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NEW WAYS OF WORKING AND EMPLOYEES' WELL-BEING: SUBGROUP DIFFERENCES

ABSTRACT

New ways of working (NWW) represent one mode of adaptation to rapid changes in today's workplace. Digitalization allows employees to work more flexibly, i. e. to choose when, where, and by which communication tool to do their work. This praxis showed benefits for both their productivity and work-related well-being. Nevertheless, it is still not clear how new ways of working impact the work-family interaction, calling for future studies to examine the consequences of new ways of working among persons varying in individual differences. Therefore, the goal of this study was to examine the benefits that new ways of working have on employees' well-being, in various groups of Croatian employees.

Participants were 320 employees of various Croatian organizations, heterogeneous regarding sociodemographic characteristics, employed in various sectors on various positions. Participants completed an on-line questionnaire which included The new ways of working scale, Work-family conflict scale, The recovery experience questionnaire, The Job Affective Well-being scale and Satisfaction with life scale. Also, we collected data on participants' sociodemographic and work-related characteristics.

The results showed that there were significant differences in representation of new ways of working in groups of employees varying in demographic, and work-related characteristics. In addition, based on correlations with multiple well-being criteria, we can conclude that not all groups of employees benefit from flexible work design to the same extent. Hence, organizational support for encouraging flexibility in work should be customized to better suit every employee.

Key words: new ways of working, flexible work design, work-related well-being, Croatian employees, group differences

1. INTRODUCTION

New ways of working

“New ways of working” is a term that encapsulates a variety of modern work practices and organizational changes driven by advancements in technology, shifts in workforce demographics, and evolving employee expectations. It encompasses flexible work arrangements, remote and hybrid work models, increased use of digital tools and technology, emphasis on collaboration and communication, and a greater focus on employee well-being and work-life balance. These changes reflect a move away from traditional, rigid work structures toward more dynamic and adaptable work environments (Demerouti et al., 2014; Kotera and Correa Vione, 2020).

There are variety of definitions on new ways of working (Blok et al., 2011), however three key characteristics are constant (Baarne et al, 2010, as cited in Demerouti et al., 2014): flexible work time-schedule, location for work, and control over (electronic) communication used for work. Demerouti et al. (pp. 3) emphasize that “the distinctive features of new ways of working are more autonomy over the workday (location, timing, communication) and more flexibility that is facilitated by high-tech communication to guarantee information flow and contact with colleagues and customers”.

When the concept of new ways of working was introduced, it was appreciated leading to more efficient and cost-effective work processes and promising for work-life balance of the employees (Demerouti et al., 2014). However, in their systematic literature review, Kotera and Correa Vione (2020) revealed that while new ways of working can help workers' engagement, work-related flow, and connectivity among staff, they can also increase blurred work-home boundary, fatigue, and mental demands. To conclude, the relationship between new ways of working and employees' well-being is complex and need to be studied more thorough.

Work-related well-being

Studying work-related well-being is crucial because it significantly impacts employees' health, productivity, organizational performance, and broader societal outcomes. Research on work-related well-being has examined how various

aspects of work, including job demands, resources, organizational culture and other, impact employees' mental and physical health. These studies used several well-being indicators: affective well-being, job satisfaction, work-life conflict, lack of work-related stress and burnout (Derks and Bakker, 2014; Ray and Pana-Cryan, 2021).

The most common indicator of work-related well-being is affective well-being (Warr, 1994), i.e. people's emotional reactions to their job. It is usually assessed using items describing positive/pleasant and negative/unpleasant emotions of different level of arousal (Van Katwyk et al., 2000). Well-being is indicated by experiencing positive/pleasant emotions and not experiencing negative/unpleasant emotions very often.

Recovery from work

Recovery from work refers to the process through which employees restore their physical and psychological resources depleted by work demands. Effective recovery is crucial for maintaining well-being, preventing burnout, and enhancing job performance and work engagement (e.g. Majcen et al., 2023). Research on recovery from work encompasses various strategies and factors that facilitate the recovery process, including detachment from work, relaxation, mastery experiences, and control over time off (Nezirević et al., 2017; Sonnentag and Bayer, 2005).

Psychological detachment involves mentally disconnecting from work during non-work hours. It is essential for recovery as it allows employees to disengage from work-related stressors and prevents prolonged stress exposure (Sonnentag and Fritz, 2015). High levels of psychological detachment are associated with lower fatigue, reduced stress, and improved well-being (Sonnentag and Bayer, 2005). Relaxation activities help to reduce physiological and psychological stress. Relaxation can include activities such as taking a walk, reading, or engaging in mindfulness practices. Regular relaxation activities are linked to lower stress levels, improved mood, and enhanced recovery from work (Grossman et al., 2004). Mastery experiences involve engaging in challenging and absorbing activities that provide a sense of achievement and competence, such as learning

a new skill or hobby. Mastery experiences can lead to positive affect, enhanced self-efficacy, and improved recovery (Sonnentag and Fritz, 2007).

Satisfaction in life

Shin and Johnson (p. 478, 1978, as cited in Diener et al., 1985) defined life satisfaction as “a global assessment of a person’s quality of life according to his chosen criteria”. Research on the correlation between new ways of working and life satisfaction explores how modern work practices, such as flexible work arrangements, remote work, and the use of digital tools, impact overall well-being and life satisfaction. This body of research generally indicates that new ways of working can enhance life satisfaction through improved work-life balance, autonomy, and reduced commuting stress (e.g. Demerouti et al., 2014).

Despite the benefits, new ways of working can also present challenges that may negatively impact life satisfaction, such as social isolation, difficulty in maintaining work-life boundaries, and increased pressure to be constantly available. Remote work can lead to feelings of isolation and loneliness, negatively impacting life satisfaction (Golden et al., 2008). The constant connectivity enabled by digital tools can blur work-life boundaries, leading to increased stress and reduced life satisfaction (Derks and Bakker, 2014).

Work-family conflict

Work-life balance refers to the equilibrium between professional responsibilities and personal life. Poor work-life balance can lead to stress, decreased job satisfaction, and negative health outcomes (Greenhaus and Beutell, 1985). Everyday high demands in both family- and work- roles can lead to a feeling of impossibility to fulfill them, and the roles begin to be considered as conflicts. This negative orientation results from the limited time and energy that individuals can invest in the work and family aspect of life every day (Gjurić et al., 2014). Research conducted on the Croatian population indicates that the conflict between work and family roles (work - family), as well as conflict between family and work roles (family - work) are related to the subjective

well-being of the individual, in addition to the fact that the conflict in direction work – family is much larger (Šverko et al., 2002). Flexible work arrangements can improve work-life balance and reduce stress (Allen et al., 2013; Milardović et al., 2019). Greater flexibility allows more time for family and personal activities, contributing to overall well-being (Kelly et al., 2014).

The flexible work design promises and already has showed advancements not only in work efficiency, but also in employees’ well-being. However, mixed findings were reported on the impact on work-family interaction, calling for future studies to examine the consequences of new ways of working among persons varying in individual differences (Demerouti et al., 2014). For example, Jokić Begić et al. (2020) in their recent research on Croatian sample showed that mental health drop in pandemic significantly varied due to subgroup differences. Scarce research on new ways of working among Croatian employees (e.g. Blažević Dević, 2022; Cigula et al., 2017; Ružojčić et al., 2020; Tonković Grabovac et al., 2021) has not yet examined representation of new ways of working and their relation with work-related well-being in different groups of employees.

Aim of the study

The goal of this study was to examine the benefits that new ways of working have on employees’ well-being and work-family interaction, in various groups of Croatian employees, varying in demographic, family- and work-related characteristics.

According to the previous findings, we set two problems. Due to the lack of previous research on subgroup differences in new ways of working, we have set non-directional hypotheses.

Problem 1: To examine employees’ subgroup differences regarding the level of the presence of new ways of working, including control over work content, control over location for work, control over work time, and control over communication used for work.

Hypothesis 1.1. Degree of presence of the aspects of new ways of working will differ regarding participants’ gender.

Hypothesis 1.2. Degree of presence of the aspects of new ways of working will differ regarding participants' age.

Hypothesis 1.3. Degree of presence of the aspects of new ways of working will differ regarding participants' educational level.

Hypothesis 1.4. Degree of presence of the aspects of new ways of working will differ regarding participants' income level.

Hypothesis 1.5. Degree of presence of the aspects of new ways of working will differ regarding participants' marital status.

Hypothesis 1.6. Degree of presence of the aspects of new ways of working will differ regarding participants' parental status.

Hypothesis 1.7. Degree of presence of the aspects of new ways of working will differ regarding participants' company ownership.

Problem 2: To examine relation between new ways of working and employees' well-being in various groups of employees.

Hypothesis 2.1. Correlation between the level of presence of new ways of working and work-related affected well-being will differ in different subgroups of participants.

Hypothesis 2.2. Correlation between the level of presence of new ways of working and satisfaction with life will differ in different subgroups of participants.

Hypothesis 2.3. Correlation between the level of presence of new ways of working and work recovery will differ in different subgroups of participants.

Hypothesis 2.4. Correlation between the level of presence of new ways of working and work-family conflict will differ in different subgroups of participants.

2. METHOD

Participants

A heterogeneous sample of 320 participants, employed in Croatian organizations in various sectors on various positions, participated in the

study. 55,4% worked in public sector, 39,2% for privately owned companies and 5,4% were self-employed. Participants' age ranged from 19 to 61 years, with the median of 34. 62,7% of them were female. 51,2% of total participants were married or living with a partner, and 44,5% had children. Regarding educational level, 109 participants had high-school degree, followed by 79 participants with master degree, 55 with baccalaureus degree, and 17 postgraduate degree participants. 2 participants with lower educational degree were in further analyses merged with high-school degree subsample.

Procedure

Data were collected several years before Covid-19 pandemic, as a part of a larger multiple time-points research project "Well-being of different family generations in modern forms of work" at the University of Zagreb. Different parts of this research have already been reported in several publications (Cigula et al., 2017; Domović et al., 2016; Gerjević et al., 2019; Majcen et al., 2016; Majcen et al., 2023; Milardović et al., 2019; Tonković Grabovac et al., 2018a; Tonković Grabovac et al., 2018b; Tonković Grabovac et al., 2019a; Tonković Grabovac et al., 2019b; Tonković Grabovac et al., 2021). An on-line questionnaire was distributed through researchers' social network, with help from their psychology students. Participation in the study was voluntary and anonymous, however a minimum of working 20 hours a week was a criterium for inclusion in the sample.

Instruments

The questionnaire consisted of previously validated and translated scales, measuring new ways of working, work-related well-being, satisfaction with life, work recovery and work-family conflict. It also included questions on participants' sociodemographic, family-related and work-related characteristics. Responses about monthly income level were collected in kunas, as then it was the official currency in Croatia, but for this study were converted into euros, the actual Croatian currency.

The New Ways of Working Scale (Ten Brummelhuis et al., 2011) consists of 16 items,

measuring four different aspects of new ways of working: control over work content (e.g. *I can decide the content of my work.*), control over location for work (e.g. *I can choose at which location I work*), control over work time (e.g. *I work at a time schedule that I plan myself*), and control over communication used for work (e.g. *I can decide as to when I send or reply to emails*). Each subscale comprises four items, with response scale ranging from 1 (*totally disagree*) to 5 (*totally agree*). In this study, scale scores were calculated as the items' mean. Cronbach's Alpha indices of reliability for the scale and four subscales were: 0,90, 0,81, 0,87, 0,89 and 0,66, respectively.

The Job Affective Well-Being Scale (Van Katwyk et al., 2000) measures work-related well-being, via emotions experienced at work in the last month. The scale consists of 20 items, with ten referring to positive/pleasant (e.g. *My job made me feel inspired.*), and ten to negative/unpleasant emotions (e.g. *My job made me feel sad.*). Response scale ranges from 1 (*never*) to 5 (*extremely often*). The scale showed internal consistency of $\alpha=0,93$.

Satisfaction With Life Scale (Diener et al., 1985) consists of five items (e.g. *In most ways my life is close to my ideal.*), with Alpha Cronbach reliability

of 0,86. Participants give their responses on seven-point scale, ranging from 1 (*strongly disagree*) to 7 (*strongly agree*).

The Recovery Experience Questionnaire (Sonnentag i Fritz, 2007) consists of 16 items (e.g. *(During time after work) I get a break from the demands of work.*), measuring four different strategies of recovery from work: psychological detachment from work, relaxation, experiences of mastery, and control over free time. Participants are asked to rate the statements referring to the time after their work on the scale from 1 (*strongly disagree*) to 7 (*strongly agree*). For this study, only total scale result was used ($\alpha=0,90$). Finally, the five-item *Work-Family Conflict scale* (Netemeyer, et al., 1996) showed Alpha Cronbach reliability of 0,91. Participants rated the items (e.g. *The demands of my work interfere with my home and family life.*) on the scale from 1 (*strongly disagree*) to 7 (*strongly agree*).

3. RESULTS

Descriptive analysis: New ways of working in various employees' subgroups

Descriptive statistics for all scale variables on the total sample are presented in the Table 1.

Table 1. Descriptive Parameters of All Scales on the Total Sample

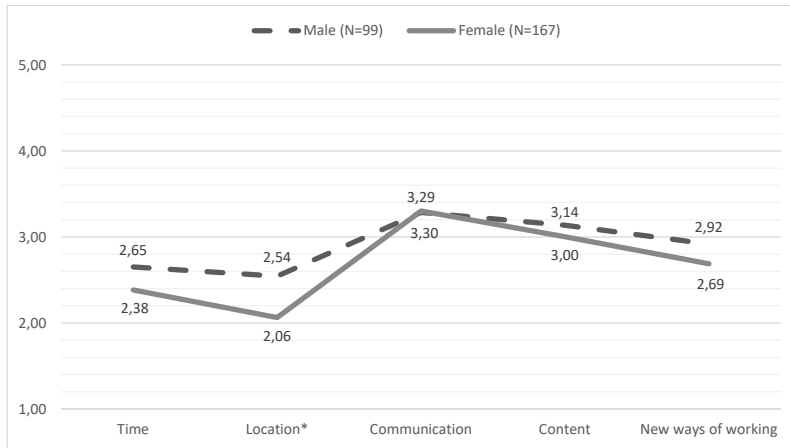
Scale	N	Minimum	Maximum	Mean	Standard deviation
Control of the working time	293	1,00	5,00	2,49	1,377
Control of the location for work	289	1,00	5,00	2,23	1,354
Control of the communication channel	287	1,00	5,00	3,26	1,007
New ways of working	294	1,00	5,00	2,75	0,989
Satisfaction in life	275	1,00	7,00	4,57	1,316
Recovery from work	280	1,00	5,00	3,47	0,719
Work-life conflict	275	1,00	7,00	3,05	1,518

To test hypotheses 1.1-1.7. we compared means of new ways of working subscales and scale results, between several subgroups of employees, varying in demographic, family- and work-related characteristics (Figures 1-7).

First, according to Hypothesis 1, we tested gender differences with series of T-tests.

Even though male participants showed higher results on all new ways of working (sub)subscales (with exception of control over communication subscale) (Figure 1), the difference was significant only for the subscale of control over location ($t=3,367$; $df=244$; $p=0,001$).

Figure 1 Gender Differences in New Ways of Working (Sub)scales.

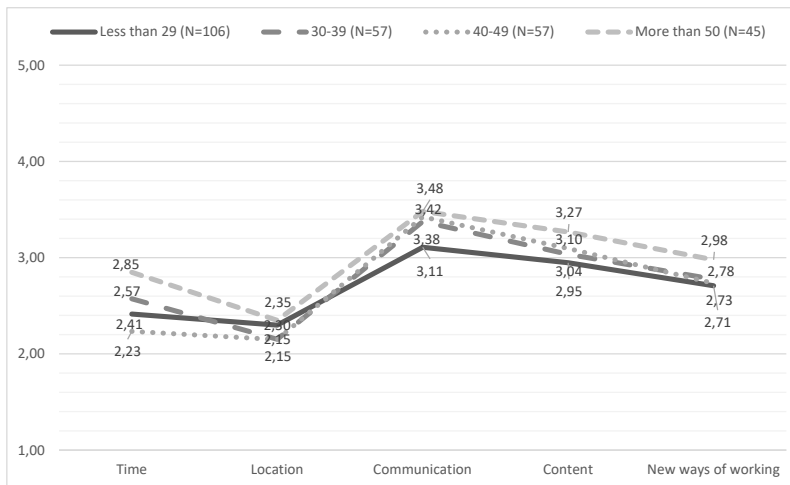


Note. Dependent variables with significant subgroup differences are marked with *.

To test Hypothesis 2, we conducted one way ANOVA tests to compare results on new ways of working (sub)scales between different age groups. For this purpose, we categorized par-

ticipants' age into four groups: 1. less than 29 years, 2. 30-39, 3. 40-49, and 4. more than 50 years old. However, we found no significant group differences (Figure 2).

Figure 2 Age Differences in New Ways of Working (Sub)scales.

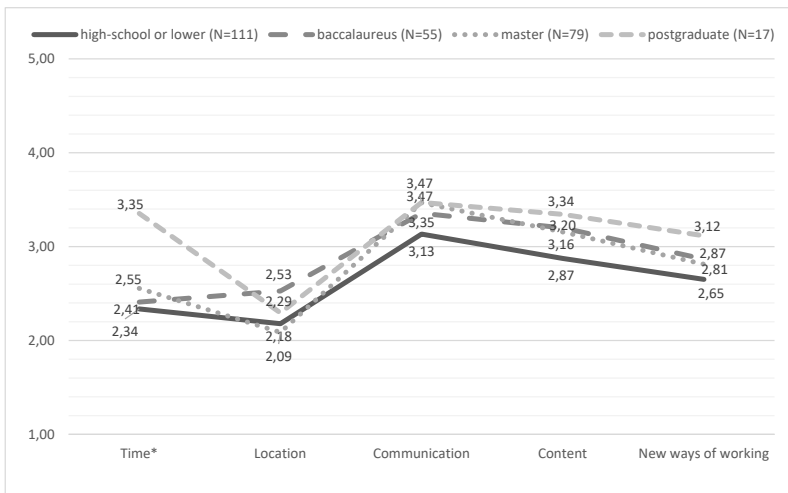


Note. Oneway ANOVA found no significant subgroup differences.

Next, to check Hypothesis 3, we conducted ANOVA tests to compare differences in new ways of working between subgroups varying in educational level. Significant difference was found only for the subscale measuring control over time ($F=2,811$; $df=3/258$; $p<0,05$), with

postgraduate degree employees having the highest control of their time, followed by master, then baccalaureus degree employees to employees with high-school degree or lower having the lowest control of their time (Figure 3).

Figure 3 Differences in New Ways of Working (Sub)scales between Employees Varying in Educational Level.

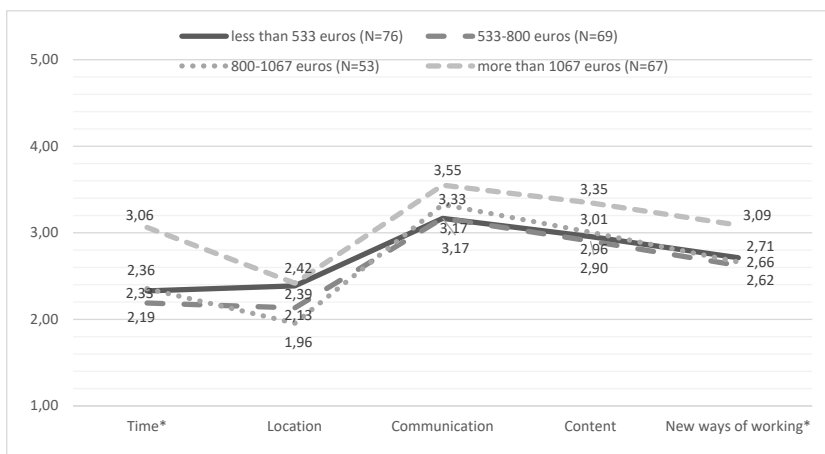


Note. Dependent variables with significant subgroup differences are marked with *.

One way ANOVA tests within the Hypothesis 3 revealed that the same subscale showed significant differences between the groups varying in income level. The employees with the highest monthly incomes (above 1067 euros) reported the highest control over their working time

schedule. The same effect was found for the total score on the new ways of working scale. Interestingly, as visible in Figure 4, the employees in the lowest income category (below 533 euros per month), did not show the lowest new ways of working reports on any (sub)scale.

Figure 4 Differences in New Ways of Working (Sub)scales between Employees Varying in Income Level.

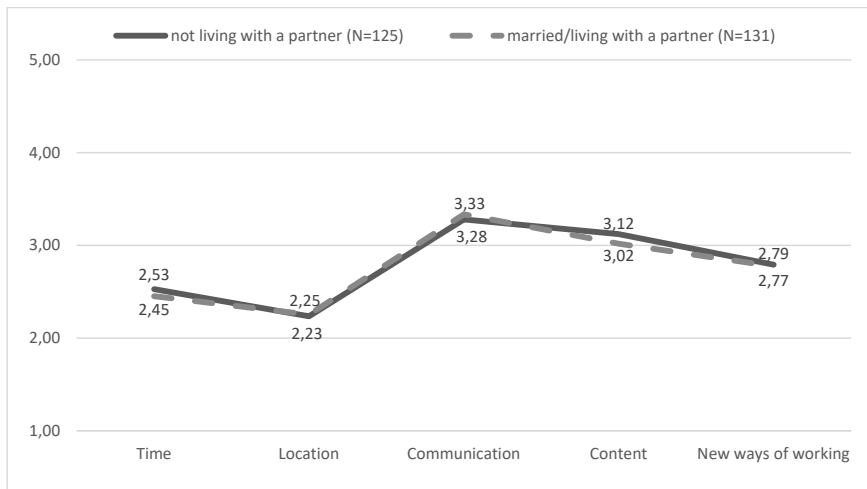


Note. Dependent variables with significant subgroup differences are marked with *.

To test Hypothesis 5, we used t-test for every new ways of working (sub)scale. However, we found no significant differences in dependent

variables between employees that were married or living with a partner and employees who were not living with a partner (Figure 5).

Figure 5 Differences in New Ways of Working (Sub)scales between Employees Varying in Marital Status.

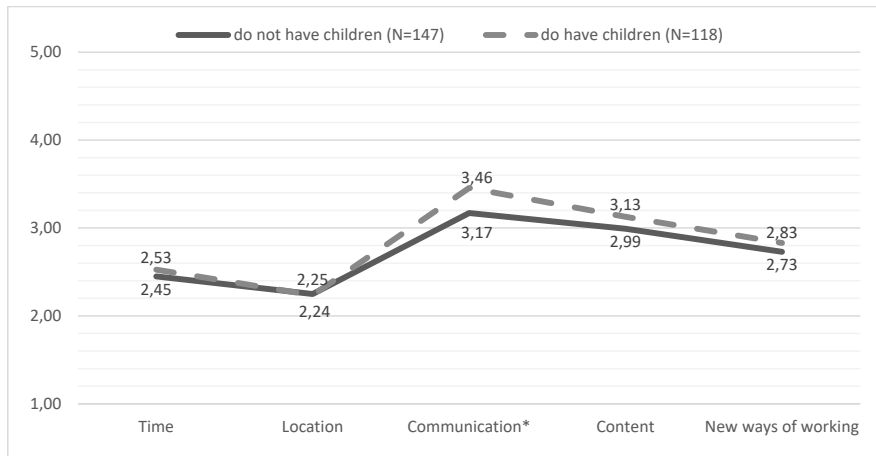


Note. T-test found no significant subgroup differences.

Further t-tests (Hypothesis 6) showed significant differences in control over communication for work between employees varying in parental status, with those with children reporting high-

er control than those without children ($t=5,224$; $df=264$; $p<0,05$). This direction is also a trend on other (sub)scales (Figure 6), but no significant differences were found.

Figure 6 Differences in New Ways of Working (Sub)scales between Employees Varying in Parental Status.



Note. Dependent variables with significant subgroup differences are marked with *.

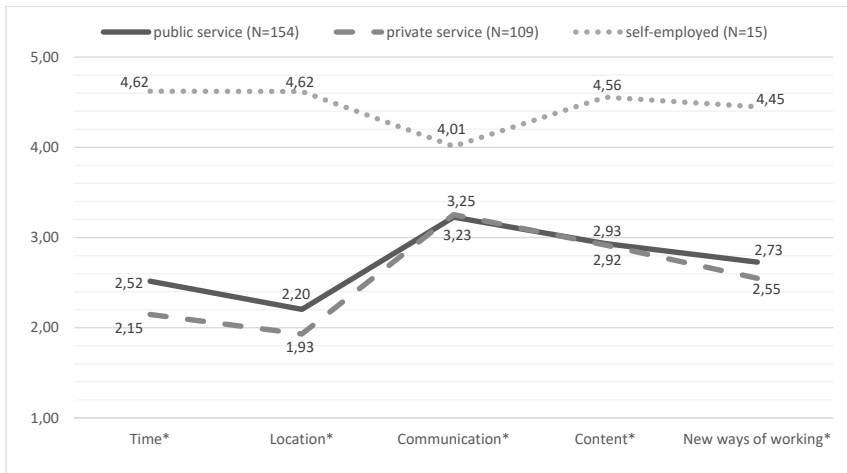
Finally, one way ANOVA showed significant differences on every new ways of working (sub) scale, when testing Hypothesis 7. Groups varying in company's ownership showed significant between groups variations in control over time

($F=16,488$; $df=3/267$; $p<0,001$), control over location ($F=16,116$; $df=3/255$; $p<0,001$), control over communication channel ($F=3,800$; $df=3/273$; $p<0,05$), control over content of work ($F=10,320$; $df=3/262$; $p<0,001$), and total

score on new ways of working scale ($F=18,744$; $df=3/273$; $p<0,001$). The self-employed employees showed the highest new ways of work-

ing scores, compared to any another subgroup mentioned in this or previous hypotheses.

Figure 7 Differences in New Ways of Working (Sub)scales between Employees Varying in Company's Ownership.



Note. Dependent variables with significant subgroup differences are marked with *.

Correlation analysis: Relation between new ways of working and employees' well-being in various groups of employees

To examine the second problem of this study, we correlated the total score on new ways of working scale with four well-being criteria: work-related affective well-being, work-family conflict, satisfaction with life and recovery from work. A correlation analysis was done separately for each subgroup of interest: female vs. male participants; aged below/above median of the sample; high-school degree vs. graduate and postgraduate degrees; with personal income less than 800 euros vs. more than 800 euros; married/living with a partner vs. not married; having vs. not having children. Some of the subgroups tested among Problem 1 (visible in Figures 1-7) had to be merged to increase the statistical power of analyses. Categories that could not be merged were dropped from analyses.

The findings of correlation analyses are summed in Table 2. Contrary to our expectations within

Hypothesis 2.4., new ways of working did not correlate significantly with work-family conflict in any subsample. Hence, this variable was omitted from the Table 2. On the other hand, new ways of working showed significant positive correlation with job affective well-being in all subgroups. In line with Hypothesis 2.1., the coefficients varied across subsamples, ranging from ,20 (in group of employees working in public sector) to ,46 (private sector), most of them being moderate in size.

New ways of working also showed positive correlation with satisfaction in life, implied by Hypothesis 2.2. However, this correlation was low, and significant only in few subgroups: male employees, employees with monthly income above 800 euros, employees without children, and those employed in public sector. In addition, another significant positive correlation ($r=,25$) was revealed in the small sample of employees with postgraduate degree ($N=17$).

Finally, Hypothesis 2.3. was confirmed for all family, work and socio-demographic charac-

teristics. New ways of working showed different correlation with recovery from work in subgroups differing in gender, age, income, marital status, parental status, and employer's ownership. More specifically, low positive correlation was obtained in female subsample, older employees, employees with income above 800 euros, married/living with partner, those who had children and those working in public sector.

On the other hand, in contrasting groups no correlation was found. No positive correlation was found in the two subsamples differing in level of education when we grouped together employees with high-school degree or lower, and employees with baccalaureus degree or higher. Nevertheless, the positive correlation ($r=.18$) was again found in the subsample of employees with postgraduate degree.

Table 2. Summary of Correlation Analyses: Relation between New Ways of Working and Employees' Well-Being in Various Subgroups of Employees

Subgroup	Job affective well-being	Satisfaction in life	Recovery from work
Male (N=99)	,28	,24	
Female (N=167)	,41		,17
Younger employees (N=130)	,38		
Older employees (N=138)	,37		,23
Less educated (N=111)	,38		
More educated (N=151)	,34		
Income below 800 euros (N=145)	,41		
Income above 800 euros (N=120)	,29	,26	,20
Married/living with partner (N=131)	,39		,18
Not married (N=125)	,40		
Having children (N=118)	,28		,19
Without children (N=147)	,43	,17	
Public sector (N=154)	,46	,21	,19
Private sector (N=109)	,20		

Note. Only significant correlations ($p<.05$) with total new ways of working scale are reported. New ways of working did not correlate significantly with work-family conflict in any subsample.

4. DISCUSSION

The aim of this study was to examine how employee's level of presence of new ways of working, and their relation to employee's well-being, vary in different subgroups of employees. Within first research problem, one-way ANOVA and t-test results showed significant differences in representation of new ways of working (and its subscales) in groups of employees' varying in demographic, family- and work-related characteristics (Figures 1-7). At least one subscale of new ways of working was significantly different between subgroups of employees varying

in gender, educational level, income level, family status and ownership of the employer. More specifically, male employees, highly educated, with high monthly incomes, employees with children, and those who were self-employed reported the most control over their work. Since groups varying in ownership of the employees' company showed differences in every aspect of new ways of working as well as total score, we can conclude we fully confirmed Hypothesis 1.7.. Hypotheses 1.1., 1.3., 1.4. and 1.6. were also confirmed, but partially. On the other hand, no significant differences in new ways of work-

ing were found in subgroups varying in age and marital status, leaving hypotheses 1.2. and 1.5. unconfirmed.

The obtained levels of new ways of working in our samples were lower than those in western Europe countries (Cigula et al., 2017). Also, our findings indicate they are most common in more "privileged" subgroup of employees. However, the finding that employees with children reported relatively high control over communication for work might indicate that Croatian employers are willing to make work more flexible for their employees, when needed. Nevertheless, the Covid-19 pandemic (Jokić Begić et al., 2020; Tonković Grabovac et al., 2021), together with further technological advancements, have substantially changed dynamic of work in Croatia and world-wide. Hence, post-pandemic data need to be collected in future research. That will make this study a valuable baseline point. Also, a larger (and probabilistic) sample would enable to combine various group differences to examine more narrow subgroups (e.g. young mothers in private sector).

Within second research problem, we examined correlation matrices relating new ways of working and several indicators of work-related well-being, in different subgroups of employees. Total new ways of working score correlated with affective well-being in all subgroups, ranging from low $r=0,20$ in private sector to moderate $r=0,46$ in public sector. Correlations with life satisfaction ranged from zero (in most groups) to $r=0,26$ in subgroup of employees with income above 800 euros. Similarly, correlation with recovery from work ranged from zero to $r=0,23$ in subgroup of relatively older employees. Hence, we can conclude we confirmed hypotheses 2.1., 2.2. and 2.3., respectively. Not surprisingly, the highest correlations were obtained with work-related well-being, and the lowest with life satisfaction as more general well-being indicator.

Finally, Hypothesis 2.4. was not confirmed, since new ways of working showed no correlation work-life balance in any subgroup of employees. Even though beyond the scope of our present analyses, we noticed that, in some

subgroups, work-family conflict was significantly correlated with some of the new ways of working subscales: the work-family conflict was weaker within more educated participants when they had more control over the communication channel used; and those employed in public service who had control over the content of their work.

Interestingly, within the second problem, all the obtained correlations were positive in direction. Even though previous research call for caution when introducing new ways of working (Derks and Bakker, 2014; Golden et al., 2008), warning they could have negative consequences as well, this research failed to find any negative correlation between new ways of working and well-being indicators. Again, this might be because absolute levels of flexible working engagements in pre-pandemic Croatia were relatively low (Blažević Dević, 2022; Cigula et al., 2017). It is plausible to assume that social isolation begins to be a problem at higher levels of new ways of working. Future research in post-pandemic workplace can test this hypothesis.

Correlations with family- and subjective well-being criteria indicate that not all employees' groups benefit from flexible work design in the same way and to the same extent. For example, our descriptive analyses show that new ways of working are more present in the employees' subgroups working on the jobs with more autonomy, however, correlation analyses show they might enhance employees' well-being on less paid jobs in public sector, as well. Hence, organizational support for encouraging work flexibility should be customized to better suit every employee.

5. CONCLUSION

This study showed that there were significant differences in representation of new ways of working in groups of employees varying in demographic, and work-related characteristics. In addition, based on correlations with multiple well-being criteria, we can conclude that not all groups of employees benefit from flexible work design to the same extent.

Even though this study design does not justify causal interpretation, some practical implications for encouraging new ways of working and enhancing employees' well-being include tailoring work conditions to every employee. The primary scientific contribution of the study is pioneer research on subgroup differences in new ways of working, and in their relation to em-

ployees' well-being. The future research should correct the limitations of this relatively small and convenience sample, with larger and probabilistic ones, to improve the external validity of the findings. Finally, we welcome qualitative research to better understand the background mechanisms of the subgroup differences found in this study.

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MEĐUODNOS NOVIH NAČINA RADA I DOBROBITI KOD RAZLIČITIH SKUPINA ZAPOSLENIKA

SAŽETAK

Novi načini rada (NNR) predstavljaju jedan od načina prilagodbe brzim promjenama u današnjem svijetu rada. Digitalizacija omogućuje zaposlenicima fleksibilniji rad, odnosno odabir kada, gdje i kojim komunikacijskim alatom obavljati svoj posao. Ova praksa pokazala je prednosti i za njihovu produktivnost i za radnu dobrobit. Unatoč tome, još uvijek nije jasno kako novi načini rada utječu na interakciju između radne i obiteljske uloge, što poziva na buduće studije koje bi ispitale posljedice novih načina rada među osobama koje se razlikuju u individualnim razlikama. Stoga je cilj ovog istraživanja bio ispitati prednosti koje novi načini rada imaju na dobrobit zaposlenika, u različitim skupinama hrvatskih zaposlenika.

Sudionici su bili 320 djelatnika različitih hrvatskih organizacija, heterogenih po sociodemografskim karakteristikama, zaposlenih u različitim sektorima na različitim radnim mjestima. Sudionici su ispunili on-line upitnik koji je uključivao ljestvicu novih načina rada, ljestvicu konflikta između radne i obiteljske uloge, upitnik iskustva oporavka, ljestvicu radne afektivne dobrobiti. Također, prikupili smo podatke o sociodemografskim i radnim karakteristikama sudionika.

Rezultati su pokazali da postoje značajne razlike u zastupljenosti novih načina rada u skupinama zaposlenika različitih demografskih i radnih karakteristika. Osim toga, na temelju korelacija s višestrukim kriterijima dobrobiti, možemo zaključiti da nemaju sve skupine zaposlenika u istoj mjeri koristi od fleksibilnog dizajna rada. Stoga organizacijsku podršku za poticanje fleksibilnosti u radu treba prilagoditi svakom zaposleniku.

Ključne riječi: novi načini rada, fleksibilni dizajn rada, dobrobit na poslu, hrvatski zaposlenici, grupne razlike