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Flexible Working and Employee Engagement

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<p>The purpose of this thesis is to review flexible working arrangements, for whose benefit they are, and how this could be linked to employee engagement. Previous literature was used to provide a basis for the research to be conducted within a UK manufacturing company. This involved a survey that was distributed electronically to the employees; 335 employees took part. The survey included both quantitative and qualitative data and examined the impact and opinions of those who were offered flexible working arrangements or time autonomy. The findings show that flexible working can be a potential reason for employee engagement by allowing employees to become more absorbed in and dedicated to their tasks. Employees may also feel more trusted, productive and motivated. On the contrary, this can also create more distant or exhausted employees as more freedom and flexibility exists. Allowing flexible working is highly dependent on one's job role, and on where and how the work should be completed. For the benefits to the organisation and individuals to be realised, support is required from the HRM for the implementation of new ways of working and policies.</p>	
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1 Introduction

This report is built in four parts; the first part introduces and evaluates the previous literature around flexible working and employee engagement; the second part identifies the methods for data collection, analysis to be used for the results and identifies possible limitations and risks; the third part introduces the target group, analyses findings from the main research and the final part is discussion drawn upon the findings and reflection on previous literature. From the first part discussions, the gap in literature that fed into the final research question for a bachelor thesis was defined, and based on evaluations, anticipated results were considered. The thesis research is focused on flexible working and how this may influence employee engagement – and eventually trust – within organisations.

1.1 Thesis Topic

Flexible working has drawn a lot of attention from organisations as family-friendly policy, but recently it has been extended to incorporate a culture within an organisation becoming more trust-based and enabling employees to become empowered. Flexible working has contributed to employees' work-life balance (WLB), performance, and motivation, and for companies this has meant improvements in productivity and a reduction in costs. The most relevant studies from the past ten years have challenged these beliefs in which flexible working is beneficial for organisations and employees. Indeed, further studies have been made to understand the constraints that inhibit achievement of these benefits; in most cases the importance of a mutual decision between employee and employer, in addition to support from human resources (HR), allow benefits to manifest. However, shifting to new ways of working requires careful planning and discussion between parties whilst internal and external influences make it challenging to manage. In the literature review, further studies and frameworks are introduced and evaluated to give background on how flexible working has evolved and transformed to become a contemporary challenge within organisations. The relation between flexibility and engagement is important to understand since many companies are competing for a talented workforce; trying to attract and retain employees with unique skills and knowledge - whilst that workforce have become more aware of the benefits that different countries and companies can offer. Since the thesis will use a case study based on a European manufacturing company

based in the United Kingdom (UK) with employees located and travelling all over the world, it is important to include relevant literature from other countries as identified in this review.

2 Previous Literature

This part of the thesis identifies some previous literature around flexible working, its' benefits and risks; engagement and trust. Careful evaluation of the previous studies and the results are made to mitigate any misleading results and to provide better support for primary data collection.

3 Flexible Work

Flexible working patterns were already practiced in the early 1960s, they continued to develop and were more commonly offered by companies; leading to becoming a widely researched topic in the early 1980s. Evolution in to modern workforce trends such as part-time, shift work and job-sharing were caused by a shift in demographics. (OECD, 1995; Reilly, 2000; Choudhary, et al., 2016). A few examples of how diverse the workforce had become, were - and still are - people with family responsibilities, people earning a higher income beginning to encourage a workforce's needs to work more flexibly, and an increase in working women and entrepreneurs. Furthermore, union demands for higher wages or reduced work weeks and hours; longer operating hours due to consumer spending, and behaviours requiring employees to work overtime, shifts, and hours outside of the usual nine to five, have all had an impact on new ways of working and labour trends (OECD, 1995; Reilly, 2000; Choudhary, et al., 2016). Labour unions and government together have contributed to changing working conditions. For example, in the UK a law came into force that enabled anyone – not just parents and carers – to make a flexible working request if they have been with their employer at least 26 weeks (Pyper, 2018).

3.1 Flexible Working Models and Theory

One of the early research models was invented by John Atkinson (1984) in the 1980s. His flexible firm model considered the numerical, functional and financial types of flexibility. To stay within the remits of this study, Atkinson's functional and numerical flexibility defines flexible working as the organisation's ability to find the correct number of employees to match the market needs by offering them reduced hours or work when required. Atkinson categorised these as "*core*" and "*peripheral*" sections, in which the core would include the permanent employees who were provided a secure place due to better skills leading to higher wages within the company, and peripheral were part-timers, sub-contractors and agency workers with lower wages who could be replaced or generalised (Atkinson, 1984: 3). In addition, the numerical category considers annual leave entitlement, overtime and absenteeism for employees' needs (Kalleberg, 2001, cited in Humphries et al. 2006). Atkinson's model is one of the earliest frameworks to provide a basis for flexible working, however it lacks considerations from employees' perspectives. The flexible firm model is focused on how these practices benefit the organisation and management. Although it created job satisfaction and security for those in the core group, this would be a consequence that was decided by management. Therefore, Atkinson's model cannot be solely used to provide definition for flexible working and provide a good overlook of the advantages and disadvantages. In contrast, Reilly's (2000) flexible working theory argues; the decision and benefits should be mutual for both employee and employer, rather than only considering the organisation and market needs. Reilly (2000) proposed that flexible working was not defined clearly, previously causing misunderstandings amongst employees, companies, trade unions and parliament. There was a need for clarification to understand what was meant by flexible working, to whose benefit it is, and what those benefits are. In addition, there was a need to understand the barriers and issues such a change could bring if not implemented strategically and mutually. Reilly's aim was to suggest a model to balance the interest of employee and employer. There cannot be one single way, however it could be used as a framework to reach flexibility that considers individual needs whilst still being mutually beneficial. (Reilly, 2000). To propose the framework, Reilly used previous theories and models of flexible working from the UK, United States and Japan to name a few. He then evaluated these and set the scenes that considered the changes in environment, social

and labour trends. Real-life example cases were used to support how new ways of working were adapted by companies such as Ford and Sainsburys; what worked and what did not. The final model was based on a career contracting model by Herriot and Pemberton (1996, cited in Reilly, 2000) which identified the multiple steps for the recognition of diverse interest from both the organisation and employee (Reilly, 2000: 94). The final model did not set exact rules for how and why the flexible working and its benefits are achieved, but it provided guidance in discussions for the overall organisation.

A more recent version of a flexible working model would be a framework proposed by Choudhary et. al. (2016) that sets the criterion for flexible work schedules and provides examples of how these components could work in practice. Based on the framework - the employee should be given more flexibility around work schedules to create a better work-life balance. The four criteria are flexibility in:

1. the timing of work; for example, flexi-time work and time-autonomy
2. the location or place of work; for example, working from home
3. the amount of work; for example, part-time work or job-sharing
4. work continuity; for example, short-term breaks or sabbatical

The research objectives were to understand the conceptual framework of flexible working hours, the benefits, and the need for flexibility, and identifying the various types as shown above. The research was based on case studies, including companies such as Coca-Cola, Microsoft, and AmEx, as well as recent reports from The Chartered Institute of Personnel and Development (CIPD). The study identified how flexible working patterns were benefiting from a more productive workforce and higher profits. From the employee perspective, the WLB reduced stress and increased well-being. (Choudhary, et. al., 2016). Again, taking into consideration the demands from both employee and employer.

The three models have similarities and can support to develop and understand the framework for flexible working. Moreover, they are to support the argument that flexible working could bring benefits for individuals and organisations. However, there are risks and disadvantages from flexible working patterns that need to be identified and managed. Choudhary et. al. (2016) has one of the most recent frameworks that takes into account both perspectives from the employee and employer, hence this will be used as

the framework to define flexible working, flexible work and as sometimes referred to as new ways of working; “the timing, location, amount of workload completed by an individual. In addition, flexible working takes into consideration a continuity of employment and absenteeism.”

4 Flexible Working on Whose Terms

Many scholars have discussed whether flexible working is pushed from the employer or demanded by the workforce. Sennet (1998, cited in Dettmers et. al., 2013) suggested that flexibility from one side leads to constraints on the other side and the benefits can only be achieved if the flexible arrangement is agreed mutually (Reilly, 2000; Sheridan and Conway, 2001; Dettmers, et. al., 2013; Choudhary, et.al. 2016). The next sections identify the benefits and risks for both employees and organisations.

4.1 The Organisation

More studies have been made in the 1990s and 2000s and flexible working has become more of a norm amongst companies, but it is still used to attract and retain employees – especially those with key skills and rare talent. In the British Market Research Bureau (2008, cited in Choudhary et. al., 2016) around 54% of respondents said it was very or quite important when offered a job to have availability for flexible working. Morgan Stanley research showed that firms not offering flexible working incentives fall short in the MSCI World index between November 2011 and October 2016 (Financial Times, 2018). Competition to gain and retain talent and unique skills is getting fiercer and organisations are now forced to offer flexible working options to keep employees, especially when there is more focus on women in lead and senior positions who are also setting the example or demanding more flexibility (Financial Times, 2018).

4.1.1 Improved Company Performance

For the employer, there have been many studies to show that flexible working is used in cost-saving and improving company performance (Reilly, 2000; Bailey and Kurland, 2002; van der Voordt, 2003; Thomson, 2008; Lake 2013; Choudhary, et. al. 2016;). Lake (2013) studied how moving into flexible smart working could be adopted by companies to help management to strategically achieve the benefits across “Triple bottom line”.

The arguments were supported by wide research, experiences and real-life case examples. For instance, Lake (2013) used Microsoft as an example to show how its' employees felt about productivity; Microsoft conducted a survey in 15 European countries in 2011 and 56 per cent said they were more productive when working from home, 24 per cent were the same and 10 per cent said they were less productive. Since Lake's (2013) study was built on real-life case studies and previous theories that were carefully evaluated, the results can be used in further discussions. However, this should be done mindfully as the world is changing fast and the research is no longer contemporary – exceeding five years in 2019.

Another study made about how flexible working can benefit companies during the financial crisis included evidence from the UK and Southern Europe (Chatrakul Na Ayudhya, et. al., 2015). The study interviewed senior directors and human resources from many organisations who explained that their policies were changed to encourage more employees to adapt to new flexible ways of working. Whilst this was helping the organisation to save money, jobs, and create efficiencies, it also contributed to employee WLB. The results suggested that the employee benefit was not always considered, and the article interviewed the employer's view rather than directly study employees. To have a better understanding of how flexible working influences the workforce during crisis, employees should be included within the study to avoid misunderstandings and gain better insights. However, the study supports a different approach to consider the benefits of flexibility for an organisation, since the contemporary challenges such as Brexit and an aging population in the UK set a fierce competition for employee markets and unique talents.

4.2 The Employees

Other studies support the argument that flexible working can offer better WLB and decrease employee stress (Reilly, 2000; Anderson and Kelliher, 2010; Lake 2013; CIPD, 2016). Flexible working has also been linked with increased motivation, employee empowerment and job-satisfaction, leading to improved engagement among employees (Applegarth 2006; Anderson and Kelliher, 2009). Anderson and Kelliher (2009) proposed that the key to gaining benefits from flexible working is that the choice should be the employee's, which would contribute to increased engagement. A study was made to survey seven organisations in different industry sectors. The research combined both

quantitative and qualitative materials; 3500 non-flexible and flexible working employees responded to a questionnaire and 120 interviews were conducted among employees who had flexible working patterns, and their managers and colleagues. The research found that flexible workers felt more motivated and loyal which increased their commitment towards their work and organisations. Four out of seven company's employees felt more empowered and trusted to deliver, which increased their job satisfaction, and they also felt more engaged to work harder and longer. Moreover, HR were able to attract talent with rare skill sets by offering flexible working that the individual could be bought into. (Anderson and Kelliher, 2009). To support the argument, Reilly (2000) suggested that an individual should have a special interest in flexibility at work. An employee may prefer flexibility because they want to;

- Acquire new skills
- Meet domestic responsibilities
- Reduce employment cost and stress
- Facilitate lifestyle preferences
- Maximise earning
- Improve career opportunities
- Secure employment
- Test suitability of an employer

(Reilly, 2000:63).

4.3 Problems with Flexibility

Reilly (2000) named a few general problems; such as the promise of more flexibility and empowerment possibly being only rhetoric, the employees may be getting less pay increases, and there are more temporary staff hired as a cost saving method. This can lead to demotivation of employees, which will also make them less engaged and less productive. In addition, a lack of trust may occur as managers may hold more information than the employees. Sheridan and Conway (2001) argued that the changes to more flexible working patterns were not created because of employees' need for greater WLB, but for a greater increase in their annual salary due to eligibility for overtime. The study made in Australia also highlighted that the organisations will not meet their full potential and gain more productivity if employees are not getting the flexibility they really

need, and usually the flexible work has not been fully in favour with the employees (Sheridan and Conway, 2001). Furthermore, globalisation, labour trends and government regulations are pushing organisations to take essential actions to adapt to new ways of working. This may not be used to attract employees in the labour markets, but it is now seen as standard; a CIPD (2016) study has shown that 54% of employees nationally could work flexibly if they wanted to.

4.4 Ethical Human Resource Management

When a company promotes new ways of working, they are leveraging their culture change and planning. Therefore, flexible working opportunities have set challenges to human resource management (HRM), employers and employees. In today's world where the employers are competing for unique talent and knowledgeable employees in a particular area, it becomes more crucial to consider the employees' needs and wishes – however still with some limitations. In the late 1990s and early 2000s, researchers (Bowie, 1998; Rowan, 2000) argued for the employees' right to meaningful work and respect. Meaning that for the HRM to be ethical, organisations need to consider employees' interests and involve them in the decision making. There are researchers that would argue the opposite (Sternberg, 1997) however, as the previous studies have shown in today's world employees are becoming more demanding and it is necessary for organisations to manage and adapt it in order to be beneficial for all – however not compromising the success of the business.

5 Employee Engagement

When an employee finds meaning in their work, they become more satisfied and engaged with their tasks. With their talent and knowledge, they have a key role in finishing tasks, hence they are taking ownership and discretionary effort for task completion. William Kahn (1990:700) defined employee engagement as;

The simultaneous employment and expression of a person's "preferred" self in task behaviours that promote connections to work and to others, personal presence physical, cognitive and emotional), and active, full role performance.

Kahn researched the gap in previous literature regarding job involvement and the presence of people at work; his aim was to find out what it meant to be psychologically

present in those moments (Kahn, 1990:693). His study included both empirical research and theoretical frameworks to support the arguments and hypothesis for the research projects. Kahn proposed that given satisfying conditions, an employee would be more likely to express their full self in the role and tasks. On the other hand, if an employee is disengaged, they take some distance from the behavioural dimensions and do not act as their “preferred selves” and become disconnected from others or the organisation. This could be related to how they feel and think, their creativity, actions, values and personal connections.

His study identified three psychological conditions that need to be met for an individual to bring their full self to work:

1. Meaningfulness – an individual needs to find the job and tasks meaningful enough to themselves, organisations and society to make them engaged.
2. Safety – an individual needs to feel safe to bring their whole self to work without being judged; or otherwise is at risk of negative impact.
3. Availability – an individual should feel mentally and physically able to bring themselves fully to each moment.

Kahn (1990) also found that engagement can fluctuate and is not guaranteed once achieved, hence employers must continue to create an environment where employees feel trusted and can bring their whole self to work. More studies have been conducted around engagement ever since and many have supported the idea that engagement is distinguished from motivation, empowerment and job-satisfaction – although closely linked as underlying frameworks (Macey and Schneider, 2008; Meyer and Gagné, 2008; Applegarth, 2006). The wider research has also found that one of the key contributors to employee engagement is trust which can be reflected on how flexible working is managed by firms. Since employees would be given the availability to choose more flexible ways of working, for instance working from home or choosing their own hours, an employer needs to feel they can trust an employee to work despite more freedom being given to them.

5.1 Risks with Employee Engagement

Barbera, Schneider and Young (2011) analysed employee engagement using previous frameworks, discussions and relevant case studies to support their suggestions for how

satisfaction differs from engagement, how engagement affects an organisational culture and employee WLB, and how this should be managed. Despite identifying the advantages of engagement, the authors also suggested that there are risks to consider; giving the freedom to work flexibly and expecting the discretionary effort could demand too much of an employee's time and energy; is the energy sustainable, or just a short-term reaction to the new opportunity; what are the feeling of the employees when they become disengaged (Barbera, Schneider and Young, 2011)? The expectations of the organisation should not assume employees will give extra work and effort – but that the employee wants to do so because they trust the company to back them up during crisis, and they feel pride in what they do. Moreover, overtime could increase stress and lead to a burnout which disengages an employee. The authors proposed two kinds of disengagement: a lack of support creating a lack of fairness, trust and challenging or meaningful work; or too much support where the work is too challenging or meaningful and there is fairness and trust, which all leads to a burnout as the employee feels morally burdened to do the work (Barbera, Schneider and Young, 2011: 141). Figure 1 illustrates the burnout and engagement level where the job conditions increase together with the level of engagement leading to a burnout (Macey, et. al., 2011, cited in Barbera, Schneider and Young, 2011:141).

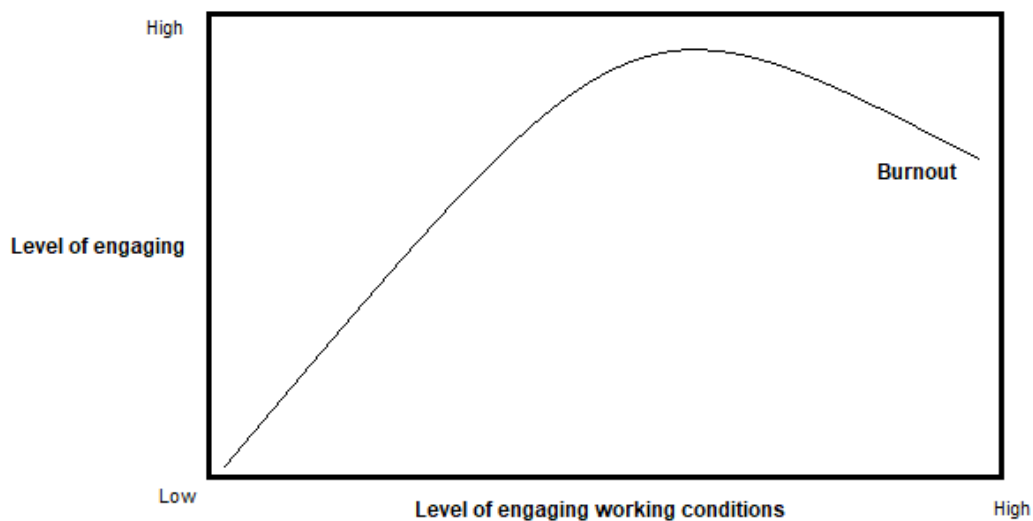


Figure 1. Engagement and burnout, cited in Barbera, Schneider and Young (2011: 141).

5.1.1 Flexible Working and Disengagement

Scholars (Reilly, 2000; Anderson and Kelliher, 2009) have argued that flexible working - if not planned and offered to all employees - can contribute to employee disengagement and decrease trust towards the company. More research is needed to understand whether flexible working should be offered to all employees equally and whether it will contribute to employee engagement, or whether this will increase disengagement amongst those who have not yet been with their job or are at risk of burnout. Furthermore, when a company allows employees to become more empowered but within limits, will those limitations fracture relations between the employees and employer. For example, allowing employees to choose their hours but still requiring them to clock their start and finish times to be able to record their hours and give flexi-time (Anon, 2018), could be read by some employees as a lack of trust. Marasi, Cox and Bennett (2016) found that having either high or low job embeddedness with high organisational trust would benefit the employee engagement and lower employee turnover. This can be done by having open communication and discussion in decision making and changes. The UK Manufacturing Company has allowed all employees to be able to work flexibly by requesting it. Of course, it needs to be mentioned here that if you are working at reception, on the help desk or in production, there will be less opportunities to work remotely as the work is physical (Anon, 2018).

5.2 Employee Engagement and Trust

Robinson (1996, cited in Marasi, Cox and Bennett, 2016) defined organisational trust as an employee's behaviours, attitudes and expectations towards the employer when conditions are favourable for the individual, or at least not compromising employees' interests. An employee's desire to interact and work for the business is dependent on trust, and if the way management interacts with the employees matches their own values. This can influence the ways of working; for example, if they treat employees well, the employee is more likely to engage and perform better, and build trust gradually, as the expectation to continue akin to past experiences within the company has been advantageous or satisfactory; and vice versa if the impact has been unpleasant (Robinson and Bennett, 1995, cited in Marasi, Cox and Bennett, 2016). Based on a report by Reina – A trust building consultancy, leaders see trust influencing engagement; it becomes stronger and therefore retains talent; it boosts collaboration between teams and breaks

silos; it drives change and performance (Reina, Reina and Hudnut, 2017). On the contrary, the leaders saw that when teams are not working together, the knowledge transfer was limited, and focus was on individual success only. However whilst a lot of changes are happening, and more is coming, if the trust level within the organisation is low, it is difficult to get the support from employees who should be engaged and committed for their work. (Reina, Reina and Hudnut, 2017). Certainly trust itself cannot be the only initiative, and the previous literature around how flexibility feeds into individuals and teams' WLB and organisations' performance will support the discussions to draw a conclusion; whether by offering more flexibility and trust will influence stronger engagement or not.

5.3 Utrecht Work Engagement Scale

Schaufeli, Bakker and Salanova (2006) created Utrecht Work Engagement Scale (UWES) to measure engagement, well-being and work cross-nationally in ten different countries with approximately 14500 respondents. Maslach and Leiter (1997, cited in Schaufeli and Bakker, 2004) proposed that engagement and burnout were two opposite sides of the well-being continuum, meaning that burnout would be the negative side where an individual is experiencing exhaustion, cynicism and reduced professional efficacy. When an individual is engaged, they are feeling high in energy, involvement and efficacy (Maslach and Leiter, 1997 cited in Schaufeli and Bakker, 2004). However as previously discussed it is not necessary to assume that low engagement means burn out and vice versa. Schaufeli and Bakker (2001, cited in Schaufeli and Bakker, 2004: 4-5) defined engagement as being a positive quality and burnout a negative, however they are two distinct concepts and two opposite psychological states. They defined engagement as:

Engagement is a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption. Rather than a momentary and specific state, engagement refers to a more persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual, or behavior. Vigor is characterized by high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence even in the face of difficulties. Dedication refers to being strongly involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge. Absorption, is characterized by being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work

The previously used MBI scale (Maslach, Jackson and Leiter, 1996, cited in Schaufeli and Bakker, 2004) had 25 opposite items defining whether a person was engaged or the opposite – burnt out. Too many opposite items on the scale were unsound when tested in two different samples which resulted in a shorter questionnaire that could identify an individual's vigour, dedication and absorption (Schaufeli and Bakker, 2004).

5.4 The Validity of UWES

The results confirmed factual validity of the UWES and the scales were highly correlated. Ever since 1999, various studies have used the UWES to discover the relationship with engagement and burnout / workaholism (Schaufeli and Bakker, 2004). UWES has been used to map correlations between engagement and possible causes and consequences (Schaufeli and Bakker, 2004). Moreover the analyses of the various studies have indeed shown that engagement is negatively associated with a burnout. Researchers have also found out that engagement is not limited to only the individual but can impact a whole team, organisation, or population as a "collective engagement". Although the UWES scale and study used here is from 2004, it has been widely used for a number of studies which shows its' validity and therefore it will be used in the thesis research as a supporting tool.

5.4.1 Real Company Example

Referring to Kahn's theory about employee engagement, we can identify similarities from the UWES survey and his theory. Both have fed into the idea of job meaningfulness, safety and availability. Furthermore Khan (1990) mentions trust being part of feeding into engagement together with an employee bringing themselves to work as a "whole". Because of this, the research will have three questions based on how the employee feels about the trust around themselves. The managers and employees of the UK Company could take a development plans towards the next step of flexibility and trust; for example, where the company could take the clocking-in machines away and still offer flexibility. On the other hand, time and attendance tools provide benefits to monitor employees' holiday entitlement, flexi time, and overtime amongst other features, and create a feeling of empowerment (Tirbutt, 2015; Applegarth, 2006). To take the tool away, there would no longer be a system to monitor this and it could potentially increase tensions between managers and employees, workload of payroll to follow up and lower productivity (Tirbutt, 2015).

6 Conclusion

The previous literature around flexible working has analysed and found many links between improved productivity for the organisation, increased job satisfaction and motivation, and better WLB around the world. The studies and results have given many insights and approaches to consider how flexibility should be managed. The world is changing fast; globalisation, labour trends and knowledge transfer are setting world-wide challenges that organisations need to tackle in addition to country-based challenges and opportunities such as Brexit. There is little evidence to show whether flexible working can contribute successfully to employee engagement which is a key factor to attract and retain talent – and how this should be managed. Since employees are becoming more empowered and can choose their ways and hours of working, are they distancing themselves from the organisation and just doing their workload as required, or are employees taking the discretionary effort for their enjoyment? Employees' needs must be closely considered to gain the full potential benefits, however would an employee do more work within nine hours rather than eight if given the opportunity to work from home and not travel to work, or would they complete the eight-hour job within the longer time but not be as stressed and benefit more from their WLB. Moreover, if the flexibility would increase engagement and trust, employers would not necessarily need to monitor and follow where and when the work is done, and employees would become more responsible for their own time and location. If an employee becomes too engaged and feels the need to work overtime because there is the flexible working window, or because they can do so from their own home, the individual could increase their stress levels and burn-out leading to disengagement. Therefore, the thesis question will focus on finding the link between flexible working and its' contribution to employee engagement and trust within an organisation.

6.1 Anticipated Results

It can be predicted that employees at the UK manufacturing company are more likely to be engaged due to the empowerment and benefits that flexible working provides; for example the ability to balance work and life better, or complete tasks on time. However, there can be other reasons that need to be kept in mind that can influence the answers from respondents – hence flexible working is treated as a potential reason for employee engagement. In addition, those who are more engaged already can work remotely and

use flexi days which compensate from the extra hours worked. Further business developments for flexible working arrangements could be considered and cannot be implemented without reliable results which this thesis will aim to provide for the business. The research covers a wide aspect of different variables that should give a reliable overview how flexible working influences employee engagement and trust, to which level are these managed and would it be beneficial for all parties to have more flexibility.

7 Research for Data

This second part of the thesis discusses the methods used during the thesis research. Support from existing literature is used to advise the best methods for the study to gain a robust understanding of the current situation within the organisation and how to go forward.

7.1 Quantitative versus Qualitative

Blaxter, Hughes and Tight (2001) proposed that quantitative and qualitative data can be used to test a theory or hypothesis. However quantitative data research is more commonly used for exploring an area and generating a hypothesis or theory, whereas qualitative research can support in generating a theory more often. As the research aim is not to generate a new theory but to explore an area where flexible working is assumed to have an impact on employee engagement, both quantitative and qualitative data are required.

Ghosh and Chopra (2003, cited in Crowther and Lancaster, 2012;2008:75) described the qualitative and quantitative data as follows:

Qualitative data is data in the form of descriptive accounts of observations or data which is classified by type.

Quantitative data is data which can be expressed numerically or classified by some numerical value.

The first part of the survey for this thesis is built as quantitative, for example, employees can rate themselves on a scale of one to six on how they feel about a specific event that

is described in the question. In addition, the questionnaire will include multiple choices that allow employees to select one to six answers that are most applicable to them.

Kahn (1990) proposed that engagement is dependent on psychological factors. The thesis research will therefore also explore some qualitative factors to gain some underlying of deeper causes for engagement or how flexible working influences personnel. Furthermore, there will be a reference to how much an employee feels that the organisation trusts them to deliver, to gain support for further developments.

7.2 Avoiding Risks

For data collection, Crowther and Lancaster (2012; 2008) proposed to plan well ahead, avoid overloading, and narrow down the topics to reflect the purpose of the study. The data needs to be meaningful and relevant for its purpose, have timeliness and be in the correct format to provide accuracy and help readers understand what it is showing and why it is collected. For the reader or managers, the information from the data is more interesting, but it must have these key elements listed above.

7.3 Ethics and Confidentiality

Ethics and confidentiality have been considered throughout the whole project lifecycle to avoid any misconducts that could otherwise occur. It is the researcher's responsibility to protect all participants' rights, dignity and welfare (Halej, 2017). By communicating this to the respondents, in this case to the employees of the UK manufacturing Company, they are more likely to be honest with their answers which will mitigate the risk of an inaccurate survey. Equality Challenge Unit (Halej, 2017) research advised that by ensuring these factors whilst conducting research, the researcher is more likely to determine different behaviours, assess risks, encourage trust and support within the specific environment, and promote public confidence, to name a few benefits. The Equality Challenge Unit supports higher education institutions in the UK by providing guidance, information and training that is focused on cultural transformation in organisations (Halej, 2017). Since the research topic "flexible working and engagement" is closely affected by the culture of the organisation and can be affected or may affect trust, it is crucial to take ethics and confidentiality into account. The confidentiality and data protection statements were visible to the respondents and they were asked to provide their consent before the data could have been collected.

8 Primary or Secondary Data

Saunders, Lewis and Thornhill (2003) argued that the fundamental distinctions between types and categories of data is that of primary and secondary data. Secondary data can be the starting point for data collection, for instance previous literature, research, articles, or surveys. Based on the previous literature, the survey can be built to fit the needs for the Primary Research.

8.1 Use of Primary data

Primary data allows the researcher to gain a deeper understanding of the research topic by observing and communicating with the target group (Saunders, Lewis and Thornhill 2003). For the respondents, in this case the Company's employees, it can feel personal and motivating because this is something to be considered and seen as a challenge on sites. The number of employees within the company allows the study to collect a large number of respondents - providing wide coverage. On the other hand, primary data collection runs the risk of respondent bias and reaction, can take a long time to complete, and be costly if some devices are limited. As well as this some employees may not want to respond out of fear or antagonism (Crowther and Lancaster, 2012;2008). These were only some elements that were considered before the study was launched.

8.2 Survey Sample Questions Template

The thesis research used the UWES approach as the basis and adapted it to reflect the flexible working patterns (see Appendix 1 – "Flexible Working and Engagement Survey"). Due to the time limit on the research and busy environment at the company in question, the time spent answering this survey was minimised to increase the likelihood of employees responding. In addition, including the confidentiality and data protection statements, the research contained questions about employees' demographics as appropriate for the research purpose. For example the employee's work role is important in order to understand whether there are differences in various departments and how these differences could be minimised.

9 Data Analysis

There is no clear structure to find a relation between the three factors proposed in UWES and therefore the authors advised to use the average of the total-score from the UWES table as a measure for engagement (Schaufeli and Bakker, 2004:37). The range for the survey was a seven-point scale, where zero-points represents the lowest category in the scale and six is the highest. To better understand the relationship between work-engagement and flexible working, the total-score of the three factors are correlated with the other survey results. For the statistical norms, Table 1 below provides the UWES-17 averages which are then distributed in five different categories.

Table 1. UWES-17 Engagement Score Categories. Source: Schaufeli and Bakker (2004:37).

	Vigor	Dedication	Absorption	Total Score
Very low	≤ 2.17	≤ 1.6	≤ 1.6	≤ 1.93
Low	2.18 - 3.20	1.61 - 3.00	1.61 - 2.75	1.94 - 3.06
Average	3.21 - 4.80	3.01 - 4.90	2.76 - 4.40	3.07 - 4.66
High	4.81 - 5.60	4.91 - 5.79	4.41 - 5.35	4.67 - 5.53
Very high	≥ 5.61	≥ 5.80	≥ 5.36	≥ 5.54
M	3.99	3.81	3.56	3.82
SD	1.08	1.31	1.1	1.1
SE	0.01	0.01	0.01	0.01
Range	.00 - 6.00	.00 - 6.00	.00 - 6.00	.00 - 6.00

The results from UWES answers have been cross-referenced with answers related to flexible working. Also, part of the survey was based on the flexible working arrangements that the company currently have in addition to questions that were hypothetical. For example, "Do you foresee yourself working here one year from now?". Since there was no previous data, the company's recruitment manager advised to research if this would influence whether a person would accept or decline the role. Furthermore, a small section is added about company trust. This is solely based on the individuals' feelings and questions have been asked around the company during its' transformation period.

9.1 Limitations considered

The survey solely focuses on flexibility of the workplace, but if there is a distinction in the background that can affect an individual's mood and feelings, it could affect the

results. Therefore, it cannot be stressed enough that the aim of the study is to find out how much flexible working can influence employee engagement as one factor amongst other factors (Kahn, 1990; Macey and Schneider, 2008; Meyer and Gagné, 2008; Applegarth, 2006).

10 Survey Analysis and Discussions

This part of the thesis focuses on the results gathered and analysis made from the flexible working and engagement survey data. Each section focuses on specific cross-tabulation to understand the relationships between the variables and discusses the key findings. The research was launched online in a UK Manufacturing company for a three-week period in March 2019.

10.1 Primary Data – Target Group

335 employees took part in the survey that was communicated via colleagues, team leaders, HR and other networks. Around 32.0% were women and 68.0% men, and the age groups varied from 18 to over 58. Respondents' time within the company varies from less than one year to over 30 years. The largest group – just under 29.0% – have worked within the company up to ten years, and over 14.0% have worked longer than this. In the survey, their usual working environment was asked. 310 respondents worked in the office environment in comparison to 16 who worked in a factory. The rest of the population were field-based, or half office and half factory based. The population worked under different contracts; permanent, temporary, part-time, and a few sub-contractors that enabled the survey to be more diverse. Less than 5.4% of the respondents were sub-contractors, and for the aim of this survey their results will benefit the analysis and discussions. In addition, employees were able to identify their social status, such as a carer or parent, to better understand if there would be significant needs for flexibility. In conclusion, the target group gives an extensive mix of employees from different backgrounds and experiences. Analysing the target group's engagement with different demographics showed small differences between their experience within the company, social status, or age etcetera (see Appendix 2 – "Demographics and Total Engagement Score (UWES)").

11 Engagement

The UWES-17 questionnaire provided the section for engagement in the survey. This highlighted respondents' vigour, dedication and absorption. Table 2 below shows the means for each category. For the company employees, the average on each category is above 4.0 - making the respondents' engagement score (high) average. Standard deviation indicates that dedication has higher variations than vigour and absorption. The following paragraphs will provide better understanding to the different aspects influencing engagement.

Table 2. Employee engagement – UWES (17).

	N	Minimum	Maximum	Mean	Std. Deviation
Vigour	335	.00	6.00	4.1412	.97128
Dedication	335	.00	6.00	4.4155	1.08963
Absorption	335	1.00	6.00	4.0206	.95279
Average	335	.50	6.00	4.1919	.90038
Valid N (listwise)	335				

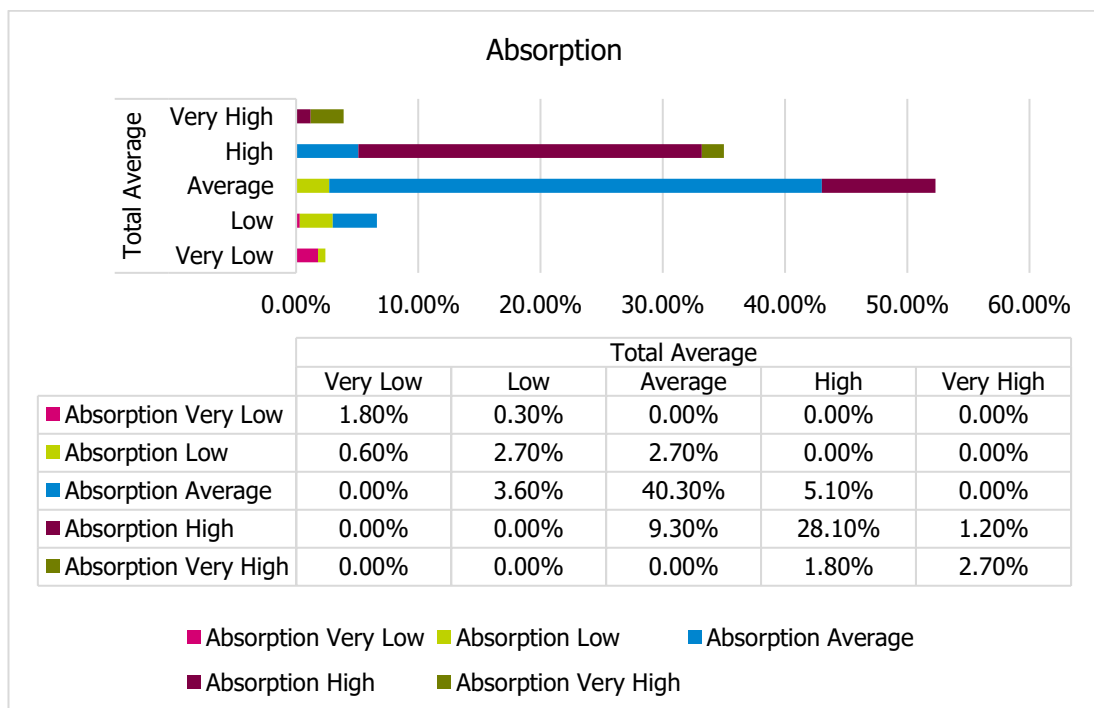


Figure 2. Absorption and total average.

Figure 2 on the previous page displays the variations for absorption. The results show that the majority divided between high and average. Much of the population with absorption being average also scored average in total engagement; around 40.3%. Employees scoring higher on absorption rated higher in total engagement. Those whose absorption score was low or very low rated average or lower in total engagement. For around 43.1% of respondents who scored high or very high on absorption, feeling immersed and happy with their work, they forget everything else around them and consequently lose track of time as it can be difficult to detach from a task. In comparison for around 5.4% of those who scored low or very low, they feel time is slow and they can be easily distracted.

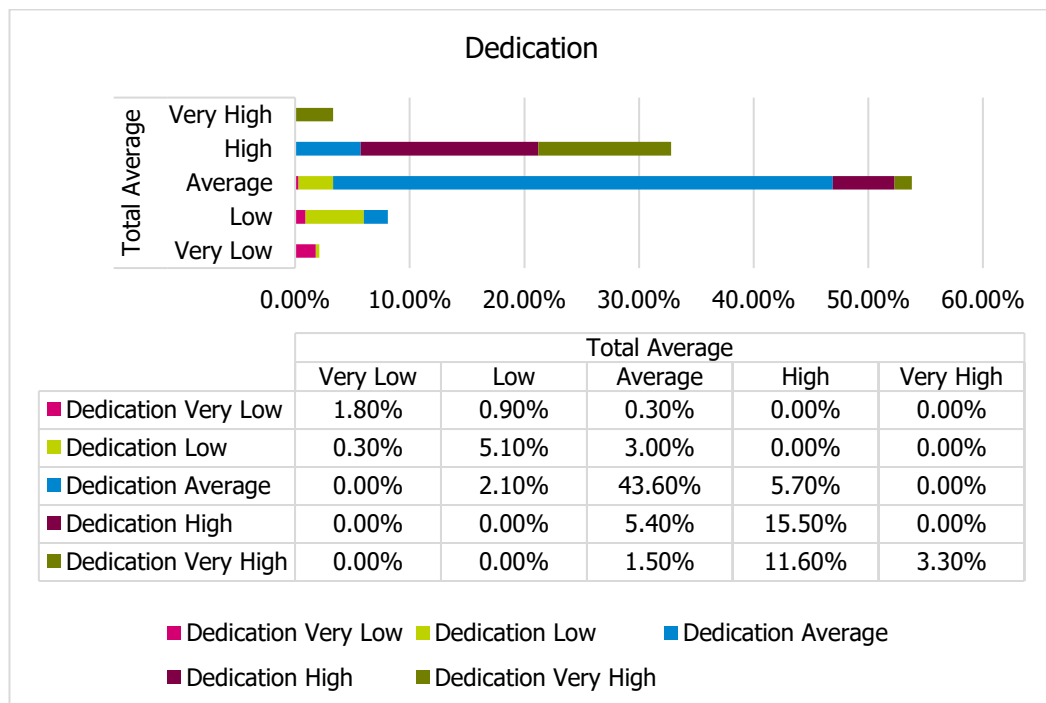


Figure 3. Dedication and total average.

Figure 3 above illustrates the variations for dedication. Employees who are in categories high and very high feel proud of what they do; they find the job challenging, meaningful and inspiring, and they feel enthusiastic about it. The data shows that most respondents rated average on dedication; around 51.4%. Approximately 34.0% scored high or very high in comparison to the other 8.1% who scored low or very low. If comparing to absorption, the number of respondents for very high and high are lower, and the low and very low are higher. On the other hand, the number of employees who have selected

very high are greater for dedication showing that more people feel very strongly about the job they do.

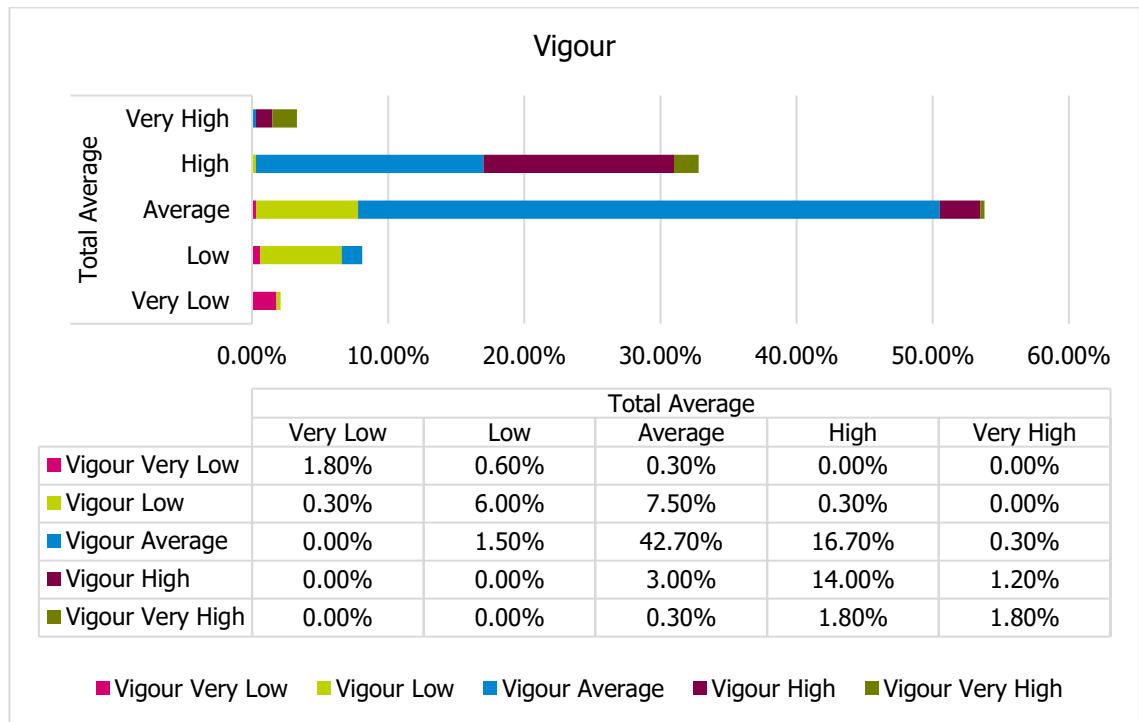


Figure 4. Vigour and total average.

The final variable feeding into engagement indicates how much energy, zest and stamina one has towards work. As seen in Figure 4 above, most respondents scored average in this category too, around 61.2%. Around 22.1% of respondents scored high or very high, meaning they feel strong and vigorous at work and they can continue for very long periods at a time. Approximately 8.4% rated low or very low, meaning they are less likely to feel energetic and it is easier for them to stop working. Vigour had the lowest number of employees scoring high or very high and the greatest number of employees scoring low or very low when comparing the other two factors affecting employee engagement.

In conclusion, the category that is most likely to speak for flexibility is absorption as the questions were closely linked to the time employees spend at work. This variable had the greatest number of high and very high results and the least number of low and very low results. The challenges are more likely coming from the other two factors;

dedication and vigour. However, the smallest groups were in low and very low, followed by average and high and very high, which covered a great number of the population. Overall, engagement rated closer to the high end of average.

11.1 UWES and Flexible Working

Table 3 below compares a benefit that employees could select as one of the benefits from flexible working. Around 68.1% of all employees said that flexible working helps them to complete tasks on time. Performing cross-tabulation with the total-score for UWES engagement categories, it was found that 55.8% of employees in categories low or very low felt that flexible working supported them to complete tasks on time, whereas over 76.7% of employees in high or very high felt the same. Over 64.4% of respondents with engagement being average felt that flexible working would bring this benefit. The more engaged the employee felt, the more likely they were to see the benefit of completing tasks on time because of flexibility. The data for this section supports that higher engagement can be due to flexible working.

Table 3. Flexible working benefit: Complete task on time and Total engagement score.

complete tasks on time * Score Categories Crosstabulation

		Score Categories					Total
		Average	High	Low	Very High	Very Low	
Complete tasks on time	Not selected	19.1%	7.8%	3.9%	0.6%	0.6%	31.9%
	Yes	34.6%	25.1%	4.2%	2.7%	1.5%	68.1%
Total		53.7%	32.8%	8.1%	3.3%	2.1%	100.0%

Further investigation showed that employees with higher engagement saw this benefit being the most important in addition to catching up with hobbies, family and friends (around 80.7%). About 62.2% of employees with an engagement score of high or very high felt that they could come to work when they want, in comparison to 67.7% of employees who scored low or very low in total engagement. From the qualitative questions, it was found that some of the reasons why this may not be a benefit for all were because of traffic, personal reasons such as school runs, and the core hours that limited further flexibility. On the contrary, it can be identified that if employees felt the benefits of flexible working, they were more likely to take their time to complete the tasks and be engaged with their job. The population (around 4.5%) who felt that flexible working

had no benefits worked their contracted hours or more. The most common reason was that they did not have time to spend the hours they had collected in the "hour bank", hence did not see flexibility as a real benefit. Around 46.0% of the respondents in this category had an average engagement level, over 26.6% high, and 20.0% low; the rest being very high. In conclusion, the employees' engagement varied within this group and they felt that more flexibility would provide them the benefits they would need.

To conclude, the more engaged one was the more likely they were to feel the benefits of flexible working. This was calculated by the average score from each flexible working benefit for the specific target group (very low to low, average, high to very high) and divided by the number of benefits on offer; six. On average 62.0% of employees in high and very high engagement categories felt that at least one benefit was caused by flexible working, in comparison to around 56.2% of those in low or very low engagement categories.

11.1.1 Flexi Days and Early Friday Finish

Table 4 on the next page illustrates the relationship between flexi days taken within a year and total scores for engagement. The majority of respondents tend to take flexi days more than eight times in a year. The greatest number of respondents, around 23.9% who rated average, said they would take flexi days eight or more times a year. Roughly 15.8% of the respondents whose engagement is high formed the second largest group, and they would also take flexi days 8 to 12 times a year. Approximately 11.9% of the respondents never take a flexi day and more than 10.5% of the group's engagement was average or higher. Only 3.9% of those who took a flexi day eight or more times a year felt low or very low. Furthermore, those who scored very low were most likely to take flexi days at least eight times a year. However, when comparing the categories to each other they are not showing high variations between the groups, and the number of flexi days taken by an employee is not strongly linked with one's engagement.

Table 4. Relationship between flexi days taken by an employee and total engagement averages.

Flexi Days Taken by An Employee * Score Categories Crosstabulation

		Score Categories					Total
		Average	High	Low	Very High	Very Low	
Flexi days taken by an employee	Never	6.9%	3.3%	0.9%	0.3%	0.6%	11.9%
	1-3 times a year	11.0%	6.0%	2.1%	0.6%	0.3%	20.0%
	4-7 times a year	11.9%	7.8%	2.4%	0.9%	0.0%	23.0%
	8-12 times a year	23.9%	15.8%	2.7%	1.5%	1.2%	45.1%
Total		53.7%	32.8%	8.1%	3.3%	2.1%	100.0%

The company allows an early departure window for its employees on Friday afternoons. One can leave after 12PM in comparison with 4PM on Monday to Thursday. Table 5 below shows the relationship between employee engagement and the number of times a month an employee leaves earlier on Friday. The reason 1:30PM as a cut-off time was selected is that this was when employees could leave before 30 minutes for lunch was deducted from their working hours. Around 30.4% of the respondents leave 3 to 4 times a month earlier than 1:30PM and roughly 31.9% leave 1 to 2 times a month. Around 26.5% of those who leave 3 to 4 times a month, are categorised in average or higher for engagement. Approximately 14.9% of those who never leave early are scored average or higher.

Table 5. Relationship between leaving early on Friday and engagement.

Friday - Early departure window: I leave before 1:30PM on Fridays * Score Categories Crosstabulation

		Score Categories					Total
		Average	High	Low	Very High	Very Low	
Friday - Early departure window: I leave before 1:30PM on Fridays	Never	11.0%	3.3%	0.6%	0.6%	0.0%	15.5%
	Less than once a month	10.7%	7.2%	2.4%	1.2%	0.6%	22.1%
	1-2 times a month	17.9%	9.9%	2.7%	1.5%	0.0%	31.9%
	3-4 times a month	14.0%	12.5%	2.4%	0.0%	1.5%	30.4%
Total		53.7%	32.8%	8.1%	3.3%	2.1%	100.0%

However, when these percentages are compared the count between the groups varies slightly. Approximately 69.9% of those who scored high, leave early on Fridays at least

once a month, in comparison to 12.9% of the employees scoring high and never leaving early on Fridays. Around 38.2% of the respondents in low or very low categories leave 3 to 4 times a month, in comparison to around 34.6% of high to very high. Employees who scored average in engagement, are least likely to leave early on Fridays 3 to 4 times a month. In conclusion, there are slight variations between groups, however from the qualitative data it was discovered that the Flexible Friday departure window was viewed more as a benefit. For example, they felt they could take longer weekends by finishing early. In addition, it provided a place to take a half-day off when longer hours had been worked during the week. A small number of employees felt that the arrangement was not as beneficial because employees were ready to finish early, so would not take jobs that required more focus and time, making them less productive.

11.1.2 Hours worked

The relationship between working hours and engagement scores are shown in Table 6 on the next page. Many of the workers – around 56.4% – work between 37 to 40 hours per week on average. The next largest population – around 29.6% – work between 41 to 45 hours per week. Those who work 46 to 50 hours a week rated average or high for engagement. About 1.5% of all the respondents work more than 50 hours a week and categorised average or higher in the engagement scale. The largest number of those who feel low or very low (approximately 7.3%) worked 37 to 40 hours per week. The representatives with a total engagement score of average or higher were more likely to work longer hours than those scoring low or very low. From the previous benefits analysis (see paragraph 12.1 UWES and Flexible Working on page 23) and qualitative data, it was found that employees appreciated the flexible time as this supported them to work longer hours when a project required it. In addition, during quieter periods the respondents could leave earlier and not misuse the working time.

Table 6. Average hours worked per week and Total engagement.

Average Hours Worked per Week * Score Categories Crosstabulation

		Score Categories					Total
		Average	High	Low	Very High	Very Low	
Average hours worked per week	<37	2.4%	0.6%	0.6%	0.0%	0.3%	3.9%
	37-40	29.0%	19.1%	5.7%	1.2%	1.5%	56.4%
	41-45	16.7%	9.9%	1.5%	1.2%	0.3%	29.6%
	46-50	3.0%	1.8%	0.0%	0.0%	0.0%	4.8%
	>50	0.3%	0.6%	0.0%	0.6%	0.0%	1.5%
	I work part-time	2.4%	0.9%	0.3%	0.3%	0.0%	3.9%
Total		53.7%	32.8%	8.1%	3.3%	2.1%	100.0%

11.1.3 Working from home and commuting

Table 7 below showcases the number of times employees work from home and their total engagement scores. Around 0.9% of employees worked from home every day, in comparison to approximately 31.0% who never worked from home. Around 29.0% of employees worked from home a few times a year or less, and around 10.4% did this a few times a month. Employees who scored in high or very high for engagement are less likely to work from home more than a few times a year, however some employees (around 2.1%) of the same categories work from home at least a few times a week. Employees who scored low or very low do not work from home every day and only 1.8% work from home a few times a week or less. Although working from home on a weekly basis – or even monthly – is not popular, the data suggests small crosstabulations on engagement being higher rather than lower if working from home.

Table 7. Relationship between working from home and total engagement.

Working from home: I work from home * Score Categories Crosstabulation

		Score Categories					Total
		Average	High	Low	Very High	Very Low	
Working from home:	Every day	0.6%	0.0%	0.0%	0.3%	0.0%	0.9%
I work from home	A few times a week	1.5%	1.5%	0.3%	0.3%	0.3%	3.9%
	Once a week	3.0%	2.1%	1.2%	0.3%	0.0%	6.6%
	A few times a month	5.7%	3.9%	0.9%	0.0%	0.0%	10.4%
	Once a month or less	11.6%	5.1%	0.9%	0.0%	0.6%	18.2%
	A few times a year or less	14.6%	11.0%	1.2%	1.8%	0.3%	29.0%
	Never	16.7%	9.3%	3.6%	0.6%	0.9%	31.0%
Total		53.7%	32.8%	8.1%	3.3%	2.1%	100.0%

Respondents were asked how long they take to commute from home to work. Table 8 below shows that most employees took 15 to 30 minutes, followed by those who had a journey time of less than 15 minutes, and then 30 to 45 minutes. When comparing the engagement scores across journey times, the trend is that regardless of commute, respondents are average or high. This indicates that commute time does not impact engagement.

Table 8. Travel time from home to work and Total engagement.

		Score Categories					Total
		Average	High	Low	Very High	Very Low	
Travel Time from Home to Work	<15 minutes	13.7%	6.6%	0.9%	0.6%	0.9%	22.7%
	<30 minutes	18.8%	12.2%	2.4%	1.2%	0.9%	35.5%
	<45 minutes	10.7%	7.5%	1.8%	1.8%	0.0%	21.8%
	<60 minutes	4.5%	4.8%	1.2%	0.0%	0.3%	10.7%
	<75 minutes	1.8%	0.9%	0.0%	0.3%	0.3%	3.3%
	>75 minutes	2.7%	3.0%	0.3%	0.0%	0.0%	6.0%
Total		52.2%	34.9%	6.6%	3.9%	2.4%	100.0%

A potential reason for working from home could be commuting, which Table 9 demonstrates on the next page. The table shows variations across the time spent on travelling and working from home and no one group dominates others apart from those who live 15 minutes away and work from home every day. Moreover, those who work further than 75 minutes away are less likely to work from home more than once a week. For all employees in the high category, the lowest scores came from vigour, whereas for those in low and average categories the shared place was between vigour and absorption. Further investigation showed the reason for lower vigour could be because of the longer journey; which flexible working supported because employees could avoid congestion during rush hours by being flexible with their start and finish times.

Table 9. Travel time from home to work and working from home.

Travel Time from Home to Work * Working from home: I work from home Crosstabulation

		Working from home: I work from home							
		Every day	A few times a week	Once a week	A few times a month	Once a month or less	A few times a year or less	Never	Total
Travel Time from Home to Work	<15 minutes	0.9%	0.3%	0.3%	1.8%	2.1%	6.0%	11.3%	22.7%
	<30 minutes	0.0%	0.3%	0.6%	2.7%	8.7%	12.2%	11.0%	35.5%
	<45 minutes	0.0%	1.2%	1.8%	2.7%	3.6%	7.5%	5.1%	21.8%
	<60 minutes	0.0%	1.5%	1.5%	0.6%	2.7%	2.7%	1.8%	10.7%
	<75 minutes	0.0%	0.3%	0.6%	1.2%	0.3%	0.0%	0.9%	3.3%
	>75 minutes	0.0%	0.3%	1.8%	1.5%	0.9%	0.6%	0.9%	6.0%
			0.9%	3.9%	6.6%	10.4%	18.2%	29.0%	31.0%

11.2 Engagement and Well-Being

Until now, the analysis has reviewed the links between engagement and flexible hours and days. The previous data shows that most employees worked at least their contracted hours a week – if not more. Moreover, it was found that many of the employees’ engagement scores were average or higher. Absorption played a big part on how involved an individual would get in a task or project. Absorption showed the highest count leading into a stronger engagement. For this section, the engagement is analysed together with employee well-being and different scenarios are used to cross-tabulate the figures.

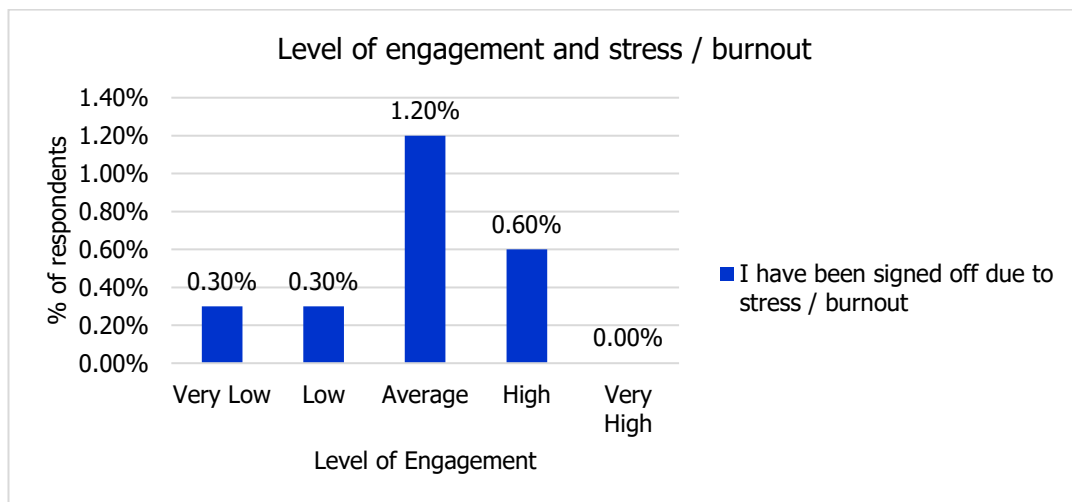


Figure 5. Relationship between level of engagement and stress/burnout.

First, Figure 5 above illustrates the number of respondents being signed off due to stress or burnout – which is then categorised in the total engagement averages. Employees who had been signed off due to stress or burnout within the past 12 months

covered around 2.4% of all respondents. Most of the employees have engagement score of average. From the specific UWES categories, it was found that respondents who have been signed off had low levels of vigour. However, their dedication towards their job were significantly higher rated.

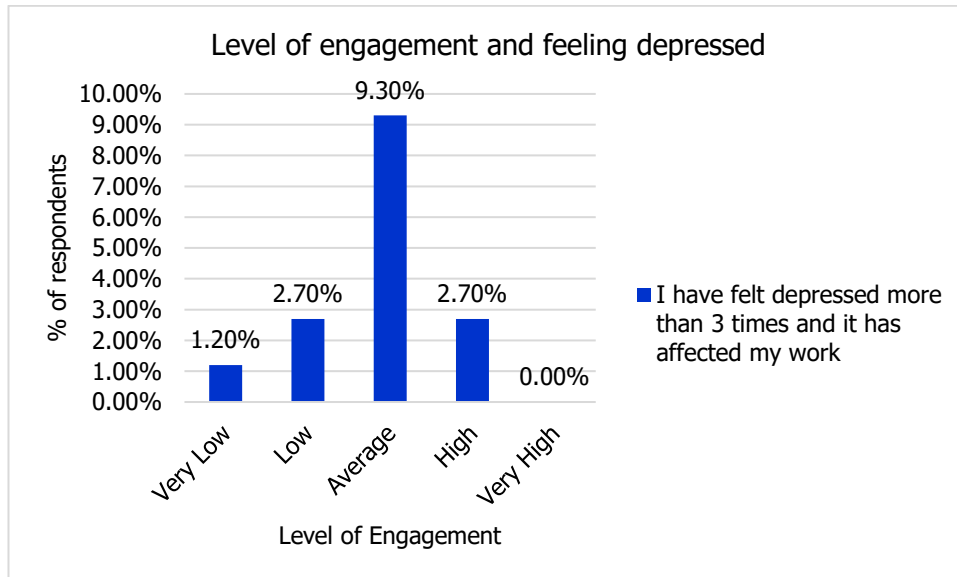


Figure 6. Relationship between level of engagement and feeling depressed.

Figure 6 above demonstrated the relationship between level of engagement and feeling depressed. Around 15.80% have felt depressed more than three times within 12 months and it has affected their work. Almost 50.0% who have felt depressed have engagement score average. Those scoring very high on engagement have not felt depressed, whereas 4.2% of employees scoring high have felt depressed. The likelihood of being depressed is higher for those whose engagement is low (41.0%) or very low (62.5%) in comparison to those who are average or higher when compared with the total count of each category. In comparison, this represents a small number of the total population and underlying reasons were examined from the different categories influencing engagement. The main reason for those with an average engagement score came from absorption and vigour. For those with an engagement score of low or very low, dedication was mostly the lowest, in comparison to those scoring high, where dedication tended to be the highest; their lowest being absorption. Although some saw the benefits of flexible working for both employees and employer, they felt that this was not embraced enough, and they were not always feeling appreciated at all.

The third scenario viewed the relationship between engagement and exhaustion. Employees who felt exhausted more than three times within 12 months – affecting their work - covered around 23.6% of all respondents. Around 65.8% of the employees who felt exhausted had an engagement score of average. Around 26.6% had an engagement score of higher than average. Comparing to the previous figures where the low and high seemed to be sharing second place, employees with high engagement were more likely to feel exhausted than those with a low rating. The same trend follows and dedication for those employees was also high, whilst vigour was low. However, respondents scoring average or lower had more changes between variables. From the qualitative data for this population, employees felt that flexible working was a real benefit and supported their work-life balance better, although they would have liked to see more benefits around pay and flexibility.

Table 10. Flexi days taken by an employee and exhaustion.

Flexi Days Taken by An Employee * I have felt exhausted more than 3 times and it has affected my work Crosstabulation

		I have felt exhausted more than 3 times and it has affected my work		Total
		No	Yes	
Flexi days taken by an employee	Never	10.7%	1.2%	11.9%
	1-3 times a year	15.2%	4.8%	20.0%
	4-7 times a year	17.0%	6.0%	23.0%
	8-12 times a year	33.4%	11.6%	45.1%
Total		76.4%	23.6%	100.0%

To find a link to show if flexible working could improve well-being and engagement, Table 10 above shows the exhaustion and numbers of flexi days taken per year. Employees who have felt exhausted were more likely to take a flexi day at least 4 times a year or more (approximately 75.0% in this grouping), when compared to those who have not felt exhausted three times within a 12-month period (around 66.0%). Overall, around 68.1% of all respondents took 4 or more flexi days in a year.

11.2.1 Other Well-Being Scenarios

Similarities were found from other questions where it was asked whether they had been ill more or less than three times a year. For those who scored very low, it was

more likely that they would be ill more than three times a year, however the population representing this group was relatively small; hence the focus was on stress, burn-out and exhaustion. It can be concluded that high dedication with low vigour can lead to stress, exhaustion and depression. Whereas if these were balanced, the employees would be less likely to feel this way. From the qualitative data, it was gathered that the respondents found the benefits of flexible working to support them to complete their tasks, be more efficient, manage their time and have improved WLB. However, some felt that more appreciation and flexibility is needed to support employees to fully engage with their work.

11.3 Retention

To understand better whether the company is going in the right direction with flexible working, what are the benefits of it to employees, and what is engaging them, three questions were asked around retention and one around career breaks.

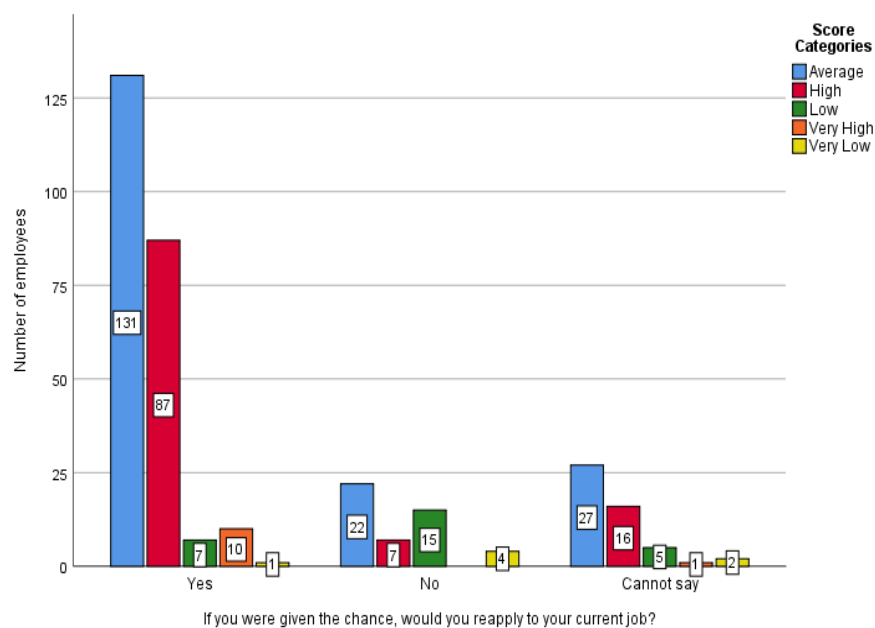


Figure 7. Reapplying to one's job and total engagement.

Employees were asked if they would re-apply for their current job if given a chance. Figure 7 above shows that out of 236 employees, over 70% of the respondents said "Yes", 48 employees said "No" - approximately 14.3% - and 51 - approximately 15.2% - said "Cannot say". Those whose engagement score was average or higher were much more likely to re-apply to their current job, however the figure also identifies a number

of employees who either scored low or very low and would re-apply. In addition, those who rated either average or higher – being 29 employees – would not reapply. In summary, employees with higher engagement scores were more likely to say yes and the next sections will provide a better understanding of how flexibility is linked to this.

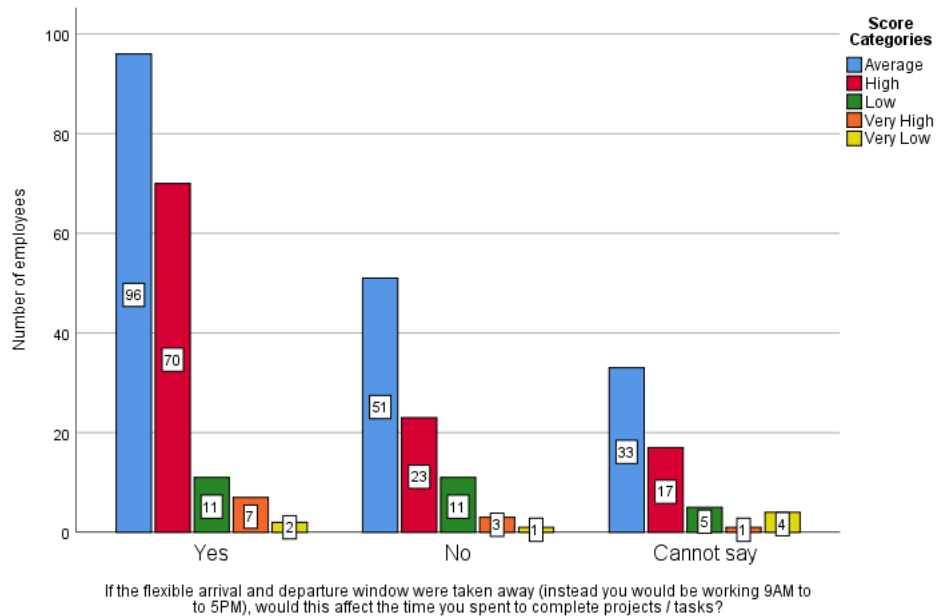


Figure 8. Change in hours and total engagement.

To understand better the link to flexible working, the respondents were asked whether it would affect their time to complete a task if the flexible arrival and departure window was taken away and they would be working 9AM to 5PM instead. Figure 8 above shows that over 55.5% of the respondents said changing hours would have an impact. Around 26.6% said it would not, and around 17.9% could not say. Employees who rated average or higher were more likely to select that the change in time would have an impact on project completion, whereas those rating low are divided between yes and no. Those with high engagement were more likely to feel the changes and felt the benefits offered by the current flexibility. This part of the survey was followed up by a qualitative question to learn more about how it would affect employees' time if the time window was changed. Most employees – 72 out of 119 – felt that flexible arrival and departure windows supported them being more productive and efficient with their time. One employee commented: *“It would lower my mood and the later hours in the day would suffer the most in productivity. 8-11am are the golden hours for me.”* Another employee stated: *“I would most likely drag things out during quiet times to fill the day. Equally, if I was very busy I would cut corners.”* Many felt that they were being more productive at certain times of

the day due to their personal energy or office being quiet in the early and late hours. Employees also felt that the flexibility supported their workload, as at times the customer needs and projects would have strict deadlines and there was a lot to deliver so employees would work longer hours, whereas at times when it would be quieter, they could take flexi days or hours to rest. Moreover, employees working with team members, customers and suppliers in other time zones were able to use the flexible hours for their meetings and travelling. About 63 employees had various views on how the flexibility supports their WLB. Some felt that commuting would become difficult without flexible working as the traffic is heavier. Furthermore, employees with families would struggle with childcare and some mentioned this would directly impact their health and well-being if flexible working was removed. As one employee commented *“Working 9 to 5 puts you in the rush hour both ways, to and from work. I arrive (7.30am) before the morning rush hour and often depart (4-4.30pm) before the evening rush hour. This suits me better, stops me getting stressed and gives me more time to start work and then enjoy my evening.”* Although many employees saw flexibility as supportive of their personal life, many referred this support towards their effectiveness and productivity at work, therefore it can be understood as having a direct impact on individual performance.

Employees were asked whether they would see themselves working in the company one year from now. Figure 9 on the next page demonstrates that those with an engagement score of average or higher were more likely to say “Yes” whereas employees who scored low or very low were divided across the three options. The more engaged employees were, the more confident they were of staying.

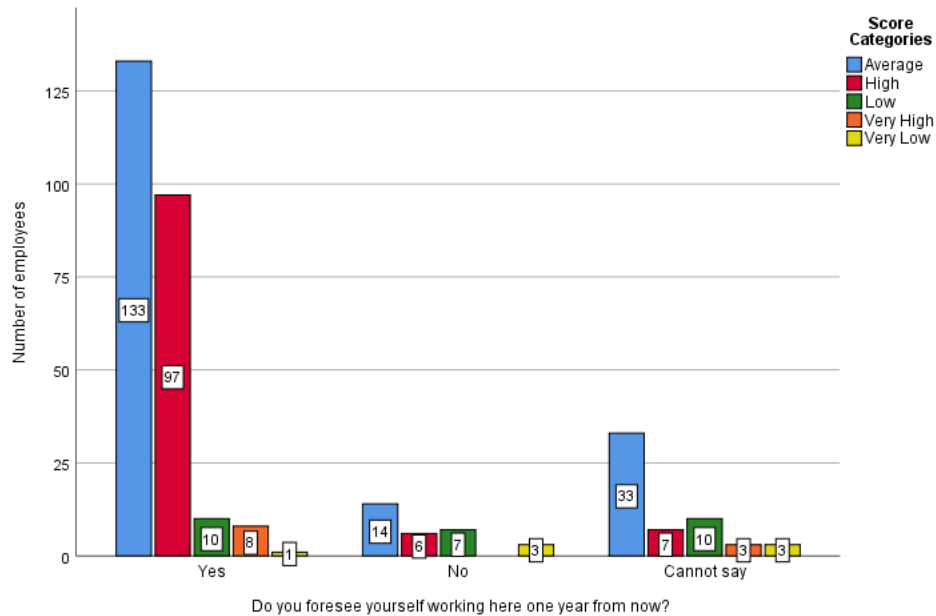


Figure 9. Working in the company one year from now and total engagement.

11.3.1 Reason for Quitting

Employees were then given an open question opportunity to provide a main reason for leaving (hypothetically). It was found that if the work was no longer challenging and engaging, or if there would be other opportunities elsewhere and better work packages were offered, the employees would be more likely to leave. However, in relation to flexible working and engagement, the challenging job and commuting times were the top two. On the other hand, the survey question was a difficult one to gain results from as it was hypothetical, and not all respondents gave a reason for leaving which would be directly linked to the flexible benefits.

11.3.2 Career Break

Respondents were asked whether they have taken sabbatical or a long career break. Only 8 employees said they had. It was further specified that 3 out of 8 were for maternity leave, 2 were career breaks between jobs or retirement, and the rest were to support their own work progress and families. These respondents' engagement scores were either high or on the higher end of average.

11.4 UWES and Trust

This section analyses the relationship between engagement and trust that the individuals feel from their managers and colleagues, as well as how they feel about their own delivery.

Table 11. Manager's trust and total engagement.

Score Categories * I feel that my manager trusts me to deliver on time Crosstabulation

		I feel that my manager trusts me to deliver on time					Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Score	Average	0.6%	0.6%	4.2%	21.4%	27.1%	53.9%
Categories	High	0.0%	0.0%	1.2%	12.3%	19.0%	32.5%
	Low	0.6%	0.3%	0.9%	3.3%	3.0%	8.1%
	Very High	0.0%	0.0%	0.3%	0.3%	2.7%	3.3%
	Very Low	0.3%	0.3%	0.3%	0.3%	0.9%	2.1%
Total		1.5%	1.2%	6.9%	37.7%	52.7%	100.0%

Employees engagement in relation to trust felt from their manager is shown above in Table 11. Those in categories high or very high agreed or strongly agreed that their manager trusts them to deliver on time. None of the respondents scoring high in engagement disagreed. People who strongly disagreed or disagreed that their manager trusts them to deliver on time scored average or less in engagement; however the number of the population is around 2.7% of the total, suggesting that the majority of employees do feel that their managers trust them to deliver on time.

Table 12. Colleague's trust and total engagement.

Score Categories * I feel that my colleagues trust me to deliver on time Crosstabulation

		I feel that my colleagues trust me to deliver on time					Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Score	Average	0.0%	0.3%	3.9%	24.7%	25.0%	53.9%
Categories	High	0.0%	0.0%	0.6%	13.3%	18.7%	32.5%
	Low	0.3%	0.0%	0.9%	3.9%	3.0%	8.1%
	Very High	0.0%	0.0%	0.3%	0.3%	2.7%	3.3%
	Very Low	0.3%	0.0%	0.3%	0.6%	0.9%	2.1%
Total		0.6%	0.3%	6.0%	42.8%	50.3%	100.0%

The same question was asked in relation to trust from colleagues. Table 12 on the previous page shows that employees who felt that their colleagues trust them to deliver on time (agree to strongly agree) are mostly rated in the average category for engagement. Employees who felt high or very high felt mostly the same. Again, employees scoring high or very high did not disagree with this statement. Employees in low and very low categories for engagement mostly agree that their colleagues trust them to deliver on time. The same pattern follows on how the individual feels about their own delivery on Table 13 below. Only 0.3% of the respondents are in the very low category on engagement and strongly disagree that they deliver on time. Around 1.2% disagree that they deliver on time and they score either average or lower on engagement. Employees who are highly engaged feel that the managers and colleagues trust them although scoring of their own feeling on their delivery may be slightly lower. In conclusion, trust improves engagement and those who are not feeling trusted by their colleagues or managers rated lower for engagement.

Table 13. Deliver on time and total engagement.

		I feel that I often deliver on time					Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Score Categories	Average	0.0%	0.6%	5.2%	27.6%	20.9%	54.2%
	High	0.0%	0.0%	1.2%	15.8%	15.5%	32.4%
	Low	0.3%	0.6%	0.6%	3.6%	3.0%	8.2%
	Very High	0.0%	0.0%	0.3%	1.2%	1.5%	3.0%
	Very Low	0.3%	0.0%	0.0%	0.6%	1.2%	2.1%
Total		0.6%	1.2%	7.3%	48.8%	42.1%	100.0%

11.4.1 Flexible Working Arrangements and Trust

Employees who were working from home every day either agree or strongly agree that their colleagues and manager trust them to deliver on time. Table 14 and 15 on the next page illustrate the relationships between these variables. Employees who disagreed or strongly disagreed that their manager trusts them to deliver on time were less likely to work from home. Only employees who disagreed or strongly disagreed that their colleagues trust them to deliver on time worked from home once a month or less. The majority of respondents – around 31.0% – never worked from home and they feel that their colleagues and managers trust them to deliver on time. The second largest

group working from home a few times a year or less (around 28.9%) agreed or strongly agreed that their manager and colleagues trust them to deliver on time.

Table 14. Working from home and manager's trust.

Working from home: I work from home * I feel that my manager trusts me to deliver on time Crosstabulation

		I feel that my manager trusts me to deliver on time					Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Working from home: I work from home	Every day	0.0%	0.0%	0.0%	0.6%	0.3%	
	A few times a week	0.0%	0.3%	0.0%	1.2%	2.4%	3.9%
	Once a week	0.0%	0.0%	0.9%	1.5%	3.9%	6.3%
	A few times a month	0.6%	0.3%	0.3%	3.9%	5.4%	10.5%
	Once a month or less	0.3%	0.0%	0.9%	6.0%	11.1%	18.4%
	A few times a year or less	0.0%	0.6%	1.5%	11.4%	15.4%	28.9%
	Never	0.6%	0.0%	3.3%	13.0%	14.2%	31.0%
Total		1.5%	1.2%	6.9%	37.7%	52.7%	100.0%

Table 15. Working from home and colleagues' trust.

Working from home: I work from home* I feel that my colleagues trust me to deliver on time Crosstabulation

		I feel that my colleagues trust me to deliver on time					Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Working from home: I work from home	Every day	0.0%	0.0%	0.0%	0.3%	0.6%	
	A few times a week	0.0%	0.0%	0.0%	1.8%	2.1%	3.9%
	Once a week	0.0%	0.0%	0.3%	2.4%	3.6%	6.3%
	A few times a month	0.0%	0.0%	0.6%	5.1%	4.8%	10.5%
	Once a month or less	0.3%	0.0%	1.2%	6.0%	10.8%	18.4%
	A few times a year or less	0.0%	0.3%	0.9%	13.0%	14.8%	28.9%
	Never	0.3%	0.0%	3.0%	14.2%	13.6%	31.0%
Total		0.6%	0.3%	6.0%	42.8%	50.3%	100.0%

When the engagement score of the employees who work from home every day or a few times a week was reviewed, the data showed that those who disagreed their manager would trust them to deliver on time and work from home more than a few times a week had a very low engagement score. Most had engagement scores of very high, high or at the high end of average.

Table 16. Manager's trust and number of flexi days a year.

I feel that my manager trusts me to deliver on time * Flexi Days Taken by An Employee Crosstabulation

		Flexi Days Taken by An Employee				Total
		Never	1-3 times a year	4-7 times a year	8-12 times a year	
I feel that my manager trusts me to deliver on time	Strongly Disagree	0.0%	0.6%	0.3%	0.6%	1.5%
	Disagree	0.0%	0.0%	0.3%	0.9%	1.2%
	Neutral	0.3%	0.9%	1.8%	3.9%	6.9%
	Agree	6.3%	7.2%	7.2%	16.9%	37.7%
	Strongly Agree	5.4%	11.4%	12.7%	23.2%	52.7%
Total		12.0%	20.2%	22.3%	45.5%	100.0%

Table 16 above demonstrates another scenario in where the manager's trust is linked with the number of flexi days taken by an employee. The table provides a good overview to understand how much an employee is taking flexi after working long hours, and their manager trusting them to work hard to earn these. Approximately 44.0% of all who strongly agreed and 44.8% of all who agreed that their manager trusts them to deliver on time also took flexi days 8 to 12 times a year. Approximately 40.0% of those who strongly disagreed took the same amount of flexi days a year. The people most likely to take the flexi days were those who disagreed (around 75.0%) that their manager trusts them to deliver on time. The population is very small for those who disagreed or strongly disagreed (around 2.7%) in comparison to those who agreed or strongly agreed (around 90.4%). The figures show that more trust encourages employees to take flexi days.

12 Discussion and Recommendation

This last part of the thesis finalises the discussion around flexible working and engagement and provides recommendations for possible further business development for the company. In the literature review, many scholars had made a link between flexible working or new ways of working, and the advantages and disadvantages it could bring (see Part 1:1-15). Studies (Applegarth 2006; Anderson and Kelliher, 2009) also found that employees felt more engaged and empowered if they were given the opportunity for flexible working. From the data gathered around the UK manufacturing company, it was demonstrated that flexible working arrangements can influence employee engagement.

Absorption increased the total engagement scores which meant that employees could get easily lost in the project and time would fly by. The qualitative answers showed that employees felt more efficient, could work longer hours at a time and complete their tasks. A flexible arrival and departure window supported task completion and motivated employees to come to the office at the time they felt most productive. Participants were more likely to continue or start a new task because of the later departure window which also supported them to avoid heavy traffic.

On the contrary, Lake (2013) had proposed that remote working would increase productivity at the workplace. The data from the research showed that those who worked from home were engaged, however this was not practiced as often as anticipated. People who worked from home did so due to personal reasons such as illness which supported the employees' well-being, job satisfaction and engagement. At the times when employees would work from home, they did not treat this any differently to being in the office, however some employees commented that they would work extra hours from home as this was gained by avoiding commuting on the day. Another reason for working from home could be back to back webinars and video conferences that employees are attending on a day. From the respondents' comments, it was found that employees worked weekly – if not daily – with transnational teams and customers. If the employee had the resources to perform the meetings at home, attendance in the office should not be the priority but how well the individual can participate the meeting. Is the office environment the best location if there are surrounding noises and other distractions? The feedback from employees suggested they have a large workload that requires more commitment at times, therefore whether one is working from home or not should not matter versus whether the required standard is met on deadline.

Reilly (2000) proposed that there is usually a personal motive why employees require more flexibility. The majority of respondents could reflect on these benefits. Those being most beneficial were to gain better WLB and reduce stress, be more effective and complete tasks on time. Reilly (2000) also proposed that reasons for this could be to acquire new skills, reduce employment cost or test suitability. As not all grades are eligible for overtime, money cannot only be the main motive to work longer hours. Therefore, it became more rewarding for employees to work longer hours Monday to Thursday and have a shorter day on Fridays or have a flexi day once a month. However, the more engaged the employee became, it increased the chance that they worked longer hours and were not available to take flexi days or have reduced hours from time to time. In consequence,

the well-being of these individuals would be challenged as around 20.0% of employees with high-end-of average or high engagement rating felt exhausted. Earlier Maslach and Leiter (1997, cited in Schaufeli and Bakker, 2004) suggested that engagement and burn-out were two opposite sides of the same coin, however referring to Figure 1 on page 10 (Barbera, Schreiner and Young, 2011), the employees showed high commitment towards the company and would struggle to detach themselves from the work due to loyalty or overloading. Employees were highly engaged yet in danger of exhaustion and burn-out. If not managed, this could lead to a disengagement as proposed by Barbera, Schneider and Young (2011).

Researchers (Khan, 1990; Barbera, Schneider and Young, 2011; Anderson and Kelliher, 2009) proposed that engagement is dependent on various factors. During the thesis process, it was clearly defined that certain factors can impact one's engagement – and flexible working could be a possible cause. Using UWES engagement scores, it was found that most respondents scored average or higher. Absorption created higher impact in certain areas and was used as a focus area to understand how employees use their time. Vigour was challenging for those who worked long hours or commuted further for work. For those with high engagement, it was a lack of time to take flexi time off and rest, whereas those with low engagement did not find the job as stimulating and time did not pass by. The results suggested that employees with higher ratings were more dedicated to their work, which was caused by the job being challenging; employees felt enthusiastic and inspired. Khan (1990) proposed that for one to be fully engaged, they need to find meaningfulness and safety within their work and environment, in addition to feeling fully available. The minority of all respondents who felt low or very low were mostly facing challenges with the meaningfulness and trust. Furthermore, the data suggested these would be possible reasons for leaving the job in addition to better benefits and opportunities offered elsewhere. Barbera, Schneider and Young (2011) proposed two types of disengagement which were revealed from the data; 1) those who are in danger to become disengaged due to being highly engaged and dedicated to their work and the company, and 2) those who felt disengaged because of the lack of meaningfulness and challenge. Moreover, employees were asked whether they felt trusted by their managers and employees; around 90.4% of all agreed or strongly agreed. Employees who felt average or higher on engagement would mostly agreed. The higher the engagement score the stronger the trust in general. Additionally, the data suggested that those who would disagree with this rated low for engagement. It should be kept in mind that the number of employees feeling low or very low for engagement – and disagreed – represented a

small number of the participants – only around 2.7%. However, it further supports the argument from Khan (1990).

For retention, the engagement has a high impact as employees who scored low or very low would be less likely to reapply to their current roles. Employees with an engagement score of average or higher were more likely to reapply and saw themselves working within the organisation a year from now. In contrast, if the flexible arrival and departure window was taken away employees became slightly more unsure about their time within the company. Nevertheless, those who scored higher on absorption and dedication were more likely to stay regardless of the hours. When employees were asked for a reason for leaving, it was found that flexible working hours were not mentioned. This could potentially be because employees are expecting it in today's world and it is not difficult to find a job that offers this. British Market Research (2008, cited in Choudhary et. al., 2016) showed that 54.0% of employees felt flexible working was important when offered a job. From the company survey, it was found that over 55.5% of employees' project completion would be affected if the hours were changed to 9AM to 5PM. Employees felt that this would have a big impact on delivery and productivity, as well as their own WLB and well-being. Furthermore, the overall engagement showed that employees were getting absorbed in their tasks and projects.

As the research shows, engagement and loyalty towards the company can benefit from flexible working arrangements. Reilly (2000) proposed that when mutually agreed, the benefits of flexible working can be seen. The employees have found their motives for flexible working, yet many have said that this is to support the company goals and success as they feel more effective and productive to work long hours. Additionally, employees can enjoy the benefits that flexibility brings to their personal life and supports with their domestic needs. In comparison, those who felt low in engagement were not necessarily linking it to flexible working opportunities, but rather felt not trusted or rewarded for their work. Increasing the flexible hours would benefit those who would need to feel trusted or are working more hours, and feel unable to use this benefit. On the contrary, employees who are feeling distant from the role and the company could possibly become less motivated and productive. Those who are strongly engaged and absorbed in their role could possibly become more exhausted, leading to a burnout. The

number of respondents in these categories are small in comparison to the whole population of 335 employees, however it is crucial to interfere in these situations and review the working environment and situation with the individuals.

HRM will need to continue to support the business goals, individual and team performance by updating the company policies and regulations when introducing new ways of working and continuing to train managers and employees to understand what flexible working is and how it can work. If the situation does not require, it should not be considered where and when employees work, but how, why, and what they are working on, to keep them engaged. Overall, the results show that employees are happy working as they are, and there is room for more flexibility to allow more WLB and benefits for those who work long hours and do not get to use them.

12.1 Limitations

There are various causes that can influence employee engagement and flexible working is one of them. The study included many employees from different backgrounds and years of experience within the company. It should be highlighted again that the majority of employees working in the office have the choice to work flexibly. It could be beneficial to similarly analyse employees who do not have the flexible working benefits due to the nature of their job, and then compare their employee engagement figures to this population. In addition, the culture between all sites within the company varies and further studies could support identifying where the employees with lower engagement scores are located, and how could this be improved.

Furthermore, secondary data could be used to compare how the engagement has changed since the flexible working came into practice, providing another point to compare results. In summary, this survey focused on the here and now, which the company can use for further studies and business development around both engagement and new ways of working.

13 Conclusion

Flexible working offers a large number of benefits for both employees and organisations. The more flexibility there is, the more empowered, engaged and motivated employees become. Companies also get to retain the real talents as those who are fully engaged work hard to support the overall company goals and successes. The labour market has

become more demanding and organisations are frequently changing their ways of working. For HR and management, it becomes vital to find the balance, and communicate and discuss changes with their employees in order for them to be educated about flexible working opportunities and best practices. In conclusion, this increases trust and employee engagement, leading to better performance for the business and staff.

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Flexible Working and Engagement Survey

Flexible Working and Engagement Survey 2019

You are being invited to participate in a research study - Flexible working and Engagement. This study is being done by Martanne Juvonen - an HR Intern for SPIR/Culture Evolution, currently studying at Metropolia University of Applied Sciences, Helsinki, Finland.

The purpose of this research study is to support my final year dissertation topic and to find out how flexible working influences employee engagement and trust in the UK manufacturing industry. The study will take you approximately 7 minutes to complete.

Your participation in this study is entirely voluntary and you can withdraw at any time. I will minimise any risks to your personal data by keeping your data anonymous. Any data received will be for statistical purposes and will be kept strictly confidential. Any data received will only be shared with the researcher - myself, the company and the University Board. If the research is successful, it will be published in the thesis library "Theaus". However, at all times, the answers will be anonymous and secured.

Background Information

By completing this survey, I provide consent for my personal data to be used for the purposes of the research as described.

1. Gender

Please select one

Female Male Other Prefer not to say

2. Age

Please select one

<18 19-27 28-37 38-47 48-57 >58 Prefer not to say

3. I identify myself as

Single

Married / Partnership / Living together with my spouse

Parent

In a relationship but not living together

Carer (for a family member)

Pet owner

Student

Other

If you responded other, please describe

5. Contract Type

Please select one

Permanent Part-time Fixed term Job-sharing

Please tick this box, if you are a sub-contractor.

6. How long have you worked for the company?

Please select one

<1 year 2-4 years 5-7 years 7-9 years >10 years >20 years >30 years

Research Information

7. Please select the most relevant hours worked within a week

Please select one

<37

37-40

41-45

46-50

>50

I work part-time (please see below)

8. If you selected "I work part-time", please select an answer that is most relevant for you

Please select one

I work my contracted hours per week

I work more than my contracted hours per week

I work less than my contracted hours per week

9. Travel time from home to work
Please select how long it takes you to travel from home to work on average

- <15 minutes
- <30 minutes
- <45 minutes
- <60 minutes
- <75 minutes
- >75 minutes

10. Flexi time
I take a flexi day

- Never
- 1-3 times a year
- 4-7 times a year
- 8-12 times a year

11. Friday - Early departure window
I leave before 1:30PM on Fridays

- Never
- Less than once a month
- 1-2 times a month
- 3-4 times a month

12. Please select as many statements that flexible hours support you to do

- complete tasks on time
- come into work when I want
- be on time for work
- leave work on time to catch up with my hobbies / friends / family
- rest better
- eat healthier
- if you feel that flexible hours do not support any of the above, please tick this box and describe below

Please describe

13. Career Break
I have taken a career break/sabbatical within the last three years (please note that Annual Leave/Flexi does not count)

- Yes
- No

If you answered "Yes", please explain why and for how long

14. Working from home
I work from home (please select one)

- Every day
- A few times a week
- Once a week
- A few times a month
- Once a month or less
- A few times a year or less
- Never

15. Please select one for each statement (0 = Never, 1 = A few times a year or less, 2 = Once a month or less, 3 = A few times a month, 4 = Once a week, 5 = A few times a week, 6 = Every day)

	0	1	2	3	4	5	6
At my work, I feel bursting with energy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I find the work that I do full of meaning and purpose	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Time flies when I'm working	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
At my job, I feel strong and vigorous	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am enthusiastic about my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When I am working, I forget everything else around me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My job inspires me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When I get up in the morning, I feel like going to work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel happy when I am working intensely	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am proud of the work that I do	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am immersed in my work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can continue working for very long periods at a time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To me, my job is challenging	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I get carried away when I'm working	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
At my job, I am very resilient mentally	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is difficult to detach myself from my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
At my work I always persevere, even when things do not go well	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. Please select one on each statement (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree)

	1	2	3	4	5
I feel that my manager trusts me to deliver on time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel that my colleagues trust me to deliver on time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel that I often deliver on time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. Health and Well-Being. Please select as many answers that would have been applicable to you within the last 12 months

- I have been ill 3 or less times
- I have been ill more than 3 times
- I have felt stressed more than 3 times and it has affected my work
- I have felt depressed more than 3 times and it has affected my work
- I have been signed off due to stress / burnout
- I have felt exhausted more than 3 times and it has affected my work

18. Please select one

	Yes	No	Cannot say
Do you foresee yourself working here one year from now?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If you were given the chance, would you reapply to your current job?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If the flexible arrival and departure window were taken away (instead you would be working 9AM to 5PM), would this affect the time you spent to complete projects / tasks?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19. If you answered "Yes" to the last question, please describe how

20. Hypothetically, if you were to quit tomorrow, what would your main reason be

21. Any additional comments

Feedback

22. Is there something else you think we should have asked you in this survey?

Proceed

Save

Thank you for taking part in this survey.

Demographics and Total Engagement Score (UWES)

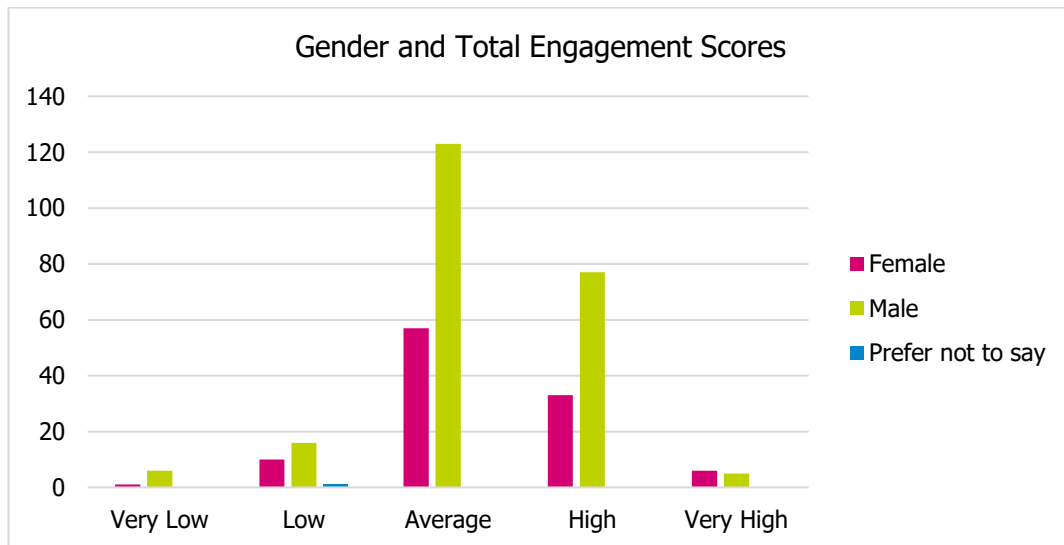


Figure A2 1. Gender and Total Engagement Score.

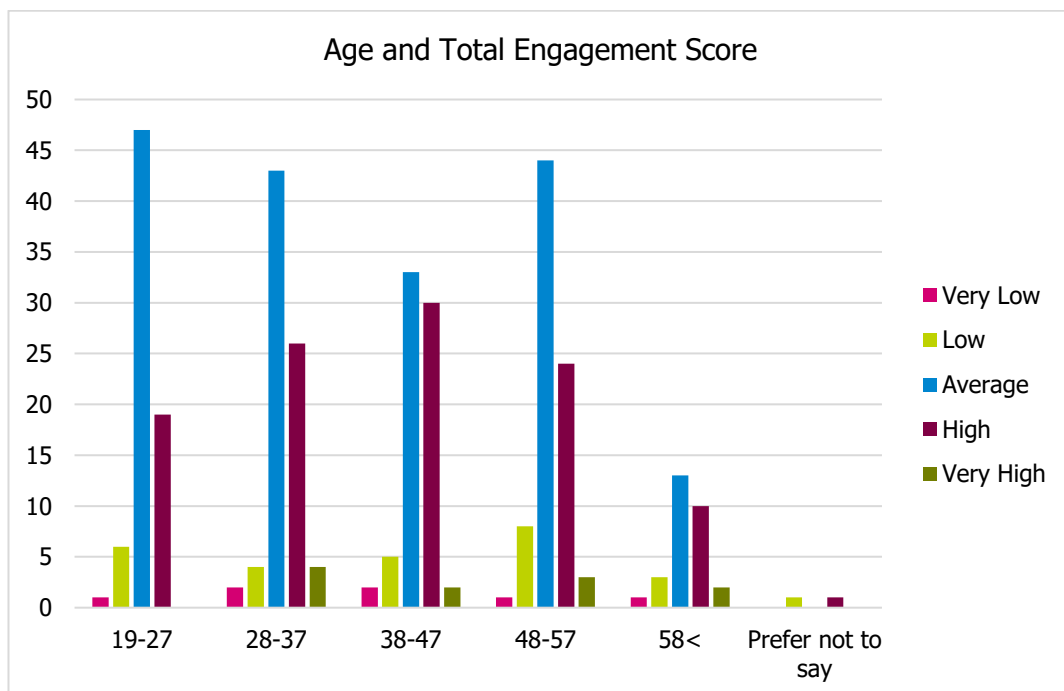


Figure A2 2. Age and Total Engagement Score.

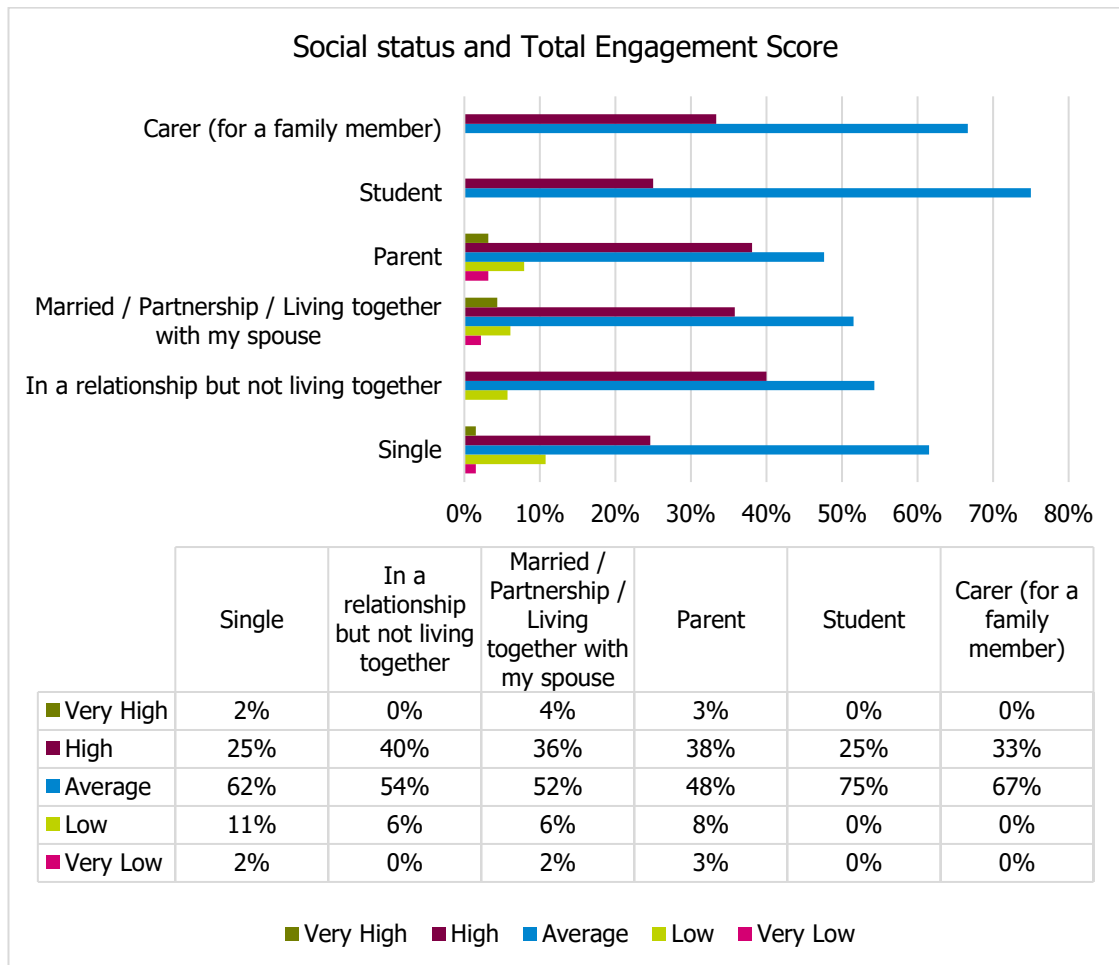


Figure A2 3. Social Status and Total Engagement Score.

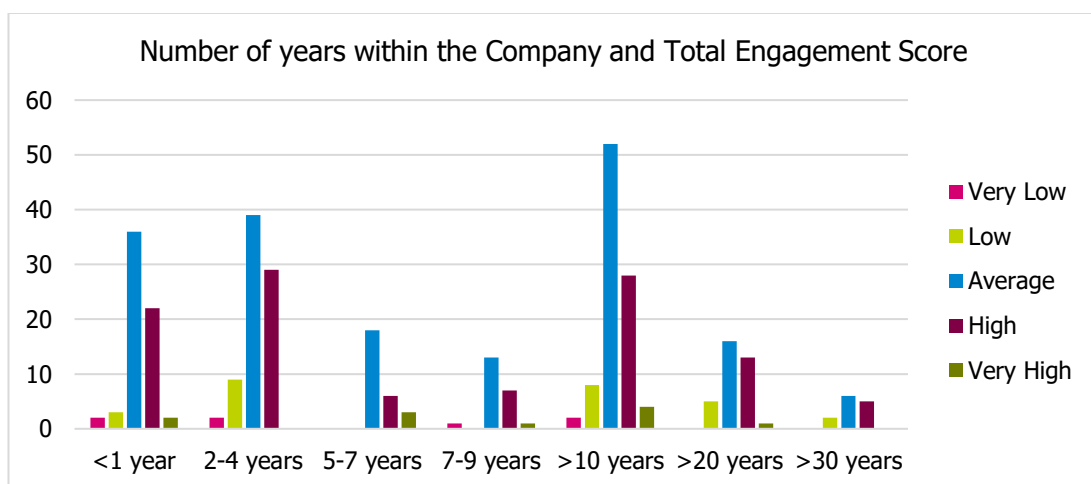


Figure A2 4. Number of Years within the Company and Total Engagement Score.