



RĪGAS EKONOMIKAS AUGSTSKOLA
STOCKHOLM SCHOOL OF ECONOMICS IN RIGA

SSE Riga Student Research Papers
2010:1 (118)

DOES FLEXIBILITY MATTER? EVIDENCE FROM PROFESSIONAL SERVICE INDUSTRY FIRMS IN LATVIA

Authors: Madara Devko
Jūlija Šeršņova

ISSN 1691-4643
ISBN 978-9984-842-28-8

November 2010
Riga

Does Flexibility Matter? Evidence from Professional Service Industry Firms in Latvia

Madara Devko

and

Jūlija Šeršnova

Supervisor: Marina Pavlova

November 2010
Riga

Abstract

Non-traditional (flexible) work arrangements have gained popularity all around the world. It is believed that flexible work arrangements (FWA) help to solve work-family conflict, reduce employee absenteeism and stress, and allow retaining talented employees. This paper investigates the impact of work flexibility on employee job satisfaction and organizational commitment by surveying employees in professional service industry in Latvia. Our survey is constructed using the Job Satisfaction Survey developed by Paul Spector and the Organizational Commitment Questionnaire developed by Porter and Smith. We find that availability of flexible work arrangements significantly increases employee job satisfaction and partly also their organizational commitment. From our analysis we conclude that FWA are offered in professional service industry companies in Latvia mainly to “key” professionals who are the most valuable, have the best performance and relatively higher remuneration than other employees.

Keywords: Flexible work arrangements (FWA), work-family conflict, job satisfaction, organizational commitment, professional service industry

Acknowledgements

We would like to express our deepest gratitude to our thesis supervisor Marina Pavlova who supported us and helped with every question and problem we had throughout the thesis writing process. We would also like to thank all companies who agreed to participate in our research process and employees who filled in our survey.

Table of Contents

1	INTRODUCTION.....	1
2	BACKGROUND OF THE STUDY.....	3
	2.1 Non-traditional work schedules.....	3
	2.2 Job satisfaction and organizational commitment	4
	2.3 Current situation in Latvia	5
3	REVIEW OF LITERATURE AND RESEARCH HYPOTHESES	6
	3.1 Review of literature.....	7
	3.1.1 Link between FWA, job satisfaction and organizational commitment.....	7
	3.1.2 FWA and employee absenteeism.....	8
	3.1.3 FWA and stress	8
	3.1.4 FWA, learning and career advancement	9
	3.2 Research hypotheses	10
4	RESEARCH DESCRIPTION AND METHODOLOGY	12
	4.1 Questionnaire and measures used	12
	4.2 Sample and data gathering techniques	14
	4.3 Statistical analysis	15
5	ANALYSIS AND DISCUSSION OF RESULTS	16
	5.1 Sample description.....	16
	5.2 Results	20
	5.2.1 Overall job satisfaction.	20
	5.2.2 Satisfaction with pay	21
	5.2.3 Satisfaction with promotion opportunities.....	21
	5.2.4 Satisfaction with contingent rewards	22
	5.2.5 Satisfaction with coworkers	22
	5.2.6 Satisfaction with other components of Job Satisfaction Survey.....	23
	5.2.7 Job commitment.....	23
	5.3 Discussion of empirical results.....	24
	5.3.1 Non-traditional work arrangements and job satisfaction	24
	5.3.2 Non-traditional work arrangements and organizational commitment	27
	5.3.3 Implications from our research and suggestions to employers	28
	5.4 Limitations of the study and suggestions for further research.....	29
6	CONCLUSIONS	30
7	REFERENCES.....	32
	APPENDICES	39

1 Introduction

Providing solutions to work-family conflict has been a serious concern of managers all around the world during the last two decades. Work and family responsibilities are likely to clash because employees are pushed to take a number of different roles (e.g., parent, employee, partner) in several different environments (e.g, home, office, community). This often leads to feelings of frustration and stress (Noe, Hollenbeck, Gerhart & Wright, 1997). Research shows that work-family conflict leads to lower job satisfaction, lower organizational commitment, higher employee turnover and job-related stress (Kelly & Moen, 2007), as well as decreased productivity and increased health risks (Noe et al., 1997). Many executives have comprehended that reducing working hours, resigning from traditional work weeks or providing other kinds of non-traditional work arrangements benefit both: the company and its employees, because they help to solve problems associated with work-family conflict (Scandura & Lankau, 1997).

Non-traditional (flexible)¹ work arrangements are forms of work organization that differ from the traditional “nine-to-five” work day which is spent in an office. Some of flexible work arrangements imply elasticity in the scheduling of hours worked, so that employees can themselves choose when to start and when to end their work day. For example, they might work in shifts or work a compressed (4 day) work week. Other arrangements allow working from home or anywhere outside the office; these kinds of arrangements are especially beneficial for young parents who might thus spend more time with their kids at home, without resigning from work. Another type of flexible work arrangements (FWA) permit career breaks due to various reasons, as, for instance, maternity leave or a necessity to finish studies (Devisscher, 2005).

Flexible work arrangements have gained importance also due to the increasing number of women in the workforce (Scandura & Lankau, 1997). This trend is very common in Latvia as well. The average female employment rate in the European Union’s 27 countries in 2008 was 59.1 per cent, but in Latvia it was 65.4 per cent (Eurostat, 2009). The corresponding rise in number of dual-career families has resulted in a more positive attitude toward ‘family-friendly’ policies by men because now they often need to take part in child care or dependent-elderly care in common with their spouses (Scandura & Lankau, 1997).

¹ Although there is a slight difference, we use the terms “non-traditional work arrangements” and “flexible work arrangements” (FWA) interchangeably.

Although one of the reasons why employers decide to introduce flexible work arrangements is because they want to improve working conditions in companies, often they do it for more practical reasons. To mention, non-traditional work arrangements help dealing with more flexible markets and short product cycles, as flexible work schedules allow continuing firm's operations even for 24 hours, 7 days a week (Wirtz, Giebel, Schomann & Nachreiner, 2008). Thus, flexible work arrangements are useful and beneficial for companies as well.

There are cases when firms offer flexible work programs to increase employees' motivation, morale, and loyalty (Scandura & Lankau, 1997). For others, FWA help to attract and retain young, talented professionals who nowadays demand not only high remuneration, but also good working conditions and enough free time for their personal life (Huff, 2005; Ostermann 1995). Up until the current economic downturn, recruiting had become the main responsibility of human resource managers in companies around the world, especially for businesses that employ human capital as their main resource (e.g., professional service industry). An annual survey conducted in the UK by International Communications Research in 2007 found that the problem of finding qualified staff had increased, as well as had time spent on recruiting. Accordingly, 63% of employers surveyed confirmed that they offer flexible work schedules in order to prevent qualified workers from leaving the company (Robert Half International, 2007).

The situation has, of course, changed due to the economic downturn that set in after the global financial crisis in the second half of 2008. In 2008 and in 2009, many companies either laid off a part of their staff to save resources, or decreased the working hours for individual employees, forcing them to go on longer vacations or to work part-time. As a result, unemployment level has increased severely all around the world, and companies no longer have problems with recruiting qualified staff members. Firms do not need to offer many extra benefits to attract talented candidates because people are often willing to yield a point just to get a job (Himachali, 2009). However, non-traditional work arrangements can be of good use also during crisis because they allow firms to be flexible, adjust to clients' needs and improve employees' attitudes towards the company. In addition, crisis will come to an end, and in a few years time retaining and attracting good employees might be in focus again.

Despite the growing popularity of FWA in Europe, Latvian companies are being characterized only by intermediate level of flexibility (Eurofound, 2009). A reason for this might be the costs associated with non-traditional work arrangements because extra

management time and other resources are needed to provide employees a possibility to work from home, for instance. Moreover, flexibility has often been associated with low level jobs (e.g. when employees work part-time or are employed only temporary) and thus perceived negatively by employees themselves (Kelliher & Anderson, 2008). Therefore, this research aims to clarify the effect from use of non-traditional work arrangements, particularly on job satisfaction and organizational commitment of employees that work in professional service industry in Latvia. This industry was chosen due to two reasons: first, its main resource is human capital, and thus employee well-being and commitment is of particular importance to the companies working in this industry; and, second, previous research has found that organizations with high proportion of professional workers observe much higher improvements from use of non-traditional work arrangements than other companies (Konrad & Mangel, 2000), and thereof professional service industry is believed to give a clear answer as to whether non-traditional work arrangement really give any benefit to companies.

This study uses a web-based survey as its main research method; and, instead of investigating every company on a case-per-case basis, the authors base their analysis on each individual's perception of whether she is offered to use non-traditional work arrangements in her workplace. Accordingly, the research question that authors of this paper propose is: *How does perception of having non-traditional work arrangements offered in a firm affect professional service industry's employee (a) job satisfaction and (b) organizational commitment?*

The rest of the paper is organized as follows: Section 2 describes the background of the study; Section 3 contains a literature review and introduces to research hypotheses; Section 4 describes research methodology; Section 5 discusses empirical results, and Section 6 concludes with a summary of the main findings.

2 Background of the study

2.1 Non-traditional work schedules

To better balance life and work, many companies in Europe and the USA offer *non-traditional work arrangement*. McGuire, Kenney and Brashler (n.d.) define it as “any spectrum of work structures that alters time and/or place that work gets done on a regular basis; including 1) flexibility in the scheduling of hours worked, and arrangements

regarding shift and break schedules; 2) flexibility in the amount of hours worked; and 3) flexibility in the place of work”.

Flexibility in the scheduling of hours worked (often referred to as *flexi-time* or flex time) imply that all employees have to be at work during some core business hours, but they can choose when to start and end their working day, providing that their number of daily and/or weekly hours worked stays constant (e.g. 40 hours a week). Flexibility in scheduling refers also to work in shifts, *compressed work weeks* (i.e. when employees work more hours a day (10 hours instead of 8) but fewer days a week than usually (4 instead of 5)), and *leave arrangements* (e.g. parental leave or career break) (Devisscher, 2005). Flexibility in the amount of hours worked refers to part-time work and *job sharing*. The later term denotes an agreement for two employees to share one job position so that both could spend more time outside an office and, for example, care for their children (Newell, 1995). Flexibility in the place of work relates to working at home and *telecommuting* that allows employees, for instance, to stay at home and do their job while simultaneously taking care of their children, or working from any other place than an office (McGuire, Kenney & Brashler, n.d.).

2.2 Job satisfaction and organizational commitment

According to Johns (1996), *job satisfaction* refers to “a collection of attitudes that workers have about their jobs” (p.137). Johns distinguishes two aspects of satisfaction: facet satisfaction (having different attitudes towards several aspects of job, as the work itself, management, compensation, colleagues etc.), and the overall satisfaction (a combined indicator that accounts for the attitudes towards all facets) (Johns, 1996). Job satisfaction relates to internal assessment of the favorability of a person’s job that can be revealed by inward and outward emotional response. Those responses can be measured using assessment techniques that estimate evaluations of job characteristics, emotional responses to happenings that occur on the job, intentions and behavior (Judge, Hulin & Dalal, 2009).

People tend to spend a major part of their life at work, and previous research has showed that up to one quarter of variation in overall adult life satisfaction is determined by satisfaction with work. Moreover, meta-analysis in research has revealed a positive link between job satisfaction and individual performance (Harter, Schmidt & Keyes, 2002). Therefore, employers also in Latvia should be concerned about the well-being of their subordinates.

Organizational commitment is “the degree to which an employee identifies with an organization and is willing to put effort on its behalf” (Noe, Hollenbeck, Gerhart & Wright, 1997, p.241). Employees who have low organizational commitment have often developed a strong intention to leave the organization and are just waiting for the first chance (e.g., a job offer from another company) to do it. Such employees are difficult to motivate, and they tend to provide lower performance than highly committed employees, especially if their financial requirements from work are low (i.e., if they have no children or if they get enough financial support from their family or a partner) (Noe et al., 1997).

In previous research organizational commitment has proved to be positively correlated with job satisfaction (Scandura and Lankau, 1997), meaning that satisfied employees are also more committed to their job and devote extra energy to fulfill their duties, compared to unsatisfied employees. A highly committed employee will associate herself with the company and will aspire to achieve the organization’s goals with more enthusiasm than a less committed employee. Organizations should therefore strive to improve their members’ satisfaction and commitment, for instance, by providing job security and appropriate rewards, and designing jobs so that they induce employees’ well-being (Moorhead & Griffin, 1998). Flexible work arrangements could be a good tool in this case.

2.3 Current situation in Latvia

First findings from the European Company Survey (2010) that was done in 2009 show that 17% of companies surveyed in Latvia offered varying start and end times, but no accumulation of hours (i.e. an employee might come to work later or earlier but he still has to work for a constant number of hours each day), 10% of companies offered to accumulate hours, but gave no compensation by full days off (i.e. employees could work longer hours on some working days and accordingly leave work earlier on other days). However, 26% of companies surveyed allowed using accumulated hours for full days off and 12.9% offered compensating for accumulated working hours by granting additional days for yearly vacation. Result for Latvia only in one category (i.e., possibility to accumulate hours, without being compensated by days off) is higher than the EU-27 average (the average result among 27 member countries of the European Union) (The European Company Survey, 2010).

About 60% of companies surveyed in Latvia in 2009 had at least some part-time workers (The European Company Survey, 2010). Though, the Establishment Survey on

Working Time and Work-Life Balance (ESWT) 2004–2005 data showed that 39% of companies report having “‘spontaneous on demand’ part-time work” (which was the second highest result from the EU countries). It means that workers often have to be flexible for the benefit of the company, not themselves. According to ESWT 2004-2005, 59% of employees in Latvia work as much as before when returning back from a parental leave and only 18% ask for reduced working hours. Moreover, Latvia had the highest frequency of Saturday (56% of establishments) and Sunday work (48%) in the European Union, as well as night work (32%) (Riedmann et al, 2006).

According to Eurofound Annual report (2008) on working time developments across the European Union, Latvia has the second longest work week (41.7 hours) in Europe, worked by full time employees in their main jobs. Taking into consideration all afore mentioned facts, the work-life balance of Latvians might be distorted. And, not surprisingly, the Fourth European Working Conditions Survey shows that Latvians have one of the lowest rates of work satisfaction in Europe (Parent-Thirion, Macías, Hurley & Vermeulen, 2007).

According to a recent research done by Personnel Today (2009) existence of flexible working options has improved retention and job commitment of employees. Empirical results have showed that non-monetary incentives can be strong motivators for employees to improve their performance at work (Sorauren, 2000). Yet, full use of flexible work arrangements in Latvia is still limited. Companies are often reluctant to introduce flexible work schedules because it is perceived to be costly in terms of management time, for instance, and because people are used to working in traditional office hours (Schaefer, 2005). However, many well-known companies (as Ernst & Young and Procter & Gamble) have once successfully introduced non-traditional work arrangements in some parts of their organizations and now phase these practices to branches in other countries as well (Mohan, 1998). If those solutions are effective, more local companies in Latvia should adopt similar strategies. Therefore we investigate professional service industry firms in Latvia and examine the influence of flexible work schedules over job satisfaction and organizational commitment.

3 Review of literature and research hypotheses

The following section reviews relevant research papers that have investigated the impact of work flexibility on different aspects of employee job and life quality. After

discussing those results, the authors of this research paper introduce readers to research hypotheses to be investigated in their research.

3.1 Review of literature

Use of non-traditional work arrangements, especially flexi-time, and their impact on different indicators of job quality and performance has been a topic of interest both for academics and governmental organizations. E.g., the European Foundation for the Improvement of Living and Working Conditions (Eurofound) made its first survey on working conditions (that explores different aspects of work life) in the European Union member countries at the beginning of the 1990s, and repeats it every 5 years to evaluate results of the EU policies, observe tendencies and changes over time, and suggest possible policy improvements (Parent-Thirion et al., 2007). The last fully published survey was made in 2005; however, a new survey was done in 2009 and its data is currently in processing (EWCS, 2010). Specific reports are made regarding flexibility of European companies, work-life balance, part time work, as well as extended and unusual working hours. The growing tendency and overall aim in the EU is to provide more flexibility, at the same time maintaining and improving the quality of jobs offered (Study on the impact of working time, 2006).

3.1.1 Link between FWA, job satisfaction and organizational commitment

Job satisfaction and organizational commitment are two indicators that have been studied with respect to job quality and employee performance. The authors of this research paper expect that providing non-traditional work arrangements and bigger flexibility would make employees more satisfied and committed. However, findings of previous researches show contradictory results (in terms of impact that non-traditional work arrangements create on job satisfaction and organizational commitment), depending on a form of non-traditional work arrangements that are studied (Kelliher and Anderson, 2008; Frank & Lowe, 2003).

Scandura and Lankau (1997) conducted a cross-organizational study, examining a matched sample of 160 male and female managers. Their study revealed that women who perceived their companies offered flexible work hours had higher levels of job satisfaction and organizational commitment, compared to women who did not. Similarly, employees having family responsibilities showed higher commitment and were more satisfied with their work. Those results are consistent with Cohen and Gadon (1978) who argue that

flexible work schedules help to achieve greater balance between working time and non-work activities, which contributes to favorable employees' attitude to work.

However, Facer and Wadsworth (2008) in their study, that examined the impact of the compressed work week schedule in a city government, found no significant difference for job satisfaction between employees who had a compressed work week (four days) and those who worked a traditional (five day) work week. Correspondingly, Frank & Lowe (2003) who studied 160 management accountants from 90 companies in the USA and explored the degree to which flexi-time and telecommuting affected performance, job commitment and career progression of management accountants compared to working a traditional working plan, found no impact on perceptions of task performance and job commitment.

3.1.2 FWA and employee absenteeism

Several researches have investigated how introduction of flexible work schedules affect employee absenteeism. Dalton and Mesch (1990) explored a natural field experiment when a large public utility company decided to implement flexible work schedules in one of its large divisions for a year. Their results showed that employee absenteeism decreased greatly when flexible working was introduced and increased back subsequently after the program was removed. Therefore, the authors conclude that flexible work schedules have a positive impact on employee attendance; however, the effect on turnover was insignificant. Research of McGuire and Liro (1987), Kim and Campagna (1981) and Golembiewski, Yeager & Hilles (1975) also showed that work time flexibility reduces worker absenteeism significantly. Pierce and Newstrom (1983) examined employees in several firms in the USA that worked under eight different work schedules. The researchers found that work schedule flexibility positively affects employee performance, as well as decreases absenteeism; however, no significant connection between work schedule flexibility and job satisfaction was found in their research. To summarize, non-traditional work arrangements are proven to have positive impact on employee absenteeism, correspondingly, schedule flexibility improves employee attendance.

3.1.3 FWA and stress

Stress is another factor of job quality that has a strong impact on job and life satisfaction (Study on the impact of working time, 2006). Kelliher and Anderson (2008) study how flexible work programs affect employees' perceptions of job quality. The study is conducted in the United Kingdom, using case study approach. The authors measure

impact only on some dimensions of job quality: job satisfaction, control and autonomy, stress level and organizational commitment; and question respondents about the quality and quantity of their work, effect of flexible work program on their work-life balance and opportunities for advancement. Their results showed ambiguous impact on stress level. Although a part of employees surveyed considered that flexible working has decreased their stress level, some respondents pointed out that flexible working could actually be a source of stress (e.g., many employees have to do the same amount of work in less time; and even working from home does not help to get rid of psychological commitment and sense of duty).

Kamerāde (2005) in her article also emphasizes the double-sized effect of stress, especially if an employee works from home. She states that due to possibility to plan time it is easier to find a work-life balance; however, at the same time it is harder to divide time that is devoted to family and time that is dedicated to working. It is often the case that the time which was previously spent on the way to office (and is now “saved”) is used for working, not spent with one’s family. Moreover, employees who work from home usually spend 15 to 25 per cent more hours working than employees who do the same job in the office.

Those examples should concern employers because job stress is verified to be negatively related to job satisfaction. Respectively, more stressed employees are less satisfied with their job (Ahsan *et al*, 2009) and overall life (Lian, Lin, & Wu, n.d.). Workers that have more stress are more likely to experience health problems. In this regard Wirtz, Giebel, Schomann and Nachreiner (2008) have found that flexible work arrangements might cause desynchronization between biological, social rhythms and working time. As a result, employees might experience deterioration of their social life. For those reasons Wirtz *et al.* (2008) emphasize the importance of regularity of working hours, as well as a need to supply employees with enough free time. Schedule control as a remedy to time pressures and work-life conflicts (which might be a problem both for workers with standard and non-traditional work schedules) is proposed also by Kelly and Moen (2007). They lay accent on the need to involve employers in planning of a flexible work schedule because control over when and how employees work might result in improved health, well-being and productivity of employees.

3.1.4 FWA, learning and career advancement

Lastly, researchers have investigated the opportunities of learning and career advancement of workers that use non-traditional work schedules. It has been a concern

because those workers spend less time at the office, are less frequently noticed by managers and thus might lack the opportunities to get a promotion. The study by Almer, Cohen and Single (2004) investigates the use of flexible work arrangements (FWA) in public accounting. During this study the author interviewed 299 audit seniors, managers and partners from three national and regional firms in the U.S. Respondents were asked to provide their beliefs about career achievements and commitment for a hypothetical audit manager (one of six different descriptions of a manager was provided). Almer et al. found that participants of FWA, especially males, are being viewed as less committed to the company and less willing to make sacrifices in their careers. Cohen and Single (2000) got similar results in their study. They reported answers from 107 seniors and managers of one multinational accounting company in the U.S. who were asked to fill in a questionnaire about their opinion of a manager who participates in a flexible work arrangement program. The results showed that taking part in flexible work arrangement program is considered to have negative effect on an employee's career in public accounting. Also studies of Kelliher & Anderson (2008), and Frank & Lowe (2003) found that participation in FWA was perceived to result in a lower long-term career potential.

Despite the perception that employees who use non-traditional work schedules would have a lower career progress in the future (Kelliher & Anderson, 2008), and sometimes observed resistance of managers to introduce non-traditional work programs (Schaefer, 2005), the study of Golembiewski, Yeager and Hilles (1975) revealed that employees and managers both recognize and value the benefits of non-traditional work arrangements. Golembiewski et al. (1975) in their work employ a factor analysis to find the multidimensional impact of a certain program of flexible work hours on attitudes of employees and managers. The authors main aim was to compare attitudes of both groups because flexi-time is often seen positively by employees, but resisted by managers because for them flexi-time means extra work (for scheduling etc.). Their research showed no big difference in responses from members of each group. Moreover, both groups considered that flexi-time interventions had generated a range of changes in the quality of work life in the organization.

3.2 Research hypotheses

The authors of this paper have chosen to investigate the impact only on two of the previously mentioned factors, namely, job satisfaction and organizational commitment, because, firstly, researching more than two factors would require constructing an extremely

long questionnaire which might in turn cause a very low response rate. Secondly, an analysis of such a complex factor as stress, for instance, could be worth a separate research paper and thus is beyond the limited scope of this paper. However, we could link our analysis to some of the other factors discussed because absenteeism, for example, is inversely related to job satisfaction (Noe et al., 1997). Moreover, we touch upon the link between career advancement opportunities and flexible working arrangements when discussing results from separate facets of Job Satisfaction Survey.

Previous research has showed that the perceived impact from work flexibility on employee job satisfaction and commitment is not always straightforward (See, for instance, Scandura & Lankau, 1997; Frank & Lowe, 2003). It might vary, depending on the types of non-traditional work arrangements offered and the specific features of companies studied. In our paper we have chosen not to use the case study approach which is often employed when studying FWA, but rather a survey of employees in a range of companies in Latvia in order to get more general results. Respectively, we get employee opinions from numerous companies, not only one, and it adds to the internal validity of our study.

To answer our research question and clarify the impact of FWA in professional service industry firms in Latvia, the following research hypotheses are proposed.

H1: Employees that have an opportunity to use non-traditional work arrangements in their work place will report higher levels of job satisfaction than employees who do not.

H2: Employees that have an opportunity to use non-traditional work arrangements in their work place will report higher levels of organizational commitment than employees who do not.

Although we do not study companies on a case-per-case basis, and thus we are not able to identify if each specific company really offers non-traditional work arrangements to its employees, we rely on employee perception about the availability of flexible work arrangements to them (similarly to Scandura & Lankau, 1997). However, in contrast to Scandura and Lankau (1997), we compare results and draw conclusions assuming that employees highly value only their personal work conditions and flexibility, not so much the overall work conditions in the company. Respectively, we do not consider, nor try to prove, that employees would have higher satisfaction and organizational commitment just from the awareness that the company they work for offers non-traditional work arrangements to some of its employees.

4 Research Description and methodology

The main research tool used in this study is a questionnaire that is constructed in order to measure employee satisfaction and organizational commitment, and enquire the availability and offer of non-traditional working arrangements to the employees in professional service industry firms in Latvia. We have chosen survey as our research method because, contrary to case study approach, it gives a possibility to obtain more diverse opinions from employees in many companies, not one. Although a case study would allow making more in-depth conclusions than a survey, we, in this case, aimed to span more organization and have higher internal validity for our research, rather than more in-depth insights. The data that we obtained for the questionnaires filled was further summarized and processed, using Microsoft Excel, and STATA software. The succeeding sections describe our questionnaire, sample chosen and analysis employed.

4.1 Questionnaire and measures used

Our questionnaire (See Appendix A) consists of five parts: questions about the organization that a respondent works for, questions that measure job satisfaction, questions that assess organizational commitment, questions about non-traditional work arrangements, and demographic and family-related questions. Most of the general questions (about work place, family status etc.) were developed by authors themselves, using the knowledge gained in research method course and models of publicly available questionnaire drafts. However, to measure job satisfaction and organizational commitment, specific questionnaires (that have been developed by research professionals) were found in order to increase internal validity of data gathered and to allow comparing our results to previously performed researches. Before launching on the Internet, the full questionnaire was translated into Latvian and pilot-tested.

As mentioned, two components of job quality (according to Kelliher and Anderson, 2008) were of main interest to us, namely job satisfaction and job commitment. Previous research has also been studying the effect of flexible work arrangements on these components separately; however results do not present a clear picture of whether there is a positive or negative effect. Moreover, in contrast to Scandura and Lankau (1997), we employ the Job Satisfaction Survey developed by Paul Spector (Spector, 2001), instead of Minnesota Satisfaction Questionnaire. We have chosen this survey because it allows not only examining the overall level of job satisfaction, but also analyzing separate aspects of job satisfaction.

The Job Satisfaction Survey (JSS) was first developed in 1985 (Spector, 2001). JSS consists of 36 statements that assess employee attitudes about job in nine facets: pay, promotion, supervision, fringe benefits, contingent rewards (rewards based on performance), operating procedures (requisite rules and procedures), coworkers, nature of work and communication. When analyzing data, each factor can be considered as a separate measure, representing how satisfied a respondent is with each particular aspect of job. Besides, an index constructed from all facets represents the overall job satisfaction level of a respondent. Each aspect is evaluated with four items, and a total score that represents the particular aspect is calculated from all items. A summated rating scale format is used; with six answer choices per item ranging from 1 (*strongly disagree*) to 6 (*strongly agree*). About a half of items is written as reversed (negative) statements, thus they must be reverse scored. As a result, each factor has a value between 4 and 24. Although the JSS was initially developed for use in human service organizations, it is valid for all organizations (Spector, 2001). The JSS has been adopted in Latvian by Ints Burvis (See Burvis, 2005); thus, the authors of this paper used his version of the questionnaire, instead of translating the original themselves.

The Organizational Commitment Questionnaire (ORQ) is a measure that was originally developed by Porter and Smith in 1970 to measure commitment of employees within an organization. The questionnaire is proved to be a good instrument to measure organizational commitment and has been used in many researches (e.g. Silverberg et al., 2002; Scandura & Lankau, 1997). The Organizational Commitment Questionnaire is composed of 15 statements, six of which are negatively phrased, and scored with a seven-point scale measurement. A respondent must assess each statement, choosing an answer in scale from 1 (*strongly disagree*) to 7 (*strongly agree*), according to his personal beliefs (Cook, Hepworth, Wall, & Warr, 1981). A common way to analyze organizational commitment is to find questions with the highest correlation, and make an index for organizational commitment to be used in regression analysis (Scandura & Lankau, 1998).

Regarding other questions, four introductory questions about the company and position that a respondent works in are asked to identify the sub-field of the industry and to specify experience of the particular respondent. It is done in order to account for differences in satisfaction and commitment that will be used in regression analysis. Four questions related to non-traditional arrangements are asked. The question “Are you personally allowed / offered to use at least one of non-traditional work arrangements?” is used as the main instrument to divide respondents into two groups that are further

compared in order to answer our research question. A definition and some examples of non-traditional work arrangements are given at the end of the question to inform respondents because (during pilot survey) some respondents admitted to be unfamiliar with the concept of non-traditional work arrangements. Other questions are added, primarily, to identify which arrangements are used most often. Finally, a series of standard demographic questions and questions regarding family status are asked. Those questions are important for the analysis because, for instance, age is proved to be correlated with job satisfaction (Spector, 1985), and the existence of family responsibilities and respondent's gender affects the attitude towards non-traditional work arrangements (Scandura & Lankau, 1997).

With the data gathered we explore two research hypotheses, each underlying one of the two components: Employees that have an opportunity to use non-traditional work arrangements in their work place will report higher levels of (1) job satisfaction and (2) organizational commitment than employees who do not.

To mention, all participants of our study filled in the survey with identical questions, and only results from finished surveys were used in the analysis. Job satisfaction indices are formed from four similar questions that measure the same thing each, thus we are quite sure that results would not change much if the survey was filled in by the same respondent repeatedly. Furthermore, job commitment index was formed from the questions on the same topic with highest inter-item correlation, which ensures high reliability of the results.

4.2 Sample and data gathering techniques

Professional services industry in Latvia has been selected as the population of interest for this research. It includes 1) legal and accounting activities, 2) activities of head offices, management consultancy activities and 3) advertising and market research² (Department of Economic and Social Affairs, 2008). This industry was chosen due to two reasons: first, it is based on knowledge and skills of people, thus human resource is the main input for the companies in this industry. Moreover, to increase productivity in a company in this industry, one needs to identify the parameters that would make employees work better and then find ways to implement them. Second, previous research has found that organizations with high proportion of professional workers observe much higher improvements from use of non-traditional work arrangements (Konrad & Mangel, 2000), and therefore professional

² More formally, it can be classified as Section M in the International Standard Industrial Classification of all economic activities (ISIC) that combines all professional, scientific and technical activities. According to NACE classification of economic activities in the European community, these activities are grouped through sections 69-75. Our population includes only professional services groups 69, 70 and 73, thus scientific and technical activities are excluded from the population.

service industry can best illustrate how beneficial and useful are non-traditional work arrangements.

The authors have used stratified random sampling technique, dividing the whole population into three groups according to the classification of professional service sub-groups previously described. Out of each sub-group, companies were randomly chosen based on the list of companies stated in the Lursoft database (Lursoft, 2010). Company representatives were contacted via email and phone asking to distribute online survey to all employees in their company through internal e-mail. As the response rate appeared to be very low, individual employees working in professional service industry were contacted in person or by email and asked to fill in the questionnaire. Moreover, snowball effect was used, asking employees to forward online questionnaire to their acquaintances. Besides, the authors visited 26 companies personally and asked to fill in paper copies of questionnaire at the spot. The sample was ensured to represent at least 20 different companies in order to avoid the bias on job satisfaction that could come from the effect of working in a particular company.

4.3 Statistical analysis

Nine indices of job satisfaction, representing the nine facets explained previously, are constructed, each consisting of four questions. Each index represents the summated value of four questions included, therefore it can take the value from 4 till 24, where larger value represents higher satisfaction level. Moreover, overall satisfaction index is identified, which captures an average value of all facets of job satisfaction, therefore also takes the value from 4 till 24. The use of indices solves the multicollinearity issue, as answers to similar questions in the JSS are correlated with each other.

To construct an index for job commitment, a correlation analysis of 15 questions on job commitment is performed. Furthermore, job commitment index is constructed so that it includes average values of questions with highest correlation based on the methodology described previously. As a result, job commitment index can take values in range from 1 till 7, where larger value represents higher level of job commitment.

Afterwards, OLS regression analysis is performed based on information gathered. Each index of job satisfaction and job commitment represents a dependent variable in a separate regression, with the independent variable being opportunity to use flexible work arrangements by employee (it is a binary variable, taking a value 1 if a respondent is allowed to use FWA and 0 otherwise). Furthermore, additional variables that might have an

impact on regression results are added to the regressions (for particular regressions, see Section 5.2.). Based on this analysis we answer the research questions of the impact of flexible work arrangements on employees' (1) job satisfaction and (2) job commitment.

5 Analysis and discussion of results

In this chapter empirical results of our research are presented. First, we describe the sample and summarize the overall results of our survey. Further on, we present statistical analysis of the data, and discuss results from this analysis in terms of our research question and research hypotheses.

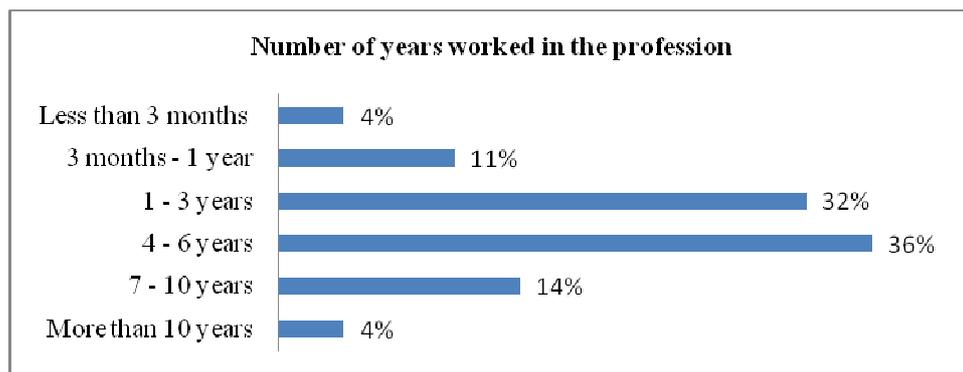
5.1 Sample description

The total number of respondents who filled in the survey was 81; however, 2 respondents did not fill in the questionnaire fully and 3 respondents did not work in the professional services industry. These results are excluded from the sample and, as a result, our final sample consists of 76 responses. The response rate (number of companies that had at least one employee who filled in our survey, divided by the number of companies contacted) was about 25 per cent; however it is not possible to identify response rate precisely because respondents did not have to state the company they work for, therefore we cannot identify the companies from which online survey was filled in. Though, it was possible to make a list of 17 companies from which at least one survey was filled in (as hard copies of questionnaires were distributed in those companies personally by the authors).

The majority of respondents work in accounting, auditing and tax consultancy, and in legal activities service companies (See Appendix B Table 1). Our sample truly represents the population of interest as two sub-industries mentioned previously are also the most widely represented in the Latvian market (i.e., they employ the largest number of employees, compared to other sub-industries).

The largest part of employees surveyed (68%) have worked in professional services industry from 1 to 6 years (See Figure 1), yet the sample contains also a similar number of more and less experienced employees.

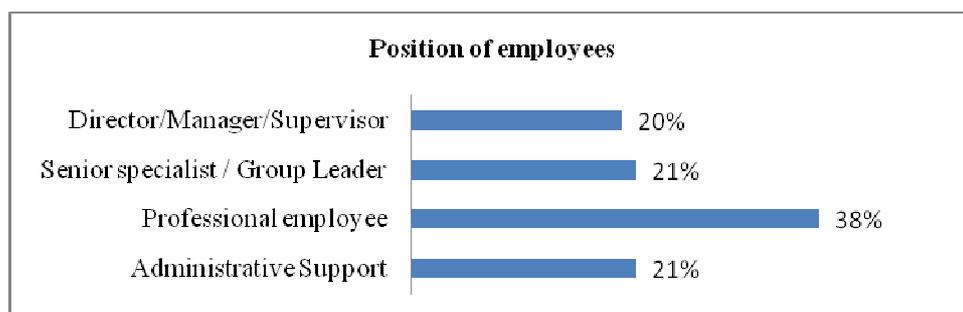
Figure 1. Number of years employees work in their profession



Source: created by authors.

As expected, more than half of the respondents are industry specialists (See Figure 2); though about one fifth of employees that participated in the survey work in a managerial position, and about the same portion work in administrative positions.

Figure 2. Positions of employees in the company.



Source: created by authors.

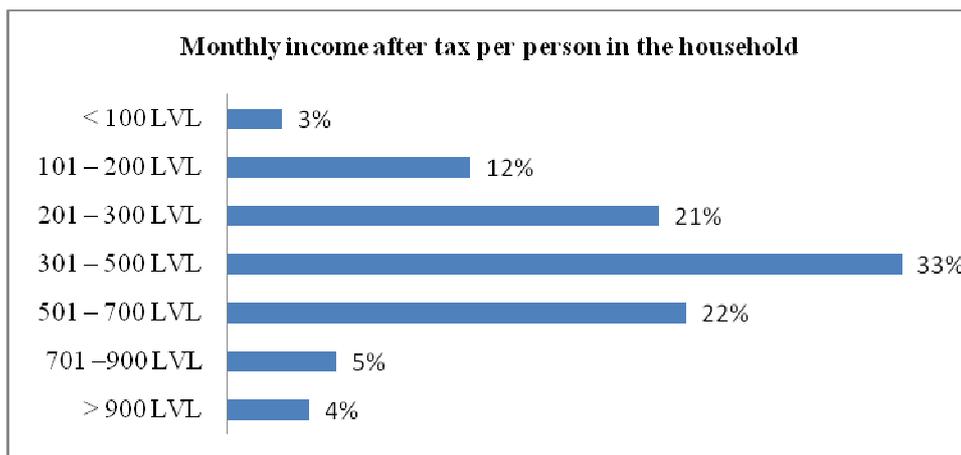
Regarding gender, 53 women and 23 men have filled in the questionnaire. The average age of respondents is 27 years, but their age ranges from 19 to 50 years (See Appendix C, Figure 1).

As expected, majority of respondents in professional services industry has higher education. Most of them have a Bachelor's degree or unfinished Bachelor's degree, one third of them have received a Master's degree (See Appendix C, Figure 2).

What regards family status, 53 per cent of the employees polled are married or live with a permanent partner. 22 per cent have children, and 34 per cent of the participants have at least one dependent in the family which includes children, parents, partner, etc. (See Appendix C, Figure 3).

Most of the respondents have monthly (after tax) income per person in the household that ranges from 200 to 700 LVL (See Figure 3). Only 15 per cent of respondents have income per person that is lower than 200 LVL.

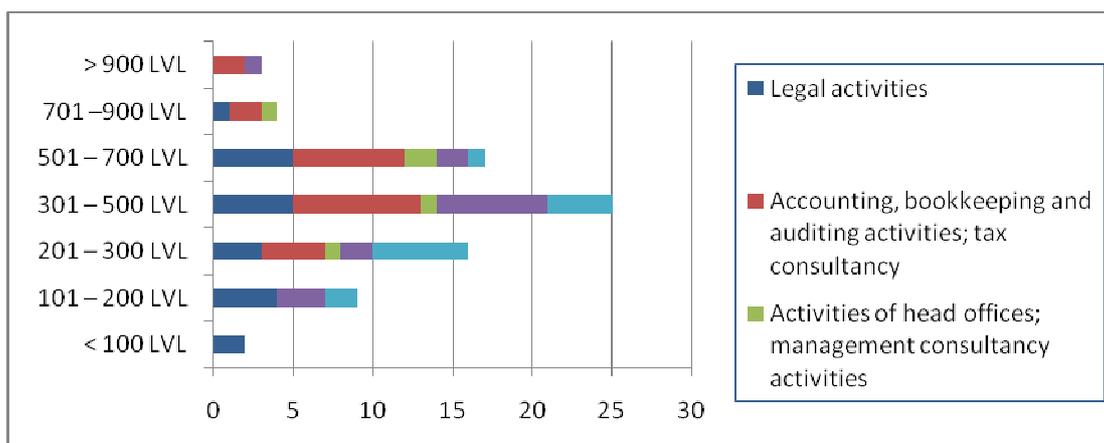
Figure 3. Monthly income of the employees.



Source: created by authors

Figure 4 shows that the lowest income level is reported by employees working in the legal activity service companies; however the highest income is received by employees of accounting, bookkeeping, auditing activities and tax consultancy firms.

Figure 4. Income level of employees in different sub-industries.



Source: created by authors

74% of employees have noted that the company they work for offers non-traditional work arrangements. The most frequently offered arrangements are (1) choice when to start and end working day, maintaining the number of hours worked per day / week fixed (reported by 57% of the respondents), which means that if employees arrive to the job earlier / later than the official office hours, they can finish their day earlier / later accordingly; (2) working from home (54%) and (3) part time work (51%) (See Appendix D).

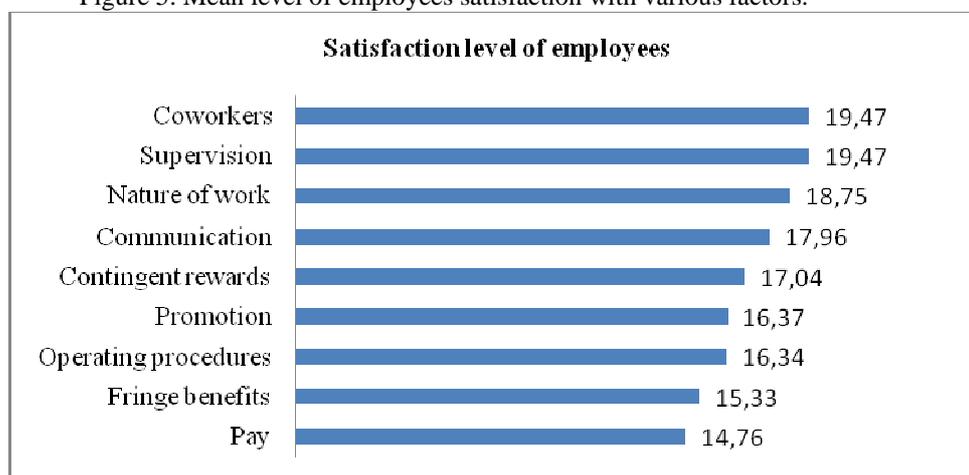
67% of all the respondents are personally offered / allowed to use some of the non-traditional work arrangements. The types of arrangements that are most frequently offered to the employees polled coincide with the types that are the most widely offered in the

companies, except for part time work, which can be used only by 14% of employees (See Appendix D). This situation could arise due to current situation in the market. Employers tend to employ the minimum number of workers needed for operations, thus employees have to work at full capacity (Himachali, 2009). However, when companies are able to afford employing extra staff and when the capacity of human resources exceeds the minimum necessary for operations, employees might be offered to switch to part time work.

74% of men polled perceive that they have an opportunity to use non-traditional work arrangements, however only 64% of women do. 39% of employees who have an opportunity to use FWA are “ordinary” professional workers (who do not work in any managerial position); thus we do not observe the relationship between job position and the usage of flexible work arrangements.

Among all employees surveyed, the satisfaction with (1) coworkers and (2) supervision is reported to bring the highest satisfaction at work with the mean value of 19.47 (observations can take the value from 4 till 24, where higher value represents higher level of satisfaction) (See Figure 5). This means that respondents perceive their (1) colleagues competent and enjoy working with them; and regard (2) their boss to be competent and acting fairly towards employees.

Figure 5. Mean level of employees satisfaction with various factors.



Source: created by authors.

Employees are the least satisfied with their pay, the mean value being only 14.76 (See Table 5). We conclude from the survey data that respondents consider their salary being too small, compared to the effort they put into their work, and they do not think that this situation is likely to change in the future. This can be explained by the current economic situation in Latvia (and the recent wage cuts that took place in almost all industries in the

economy), as well as by the fact that the average salary in Latvia is still much lower than the average salary in the Western Europe (Eurostat, 2010).

5.2 Results

In this part, regressions results are presented that explain the impact of non-traditional work arrangements on job satisfaction in general, facets of job satisfaction separately in order to identify more precisely what leads to change in employee satisfaction; as well as organizational commitment.

5.2.1 Overall job satisfaction.

In order to identify the effect (that comes from the opportunity to use non-traditional (flexible) work arrangements) on job satisfaction of employees, as well as to identify whether the effect is significant, we perform Ordinary Least squares regression analysis. Our results show that the opportunity to use FWA alone explains 5.37% of change in overall job satisfaction of employees. Employees that can use FWA have on average 0.54 units higher job satisfaction (job satisfaction takes values from 4 till 24³), compared to employees who cannot use FWA, and the variable is statistically significant at 5% significance level (See Appendix E Table 1). Job satisfaction is likely to be influenced by various other factors that are correlated with an opportunity to use FWA, like the job position of an employee, his gender or overall satisfaction, which causes our result to be somewhat imprecise. Therefore, in order to identify the true effect of FWA on job satisfaction, we introduce a number of factors that we were able to measure and which might have an impact on job satisfaction, and conduct the following regression:

$$\text{Job Satisfaction} = \beta_0 + \beta_1 \text{FWA} + \beta_2 \text{Partner} + \beta_3 \text{Position} + \beta_4 \text{Age} + \beta_5 \text{Gender} + \beta_6 \text{Children} + \beta_7 \text{Dependents} + \beta_8 \text{Income} + \beta_9 \text{Subindustry} + \beta_{10} \text{Education}$$

where FWA is a binary variable that is equal to 1 if a respondent has an opportunity to use flexible work arrangements, and 0 otherwise (for explanations of the variables see Appendix F).

In this regression, coefficient on FWA is 1.47, coefficient on age is -0.18, and both are statistically significant at 5% significance level. Neither the coefficient on gender, nor children is statistically significant. R-squared of the regression is 0.2244. Based on these

³ The value of job satisfaction is calculated from the average value of 9 separate satisfaction facets: pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, coworkers, nature of work and communication. Each facet represents the sum of 4 questions measured in scale from 1 till 6. Therefore, the value of each facet ranges from 4 till 24.

results, we perform a final regression with variables that have a significant impact on job satisfaction:

$$\text{Job Satisfaction} = \beta_0 + \beta_1 \text{FWA} + \beta_2 \text{Partner} + \beta_3 \text{Position} + \beta_4 \text{Subindustry} + \beta_5 \text{Age}$$

The results show that employees who have a possibility to work on flexible terms are more satisfied with their job (on average they show 1.43 points higher job satisfaction) than those employees who work on traditional terms, controlling for sub-industry that employee works in and whether she lives with a partner. This result is statistically significant at 5% significance level. Thus, the first hypothesis (i.e. employees that have an opportunity to use non-traditional work arrangements in their work place will have higher level of job satisfaction than employees who do not) is proved. Moreover, the older a person is, the lower job satisfaction is observed for him. The value of the variable is -0.17 and it is significant at 5% significance level. R-squared of the regression is 0.21 (See Appendix E Table 1).

5.2.2 Satisfaction with pay

In order to see the effect of FWA on employee satisfaction with pay, which is one of the component of overall satisfaction, we perform the following OLS regression:

$$\text{Payment} = \beta_0 + \beta_1 \text{FWA} + \beta_2 \text{Position} + \beta_3 \text{Dependents} + \beta_4 \text{Income} + \beta_5 \text{Subindustry}$$

Satisfaction with pay takes the values from 4 till 24. The coefficient on FWA is 2.44 and it is statistically significant at 5% significance level (See Appendix E Table 2). Income level and number of dependents do not appear to have significant influence on satisfaction with payment. From the results we can conclude that employees that are offered FWA are more satisfied with payment, even controlling for job position (as managers are often paid more) and sub-industry (as salaries differ between sub-industries) the employee is working in.

5.2.3 Satisfaction with promotion opportunities

Previous research (See, for example, Cohen and Single, 2000) has shown that employees that are not working full day at the office may have lower opportunities for promotion at the job. Based on the information gathered from the respondents we perform the following regression:

$$\text{Promotion} = \beta_0 + \beta_1 \text{FWA} + \beta_2 \text{Position} + \beta_3 \text{Gender} + \beta_4 \text{Subindustry}$$

Results show that employees who use FWA report higher satisfaction with promotion opportunities by 2.2 points. The value is statistically significant at 5% significance level, controlling for job position and sub-industry (See Appendix E Table 3). Thus, contradicting to our expectations, employees who work on flexible terms are still satisfied with their career promotion opportunities. Gender is not found to be a significant factor in perceiving opportunities for the promotion at the job.

5.2.4 Satisfaction with contingent rewards

Contingent rewards are additional benefits that employees get for their job. Contingent rewards are based on job performance. We identify the following regression to see how opportunity to use flexible work arrangements impacts employees' satisfaction with contingent rewards:

$$\text{Contingent rewards} = \beta_0 + \beta_1 \text{FWA} + \beta_2 \text{Position} + \beta_4 \text{Subindustry}$$

Variables like income level and number of dependents do not show any significant impact neither on the satisfaction level, nor on the value of availability of FWA; thus, they are not included. In this regression, the coefficient on FWA has a positive value (2.437), which is statistically significant at 5% significance level, controlling for job position and sub industry (See Appendix E Table 4). For this reason we conclude that job flexibility increases satisfaction with contingent rewards, similarly to satisfaction with pay (base salary).

5.2.5 Satisfaction with coworkers

In order to identify whether employees that have a possibility to use FWA show different level of satisfaction with colleagues, comparing to the employees who work full time in the office, we perform the sequential OLS regression:

$$\text{Coworkers} = \beta_0 + \beta_1 \text{FWA} + \beta_2 \text{Gender} + \beta_3 \text{Partner} + \beta_4 \text{Subindustry}$$

Availability of FWA leads to higher satisfaction level with coworkers by 1.21 points, controlling for the fact whether a respondent has a permanent partner, as well as for the sub-industry he is working in. The coefficient is statistically significant at 5% significance level. Moreover, gender is found to have impact on satisfaction with colleagues. Men report greater satisfaction with coworkers than women (by 0.633 points) (See Appendix E Table 5).

5.2.6 Satisfaction with other components of Job Satisfaction Survey

Other components of job satisfaction, namely supervision, fringe benefits, operating procedures, nature of work and communication are not significantly influenced by the availability of FWA to employees. For regression results, see Appendix E Table 6.

5.2.7 Job commitment

In order to see how the use of flexible work arrangements impact job commitment of employees, we first identify questions, which employees were asked about job commitment, with highest correlation. This method helps us to identify the reliable effect of flexible work arrangements on job commitment. Out of 15 questions on job commitment asked, 6 questions have highest correlation, therefore we conduct an index of job commitment that shows the average value of these six questions and can take the value from 1 till 7 (See Appendix E Table 7). Regression is performed with job commitment index as dependent variable:

$$\text{Job Commitment} = \beta_0 + \beta_1 \text{FWA}$$

The coefficient on Flexible work arrangements is not statistically significant; moreover it explains only 4.44% of change in the level of job commitment (See Appendix E, Table 8). Based on these results, we can conclude that there are other variables that have an impact on job commitment and might cause the regression results to be imprecise. Therefore, in the following regression we include other variables that might correct for results imprecision:

$$\text{Job Commitment} = \beta_0 + \beta_1 \text{FWA} + \beta_2 \text{Position} + \beta_2 \text{Education} + \beta_3 \text{Subindustry}$$

Employees at higher job position and employees with higher level of education are more likely to be offered to use non-traditional work arrangement due to specifics of their work and higher requirements. These respondents are also more likely to report higher job commitment level because their job responsibility is larger. The particular sub-industry where an employee is working can also determine the likelihood to use flexible work arrangements. Besides, we allow for the possibility that employees in some of the sub industries may feel more committed to their job than employees in other sub industries, due to differences in the essence of job. After controlling for these factors, there is a positive effect (0.512 points) from the possibility to use flexible work arrangements on job commitment (job commitment takes values from 1 till 7) and the result is statistically significant at 10% significance level. R-squared of the regression is 0.1266 (See Appendix E, Table 8). This result provides at least some support to our second hypothesis (i.e.

employees that have an opportunity to use non-traditional work arrangements in their work place will have higher level of organizational commitment than employees who do not).

5.3 Discussion of empirical results

In this section we discuss results from our statistical analysis that are relevant to our research hypotheses, give explanations and possible causes of those results, and link our conclusions to previous discussions in literature.

5.3.1 Non-traditional work arrangements and job satisfaction

Regression results show strong support for our first hypothesis, namely, employees who are allowed to use non-traditional work arrangements in their workplace report higher levels of job satisfaction than employees who do not. Our results are in line with Scandura and Lankau (1997).

Although regression results explain less than a quarter of variation in job satisfaction, even after inclusion of additional factors as gender, age, education etc., we observe significant positive effect of flexible work arrangement on employee job satisfaction. However, these results also show that job satisfaction is a complex measure and cannot be explained only by availability of non-traditional work arrangements. Therefore, in order to identify the set of causes that explain the variation in job satisfaction, additional study should be conducted. This study did not aim to identify and explain the reasons of change in job satisfaction, but rather identify the particular effect of opportunity to use non-traditional work arrangement on job satisfaction.

There are several positive aspects that flexibility provides for employees and that might result in higher job satisfaction. One of the benefits of non-traditional work arrangements is that they reduce time pressure. Employees can plan their time themselves, and they do not have to worry if they arrive later at work due to some personal problems or unexpected situations at home or on the way. Moreover, they also do not need to explain the reasons that caused them to be late. As a result, employees experience less time pressure, are more satisfied and have less health problems (Kelly and Moen, 2007).

Having an opportunity to adjust working time, employees can better balance their work and personal life. Employees can plan private activities during the standard working time, in case they are willing and able to shift their working time. For instance, if a person needs to visit doctor for an hour during the second half of a day, he can arrive an hour earlier at work, thus being able to finish working day earlier. This greater autonomy

reduces stress level from everyday activities, which makes employees feel more satisfied with their job (Kelliher and Anderson, 2008).

Opportunity to use FWA allows continuing working even in situations when traditional schedules do not allow it. For example, mothers with children below the age of 3 years or people that need to assist an ill family member may still perform job tasks while being at home. Possibility to combine work with personal life favors the balance between work and private life, and results also in higher job satisfaction (Cohen and Gadon, 1978).

Our results show that age is a significant determinant of job satisfaction. It is consistent with the results of Spector (1985) who also found age to be related to overall (total) job satisfaction. We believe that this result arises from the fact that older people are more likely to have a family, in contrast to the majority of younger respondents who reported to have no children, no dependants and often also no permanent partner. As a result, younger respondents are responsible mainly for themselves, and they do not have additional responsibility for their family. Respectively, having less responsibility, they might be less affected by the economic downturn (downsizing and reduction in family budget). What is more, they tend to have fewer problems with balancing work and free time because they do not need to spend time with kids, for example. This is important because in previous research (Scandura and Lankau, 1997) employees with family responsibility showed higher job satisfaction when using FWA than employees without family responsibility. However, we should consider the fact that our sample is more biased towards younger people and therefore the importance of age might be overestimated.

Besides performing the basic job duties, employees communicate with colleagues and supervisors, they acquire new knowledge and experience. Correspondingly, the overall job satisfaction is composed of several elements that make up the overall impression and attitude towards work. Using Spector's Job Satisfaction Survey as a tool in our questionnaire, allowed us to analyze also separate aspects of job (Spector, 2001). Results from our survey show that employees who are offered FWA report higher level of satisfaction with their pay (base salary). There are two possible explanations for this: first, these employees perceive this greater autonomy and flexibility (that FWA provide) as an alternative remuneration for their work, or, second, there is a relationship between the likelihood of being offered to use FWA and a higher salary. In case of the former, the freedom to adjust working time and working place, improved balance between professional and private life that employees now have, results in a situation where employees are willing to receive somewhat lower salary, compared to employees who work on traditional terms,

i.e. full time at the office. However, taking into account that Spector (1985) has found salary being significantly related to satisfaction with pay in his Job Satisfaction Survey, we tend towards the second clarification (if employees who are offered FWA are more satisfied with their pay, it must be that they receive a higher salary in the first place). Respectively, it turns out that only the “key” employees (the most influential, valuable and, thus, the best paid) are offered FWA.

We could similarly explain also the higher level of satisfaction with contingent rewards (extra remuneration) for employees who are offered FWA. As contingent rewards are based on job performance, it must be that those who are more satisfied with contingent rewards also receive more (higher) rewards and that they have higher performance. If, at the same time, those employees are offered to use non-traditional work arrangements, undeniable they are the best and most valuable specialists in the company.

Empirical results of our research also show that employees who can use non-traditional work arrangements are more satisfied with promotion opportunities. It contradicts to the research of Almer et al. (2004) who found that employees who participated in FWA were viewed as less committed to their careers and thus less likely to have a good career than employees who worked on traditional terms. In our opinion, there are several explanations why FWA might improve possibilities to be promoted. First, employees who use non-traditional work arrangements have more responsibilities over organizing their job. These workers are expected to show higher performance due to opportunities to organize their work in the most efficient way for them personally. Second, employees that use FWA are also expected to have good time management skills as they organize their work time independently. Employees are forced to develop personally and professionally to keep up with other employees, and thus they become more valuable to the company. These parameters make employees stronger candidates for promotion in higher career position, which may explain larger satisfaction with promotion opportunities. On the other hand, the link between FWA and promotion opportunities might work the other way around (i.e. employees who have been recently promoted or have good career prospects are more likely to be offered FWA), again proving that one must be a very successful employee to be offered to utilize non-traditional work arrangements.

Next, employees who can use FWA report slightly higher satisfaction with coworkers. They believe that their colleagues are competent and pleasant to work with. The reason for this might be the fact that employees with non-traditional work schedules more often work independently, away from their colleagues; and, as a result, they have fewer

arguments and disagreements with them. While working full day at the office, employees might face situations when they are forced to undertake a part from their colleagues' work duties. This might happen for various reasons, including insufficient amount of time and work allocated to them or low competency level of some employees. The situation when some employees are forced to take part in others' work leads to dissatisfaction with work and colleagues in particular. From the other side, although employees who work from home two days a week, for instance, might be more satisfied with colleagues, according to Kamerāde (2005), those employees often experience more stress and conflicts with their family members.

Other aspects that affect job satisfaction, as fringe benefits, operating procedures, nature of work and communication did not seem to be affected by the availability of non-traditional work arrangements. It could be because those aspects are more connected with the job itself. To mention, a person still would need to do the same job, irrespective of place and time he is working. Similarly, satisfaction with supervision should not change much if an employee works 4 days a week, not 5. He still needs to report to the same supervisor.

5.3.2 Non-traditional work arrangements and organizational commitment

The results on job commitment identify that employees surveyed that have an opportunity to use non-traditional work arrangements show higher level of job commitment. However, these results are based only on 10% significance level; therefore we cannot fully assert that employees in professional services industry who have access to FWA are more committed to the job than other employees who do not have this access.

Still, opportunity to use flexible work arrangements might be mentioned by employees as one of the benefits of their work, which is important to them, especially if they have family responsibility (Scandura & Lankau, 1997). As FWA are offered as ordinary practice only in part of the firms in professional service industry in Latvia, employees might be proud of the fact that they can relish more flexibility and, as a result, put more effort into their job performance. For some, it might even be seen as a competitive advantage of one company over others.

Despite the fact that our results are significant only at 10% significance level, they nonetheless provide some support to our second hypothesis. This result corresponds to the works of Scandura and Lankau (1997), as well as Cohen and Gadon (1978). They show that employees who are allowed to use non-traditional work arrangements are more committed to the company. One of the reasons for this, according to Scandura and Lankau

(1997), is that organizational commitment is positively related to job satisfaction. Thus, if an employee is more satisfied, he will be also more committed to the organization he works for.

5.3.3 Implications from our research and suggestions to employers

Non-traditional work arrangements improve employee job satisfaction and, thus, are good for employee well-being. Employees are happier in general and more satisfied with their job. Our research proves that employees who are personally offered to use FWA are also more committed to their employer. For those two reasons, employees are expected to work better and, according to Kelly and Moen, (2007) be also more productive when they can use FWA.

Introducing FWA is not always expensive. Some of the elements, for example, choice when to start/end work day (maintaining a number of strict office hours when every employee has to be in the office) and compressed work week, does not require much financial resources, rather some extra management time and more trust and independence given to employees. Thus, companies should not be afraid that introducing non-traditional work arrangements will not pay off because costs would exceed benefits. On the contrary, we expect benefits (from FWA) to employees and the employer to be greater than the time and resources invested to provide this flexibility.

To continue, it is up to employers to decide, who of the employees has deserved to be offered FWA. It might be the “key” specialists who are especially valuable to the company and who do not need to be around the office all the time. It would show those employees, how valuable and important they are to the company. However, it is worth considering offering FWA also to a wider circle of employees to improve the overall satisfaction and productivity level in the office. Although administrative staff needs to be in the office during office hours, they know the most of what is happening in the organization and they are the first representatives of a company that clients meet when they enter the office (Romine, 2001). Thus, the company should be interested to make administrative personnel satisfied and proud with the company they work for.

For some companies flexibility when to start/end working day might already exist as an informal agreement. However, it might be a good idea to formalize some of those practices, first, to make it clear and known to all employees who can utilize this flexibility, and thus obey conflicts and misunderstanding (e.g., if a secretary comes late to work although she is not supposed to do so). Moreover, formal rules would allow controlling the

use of FWA, so that employees would not misuse their time and managements' trust as working time is still meant for work.

Finally, we should not overestimate the role of non-traditional arrangements because they are not enough to have satisfied employees. Good relationship between management and employees, appropriate standards of work safety, proper financial rewards and other aspects are still necessary in order to have motivated and satisfied employees. If a company has unsatisfied and low committed employees, the cause will rarely be the specifics of their work schedule. In the end, FWA are an extra tool to be used after the basic needs of employees are satisfied and after the company functions well in their regards.

5.4 Limitations of the study and suggestions for further research

This study is meant to analyze employees' job satisfaction and job commitment in professional services industry in Latvia. Findings and conclusions of this study can be generalized only to the professional service industry in Latvia. Respectively, our results can neither be applicable to other industries (due to specific character of professional service industry), nor to other countries, as there are differences in culture, values and psychological climate between people in Latvia and other countries that may influence perception of work. We aspired to shed more light on flexibility issue in Latvia, because, to the authors' knowledge, there has been no serious research about this issue in Latvia before. Thus, the authors expect more future research to be done in this field that would embrace also other sectors and industries in the economy.

Our data is somewhat biased towards younger people and persons without children, therefore companies which employ exceptionally large number of older people or persons with family responsibility might have slightly different result from the use of non-traditional work arrangements than our study proposes. Therefore, investigating companies with a high proportion of older employees and employees with children is a good topic for further research.

Finally, our results show the impact from non-traditional work arrangements (i.e., work flexibility) on employee job satisfaction and organizational commitment which are somewhat intangible measures. However, companies and employers are more concerned about the actual results that can be assessed by accounting measures, as return on investment, return on assets or return per employee. Although previous research has found positive correlation between job satisfaction and individual performance (Harter, Schmidt

& Keyes, 2002), more research that investigates how work flexibility impacts employee productivity is needed.

6 Conclusions

Increasing numbers of women in workforce, the importance of work-family conflict (i.e., the collision between needs of family and work requirements) and problems that stem from stress related to this conflict have caused a raise in popularity of non-traditional work arrangements all around the world (Noe et al., 1997).

This paper investigates the impact of work flexibility on employee job satisfaction and organizational commitment in professional service industry firms in Latvia. This industry was chosen because of its reliance on human capital as its main resource, and because this industry employs a high proportion of professional workers (as previous research has proved professional workers being more responsive to work flexibility and producing better results after more flexibility is provided to them (Konrad & Mangel, 2000)). A survey of employees is used as the main research tool of our study. The main parts of the survey are constructed from the Job Satisfaction Survey developed by Spector in 1985, and the Organizational Commitment Questionnaire developed by Porter and Smith in 1970.

Based on our empirical analysis we have found that availability of FWA has a significant positive causal effect on job satisfaction of employees. Moreover, introducing other explanatory variables we do not observe large change in the relationship between flexible work arrangements and job satisfaction. These results assert our first hypothesis that employees who are offered non-traditional work arrangements have higher job satisfaction than employees who do not. Therefore, we expect that introducing non-traditional work arrangements in the companies in professional services industry will result in higher employee satisfaction level.

Regarding job commitment, flexible work arrangements are found to have an impact on job commitment; however the observed effect is significant only at 10% significance level. After introducing other variables, the effect does not change, therefore it can be concluded that flexible work arrangements explain at least part of variation in employee job commitment. This allows us to approve our second research hypothesis that employees who are offered non-traditional work arrangements will report higher level of organizational commitment.

Taking into account the fact that employees who are allowed to use FWA in their work place showed higher satisfaction with their remuneration and career progress opportunities, we conclude that non-traditional work arrangements are more often offered to the “key” professionals in a company who are the most valuable and usually also the best performing employees. However, we believe that work flexibility should be provided to a wider range of employees, including administrative personnel and not so experienced employees, for a firm to get the best results that work flexibility can produce (i.e., highly committed, satisfied and, eventually, also productive employees).

To conclude, our research sheds light on work flexibility issue in Latvia and proves that providing more flexibility (by introducing non-traditional work arrangements in a company) gives positive changes in employee attitudes towards their job and the company they work for. Thus, we recommend using FWA as official policy in professional service industry firms, and providing the opportunity to use FWA to as wide range of employees, as possible.

7 References

- Ahsan, N., Abdullah, Z., Gun Fie, D.Y., & Alam, S.S. (2009). A study of job stress on job satisfaction among university staff in Malaysia: Empirical study. *European Journal of Social Sciences* – Volume 8, Number 1 (2009). Retrieved December 10, 2009, from http://www.eurojournals.com/ejss_8_1_11.pdf
- Almer, E.D., Cohen, J.R., & Single, L.E. (2004). Is it the kids or the schedule?: the incremental effect of families and flexible scheduling on perceived career success. *Journal of Business Ethics*, Vol. 54, No. 1 (Sep., 2004), pp. 51-65. Retrieved October 9, 2009, from <http://www.jstor.org/stable/25123323>
- Bloom, N., Kretschmer, T., & Reenen, J.V. (2006). *Work-life balance, management practices and productivity*. Retrieved October 7, 2009, from http://cep.lse.ac.uk/management/worklifebalance_research.pdf
- Burvis, I. (2005). *P.E. Spektora Apmierinātības ar darbu aptaujas adaptācija*. Retrieved January 10, 2010, from <http://www.atlants.lv/konspekts/apmierinatibas-ar-darbu-aptaujas-adaptacija/886659/>
- Chung, H., Kerkhofs, M., & Ester, P. (2007). *Working time flexibility in European companies*. European Foundation for the Improvement of Living and Working Conditions. Retrieved October 10, 2009, from <http://www.eurofound.europa.eu/pubdocs/2007/39/en/1/ef0739en.pdf>
- Cohen, A., & Gadon, H. (1978). *Alternative work schedules: integrating individual and organizational needs*. Retrieved October 1, 2009, from <http://www.questia.com/library/book/alternative-work-schedules-integrating-individual-and-organizational-needs-by-allan-r-cohen-herman-gadon.jsp>
- Cook, J.D., Hepworth, S.J., Wall, T.D., & Warr, P.B. (1981). *Experience of work: A compendium and review of 249 measures and their use*. New York: Academic Press, 1981. In: *Organizational Commitment Questionnaire*. Retrieved October 14, 2009, from <http://www.regent.edu/acad/global/cur/ORCD-650-04SP/Example%20Measure%20Paper.doc>
- Dalton, D. R., & Mesch, D.J. (1990, June). The impact of flexible scheduling on employee attendance and turnover. *Administrative Science Quarterly*, Vol. 35, No. 2 (Jun., 1990), pp. 370-387. Retrieved October 9, from <http://www.jstor.org/stable/2393395>

- Department of Economic and Social Affairs, (2008). *International standard industrial classification of all economic activities (ISIC)*, Rev. 4. United Nations. New York.
- Devisscher, S. (2005). *Flexible work arrangements and female employment in Belgium*. Peer Review Increasing the employment of women through flexible work arrangements. Retrieved October 2, 2009, from http://pdf.mutual-learning-employment.net/pdf/norway%2005/BE_Devisscher.pdf
- Eurofound Annual report*, (2008). Retrieved December 9, 2009, from <http://www.eurofound.europa.eu/pubdocs/2009/07/en/1/EF0907EN.pdf>
- Eurofound, (2009). *Companies offering flexi-time to all employees*. Retrieved March 2010, from http://www.eurofound.europa.eu/surveys/companysurvey/ecs2009/ecs2009_01_11.htm#default
- The European Company Survey*, (2010). European Foundation for the Improvement of Living and Working Conditions. Retrieved March 2010, from <http://www.eurofound.europa.eu/publications/htmlfiles/ef0997.htm>
- Eurostat, (2009). *Employment rate by gender*. Retrieved October 13, 2009, from <http://epp.eurostat.ec.europa.eu/tgm/refreshTableAction.do;jsessionid=9ea7971b30de0bbb31d842b24802986aa7a6a744ac02.e34RaNaLaxqRay0Lc3uLbNiMc3yPe0?t=ab=table&plugin=1&pcode=tsiem010&language=en>
- Eurostat, (2010). *Average gross annual earnings in industry and services, by gender*. Retrieved March, 2010, from <http://epp.eurostat.ec.europa.eu/tgm/table.do?tab=table&init=1&language=en&pcode=tps00175&plugin=1>
- EWCS, (2010). Retrieved March, 2010, from <http://www.eurofound.europa.eu/ewco/surveys/index.htm>
- Facer, R.L., & Wadsworth, L. (2008). Alternative work schedules and work–family balance. *Review of Public Personnel Administration*, Vol. 28, No. 2, 166-177 (2008). Retrieved November 21, 2009, from <http://rop.sagepub.com/cgi/reprint/28/2/166>
- Frank, K.E., & Lowe, D.J. (2003). An examination of alternative work arrangements in private accounting practice. *Accounting Horizons*, Vol. 17, 2003. Retrieved November 21, 2009, from <http://www.questia.com/googleScholar.qst;jsessionid=LpMJSLYR27RrPIL4nT0bF>

7gXrkQXLPVdlrLmfy6H7v1G6lr5jnRk!-843851005!-

791355714?docId=5002549162

- Golembiewski, R.T., Yeager, S., & Hilles, R. (1975). Factor analysis of some flexitime effects: Attitudinal and behavioral consequences of a structural intervention. *The Academy of Management Journal*, Vol. 18, No. 3 (Sep., 1975), pp. 500-509. Retrieved October 9, 2009, from <http://www.jstor.org/stable/255680>
- Harter, J.K., Schmidt, F.L., & Keyes, C.L. (2002). *Well-being in the workplace and its relationship to business outcomes: A Review of the Gallup Studies*. Retrieved October 9, from <http://media.gallup.com/DOCUMENTS/whitePaper--Well-BeingInTheWorkplace.pdf>
- Haserot, P.W., & English, H. (2002). Managing flexibility: Tools, models and dialogue. *Of Counsel*, Vol. 21, No. 7. Retrieved October 9, 2009, from <http://web.ebscohost.com/ehost/pdf?vid=1&hid=106&sid=9e6542c9-61e2-4225-9aa4-f22f7e976875%40sessionmgr111>
- Hewitt, P. (1993). *Flexible working: Asset or cost?* London: Policy Studies Institute. In: Newell, S. (1995). *The healthy organization: Fairness, ethics and effective management*. London: Routledge.
- Himachali, S. (2009, Feb. 14). *Global economic recession, lay-off's and its impact on you – survival of the fittest*. Retrieved February 2010, from <http://www.hr.com/SITEFORUM?&t=/Default/gateway&i=1116423256281&application=story&active=no&ParentID=1116442772712&StoryID=1234196598756&xref=http%3A//>
- Huff, C. (2005). With flexitime, less can be more. *Workforce Management* (May 1, 2005). Retrieved October 5, 2009, from <http://web.ebscohost.com/ehost/detail?vid=1&hid=106&sid=9ad87799-a144-45b5-ab6d-43210529be1a%40sessionmgr110&bdata=JnNpdGU9ZWwhvc3QtbGl2ZQ%3d%3d#db=a9h&AN=17016556>
- Johns, G. (1996). *Organizational behaviour: Understanding and managing life at work, fourth edition*. New York: HarperCollins College Publishers.
- Judge, T.A., Hulin, C.L., & Dalal, R.S. (2009). Job satisfaction and job affect. A chapter to appear in: S. W. J. Kozlowski (Ed.), *The Oxford handbook of industrial and organizational psychology*. New York: Oxford University Press. Retrieved

- December 10, 2009, from
<http://www.ufstudies.net/tim/VITA/Judge,%20Hulin,%20&%20Dalal--FINAL.pdf>
- Kamerāde, D. (2005). Darbs mājās – vai idille?. *Psiholoģijas Pasaule* 2005/08. Retrieved November 30, 2009, from
<http://www.psihologijas pasaule.lv/raksti.php?id=314&show=501&act=read>
- Kelliher, C., & Anderson, D. (2008). For better or for worse? an analysis of how flexible working practices influence employees' perceptions of job quality. *The International journal of Human Resource management*, 19(3), Retrieved from
<http://web.ebscohost.com/bsi/pdf?vid=1&hid=7&sid=0618271a-749a-40fd-a381-6808aeaaa70f@sessionmgr12>
- Kelly, E.L., & Moen, P. (2007). Rethinking the clockwork of work: Why schedule control may pay off at work and at home. *Advances in Developing Human Resources*, Vol. 9, No. 4, 487-506 (2007). Retrieved December 2, 2009, from
<http://adh.sagepub.com/cgi/reprint/9/4/487>
- Kim, J., & Campagna, A. (1981). Effects of flexitime on employee attendance and performance: A field experiment. *Academy of Management Journal*, Retrieved from
<http://web.ebscohost.com/bsi/pdf?vid=4&hid=106&sid=466c556f-797e-45c2-9492-483e2cdc417e@sessionmgr112>
- Konrad, A.M., & Mangel, R. (2000). The impact of work-life programs on firm productivity. *Strategic Management Journal*, Vol. 21, No. 12 (Dec., 2000), pp. 1225-1237. Retrieved October 9, 2009, from <http://www.jstor.org/stable/3094455>
- Lian, J.W., Lin, T.M., & Wu, H.K. (n.d.). *Job stress, job satisfaction and life satisfaction between managerial and technical IS personnel*. Retrieved December 10, 2009, from <http://ibacnet.org/bai2007/proceedings/Papers/2007bai7598.pdf>
- Lursoft, (2010). *Nace list of companies*. Retrieved January 7, 2010, from
<http://nace.lursoft.lv/M>
- McGuire, J., & Liro, J. (1987). Absenteeism and flexible work schedules. *Public personnel management* Vol.16, No.1. Retrieved from
<http://web.ebscohost.com/bsi/pdf?vid=4&hid=106&sid=14e83650-5489-4332-861b-c231e7b6e800@sessionmgr104>
- McGuire, J.F., Kenney, K., & Brashler, P. (n.d.) *Flexible work arrangements: The fact sheet*. Retrieved October 2, 2009, from:
http://www.law.georgetown.edu/workplaceflexibility2010/definition/general/FWA_FactSheet.pdf

- Mohan, S. (1998). *Balance brings benefits*. Retrieved October 7, 2009, from <http://web.ebscohost.com/ehost/pdf?vid=1&hid=106&sid=04a7977d-f97c-4028-b945-d694c6c53f44%40sessionmgr104>
- Moorhead, G., & Griffin, R.W., (1998). *Organizational behavior: Managing people and organizations, Fifth Edition*. Boston: Houghton Mifflin Company.
- Newell, S. (1995). *The healthy organization: Fairness, ethics and effective management*. London: Routledge.
- Noe, R.A., Hollenbeck, J.R., Gerhart, B., & Wright, P.M., (1997). *Human resource management: Gaining a competitive advantage, Second edition* (pp. 240-243). Chicago: Irwin.
- Ostermann, P. (1995). *Work/family programs and the employment relationship*. *Administrative Science Quarterly*, Vol. 40, No. 4 (Dec., 1995), pp. 681-700. Retrieved November 15, 2009, from <http://www.jstor.org/stable/2393758>
- Parent-Thirion, A., Macías, E.F., Hurley, J., & Vermeulen, G. (2007). *The fourth European working conditions survey*. European Foundation for the Improvement of Living and Working Conditions. Retrieved October 1, 2009, from <http://www.eurofound.europa.eu/pubdocs/2006/98/en/2/ef0698en.pdf>
- Personnel Today (2009). The ageing workforce. *Business Source Complete*, Retrieved from <http://web.ebscohost.com/bsi/detail?vid=2&hid=106&sid=8388b383-1a45-4a73-871b-7424a5c52a4b@sessionmgr113&bdata=JnNpdGU9YnNpLWxpdmU%3d#db=bth&AN=39234630>
- Pierce, J.L., & Newstrom, J.W. (1983). The design of flexible work schedules and employee responses: Relationships and process. *Journal of Occupational Behaviour*, Vol. 4, No. 4 (Oct., 1983), pp. 247-262. Retrieved October 9, from <http://www.jstor.org/stable/3000314>
- Riedmann, A., Bielenski, H., Szczurowska, T., & Wagner, A. (2006). *Working time and work-life balance in European companies*. European Foundation for the Improvement of Living and Working Conditions. Retrieved September 20, from <http://www.eurofound.europa.eu/pubdocs/2006/27/en/1/ef0627en.pdf>
- Rimbau- Gilabert, E. (2008). Exploring the link between flexible work and organizational performance. In Teresa Torres-Corona and Mario Arias- Oliva (eds.): *Encyclopedia of Human Resources Information Systems: Challenges in e-HRM*. IGI Global. Retrieved November 30, 2009, from

- http://uoc.academia.edu/documents/0009/4395/2008_erimbau_Flexible_working_practices.pdf
- Robert Half International (2007). *Employment dynamics and growth expectations report*. Retrieved November 20, 2009, from http://www.rhi.com/downloads/RHI/rhi-us/InvestorRelations/pdf/EDGE_REPORT_2007.pdf
- Romine, L., (2001, Nov 2). Corporate gatekeepers: Executives develop trusted relationships with assistants. *Business First*. Retrieved March 2010, from <http://www.bizjournals.com/louisville/stories/2001/11/05/focus2.html>
- Scandura, T.A., & Lankau, M.J. (1997). Relationships of gender, family responsibility and flexible work hours to organizational commitment and job satisfaction. *Journal of Organizational Behavior*, Vol. 18, No. 4 (Jul., 1997), pp. 377-391. Retrieved October 9, 2009, from <http://www.jstor.org/stable/3100183>
- Schaefer, P. (2005). *Flexible work arrangements: Employer solutions to common problems*. Retrieved October 5, from <http://www.businessknowhow.com/manage/flex-work.htm>
- Silverberg, K.E., Ellis, G.D., Whitworth, P., & Kane, M. (2002). *An empirical analysis of an "Effects-indicator" model of volunteer job satisfaction*. Retrieved February 10, 2010, from <http://lin.ca/Uploads/cclr10/CCLR10-108.pdf>
- Smith, P. C.; Kendall, L.M. & Hullin, C. L. (1969). *The measurement of job satisfaction in work and retirement*. Chicago, Rand McNally, 1969.
- Sorauren, I.F. (2000). Non-monetary incentives: Do people work only for money? *Business Ethics Quarterly*, Vol. 10, No. 4 (Oct., 2000), pp. 925-944. Published by: Philosophy Documentation Center Stable. Retrieved September 13, from <http://www.jstor.org/stable/3857840>
- Spector, (1985). Measurement of human service staff satisfaction: Development of the job satisfaction survey. *American Journal of Community Psychology*, Vol.13, No.6, 1985. Retrieved February 8, 2010, from <http://shell.cas.usf.edu/~pspector/scales/ajcp85-jss.pdf>
- Spector, P.E. (2001). *Job Satisfaction Survey*. Retrieved January 20, 2010, from <http://shell.cas.usf.edu/~pspector/scales/jssovr.html>
- Study on the impact of working time*, (2006). Final report prepared for European Commission Employment, Social Affairs and Equal Opportunities. Retrieved October 13, 2009, from <http://ec.europa.eu/social/BlobServlet?docId=3403&langId=en>

- Wirtz, A., Giebel, O., Schomann, C., & Nachreiner, F. (2008). The interference of flexible working times with the utility of time: A predictor of social impairment? *Chronobiology International*, 25(2&3): 249–261, (2008). Retrieved October 10, 2009, from <http://web.ebscohost.com/ehost/pdf?vid=1&hid=106&sid=8ebff450-8c83-4d6d-83e7-c81ffbf41cd7%40sessionmgr111>
- Working time flexibility in European companies*, (2007). European Foundation for the Improvement of Living and Working Conditions. Retrieved October 9, 2009, from <http://www.eurofound.europa.eu/pubdocs/2007/39/en/1/ef0739en.pdf>

Appendices

Appendix A

1. Questionnaire (in English)

We are students from Stockholm School of Economics in Riga. This survey is a part of our Bachelor Thesis research in which we aim to explore the use of non-traditional work arrangements in companies in Latvia. We kindly ask you to help us and fill in the questionnaire about your work place. Your participation is anonymous, and the data gathered from questionnaire will be used only for the Bachelor Thesis purpose. If you have any questions, please contact Madara Devko (mdevko@sseriga.edu.lv).

Please answer the following questions about the company you are currently working in.

Please select the industry your company operates in:

- Legal activities
- Accounting, bookkeeping and auditing activities; tax consultancy
- Activities of head offices; management consultancy activities
- Advertising
- Market research and public opinion polling
- Other

How long have you been working for this company?

- Less than 3 months
- 3 months - 1 year
- 1 - 3 years
- 4 - 6 years
- 7 - 10 years
- More than 10 years

How long have you been working in your current profession?

- Less than 3 months
- 3 months - 1 year
- 1 - 3 years
- 4 - 6 years
- 7 - 10 years
- More than 10 years

What category BEST describes your job?

- Director/Manager/Supervisor
- Senior specialist / Group Leader
- Professional (salaried non-mgt. business & technical)
- Sales Representative
- Administrative Support
- Other: _____

Please mark the one number for each question that comes closest to reflecting your opinion about each statement given.

	Strongly disagree	Moderately disagree	Slightly disagree	Slightly agree	Moderately agree	Strongly agree
1. I feel I am being paid a fair amount for the work I do.	1	2	3	4	5	6
2. There is really too little chance for promotion on my job.	1	2	3	4	5	6
3. My supervisor is quite competent in doing his/her job.	1	2	3	4	5	6
4. I am not satisfied with the benefits I receive.	1	2	3	4	5	6
5. When I do a good job, I receive the recognition for it that I should receive.	1	2	3	4	5	6
6. Many of our rules and procedures make doing a good job difficult.	1	2	3	4	5	6
7. I like the people I work with.	1	2	3	4	5	6
8. I sometimes feel my job is meaningless.	1	2	3	4	5	6
9. Communications seem good within this organization.	1	2	3	4	5	6
10. Raises are too few and far between.	1	2	3	4	5	6
11. Those who do well on the job stand a fair chance of being promoted.	1	2	3	4	5	6
12. My supervisor is unfair to me.	1	2	3	4	5	6
13. The benefits we receive are as good as most other organizations offer.	1	2	3	4	5	6
14. I do not feel that the work I do is appreciated.	1	2	3	4	5	6
15. My efforts to do a good job are seldom blocked by red tape.	1	2	3	4	5	6
16. I find I have to work harder at my job because of the incompetence of people I work with.	1	2	3	4	5	6
17. I like doing the things I do at work.	1	2	3	4	5	6
18. The goals of this organization are not clear to me.	1	2	3	4	5	6
19. I feel unappreciated by the organization when I think about what they pay me.	1	2	3	4	5	6
20. People get ahead as fast here as they do in other places.	1	2	3	4	5	6
21. My supervisor shows too little interest in the feelings of subordinates.	1	2	3	4	5	6
22. The benefit package we have is equitable.	1	2	3	4	5	6
23. There are few rewards for those who work here.	1	2	3	4	5	6
24. I have too much to do at work.	1	2	3	4	5	6
25. I enjoy my coworkers.	1	2	3	4	5	6
26. I often feel that I do not know what is going on with the organization.	1	2	3	4	5	6
27. I feel a sense of pride in doing my job.	1	2	3	4	5	6
28. I feel satisfied with my chances for salary increases.	1	2	3	4	5	6
29. There are benefits we do not have which we should have.	1	2	3	4	5	6
30. I like my supervisor.	1	2	3	4	5	6
31. I have too much paperwork.	1	2	3	4	5	6
32. I don't feel my efforts are rewarded the way they should be.	1	2	3	4	5	6

33. I am satisfied with my chances for promotion.	1	2	3	4	5	6
34. There is too much bickering and fighting at work.	1	2	3	4	5	6
35. My job is enjoyable.	1	2	3	4	5	6
36. Work assignments are not fully explained.	1	2	3	4	5	6

Please indicate your level of agreement with each of the following statements.

	Strongly disagree	Moderately disagree	Slightly disagree	Neither disagree nor agree	Slightly agree	Moderately agree	Strongly agree
1. I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful	1	2	3	4	5	6	7
2. I talk up this organization to my friends as a great organization to work for	1	2	3	4	5	6	7
3. I feel very little loyalty to this organization	1	2	3	4	5	6	7
4. I would accept almost any type of job assignment in order to keep working for this organization	1	2	3	4	5	6	7
5. I find that my values and the organization's values are very similar	1	2	3	4	5	6	7
6. I am proud to tell others that I am part of this organization	1	2	3	4	5	6	7
7. I could just as well be working for a different organization as long as the type of work were similar	1	2	3	4	5	6	7
8. This organization really inspires the very best in me in the way of job performance	1	2	3	4	5	6	7
9. It would take very little change in my present circumstances to cause me to leave this organization	1	2	3	4	5	6	7
10. I am extremely glad that I chose this organization to work for, over others I was considering at the time I joined	1	2	3	4	5	6	7
11. There's not too much to be gained by sticking with this organization indefinitely	1	2	3	4	5	6	7
12. Often, I find it difficult to agree with this organization's policies on important matters relating to its employees	1	2	3	4	5	6	7
13. I really care about the fate of this organization	1	2	3	4	5	6	7
14. For me this is the best of all possible organizations for which to work	1	2	3	4	5	6	7
15. Deciding to work for this organization was a definite mistake on my part	1	2	3	4	5	6	7

Mark your answers to the following questions.

1. Do you perceive that the organization you work for offers using non-traditional (flexible) work arrangements?

- Yes
- No (jump to Question 5)

Non-traditional work arrangements are any spectrum of work structures that alters time and/or place that work gets done on a regular basis; including 1) flexibility in the scheduling of hours worked, and arrangements regarding shift and break schedules (flexible start/end time of a working day, compressed work weeks, career breaks); 2) flexibility in the amount of hours worked (part-time work, job sharing); and 3) flexibility in the place of work (e.g. working from home).

2. Which of the non-traditional work arrangements are offered in your work place?

- Choice when to start and end my working day (maintaining the number of hours worked per day/ week fixed)
- Choice when to start and end my working day (accumulating extra hours that can be used for holidays/ yearly vacation)
- Compressed work weeks (e.g. working 4 days a week 10 hours per day)
- Career breaks (a special, extra vacation used in order to finish studies, to be together with family, to travel etc.)
- Part-time work (e.g. for young mothers or students)
- Job sharing (an agreement that two employees temporarily work for one position)
- Working at home (several hours, or, for instance, up to one day a week)
- Telecommuting (doing your work duties from any place outside the office)
- Other (please specify): _____

3. Are you personally allowed / offered to use at least one of non-traditional work arrangements?

- Yes
- No (jump to Question 5)

4. Which of those non-traditional work arrangements do you currently use?

- Choice when to start and end my working day (maintaining the number of hours worked per day/ week fixed)
- Choice when to start and end my working day (accumulating extra hours that can be used for holidays/ yearly vacation)
- Compressed work weeks
- Career breaks
- Part-time work
- Job sharing
- Working at home
- Telecommuting
- Other (please specify): _____
- None

5. What is your gender?

- Male

- Female

6. Year of birth: _____

7. What is the highest level of education you have you completed?

- Elementary education
- Secondary education
- Secondary specialized / technical education
- Bachelor degree
- Master degree
- PhD
- Other (please specify)

8. Do you live in marriage/ together with a permanent partner?

- Yes
- No

9. Including yourself, what is the total number of people currently living in your household? _____

10. How many dependents (e.g. children, a partner, or parents) do you have in your household?

- None
- 1
- 2
- 3
- 4
- 5
- More than 5

11. Do you have any children under the age of eighteen years?

- Yes
- No

If yes, how many children live in your household who are...

- Less than 5 years old? _____
- 5 through 12 years old? _____
- 13 through 17 years old? _____

12. Monthly income in your household per person (after taxes):

- < 100 LVL
- 101 – 200 LVL
- 201 – 300 LVL
- 301 – 500 LVL
- 501 – 700 LVL
- 701 – 900 LVL
- > 900 LVL

Thank you very much for your time!

2. Questionnaire (in Latvian)

Labdien! Mēs esam Rīgas Ekonomikas Augstskolas 3.kursa studentes. Šī anketa ietilpst mūsu bakalaura darbā, ar kuru vēlamies izpētīt elastīgo darba formu izmantošanu Latvijas uzņēmumos. Mēs lūdzam Jūs atklāti atbildēt uz zemāk minētajiem jautājumiem. Jūsu atbildes ir anonīmas, un tiks analizētas tikai apkopotā veidā. Pētījuma ietvaros savāktie dati tiks izmantoti tikai bakalaura darba ietvaros. Anketas aizpildīšana prasīs apmēram 15 minūtes. Ja Jums ir kādi jautājumi vai neskaidrības, sazinieties ar Madaru Devko, rakstot uz e-pasta adresi: mdevko@sseriga.edu.lv.

Lūdzu, atzīmējiet atbildes uz sekojošiem jautājumiem par uzņēmumu, kurā pašlaik strādājat (turpmāk tekstā: uzņēmums)!

Uzņēmuma, kurā strādājat, darbības nozare:

- Juridiskie pakalpojumi
- Uzskaites, grāmatvedības, audita un revīzijas pakalpojumi; konsultēšana nodokļu jautājumos
- Centrālo biroju darbība, konsultēšana komercdarbība un vadībzinības
- Reklāmas pakalpojumi
- Tirgus un sabiedriskas domas izpēte
- Cits

Cik ilgi Jūs strādājat šajā uzņēmumā?

- Mazāk kā 3 mēnešus
- 3 mēnešus - 1 gadu
- 1 - 3 gadus
- 4 - 6 gadus
- 7 - 10 gadus
- Vairāk kā 10 gadus

Cik ilgi Jūs jau strādājat šajā profesijā?

- Mazāk kā 3 mēnešus
- 3 mēnešus - 1 gadu
- 1 - 3 gadus
- 4 - 6 gadus
- 7 - 10 gadus
- Vairāk kā 10 gadus

Kas no minētā visprecīzāk apzīmē Jūsu amatu?

- Vadītājs / menedžeris
- Vecākais speciālists
- Speciālists (apmaksāts darbinieks, kas specializējies kādā no biznesa vai tehniskajām nozarēm, un kas nestrādā vadošā pozīcijā)
- Tirdzniecības pārstāvis
- Administratīvais personāls

Katram no dotajiem apgalvojumiem atzīmējiet atbilžu variantu, kurš vislabāk raksturo Jūsu uzskatus saistībā ar Jūsu pašreizējo darba vietu.

	Pilnībā nepiekrītu	Daļēji nepiekrītu	Drīzāk nē, nekā jā	Drīzāk jā, nekā nē	Daļēji piekrītu	Pilnībā piekrītu
1. Es par savu darbu saņemu atbilstošu atalgojumu;	1	2	3	4	5	6
2. Manā darbā ir pārāk mazas izredzes tikt paaugstinātam amatā;	1	2	3	4	5	6
3. Mans vadītājs ir kompetents savā darba jomā;	1	2	3	4	5	6
4. Mani neapmierina tās garantijas, piemaksas un citi labumi, ko saņemu darbā;	1	2	3	4	5	6
5. Par labi izdarītu darbu, es saņemu pelnīto atzinību;	1	2	3	4	5	6
6. Darba kārtība un daudzie noteikumi traucē veikt darbu kvalitatīvi;	1	2	3	4	5	6
7. Man patīk cilvēki, ar kuriem kopā strādāju;	1	2	3	4	5	6
8. Dažreiz man šķiet, ka mans darbs ir nenožīmīgs;	1	2	3	4	5	6
9. Komunikācija šajā uzņēmumā ir laba;	1	2	3	4	5	6
10. Algas pielikumi ir pārāk mazi, un tie ir pārāk reti;	1	2	3	4	5	6
11. Tiem, kas savu darbu veic labi, ir lielāka iespēja tikt paaugstinātiem amatā;	1	2	3	4	5	6
12. Mans vadītājs pret mani izturas netaisnīgi;	1	2	3	4	5	6
13. Garantijas, piemaksas un citi labumi, kurus mēs saņemam, ir tikpat vērtīgi kā tie, kurus darbinieki saņem citos uzņēmumos;	1	2	3	4	5	6
14. Es uzskatu, ka mans darbs netiek novērtēts;	1	2	3	4	5	6
15. Mani centieni darbu izdarīt labi, gandrīz nekad netiek aizkavēti birokrātsma dēļ;	1	2	3	4	5	6
16. Es uzskatu, ka man nākas strādāt vairāk manu kolēģu nekompetences dēļ;	1	2	3	4	5	6
17. Man patīk veikt savus darba pienākumus,	1	2	3	4	5	6
18. Man nav skaidri šī uzņēmuma mērķi;	1	2	3	4	5	6
19. Kad padomāju par algu, ko saņemu, rodas izjūta, ka mans uzņēmums mani nenovērtē;	1	2	3	4	5	6
20. Darbinieki šeit gūst panākumus tikpat ātri kā citās darbavietās;	1	2	3	4	5	6
21. Mans vadītājs izrāda pārāk mazu interesi par savu padoto darbinieku izjūtām;	1	2	3	4	5	6
22. Mums pieejamo garantiju, piemaksu un citu labumu kopums ir taisnīgs;	1	2	3	4	5	6
23. Tiem, kas šeit strādā, atzinība tiek izteikta reti;	1	2	3	4	5	6
24. Darbā man ir pārāk daudz pienākumu;	1	2	3	4	5	6
25. Man patīk mani kolēģi/es;	1	2	3	4	5	6
26. Es bieži izjūtu, ka nezinu, kas notiek uzņēmumā;	1	2	3	4	5	6
27. Darot savu darbu, es jūtos lepns;	1	2	3	4	5	6
28. Mani apmierina manas algas paaugstināšanas iespējas	1	2	3	4	5	6
29. Mums netiek nodrošinātas garantijas, piemaksas un citi labumi, kuri mums pienāktos;	1	2	3	4	5	6

30. Man patīk mans vadītājs / vadītāja;	1	2	3	4	5	6
31. Man ir pārāk daudz darba ar papīriem;	1	2	3	4	5	6
32. Es uzskatu, ka manas pūles netiek pienācīgi atalgotas;	1	2	3	4	5	6
33. Esmu apmierināts ar savām iespējām uz paaugstinājumu;	1	2	3	4	5	6
34. Darbā ir pārāk daudz strīdu un nesaskaņu;	1	2	3	4	5	6
35. Mans darbs ir patīkams;	1	2	3	4	5	6
36. Darba uzdevumi netiek pilnībā izskaidroti;	1	2	3	4	5	6

Katram jautājumam, lūdzu, atzīmējiet atbilžu variantu, kurš vislabāk raksturo Jūsu attieksmi pret doto apgalvojumu!

Uzmanību!, mainīta atbilžu variantu skala (1 – 7).

	Pilnībā nepiekrītu	Daļēji nepiekrītu	Drīzāk nē, nekā jā	Ne piekrītu, ne nepiekrītu	Drīzāk jā, nekā nē	Daļēji piekrītu	Pilnībā piekrītu
1. Esmu gatavs ieguldīt vairāk pūļu, nekā no manis prasa, lai palīdzētu šim uzņēmumam veiksmīgi attīstīties	1	2	3	4	5	6	7
2. Es saviem draugiem šo uzņēmumu raksturoju kā lielisku darba vietu	1	2	3	4	5	6	7
3. Es nejūtu lielu uzticību šim uzņēmumam	1	2	3	4	5	6	7
4. Es būtu gatavs pildīt gandrīz jebkura veida uzdevumu, lai tikai turpinātu strādāt šajā uzņēmumā	1	2	3	4	5	6	7
5. Manas morāles vērtības sakrīt ar šī uzņēmuma mērķiem un pamatprincipiem	1	2	3	4	5	6	7
6. Esmu lepns citiem stāstīt, ka strādāju šajā uzņēmumā	1	2	3	4	5	6	7
7. Es tikpat labi varētu strādāt citā uzņēmumā, kam ir līdzīgs darbības veids	1	2	3	4	5	6	7
8. Šis uzņēmums mani iedvesmo strādāt, cik vien labi varu	1	2	3	4	5	6	7
9. Pat nelielas apstākļu izmaiņas mudinātu mani pamest šo uzņēmumu	1	2	3	4	5	6	7
10. Esmu ļoti apmierināts, ka no visiem iespējamajiem variantiem, kurus apsvēru, izlēmu strādāt tieši šajā uzņēmumā, nevis citos	1	2	3	4	5	6	7
11. Es neko daudz neiegūšu, ilglaicīgi paliekot strādāt šajā uzņēmumā	1	2	3	4	5	6	7
12. Es bieži vien nepiekrītu uzņēmuma politikai un lēmumiem svarīgos, ar darbiniekiem saistītos jautājumos	1	2	3	4	5	6	7
13. Man rūp šī uzņēmuma nākotne	1	2	3	4	5	6	7
14. Priekš manis šis ir pats labākais uzņēmums, kurā strādāt	1	2	3	4	5	6	7
15. Lēmums uzsākt darbu šajā uzņēmumā noteikti bija mana kļūda	1	2	3	4	5	6	7

Lūdzu, atzīmējiet atbildes uz sekojošiem jautājumiem.

1. Vai Jūs prāt uzņēmumā, kurā strādājat, pastāv iespēja izmantot elastīgā darba formas (skat. Paskaidrojumu)?

- Jā
- Nē (pārejiet pie Jautājuma Nr.5)

Paskaidrojums: Netradicionāla darba kārtība (non-traditional/flexible work schedules) ir visa veida vienošanās par regulārām/ilgstošām izmaiņām saistībā ar darba laiku un/vai darba vietu; ieskaitot 1) Elastība darba stundās, darbs maiņās, karjeras pārtraukumi (iespēja strādāt pirms vai pēc oficiālā uzņēmuma darba laika, „saspiestā darba nedēļa”, karjeras pārtraukums uz laiku līdz 3 mēnešiem u.c.); 2) iespēja izvēlēties darba stundu skaitu (puslodes darbs, darba dalīšana); 3) iespēja izvēlēties darba vietu (piemēram, strādāt no mājām).

2. Kuras no šīm elastīgā darba formām piedāvā Jūsu uzņēmums? (Atzīmējiet visus iespējamus variantus)

- € Iespēju izvēlēties, kad sākt un beigt darba dienu (saglabājot dienas / nedēļas darba stundu skaitu nemainīgu)
- € Iespēju izvēlēties, kad sākt un beigt darba dienu (uzkrājot papildus veiktā darba stundas un pievienojot tās ikgadējam atvaļinājumam)
- € Saspiesto (compressed) darba nedēļu (piem., strādājot 4 dienas nedēļā pa 10 stundām katru dienu)
- € Karjeras pārtraukumus (iespēju izmantot īpašu, papildus atvaļinājumu, lai pabeigtu mācības, būtu kopā ar ģimeni, ceļotu u.tml.)
- € Darbu uz puslodzi (piem., jaunajām māmiņām vai studentiem)
- € Darba dalīšanu (Job sharing) (Vienošanās, kuras rezultātā viena amata darba pienākumus uz maiņām pilda divi darbinieki)
- € Iespēju strādāt no mājām (Dažas no stundas vai, piemēram, vienu dienu nedēļā)
- € Tāldarbs (iespēja savus darba pienākumus veikt no jebkuras vietas ārpus ofisa)
- € Cits (Lūdzu, precizējiet: _____)

3. Vai Jums personīgi ir iespēja izmantot vismaz vienu no šiem elastīga darba laika veidiem?

- Jā
- Nē (Dodieties uz jautājumu Nr.5)

4. Kuru no šīm elastīgā darba formām Jūs izmantojat?

- € Iespēju izvēlēties, kad sākt un beigt darba dienu (saglabājot dienas / nedēļas darba stundu skaitu nemainīgu)
- € Iespēju izvēlēties, kad sākt un beigt darba dienu (uzkrājot papildus veiktā darba stundas un pievienojot tās ikgadējam atvaļinājumam)
- € „Saspiesto” (compressed) darba nedēļu
- € Karjeras pārtraukumus
- € Darbu uz puslodzi (piem., jaunajām māmiņām vai studentiem)
- € Darba dalīšanu (Job sharing)
- € Iespēju strādāt no mājām
- € Tāldarbu
- € Cits (Lūdzu, precizējiet: _____)
- € Es neizmantoju elastīgu darba laiku

5. Jūsu dzimums:

- Vīrietis
- Sieviete

6. Jūsu dzimšanas gads: _____**7. Jūsu izglītība:**

- Pamatskolas
- Vidējā
- Vidējā speciālā / tehniskā
- Bakalaura grāds
- Maģistra grāds
- Doktora grāds
- Cita (Lūdzu, precizējiet: _____)

8. Vai Jūs dzīvojat laulībā/kopā ar pastāvīgu partneri?

- Jā
- Nē

9. Ieskaitot Jūs pašu, cik cilvēku dzīvo Jūsu mājsaimniecībā? _____**10. Cik Jums ir apgādājamo (bērni, partneris, vecāki)?**

- Neviens
- 1
- 2
- 3
- 4
- 5
- Vairāk kā 5

11. Vai Jums ir bērni, kas jaunāki par 18 gadiem?

- Jā
- Nē

Ja jā, cik no bērniem, kuri dzīvo ar Jums kopā, ir:

- Jaunāki par 5 gadiem? _____
- 5 līdz 12 gadus veci? _____
- 13 līdz 17 gadus veci? _____

12. Norādiet ienākumus uz vienu personu Jūsu mājsaimniecībā (pēc nodokļu nomaksas):

- < 100 LVL
- 101 – 200 LVL
- 201 – 300 LVL
- 301 – 500 LVL
- 501 – 700 LVL
- 701 – 900 LVL
- > 900 LVL

Liels paldies par atvēlēto laiku!

Appendix B

Table 1. Subindustries.

Sub-industries in which employees work	Number of respondents
Accounting, bookkeeping and auditing activities; tax consultancy	23
Legal activities	20
Advertising	15
Market research and public opinion polling	13
Activities of head offices; management consultancy activities	5

Source: created by authors.

Appendix C

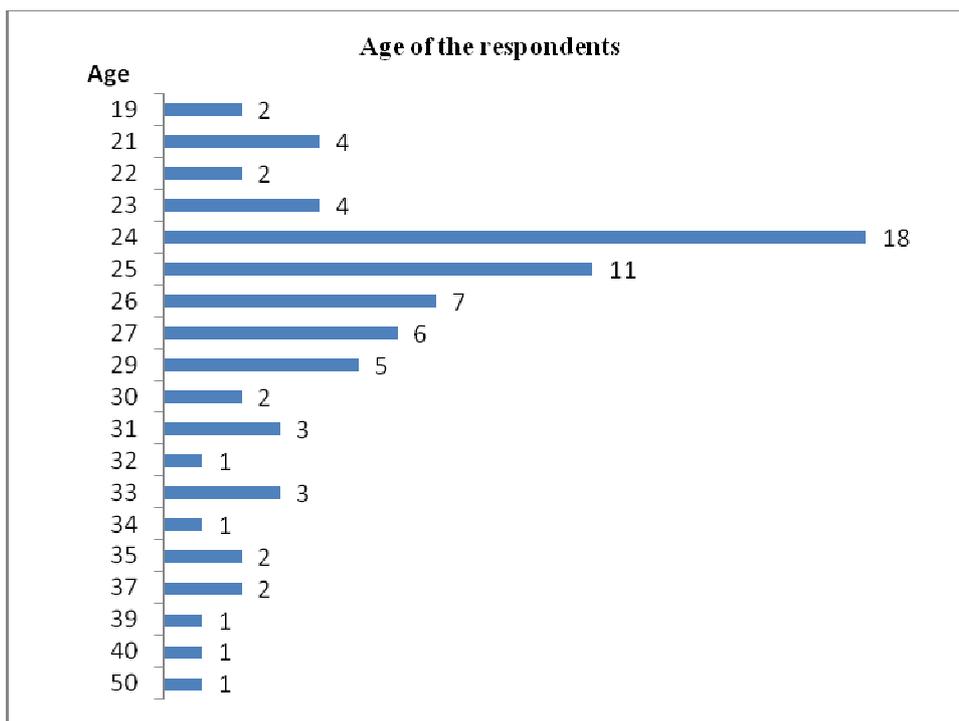


Figure 1. Age of the employees. *Source: created by authors.*

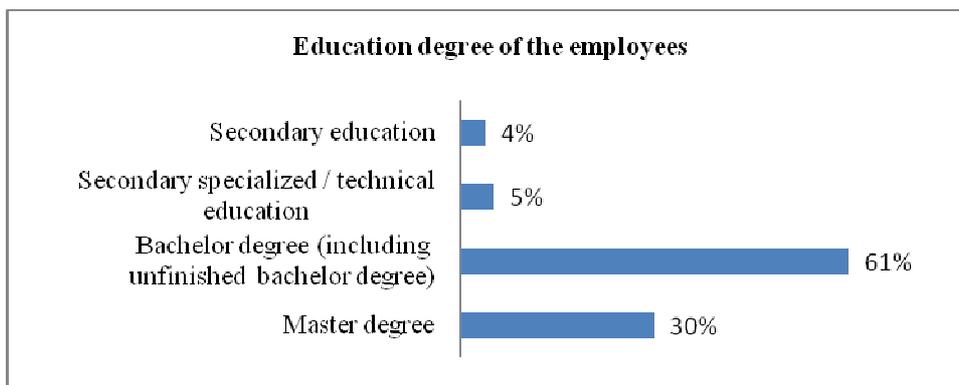


Figure 2. Education received by employees. *Source: created by authors.*

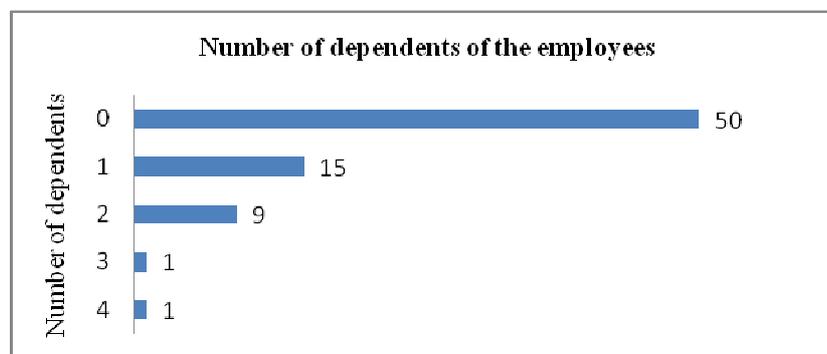


Figure 3. Number of dependents of the employees. *Source: created by authors*

Appendix D

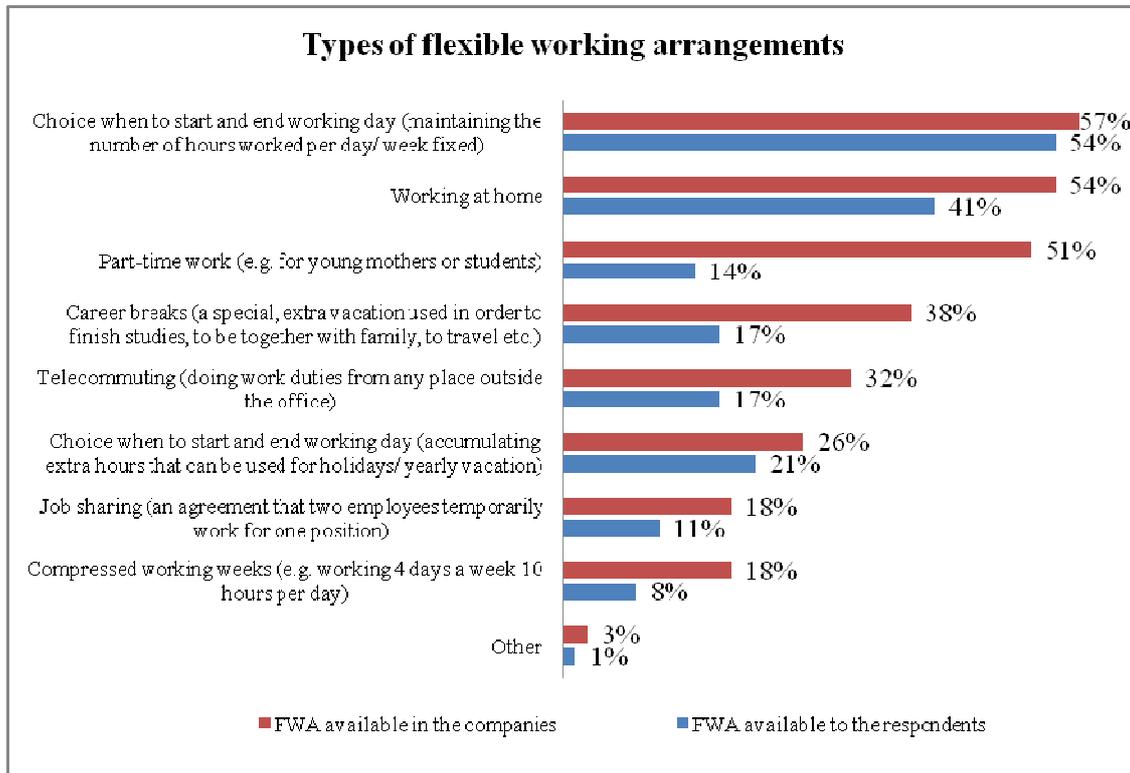


Figure 4. Types of flexible work arrangements that are offered in the companies and that employees are offered to use. *Source: created by authors*

Appendix E.

Table 1. Regression results for overall satisfaction.

The variable of satisfaction represents the average value of all satisfaction facets.

*** Coefficient is significant at 1% significance level; ** Coefficient is significant at 5% significance level;

* Coefficient is significant at 10% significance level

	(1)	(2)	(3)
Coefficient	16.4088 (0.4970)	23.4048 (3.7128)	22.67372 (1.6244)
FWA	1.294925 (0.6191)	1.4695** (0.6671)	1.430395** (0.6425)
Position		-0.5643** (0.2475)	-0.56473** (0.2156)
Income		0.0409 (0.2420)	
Gender		0.5257 (0.7488)	
Partner		-0.7012 (0.6437)	-0.5674 (0.5666)
Children		0.4971 (0.8547)	
Education		-0.2957 (0.4864)	
dependents		-0.1017 (0.5866)	
Subindustry		0.0143 (0.1996)	0.051293 (0.1816)
Age		-0.1821** (0.0704)	-0.17229*** (0.0439)
R ²	0.0537	0.2244	0.21
Number of observations	76	76	76

Source: created by authors.

Table 2. Regression results for satisfaction with pay.

	(1)
Coefficient	21.1374 (2.1476)
FWA	2.2000** (1.0665)
Position	-1.1468 (0.3918)
Gender	-1.5157 (1.1554)
Subindustry	-0.3844 (0.3238)
R ²	0.211
Number of observations	76

Source: created by authors.

Table 3. Regression results for satisfaction with promotion opportunities.

	(1)
Coefficient	15.8561 (1.7569)
FWA	2.4371** (1.1055)
Position	-0.4273 (0.3928)
Subindustry	0.2772 (0.3598)
R ²	0.1122
Number of observations	76

Source: created by authors.

Table 4. Regression results for satisfaction with contingent rewards.

	(1)
Coefficient	15.8561 (1.7569)
FWA	2.4371** (1.1055)
Position	-0.4273 (0.3928)
Subindustry	0.2772 (0.3598)
R ²	0.1122
Number of observations	76

Source: created by authors.

Table 5. Regression results for satisfaction with coworkers.

	(1)
Coefficient	17.9388 (2.8772)
FWA	1.2120* (0.6861)
Gender	1.9878*** (0.7099)
Partner	-0.6333 (0.6882)
Subindustry	0.4025 (0.2295)
R ²	0.2041
Number of observations	76

Source: created by authors.

Table 6. Regression results of satisfaction with (1) Supervision, (2) Fringe benefits, (3) Operating procedures, (4) Nature of work, (5) Communication

	(1)	(2)	(3)	(4)	(5)
Coefficient	14.9687 (4.4150)	16.5136 (2.7903)	9.9563 (1.6616)	25.0862 (3.5608)	24.1388 (3.6642)
FWA	0.8523 (0.9784)	1.0786 (1.0024)	0.9736 (0.8948)	0.1886 (0.8730)	0.1872 (0.8684)
Position	-0.0183 (0.3492)	-0.3056 (0.3796)	0.4863 (0.3160)	-0.5139 (0.3219)	-1.0467 (0.3202)
Income	0.0534 (0.3325)	0.2485 (0.4401)		-0.2845 (0.3339)	0.1267*** (0.3403)
Gender	2.0321* (1.0240)		1.2064 (0.9604)	-0.3646 (1.1635)	0.6448 (0.9575)
Partner	-1.4048 (0.9696)			0.5314 (0.9743)	-0.3490 (0.8451)
Children	0.9760 (1.4709)			1.0059 (1.2815)	-0.2954 (1.2130)
Education	0.5881 (0.7439)			-0.9090 (0.7486)	-0.9978 (0.6036)
Dependents	-0.5874 (0.8351)	-0.7868 (0.5457)		-1.0083 (0.6807)	-0.3074 (0.6036)
Subindustry	-0.2098 (0.3251)	-0.5934 (0.3142)	1.0300 (0.2995)	0.1550 (0.2961)	-0.0510 (0.6021)
R ²	0.1146	0.1090	0.2148	0.0931	0.1853
Number of observations	76	76	76	76	76

Source: created by authors.

Table 7. Correlation of survey results on job commitment.

	Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12	Q 13	Q 14	Q 15
Q 1	1														
Q 2	0.547	1													
Q 3	0.3104	0.3846	1												
Q 4	0.2797	0.3842	0.0442	1											
Q 5	0.3854	0.6793	0.3747	0.2894	1										
Q 6	0.3714	0.5919	0.3031	0.2655	0.5432	1									
Q 7	0.0055	0.0767	0.3158	0.1239	0.1471	0.1567	1								
Q 8	0.3079	0.5114	0.309	0.4427	0.518	0.4437	0.13	1							
Q 9	0.1412	0.349	0.2962	0.283	0.3671	0.3874	0.369	0.3901	1						
Q 10	0.2434	0.3539	0.3765	0.3671	0.5658	0.6558	0.292	0.6432	0.536	1					
Q 11	-0.0137	0.2179	0.3714	0.2336	0.2989	0.4259	0.285	0.4281	0.413	0.5338	1				
Q 12	0.2021	0.4663	0.5625	0.3548	0.4931	0.4026	0.342	0.4703	0.446	0.4973	0.4665	1			
Q 13	0.563	0.4891	0.4663	0.2159	0.4378	0.3861	0.309	0.3593	0.154	0.432	0.2991	0.3719	1		
Q 14	0.3895	0.6216	0.3358	0.4633	0.6939	0.5395	0.335	0.5794	0.45	0.6912	0.4437	0.4803	0.5616	1	
Q 15	0.1194	0.2988	0.2837	0.2998	0.4158	0.4478	0.23	0.3659	0.489	0.4839	0.3269	0.3649	0.141	0.368	1

Source: created by authors.

Table 8. Regression results for job commitment

	(1)	(2)
Coefficient	5.0208 (0.2300)	7.0192 (0.8152)
FWA	0.5408 (0.2861)	0.5116* (0.3008)
Position		-0.2418** (0.0985)
Education		-0.2989* (1.1599)
Subindustry		-0.0189 (0.0955)
R ²	0.0444	12.66
Number of observations	76	76

Source: created by authors.

Appendix F

Explanation of variables used in the regressions

Job Satisfaction	The variable that takes the value from 4 till 24, where higher value represents higher level of job satisfaction
Payment	The variable that represents employee's satisfaction with payment and takes the value from 4 till 24, where higher value represents higher level of satisfaction
Promotion	The variable that represents employee's satisfaction with promotion opportunities and takes the value from 4 till 24, where higher value represents higher level of satisfaction
Supervision	The variable that represents employee's satisfaction with a supervisor/boss and takes the value from 4 till 24, where higher value represents higher level of satisfaction
Fringe benefits	The variable that represents employee's satisfaction with fringe benefits and takes the value from 4 till 24, where higher value represents higher level of satisfaction
Contingent rewards	The variable that represents employee's satisfaction with contingent rewards and takes the value from 4 till 24, where higher value represents higher level of satisfaction
Operating precedues	The variable that represents employee's satisfaction with operating procedures at work and takes the value from 4 till 24, where higher value represents higher level of satisfaction
Coworkers	The variable that represents employee's satisfaction with colleagues and takes the value from 4 till 24, where higher value represents higher level of satisfaction
Nature of work	The variable that represents employee's satisfaction with payment and takes the value from 4 till 24, where higher value represents higher level of satisfaction
Communication	The variable that represents employee's satisfaction with communication at work and takes the value from 4 till 24, where higher value represents higher level of satisfaction
Job commitment	The variable that represents employee's commitment to the job and takes the value from 6 till 42, where higher value represents higher level of commitment
FWA	Binary variable that takes the value of 1, if employee has an opportunity to use flexible (non-traditional) work arrangements at work, and 0 otherwise
Position	Variable representing job position of employees
Income	Variable of the level of after-tax income per person in the household of employee
Gender	Binary variable that takes the value of 1 if employee is male, and 0 if female
Partner	Binary variable that takes the value of one if employee is married or live with a permanent partner, and 0 otherwise
Children	Binary variable that takes the value of 1 if employee has children under 18 years, and 0 otherwise
Education	Variable that represents level of education of employee
Dependents	Variable that shows the number of dependents of employee
Subindustry	Variable that represents sub-industry employee works in
Age	Variable that represents the age of employee

Source: created by authors