel van oh het is wel een keer voorbij. Dan is het prima te doen. Ik merk wel hoe langer het duurde, hoe</i>	Teleworker notices that his vitality has declined since teleworking was created.	6

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	<i>moeilijker ik het vond om mijzelf aan het werk te zetten en dat de motivatie toch wel een beetje af nam om iedere dag weer echt actief bezig te gaan.” – Respondent 7</i>		
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Table 19. Codebook question 17

Vraag 17: Hoe tevreden bent u met de huidige balans in werk en privéleven?	Exemplary quote	Definition code	Number of respondents indicating
Tevreden met balans	<i>“Die balans is wel weer goed. Dat heeft mij wel even wat zoeken gekost om daar een goede modus weer in te vinden.” – Respondent 2</i>	Teleworker indicates that his work life balance is not disturbed by teleworking	10
Weinig overwerken	<i>“Ik werk weinig overuren. En dat komt eigenlijk ook omdat collega’s ook ja er blijft altijd werk liggen maar dat wordt eigenlijk altijd wel de volgende dag opgepakt dat is zo ingericht dat door het team wordt opgepakt” – Respondent 1</i>	Teleworker indicates that teleworking has led to little overtime in one’s own time	3
Meer tijd voor privé activiteiten	<i>“Dan vandaag maar eens een keertje niet he. Vorige week was het mooi weer op vrijdagmiddag. Ik denk ja vier uur of half vier zei ik zit op de mountainbike.” – Respondent 2</i>	Teleworker is more flexible and can therefore free up more time for private life	3
Mismatch balans	<i>“Ja dat is minder geweest. Ik was gewoon heel erg druk. Dan ga je toch. Dat ligt ook aan dat je thuis ligt. Even geen zin hebt om in de tuin te werken of even geen zin hebt om huishoudelijke taken te doen, omdat je hebt gewoon wat meer tijd over omdat je reistijd. Ik heb twee uur reistijd op een dag als ik naar kantoor toe moet. Iets minder. Die komt dan bij je werktijd erbij min of meer.” – Respondent 15</i>	Teleworker indicates that teleworking has disrupted the balance between work and private life	8
Toename werk buiten werktijd	<i>“De werkdruk is wel toegenomen en je doet sneller wat activiteiten in de avonden voor werk wat ervoor zorgt dat je meer met werk bezig bent. Snel nog even een mail afmaken of iets, dat gebeurt nu gewoon sneller.” – Respondent 3</i>	Teleworker indicates that this mismatch has resulted in an increase in	10

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		work outside office hours	
Loopt veel in elkaar over	<i>“Ja precies. Eerder was ik heel erg privé en werk gescheiden houden en nu merk ik wel dat dat niet helemaal.”</i> – Respondent 13	Teleworker indicates that this mismatch is causing an increase in demanded boundaries, with teleworkers also working in the evenings or on weekends, while this was not the case before Covid-19	11

Table 20. Codebook question 18

Vraag 18: Hoe tevreden ben jij met de huidige manier van werken? a. Hoe is jouw werkplezier veranderd sinds jij thuiswerkt?	Exemplary quote	Definition code	Number of respondents indicating
Goed ingericht	<i>“Het moet altijd zo blijven. Ja. Ik wil niet anders hebben. Voor mij is dit perfect. Ik ben veel productiever, los van de uren. Ik vind het gewoon heerlijk.”</i> – Respondent 11	Teleworker indicates that teleworking is well organized and that they can perform their tasks properly	8
Aanpassingen manier van werken	<i>“Allebei. Oké. Mijn werk inhoudelijk vond ik op zich dan nog steeds leuk. Ik vind het wel minder leuk, omdat je je komt nergens en je spreekt mensen niet meer live. Ik vind het leuk om naar klanten te gaan, verschillende omgevingen te zien en om dat helpt je ook heel erg bij het vinden van de juiste kandidaat.”</i> – Respondent 10	Teleworker indicates that the switch to teleworking had a difficult start	2

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Hybride werkweek	<i>“Ik denk dat als je straks de mix hebt tussen thuis werken en naar kantoor gaan dat je dan heel tevreden bent, omdat het is toch wat saaier en ik mis de afdeling van naar huis gaan en naar werk gaan. Ik zou dit niet altijd willen, maar ik ben in die zin wel zo tevreden over het thuiswerken dat ik het wel erin wil blijven houden.” – Respondent 9</i>	Teleworker indicates that the hybrid working week would be a solution to organize working in an optimal way soon	9
Missen sociaal contact	<i>“Wat ik nu heel veel zie en heb gezien het afgelopen driekwart jaar is dat er veel minder verbaal wordt gecommuniceerd en veel meer schriftelijk. Email, whatsappen en wat dan ook. Dan haal je de nuance er niet uit. Dan komen dingen soms over dat je denkt dan ben je kwaad als je een mailtje leest, terwijl dat helemaal niet zo bedoeld is. Dat zijn dingen waar je aandacht voor hebt. Normaal gesproken loop je naar iemand toe van joh wat heb jij nou gedaan.” – Respondent 8</i>	Teleworkers experiences less or no contact with colleagues compared to the situation before Covid-19	7
Liever op locatie dan thuis	<i>“Naja het liefst is het natuurlijk dan wil je voor die klas staan en wil je met de groepen dingen in de praktijk doen. Wij hebben een aantal vakken die zich er heel goed voor lenen om die in groepsverband met elkaar op school uit te voeren. Die denk ik ook effectiever zijn voor studenten om op school uit te voeren dan dat je dat online doet.” – Respondent 5</i>	Teleworker has no concerns and fears of infecting others with Covid-19 and would therefore like to go back to the old situation	3
Lange termijn veranderingen nodig	<i>“Nee dat zou ik wel vervelend vinden. Dat is het misschien ook een beetje. Als je het zo verwoord, is het verre van ideaal. Dat is wel zo. Het is meer dat ik nog redelijk lang naar kantoor ben gegaan, dus ik zit nog niet zo lang in deze situatie. Ik hoop dat het binnen nu en een paar maanden ook wel iets minder gaat worden. Als het nog een jaar lang door zou gaan, dan is het wel echt verre van ideaal.” – Respondent 9</i>	Teleworker indicates that the current way of working can be sustained, but that long-term changes are needed to maintain this way of working	5
Minder plezier werk	<i>“Mijn werkplezier is wel afgenomen. Ik merk dat, het heeft ook met mijn functie te maken dat ik ondertussen al een jaar op dezelfde functie zit. Wat ik al zei dat op een gegeven moment wel de uitdaging een beetje weg is en</i>	Teleworker claims to enjoy work less while teleworking	4

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	<i>dat je het aapje het spreekwoordelijke trucje hebt weten te leren.” -Respondent 12</i>		
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Table 21. Codebook question 19

Vraag 19: Wat zijn uw zorgen en angsten die verband houden met de Covid-19 pandemie wat betreft uw welzijn?	Exemplary quote	Definition code	Number of respondents indicating
Anderen besmetten	<i>“Nee eerder andersom. Dat ik andere besmet die kwetsbaarder zijn dan ik. Ik ben fysiek gezond. Vanaf het begin af aan heb ik zoiets van dat ik andere maar niet besmet.” – Respondent 3</i>	Teleworker has concerns and fears of infecting others with Covid-19 and therefore likes being able to work from home	10
Zelf geen zorgen of angsten	<i>“Ja zeg maar bang voor corona ben ik niet echt, ik ben jong, ik ben gezond. Ten aanzien van mijn eigen gezondheid maak ik mij niet zoveel zorgen als in zou ik het krijgen” – Respondent 4</i>	Teleworker has no concerns and fears of infecting others with Covid-19	10
Liever naar kantoor	<i>“Ik ben denk ik niet z’n goede Corona thuiswerker, want ik had wel zoiets van als het mag en niemand mij wegstuurt, dan ga ik naar kantoor. Daar was ook niemand en thuis was ook niemand. Ik zat daar in mijn eentje, dus ik dacht dan heb ik liever nog een beetje die afwisseling dan niet.” – Respondent 9</i>	Teleworker has no concerns and fears of infecting others with Covid-19 and would therefore like to go back to the old situation	2
Bang om het op te lopen	<i>“Ik merk wel dat ik bijna richting smetvrees ga. Ik ben heel erg voorzichtig met de mensen die hier binnenkomen. Mensen die hierbinnen komen, die moeten de handen wassen. Ik ben altijd een beetje OCD geweest, maar ik merk dat het erger wordt.” – Respondent 11</i>	Teleworker has concerns and fears of becoming infected with Covid-19 and	6

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		therefore likes being able to telework	
Geen perspectief	<i>“Mijn zorgen en angsten voor mijn welzijn. Nou als dit nog veel langer gaat duren, dan blijft het zo saai en dan denk ik ook wel dat ik daar wat meer last zelf mentaal van ga krijgen. Nu is het allemaal nog wel te doen, maar nog een jaar zou ik wel echt heel lastig vinden.”</i> – Respondent 10	Teleworker has concerns and fears about not having perspective on when the lockdown and Covid-19 situation will be over. This can affect their well-being	6

Table 22. Codebook question 20

Vraag 20: Hoe voelt u zich wat betreft droefheid en depressie sinds u thuis werkt door de Covid-19 situatie? a. Hoe zou jij het plezier omschrijven in de manier waarop jouw werk momenteel ingericht is?	Exemplary quote	Definition code	Number of respondents indicating
Geen droefheid of depressie	<i>“Het werken op locatie is wel echt leuker dan thuis, maar ik zou niet zeggen dat ik last heb van depressieve gedachtes of ik dat ik er heel droevig van wordt.”</i> – Respondent 5	Teleworker does not experience sadness or depression due to teleworking	10
Veel contact buiten werk	<i>“Ik heb ook wel eens een keer gehad, dat was meer noodzaak omdat ze bij de burens aan het verbouwen zijn, maar dat ik de laptop bij mijn ouders heb gezet en dat ik daar een dag bij mijn ouders ga werken. Doordat je ergens anders bent, krijg je er wel weer energie van. Je hebt weer aanspraak van iemand anders. Je</i>	Teleworker tries to avoid sadness and depression by reaching out to friends and colleagues outside the workplace	4

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	<i>kan even met iemand anders praten.” – Respondent 12</i>		
Geen eenzaamheid	<i>“Nee. Ik denk dat als ik momenten heb van jeetje dat het niet zozeer heeft gelegen aan de pandemie of het thuiswerken. Het ligt dan gewoon aan een project of traject wat niet lekker loopt of iets in de privésfeer, maar ik kan niet zeggen dat het thuiswerken z’n invloed heeft op mij en zeker niet negatief.” – Respondent 17</i>	Teleworker does not experience loneliness due to teleworking	3
Frustratie over communicatie	<i>“Ook vanwege houding van sommige collega’s dat je zelf wel van zeven uur ’s ochtends tot zes uur ’s avonds aan het werk bent en dat collega’s zeggen van nee ik moet echt even een wandelingetje gaan maken. Nee ik ben niet eerder dan negen uur bereikbaar. Oh ja tussen de middag ben ik ook een paar uurtjes niet bereikbaar want ik moet boodschapjes doen. Dat vond ik zo frustrerend.” – Respondent 2</i>	Teleworker gets frustrated with the difficult way of communicating online compared to face-to-face contact	2
Acceptatie	<i>“Nou op een bepaald moment heb ik mij daarbij neergelegd, want ik kan er toch niks aan veranderen. Dat is hun interpretatie. Ik kan niet op hun stoel gaan zitten.” – Respondent 2</i>	Teleworker knows some feelings of sadness and depression, but has accepted that the situation is like this	2
Soms moeilijkere momenten	<i>“De eenzaamheid duurt volgens mij nu langer door Corona dan dat hij had hoeven duren. Dat gevoel heb ik. Eenzaamheid is gewoon een dingetje voor mij. Dat is het al langer, maar de pandemie helpt niet. Laat ik het zo zeggen.” – Respondent 8</i>	Teleworker experiences more difficult moments depending on the situation how strong these feelings are. Anyway, the teleworker does not deny the feelings	13
Verlaagd emotioneel welzijn	<i>“Nou ben ik niet iemand die snel zulke gevoelens heeft. Ik zou niet zeggen dat zoiets aan de gang is, maar het is wel wat meer vlak zoals ik net zei. Je hebt niet meer de uitschieters. Het is wat minder</i>	Teleworker experiences reduced emotional well-being and suffered from	2

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	<i>uitbundig, wat meer steady en in mijn woorden meer saai.” – Respondent 10</i>	negative feelings more quickly than before Covid-19	
Stijging	<i>“Ja met mijn afstuderen op een gegeven moment wel iets meer. Vooral in mei en juni. Dat komt omdat je dan echt in je eentje aan de project zit. Dat is wel iets eenzamer werken dan nu. Toen heb ik vooral heel veel maanden bij mijn ouders gezeten en daar gewerkt. Niet super erg, maar toen had ik wel iets vaker, door de stress natuurlijk, dat je je iets vervelender voelt” – Respondent 9</i>	Teleworker experiences an increase in feelings of sadness and depression compared to the situation before Covid-19	3

Table 23. Codebook question 21

Vraag 21: Hoe voelt u zich wat betreft geluk en blijheid sinds u thuis werkt door de Covid-19 situatie?	Exemplary quote	Definition code	Number of respondents indicating
Minder geluk en blijheid	<i>“Ja ik ben normaal iemand die heel gelukkig is dus als het geluk een keer iets minder is dan normaal dat je toch elkaar wat minder spreekt en het is toch allemaal wat minder door de algehele pandemie en dat soort zaken maar ja het beïnvloedt wel” – Respondent 6</i>	Teleworker claims to experience less happiness and joy since they started teleworking	11
Minder plezier in werk	<i>“Ja. Dat stukje minder sociale contact, ik vind dat dus een groot gemis. Ik heb daar heel veel moeite mee gehad op een gegeven moment. Zelfs zo ver dat ik daar af een toe een beetje boos om werd.” – Respondent 2</i>	Teleworker claims to enjoy work less while teleworking	7
Geen veranderingen	<i>“Geluk en blijheid. Het is nog steeds gelukkig. Ik ben ook niet heel ongelukkig geworden door Corona en de gevolgen van Corona.” – Respondent 14</i>	Teleworker claims to experience the same happiness and joy since they started teleworking	6
Meer rust en relaxter	<i>“Ik denk dat ik minder gefrustreerd ben. Ik ben veel relaxter. Het moment dat ik geopereerd ben aan</i>	Teleworker claims to	5

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	<i>mijn gezicht en ik werkte thuis. Ik kreeg van collega's oh wat klink je relaxed.</i> – Respondent 11	experience more rest and that they feel more relaxed since they started teleworking	
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Table 24. Codebook question 22

Vraag 22: Welke positieve en negatieve uitkomsten merkt u op uw welzijn sinds u thuis werkt?	Exemplary quote	Definition code	Number of respondents indicating
Minder vitaal	<i>“Dat is een lastige ja ik denk eigenlijk dat het allemaal negatiever is ik ben minder fit natuurlijk je sport minder er was ook veel minder mogelijk ja wat is dan positief”</i> – Respondent 1	Teleworker notices that his vitality has declined since teleworking was created. This is mainly due to the reduced physical movement	5
Meer tijd voor privé	<i>“Reistijd is ook wel tijd waarin je niks kan doen en nu ben je thuis en klaar en dan kan je nog een keer met de hond gaan wandelen of je gaat sporten. Daar heb je allemaal iets meer tijd voor, omdat je die reistijd niet hebt. Dat vind ik wel positief. Ook als het lekker weer is buiten en je kunt iets langer buiten zitten dat doet je altijd wel goed”</i> – Respondent 7	Teleworker is more flexible and can therefore free up more time for private life	8
Minder energie	<i>“Ik merk wel dat ik veel moeier ben. Ik lig vaak op de bank te slapen als mijn man op de bank tv loopt te kijken. Ik merk qua relatie, ga ik heel persoonlijk, doordat je nergens naartoe kan gaan doe je ook niks samen echt.”</i> – Respondent 11	Teleworker gains less energy due to this way of working in comparison to working at the office	8
Onbewust sociaal contact missen	<i>“Nadeel ja weetje ik vind het ook veel gezelliger om live met mijn collega's te zitten of in een keer met al mijn vriendinnen af te spreken. dus ja nee ik weet</i>	Teleworker misses social life, but since	4

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	<i>het niet ik vind het echt heel lastig ik heb mij neergelegd bij de situatie en ik ervaar er niet zo veel ongeluk van om het zo maar te zeggen.” – Respondent 4</i>	the workload has increased this is not clearly noticeable	
Meer rust in het leven	<i>“Daar moet ik even over nadenken. Positief qua welzijn. Ik vind het wel fijn dat het drukke verkeer daar houd ik allemaal niet zo van. Dat ik niet zoveel hoeft te reizen, dat vind ik wel lekker.” – Respondent 7</i>	Teleworker experiences that life is a lot less rushed and that he or she has more rest	4
Minder motivatie	<i>“Ik moet mijzelf er echt toe zetten om toch wel echt de deur uit te gaan of om toch iets te doen.” – Respondent 9</i>	Teleworker experiences less pleasure in the current way of working and also gets less motivation to perform their work	5

Table 25. Codebook question 23

Vraag 23: Hoe probeert de organisatie meer informatie en communicatie over wat er afspeelt binnen de organisatie mogelijk te maken wat de betreft de Covid-19 pandemie?	Exemplary quote	Definition code	Number of respondents indicating
Geen informatiedeling	<i>“Dat is helemaal opgedroogd. Daar wordt relatief weinig over gecommuniceerd.” – Respondent 2</i>	Teleworker does not receive any information from the organization about how they deal with Covid-19	6
Bijpraatsessies	<i>“Ja wij hebben die events altijd zoals broodje beleg bijvoorbeeld. Ja wij moeten ook wel meegenomen worden. Het is zo veranderlijk de belegingswereld dus dat zat er eigenlijk altijd wel in en dat is nu gewoon online ja.” – Respondent 1</i>	Teleworker has conversations with colleagues and their	4

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		supervisor about how the organization deals with Covid-19	
Updates via mail	<i>“Er wordt duidelijk gecommuniceerd via fora en informatieve mails over wat er weer mogelijk is. Er is een persconferentie geweest en dan worden wij netjes geïnformeerd over wat de veranderingen zijn. De laatste tijd is het wel wat minder geworden, maar dat komt omdat er ook niet elke week iets te melden is.”</i> – Respondent 8	Teleworker receives via email information about how the organization deals with Covid-19	12
Veel/ voldoende informatie	<i>“Ja zeker. Het is af een toe soms meer een overkill dan dat je veel te weinig informatie krijgt en dat je denkt wat zijn wij eigenlijk aan het doen.”</i> – Respondent 12	Teleworker claims to receive enough information from the organization and does not need more information	11

Table 26. Codebook question 24

Vraag 24: Wat heeft u gedaan/ gepland om u hierbij te helpen om deze impact op uw geestelijke gezondheid of welzijn bespreekbaar te maken?	Exemplary quote	Definition code	Number of respondents indicating
Hulp van leidinggevende	<i>“Nou ik heb alleen het initiatief genomen om een keer in de week een uur te plannen met mijn eigen teammanager. Wij zitten regelmatig bij elkaar via Teams. Als er niks is, niks wat speelt dan slaan wij over. Wij hebben in ieder geval het rustige moment om een keer in de week bij elkaar te komen.”</i> – Respondent 17	Teleworker receives help from their supervisor. This can either be catching up or active steering	10

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Geen actie ondernomen	<i>“Nee, nee. Dus ik nee geen behoefte aan op dit moment en dus ook geen actie ondernomen.” – Respondent 15</i>	Teleworker has not taken any action to discuss the impact. They often experience no impact either	9
Praten met collega's	<i>“Onderling bij collega's wat wij ook proberen is om toch even die tijd vrij te maken als je zegt van hoe gaat het als dat specifiek wordt gevraagd en hoe is het om thuis te zitten. Er zijn ook wel hele lieve collega's die specifiek naar mij vragen van oh jij bent begonnen in Corona. Jij kent nog bijna niemand en hoe is dat nou. Voel hoe jij je daarbij. Daar zijn ze wel heel behulpzaam in moet ik zeggen.” – Respondent 7</i>	Teleworker receives help from their colleagues. This can either be catching up or active steering	4

Appendix E: Quotes translated

Teleworking

Respondent 8: *“I cannot create the team spirit, that part of my management tasks of making sure the team is a team is hard to perform during teleworking. That is not possible in a Teams session.”*

Dutch sentence used: *“Het teamgevoel kan ik niet maken, dat deel van mijn managementtaak om ervoor te zorgen dat het team een team is dat men elkaar vindt en verbinding maken, dat gaat niet vanuit huis uit. Dat kan ook niet in een Teamsessie.”*

Respondent 10: *“The work we perform only needs internet and a laptop. Whether I am at home or at the office does not matter much.”*

Dutch sentence used: *“Nee weet je het werk dat wij doen heb je eigenlijk alleen internet en een laptop voor nodig. Of ik nou thuis zit of op kantoor dat maakt niet zoveel uit.”*

Respondent 7: *“You simply cannot include patients in your research, resulting in no results either meaning you are delayed for a couple of months.”*

Dutch sentence used: *“Dan kun je gewoon maandenlang geen patiënten meenemen in je onderzoek. Dus je krijgt dus ook geen resultaten, daardoor loop je wel een stuk vertraging, want het is wel een pad over meerdere maanden.”*

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Respondent 2: *"80% of my information comes through the informal circuit ... I miss a lot of informal information now that I am at home. Those informal things that get bogged down. They forget them."*

Dutch sentence used: *"Ik heb al een aantal keren geroepen binnen onze eigen organisatie dat 80% van mijn informatie komt via het informele circuit. Ja heel veel van dat soort informatie mis ik nu ik thuis zit. Die informele dingen die verzanden. Die vergeet men."*

Respondent 4: *"If a candidate rather meets in the evening from 8 till 9, I am not excited to work in the evening, but it is easier for me to slide such an hour into the evening."*

Dutch sentence used: *"Als een kandidaat zegt ik wil liever om 8 uur 's avonds van 8 tot 9 de kennismaking doen dan schuif ik wel makkelijker zo'n uurtje en dan denk ik oh ja dan doe ik dat vanavond."*

Respondent 1: *"Informal contact is simply no longer there. That contact is completely gone. That is a shame really."*

Dutch sentence used: *"Dat informele contact is er gewoon niet meer. Dat contact is volledig weg. Dat is wel zonde eigenlijk."*

Social isolation

Respondent 5: *"When I speak to them, the contact moments are much more driven by concrete reasons than just bumping into each other at the coffee machine. Those kinds of social contact moments are really a lot less."*

Dutch sentence used: *"Als ik ze tref, de contacten die ik heb zijn veel meer gestuurd door concrete aanleidingen dan dat je elkaar toevallig even bij de koffieautomaat even tegenkomt en even een praatje maakt over andere dingen dan het werk. Dat soort sociale contactmomenten is echt een stuk minder."*

Respondent 14: *"it resembles to drinking beer without alcohol or eating food without salt."*

Dutch sentence used: *"Het is eten zonder zout of bier zonder alcohol."*

Respondent 1: *"The contact is fantastic with the younger generation. We talk a lot with each other. When I look at the somewhat older generation, I notice a lot less contact. Sometimes I even do not speak to them for a month."*

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Dutch sentence used: *“Met de jonge generatie is dat fantastisch. We praten heel veel met elkaar tussendoor met elkaar dat soort dingen. Als ik kijk met de wat oudere generatie dan merk ik dat dat een heel stuk minder is. Bijna ook niet voor een maand.”*

Respondent 8: *“When I am teleworking, the first thought after I stop working is now the evening begins and it will be a while before going to bed”*. The same respondent also mentioned: *“I came home last Tuesday evening. I closed the front door behind me. Friday morning was the first time I opened the front door again. That was the first time I saw someone in person again. I just didn’t see anyone for the entire 48 hours.”*

Dutch sentence used: *“Als ik thuis werk, vandaag is zo’n voorbeeld, en ik heb de hele dag thuisgewerkt en ik denk van nou dan ga ik maar eens stoppen en dan is het vijf uur of half zes. Dan is de eerste gedachte van oké en nou komt de avond nog en dan pas gaan wij naar bed. Ik ben dinsdag avonds thuisgekomen. Ik deed de voordeur achter mij dicht en vrijdagmorgen toen de hulp kwam was de eerste keer weer dat ik de voordeur opendeed. Dat was de eerste keer dat ik iemand in levenden lijve zag. Die hele 48 uur gewoon niemand gezien.”*

Respondent 12: *“The biggest pitfall of teleworking is the feeling of isolation. You are alone. The only interaction you have comes from a computer screen which is not even physical. You will notice that. I already had some hard periods experiencing these feelings.”*

Dutch sentence used: *“Wat ik denk wat de grootste valkuil is van thuiswerken is dat het op een gegeven moment als een isolement gaat voelen. Eenzaam. Je zit in je eentje. Je zit alleen op kantoor. Enige aanspraak die je hebt is vanuit een computerscherm, dus het is niet eens fysiek. Dat merk je wel. Dat heb ik ook wel echt periodes gehad dat ik daar heel veel moeite mee had.”*

Respondent 6: *“Organizing activities like yoga sessions and mindfulness sessions. You can participate in those sports sessions if you like.”*

Dutch sentence used: *“Ja dingen organiseren dus activiteiten, er zijn wel van die yoga-sessies en van die mindfulness sessies, van die sportessies kan je aan deelnemen als je daar behoefte aan hebt.”*

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Respondent 2: *"At one point I said for whom am I actually doing it for. Am I doing it for myself, am I doing it for the company, am I doing well or am I not doing well."*

Dutch sentence used: *"Ja op een bepaald moment heb ik gezegd waar doe ik het eigenlijk voor. Doe ik het voor mijzelf, doe ik het voor het bedrijf, doe ik het goed, doe ik het niet goed?"*

Subjective well-being

Respondent 12: *"You will notice that, certainly in the short term. It has taken its toll in the sense of tensions and irritations at home. I noticed that my fuse was very short. The smallest things could mean that I would go completely out of my mind."*

Dutch sentence used: *"Je merkt wel dat dat, zeker op de korte termijn, zeker zijn wissel heeft getrokken in de zin van spanningen thuis en irritaties om de kleinste dingen. Ik merkte dat mijn lontje heel erg kort was, dat ik dan wel eens volledig uit mijn slof kon schieten."*

Respondent 9: *"I hope that the measures will decrease in the coming months. If it went on for another year, it would be far from ideal."*

Dutch sentence used: *"Ik hoop dat het binnen nu en een paar maanden ook wel iets minder gaat worden. Als het nog een jaar lang door zou gaan, dan is het wel echt verre van ideaal."*

Respondent 4: *"It provides a certain kind of feeling and peace of mind since you do not go to work. You spend more time at home which makes it possible to vacuum or to put clothes in the washing machine."*

Dutch sentence used: *"Dat het je een bepaald soort gevoel en rust ofso geeft omdat je toch minder sowieso niet naar je werk gaat dus meer tijd thuis bent en dat je toch tussendoor even kan stofzuigen of iets in de wasmachine kan doen."*

Respondent 10: *"The motivation is less anyway. Yet again a conversation via Teams. At a certain point, I do not really gain energy from these meetings."*

Dutch sentence used: *"Ja motivatie is sowieso minder. Ja nogmaals weer zo'n gesprek via Teams daar krijg ik op een gegeven moment niet echt meer energie uit."*

Respondent 15: *"I still have to complete this task, so I will continue to work. Oh, I have not done that yet, so I will keep working. Oh, someone else had called, I must call them back."*

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That madman on the other end of the line even answers the phone. You cannot close the working day for yourself, even if you want to."

Dutch sentence used: *"Oh ik moet dat nog doen, dan werk ik nog even door. Oh, ik heb dat nog niet gedaan, dan werk ik even door. Oh, er had nog iemand gebeld, die moet ik nog even bellen. Die gek aan de andere kant van de lijn nam dan ook nog even op ook nog. Dan kun je niet lekker afsluiten. Je wilt het toch even lekker afsluiten voor jezelf."*

Respondent 8: *"Sometimes I am a bit, like last week, down. In that case, I was completely done with the whole situation."*

Dutch sentence used: *"Soms ben ik gewoon, net als afgelopen week, een beetje klaar wat verdrietig. Dan ben je gewoon even helemaal klaar met de situatie."*

Respondent 15: *"Sometimes I am disappointed that it is difficult to blow off some steam at some colleagues. You are fed up with that."*

Dutch sentence used: *"Ja ik heb soms baal ik wel even van je kunt niet die stoom afblazen bij je collega's. Daar baal je wel van."*

Respondent 1: *"Yes, all of that has decreased a bit since I started working from home. You get less pleasure from work since you work here all alone. I prefer visiting the office every now and then, just so that I have social contact with my colleagues again. I think happiness has declined."*

Dutch sentence used: *"Dat is allemaal wel een stukje afgenomen sinds ik thuis werk. Je krijgt toch minder plezier van het werken als je thuis zit te werken alleen. Idealiter ga je af en toe naar kantoor toe om zo toch een beetje je collega's te spreken. Nee ik denk dat mijn werkgeluk wel wat afgenomen is."*

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Appendix F: message LinkedIn

Hulp gezocht bij de afronding van mijn Master Thesis!

Beste netwerk,

Voor het afronden van mijn Master Business Administration ben ik bezig met een Thesis. Hierbij bekijk ik de gevolgen van het thuiswerken door corona op de gezondheid en het welzijn van werknemers. Om de Thesis tot een goed einde te brengen ben ik op zoek naar mensen die door corona de verandering hebben gemaakt van meerdere dagen werken per week op kantoor naar (bijna) volledig thuiswerken. In een interview van ongeveer één uur zal er gevraagd worden naar deze verandering, hoe het sociale contact is met collega's in deze nieuwe situatie en de gevolgen op het welzijn wat betreft deze switch.

Ben jij of ken jij mensen die hier met mij over in gesprek willen gaan? Stuur mij dan een privé bericht of reageer op dit bericht. Alvast bedankt voor jullie hulp!

Delen wordt gewaardeerd!

Appendix G: Email send to respondents

Hi Respondent,

Allereerst bedankt voor het deelnemen aan het onderzoek voor mijn master Thesis. Deze Thesis voer ik uit om mijn Master Business Administration: specialisatie Strategic Human Resources Leadership af te ronden. Vanuit het oogpunt dat thema's rondom welzijn, vitaliteit en werknemerstevredenheid mij altijd al geïnteresseerd hebben ben ik afgelopen februari met dit onderzoek gestart. De onderzoeksvraag die ik met dit onderzoek probeer te beantwoorden is als volgt: *“how does social isolation for teleworkers due to the Covid-19 pandemic impact their subjective well-being?”*

In het kort zijn er drie hoofdthema's te onderscheiden in deze onderzoeksvraag en dus ook tijdens het interview. Ik geef graag per begrip een korte uitleg vanuit de literatuur, een vrije vertaling en wat ik graag zou willen weten van u rondom dit thema.

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- Telewerken is een soort werk en/ of verlening van diensten op afstand, online met behulp van computer en telecommunicatie. Het betreft dus het uitvoeren van werkzaamheden op afstand, dus niet op kantoor. Ik ben benieuwd of u aan telewerken doet en wat uw ervaringen hier mee zijn.
- Het tweede begrip betreft sociale isolatie. Dit begrip betekent het objectieve gebrek aan sociale contacten en fysieke interacties tussen werknemers resulterend in waargenomen gevoelens van eenzaamheid en pijn door het mislopen van sociaal contact. Kortweg gaat dit over het mindere sociale contact met collega's, aangezien u nu vanuit huis werkt. Ik ben hierbij benieuwd naar hoe u het contact met uw collega's en de organisatie nog is in tijden van Corona en of u dit als fijn ervaart.
- Het subjectieve welzijn is iemands cognitieve en affectieve evaluatie van zijn of haar leven. Cognitief heeft te maken met veranderingen op de lange termijn (levenskwaliteit en algemene tevredenheid over het leven van een individu). Affectief gaat over positieve en negatieve emotionele ervaringen (liefde, plezier, geluk) op de korte termijn. Ik zou graag willen weten hoe het telewerken en de eventuele sociale isolatie uw subjectieve welzijn beïnvloedt.

Dan zijn er nog wat praktische zaken om te bespreken. Allereerst heb ik een informed consent bijgevoegd in deze mail. Hierin staat hoe de verwerking van de informatie, voortkomend uit het interview, zal gaan plaatsvinden. Indien hier nog vragen over zijn, dan mag u die altijd vragen via de mail of na/voor het interview. Verder is er een zoomuitnodiging bijgevoegd in de mail. Via deze uitnodiging zijn wij in staat om elkaar op de afgesproken tijd online te ontmoeten. Als er verder nog vragen zijn, dan hoor ik dat graag en tot ziens!

Groet,

Thijs Veldhuis