FLEXIBILITY

Annotated Bibliography

Bathani, D. & Kandathil, G. (2015). Work from Home: A Boon or a Bane? The missing piece of employee cost. *The Indian Journal of Industrial Relations, 50*, 568-574.
https://workfamily.sas.upenn.edu/wfrn-repo/object/8eg12cz4o2fq6m11

> The authors of this article argue that research on work from home policies has focused too exclusively on the benefits to employees and the cost to employers, meanwhile ignoring the cost to employees. The authors focus on the workforce in India, but claim global applications of their research. Cited potential costs to employees include increased work stress, work intensification, loss of wellbeing, isolation, negative performance reviews, and negative impact on career growth. However, proper flexible work arrangement implementation can mediate many of these risks/costs to employees. The authors argue for increasing safeguards against these potential costs to employees.

Christensen, Kathleen & Schneider, Barbara. (2011). Making a Case for Workplace Flexibility. *The Annals of the American Academy of Political and Social Science*, 638, 6-20. doi: 10.1177/0002716211417245.

http://www.jstor.org.proxy1.cl.msu.edu/stable/41328576?Search=yes&resultItemClick=true&searchText=galinsky,&searchText=ellen&searchUri=%2Faction%2FdoBasicSearch%3Fprq%3DWhen%2BWork%2BWorks%253A%2BA%2BStatus%2BReport%2Bon%2BWorkplace%2BFlexibility%253A%2BWho%2BHas%2BIt%2BWho%2BWants%2BIt%2BWhat%2BDifference%2BDoes%2BIt%2BMake%253F%26amp%3D%26amp%3D%26amp%3D%26amp%3D%26amp%3D%26amp%3D%26Query%3Dgalinsky%252C%2Bellen%26so%3Drel%26wc%3Don%26fc%3Doff%26hp%3D25%26acc%3Don&seq=1#page_scan_tab_contents

> Based upon Alfred P. Sloan Foundation's Workplace, Work Force and Working Families Program research, this introductory article briefly summarizes decades of scholarly work on the subject of workplace flexibility. According to an article published in 2008, it was reported that nearly one third of all U.S. workers take work-life balance and flexibility options into consideration when offered a job. This could have significant impacts on recruitment and retention for staff and faculty. Workplace flexibility also has impacts on retirement-eligible faculty and staff. Overall, this introductory article highlights the multiple and intersecting roles that higher education institutions, businesses, and government have to play in discussions and policies regarding workplace flexibility.

To access the articles referenced in this introductory article, visit:
http://www.jstor.org.proxy1.cl.msu.edu/stable/i40061354

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Fisher, Lisa M. (2010). Flexible Work Arrangements in Context: How Identity, Place and Process Shape Approaches to Flexibility (Doctoral dissertation). Retrieved from ProQuest Dissertations Publishing. (3419959).

http://search.proquest.com.proxy1.cl.msu.edu/docview/756900055/fulltextPDF/79850E31482941B0PQ/1?accountid=12598

> This dissertation explores the design and implementation of flexible work arrangements, the ways in which work processes and job responsibilities are affected, and the impact workplace culture and structures have on flexibility. The author argues in favor of viewing the success of flexible work arrangements from a combined lens of workplace structure and workplace culture. Gender is a workplace structure that influences the composition of the workplace and assumptions therein that provide a backdrop to understanding workplace flexibility. Author argues that "Flexible work arrangements of any type require workplaces to re-think at least some elements of how work gets done, which includes what is done, how, why, when, where and by whom." No matter what rank a worker holds, they all have a part in creating and perpetuating culture – management can influence, but cannot *control* culture. The dissertation analyzes the results of a study on the impact of workplace culture and structures on employees' likelihood of utilizing flexibility.

Halpern, Diane F. (2005). How Time-Flexible Work Policies Can Reduce Stress, Improve Health, and Save Money. *Stress and Health*, 21(3), 157-168. doi: 10.1002/smi.1049
http://onlinelibrary.wiley.com/doi/10.1002/smi.1049/epdf

> Through the analysis of data from the US National Study of the Changing Workforce, Halpern reveals that by offering time-flexible work policies, employees report less stress, higher loyalty to their employer, and reduced absenteeism/tardiness and missed deadlines at work. The author argues that family-friendly work policies can ultimately save companies money (in higher productivity time and lower health care costs) and simultaneously increase employee job satisfaction.

Hill, E.J., Grzywacz, J.G., Allen, S., Blanchard, V.L., Matz-Costa, C., Shulkin, S. & PittCatsouphes, M. (2008). Defining and Conceptualizing Workplace Flexibility. *Community, Work & Family, 11*(2), 149-163. doi: 10.1080/13668800802024678
http://www.tandfonline.com.proxy1.cl.msu.edu/doi/abs/10.1080/13668800802024678

> Workplace flexibility is a term often used in modern conversations about work environment and employee benefits. The authors seek to offer clarity about what this term means and how it can be applied in many workplace environments. The article argues that there are two main conceptualizations of this term: *organizational perspective*, which focuses on the organization's needs and the *worker perspective*, which focuses on the individual within the organizational structure. The article concludes that workplace flexibility requires a mutual level of trust and respect between

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the organization and the worker, a supportive work culture, and personal sense of control of one's job and workplace conditions.

Luxton, Emma. (2016). This Organisation increased employee productivity, happiness and trust by making just one change. Retrieved from https://www.weforum.org/agenda/2016/07/this-organisation-increased-employee-productivity-happiness-and-trust-by-making-just-one-change/

> Based on a study conducted by the MIT Sloan School of Management, 100% of study participants (all of whom were MIT employees) would recommend remote working as a workplace flexibility tool. The study found that remote working (at least two days per week) resulted in decreases in employee stress, increases in worker productivity, and financial gains for the employer. 62% of participants also reported they felt an increase in the level of trust and support from their employer.

Moen, P., Kelly, E., & Hill, R. (2011). Does Enhancing Work-Time Control and Flexibility Reduce Turnover? A Naturally Occurring Experiment. *Social Problems, 50*(1), 69-98. **doi: 10.1525/sp.2011.58.1.69** https://workfamily.sas.upenn.edu/wfrn-repo/object/v4d1g4sa2ea9v1ez

> Results Only Work Environments (ROWE) focus on results rather than standard "hours on the job" models of working. Based on survey data and turnover records over a period of eight months after implementation of a ROWE model at a corporate headquarters, the authors discovered that ROWE reduces turnover. ROWE models provide employees with more control over work-hours and offer flexibility. This model was also found to reduce turnover *intentions* of employees. ROWE is also beneficial because it is a company-wide initiative that shifts the culture of the entire workplace, therefore offering benefits to the entire workforce, regardless of type of role or responsibilities.

O'Meara, K. & Campbell, C. (2011). Faculty Sense of Agency in Decisions about Work and Family. *The Review of Higher Education, 34*(3), 447-476. http://search.proquest.com.proxy2.cl.msu.edu/docview/864037019/fulltextPDF/F8021AB2773A41CEPQ/1?accountid=12598

> This article analyzes the underuse of flexible work arrangements, specifically parental leave, for faculty at higher education institutions. The authors explore the role of a faculty member's sense of agency in making decisions in regard to taking parental leave and the pressures inherent in making that decision. Ultimately, many factors influence a faculty member's decision whether or not to utilize policies that assist with balancing work and family care – especially their sense of agency related to their department's "ideal worker norms", presence or lack of role models, and social and political stratification, among others.

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Society for Human Resource Management. (2009). *Workplace Flexibility in the 21st Century: Meeting the Needs of the Changing Workforce*. **Alexandria, VA.** https://www.shrm.org/hr-today/news/hr-magazine/documents/09-0464_workplace_flexibility_survey_report_inside_finalonline.pdf

> This report is based on a 2008 survey conducted by the Society for Human Resource Management to explore the types of flexible work arrangements (FWAs) being used and the impact those arrangements have on both employees and employers. Those surveyed were Human Resources professionals. Overall, the report finds that six out of 10 organizations offer flexible work arrangements and that employees' lives are positively impacted by access to flexibility. FWAs are also reported to increase retention of employees. However, as anticipated, the research also found that not every type of work is conducive to FWAs.

Stroup, C. & Yoon, J. (2016). What impact do flexible work arrangements (FWA) have on employee performance and overall business results? Retrieved May 5, 2017 from Cornell University, ILR School site: http://digitalcommons.ilr.cornell.edu/student/115/

> The authors argue that FWAs provide a financial benefit to employers and help employees manage their work life balance. The article examines the variety of arrangements that can be developed, including but not limited to shifting hours of work and location of work. The research suggests that employees demonstrate an increase in productivity, quality of work, job satisfaction, among others. Employers experience an increase in financial performance and reduced employee turnover. The article also examines potential drawbacks to FWAs such as not being the correct solution for all job types, the risk of employee burn out, and a decrease in inclusive policies.

Sweeney, Kevin. (2003). Flex Time Accommodates Employer Budgets. *Employee Benefit News, 17*(3), 50-52. https://web-a-ebscohost-com.proxy2.cl.msu.edu/ehost/detail/detail?sid=ae7355e3-56f9-4292-a5f9-7f191769262c%40sessionmgr4010&vid=1&hid=4206&bdata=JnNjb3BlPXNpdGU%3d#AN=9225777&db=bth

> Sweeney suggests that flexible work arrangements such as schedule flexibility, job sharing and telecommuting are economical recruitment tools in the absence of funds for bonuses and pay increases. The article argues that employees' direct supervisors should reassure the use of flexible work arrangements and that when employees use these practices, their productivity increases and their absenteeism decreases.

Williams, J. & Huang, P. (2011). Improving Work-Life Fit in Hourly Jobs: An Underutilized Cost-Cutting Strategy in a Globalized World. *The Center for WorkLife Law,* **1-71.**

https://workfamily.sas.upenn.edu/wfrn-repo/object/o52dz6mk7l91j0k6

This report argues that in the face of high turnover rates, outdated work life policies and expectations, and increasing caregiving responsibilities, companies can improve the bottom line by increasing *schedule effectiveness*. By taking into account constraints on employees' schedules and appropriately managing and programming schedules around them, employers can increase effectiveness and save on costs. The report provides tools for employers to implement and improve schedule effectiveness and other tactics for improving work-life fit and flexibility, with a focus on hourly workers.