

Article

Smart working: validation of a questionnaire in the Italian reality

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Abstract. *Background:* the main objective of this research is to validate a smart working questionnaire in the Italian reality.

Methods: The questionnaire, reported in Annex I and composed of 29 questions, was created by the University "La Sapienza" of Rome in collaboration with the consultancy company "PASS Italia s.r.l." of Bari. To evaluate the internal consistency of the questionnaire, or the consistency between the items, the Cronbach alpha statistical indicator was used which measures the reproducibility over time and the homogeneity of the questions.

Results: In the present sample almost 89% say they are interested in smart working, predominantly in 66.70% of cases. Therefore 44.40% think that working in "smart" mode does not penalize the size of group work at all, while the rest of the staff is perfectly divided between those who claim the opposite and those who instead show doubts about it. With regard to the feasibility of "smart" programs in the University of Rome "La Sapienza", 11.10% of employees do not know whether working at a distance can compromise the proper performance of their work in any way. As regards the analysis of internal consistency, the Cronbach alpha indicator, calculated on the basis of the answers obtained, shows a value equal to 0.902.

Conclusions: Therefore the questionnaire is reliable in terms of internal consistency, that is, of the degree of correlation between the items, and of reproducibility over time.

Keywords: Smart work, productivity, questionnaire, validation, Italy.

Background

The industrial revolution has profoundly marked the world of work by grouping the workers in one place, the factory, thanks to the advent of the machines. The modern organization of work is based on the theory introduced by Frederick Winslow Taylor (1911), according to which the rationalization of work aimed at increasing the productivity of the workers. Taylor's aim was to achieve greater specialization and consequently to be able to reduce the times of individual activities. A further contribution comes from the thought of Henry Ford (1922), who identified in the logic of the assembly line a greater fragmentation of work tasks with the aim of obtaining a standardized mass production. This vision envisaged time rigidity and spatial concentration of workers in the production unit. Subsequently, with the advent of information technology, with technological development and the communication field, we moved from the industrial to the post-industrial era, arriving at automated processes with flexible specialization criteria.

The birth of new forms of work, flexible structures and organizations linked together thanks to virtual networks, marks the transition to a completely different organizational culture than in the past. In the post-industrial era, work tends to lose its original form, both spatially and temporally. The partial uselessness of the work carried out in centralized offices is increasingly evident, and the tendency towards autonomous, flexible, subjective and decentralized forms of work is gradually spreading. Furthermore we are becoming increasingly aware of the opportunities arising from technological progress, able to quickly offer access to information and reduce space-time constraints. In this scenario we fully understand the value of human intellectual performance, an irreplaceable and unique source of creativity, with respect to the executive and repetitive work of machines. The European Council also expressed its opinion on this in 1997, stating that "all over the world technologies are leading towards a real industrial revolution". A revolution that allows us, today, to reconcile work and private life, thus bypassing spatial, temporal and organizational constraints.

The present paper deals with a new way of working recently introduced in our legal system and which is known with the term *smart working*. Working in "smart" mode would allow workers to effectively manage the professional and personal spheres in a world that increasingly requires the optimization of their time. Several flexible working practices were also applied in the past, starting with teleworking and reaching unregulated but practically adopted forms of smart working. It is precisely in this context that this research is inserted with the aim of understanding what is the level of knowledge of Italian employees on smart working and what are their attitudes towards it.

At the end of the paper Annex 1 contains the questionnaire used in the study.

Objective

The main objective of this research is to validate a smart working questionnaire in the Italian reality.

Within this aim there is the desire to understand what are the attitudes of Italian personnel towards smart working, that is their predisposition towards this new way of working. In addition the study aims to identify the level of knowledge of the same on the subject in question, in order to integrate this information with the previous ones and evaluate the starting status of Italian personnel with reference to the "smart" approach.

This is certainly useful to choose the interventions to be adopted in the company for the purpose of raising awareness of the issue and implementing smart working programs, especially in light of the recent law n. 81/2017 governing it.

In particular the study was carried out on administrative staff belonging to the University of Rome called "La Sapienza", to which a questionnaire was submitted. The characteristics of the sample under examination and the structure of the survey are described in detail in "Methods".

Methods

The present research originated from the creation of a smart working questionnaire, then administered to the employees of the University of Rome "La Sapienza" with the aim of validating the instrument.

Specifically the population being studied consists of the employees of the Department of Public Health and Infectious Diseases (in particular the staff of the "Sanarelli" building, Aldo Moro No. 5 - Rome), better described in "Results".

The questionnaire, reported in Annex I and composed of 29 questions, was created by the University "La Sapienza" of Rome in collaboration with the consultancy company "PASS Italia s.r.l." of Bari, which operates in the following sectors: Prevention, Environment, Safety and Health at Work. The form that has been submitted to the population indicated above, is divided into two parts, "A" and "B":

- part "A" (n. 9 questions) aims to collect the socio-demographic information of the subjects;
- part "B" (n. 20 questions) is useful in order to understand workers' perceptions regarding the application of smart working in their own company. This last part is further subdivided into seven subsections: "General Section", "Feasibility", "Motivations", "Costs", "Performance", "Career", "Support from companies".

At the end of the questionnaire you can add any comments and/or suggestions.

The applications were administered starting from the beginning of 2018 through Google Forms with which it is possible to create and analyze surveys directly in your web browser using desktop computers or mobile devices, without using dedicated software. With this tool it was possible to send the questionnaire to the "Sapienza" employees and obtain, consequently, the results in real time, quickly displaying a summary of the outcomes, both collective and individual, in various and additional ways: Google Sheets, Forms or download them in CSV file. It is also possible to view the answers of the sample graphically, through histograms and/or pie charts.

To evaluate the internal consistency of the questionnaire, or the consistency between the items, the Cronbach alpha statistical indicator was used which measures the reproducibility over time and

the homogeneity of the questions. It refers to the degree of correlation between the analyzed variables, and in general, a questionnaire has a good internal consistency when values higher than 0.70 are obtained. In the present study a descriptive analysis of the examined sample and an internal consistency analysis was performed through the use of the SPSS program (Statistical Package for Social Science) version 25, after coding the variables. In this last case we proceeded to the transformation of the qualitative variables into quantitative ones, by means of binary coding or by attributing the value of "0" to the negative answers and that of "1" to the affirmative ones.

Results

The data collected through the questionnaire is presented below. A descriptive analysis was carried out to identify the main socio-demographic characteristics of the sample, consisting of eighteen employees from the Department of Public Health and Infectious Diseases of the University of Rome "La Sapienza". As shown in **Table 1**, shown below, about 60% of individuals are over 45 years of age, while as far as gender is concerned, it is equally divided between males and females. Most of the staff are married and have more than one child. Furthermore, 61.10% have post-graduate training, such as a Master's or Doctorate; as far as the corporate role is concerned, the majority belongs to the administrative sector, followed equally by executives and professors, university researchers and nurses. Almost 78% of the subjects involved in the questionnaire have a permanent contract and about 89% work full time. More than 60% of "Sapienza" employees declare that they live in the Roman city and only 5.60% reside more than 100 km from the work site.

Table 1: Sociodemographic information. (Part "A" of the questionnaire)

Sociodemographic variables	Frequencies % (n.)
Age (years)	
26-35	16,70 (3)
36-45	22,20 (4)
46-55	33,30 (6)
>55	27,80 (5)
Gender	
Female	50,00 (9)
Male	50,00 (9)
Civil status	
Unmarried	33,30 (6)
Married	44,40 (8)
Separate- Divorced	16,70 (3)
Widover	0 (0)
Other (Cohabitant)	5,60 (1)

To be a parent	
No	33,30 (6)
Yes, more than one	38,90 (7)
Yes, one	27,80 (5)
Level of education	
High school licensed	16,70 (3)
Graduation	0 (0)
Master degree	22,20 (4)
Post-graduate training (Master's degree, Doctorate, etc.)	61,10 (11)
Profession	
Director of administration	16,70 (3)
Professor	16,70 (3)
Office worker	38,90 (7)
Researcher	22,20 (4)
Nurse	5,50 (1)
Type of contract	
Fixed-term contract	22,20 (4)
Permanent contract	77,80 (14)
Professional classification	
Full-time	88,90 (16)
Part-time	11,10 (2)
Distance between home and work	
< 50 km	16,70 (3)
50÷100 km	16,70 (3)
>100 km	5,60 (1)
Home and workplace are in the same city	61,10 (11)
Total	100 (18)

After describing the sample, the considerations of the “Sapienza” employees on the “Smart Working” project are evaluated, through the analysis of the answers given in part “B” of the questionnaire and reported in the subsequent **Tables 2** and **Table 3**.

It immediately appears evident that most of the individuals involved in the survey have never participated in corporate programs on the subject of reconciling private life and work. In the present sample almost 89% say they are interested in smart working, predominantly in 66.70% of cases. Therefore 44.40% think that working in "smart" mode does not penalize the size of group

work at all, while the rest of the staff is perfectly divided between those who claim the opposite and those who instead show doubts about it.

With regard to the feasibility of "smart" programs in the University of Rome "La Sapienza", 11.10% of employees do not know whether working at a distance can compromise the proper performance of their work in any way; while the other part of the sample divides in half between those who think that this could happen and those who maintain that the distance does not interfere absolutely with their work. Those who support this problem think that the critical issues may emerge mainly in the phase of consulting documents, using the equipment and sharing information. Most of the staff, who answered the questionnaire, believe that their business role is compatible with flexible organizational practices and, specifically, half of the individuals think that this does not interfere with communicating with their users.

With regard to the motivations underlying the interest in this new way of working, "Sapienza" employees believe that working in "smart" mode can help them reconcile private and work life (66.70%); moreover 50% say that smart working improves the work organization of every employee and 61.10% think that agile work and quality of life are closely related.

On the subject of costs, the questionnaire asks staff if they believe that smart working can determine medium and long-term effects with respect to the costs incurred by the individual worker or by the company as a whole. Individuals' opinions appear to be positive, exactly 55.60% of the sample in the first case and 50% in the second.

In terms of performance, instead, 44.40% of individuals think that agile work helps them achieve their professional goals, while 33.30% disagree and 22.20% have doubts about it. Furthermore, a part of the sample considers these alternative programs as reductions of the phenomenon of absenteeism at work, while half believe that this advantage does not exist and 16.70% do not express themselves on the subject. Finally, more than 60% of the sample believes that smart working can improve both individual and collective performance and that corporate profit can benefit from an increase thanks to the adoption of flexible programs.

The champion appears generally predisposed to future "smart" programs in the company, even if nobody thinks that it is advantageous for his own career advancement; indeed 55.60% believe that there is no benefit and the remaining part does not express itself on the matter.

However, if the "La Sapienza" University were to adopt smart working, more than half of the employees would seem to favor ad hoc training programs, preferring frontal lessons to online training. The contents that they would like to address are both of a general nature (for example an overview of smart working, basic concepts and reference legislation), and of a specific nature such as the practical working methods and the implications in terms of prevention and protection of the smart worker.

Table 2: Smart Working project (Part "B" of the questionnaire)

Question	Frequencies % (n.)		
	Yes	No	I don't know
General Section			
In the past you have participated in initiatives aimed at improving reconciliation work life in other companies?	5,60 (1)	94,40 (17)	-
Do you think that working in "smart" mode can penalize the size of teamwork?	27,80 (5)	44,40(8)	27,80 (5)
Feasibility			
Do you think that working away from the workplace can complicate your work properly in some way?	44,40(8)	44,40(8)	11,10 (2)
Compared to your job role, do you think it is feasible to work in "smart" mode for a certain number of hours a week?	66,70 (12)	27,80 (5)	5,60 (1)
Do you think that working in "smart" mode can be more difficult at certain times of the year?	33,30 (6)	27,80 (5)	38,90 (7)
Do you think that agile work can make it more difficult to deal with your customers/users?	38,90 (7)	50,00 (9)	11,10 (2)
Motivations			
Do you think that smart working can improve the reconciliation between your working life and your private life?	66,70 (12)	22,20 (4)	11,10 (2)
Do you think that smart working can improve the way you organize your work?	50,00 (9)	33,30 (6)	16,70 (3)
Do you think that smart working can improve the quality of your life?	61,10 (11)	16,70 (3)	22,20 (4)

(keep it going)

Question	Frequencies % (n.)		
	Yes	No	I don't know
Costs			
Do you think that working in smart working can have a medium-long term effect on the costs you face to reach your place of work?	55,60 (10)	33,30 (6)	11,10 (2)
Do you think that working in "smart" working can have a medium-long term effect on the costs that the company as a whole faces?	50,00 (9)	27,80 (5)	22,20 (4)
Performance			
Do you think that working in "smart" working mode can help you achieve your business goals more efficiently?	44,40 (8)	33,30 (6)	22,20 (4)
Do you think that the working mode in smart working can help you take less hours of leave? / To do less work absences?	33,30 (6)	50,00 (9)	16,70 (3)
Career			
Do you think that smart work can foster your career progression within your company?	0	55,60 (10)	44,40 (8)
Support from companies			
If your company decides to adopt smart working, do you think it useful to attend an ad hoc training course?	55,60 (10)	44,40 (8)	-

Table 3: Smart Working project (Part "B" of the questionnaire)

Question	Frequencies % (n.)				
	<i>Very</i>	<i>Quite</i>	<i>Little</i>	<i>Nothing</i>	<i>I don't know</i>
General Section					
How much are you interested in the "smart" way of working?	27,80(5)	38,90(7)	22,20 (4)	5,55 (1)	5,55 (1)
Performance					
Do you think that the adoption of this working method could be useful to improve your performance within the company?	22,20 (4)	16,70 (3)	22,20 (4)	27,80 (5)	11,10 (2)
Do you believe that the adoption of this working method can be useful to improve the performance of everyone within the company?	16,70 (3)	33,30 (6)	16,70 (3)	16,70 (3)	16,70 (3)
Do you think that the adoption of this working method could be useful to increase company profits?	16,70 (3)	27,80 (5)	16,70 (3)	11,10 (3)	27,80 (5)

As regards the analysis of internal consistency, the Cronbach alpha indicator, calculated on the basis of the answers obtained, shows a value equal to 0.902 (well higher than the acceptability threshold of 0.70). Therefore the questionnaire is reliable in terms of internal consistency, that is, of the degree of correlation between the items, and of reproducibility over time.

From **Table 4**, the robustness of the analysis carried out can be seen and furthermore it can be noted that, by eliminating the single elements of the questionnaire, Cronbach's alpha never decreases significantly, in particular it never drops below 0.886.

Table 4: Element-total statistics (**if the item is deleted*).

Question	Mean scale^(*)	Variance scale^(*)	Correct element-total correlation	Cronbach Alpha indicator^(*)
Do you think that working in smart mode can penalize the size of teamwork?	7,3889	24,487	0,416	0,902
Do you think that working away from the workplace can complicate your work properly?	7,3889	23,310	0,665	0,893
Regarding your job role, do you consider it feasible to work in "smart" mode for a certain number of hours a week?	7,1667	23,441	0,676	0,893
Do you think that working in "smart" mode can be more difficult at certain times of the year?	7,5556	25,673	0,207	0,907
Do you think that agile work can make it more difficult to deal with your customers / users?	7,3333	23,294	0,663	0,893
Do you think that smart working can improve the reconciliation between your working life and your private life?	7,1667	23,912	0,570	0,897
Do you think that smart working can improve the way you organize your work?	7,3333	22,471	0,844	0,887
Do you think that smart working can improve the quality of your life?	7,2222	23,124	0,721	0,892

(keep it going)

Question	Average scale*	Variance scale*	Correct element-total correlation	Cronbach Alpha indicator *
Do you think that working in smart working can have a medium-long term effect on the costs you face to reach your place of work?	7,2778	24,565	0,400	0,902
Do you think that working in smart working can have a medium-long term effect on the costs that the company as a whole faces?	7,3333	25,294	0,250	0,907
Do you think that working in smart working mode can help you achieve your business objectives more efficiently?	7,3889	22,369	0,873	0,886
Do you think that the way in which you work in smart working can help you take less hours of leave? / To do less work absences?	7,5000	23,794	0,597	0,896
Do you think that the adoption of this working method could be useful to improve your performance within the company?	7,4444	23,320	0,677	0,893
Do you believe that the adoption of this working method can be useful to improve the performance of everyone within the company?	7,3333	24,235	0,464	0,900
Do you think that the adoption of this working method could be useful to increase company profits?	7,3889	22,369	0,873	0,886
Do you think that "smart" work can foster your career progression within your company	7,8333	26,853	0,000	0,906
If your company decides to adopt smart working, do you consider it useful to attend an ad hoc training course?	7,2778	24,330	0,448	0,901

Conclusion

Smart working in recent times has received enormous attention from researchers and society in general given its beneficial potential at multiple levels. However, there are also possible disadvantages.

The advantages deriving from smart working can affect different points of view, such as personal, professional, corporate, social and environmental. Working properly in "smart" mode can bring the following benefits:

- reduction of *individual costs* related to the reduction of travel;
- reduction of *business costs* associated with fixed workstations for workers (think of the licenses for the use of computer programs or the electricity required for the use of technological devices);
- *productivity increase* equal to 15% per worker, which at the national level reach 13.7 billion euros of total benefits;
- *reduction of home-office transfer times* (the adoption of smart working for at least an hour a week can save on average 40 hours a year);
- *improvement of work-life balance* (think of particular life conditions, physiological or pathological);
- *reduction of absenteeism*;
- *reduction of air pollution* (estimated per capita savings of around 135 kg of CO2 per year).

The following **Table 5** shows the overall benefits listed above and for each of them indicates the point of view that can benefit.

Table 5: Advantages of smart working from various points of view.

Benefit	Points of view				
	Personal	Professional	Corporate	Social	Environmental
- Cost reduction	✓		✓	✓	
- Increased productivity	✓	✓	✓	✓	
- Reduction of time transfer home-office	✓				✓
- Improvement of the work-life balance	✓	✓	✓	✓	
- Absenteeism reduction	✓	✓	✓		
- Reduction of air pollution	✓			✓	✓

However, agile work can also have disadvantages, such as:

- isolation from relationships with colleagues;
- the risk of *hyper-connection*;
- the existence of *regulatory gaps* in terms of prevention and protection of workers (in particular the inability to reconcile the law n. 81/2017 with the preventive legislation envisaged for teleworking or, more generally, with the legislative decree 81/2008 and subsequent amendments concerning the protection of health and safety at work);
- the presence of *application difficulties* with regard to an effective and concrete adoption of the preventive principles contained in Legislative Decree 81/2008 and amendments;

For the first point it is necessary to evaluate in particular the "digital soft skills", that is the ability to know how to relate and work in teams using online communication methods, in addition to keeping in mind personal characteristics and qualities.

For the second disadvantage the law n. 81 of 22 May 2017 provides that employees and the employer define, on the occasion of the agreement, the disconnection timeframes otherwise the risk is that the worker will become a "slave" of a permanent connection with repercussions on his own mental and physical health and consequence on professional performance. The related criticality concerns the verification of its effectiveness. It is therefore necessary to understand how to ensure the concrete application of the right to disconnection as the employer, on the occasion of smart working, fails to verify the actual working hours of smart workers, as is the case for standard employees.

With regard to the last two points of weakness, closely related to each other, we can extend the legislation on the protection of the health and safety of workers (Legislative Decree n. 81/2008 and subsequent amendments) based on the provisions of Article 3 paragraph 10 of the same decree, considering that the case of "smart" work concerns a subordinate employment relationship and at the same time represents an extension of telework (for which the law expressly provides protection).

The doubt remains as to how to apply Legislative Decree 81/08 and subsequent amendments in practice, in particular the provisions contained in Title VII "*Equipment equipped with video terminals*" and relative Annex XXXIV "*Characteristics of the workstation*".

Consider, for example, the employer's obligation to analyze, during the assessment referred to in Article 17 and 28 of the decree just reported, the workstation with particular regard to: the risks for eyesight and eyes, problems related to posture and physical or mental fatigue and, finally, ergonomic and environmental hygiene conditions as required by art. 174 co. 1 of Legislative Decree 81/08 and subsequent amendments.

The employer also has the obligation to organize and prepare the workstation in question, according to the minimum requirements contained in Annex XXXIV. The above is part of the protection activities for video terminals.

Shifting attention to the figure of the smart worker, it can be deduced that applying these provisions in full would be very unlikely or largely complex since the "smart" employee enjoys autonomy and spatial flexibility, typical features of the smart working which has now become law

in Italy. Often the workplace chosen by the smart worker, as an alternative to the corporate offices, is his own home where he lends himself to use the furnishings, tools and equipment in his possession and where probably some principles have not been respected upstream, otherwise required in the workplace. Therefore the "smart" employee is physically removed from certain measures taken by the employer to reduce the risks associated with the use of video terminals in his own company; moreover, the modalities of agile work are less than the activities of verification and monitoring by the competent figures who work to maintain and improve healthy and safe working conditions.

This, like other aspects of protecting the smart worker, deserves appropriate in-depth analysis in order to obtain greater application clarity for the implementation of smart working agreements. In the following **Table 6** it is reported, as for the benefits, the correlation between the disadvantages of smart working and the points of view concerned.

Table 6: Disadvantages of smart working from various points of view

Disadvantages	Points of view				
	<i>Personal</i>	<i>Personal</i>	<i>Personal</i>	<i>Personal</i>	<i>Personal</i>
Isolation from relationships with colleagues	✗	✗	✗		
Risk of hyper-connection	✗	✗			
Gaps in legislation regarding the protection of health and safety	✗	✗	✗	✗	
Difficulties for the concrete and effective application of preventive principles	✗	✗	✗	✗	

Despite the disadvantages, on which there may be room for intervention and future improvement, it must be considered that agile work can be a useful solution to facilitate work-life balance in general or to compensate for some particular situations related to the life of employees. Consider, for example, workers suffering from chronic diseases, the disabled, those who must follow therapeutic or pharmacological treatments or other similar situations, even temporary and physiological, in which smart working can really help the worker to maintain continuity with his work, thus favoring his psychophysical well-being. All this lies in the basic concept of smart working, or rather that of placing man at the center of the corporate organization. Smart working agreements are in fact based on a changed idea of work, which can no longer be represented in a place but in what you do and therefore in the results obtained. Therefore place and time can be managed alternatively.

New ways of working will most likely continue to emerge; a multidisciplinary and complete understanding of the advantages and disadvantages of smart working is crucial to insert this alternative way of working, in the most effective way possible, between the organizational practices and the company policies of the interested realities.

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Annex I



"SMART WORKING" PRELIMINARY QUESTIONNAIRE

Dear / a,

by completing this questionnaire, it will help us to understand to what extent the adoption of the "Smart Working" working method can be useful within your company. For smart working we mean the performance of flexible work performance, both in relation to the time and the workplace where it is performed. In general, smart working performance can be performed from your own residence (or other location communicated to the Company), from another place specified in agreements, or from another company location.

The questionnaire is divided into two parts: part A is intended to collect socio-demographic information, part B, on the other hand, aims to understand your perceptions of this new way of working.

Here are 29 questions to which you can make your preferences by adding any comments in the final part of the document.

We remind you that the questionnaire is anonymous. Please respond frankly.

Thank you

PART "A" – Socio-registry information

Company

of

belonging:

1) **Business role:** _____

2) **Type of contract:**

permanent contract

fixed-term contract

3) **Professional classification:**

Full-time

Part-time



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4) Level of education:

- High school licensed
- Graduation
- Master Degree
- Post-graduate training (Master, Dottorato, etc.)

5) Age (years):

- 20-25
- 26-35
- 36-45
- 46-55
- >55

6) Gender:

- Male
- Female

7) Civil status:

- unmarried
- married
- separate- divorced
- widower
- other (Cohabitant)

8) To be a parent:

- Yes, one
- Yes, more than one
- No

9) Distance between home and work:

- Home and workplace are in the same city
- The place where you live is far from your workplace < 50 km
- The place where you live is far from your workplace > 50 km
- The place where you live is far from your workplace > 100 km



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PART "B" –Smart Working Project

General Section

10) In the past you have participated in initiatives aimed at improving reconciliation work life in other companies?

- Yes
- No

10 bis) If you answered "Yes" to the previous question you indicate in which Companies you participated in these initiatives:

11) How much are you interested in the "smart" way of working?

- Nothing
- Little
- Quite
- Very
- I don't know

12) Do you think that working in "smart" mode can penalize the size of teamwork?

- Yes
- No
- I don't know

Feasibility

13) Do you think that working away from the workplace can complicate your work properly in some way?

- Yes
- No
- I don't know



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13 bis) If you answered "Yes" to question no. 13 you indicate the criticalities that could emerge working in "smart" mode, with respect to the tools needed to do the job (technologies, spaces, equipment, consultation of documents, etc.)

13 ter) If you answered "Yes" to question no. 13 you indicate the critical issues that could emerge working in "smart" mode with respect to the reports needed to do the job (comparison with colleagues, managers, customers, etc.)

14) Compared to your job role, do you think it is feasible to work in "smart" mode for a certain number of hours a week?

- Yes
- No
- I don't know

15) Do you think that working in "smart" mode can be more difficult at certain times of the year?

- Yes
- No
- I don't know

15 bis) If you answered "Yes" to the previous question, you indicate in what period, with respect to your job role, do you think is easier and / or would prefer to work in "smart" mode:

- Spring
- Summer
- Autumn
- Winter

16) Do you think that agile work can make it more difficult to deal with your customers/users?

- Yes
- No
- I don't know



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Motivations

17) If you are interested in the "smart" way of working, you indicate your reasons (you can tick more than one answer)

- Because you think you can better reconcile work and private life
- Because you think you are more concentrated working from home
- Because you think you save on transport costs
- Because you believe that "smart" working can increase your working well-being
- Other _____

18) Do you think that smart working can improve the reconciliation between your working life and your private life?

- Yes
- No
- I don't know

19) Do you think that smart working can improve the way you organize your work?

- Yes
- No
- I don't know

20) Do you think that smart working can improve the quality of your life?

- Yes
- No
- I don't know



Costs

21) Do you think that working in smart working can have a medium-long term effect on the costs you face to reach your place of work?

- Yes
- No
- I don't know

22) Do you think that working in "smart" working can have a medium-long term effect on the costs that the company as a whole faces?

- Yes
- No
- I don't know

Performance

23) Do you think that working in "smart" working mode can help you achieve your business goals more efficiently?

- Yes
- No
- I don't know

24) Do you think that the working mode in smart working can help you take less hours of leave? / To do less work absences?

- Yes
- No
- I don't know

25) Do you think that the adoption of this working method could be useful to improve your performance within the company?

- Nothing
- Little
- Quite
- Very
- I don't know



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26) Do you believe that the adoption of this working method can be useful to improve the performance of everyone within the company?

- Nothing
- Little
- Quite
- Very
- I don't know

27) Do you think that the adoption of this working method could be useful to increase company profits?

- Nothing
- Little
- Quite
- Very
- I don't know

Career

28) Do you think that smart work can foster your career progression within your company?

- Yes
- No
- I don't know

Support from companies

29) If your company decides to adopt smart working, do you think it useful to attend an ad hoc training course?

- Yes, online
- Yes, in the classroom
- No

29 bis) If you answered "Yes" to the previous question you indicate which topics in particular you would like to address:

Any comments / suggestions _____