



## **Propositions**

related to the dissertation

### **The Distance Dilemma; The Effect of Flexible Working Practices on Performance in the Digital Workplace**

By

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- I. Investigations into telework that treat the practice in a dichotomous way are inadequate. Telework should be measured with more granular measures that take the actual extent of telework or (preferably) the teleworker's enacted level of both temporal and spatial flexibility into account (chapters 2, 3 and 4).
- II. Home-based teleworkers' main performance advantage can primarily be attributed to lower experienced levels of distraction compared to the office (chapter 2).
- III. Traditional (behaviour or output-related) control mechanisms are not suitable for managing teleworkers. Managers are better off providing employees with high levels of self-determination so that they may regulate themselves (chapter 3).
- IV. Teleworkers' temporal and spatial separation from colleagues negatively affects their job and proactive performance through impaired knowledge awareness and sharing networks (chapter 4).
- V. Better-than-industry-average organizations allow employees to telework and provide the necessary autonomy. True high performers take an integrated strategic approach to their digital workplace, with attention to space, systems, social media, symbols, leadership, and learning (chapter 5).

VI. “*Locus corpora dirimit, non animos:*” Place, local distance, separates the persons of men, but not their minds (Desiderius Erasmus, *Querela Pacis*, A.D. 1521).

VII. The increasing availability of mobile technologies results in decreasing individual mobility.

VIII. In an exceedingly data-driven society, the need for computational thinking and related technical skills grows. Without influences from the social sciences and humanities, however, big data will prove useless. This is because data does not create meaning; critical thinkers do.

IX. PhDs encounter a fundamental publishing disadvantage in a system where having the right acquaintances is as important as acquiring the right knowledge.

X. Those who believe that obtaining a PhD requires the sacrifice of hobbies and personal relations are more likely to leave this earth with an impressive resume than with an impressive eulogy.

XI. This dissertation contains much that is new and much that is true. Unfortunately, that which is true is generally considered ‘not new’ and that which is new is generally considered ‘not true.’