PhD Defense | 5 February 2026

Smart and hybrid workplaces from the perspective of municipal employees

Preferences and experiences in office- and home-workplaces

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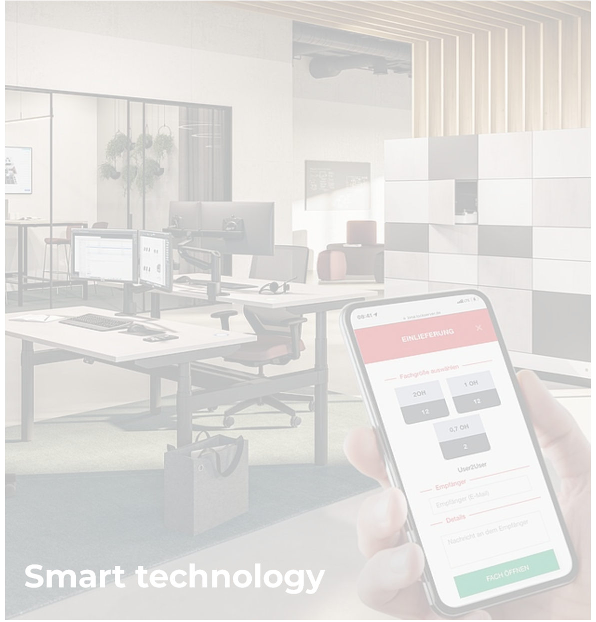
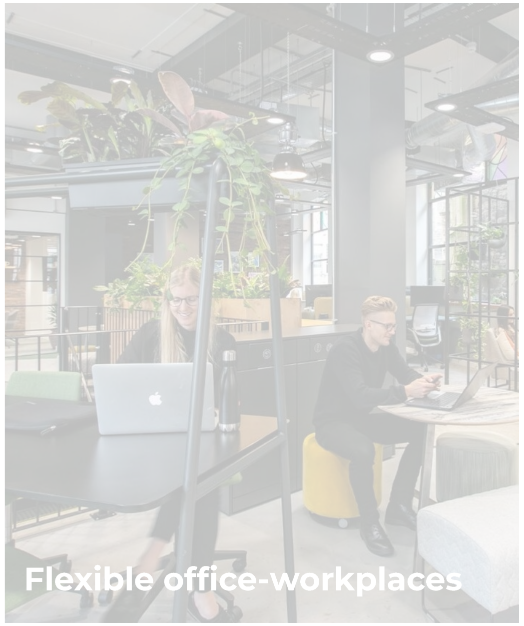
workplace use and design





It remains unclear how **employees experience** these changes and which **workplace aspects they prefer**.

and little is known about **the perspective of municipal employees**.

Research Question

How do **municipal employees experience** and **respond** to **smart** & **hybrid** workplace transitions in terms of **expectations**, **preferences**, and **workplace-choices**?

What do employees want, expect? What is their preferences? How do they react to this transition? What current and future offices should adapt themselves to those preferences and needs? What aspects are driving their preferences?

A Smart-office workplaces

Semi-structured in-depth Interviews
02 April-28 May **2019**

Participatory Observation
08 - 12 July **2019**

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to explore **experiences** and **meanings.**

Covid-19

B Hybrid (and smart) Office- & Home- workplaces

Discrete Choice Experiment
August **2023** - June **2024**
1,812 employees

QUANTITATIVE STUDY

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to analyse **workplace preferences** and **choice behaviour** in **hybrid work** settings.

A

Semi-structured in-depth Interviews
02 April-28 May **2019**

Participatory Observation
08 - 12 July **2019**

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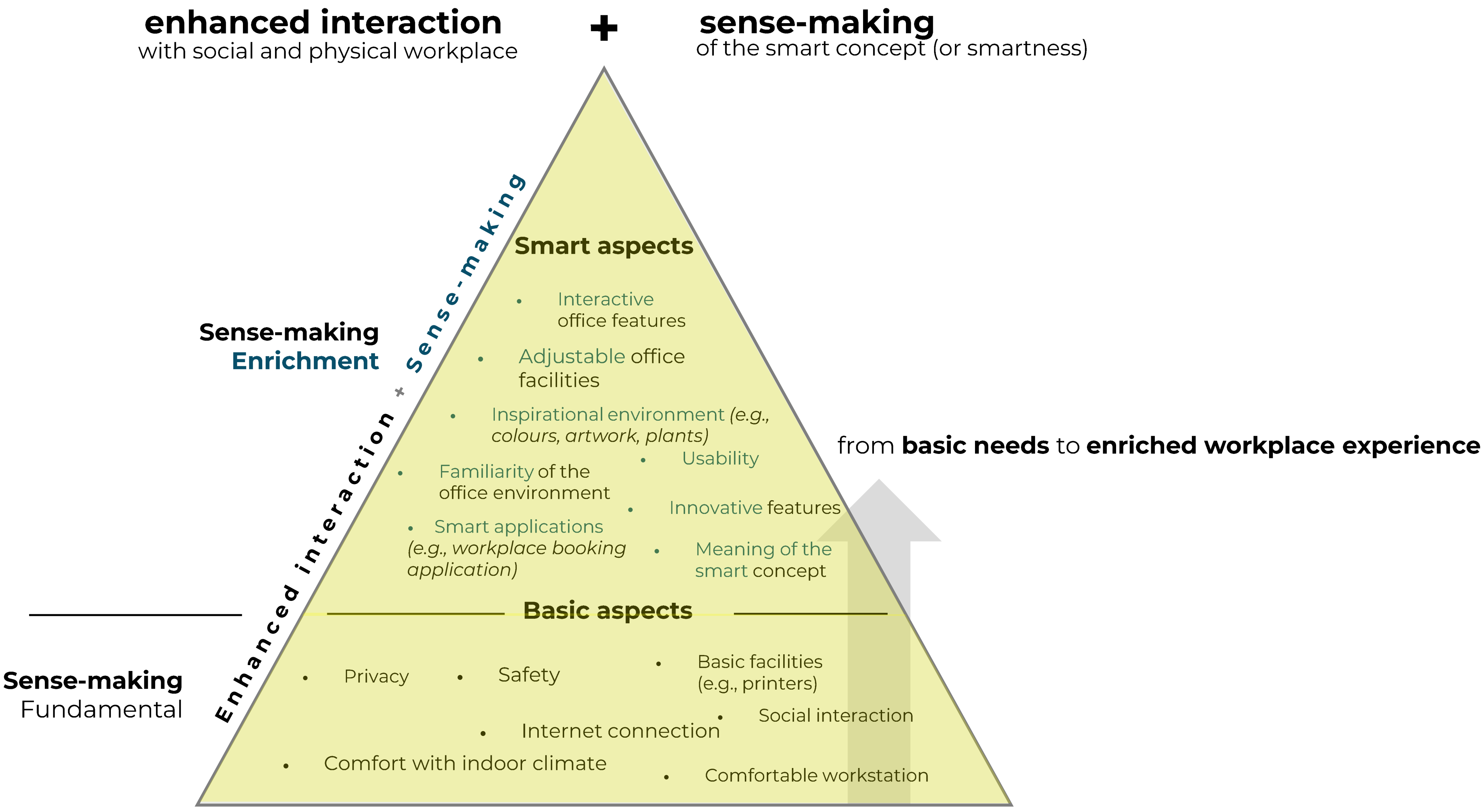
What is **a smart office?**
from an employee perspective: **expectations**, **preferences**

The **grounded theory method** (Glaser & Strauss, 1967) and **thematic analysis** (Bryman, 2012; Howitt, 2010; Ryan & Bernard, 2003) combined with Dune’s (Dunne, 2011) suggestion of **a reflexive approach**. **intra-coder reliability** (Bryman, 2012).

What is a smart office? The meaning of a smart office from a user perspective: exploring expectations



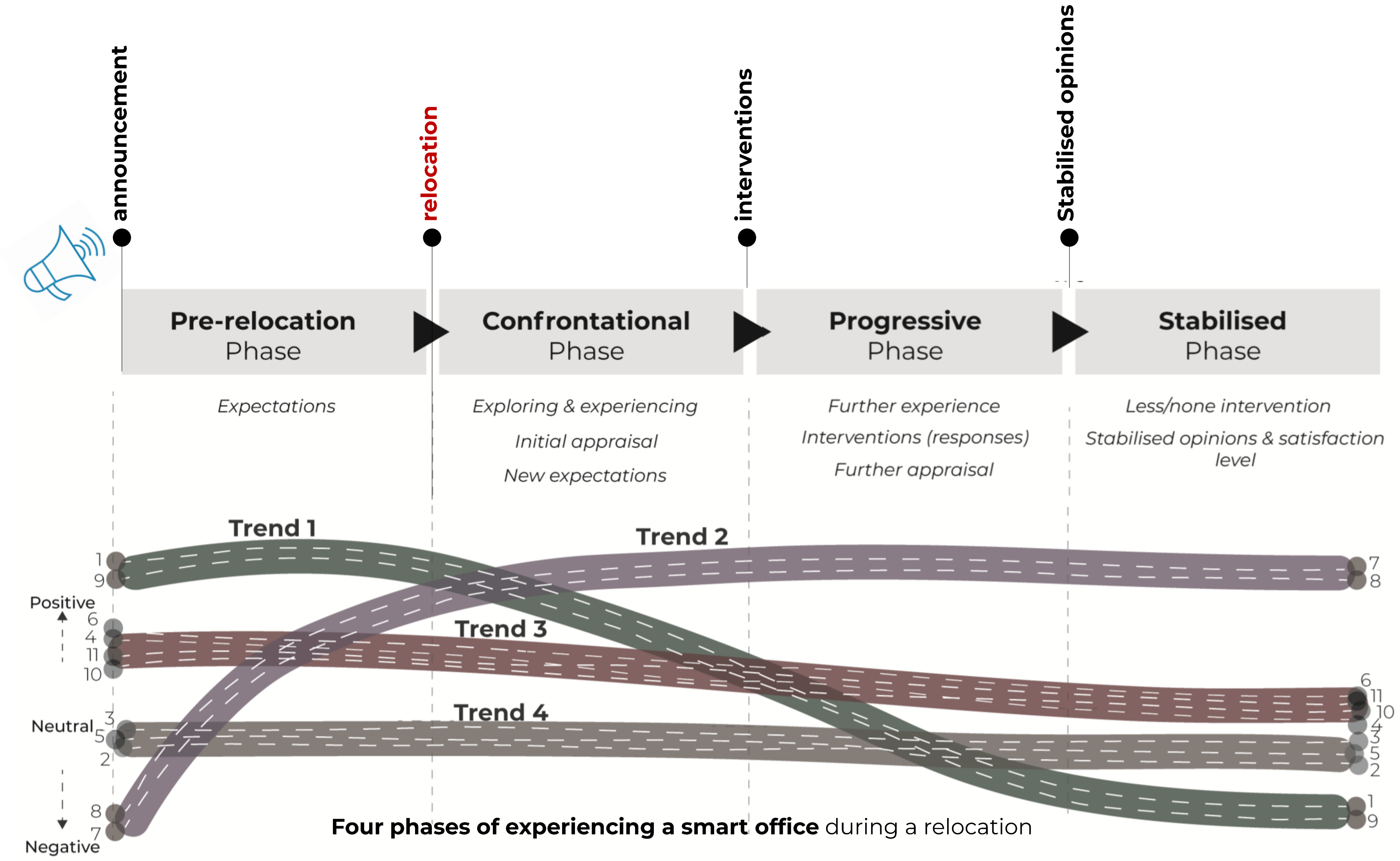
A smart office is not defined by technology alone.

Experiencing relocation to a smart office

is not a single moment but **a process** over time

The **grounded theory method** (Glaser & Strauss, 1967) and **thematic analysis** (Bryman, 2012; Howitt, 2010; Ryan & Bernard, 2003) combined with Dune's (Dunne, 2011) suggestion of **a reflexive approach**. **intra-coder reliability** (Bryman, 2012).

2 The phases of **experiencing a smart office** during relocation



Four phases of experiencing a smart office during a relocation

Hybrid (and smart) Office- & Home- workplaces

B

Discrete Choice Experiment
August 2023 - June 2024

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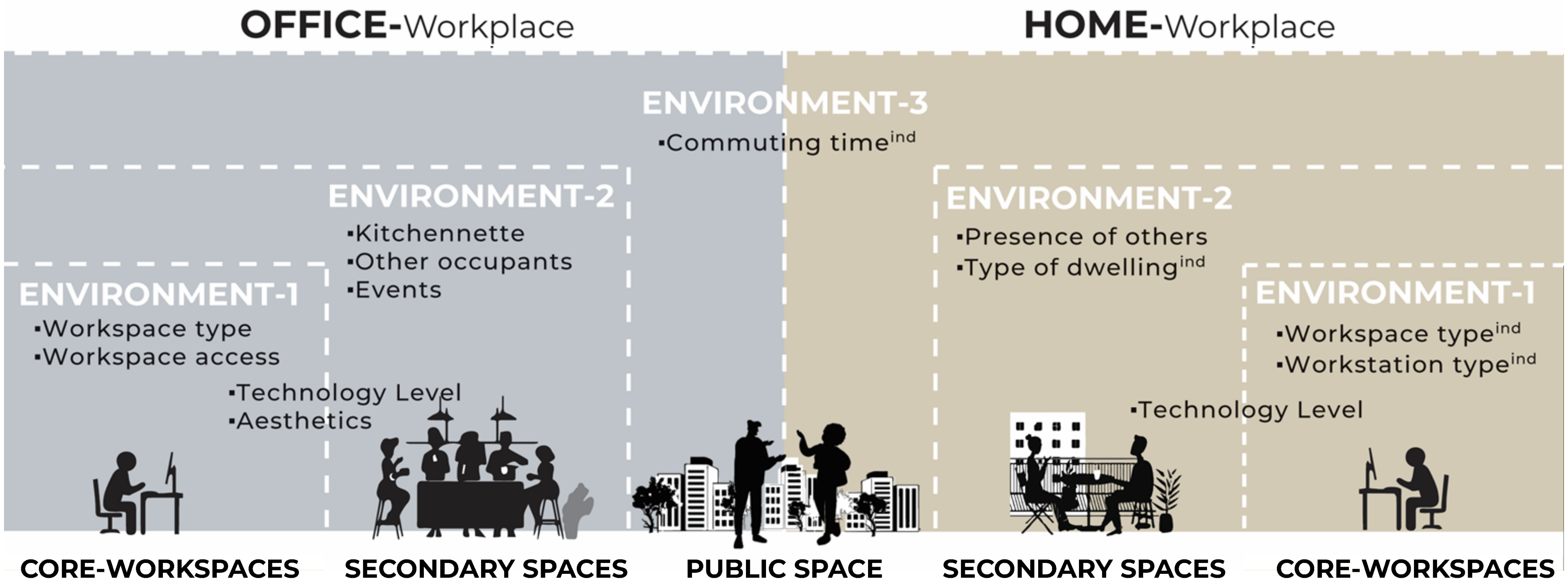
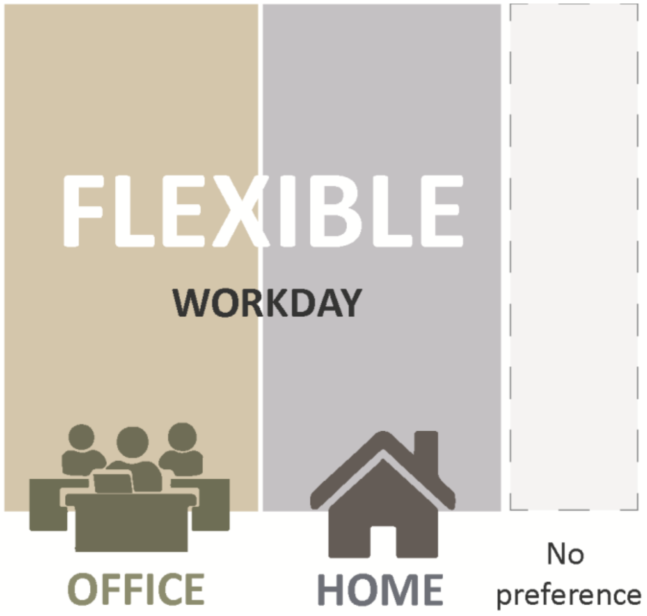
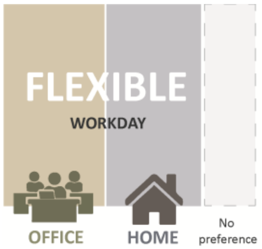
hybrid workplace preferences
- workplace choice behaviours


OFFICE-Workplace
HOME-Workplace
ENVIRONMENT-3
▪Commuting time^ind
ENVIRONMENT-2
▪Kitchennette
▪Other occupants
▪Events
ENVIRONMENT-1
▪Workspace type
▪Workspace access
▪Technology Level
▪Aesthetics
ENVIRONMENT-2
▪Presence of others
▪Type of dwelling^ind
ENVIRONMENT-1
▪Workspace type^ind
▪Workstation type^ind
▪Technology Level
CORE-WORKSPACES
SECONDARY SPACES
PUBLIC SPACE
SECONDARY SPACES
CORE-WORKSPACES

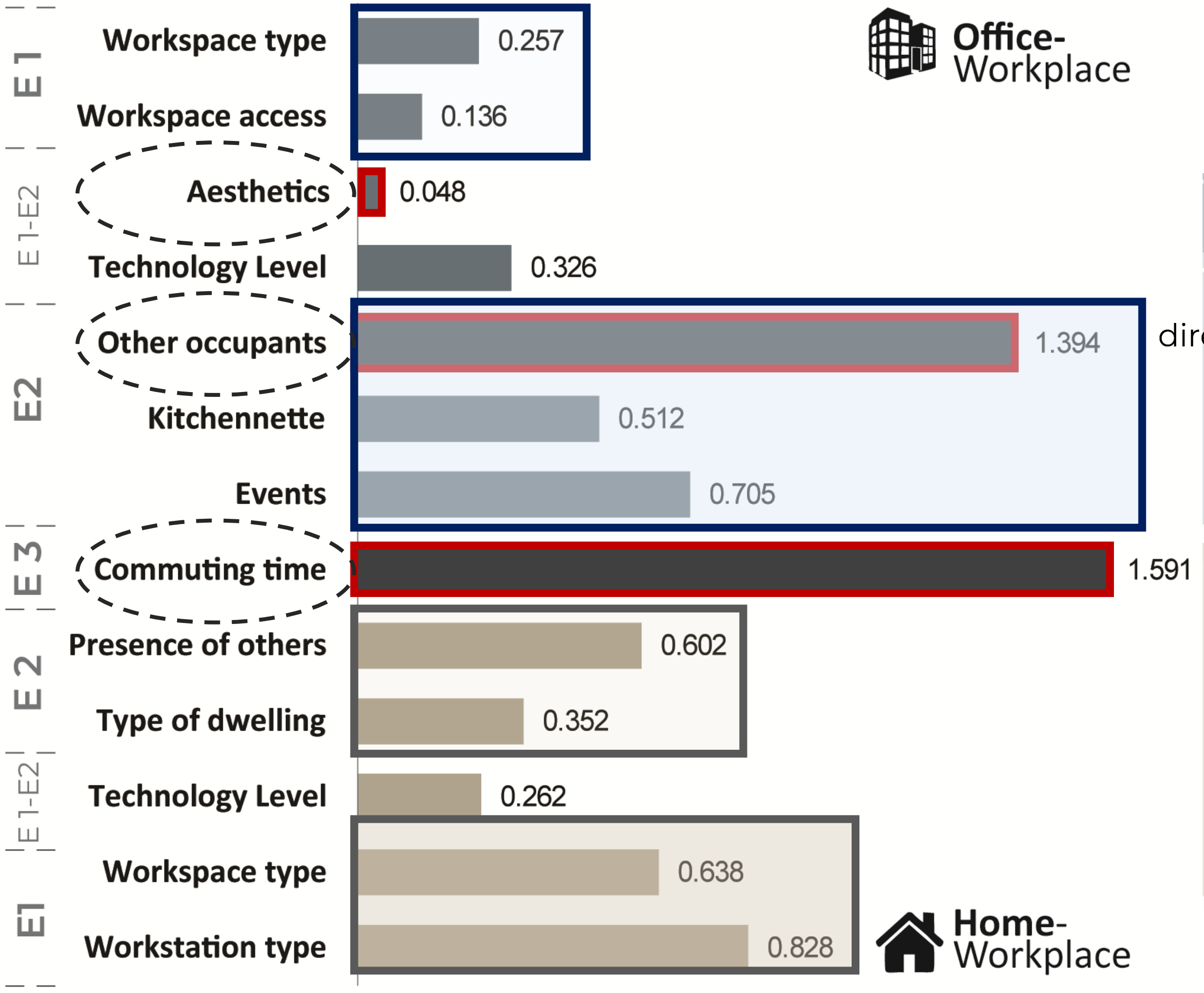

FLEXIBLE
WORKDAY
OFFICE
HOME
No preference

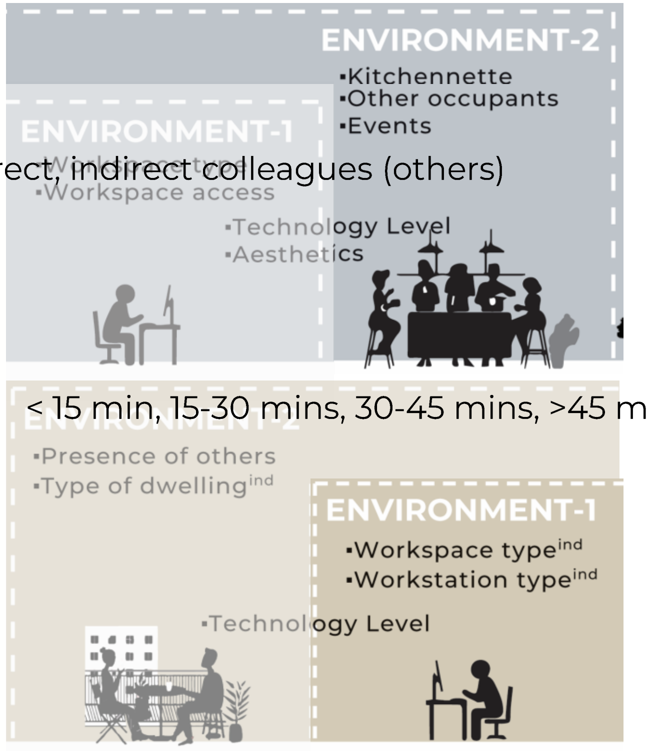

OFFICE
WORKDAY
OFFICE A
OFFICE B
No preference

4 **Home** or **Office**? How do home & office attributes shape hybrid workplace choices?



The range of impact of each attribute on workplace choice decision (RPML model)



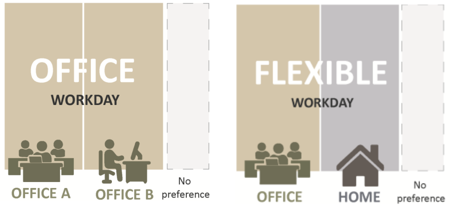


Office- and home-workplace attributes **significantly influence workplace choice decisions.**

Autonomy in choosing where to work

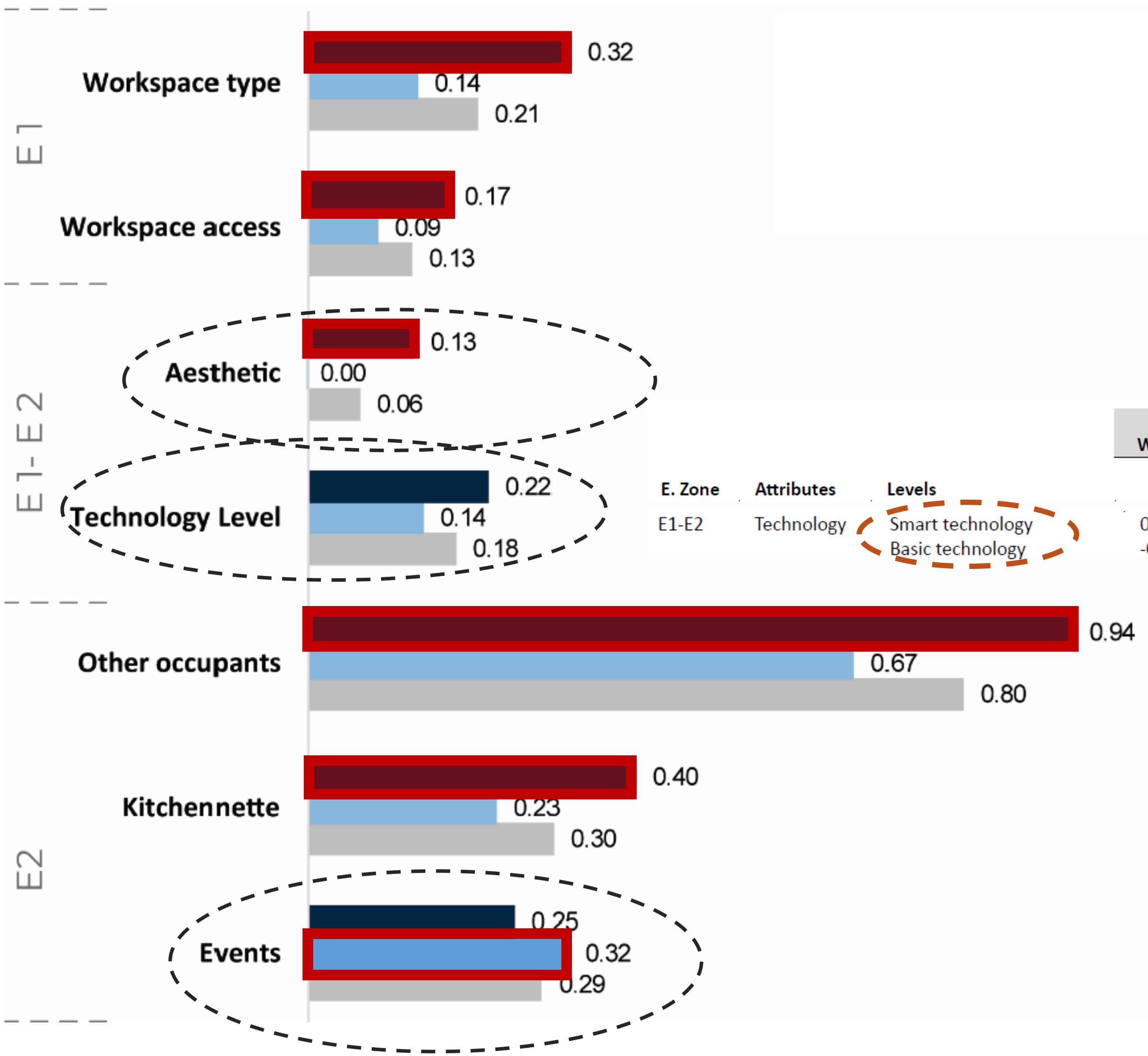
Office Workdays vs **Flexible** Workdays

5 **Differences in office- preferences:** Office vs Flexible Workdays



Office Workday
Flexible Workday
Combined Model

When employees are
required to come to office



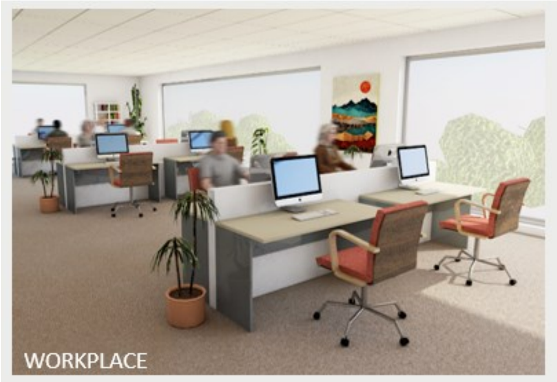
			Office Workday	Flexible Workday	Combined model	
E. Zone	Attributes	Levels	β^{O}	β^{F}	β	β^{diff}
E1-E2	Technology	Smart technology	0.111***	0.071***	0.091***	0.020
		Basic technology	-0.111***	-0.071***	-0.091***	-0.020

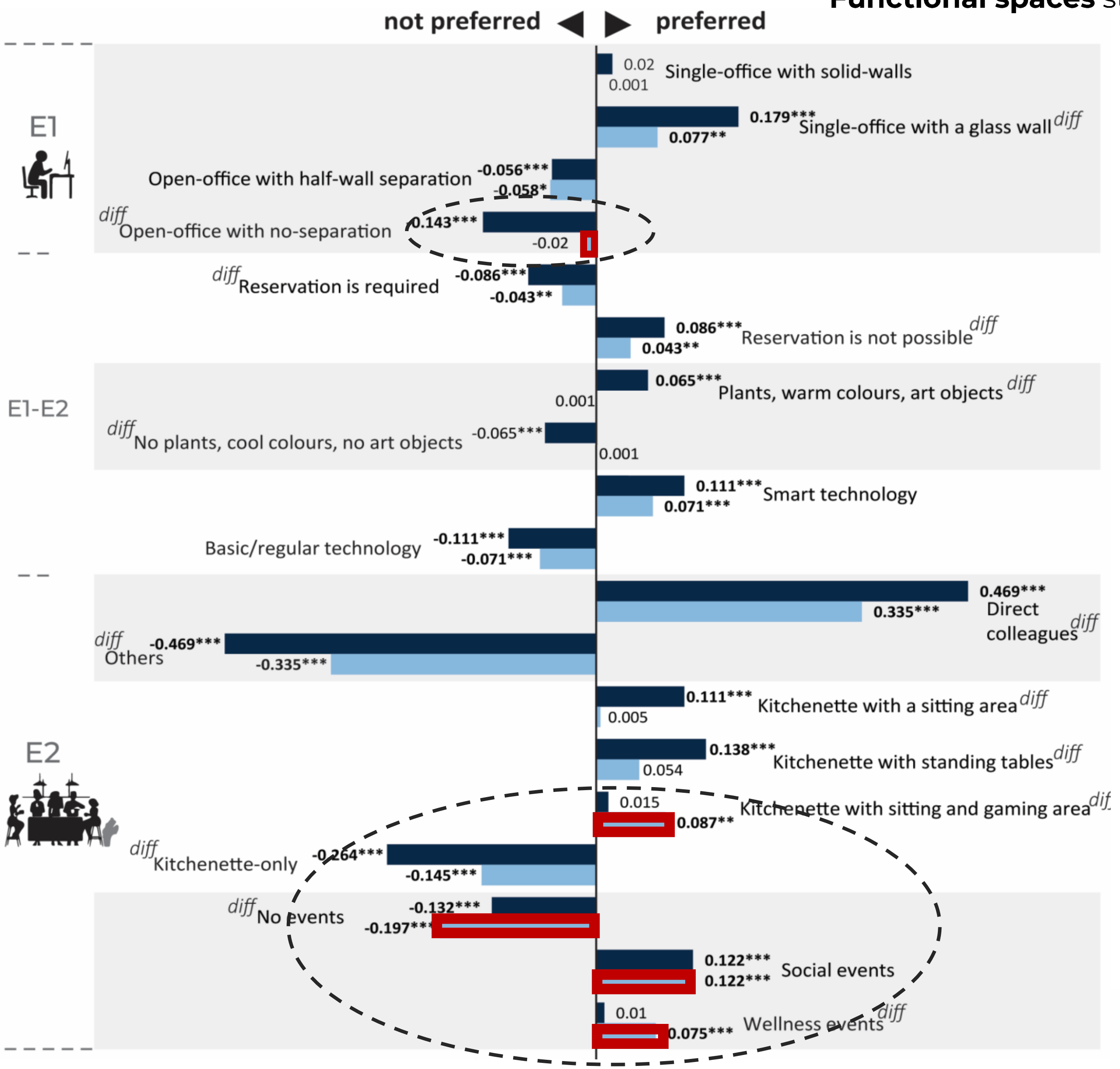
When employees
can choose where to work

5 **Differences in office- preferences:** Office vs Flexible Workdays

Social and eventful spaces stand out on **Flexible Workdays**

Functional spaces stand out on **Office Workdays**





OFFICE WORKDAYS
FLEXIBLE WORKDAYS

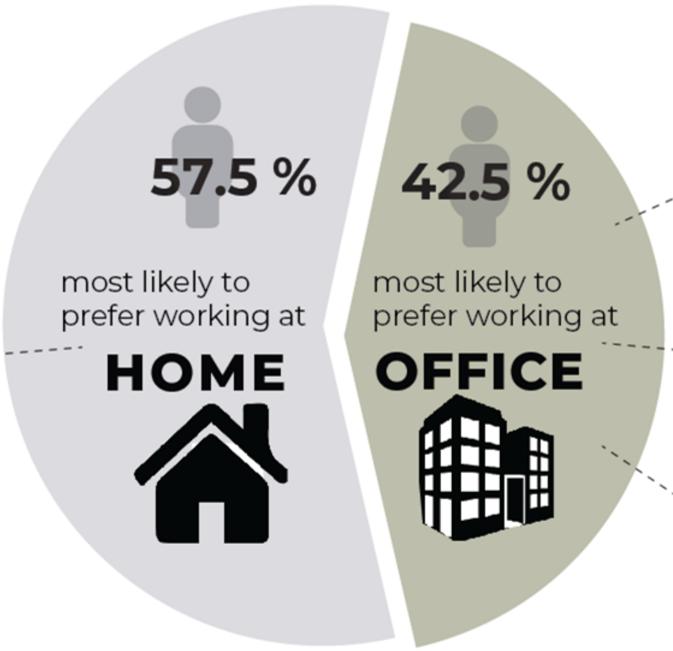
Differences among employees:
Two-types of hybrid workers

6 Two types of hybrid workers

~~gender~~

age, education level, living conditions, workplace satisfaction

Higher satisfaction with home-workplace (e.g., ergonomic workstation).

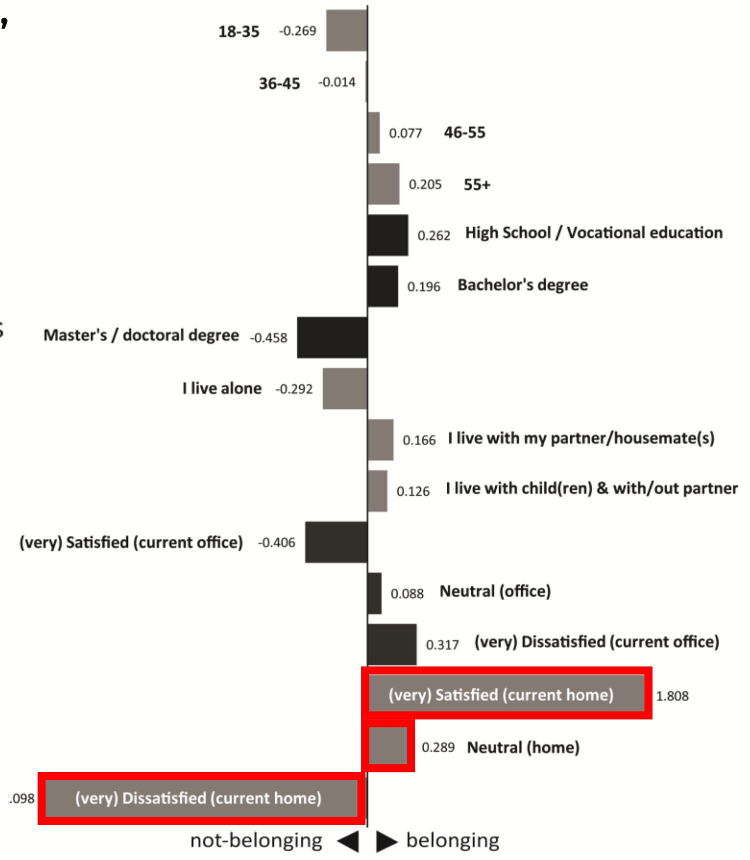


Younger employees **(18-35)**

Higher-educated employees

Employees **who live alone**

Estimated class membership (θ) for **home-preferring** group



Discussion, Implications, & Recommendations

Workplace experiences and **preferences in hybrid-smart workplace contexts** are shaped by three factors:

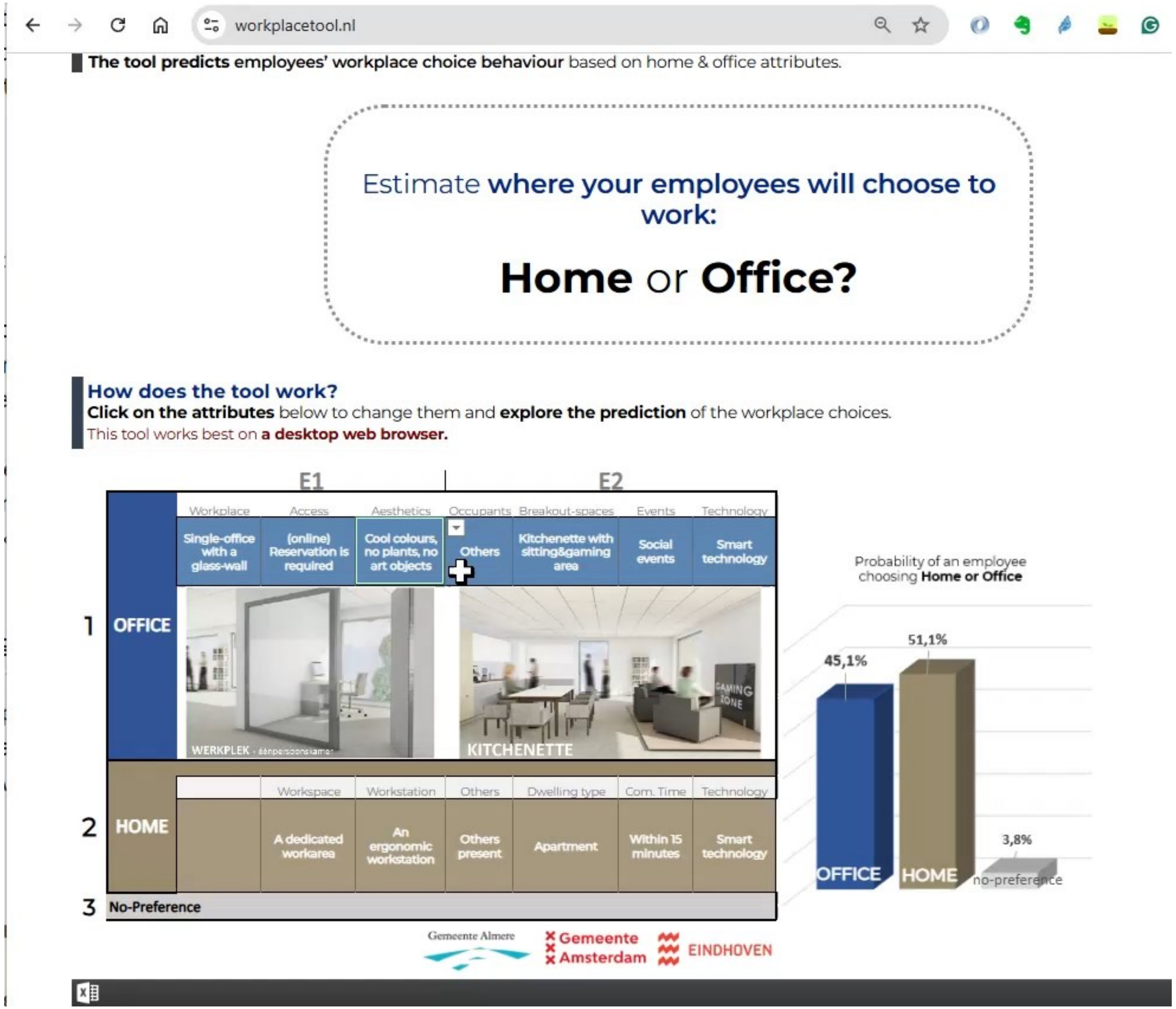
The attributes of both home and office workplaces

The level of autonomy employees have in choosing where to work.

Individual circumstances

Workplace Tool

WorkplaceTool.nl



evidence-based
hybrid workplace design

Thank you!

PhD Defense | 5 February 2026 | **Deniz Tuzcuoğlu**