

Workplace Strategy to Enhance Human Capital (Overview Report)

“WEPEX” model developed to evaluate workplace experience

February 24, 2026

As the labor shortage worsens, human capital has become the most important theme that affects a company's competitiveness. In addition, non-financial information, particularly employee engagement, is rapidly gaining importance as a management indicator, given the government's publication of the Human Capital Visualization Guidelines and mandatory disclosure for listed companies.

These trends are also making a significant difference in the workplace sector. In Xymax Research Institute's regular office demand survey,^{*1} more than 70% of companies emphasized workplace strategies from the perspective of securing human resources and managing human capital. This indicates that the idea of the working environment as the foundation for enhancing human capital is gaining traction. Companies are therefore beginning to focus on improving workplace value in addition to real estate cost efficiency in their workplace strategy.

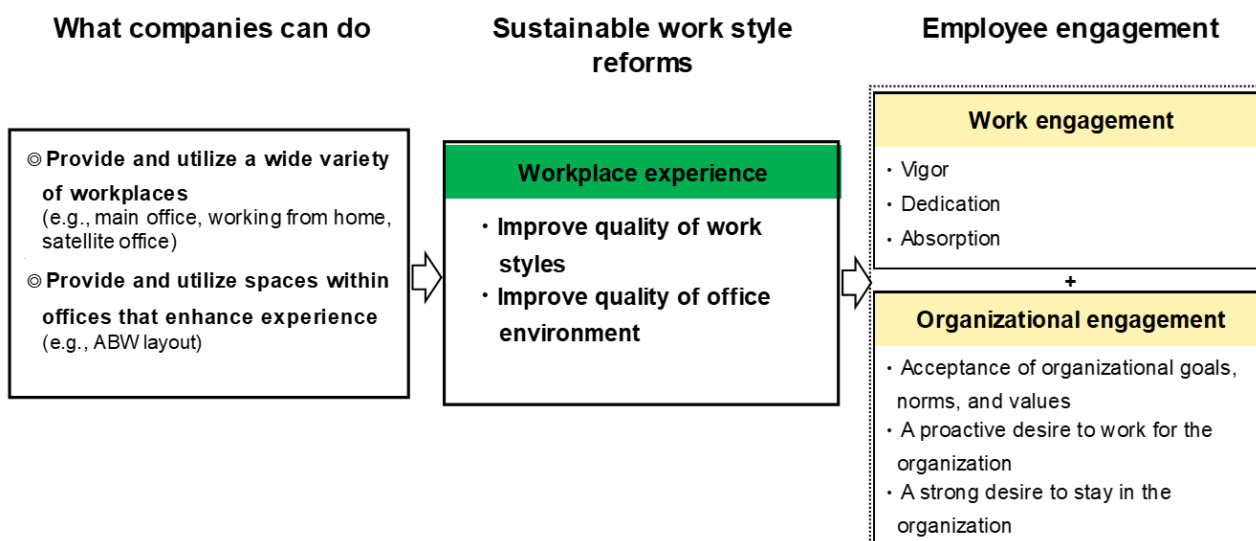
**1 Metropolitan Areas Office Demand Survey Autumn 2023, published on January 18, 2024*
https://www.xymax.co.jp/english/assets/pdf/news_research/20240118_2.pdf

However, there are currently not enough mechanisms in place to comprehensively and objectively assess work styles and office environments and use the results to make improvements. Additionally, there are multi-layered challenges, such as the increasingly complex value demanded of the workplace due to the spread of hybrid work and the rapid proliferation of digital tools. There is also the diversification of work styles, which reduces face-to-face communication in the office and creates gaps between companies' expected work styles and employees' actual work styles and experiences.

In response to these challenges, Xymax Research Institute has developed the “WEPEX” model, an analytical method that scientifically captures employee engagement and workplace experiences based on empirical data. This model enables companies to understand the current state of work styles and workplace design, identify issues, and articulate specific measures for improvement, and is provided as an indicator for determining a company's workplace strategy (Figure 1). We would like to acknowledge the guidance provided by Professor Akihito Shimazu of the Faculty of Policy Management at Keio University, a leading authority in engagement research, for the development of this model.

This Overview Report explains the concept of the “WEPEX” model. The Advanced Applications Report published on the same day introduces case study based on the “WEPEX model. Please refer to it as well.

Figure 1: Schematic Illustration of the WEPEX Model



1. What Kind of Workplace Drives Engagement?

1.1. Workplace experience is key

How to improve the workplace experience is a key issue in increasing employee engagement. Workplace experience is the concept of how employees evaluate their work environment.

However, this assessment is not only about individual satisfaction. The concept is characterized by its relationship to specific outcomes that are important to a company, such as work performance, connections with colleagues and the organization, and also improved wellbeing.

Figure 2 illustrates the basic structure of workplace experience. In our study, we outlined the concept as consisting of four factors.

Figure 2: Basic Structure of Workplace Experience



Figure 3 shows the details of each factor more specifically, which are outlined below.

- **A. Basic Quality** factor, which indicates the physical comfort of the workplace facilities, space, and environment (Note 1)
- **B. Work Efficiency** factor, which indicates the ease of focusing on and executing work
- **C. Connection** factor, which indicates the ease of interaction and information exchange with colleagues and supervisors
- **D. Psychological Comfort** factor, which indicates psychological work comfort and a sense of unity and cultural connection with the team and organization

The above four factors were extracted by factor analysis, and it has been confirmed that the α reliability coefficient, which indicates internal consistency for all factors, meets sufficient levels (Note 2).

Figure 3: Details of Workplace Experience Factors
Workplace Experience

"A. Basic Quality" factor (Note 1) Indicates the physical comfort of workplace facilities, space, and environment	Uncomfortable environment (e.g., noise, lighting, temperature, ventilation) (reverse scored item)
	Difficult to focus on work due to the external environment (reverse scored item)
	Difficult to secure space needed for focused work (reverse scored item)
	Difficult to secure space needed for meetings (reverse scored item)
"B. Work Efficiency" factor Indicates the ease of focusing on and executing work	Conducive to solo work
	Conducive to meetings
	Conducive to focusing on work
"C. Connection" factor Indicates the ease of interaction and information exchange with colleagues and supervisors	Conducive to work-related communication
	Conducive to casual, spontaneous communication
	Conducive to coaching and learning
"D. Psychological Comfort" factor Indicates psychological work comfort and sense of unity and cultural connection to the team and organization	Conducive to switching on and off
	Increased work motivation
	Conducive to idea generation
	Conducive to collaboration
	Conducive to experiencing the company culture

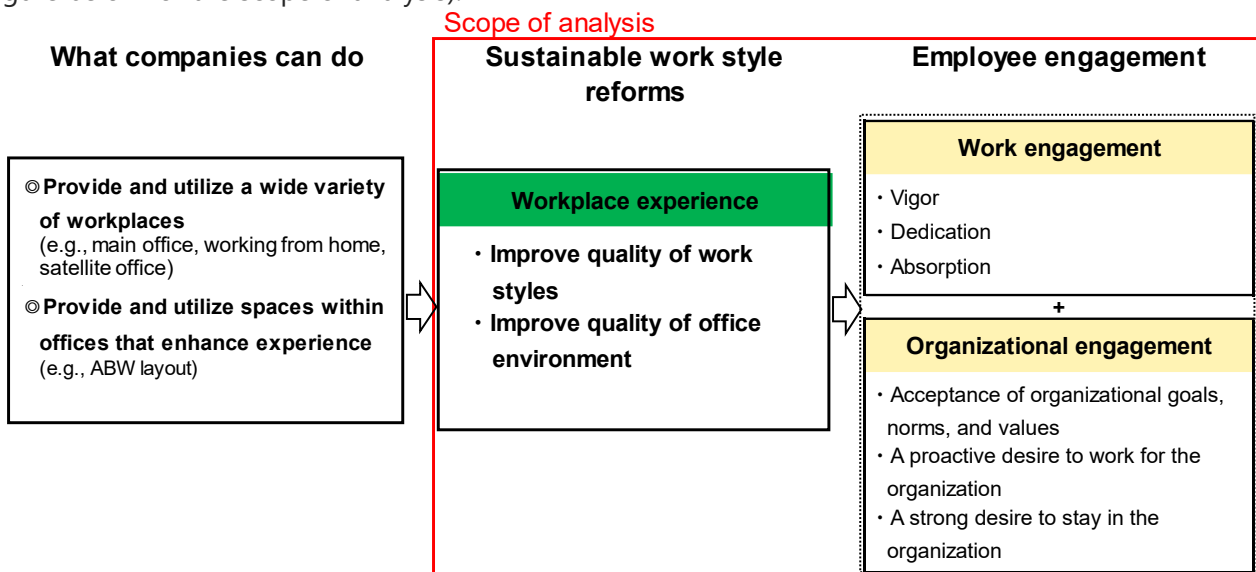
Note 1. The "A. Basic Quality" factor uses questions measuring negative experiences such as discomfort in the work environment and lack of space required for work. Since the response scale is reversed compared to other factors, it undergoes inversion processing in the analysis.

Note 2. Analysis method and reliability of indicators:

The α reliability coefficients (indicators of internal consistency) for each factor all exceeded 0.8, and the correlation coefficients between each item and the scale ranged from 0.4 to 0.9 or higher (all with p-values <0.001). For details, see Reference 1 and Reference 2 at the end of the report.

1.2. Impact of workplace experience on employee engagement

Next, we review how workplace experience impacts employee engagement (see the red frame in the figure below for the scope of analysis).



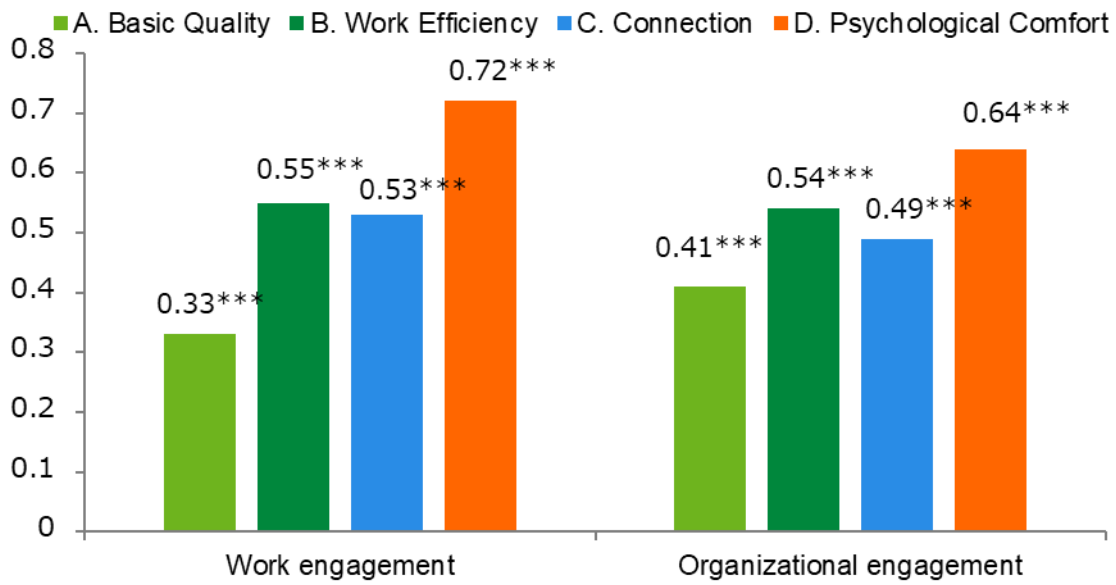
This study looks at employee engagement in two dimensions.

One is work engagement, which is an engagement with the job itself, and the other is organizational engagement, which expresses a sense of involvement and belonging in the organization.

Work engagement refers to a positive and fulfilling state of mind related to work, characterized by factors such as vigor, dedication, and absorption to work. Organizational engagement, on the other hand, is a concept of emotional attachment characterized by an acceptance of organizational goals, norms, and values, a proactive desire to work for the organization, and a strong desire to stay in the organization (Note 3).

The analysis confirmed that all four factors that make up workplace experience have significantly positive relationships with both of these engagements, suggesting that all factors play an important role in terms of improving employee engagement. Among them, the "D. Psychological Comfort" factor was found to have the greatest impact on both work and organizational engagement (Note 4).

Figure 4: Relationship Between Four Workplace Experience Factors and Employee Engagement



Note: Partial regression coefficients
 *p<0.1, **p<0.05, ***p<0.01

Note 3. About engagement indicators:

Work engagement was measured using a scale by Schaufeli et al. (UWES-9 Japanese version) with permission from Triple i Human Capital, the copyright holder. For organizational engagement, the OCQ-9 scale proposed by Mowday et al. was adopted.

Note 4. About the analysis method:

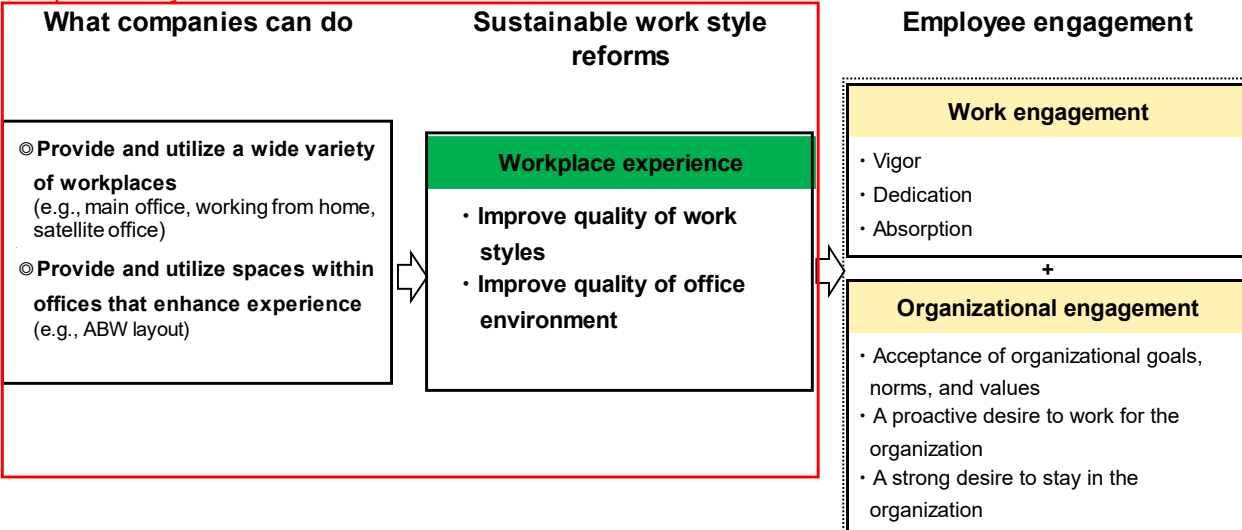
We examined the relationship between workplace experience and employee engagement using a multiple regression analysis.

2. Workplace Strategy to Increase Engagement

Chapter 1 revealed that workplace experience directly impacts employee engagement. From a human capital management perspective, it has become increasingly important for companies to make the investments needed to enhance workplace experience. The foundation for effectively executing these investments is the “workplace strategy.”

In this study, we analyzed the relationship between actual workplace and main office usage and employee experience. As a result, two key measures emerged as concrete ways to enhance the workplace experience: providing diverse workplaces (implementing hybrid work) and designing offices employees want to come in. The red frame in the figure below shows the analysis area involving these two elements.

Scope of analysis



2.1. Provision of diverse workplaces (implementing hybrid work)

In this study, employees’ workplaces are roughly divided into three categories: main office, home (working from home), and satellite office.*2 We analyzed the relationship between how often each workplace is used and the workplace experience. We obtained the following results (Note 5):

*2 A satellite office is a general term for a workplace set up for teleworking, separate from the main office or the employee’s home. This study focused on ZXY, a satellite office service for corporations provided by the Xymax Group.

- **Main office:** A higher frequency of coming to the office was found to correlate with increased levels of “C. Connection” and “D. Psychological Comfort.” This is likely because more face-to-face communication makes it easier to build relationships and foster a sense of unity with the organization.
On the other hand, a higher frequency of coming to the office was found to have a negative impact on “A. Basic Quality” and “B. Work Efficiency.” Office-specific noise and common space constraints may be affecting the ability to concentrate.
- **Home (working from home):** A significantly positive association was identified with “A. Basic Quality” and “B. Work Efficiency.” This is thought to be related to the characteristics of working from home, such as being ‘quiet and easy to concentrate’ and ‘ensuring personal space.’

On the other hand, the more often people worked from home, the more likely they were to experience a decline in “C. Connection” and “D. Psychological Comfort.” Limited face-to-face communication opportunities may be associated with these trends.

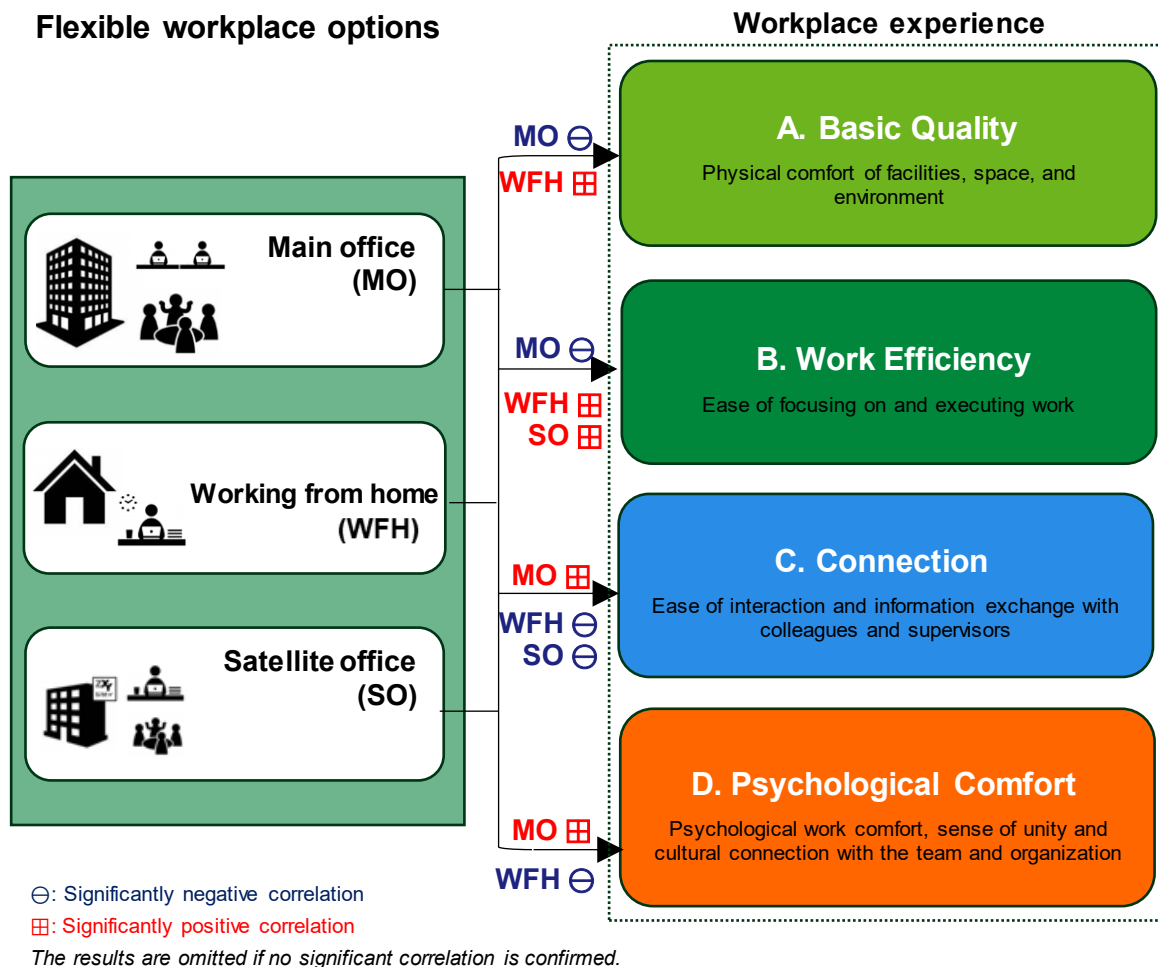
- **Satellite offices:** A significantly positive association was identified with “B. Work Efficiency,” suggesting that these offices function as productive places to complement the main office and home (working from home).

On the other hand, a higher frequency of use was found to correlate with lower levels of “C. Connection.” This is common with working from home and may be related to limited face-to-face communication opportunities.

However, this study confirmed a positive association, albeit not a significant one, between satellite office use and “D. Psychological Comfort.” This is likely because satellite offices have features that make it easier to concentrate and encourage workers to switch between different work modes. This psychological ease of working is likely linked to maintaining “D. Psychological Comfort.”

The above results indicate that each workplace has its own advantages and disadvantages, which complement each other (Figure 5). During the COVID-19 pandemic, concerns have been raised about lost productivity due to disruptions caused by the rapid introduction of telework, and some companies have decided to force employees to come to the office or restrict working from home after the pandemic ended. However, designing a balance that gives employees the flexibility to choose from a wide variety of workplaces, rather than seeing work as a simple binary, is the key to enhancing workplace experience.

Figure 5: Relationship Between Workplaces and Workplace Experience



Note 5. About the analysis method:

We examined the relationship between the percentage of time spent in each workplace and the four workplace experience factors using a multiple regression analysis. For details, see Figure 5 and Reference 3 at the end of the report.

2.2. Office design that makes employees want to come in



The second key element in enhancing the workplace experience is office design that makes employees want to come in. When examining the relationship between workplace experience (an overall assessment of the current work style) and the experiences of working in each workplace, it was found that, although there was some association with experiences in satellite offices and at home, it was most closely related to experience in the main office (see Reference 4 at the end of the report). In other words, how employees can work in the main office is at the core of the workplace experience.

This section therefore looks at how the use of the main office affects the experience of employees. We classified the space within the main office into five categories: work desks, meeting rooms, private rooms for remote meetings, open meeting space, and space for refreshing and communication. Figure 6 summarizes the relationship between the percentage of time spent in each space during work hours (excluding lunch breaks) while in the office and, the four factors of experience when working in the main office, the preference for coming to the office (an indicator of whether the employee enjoys coming to the

office), and the percentage of time spent on the employee’s main work activities. (*Note 6)

Figure 6: Effects of Each Office Space: Relationship Between the Percentage of Time Spent in Each Office Space During Work Hours and Four Factors of Experience When Working in the Main Office, Preference for Coming to the Office, and Work Activity

No significant correlation
 Significantly negative correlation
 Significantly positive correlation

<p>1. Work desk (e.g., fixed desks, group hot desking, hot desking)</p> 	<p>Suitable for focused work. On the other hand, a work style in which the worker stays at a particular desk and spends a lot of time on solo work may negatively affect communication and “D. Psychological Comfort.”</p> <ul style="list-style-type: none"> • Correlation with four factors of experience when working in the main office <table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;">A. Basic Quality</td> <td style="width: 25%;">B. Work Efficiency</td> <td style="width: 25%;">C. Connection</td> <td style="width: 25%;">D. Psychological Comfort</td> </tr> </table> <ul style="list-style-type: none"> • Correlation with preference for coming to the office and work activities <table border="1" style="width: 100%; text-align: center;"> <tr> <td colspan="5" style="background-color: #666699; color: white;">Like to come to office to work</td> </tr> <tr> <td style="background-color: #cc3333;">Solo focused work</td> <td style="background-color: #666699;">Communication within team</td> <td style="background-color: #666699;">Communication within department</td> <td style="background-color: #666699;">Communication with other departments</td> <td style="background-color: #666699;">Business negotiations/meetings with external parties</td> </tr> </table>	A. Basic Quality	B. Work Efficiency	C. Connection	D. Psychological Comfort	Like to come to office to work					Solo focused work	Communication within team	Communication within department	Communication with other departments	Business negotiations/meetings with external parties
A. Basic Quality	B. Work Efficiency	C. Connection	D. Psychological Comfort												
Like to come to office to work															
Solo focused work	Communication within team	Communication within department	Communication with other departments	Business negotiations/meetings with external parties											
<p>2. Meeting room (private room for multiple people)</p> 	<p>Serves to facilitate internal communication through face-to-face information gathering and meetings, and to enhance “C. Connection.”</p> <ul style="list-style-type: none"> • Correlation with four factors of experience when working in the main office <table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;">A. Basic Quality</td> <td style="width: 25%;">B. Work Efficiency</td> <td style="width: 25%;">C. Connection</td> <td style="width: 25%;">D. Psychological Comfort</td> </tr> </table> <ul style="list-style-type: none"> • Correlation with preference for coming to the office and work activities <table border="1" style="width: 100%; text-align: center;"> <tr> <td colspan="5" style="background-color: #cccccc;">Like to come to office to work</td> </tr> <tr> <td style="background-color: #666699;">Solo focused work</td> <td style="background-color: #cc3333;">Communication within team</td> <td style="background-color: #cc3333;">Communication within department</td> <td style="background-color: #cc3333;">Communication with other departments</td> <td style="background-color: #666699;">Business negotiations/meetings with external parties</td> </tr> </table>	A. Basic Quality	B. Work Efficiency	C. Connection	D. Psychological Comfort	Like to come to office to work					Solo focused work	Communication within team	Communication within department	Communication with other departments	Business negotiations/meetings with external parties
A. Basic Quality	B. Work Efficiency	C. Connection	D. Psychological Comfort												
Like to come to office to work															
Solo focused work	Communication within team	Communication within department	Communication with other departments	Business negotiations/meetings with external parties											

3. Private room for remote meetings



Accommodates hybrid work by enabling online communication both within and outside the organization. It also contributes to employees' preference for coming to the office. However, prolonged use may hinder concentration, highlighting the importance of balanced use.

- **Correlation with four factors of experience when working in the main office**

A. Basic Quality	B. Work Efficiency	C. Connection	D. Psychological Comfort
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- **Correlation with preference for coming to the office and work activities**

Like to come to office to work				
Solo focused work	Communication within team	Communication within department	Communication with other departments	Business negotiations/meetings with external parties

4. Open meeting space



Promotes spontaneous interaction and collaboration, enhancing "B. Work Efficiency," "C. Connection," and "D. Psychological Comfort." It encourages internal communication and creates experience values that make employees want to come to the office.

- **Correlation with four factors of experience when working in the main office**

A. Basic Quality	B. Work Efficiency	C. Connection	D. Psychological Comfort
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- **Correlation with preference for coming to the office and work activities**

Like to come to office to work				
Solo focused work	Communication within team	Communication within department	Communication with other departments	Business negotiations/meetings with external parties

5. Space for refreshing and communication (also available for eating, drinking, and taking breaks)



Creates psychological breathing room through breaks and small talk, increases intra-team communication and preference for coming to the office. It also enhances the office's experience value as a "breathing space."

- **Correlation with four factors of experience when working in the main office**

A. Basic Quality	B. Work Efficiency	C. Connection	D. Psychological Comfort
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- **Correlation with preference for coming to the office and work activities**

Like to come to office to work				
Solo focused work	Communication within team	Communication within department	Communication with other departments	Business negotiations/meetings with external parties

The analysis shows that each space plays a different role and provides unique experience value. It was also suggested that, while work desks and meeting rooms are the foundational spaces that support day-to-day operations, private rooms for remote meetings, open meeting space and space for refreshing and communication are important elements that contribute positively to creating offices that make employees want to come in.

The main effects that each space is suggested to bring about are as follows:

- **Work desks:** A higher frequency of using work desks was found to correlate with more “solo focused work” and less internal communication. In addition, psychological comfort and willingness to come to the office are negatively related, suggesting that working at a fixed desk and spending prolonged time on solo work may weaken the sense of connection to the organization and impair psychological ease of working.
- **Meeting rooms:** A higher frequency of using meeting rooms was found to correlate with more active communication within the team/department and with other departments. They are thought to play a role in enhancing collaboration between teams and organizations as a place for face-to-face decision making, information sharing, and interaction.
- **Private rooms for remote meetings:** As a space for internal and external communication, these rooms have become increasingly important and are one of the positive elements of coming to the office. On the other hand, it is also suggested that small private rooms and long remote meetings can impair concentration and comfort.
- **Open meeting space:** These spaces are significantly relevant to communication within a team or department and with other departments and are expected to be effective as spaces for spontaneous interaction and collaboration. They also have a positive effect on the ease of conducting work, the psychological ease of working, connection to the organization, and willingness to come to the office. They are one of the core elements of designing an office that makes employees want to come in.
- **Space for refreshing/communication:** Although the use of these spaces is limited during work hours, positive effects were observed in intra-team communication and preference for coming to the office.

Furthermore, when focusing on use during lunch and break periods, these spaces were found to have a positive effect on the overall experience in the main office (see Reference 6 at the end of the report). It will be possible to enhance the experience by providing the right space not only for work time but also for rest and personal time.

As described above, each space in the main office has a different psychological and functional value, which has a multifaceted impact on employees’ experience value. Visualizing the roles and effects of each space makes it possible to understand the gap between the purpose of the space and its actual use. Designing a space with this understanding will enhance the workplace experience for employees and lead to the creation of offices that make employees want to come in.

Note 6. About the analysis method:

We examined the relationship between the percentage of time spent in each workplace during work hours when in the office and the four experience factors when working in the main office using a multiple regression analysis. For details, see Figure 6 and Reference 5.

3. Conclusion

In this study, we quantitatively analyzed the relationship between the workplace and employee engagement to consider workplace strategies that increase engagement.

The results suggest that workplace experience is strongly related to employee engagement, and that in order to increase employee engagement, it is important to strategically invest in physical, functional, and psychological experience values such as “A. Basic Quality,” “B. Work Efficiency,” “C. Connection,” and “D. Psychological Comfort,” rather than considering the workplace simply as a “place to work.”

We also found that each workplace and office space has different strengths and weaknesses, which have a multifaceted impact on employees’ experience value. Therefore, when considering workplaces with a view to enhancing human capital, it is essential to rationally understand the role and psychological effects of each place and space, and to identify the gap between ideals and the reality.

In this study, we developed the “WEPEX” model as a metric for quantitatively addressing these elements and presented an effective framework for companies to scientifically diagnose their working environment and lead to improvements. The optimal work style and workplace can vary greatly depending on a company’s culture, industry, and employee attributes. We hope this model will help companies consider workplace strategies that align with their characteristics and policies.

Xymax Research Institute will continue to conduct detailed analysis of this study to provide useful insights into work styles and workplaces.

Survey Overview

Survey title	Survey on Workplaces and Employee Engagement
Target respondents	1,286 Xymax Group employees working in Tokyo
Survey period	December 9–20, 2024
Number of valid answers	993 (response rate 80.4%)

<Reference>

Reference 1: Factor analysis for workplace experience (Oblimin rotation, method of maximum likelihood)

Observed variable	A. Basic Quality	B. Work Efficiency	C. Connection	D. Psychological Comfort
Uncomfortable environment (e.g., noise, lighting, temperature, ventilation)	0.75			
Difficult to focus on work due to external environment	0.89			
Difficult to secure space needed for focused work	0.81			
Difficult to secure space needed for meetings	0.64			
Conducive to solo work		0.84		
Conducive to meetings		0.49		
Conducive to focusing on work		0.82		
Conducive to work-related communication			0.94	
Conducive to casual, spontaneous communication			0.85	
Conducive to coaching and learning			0.77	
Conducive to switching between work and breaks				0.42
Increases work motivation				0.79
Conducive to idea generation				0.81
Conducive to collaboration				0.59
Conducive to experiencing the company culture				0.60

Note: Factor loadings below 0.3 are not displayed.

Reference 2: Fundamental statistics and inter-factor correlation of four workplace experience factors

Factor	Number of items	α reliability coefficient	Interfactorial correlation			
			A. Basic Quality	B. Work Efficiency	C. Connection	D. Psychological Comfort
A. Basic Quality	4	0.85	1.00			
B. Work Efficiency	3	0.81	0.46	1.00		
C. Connection	3	0.90	0.10	0.36	1.00	
D. Psychological Comfort	5	0.83	0.25	0.44	0.62	1.00

Note: The "A. Basic Quality" factor uses questions measuring negative experiences such as discomfort in the work environment and lack of space required for work. In the analysis, scores are shown as inverted values.

Reference 3: Relationship between workplaces and workplace experience

Explanatory variable: Average weekly percentage of time spent in the space (%)	Dependent variable: Workplace experience (on a scale of 0-4)			
	A. Basic Quality	B. Work Efficiency	C. Connection	D. Psychological Comfort
Main office	-0.008***	-0.004***	0.008***	0.002**

Explanatory variable: Average weekly percentage of time spent in the space (%)	Dependent variable: Workplace experience (on a scale of 0-4)			
	A. Basic Quality	B. Work Efficiency	C. Connection	D. Psychological Comfort
Working from home	0.010***	0.005***	-0.006***	-0.002**

Explanatory variable: Average weekly percentage of time spent in the space (%)	Dependent variable: Workplace experience (on a scale of 0-4)			
	A. Basic Quality	B. Work Efficiency	C. Connection	D. Psychological Comfort
Satellite office	0.001	0.003***	-0.004***	0.0004

Note: Estimated using a multiple regression analysis. The figures in the table are partial regression coefficients. Control variables include gender, age, job type, position, and commuting time.
*p<0.1; **p<0.05; ***p<0.01

Reference 4: Correlation Between Workplace Experience (Overall Evaluation) and Experience in Each Workplace

	Correlation coefficient with workplace experience
Experience when working in the main office	0.65***
Experience when working from home	0.17***
Experience when working in a satellite office	0.39***

Note: Pearson correlation coefficient.
***p<0.001

Reference 5: Effects of each office space: Relationship between the percentage of time spent in each office space during work hours, four factors of experience when working in the main office, preference for coming to the office, and work activity

Explanatory variable: Percentage of hours spent in the space during work hours (%)	Dependent variable									
	Experience when working in main office (on a scale of 0 to 4)				Preference for coming to the office (on a scale of 0 to 4)	Percentage of time for major work activities (%)				
	A. Basic Quality	B. Work Efficiency	C. Connection	D. Psychological Comfort		Solo focused work	Communication			Business negotiations and meetings with external parties
Work desk	0.0002	0.0005	-0.0004	-0.003***	-0.004***	0.2***	-0.05***	-0.08***	-0.05***	-0.006

Explanatory variable: Percentage of hours spent in the space during work hours (%)	Dependent variable									
	Experience when working in main office (on a scale of 0 to 4)				Preference for coming to the office (on a scale of 0 to 4)	Percentage of time for major work activities (%)				
	A. Basic Quality	B. Work Efficiency	C. Connection	D. Psychological Comfort		Solo focused work	Communication			Business negotiations and meetings with external parties
Meeting room	-0.003	-0.003	0.004**	0.003	0.002	-0.46***	0.15***	0.19***	0.11***	0.01

Explanatory variable: Percentage of hours spent in the space during work hours (%)	Dependent variable									
	Experience when working in main office (on a scale of 0 to 4)				Preference for coming to the office (on a scale of 0 to 4)	Percentage of time for major work activities (%)				
	A. Basic Quality	B. Work Efficiency	C. Connection	D. Psychological Comfort		Solo focused work	Communication			Business negotiations and meetings with external parties
Private room for remote meetings	-0.005*	-0.01***	-0.00	0.003	0.006*	-0.48***	0.13***	0.12***	0.12***	0.11***

Explanatory variable: Percentage of hours spent in the space during work hours (%)	Dependent variable									
	Experience when working in main office (on a scale of 0 to 4)				Preference for coming to the office (on a scale of 0 to 4)	Percentage of time for major work activities (%)				
	A. Basic Quality	B. Work Efficiency	C. Connection	D. Psychological Comfort		Solo focused work	Communication			Business negotiations and meetings with external parties
Open meeting space	0.003	0.01*	0.02***	0.015***	0.02***	-0.65***	0.11*	0.15***	0.18***	0.21***

Explanatory variable: Percentage of hours spent in the space during work hours (%)	Dependent variable									
	Experience when working in main office (on a scale of 0 to 4)				Preference for coming to the office (on a scale of 0 to 4)	Percentage of time for major work activities (%)				
	A. Basic Quality	B. Work Efficiency	C. Connection	D. Psychological Comfort		Solo focused work	Communication			Business negotiations and meetings with external parties
						Within the team	Within the department	With other departments		
Space for Refreshing, and Communication	0.002	-0.004	0.001	0.006	0.015**	-0.49***	0.24***	0.05	0.08	0.12

Note: Estimated using a multiple regression analysis. The figures in the table are partial regression coefficients.

Control variables include gender, age, job type, position and coming-to-office ratio.

*p<0.1; **p<0.05; ***p<0.01

Reference 6: Relationship between frequency of use of space for refreshing/communication during lunch and break periods and experience of working in the main office

Explanatory variable: Frequency of use during lunch and break periods (on a scale of 0 to 4)	Dependent variable: Experience when working in main office (on a scale of 0 to 4)			
	A. Basic Quality	B. Work Efficiency	C. Connection	D. Psychological Comfort
Space for Refreshing and Communication	0.093***	0.096***	0.063***	0.078***

Note: Estimated using a multiple regression analysis. The figures in the table are partial regression coefficients.

Control variables include gender, age, occupation, job title, and coming-to-office ratio.

*p<0.1; **p<0.05; ***p<0.01

For further inquiries, please contact below:

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