Czech University of Life Sciences Prague

Faculty of Economics and Management

Department of Management

Bachelor Thesis

Home Office - Employees' Perspective

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CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

Faculty of Economics and Management

BACHELOR THESIS ASSIGNMENT

Anna Kryvchun

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Thesis title

Home Office – Employees' Perspective

Objectives of thesis

The primary objective of the bachelor thesis is to come up with recommendations for the management of Clearstream Operations Prague Ltd. to improve the home office for the employees. The secondary objective of the thesis is to evaluate workers' satisfaction with the current home office conditions provided by the company.

Methodology

The thesis consists of 2 parts. The literature review is based on the study of scientific papers and publications about home office and human resources management. The empirical part first presents Clearstream Operations Prague, Ltd. and its home office settings. Presentation of the own quantitative research its employees follow. Respondents were asked to evaluate the home office and sum up its advantages and disadvantages. Based on this data and consultations with the company's management, ownership recommendations and conclusions about the home office settings are being suggested.

The proposed extent of the thesis

30-40 pages

Keywords

home office, human resources management, employee development,

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Recommended information sources

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CHUNG, Heejung a T. LIPPE, 2020. Flexible Working, Work–Life Balance, and Gender Equality: Introduction. Social Indicators Research [online]. 151, 1–17. Dostupné z: doi:10.1007/s11205-018-2025-x

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Declaration

I declare that I have worked on my bachelor thesis titled "Home Office - Employees' Perspective" by myself and I have used only the sources mentioned at the end of the thesis. As the author of the bachelor thesis, I declare that the thesis does not break any copyrights.

In Prague on 30.03.2022 _____

Home Office - Employees' Perspective

Abstract

The bachelor thesis describes the notion of home office and shows the perspective of the employees of Clearstream Operations Prague s.r.o. regarding work from home.

The theoretical part of the thesis is based on the study of scientific papers and publications about home office and human resources management, it defines the main terms such as home office and teleworking. The description of the main advantages and disadvantages of home office follows. The home office trends in the Czech Republic before the COVID-19 pandemic and the changes to working from home which have been caused by the pandemic are discussed, the same as work-life balance and health aspects of working from home. The practical part of the thesis first presents Clearstream Operations Prague s.r.o. and its home office settings. Then comes a quantitative research in a form of an analysis of the results which have been received from the questionnaire completion. Respondents were asked to evaluate the home office and sum up its advantages and disadvantages. The conclusion of the thesis suggests possible measures to be taken into the company's consideration in order to improve the quality of home office for the employees.

Keywords: home office, human resources management, employee development.

Home Office - Perspektiva zaměstnanců

Abstrakt

Daná bakalářská práce popisuje pojem home office a ukazuje pohled zaměstnanců Clearstream Operations Prague s.r.o. ohledně práce z domova.

Teoretická část práce vychází ze studia vědeckých prací a publikací o home office a řízení lidských zdrojů, definuje hlavní pojmy jako home office a teleworking. Následuje popis hlavních výhod a nevýhod home office. Diskutovány jsou trendy home office v České republice před pandemií COVID-19 a změny v práci z domova, které pandemie způsobila, stejně jako rovnováha mezi pracovním a soukromým životem a zdravotní aspekty práce z domova. Praktická část práce nejprve představuje Clearstream Operations Prague s.r.o. a nastavení domácí kanceláře. Poté přichází na řadu kvantitativní výzkum v podobě analýzy výsledků, které byly získány z vyplňování dotazníku. Respondenti měli zhodnotit home office a shrnout jeho výhody a nevýhody. V závěru práce jsou navržena možná opatření, která by společnost měla vzít v úvahu pro zkvalitnění home office pro zaměstnance.

Klíčová slova: home office, řízení lidských zdrojů, rozvoj zaměstnanců.

Table of Contents

1 Introduction

This bachelor thesis describes and discusses perspective of the employees of Clearstream Operations Prague s.r.o. regarding home office. Recently home office became not just a common, but a mandatory way of work due to COVID-19 pandemic. It's crucial for employers to adjust to the new reality and yet to keep comfortable working conditions for their employees. Sometimes the adjustment of employees doesn't happen smoothly either.

Since home office became widely spread quite suddenly because of the pandemic circumstances, there was not much time for preparation to the obligatory home office, which consequently led to various problems with work effectiveness as well as with personal well-being of employees. Nevertheless, the ability of working from home brings certain benefits as well.

The quantitative research of the thesis shows the attitude of Clearstream Operations Prague s.r.o. workers towards home office and points out at advantages and disadvantages in this regard. The outcomes of the research show weak and strong points of the company's home office set-up. The research results also disclose different tendencies for the employees regarding working from home, which also suggest an overall conclusion regarding home office in general. Together with the theoretical part, the aim of the research is to identify the needs of the employees when taking home office.

2 Objectives and Methodology

2.1 Objectives

The primary objective of the bachelor thesis is to come up with recommendations for the management of Clearstream Operations Prague s.r.o. to improve the home office for the employees. The secondary objective of the thesis is to evaluate workers' satisfaction with the current home office conditions provided by the company.

2.2 Methodology

The thesis consists of 2 parts. The literature review is based on the study of scientific papers and publications about home office and human resources management. The empirical part first presents Clearstream Operations Prague, s.r.o. and its home office settings. Presentation of the own quantitative research of its employees follows. Respondents were asked to evaluate the home office and sum up its advantages and disadvantages. Based on this data and consultations with the company's management, ownership recommendations and conclusions about the home office settings are being suggested.

3 Literature Review

3.1 Definitions of terms

Most of the contemporary authors put the same meaning into terms teleworking and telecommuting, whereas home office is a subset of telework. As pointed out by Martoch (2014), telework is a way of working where individual employees are not physically present in one place. They use various information technologies for remote communication and collaboration in real-time. Hence, work can be done in a cafe or any other coworking space, in a train, a hotel and even directly from a customer. Telework is described as a method of arranging and/or doing work using information technology in the context of an employment contract or relationship, in which work that could otherwise be conducted on the employer's premises is done on a regular basis away from those premises. At the same time Fried and Hansson(2014) characterize telework as an opportunity that has developed as a result of the labor market's intense battle for talent. Employers have to create conditions that will allow them to retain key employees or attract talented workers to their business in a globalized labor market with numerous opportunities for gifted employees.

Robelski et al.(2019) state in their work that self-employed people can't be teleworkers due to the fact one of the characteristics of teleworking according to the authors is the presence of an employment contract. Other indicators of teleworking are the use of IT and regular work outside the office of a company.

Surý(2015) defines home telework as some traditional form of remote work, when an employee does his work using ICT(information and communications technology). The author states that regardless if this worker is self-employed or not, he/she still falls under the definition of a home teleworker. Also it can be either a part-time or a full-time employee. Next, Surý(2015) defines mixed workers - the employees who can stay for some days at home office and for the rest of the working days can be present in a regular office.

Home office or homeworking indicates work that is performed in the employee's home environment and may be used mostly in emergencies, periodically several times a month or even permanently, workers usually also have their own or shared workplace in the company's office (Martoch, 2012). Heikenwälder(2014) distinguishes between home-based working, in which the employee works entirely from home, and home office, in which the person works just part of the time from home.

According to Heikenwälder(2014), another type of telework is mobile working - when workers don't even have an office or any particular working place, e.g. salesmen, service technicians, etc.

3.2 Advantages of home office work

When it comes to the analysis of benefits and losses of telework and home office in particular, these debates appear to be problematic for a number of reasons. Different speakers frequently express their opinions on teleworking and especially on home office and support them with arguments. A negative attitude towards teleworking will quickly be reflected in the increase of the negative impacts of teleworking, and therefore the person's unfavorable attitude will be strengthened. This is especially true for managers, who are generally cautious of working from home. Given that teleworking is a desirable mode of employment, managers and employees might confront one another about their views on the subject.

Another area where study on the effects of teleworking is problematic, is different researches themselves. Their contradictory findings don't help to clarify the situation. Employees' tendency to accentuate positive impacts and reduce negative effects in their remarks can distort research because they are afraid that the manager would not rule out the possibility of working remotely.

Teleworking is not a perfect solution to the issues that people confront at work. Overall, the consensus is that teleworking, including home office, has more advantages than disadvantages, and that appropriate settings and treatments can reduce some of the negative consequences of work.

3.2.1 Advantages of home office for employers

Even though a lot of managers and company owners/directors are still being quite skeptical about work from home in general, there are a lot of advantages which can be seen in the short or long run, though for some of them it's more difficult to quantify the financial benefits in the end.

Heikenwälder(2014) notices that the advantages for employers of implementing telework depends a lot on the initial state of a company when it starts the implementation. It is crucial for managers to assign specific tasks better and more clearly to reduce the time required to re-enter and refine ongoing activities.

Surý(2015) mentions that the biggest advantage for employers according to statistics is that the productivity of employees working from home actually increases. Among other benefits there are also a reduced absence of workers during working hours and operational savings.

3.2.2 Advantages of home office for employees

Mostly for employees, home office sounds like a very attractive opportunity not just to spend more time sleeping, but to significantly improve their overall time management. One of the profits mentioned by several authors is the absence of the need to spend time and money on getting to work. Heikenwälder(2014) has counted that if a worker spends just half an hour per day on travelling to work, it comes to 12 days per year for having to spend employee's time on getting to his working place. Navratil et al.(2017) in their work say that an average worker in the UK can save around 450 GBP when staying at home office 2 times per week. One thing to keep in mind is that problems with parking and paying for parking are added to a possibly unstable state of the employee's mind due to a fear of being late to work. Another advantage is a decreased disruptiveness of employees - while for ones it's easier to concentrate when working together with colleagues in office, other workers tend to concentrate on their work better because of the absence of office noises, other colleagues talking, etc. One more valuable thing regarding the fact of saving time is that one can spend more time on hobbies, family and friends, which has a big influence on a person's well-being.

3.2.3 Overall advantages of home office

Fried and Hansson(2014) focus on the benefits of teleworking as well as the challenges of setting up and running teleworking. At the same time, the writers provide solutions to each of these risks, enhancing teleworking's total positive impact. Among the overall advantages they list ecological factor: according to an IBM research, remote work saved 19 million liters of fuel in 2007, equating to nearly 450,000 tonnes of carbon dioxide.

One more reason for a firm's home office implementation where both sides (an employee and an employer) benefit is the employer's ability to hire workers for whom transportation to office is their biggest obstacle. First of all, it relates to disabled people or those workers who have to take care of their family member(s) at home. There aren't enough suitable job opportunities for these groups of people, so they often face high unemployment.

People who have decided to live in areas where there are no job opportunities that meet their qualifications form a similar group. Because of the introduction of telework and home office in particular, a worker does not have to change jobs if he wishes to relocate to a more distant location or wishes to travel abroad for an extended period of time. This way, a company doesn't lose any potential talents and, on the other hand, doesn't complicate such employees' lives.

Another significant advantage which is definitely noticeable during the last few years is the possibility to work during world pandemics, when a contact between people should be minimized - the ability to work from home decreases a probability of spreading infection but still benefits for a company due to the fact that an employee is still able to work. The same logic applies to occasions of more or less significant natural disasters when it becomes more problematic for a worker to get to his place of work. Even though such catastrophes are quite rare, the possibility of home office still insures a company from eventual financial losses in case when employees are not able to do their job due to mentioned circumstances.

And the last but not least important fact to mention is that the further scientific and technological progress goes, the less place-dependent work becomes. The world develops constantly and very quickly, so the implementation of a home office is in a company's best interest to catch up with modern tendencies which require more and more freedom because of the growing amount of services which are available for usage online.

3.3 Disadvantages of home office work

3.3.1 Disadvantages of home office for employers

One of the biggest problems of home office according to Surý(2015) is the fact that management simply doesn't see their employees. When workers are present in office, they can be controlled more easily. According to the author's research, employees themselves mostly agree that in general their activity tends to decrease when they are not seen.

According to Fried and Hansson(2014), the need for greater personal involvement of the employee leads to managers' skepticism that the employee will work when not directly supervised, as well as their concern that sensitive information will be leaked.

3.3.2 Disadvantages of home office for employees

Fried and Hansson(2014) mention switching to more formal relationships with coworkers and the manager as one of the problems of working remotely for employees. Distance communication is becoming more formal, and informal communication is disappearing, which can have a negative impact on employee relations. As a result, the remote worker may feel less connected to the organization, so ties between him and the organization may be severed. The fact that transferring organizational culture when working remotely is a more difficult process than in the traditional arrangement, where the employee absorbs organizational culture only by moving into and spending time in the organization's environment, can also contribute to this effect. Informal communication with coworkers and the manager is also required.

3.3.3 Overall disadvantages of home office

When coming to overall disadvantages of working from home, Fried and Hansson (2014) refer to such a phenomenon as feelings of injustice, unequal treatment of workers. Organizational representatives are also concerned that allowing a group of workers to work remotely will create envy among workers who are unable to work remotely. At the same time, it may be interpreted as a sign of managers' mistrust of specific employees.

Delays in an employee's reactions might appear as another unwanted result of remote/home office work. Many managers and employees are concerned that working with someone remotely will make it difficult to catch up. This can cause work delays and increase the frustration of workers who collaborate remotely.

3.4 COVID-19 pandemic and home office

Chung et al.(2020) in their research state such social changes for employees due to the forced home office implementation after the COVID-19 pandemic had started:

- During the pandemic, fathers increased their contribution to childcare and housework because of working from home.
- Employees declared the ability to care for children, do housework, and spend more time with their partners as benefits of working from home during the COVID-19 lockdown.

- Around 66% of employees who were participating in the research identified the blurred boundaries between work and home as a main negative aspect of home office.

- Missing interactions with coworkers was identified as a major disadvantage of working from home, particularly among women without children. This group of the employees was also much more likely than their male counterparts to feel nervous and stressed during the lockdown.

- Mothers identified increased housework and childcare as one of the most significant disadvantages of working from home. The majority of women responded that they were doing more (or significantly more) housework and care – for example, more than 34% of the female respondents said they were doing more child education.

Results of the research completed by Xiao et al.(2021) show a general decrease in physical and mental well-being, as well as an increase in the number of physical and mental health issues due to the mandatory home office during the COVID-19 pandemic. Physical well-being was moderately correlated with mental well-being, and both were directly influenced by gender and income level. Furthermore, lifestyle factors such as physical activity and eating habits, as well as social aspects of working from home such as who lives in the home, distractions at work, and communication with coworkers, were found to be the most important predictors of both statuses.

According to Grossmann and Münich(2020), the proportion of workers working from home has significantly increased since the pandemic started. This was naturally caused by the pressure to limit interactions, favoring social distance, and, first of all, fears of infection. Employers have reduced the risk of labor shortages due to the imposition of quarantine by introducing the concept of working from home. Workers have reduced the possibility of infection in the workplace, and employers have reduced the risk of labor shortages due to the imposition of quarantine on the way to work. The contribution to reducing the spread of the disease appears to be significant. Working from home has enabled some groups of the population, such as teachers and civil servants, to continue working in these difficult conditions, which they would otherwise be unable to do.

Grossmann and Münich(2020) constructed a few graphs which show the percentages of people who worked at least partially from home in various socio-demographic groups during the period of COVID-19 pandemic from March to December 2020.

Graph 1 shows that, on average, the proportion of employees working at least partially from home decreases with age. It can be both the fact of a higher probability for older people to get much worse consequences for their health after being infected by the virus than for younger people and also because of the needed flexibility for being able to work from home, which not every employer is able to present. Although all age groups had higher proportions of persons working from home in higher numbers of COVID-19 cases, the proportion of the youngest age group increased significantly before the start of the pandemic's second wave in early September.

GRAPH 1:Percentages of employees and self-employed persons by age during COVID-19 period in the Czech Republic

Percentages of people working from home

Percentages of employees and self-employed persons by age during covid-19 period
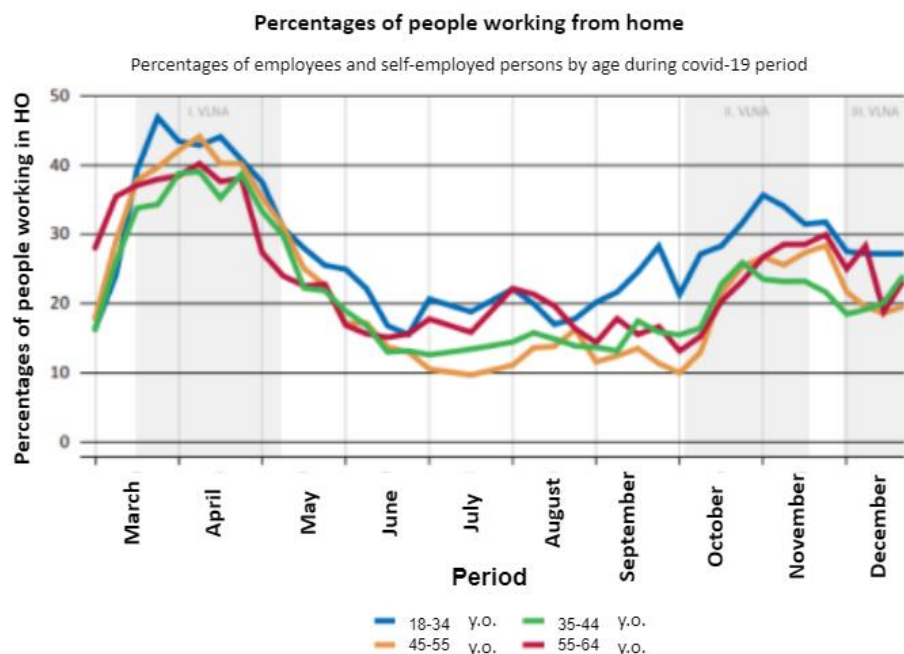
Comment: Only employees and self-employed persons who worked in the given weeks are included in the calculation.

Source: Grossmann and Münich(2020)

On graph 2 it is clearly shown that workers with higher education had the highest percentage of employees working from home, which is likely due to the types of professions which they had. This is followed by people with a high school diploma including a final exam completion, but the proportions are much lower. The group of people who had only primary and/or secondary education without the final exam completion, on the other hand, had low percentages of people working from home over time.

Percentages of people working from home

Percentages of employees and self-employed persons by education during covid-19 period

Comment: Only employees and self-employed persons who worked in the given weeks are included in the calculation

Source: Grossmann and Münich(2020)

Considering the information given on Graph 3, the highest proportions of workers who took home office in the given period of time, were in the financial and information technology sectors, where there are types of employment that, by definition, do not require a presence in the workplace. In the early months of the pandemic, the education sector had comparably high rates, but because of a different reason - the high percentage of workers from home was caused by the widespread closure of educational institutions. Really high proportions of workers were also illustrated in the first months of the epidemic by the group of public administration, healthcare, and social services, where the option of working from home was not widely available or supported until the pandemic. The industry and agriculture sectors, on the contrary, which require the presence of workers in the workplace to a large extent, had the smallest proportion of employees who stayed to work at home.

GRAPH 3:Percentages of employees and self-employed persons by their working specialization during COVID-19 period in the Czech Republic

Percentages of people working from home

Percentages of employees and self-employed persons by their working specialization during covid-19 period

Legend:
- = = Education, culture
- ── Finance, IT
- ── Public administration, healthcare, social services
- ── Trade and services
- ── Industry, agriculture

Comment: Only employees and self-employed persons who worked in the given weeks are included in the calculation. A high percentage of people working from home among employees in education comes from the fact of closed education institutions during the period.

Source: Grossmann and Münich(2020)

Graph 4 indicates that people living in cities with more than 100,000 inhabitants had the highest proportion of workers from home.

Percentages of people working from home

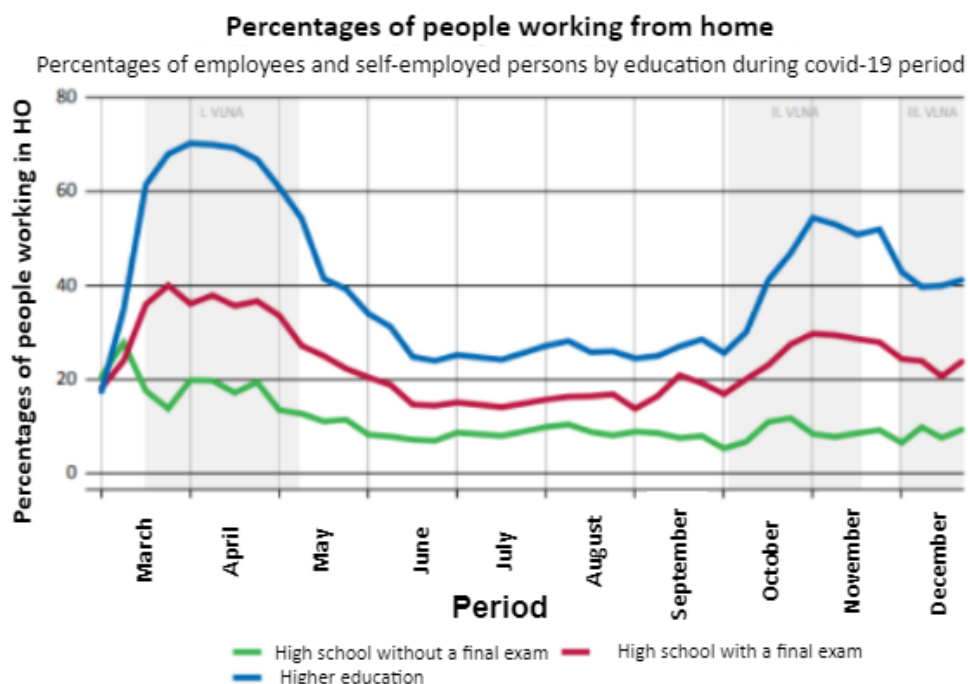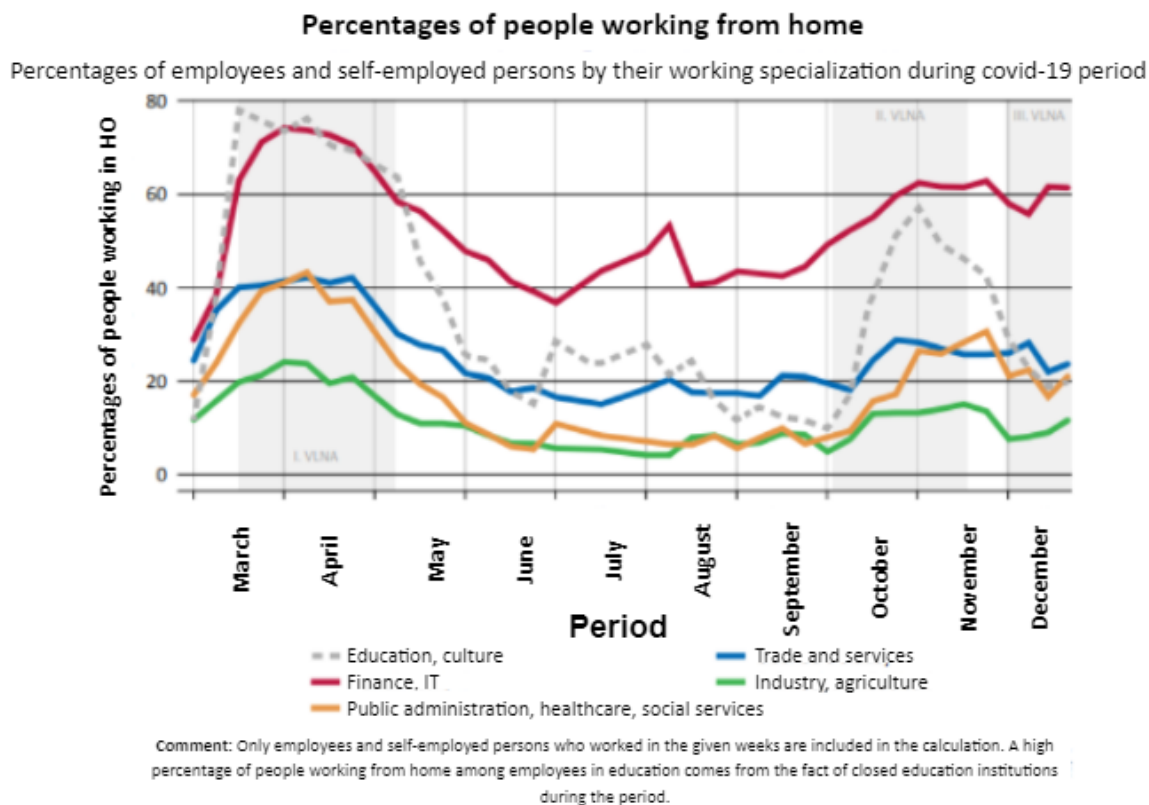Percentages of employees and self-employed persons by the size of the place of residence during covid-19 period

Comment: Only employees and self-employed persons who worked in the given weeks are included in the calculation. Municipality/town is meant by the place of residence.
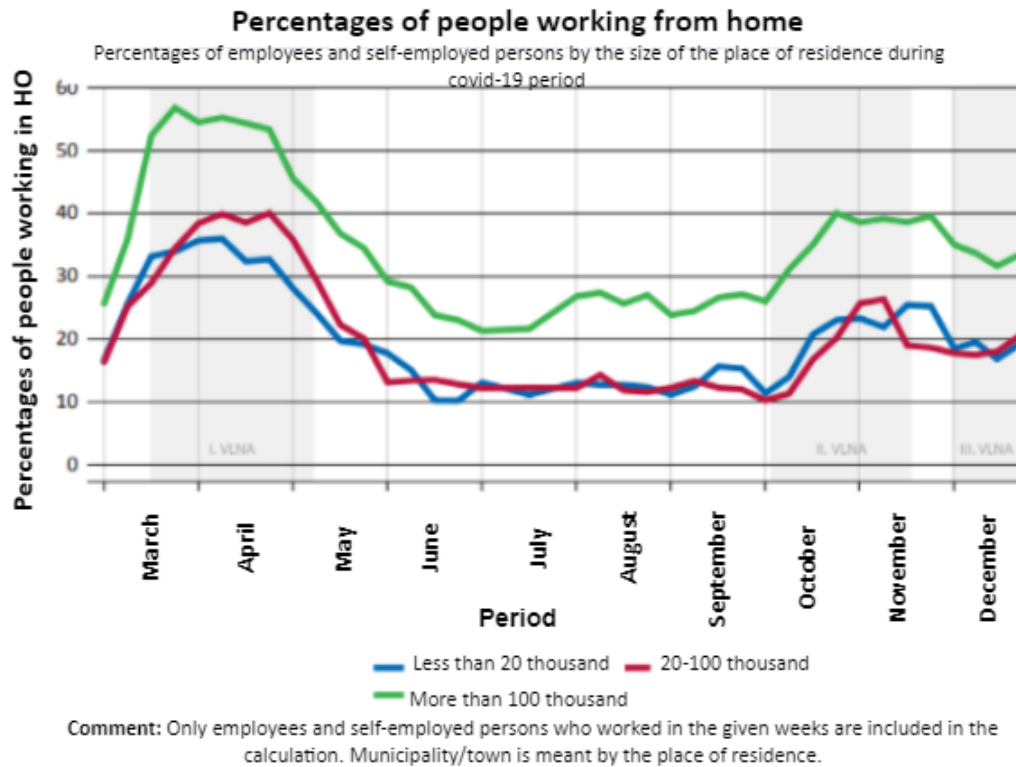
Source: Grossmann and Münich(2020)

When it comes to disabled people, according to Linden and Milchus(2014), teleworking and its increased use in recent years as a result of improvements in ICT, is also a chance for people with severe disabilities who find it difficult to commute to work or, in the worst-case scenario, are unable to find work. Teleworking is a sustainable way to ensure self-sufficiency for people with disabilities and at the same time the possibility for companies to use their potential.

As Jesus et al.(2020) mention in their work, new possibilities for work appeared for people with disabilities due to COVID-19 pandemic because previously teleworking and, consequently, home office wasn't a common way of working: even though teleworking was becoming more and more prevalent within the last few years, it still wasn't as common for disabled people nevertheless. People with disabilities were mostly accepted for a job position if they were on higher educational levels. So after the pandemic happened, teleworking became a new norm for all groups of people, especially in regards to the job positions that are knowledge-based.

3.5 Home office in the Czech Republic before the COVID-19 pandemic

According to Frantikova et al.(2017), such trends were present in the Czech Republic at the moment of the authors' research:

- The trend of teleworking and home office in particular has become common and popular quite rapidly in the Czech Republic. Nevertheless, mostly men have been subject to working this way. This used to happen mostly because the experience of home office could become stressful for women due to the fact that their non-paid work in a household could mix with the telework which is paid and make the telework "invisible".
- If it was women who worked from home, it was mostly females who had to take care of kids that were up to 15 y.o.
- In Czechia employers tended to miss out and underestimate advantages of working from home related to work-life balance, other personal and social benefits due to the fact that those benefits were not work-related.

3.6 Health aspects of working from home

According to Martoch(2012), working from office has a really noticeable effect on physical health: due to the fact that more than 75% of big and middle-sized companies have their offices constructed as open space inside, their employees have begun suffering from a headache, having increased blood pressure, dizziness and problems with digestion, which was later called an open space syndrome. Hence, home office for even a few days per week would be a considerably good preventative measure for this syndrome.

Flexible work forms, including work from home, were to be a reaction to the phenomena of stress which arises during work, among other causes. Our modern society we live in, which is now available online almost 24 hours per day, and current more and more developing digital technologies have the potential to increase stress and strain, exacerbating existing mental issues or promoting disease onset. For instance, according to the UK Health and Safety Executive, over 11.7 million working days were missed in 2015/16, the reason being stress, depression, and anxiety caused to employees by their job. There were 488 000 cases in total throughout the time period stated, with 24 unworked days per case. According to the research, the mental health of people who work in psychologically challenging

occupations is equally as bad, if not worse, than that of the jobless people. (Navratil et al., 2017).

3.7 Work-life balance during home office for males and females

Chung and Lippe(2020) state there's a difference for men and women regarding work-life balance when working from home. Female workers don't tend to have a better work-life balance when they take home office in comparison to workers who go to office. Whereas, male workers' career doesn't tend to be influenced in a bad way during regular working from home, even considering a probability of a child being present in a worker's family.

The possibilities of teleworking and working from home can create more free time for family or other activities, but also they raise the issue of the blurring of boundaries between work and home life, which may cause tension and spillover between work and home(Fagan et al, 2012).

4 Practical Part

The practical part presents Clearstream Operations Prague s.r.o. (COP), the employees of which participated in the quantitative research which has been performed in the form of a questionnaire. The questionnaire and its results follow. After that, there's a discussion and recommendations for COP management regarding possible home office improvements.

4.1 Company introduction

First of all, the first company that is worth mentioning is Deutsche Börse Group or Deutsche Börse AG, which is the mother company of other companies in the group, including Clearstream Operations Prague s.r.o.

4.1.1 Deutsche Börse Group

Deutsche Börse AG's main business is the provision of a trading platform, which includes the provision of electronic infrastructure, market information, the creation of subscriber networks, and the development of systems for settling trades in securities, derivatives, or other financial instruments, among other things. As a part of this activity, it maintains market transparency and establishes clear rules and oversight in order to meet the high demands placed on institutions.

Key activities include risk management and the dissemination of transparent information to all market participants, such as in the case of instrument or stock indices price development.

The primary trading platforms are Xetra and Börse Frankfurt, which focus on money markets, then there's Tradegate Exchange, which focuses on private investors. Eurex Clearing and European Commodity Clearing (ECC) focus on electronic infrastructure and stock indices. European Energy Exchange (EEX) is focused on energy. Eurex represents the world's largest derivatives markets. Since 2002, the company has been the sole owner of the company Clearstream International S.A, which serves as the central depository in international capital markets and is in charge of securities settlement, custody and administration. (About Deutsche Börse Group, 2022)

Deutsche Börse AG[1]

Eurex Frankfurt AG 100%	Clearstream Holding AG 100%	360 Treasury Systems AG 100%	Deutsche Börse Services s.r.o 100%
Eurex Clearing AG 100%	Clearstream Banking S.A. 100%	360TGTX Inc. 100%	DB1 Ventures GmbH 100%
Eurex Repo GmbH 100%	Clearstream Australia Limited 100%	Qontigo GmbH 78%	Deutsche Börse Photography Foundation gGmbH 100%
Eurex Securities Transactions Services GmbH 100%	REGIS-TR S.A. 50%	Qontigo Index GmbH 100%	ISS HoldCo Inc. 81%
Deutsche Boerse Systems, Inc. 100%	Clearstream Banking AG 100%	STOXX Ltd. 100%	Institutional Shareholder Services Inc. 100%
Quantitative Brokers LLC 73 %	Clearstream Services S.A. 100%	Axioma Inc. 100%	Crypto Finance AG 67%
Börse Frankfurt Zertifikate AG 100%	Clearstream Global Securities Services Limited 100%	European Energy Exchange AG 75%	
Tradegate Exchange GmbH 60%, 20%[2]	Clearstream Operations Prague s.r.o 100%	European Commodity Clearing AG 100%	
Deutsche Börse Commodities GmbH 16%	Clearstream International S.A. 100%	Nodal Exchange Holdings, LLC 100%	
China Europe International Exchange AG 40%	LuxCSD S.A. 100%	EPEX SPOT SE 51%	
	Clearstream Fund Centre AG 100%		

1) Simplified presentation of main shareholdings (rounded values), as at 31 December 2021

(Ownership structure of Deutsche Börse AG, 2022)

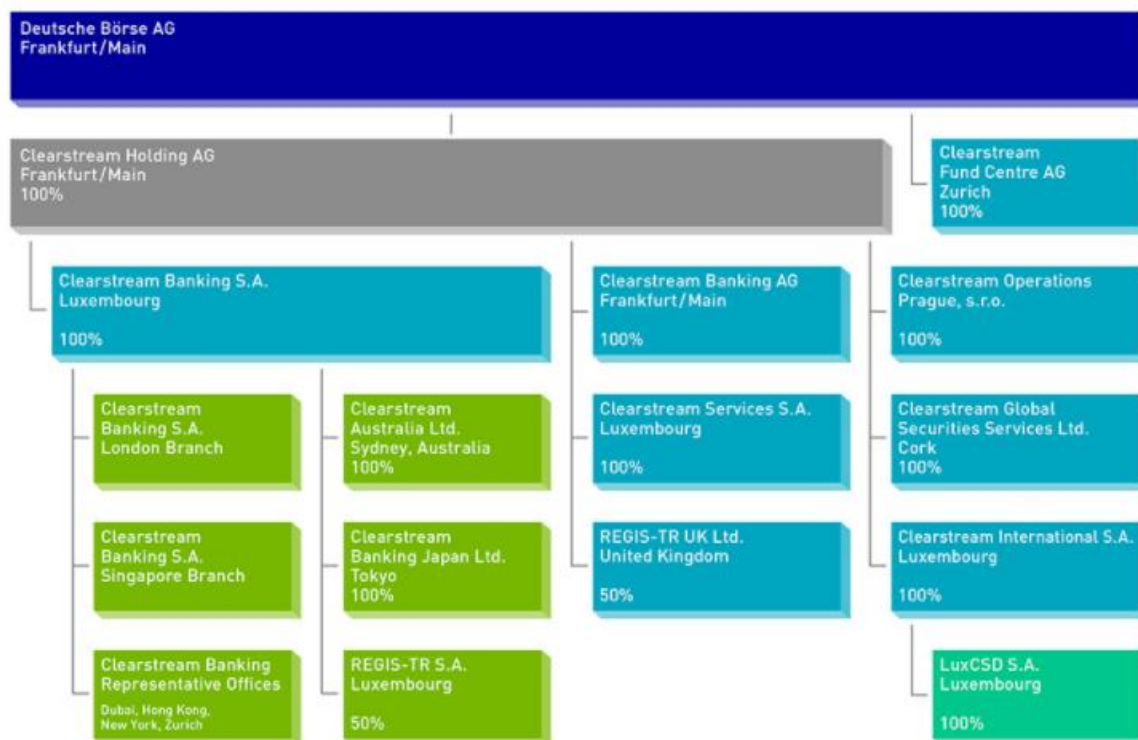### 4.1.2 Clearstream Operations Prague s.r.o.

Clearstream is a subsidiary of the Deutsche Börse Group that specializes in back office operations such as administration and settlement. It is a leading European provider of post-trade services to the Deutsche Börse Group, which works to make the capital market more secure. They ensure transaction settlement, i.e. the correct processing and exchange of securities, as well as the securities depository. It also provides services such as dividend payments and tax preparation.

Clearstream International S.A. was formed by the merger of Deutsche Börse Clearing AG and Cedel International S.A. in 2000. The new company then became a provider of settlement services and securities custody for national and international securities transactions. Clearstream Operations Prague s.r.o. was established in Prague and is wholly owned by Clearstream Holding AG, headquartered in Frankfurt am Main, Germany. (About Clearstream, 2022)

Clearstream Operations Prague(COP) specializes in back-office operations for custody, clearing, settlement and index products (within the activities of Eurex, Clearstream

and STOXX). Financial accounting, compliance and human resource management services are offered as well. Clearstream Operations Prague is considered a clearing house from the standpoint of the function because it includes the Eurex department in its structure and performs a clearing transaction for it. (About Clearstream Operations Prague, 2022)

GRAPH 6:The ownership structure of Clearstream Operations Prague

(Ownership structure of Clearstream Operations Prague s.r.o., 2022)

4.2 Home office set-up of Clearstream Operations Prague s.r.o.

When the COVID-19 pandemic started, all the employees of COP were obliged to start working from home only. Since then, depending on the Czech government rules regarding the pandemic, different restrictions during different periods of time were applied to the COP workers. Currently, it's not mandatory to be in the office in general, so rules about home office vary from one to another within different departments of COP. There are some employees who haven't come to the office since the pandemic so far, or have come just several times.

Regarding the home office set-up itself, for most of the departments no additional software than when working from the office is required. Native and virtual desktops are used. The applications which are used for internal and external communication are MS Outlook

and MS Teams. If needed, an additional monitor can be taken home from the office with a line manager's approval.

Electricity and wi-fi monthly expenses of an employee are partially covered by COP, according to the amount of hours spent at home office.

## 4.3 Results

4.3.1 Questionnaire

Quantitative research was conducted in January-February 2021 with a use of an online questionnaire. Respondents were the workers of various departments of Clearstream Operations Prague s.r.o. This company has been selected for the research due to the fact that the author of the thesis is working in the company, so there has been a possibility to send out the survey via corporate email to a big number of respondents who have different backgrounds. All the employees of COP have experienced home office as a mandatory measure for office workers during the COVID-19 pandemic.

The questionnaire was emailed to the total of 494 representatives of the firm, 89 surveys were included in the analysis for the bachelor thesis. The response rate of the questionnaire was 18%. The results of the survey have been analyzed using MS Excel.

Question 1: Working department

The bigger number of the respondents do business operations in COP, which is 53 workers (59.6%). The second largest group of the employees who completed the questionnaire were the workers of the finance department - 18(20.2%), whereas 8 respondents(about 9%) work in the corporate functions department. Business analytics & data and control functions departments are represented by the equal amount of the employees who completed the survey - 5 respondents in each of them(5.6% and 5.6%).

GRAPH 7:Working department
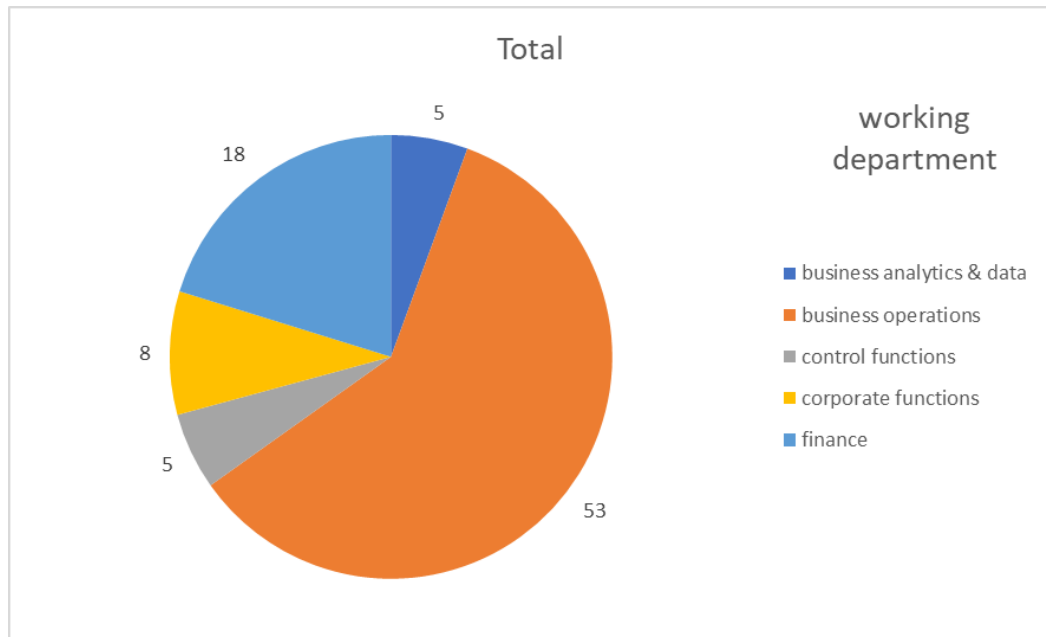
Source: Own research, 2021

Question 2: Please indicate your regular amount of working hours per week

Most of the employees in COP work full-time. Accordingly, 54 respondents out of 89, which is 60.7%, are full-time workers who spend standard 40 hours per week at work. 25(28.1%) workers work more than 40 hours per week. A part of respondents, which is mostly students, only work part-time(20 hours per week) and form a group of 10 respondents which is around 11.2%. There is a possibility of having a contract with a reduced working time of 30 hours per week but none of such employees participated in completing the questionnaire.

working hours/week
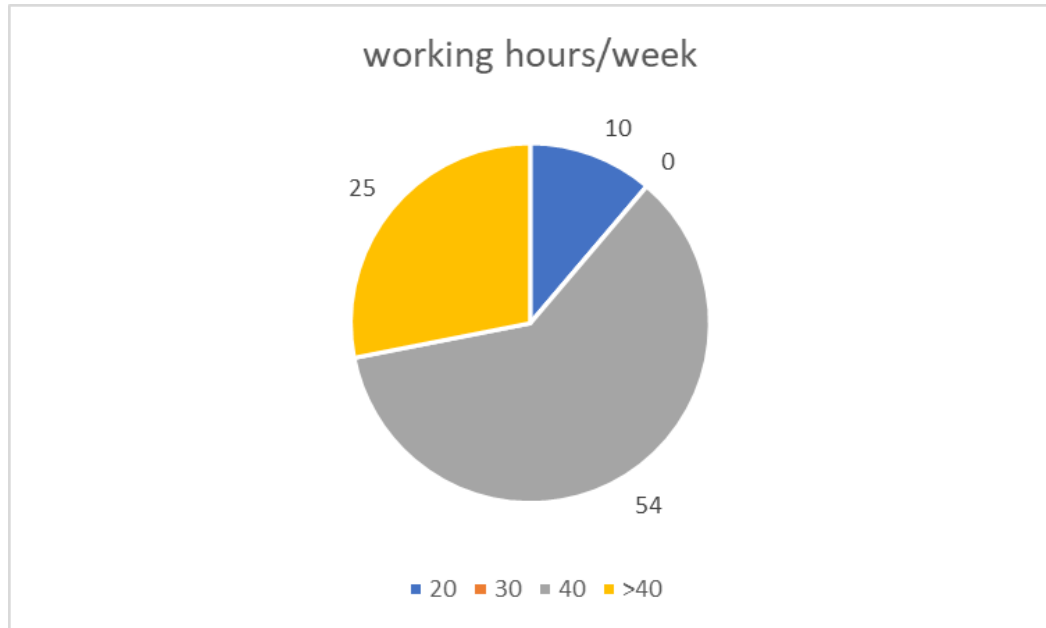
Source: Own research, 2021

Question 3: Frequency of taking home office before the COVID-19 pandemic

One of the factors which might influence the quality of work at home is the actual readiness to remote work before home office became mandatory during the COVID-19 pandemic. After the pandemic had started, all the employees of COP had to switch to home office, since it was an obligatory requirement at least during the first wave in 2021.

According to the results of the survey, 63 respondents (70.8% of workers) stated that they had never taken home office or had taken it only a few times before they were obliged to do so. 1-2 days per week of home office had been taken by 19.1% of respondents which is 17 employees. Finally, only a small part of respondents - 9 employees(10.1%) stated that before the mandatory home office happened, they had worked from home 3 or more times per week.

frequency of an employee taking home office before the COVID-19 pandemic

17

9

63

■ 1-2 times/week   ■ 3 and more times/week   ■ (almost) never
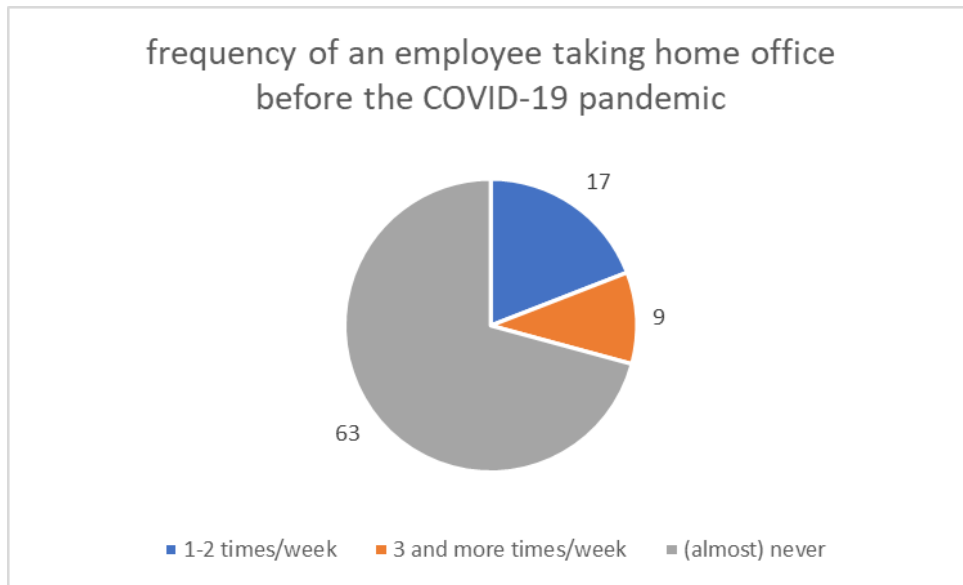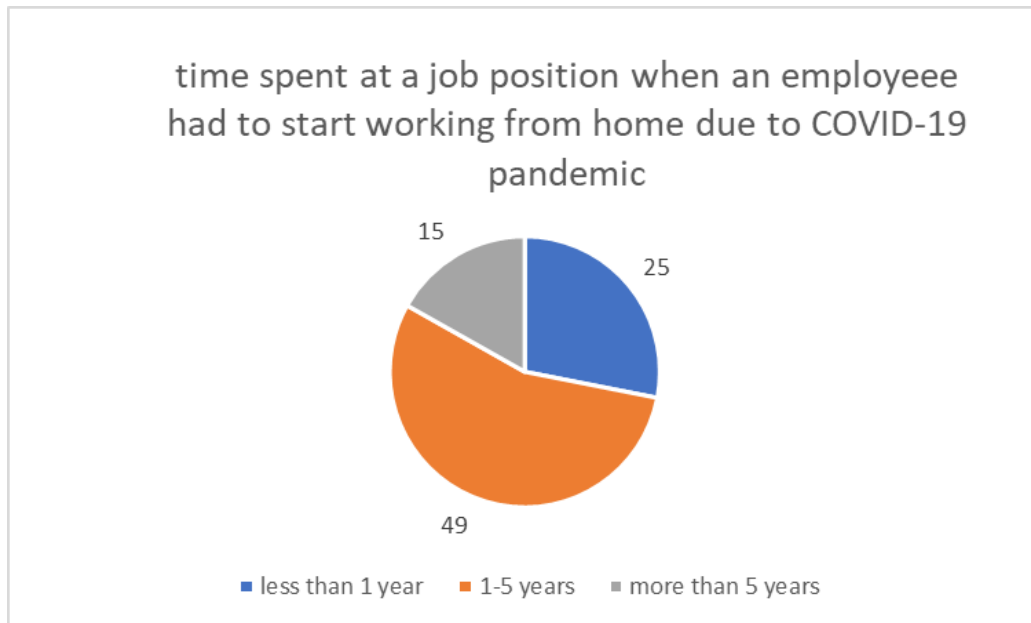
Source: Own research, 2021

Question 4: Please choose the time period spent at a job position when you had to start working from home due to COVID-19 pandemic

1 close-ended question

Another factor which regulates work efficiency while working from home is the period of time which an employee had spent at his/her position before everyone in COP had to take home office because of the pandemic. If this amount of time wasn't that big, home office could become a trouble due to a lack of knowledge required at a job position or simply due to problems in communication with new colleagues which could appear because of the need for this communication to become online.

Almost every second respondent(49 workers which is 55%) had spent from 1 to 5 years at their position when COVID-19 pandemic started, whereas 25 respondents(28%) had been holding their job position for less than a year back then. 15 employees, the rest 17%, had been staying at their job position for more than 5 years before the pandemic started.

Source: Own research, 2021

## Question 5: Please evaluate if you are productive depending on where you work(in office/home office)

2 close-ended questions

A bigger part of the respondents appear to be more productive when working from the office. 75 respondents(84.3%) tend to agree that they are efficient when they work from the office and 65 (71.9%) when they work from home. On the other hand, only 14 employees of those who have completed the survey, tend to disagree that they are productive in the office, which is 15.7%. Finally, 24 respondents(28.1%) tend to disagree that they work better when taking home office.

As it can be seen from the results, most of the respondents did not choose polar answers to this question. 10(11.2%) workers chose "I agree" for both parts of the question. The answer "I rather agree" has been selected by 16(18%) respondents for their productivity in both office and home office. There are 25 respondents, which is 28.1%, who tend to agree that they are productive when they are in the office and who tend to disagree that they work efficiently when they are at home. Only 3 workers (3.3%) out of these 25 have chosen the answer "I agree" for the statement that they are productive in the office and "I disagree" for the same statement regarding home office. 14 respondents, which is 15.7% of the overall amount of respondents, tend to disagree that working from office makes them work more

effectively and tend to agree that home office is a more functional way of working for them. 2 employees out of these 14(2.2% from the total number of respondents) selected the answer "I disagree" regarding their efficiency in the office and "I agree" regarding them being productive while staying at home office. 50 employees (56.1%) tend to agree that their work is effective regardless if they work from the office or at home.

GRAPH 11:Evaluation of a worker's productivity regarding place of work
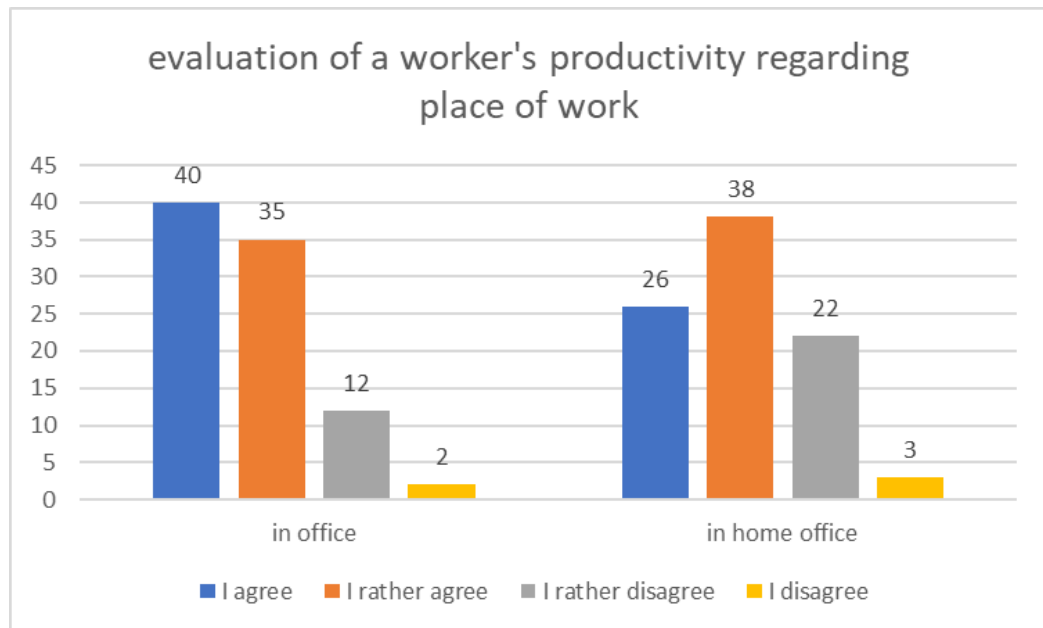
Source: Own research, 2021

Table 1: Evaluation of a worker's productivity regarding place of work, the answers per respondent

evaluation of a worker's productivity regarding place of work		in office			
		I agree	I rather agree	I rather disagree	I disagree
in home office	I agree	10	9	5	2
	I rather agree	15	16	7	0
	I rather disagree	12	10	0	0
	I disagree	3	0	0	0

Source: Own research, 2021

Question 6: Please define which factors you experience as disadvantages when working from home

5 close-ended questions, a matrix of questions

Almost equal amounts of respondents chose "I rather agree" (29 workers which is 32.6%) and "I rather disagree" (28 workers which is 31.5%) for the hypothesis that a lack of communication with colleagues about work is a disadvantage while taking home office. For the same question 22 employees(24.7%) selected "I agree" and 10 workers(11.2%) chose "I disagree". In general, 51 respondent, which is 57.3%, tend to agree that a lack of communication with colleagues regarding work is a problem for them, while 38 employees, which is 42.7%, tend to disagree with this statement.

A lack of communication with people in general while taking home office appeared to be problematic for a bigger part of the respondents. 30 employees(33.7%) stated that they agree that they find a general lack of communication with people problematic for them, 33 of respondents(37.1%) selected a "I rather agree" answer, which leads to a conclusion that 63 workers, which is 70.8%, tend to consider the mentioned statement a disadvantage while working from home. Only 9 respondents(10.1%) disagree that decreased communication with others when not working from office is a problem for them, while 17(19.1%) workers stated that they rather disagree that the statement is a disadvantage. In general, less than every third of all respondents, which is 26(29.2%), tend to disagree that a lack of communication with people in general when working from home is a disadvantage for them.

A suggestion that a lack of needed hardware might appear problematic when not working in office has shown that only 22 respondents, which is 24.7%, tend to agree with it: 6 employees (6.7%) agree and 16 employees(18%) rather agree that they experience a lack of the hardware they need. Almost precisely 3 out of 4 workers, which is 67(75.3%), tend to disagree with the statement. 30 respondents(33.7%) rather disagree that they lack needed software while taking home office and 37 workers(41.6%) disagree that the statement is a problem for them.

Another problem which might appear when working from home is a possibility to get distracted from work easier than it could happen when working in the office. Only 13 respondents(14.6%) agree that they experience distraction from work when taking home office and consider it a disadvantage for them. Two times more employees, which is 26(29.2%), rather agree with the mentioned statement. Overall number of workers who tend to agree that they get distracted easier when they work at home is 39(43.8%). 50 respondents(56.2%) tend to disagree that distraction while working from home happens easier and is a problem: 28 employees, which is 31.5%, rather disagree and 22 employees(24.7%) disagree with the statement.

Procrastination doesn't appear to be a problem for most of the respondents. The amount of employees who have completed the questionnaire and tend to agree that they experience procrastination when working from home is 27(30.3%): only 5 respondents, which is just 5.6%, agree that procrastination during working hours at home is problematic for them, while 22 respondents(24.7%) rather agree with the statement. 37 workers(41.6%) rather disagree that they struggle with procrastination and that it affected them when taking home office and 25 employees, which is 28.1%, disagree that procrastination is a problem for them. All in all, 62 respondents, which is 69.7%, tend to disagree with the statement.

When summarizing all the given results, it can be seen that the statement that the respondents tend to agree most about is that they consider a lack of communication with people in general a disadvantage when working from home(66 respondents - 70.8%), the statement that a lack of communication with colleagues regarding work being is a problem is coming after it with 51 employees(which is 57.3%) tending to agree with the statement. On the other hand, the possibility of a lack of the needed hardware appears to be a thing which isn't considered a disadvantage the most among all of the statements of the question - 67 respondents(75.3%) tend to disagree that they experience such a problem when they take home office. Another statement which shows the tendency of the workers who completed the survey to disagree is procrastination - it's 62 employees(69.7%).

GRAPH 12: Evaluation of disadvantages while working from home:
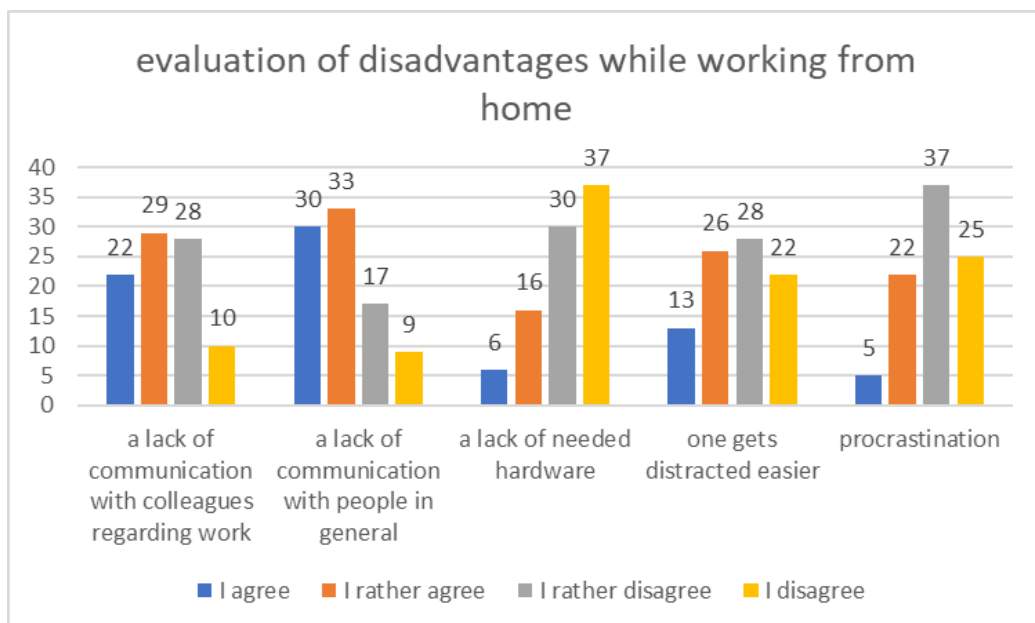
Source: Own research, 2021

Question 7: Please define which factors you experience as advantages when working from home

4 close-ended questions, a matrix of questions

When it comes to advantages of working from home, 78 respondents(87.6%) tend to agree that no necessity on spending time on transportation to and from work and the ability to be flexible during a working day(meaning to be able to start working earlier and finish working earlier or later) is an advantage for them. Most of these 78 employees - 68(which is 76.4% out of the whole number of respondents) agree with the statement and only 10 workers(11.2%) rather agree with it. The total amount of the employees who tend to disagree with the suggested advantage is just 11(12.4%), 6 out of them(around 6.8%) rather disagree and 5(which is 5.6%) disagree that no need to spend time on going to and from work and the ability to start working earlier or finish working earlier/later than usually is an advantage for them.

Then comes a possible advantage of a general flexibility during a day. Working from home might save time regarding everyday home tasks and make a worker's day more flexible and convenient. 44 respondents(49.4%) agree that the mentioned statement is an advantage for them, while 30 respondents(33.7%) rather agree to this, meaning that the overall number of respondents who tend to agree that when taking home office their daily life becomes more flexible and they benefit from that is 74 employees(83.1%). 14 workers(around 15.8%) rather disagree that the statement is an advantage for them and only 1 employee(which is 1.1%) selected the answer "I disagree" for a statement that his daily timetable becomes more flexible and he benefits from that. So in total, it's 15 respondents(16.9%) who tend to disagree with the proposed statement of an advantage from flexibility of taking home office.

When taking home office, some time is saved for more leisure. 36 respondents(about 40.5%) agree that when working from home, there's more time for spending it with their family and friends and to do everything else they want. 26 respondents, which is 29.2%, rather agree with this statement. Altogether it's 62 employees(69.7%) who tend to agree that they benefit from home office in a way that they get more free time. A "I rather disagree" answer has been selected by 22 workers(24.7%) who completed the survey and an option "I disagree" has been chosen by 5 respondents(5.6%). This way, the total number of the employees who tend to disagree that home office offers more free time for leisure and is an advantage for them is 27(which is 30.3%).

The numbers of workers who rather agree and rather disagree that they benefit from no or at least less stress about coming to work on time when working from home are the same - 21 respondent for each of these 2 answers(23.6% and 23.6%). There are 37 employees(41.6%) who agree with this statement and 10 respondents, which is 11.2%, who disagree with it. Consequently, there are 58 workers(65.2%) who tend to agree and 31 workers(34.8%) who tend to disagree that the absence of stress about being at work on time is an advantage for them.

The absolute advantage among the 4 suggested ones appears to be the unnecessity of spending time on going to and from work and therefore the ability to start working earlier or finish working earlier/later than usual - 78 respondents, which 87.6%, tend to agree with this statement. The second most popular advantage according to the amount of respondents who tend to agree(74 workers - 83.1%) is an overall flexibility of a daily timetable when taking home office. The statement with which the biggest amount of the respondents tend to disagree that they benefit from it(31 employees, which is 34.8%) is the absence of stress about not being late to work. The second largest group of respondents who tend to disagree comes from the statement that when working from home, there's an advantage of getting more free time for family & friends, hobbies, etc. - 27 respondents, which is 30.3%.

*GRAPH 13:Evaluation of advantages while working from home*
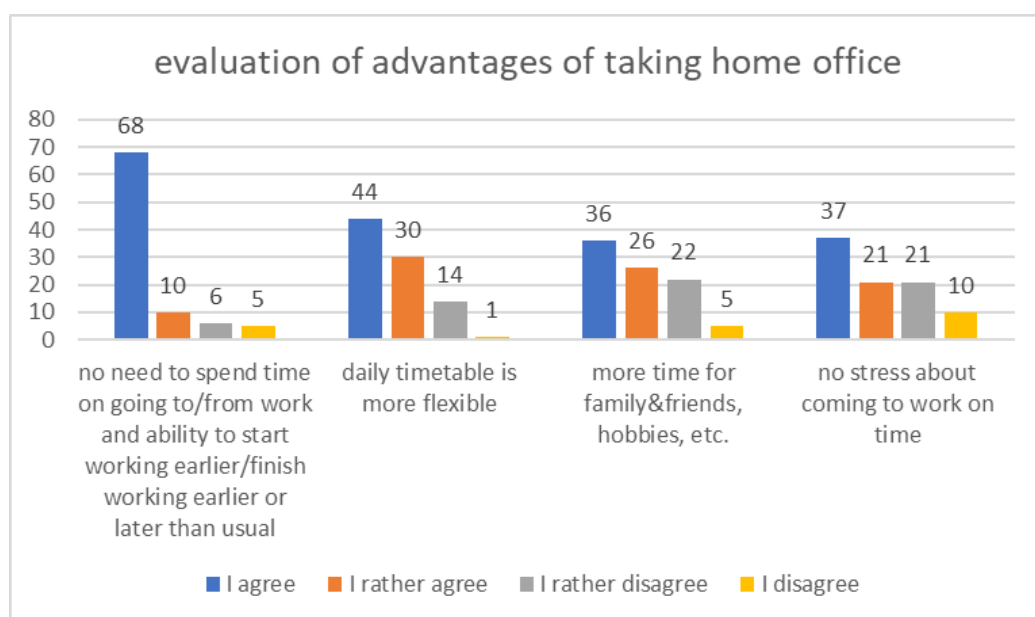
Source: Own research, 2021

Question 8: Please specify if you are satisfied with the level of organization of home office by the employer

A close-ended question

Effectiveness and productivity of each employee is influenced a lot by how an employer organizes home office and does the needed set up for remote work. From the results of the survey it can be seen that 57 respondents(around 64.1%) are satisfied and 28 respondents(which is 31.5%) are rather satisfied, so in total, 85 employees(95.6%) of those who completed the survey tend to agree that they are satisfied with the level of how home office is organized by the employer. Only 2 respondents(2.2%) are rather unsatisfied by the level of home office organization and also another 2 employees(2.2%) state that they are not satisfied with the home office set-up by the employer.

GRAPH 14:Evaluation of satisfaction with the level of organization of home office by the employer - is a worker satisfied?
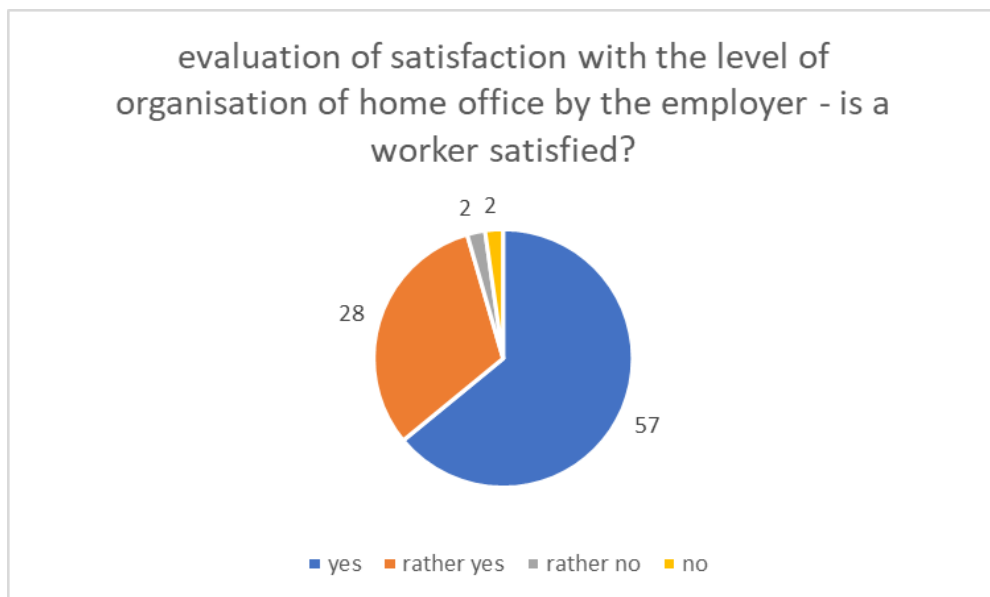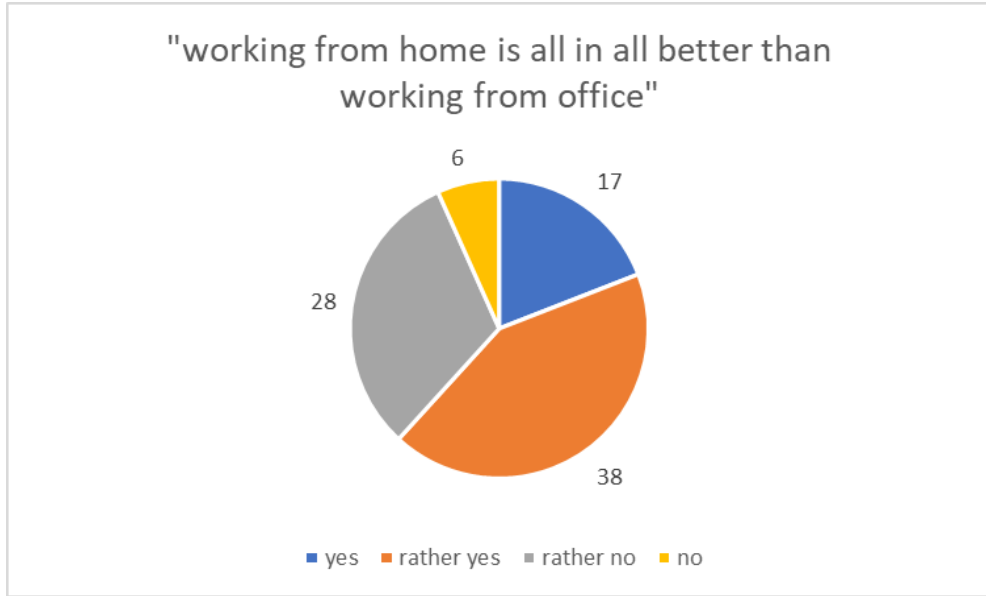

Source: Own research, 2021

Question 9: Is home office all in all better than working in office for you?

A close-ended question

A bigger part of respondents - 55 employees which is 61.8% - tends to agree that they prefer home office rather than normal office: 17 respondents(19.1%) chose the option "yes" and 38 respondents(42.7%) selected the answer "rather yes" for the statement that working from home is in general better a better way of working for them. 28

employees(31.5%) chose the answer "rather no" and 6 employees(which is 6.7%) selected the answer "no" for the statement.

Source: Own research, 2021

Question 10: Is there anything you would like to suggest to your management in regards of home office that in your opinion might make the work easier and more convenient for you and your colleagues?

An open question

There's one open question in the survey regarding the employees' own suggestions of how to make their home office more convenient for them and their colleagues. The respondents have been asked to write "no" as the answer to the question if there's nothing they would like to change in the current home office set-up. In total, 15 respondents(16.9%) sent their suggestions, whereas the rest 74 employees who completed the questionnaire(which is 83.1%) answered "no" to the question. "HO" which can be seen quite frequently in the following answers stands for "home office".

The answers that have been received:

- Allow remote work from other countries, even if that implies changing the type of a contract (for instance, contractor instead of employee); would be beneficial for expats to spend more time with their families.
- More online events.

- Furniture.
- Ability to bring home equipment which is needed for working.
- Allow HO for maximum 2 days a week.
- Hardware hasn't been a problem, but proper furniture/unlimited data in case our internet doesn't work would help.
- Let the employees be more flexible in choosing whether to work from home or in the office.
- I feel the most productive when I have 4 days of work in office and 1 day of HO per week. Different people might have different preferences for office: work-life balance should be present, that is why I think that management should allow a more individual approach about where people should work.
- More flexibility for working tools to be available on a cell phone.
- Respect work-life balance and the employee's off time.
- It would have been nice to get some ergonomic furniture. I bought a table and a chair myself after half a year at home office because the regular back pain from the ordinary kitchen chair/table was unbearable. Until now I still suffer from regular problems with the lower back and even had to search for professional treatment (physiotherapy).
- High desk set-up.
- To be able to work from any country you want.
- A complete workstation at home.
- A total flexibility to choose which days to work from home, with a minimum amount of requested days at the office as a long-term commitment with the company.

From the answers above it's clear that many respondents who have shared their points of view regarding home office improvement, struggle in one or other way with the number of days which they spend working from home or working from office. It can be seen that these employees would like their schedule to be more clearly regulated by the management but also they want it to be more flexible. Also there's an accent that a work-life balance must be present and respected.

Another significant thing which appears to be a problem according to the given answers is not even a lack of needed hardware but the absence of comfortable furniture which is needed for convenient working when not in the office: comfortable chairs or armchairs and

special working desks. Another thing which might be appreciated together with furniture is access to good quality internet in case of any troubles with the worker's internet at home.

One more wish that is mentioned quite frequently is the employees' desire to be able to work from any country while taking home office. The author of this thesis doesn't agree that this suggestion is a necessary thing which might make home office more convenient for the workers. It might rather be a good bonus, so the respondents who have this wish, would have rather suggested it if replying to a question of what they would like to change in the home office set-up in general. Before the COVID-19 pandemic came, all the employees of COP had been obliged to be present in the office and could travel to other countries only while taking holidays.

Question 11: Gender

Among the respondents there were 42 females, which is 47.2%, and 47 males(52.8%).

GRAPH 16:Gender
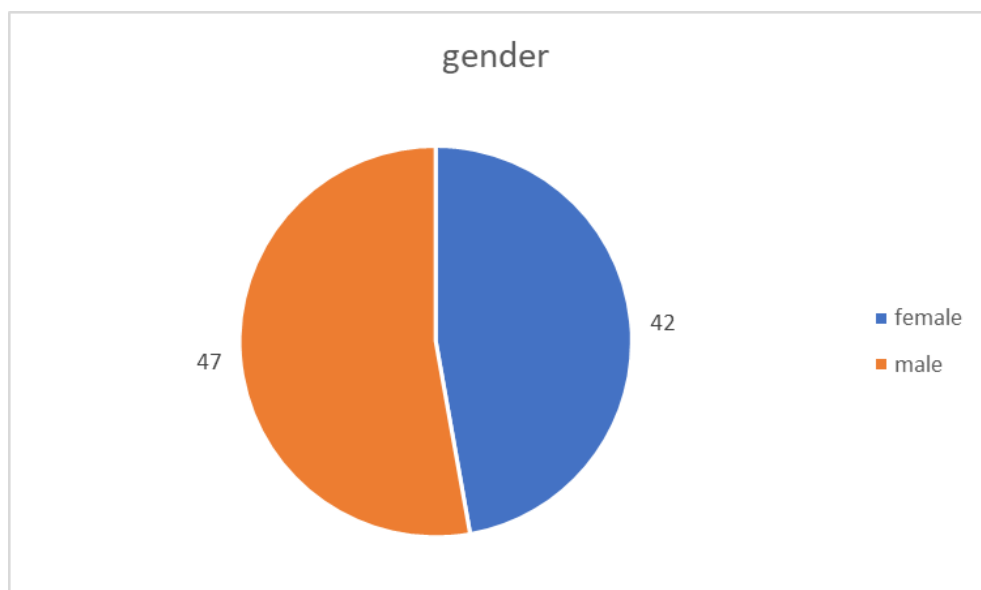
Source: Own research, 2021

Question 12: Age

There were 4 age groups available for selection in the questionnaire as it is shown on the graph 17. The time interval isn't the same for every group. Each group includes a 15 years period of time except for the youngest group which is from 18 to 24 years old. Such an approach has been taken due to the fact that most of the respondents of this particular age

group are only part-time workers and work just maximum 20 hours per week, which brings to the conclusion that this group of people isn't influenced as much by home office as other age groups are. Also, it is assumed that most of the employees who are from 25 to 39 y.o. are graduates and a part of them can likely have their own family with children, whereas the workers from the 40-54 y.o. group are assumed to be involved in a family life even more.

Most of the respondents are from 25 to 39 years old - 67 employees(around 75.2%). The amounts of the employees who are in the groups 18-24 y.o. and 40-54 y.o. are the same - 11 workers in each group(12.4% and 12.4%). There were zero respondents who would be 55 or more years old.

GRAPH 17:Age
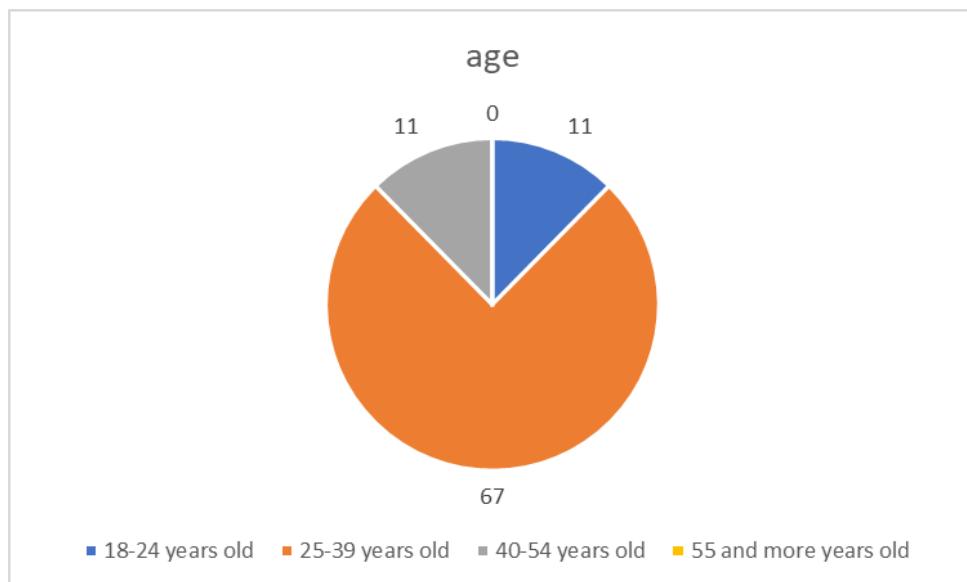
Source: Own research, 2021

4.3.2 Correlations between the results of questions

For better understanding it's useful to have a look in more detail at how different survey question results relate to each other.

4.3.2.1 Amount of working hours per week according to age and gender

When looking at graph 18, it's clear that the biggest part of the employees who have participated in the questionnaire is females in the age group 25-39 y.o. working 40 hours per week - it's 26(29.2%) workers. The second biggest group among the respondents is 19 males who are from 25 to 39 years old, working 40 hours/week.

According to graph 18, most of the part-time workers are indeed between 18-24 y.o - 9 out of 10 respondents who work 20 hours per week. When counting the rest of the employees from the 18-24 years old age group, there are 2 more full-time workers with 40 working hours per week.

GRAPH 18:Amount of working hours/week for respondents according to age and gender
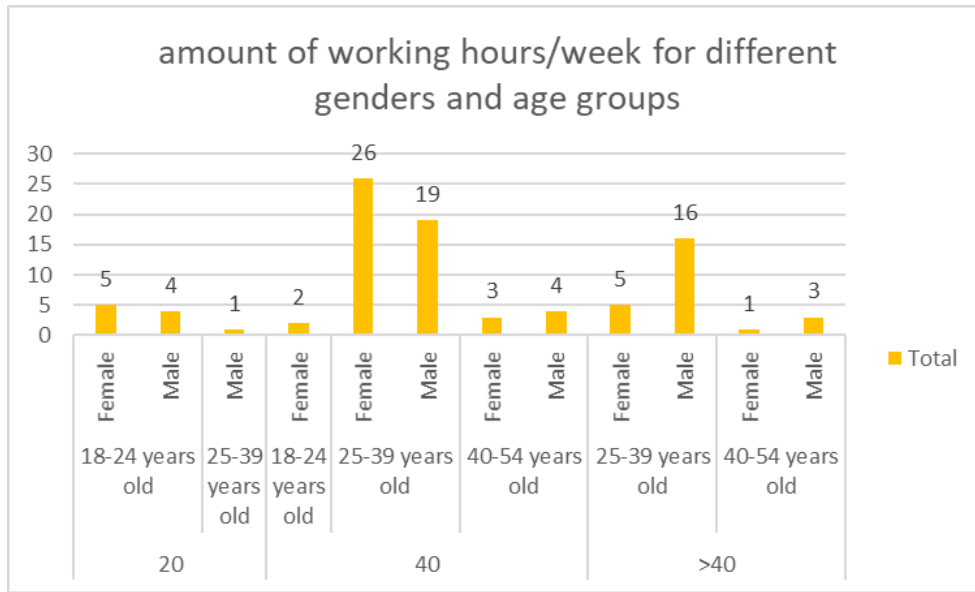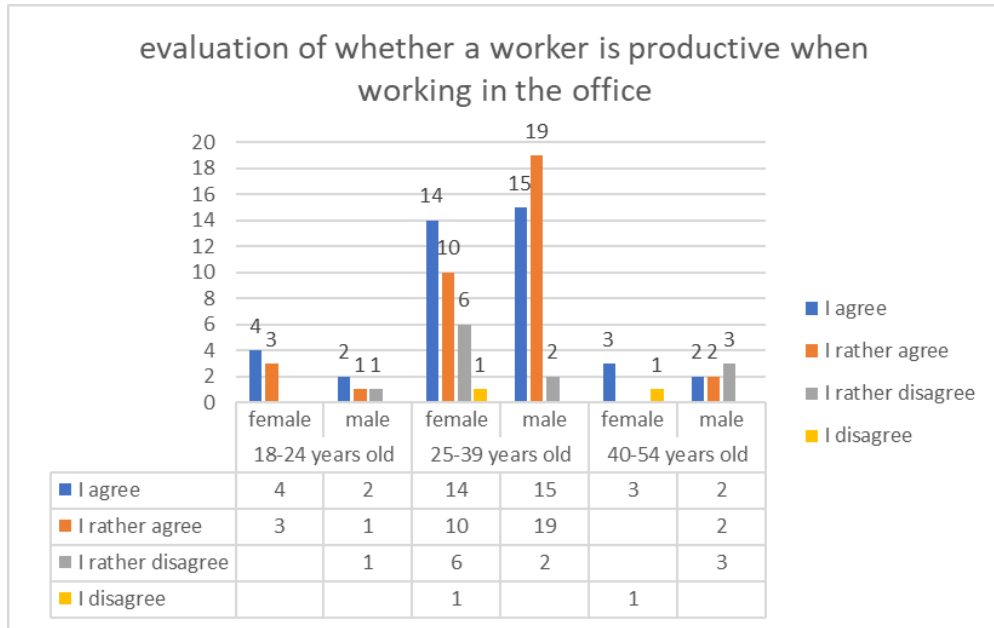

Source: Own research, 2021

4.3.2.2 Work effectiveness according to a social role

Graph 19 and graph 20 show how respondents evaluate if they are effective when working from the office or working at home.

As it can be seen from the graphs, the results for office working and home office are relatively similar for both genders in regards to the youngest and the eldest age groups. But when looking at the results for a group of employees who are between 25 and 39 y.o., which is the biggest age group among the respondents, it's clear that even though the number of female workers who tend to agree that they feel more productive when working in the office is comparably the same as the amount of females who tend to agree that they work effectively while taking home office - 24(27%) and 25(28.1%) respondents respectively, the number of male respondents from the same age group who tend to agree that their work is productive when they work from office is 34 respondents, which is 38.2%, but in this age group there are only 22 male employees, which is 24.7%, who tend to agree that they are effective when taking home office. When taking into consideration the assumption that the employees who
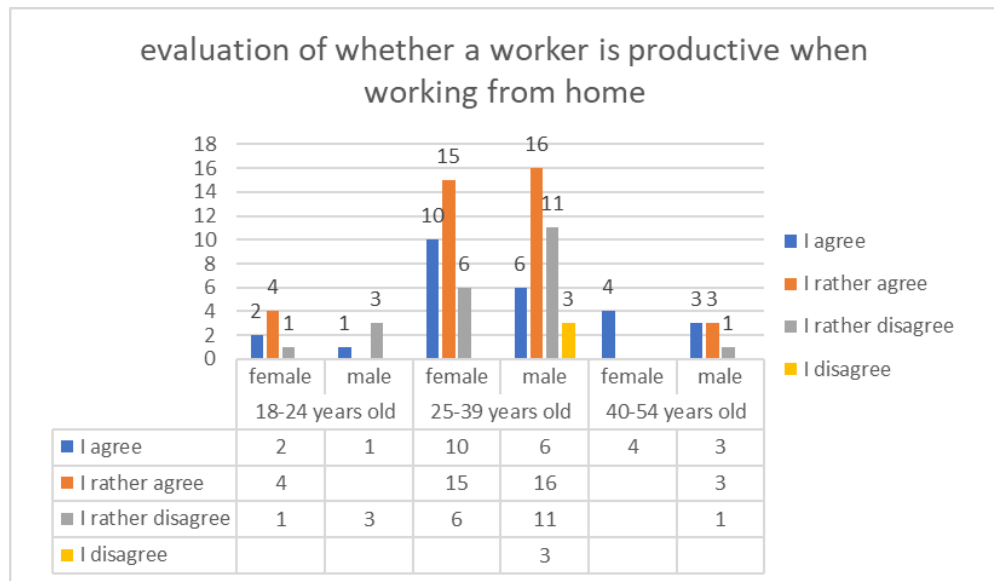
are between 25 and 39 y.o. might have their own families with still comparatively small children, it can be concluded that male employees' effectiveness at home office is decreased due to this matter.

GRAPH 19:Evaluation of whether a worker is productive when working in the office

evaluation of whether a worker is productive when working in the office

	female	male	female	male	female	male
	18-24 years old		25-39 years old		40-54 years old	
I agree	4	2	14	15	3	2
I rather agree	3	1	10	19		2
I rather disagree		1	6	2		3
I disagree			1		1	

Source: Own research, 2021

GRAPH 20:Evaluation of whether a worker is productive when working from home

evaluation of whether a worker is productive when working from home

|	female	male	female	male	female	male
	18-24 years old		25-39 years old		40-54 years old	
I agree	2	1	10	6	4	3
I rather agree	4		15	16		3
I rather disagree	1	3	6	11		1
I disagree				3		

Source: Own research, 2021

43

4.3.2.3 Disadvantages of taking home office according to gender

2 disadvantages of home office which respondents tend to agree with the most are a lack of communication with people in general and a lack of communication with colleagues regarding work.

Considering that there are 42 female respondents and 47 male respondents, the proportion of female workers who tend to agree that a lack of communication with people in general is a disadvantage is smaller than the proportion of male employees who tend to agree to the statement - 66.7%(28 out of 42 female respondents) and 74.5%(35 out of 47 male respondents) accordingly.

GRAPH 21:Attitude to a lack of communication with people in general as a disadvantage while taking home office according to gender
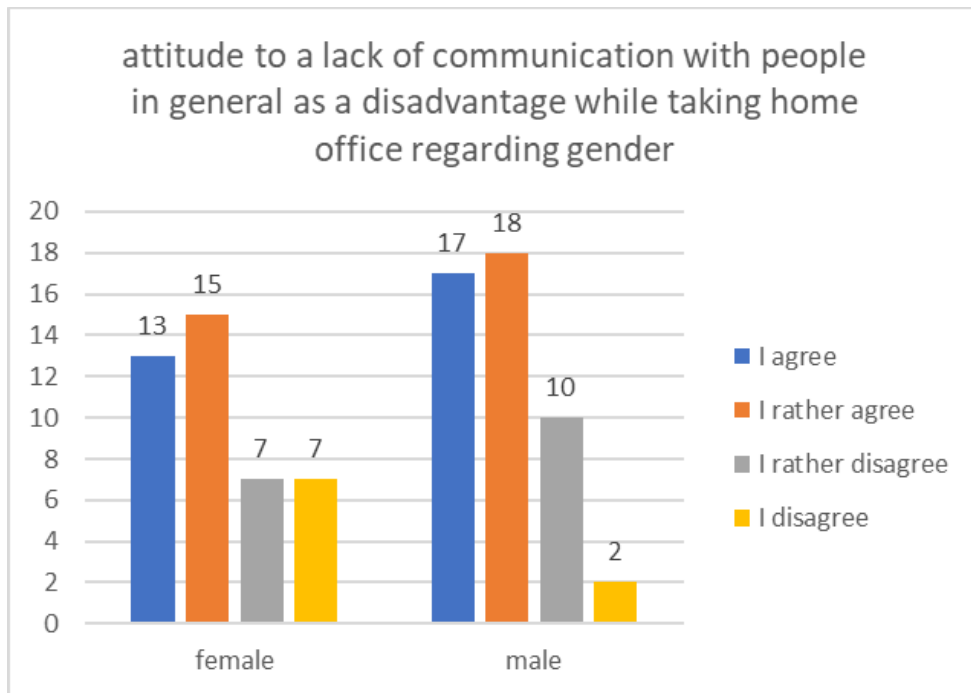
Source: Own research, 2021

When coming to a tendency to agree that a lack of communication with colleagues regarding work is a disadvantage, the proportion of female respondents is again smaller than the respective proportion of male respondents - 52.4%(22 female employees) and 61.7%(29 male employees) accordingly
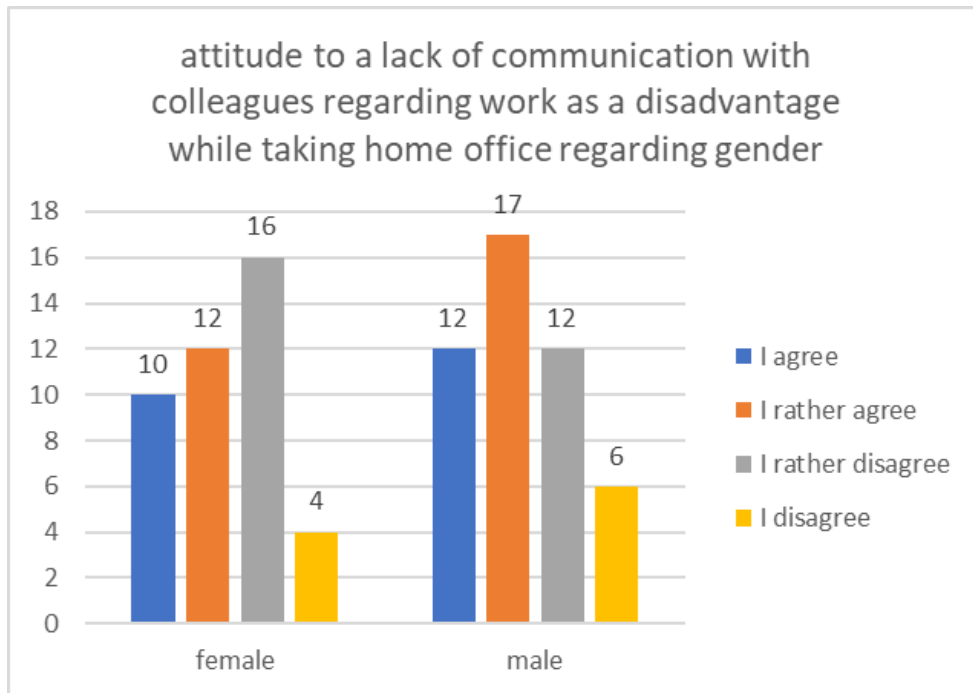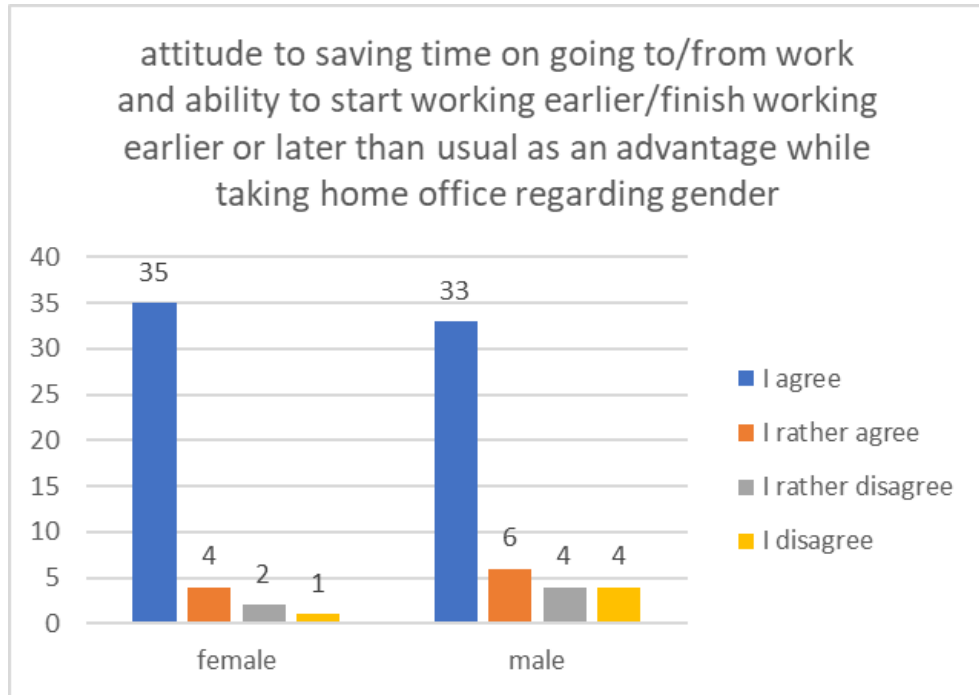
Source: Own research, 2021

4.3.2.4 Advantages of taking home office according to gender

According to the statistical data from the survey results, 2 advantages of working from home which the respondents tend to agree with the most are no necessity on spending time on transportation to and from work&the ability to start working earlier or finish working earlier/later than usual and an overall flexibility of a daily timetable when taking home office.

The proportion of female workers who tend to consider saving time on transportation to and from work and consequently the ability to better regulate their start/finish time of work an advantage is 92.9%(39 out of 42 female respondents). Whereas the proportion of the male workers tending to agree with this point of view is smaller - 83%(39 out of 47 male respondents).

attitude to saving time on going to/from work and ability to start working earlier/finish working earlier or later than usual as an advantage while taking home office regarding gender

Source: Own research, 2021

When counting the proportions of the respondents who tend to agree that flexibility of a daily timetable is an advantage for them when they work from home, it can be seen that there is proportionally 90.5%(38 out of 42) female employees and 76.6%(36 out of 47) male employers.
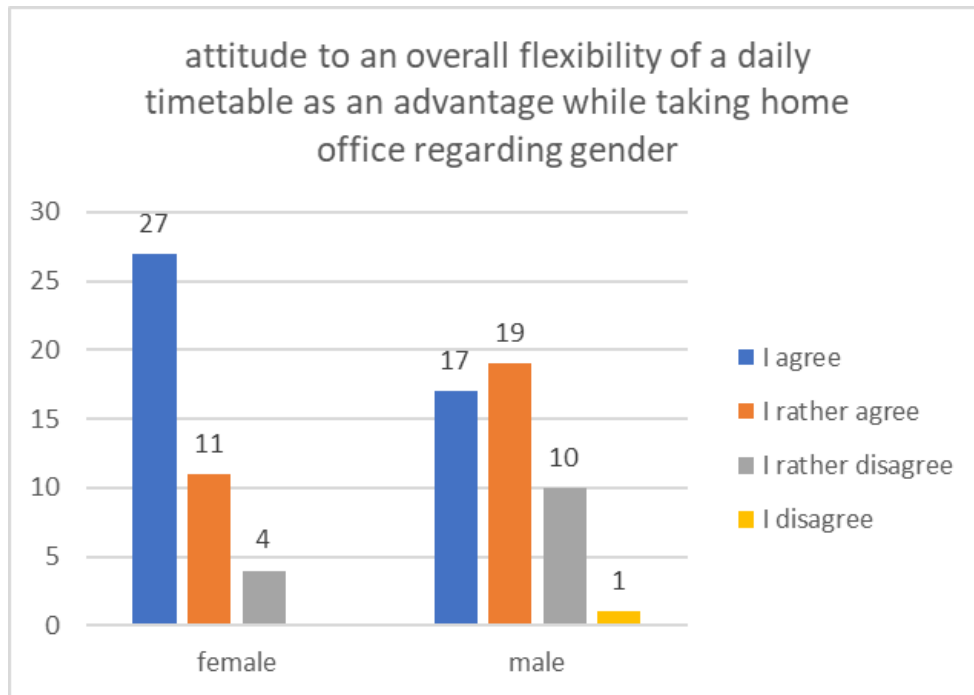
Source: Own research, 2021

4.3.3 Discussion

The research showed that the employees of COP have quite various points of view on home office. There are many factors which influence the effectiveness of work and personal well-being when working from home.

According to the results, an average respondent of the bachelor thesis survey is an employee from the business operations department of COP, who works regular 40 hours per week and for whom it wasn't common to work from home before the COVID-19 pandemic started. A bigger part of the respondents stated that they had been staying at their work position for at least one year before the pandemic appeared and before all the employees of COP were forced to take mandatory home office, which is comparatively enough for being confident in the knowledge required for a position.

When it comes to the personal opinions of employees, the proportion of those who tend to agree that they are productive and effective when working in the office is bigger than the proportion of those who tend to agree that they work efficiently from home, even though when considering the questionnaire results, it's clear that there are some respondents who think that they can be productive in both types of offices. Nevertheless, according to the survey results, a bigger part of the employees that completed the survey tends to agree that

for them working from home office is all in all better than working in a regular office. Among disadvantages of home office that have been suggested by the questionnaire, the most popular ones appear to be a lack of communication with other people and a lack of communication with other colleagues regarding working tasks, whereas for advantages it is needlessness of spending time for transportation to/from work&consequently the ability make start/finish working hours more flexible and the possibility for more flexibility in a regular day schedule. Most of the respondents tend to agree that they are satisfied with the level of organization of home office by the employer. Also it was shown that male workers in general tend to be more productive in the office than when working from home.

5 Conclusion

This bachelor thesis discloses the phenomenon of home office and highlights the most important results of the quantitative research on Clearstream Operations Prague s.r.o. employees' perspective regarding working from home.

Considering the results of the research and also the consultation with COP management, such recommendations for home office can be given:

- Provision of the special furniture for work for employees, such as an office armchair, an office desk
- Provision of quality internet
- Necessity to have a certain consensus between the management and the employees on some particular frames for home office days schedule
- Organization of more online and offline(teambuilding) events, so that the interpersonal gaps which appear while communicating mostly online, can be fulfilled
- Creation of a habit of turning on cameras during online calls to create better interpersonal and working relationships
- Provision of a course/training which could describe some general techniques on how to work with distraction and concentration during working hours
- Consideration to legalize a possibility to allow the employees work from other countries when working from home
- Creation of various sport online events, such as stretching and yoga for example
- Provision of various courses/trainings on work-life balance and personal well-being

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7 Appendix

Questionnaire

Dear Respondents,

I would like to kindly ask you to fill in my questionnaire, which will be developed into a practical part of my bachelor thesis "Home Office - Employees' Perspective".

The participation is voluntary and anonymous. I'd like to ask you to answer all the questions accurately.

Thank you a lot for your cooperation!

Anna

1) Working department

   Please choose one answer

   - Business analytics & data
   - Business operations
   - Control functions
   - Corporate functions
   - Finance

2) Please indicate your regular amount of working hours per week

   Please choose one answer

   - 20
   - 30
   - 40
   - >40

3) Frequency of taking home office before the COVID-19 pandemic

   Please choose one answer

   - Never or very rarely
   - 1-2 times/week
   - 3 and more times/week

4) Please choose the time period spent at a job position when you had to start working from home due to COVID-19 pandemic

Please choose one answer

- Less than 1 year
- 1-5 years
- More than 5 years

5) Please evaluate if you are productive depending on where you work(in office/home office)

Please choose one answer in each row

	I agree	I rather agree	I rather disagree	I disagree
In office				
In home office				

6) Please define which factors you experience as disadvantages when working from home

Please choose one answer in each row

	I agree	I rather agree	I rather disagree	I disagree
A lack of communication with colleagues about work				
A lack of communication with people in general				
A lack of needed hardware				
One gets distracted easier				
Procrastination				

7) Please define which factors you experience as advantages when working from home

Please choose one answer in each row

	I agree	I rather agree	I rather disagree	I disagree
No need to spend time on going to/from work and ability to start working earlier/finish working earlier or later than usual				
Daily timetable is more flexible				
More time for family & friends, hobbies, etc.				
No stress about coming to work on time				

8) Please specify if you are satisfied with the level of organization of home office by the employer

Please choose one answer

- Yes
- Rather yes
- Rather no
- No

9) Is home office all in all better than working in office for you?

Please choose one answer

- Yes
- Rather yes
- Rather no
- No

10) Is there anything you would like to suggest to your management in regards of home office that in your opinion might make the work easier and more convenient for you and your colleagues? *An open question*

11) Gender

Please choose one answer

- Female
- Male

12) Age

Please choose one answer

- 18-24 y.o.
- 25-39 y.o.
- 40-54 y.o.
- 55 and more y.o.