Work Life in Lockdown: Employee Wellbeing during Covid-19
DATA COLLECTION AND SAMPLE

- Online survey in six European countries: Belgium, The Netherlands, France, Spain, United Kingdom, & Germany
- Focus on knowledge workers only, sample of 3,384 respondents
- Sample representative of the local labour markets in terms of industry
- Analyses in this briefing focus on those who are still at work, sample of 2,595 respondents
CONTENT

1. Grief over loss of face-to-face interactions
   - Country level differences
   - Role of organization size/age/CEO gender
   - Role of employee age/leadership/job autonomy/routine/personality

2. Ability to obtain energy from digital interactions
   - Country level differences
   - Role of employee age/job autonomy/routine/personality

3. Working hours
Grief over loss of face-to-face interactions at work

Scores for positive grieving on average higher than negative grieving, but greater variation in latter!

Grieving stages
- Denial
e.g., I am in total disbelief that I must give up face-to-face interactions at work
- Anger
e.g., I feel a lot of hostility towards the Covid-19 lockdown
- Depression
e.g., sometimes I feel like crying about being able to interact face-to-face at work
- Exploration
e.g., I am going to try and keep an open mind about giving up face-to-face interactions at work
- Acceptance
e.g., I think I can handle losing face-to-face interactions at work

Negative grieving (denial + anger + depression)
- Overall average = 2.4

Positive grieving (exploration + acceptance)
- Overall average = 3.3.

(Blau, 2006)
Grief over loss of face-to-face interactions

Germany and Dutch-speaking Belgium has lowest proportion of employees with high negative grieving

<table>
<thead>
<tr>
<th>Country</th>
<th>% experiencing high* negative grieving</th>
<th>% experiencing high* positive grieving</th>
</tr>
</thead>
<tbody>
<tr>
<td>All</td>
<td>32%</td>
<td>77%</td>
</tr>
<tr>
<td>Netherlands</td>
<td>38%</td>
<td>82%</td>
</tr>
<tr>
<td>Germany</td>
<td>21%</td>
<td>69%</td>
</tr>
<tr>
<td>UK</td>
<td>34%</td>
<td>88%</td>
</tr>
<tr>
<td>Spain</td>
<td>38%</td>
<td>79%</td>
</tr>
<tr>
<td>France</td>
<td>37%</td>
<td>65%</td>
</tr>
<tr>
<td>Belgium - Dutch speaking</td>
<td>20%</td>
<td>85%</td>
</tr>
<tr>
<td>Belgium - French speaking</td>
<td>43%</td>
<td>74%</td>
</tr>
<tr>
<td>Belgium</td>
<td>29%</td>
<td>81%</td>
</tr>
</tbody>
</table>

* score higher than 3 on scale 1-5
Grief over loss of face-to-face interactions, role of firm size & age

Negative grieving highest in small and young firms

Grief, by firm size

- Small organization (<250 FTE): 35% (negative), 77% (positive)
- Medium organization (250-1000 FTE): 31% (negative), 79% (positive)
- Large organization (>1000 FTE): 26% (negative), 77% (positive)

Grief, by firm age

- Young organization (<10): 48% (negative), 82% (positive)
- Older organization (>10): 30% (negative), 77% (positive)
Grief over loss of face-to-face interactions, role of CEO gender

More negative grieving in firms with female CEO

Female CEO: 36% experiencing high* negative grieving, 74% experiencing high* positive grieving
Male CEO: 29% experiencing high* negative grieving, 78% experiencing high* positive grieving
Grief over loss of face-to-face interactions, role of employee’s age

Older employees experience less negative grief over the loss of work-related face-to-face interactions.

Employee age group

-30y: 73% high* negative grieving, 38% high* positive grieving
30-40y: 77% high* negative grieving, 36% high* positive grieving
40-50y: 78% high* negative grieving, 29% high* positive grieving
50-60y: 76% high* negative grieving, 26% high* positive grieving
+60y: 80% high* negative grieving, 25% high* positive grieving
All: 77% high* negative grieving, 32% high* positive grieving
Grief over loss of face-to-face interaction, supervisors vs no supervisor

Supervisors have higher negative grieving related to loss of face-to-face interactions.

- Supervisors: 79% experiencing high* negative grieving, 39% experiencing high* positive grieving.
- Non-supervisors: 28% experiencing high* negative grieving, 76% experiencing high* positive grieving.
Grief over loss of face-to-face interaction, role of routine

Finding a routine lowers negative grieving

- Low level of routine: 38%
- Average level of routine: 29%
- High level of routine: 23%

74% experiencing high* negative grieving
75% experiencing high* positive grieving
81% experiencing high* positive grieving
Grief over loss of face-to-face interaction, job autonomy

No impact of job autonomy

- Low level of job autonomy: 34% experiencing high* positive grieving, 74% experiencing high* negative grieving
- Average level of job autonomy: 29% experiencing high* positive grieving, 79% experiencing high* negative grieving
- High level of job autonomy: 32% experiencing high* positive grieving, 78% experiencing high* negative grieving
Grief over loss of face-to-face interaction, personality

Individuals who score low on agreeableness and high on neuroticism experience more negative grieving.

Big-5 personality traits

**Extraversion**, includes getting energy from external means.

**Agreeableness**, reflects concern for social harmony and getting along with others.

**Conscientiousness**, includes tendency to display self-discipline.

**Neuroticism**, sometimes called emotional instability, low tolerance for stress.

**Openness** to experience, more aware of feelings, more creative, willing to try new things.
CONTENT

1. Grief over loss of face-to-face interactions
   - Country level differences
   - Role of organization size/age/CEO gender
   - Role of employee age/leadership/job autonomy/routine/personality

2. Ability to obtain energy from digital interactions
   - Country level differences
   - Role of employee age/job autonomy/routine/personality

3. Working hours
Energy from digital interactions, country level differences
Germans obtain least energy from digital interactions

Effect could be due to Germany having lighter lockdown…
Energy from digital interactions, role of workplace/situation

% respondents indicating to obtain energy from digital interactions

Current workplace

- At home, before only at employer: 71%
- At home, before partly at home: 71%
- At home, like before: 70%
- At employer, like before: 54%
Energy from digital interactions, role of employee’s age

Older employees gain less energy from digital interactions

% respondents indicating to obtain energy from digital interactions

<table>
<thead>
<tr>
<th>Employee age group</th>
<th>% respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-30y</td>
<td>62%</td>
</tr>
<tr>
<td>30-40y</td>
<td>68%</td>
</tr>
<tr>
<td>40-50y</td>
<td>63%</td>
</tr>
<tr>
<td>50-60y</td>
<td>59%</td>
</tr>
<tr>
<td>&gt;60y</td>
<td>56%</td>
</tr>
<tr>
<td>All</td>
<td>63%</td>
</tr>
</tbody>
</table>
Energy from digital interactions, role of having children
Parents obtain more energy from digital interactions

% respondents indicating to obtain energy from digital interactions

- Parents: 72%
- Not parents: 59%
- All: 63%
Energy from digital interactions, job autonomy

Employees with high job autonomy are more likely to gain energy from digital interactions.

% respondents indicating to obtain energy from digital interactions

- Low level of job autonomy: 57%
- Average level of job autonomy: 66%
- High level of job autonomy: 69%
Energy from digital interactions, role of finding a routine
Positive relationship between finding a routine and gaining energy from digital interactions

% respondents indicating to obtain energy from digital interactions

- Low routine: 56%
- Average routine: 62%
- High routine: 67%
Energy from digital interactions, role of personality

Individuals that score low on extraversion are least likely to obtain energy from digital interactions.

% respondents indicating to obtain energy from digital interactions

Extraversion
Low: 57%  High: 65%
Agreeableness
Low: 65%  High: 62%
Conscientiousness
Low: 64%  High: 62%
Neuroticism
Low: 62%  High: 63%
Openness
Low: 61%  High: 64%
1. Grief over loss of face-to-face interactions
   - Country level differences
   - Role of organization size/age/CEO gender
   - Role of employee age/leadership/job autonomy/routine/personality

2. Ability to obtain energy from digital interactions
   - Country level differences
   - Role of employee age/job autonomy/routine/personality

3. Working hours
Remote Working
On average, 2 in 5 employees still work at employer during lockdown

<table>
<thead>
<tr>
<th>Country</th>
<th>At home, before only at employer</th>
<th>At home, before partly at home</th>
<th>At home, like before</th>
<th>At employer, like before</th>
</tr>
</thead>
<tbody>
<tr>
<td>All</td>
<td>41%</td>
<td>12%</td>
<td>4%</td>
<td>43%</td>
</tr>
<tr>
<td>Netherlands</td>
<td>38%</td>
<td>13%</td>
<td>4%</td>
<td>44%</td>
</tr>
<tr>
<td>Germany</td>
<td>28%</td>
<td>8%</td>
<td>4%</td>
<td>60%</td>
</tr>
<tr>
<td>UK</td>
<td>47%</td>
<td>10%</td>
<td>8%</td>
<td>35%</td>
</tr>
<tr>
<td>Spain</td>
<td>51%</td>
<td>5%</td>
<td>4%</td>
<td>40%</td>
</tr>
<tr>
<td>France</td>
<td>45%</td>
<td>11%</td>
<td>3%</td>
<td>41%</td>
</tr>
<tr>
<td>Belgium</td>
<td>41%</td>
<td>20%</td>
<td>1%</td>
<td>37%</td>
</tr>
</tbody>
</table>

Note: This graph (and the percentages) only considers those respondents in our sample who are currently still at work. Preferred option!
Time Commitment (I)
On average, employees work 0.5 hour less per day than before lockdown

Note: These analyses again only consider those respondents in our sample who are currently still at work.

Amount of reduced work time
- Overall average = -0.5 hr/day
- Above: UK -0.7 hr/day
- Below: Spain -0.4 hr/day
Time Commitment (III)
Remote workers – especially if new(er) to it - higher reduction in work time

Change in Hours Worked per Day

-0.7
-0.5
-0.3

At home, before only at employer
At home, before partly at home
At home, like before
At employer, like before

At home, before only at employer
At home, before partly at home
At home, like before
At employer, like before
Time Commitment (IV)
No difference in reduced work time between parents and non-parents

Change in Hours Worked per Day

Parents

-0.5

Not parents

-0.5

Change in Hours Worked per Day

- Working at employer like before, children: -0.3
- Working at employer like before, no children: -0.2
- Changed to working at home, children: -0.7
- Changed to working at home, no children: -0.8
Time Commitment (V)
No difference in reduced work time between men and women overall, but higher reduction for women with children than men with children.

Change in Hours Worked per Day

<table>
<thead>
<tr>
<th>Category</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female, children</td>
<td>-0.5</td>
<td>-0.4</td>
</tr>
<tr>
<td>Female, no children</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male, children</td>
<td>-0.6</td>
<td>-0.5</td>
</tr>
<tr>
<td>Male, no children</td>
<td>-0.3</td>
<td>-0.4</td>
</tr>
</tbody>
</table>

Change in Hours Worked per Day

-0.23 h
Working hours, role of firm size
Working hours reduced most for employees of small organizations

Change in Hours Worked per Day

- Small organization (<250 FTE) -0.59
- Medium organization (250-1000 FTE) -0.34
- Large organization (>1000 FTE) -0.38
Change in Hours Worked per Day

- No children, medium/large organization: -0.43
- No children, small organization: -0.55
- Children, medium/large organization: -0.29
- Children, small organization: -0.63

Text

Working hours, combined effect of having children & firm size