Topic:

Comparative analysis of Impact and effectiveness of Flexible working Policies on Employee Retention and Organisational Productivity

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Abstract

**Purpose** – The purpose of this study is to examine and compare the impact and effectiveness of employer-provided work flexibilities on *employee retention, Absenteeism, Turnover, Motivation and commitment, Employee work-life balance1* and **organisational productivity**.

**Design/methodology/approach** –

Keyword co-occurrences with ***Number*** peer reviewed literatures collected from the Web of Science (Social Science Citation Index and Emerging Sources Citation Index) were used for the bibliometric-based analysis. The authors use SciMAT software which offers relevant outputs, such as research themes and graphical outputs (strategic diagrams, cluster networks and science mapping representing the temporal evolution of the themes).

**Findings** – ***The findings show that***

. ***Additionally, four areas for future investigation*** *are identified and discussed*: .

**Research limitations/implications** – This analysis shows insightful results processing a high number of published documents. However, the authors recommend further research focused on qualitative literature review for each critical topic.

**Originality/value** – The authors are unaware of analogous, completed and recent work about

sustainability in hospitality and tourism. The authors believe this article is of great value to academics and practitioners because it synthesises and disseminates the research topic while providing an outstanding basis for identifying research opportunities.

**Keywords**: Bibliometric analysis, Science mapping analysis, Sustainability, Hospitality, Tourism, SciMAT

**Paper type**: Research paper

Contents pages; (List of figures; list of tables)

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# Introduction

**(Noah:** Your Intro chapter should offer ***a background to your business question*** (in this case disso topic), ***essentially covering the rationale***, ***the why,*** ***motivating the project*** etc. and should also ***have a very clear and unambiguous central aim*** with succinct, actionable and **measurable** objectives)

***Research Background to R1 to R4, and topic***

Respondents: 2,013 telephone interviews with employers in Great Britain.

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**Chapter 1: Introduction (1,500 – 2000 words)**

•Scope of the study

•Research rationale, problems and questions

•Aims and objectives

A. Previous findings on the topic: Impact and effectiveness of Flexible working Policies on Employee Retention and Organisational Productivity in a chronological manner to accentuate the progress in the studies.

In recent years, flexible working (FW) has significantly advanced, and insights into FW’s influence on employee retention and organisational productivity have been explored through many studies and research. According to CIPD (2020), FW is characterised by varied work arrangements and it is identified as a catalyst for economic growth and productivity. It serves as a tool for attracting a diverse workforce, acting as a reasonable adjustment under the Equality Act 2010. Flexible working is a way of working that suits an employee’s needs, for example having flexible start and finish times, or working from home (GOV. UK 2012).

The impact and effectiveness of flexible working policies (FWP) on employee retention, absenteeism, turnover, motivation and commitment, employee work-life balance and organisational productivity have been a focal point of research, especially within the context of the UK. The progression of studies in the understanding of flexible working policies' effects has evolved over time where key findings have been highlighted.

Pre-2020, CIPD (2020) identified a significant gap exists between the high demand for flexible jobs and the limited mention of flexible working options in job advertisements. The (Hashmi et al. (2021) study on Flexible Work Arrangements in the United Arab Emirates identified positive influences on perceived employees productivity and organisational commitment. Leonie et al. (2019) studied the Flexible Work Practices and Employee Turnover and highlighted that insufficient workplace flexibility correlates with higher employee turnover. The retention impact is quantified, revealing that employees with ample flexibility are four times less likely to be at retention risk.

Post-pandemic, an increased demand for flexible and hybrid working is observed. Organisations recognise the significance of flexible options for recruitment and addressing skill shortages. The proposed Day One Right in the UK, allowing flexible working requests from the start, is expected to escalate demands. The impact areas encompass productivity, performance, engagement, well-being, culture, diversity, and inclusion CIPD (2020)

2023 Study on the Business Case for Flexible Working:

Building on the positive association between employee-driven flexible working and enhanced performance, this study underscores the link between flexibility and innovation. The overall contribution of flexible working to workplace productivity, job quality, and business flexibility is emphasised (Hashmi et al. (2021).

The introduction of the right to request flexible working in the UK in 2003 (BEIS 2021) marked a significant legislative step towards promoting work-life balance, particularly for parents. This legislation aimed to provide employees with the opportunity to request changes to their working hours, times, and locations, with the intention of making it easier for working parents to manage their family responsibilities alongside their professional commitments. Early research focused on understanding the uptake and impact of these policies, often through qualitative case studies within specific occupations or companies. These studies generally found that flexible working arrangements (FWAs) could potentially improve work-life balance but also highlighted challenges in implementation and varying impacts across different worker groups.

Over time, research began to explore the broader implications of FWAs beyond work-life balance, examining their effects on employee performance, engagement, and retention. Studies conducted in various countries, including the UK, have shown a positive relationship between FWAs and employee performance. For instance, research within Egyptian private universities found that FWAs, mediated by work-life balance, had a positive impact on employee performance (Eshak 2021). Similarly, a study within a UK manufacturing company indicated that FWAs could enhance employee engagement by making employees feel more trusted, productive, and motivated (Setiyani et al. 2019).

Recent studies have continued to build on these themes, exploring the impacts of FWAs on various aspects of work and personal life. For example, research on the impact of work from home (WFH) arrangements on women in the IT sector in Pune, India, highlighted the importance of organisational support, job clarity, and effective collaboration in enhancing productivity and health outcomes under WFH conditions (Kutty et al. 2023). Although this study is not UK-based, it contributes to the broader understanding of how FWAs is of a global concern to benefit employees.

The progression of research on FWAs in the UK and beyond has highlighted their potential benefits in terms of work-life balance, employee engagement, and performance. However, the impact FWA and FWP on Organisational Productivity are under discussed and researched.

B. the missing points that need to be addressed.

Identified Research Gap: The existing body of research has extensively explored the impact of flexible working (FW) on various aspects, including employee retention, absenteeism, turnover, motivation, commitment, work-life balance, and organisational productivity. However, the identified research gap lies in the limited focus on understanding the specific and impacts of Flexible Working Arrangements (FWAs) and Flexible Working Policies (FWPs) on Organisational Productivity. Quantitative Assessment of Organisational Productivity needs to comprehensively explore to address this gap, as there is a lack of comprehensive quantitative assessments specifically focused on measuring the impact of FWAs and FWPs on overall organisational productivity, to understand the tangible effects of work flexibilities positively impacting employee retention, Absenteeism, Turnover, Motivation and commitment, Employee work-life balance on organisational productivity. And, following the essential need to understand the Impact and effectiveness of FW on Employee Retention and Organisational Productivity. This paper will employ robust quantitative methodologies to measure and quantify the impact of FWAs and FWPs on organisational productivity. A dataset from a cross-sectional study (Institute of Employment Studies et al. 2015) will be used to understand how employee retention through FW impacts organisational productivity.

Problem Description:

Organisations strive to attract and retain talent while enhancing overall productivity, understanding the impact and effectiveness of flexible working policies becomes crucial. While there are evidences supporting the benefits of flexibility, there is a lack of comprehensive research that systematically analyses the relationship between the different facets of flexible working and organisational productivity. This research seeks to address this gap by conducting a thorough comparative analysis of the impact and effectiveness of flexible working policies on employee retention and productivity in profit-making organisations.

Despite the growing recognition of the potential benefits of Flexible Working Arrangements (FWAs) and Flexible Working Policies (FWPs), a critical research gap exists in understanding their specific and quantifiable impact on organisational productivity. While existing literature extensively explores the effects of FWAs on employee retention, absenteeism, turnover, motivation, commitment, and work-life balance, the connection between these work flexibilities and tangible organisational outcomes remains underexplored.

The problem lies in the insufficient focus on organisational productivity as a distinct and quantifiable outcome of the implementation of FWAs and FWPs. The current body of research primarily centres on individual-level effects, leaving a critical void in understanding how flexible working practices contribute to the overall productivity, output, and collaborative dynamics within organisations. This gap limits the ability of organisations to make informed decisions about the implementation and optimisation of flexible working strategies to enhance productivity.

To address this problem, there is a need for a comprehensive quantitative investigation that goes beyond individual-level impacts and explores the specific dimensions through which FWAs and FWPs influence organisational productivity. This research aims to bridge the gap by providing evidence-based insights into the quantitative relationships between flexible working practices and key organisational outcomes (specifically productivity), enabling organisations to make informed decisions about the design and implementation of flexible working policies to maximise both individual and organisational performance.

In light of the extensive exploration of flexible working's impact on various organisational aspects and the identified research gap regarding its specific influence on organisational productivity, this research study aims to address this critical void by formulating clear objectives and research questions to comprehensively understand the quantitative dimensions of Flexible Working Arrangements (FWAs) and Flexible Working Policies (FWPs) and their impact on employee retention, absenteeism, turnover, motivation, commitment, work-life balance, and ultimately, organisational productivity.

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Aim:

To assess and compare the impact and effectiveness of work flexibilities provided by employers on employee retention and productivity of the organisations.

Objectives:

To examine the prevalence and nature of flexible working policies in profit making organisations.

To evaluate the factors considered when implementing flexible working arrangements.

To analyse the relationship between the different working pattern and employee retention and productivity.

To investigate the overall impact of flexible working arrangement on organisational performance.

Research Questions:

What is the extent of adoption and the specific features of flexible working policies in the profit making organisations?

What are the key factors that organisations consider when implementing flexible working arrangements?

How does the flexible working arrangements correlate with employee retention and productivity?

What is the overall impact, positive or negative, of flexible working policies on organisational productivity, absenteeism, and labour turnover?

Rationale:

1. Strategic Importance: The research is theoretically significant as it aligns with the strategic goals of organisations aiming to optimise human capital, improve retention rates, and enhance productivity. Understanding the nuanced dynamics of flexible working policies will enable organisations to tailor their approaches for maximum impact.

2. Workforce Trends: With an increasing number of employees seeking flexible work arrangements, organisations need empirical insights into the prevalence, nature, and factors influencing the adoption of flexible working policies. This research aims to provide a comprehensive understanding of these trends.

3. Organisational Performance: By investigating the relationship between different working patterns and their impact on employee retention and productivity, the research contributes valuable insights for organisational leaders. The findings can inform decision-making processes related to workforce management and performance optimisation.

4. Policy Implications: The research outcomes will have practical significance by offering evidence-based recommendations for organisations to refine or establish flexible working policies. This can lead to the development of more effective strategies that align with the needs of both employees and the organisation.

In summary, this research is grounded in the evolving nature of work and the need for organisations to adapt to the changing expectations of the workforce. The outcomes have the potential to inform strategic decisions, improve organisational practices, and contribute to the broader discourse on the future of work.

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Constructive Summary:

In recent years, flexible working (FW) has emerged as a transformative force in the workplace, with extensive research shedding light on its influence on employee retention, work-life balance, and organisational productivity. The Chartered Institute of Personnel and Development (CIPD) characterises FW by varied work arrangements, presenting it not only as a driver for economic growth but also as a tool for attracting a diverse workforce, acting in compliance with the Equality Act 2010. The scope of FW encompasses flexible start and finish times, as well as remote work options.

Research has extensively delved into the multifaceted impact of Flexible Working Policies (FWPs) on various organisational aspects, especially within the UK context. Pre-2020 studies highlighted a significant gap between the demand for flexible jobs and their representation in job advertisements. Notably, research from the United Arab Emirates and the UK emphasised the positive influence of FWAs on perceived productivity, organisational commitment, and the critical role of flexibility in mitigating employee turnover risks.

Post-pandemic, there is a noticeable surge in demand for flexible and hybrid working arrangements. Organisations, cognisant of the significance of flexible options, are grappling with challenges and opportunities to enhance productivity, performance, and inclusivity. The proposed Day One Right in the UK, allowing immediate requests for flexible working, is anticipated to escalate demands and reshape work dynamics.

The 2023 Study on the Business Case for Flexible Working underscores the positive association between employee-driven flexible working and enhanced performance, emphasising the links between flexibility, innovation, workplace productivity, job quality, and overall business flexibility.

The historical backdrop of flexible working in the UK, marked by the introduction of the right to request flexible working in 2003, aimed at promoting work-life balance, particularly for parents. Early research focused on qualitative case studies, revealing the potential benefits of Flexible Working Arrangements (FWAs) but also acknowledging implementation challenges and varying impacts across worker groups.

As research progressed, it expanded its scope beyond work-life balance, exploring broader implications on employee performance, engagement, and retention. Positive relationships between FWAs and employee performance were identified in various countries, including Egypt and the UK. Recent studies continued to explore the impacts of FWAs on different aspects of work and personal life, even beyond the confines of the UK, acknowledging the global relevance of flexible working.

However, a critical research gap has been identified—the nuanced understanding of the impacts of FWAs and FWPs on Organisational Productivity. While the existing body of research has extensively covered employee-centric aspects, the specific and tangible impacts on organisational productivity remain underexplored. The identified research gap necessitates a comprehensive and quantitative assessment of organisational productivity through robust methodologies.

To address this gap, this paper proposes a detailed exploration employing quantitative methodologies. Leveraging a cross-sectional study dataset, the research will specifically investigate how FWAs and FWPs impact employee retention, absenteeism, turnover, motivation, commitment, work-life balance, and, crucially, organisational productivity. By focusing on the quantitative dimensions of flexible working's impact on organisational outcomes, this study aims to contribute valuable insights to inform organisational strategies in the evolving landscape of flexible work arrangements.

\*

•**Chapter 2: Literature review (4,000 – 5000 words)**

•A comprehensive review of relevant literature

•Identify gaps in existing research

# Literature review

(Noah: Literature review chapter should include ***your theoretical framework*** and ideally cover the ***key concepts of your topic*** (outcome and explanatory variables including any other key variables and as they relate to the key explanatory variable of interest). This should be a ***flow***. For instance, if you are interested in the impacts of land-fill waste on environmental degradation. For the literature, you will be ***reviewing prior literature*** on topics such as: environmental degradation, landfill waste, then ***provide the link between both two concepts***, how are they ***both related to each other*** etc. This is where the ***theoretical framework helps to give you a foundation***. Review any ***empirical evidence on the linkage*** between the key concepts, then ***address the gaps in the literature*** and ***how your dissertation helps to plug the gap***. The above consideration could easily form sub-sections (or blocks/chunks) in the literature to allow for pleasant reading and flow. Refrain from simply bulking up the literature with useless concepts that don’t apply to your topic just to produce enormous word count, this is not a good strategy.)

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***Checklist:***

3. Definitions and Dimensions of Flexible Working:

- Operational Definitions: Define key terms such as Flexible Working Arrangements (FWAs) and Flexible Working Policies (FWPs).

- Types of Flexible Working: Explore various forms of flexible working, including remote work, flexible hours, compressed workweeks, etc.

4. Impact on Employee Retention:

- Pre-2020 Studies: Summarise findings from studies conducted before 2020 that specifically address the impact of flexible working on employee retention.

- Post-Pandemic Trends: Examine how the demand for flexible and hybrid working has changed post-pandemic and its implications for employee retention.

5. Impact on Organisational Productivity:

- Studies on Productivity: Review research studies that investigate the relationship between flexible working and organisational productivity.

- Key Findings: Summarise key findings regarding the impact of flexible working on different aspects of organisational productivity.

6. Integration of Findings:

- Synthesise Results: Identify common themes and trends across studies related to both employee retention and organisational productivity.

- Contradictions and Inconsistencies: Discuss any conflicting findings and areas where the literature is inconclusive.

7. Research Gaps:

- Identify Gaps: Highlight gaps in the current literature related to the impact of flexible working on employee retention and organisational productivity.

- Justification: Explain why these gaps are significant and need further exploration.

8. Methodological Critique:

- Research Methods: Critically evaluate the methodologies used in the reviewed studies.

- Strengths and Limitations: Discuss the strengths and limitations of the existing research.

9. Theoretical Frameworks:

- Frameworks Used: Explore any theoretical frameworks that researchers have applied to understand the impact of flexible working.

- Applicability: Discuss the applicability and relevance of these frameworks to your research.

10. Conclusion:

- Summary: Summarise the key findings and gaps identified in the literature.

- Transition to Research Gap: Clearly state how the existing literature has led to the identification of a research gap that your study aims to address.

Remember to integrate peer-reviewed literature seamlessly and critically analyse each study's contribution to your research topic. Also, maintain a logical flow between different sections to enhance readability.

## ***Introduction \*Come back When all the sub-section of Lit. review is done***

Flexing working policies has garnered significant attention due to the shifting dynamics of the modern workforce. As technology continues to advance and employee expectations evolve, organisations are actively exploring flexible working arrangements as a means to attract and retain talented individuals. The traditional model of working no longer reigns supreme, and organisations have come to realise the importance of adapting to meet the preferences and needs of their employees, ultimately enhancing productivity and job satisfaction. \*done

This literature review aims to comprehensively analyse existing research on the impact of flexible working arrangements on both employee retention and organisational productivity. By synthesising findings from pre-2020 studies, exploring post-pandemic trends, and identifying gaps in the literature, this review initiate understanding of critical questions surrounding the effectiveness of flexible working policies on organisational productivity.

*Origin of Flexible Working:* In 1967, the Munich-based aerospace company Messerchmitt-Bölkow-Blohm (MBB) faced challenges related to congestion during employee commute. Sociologist Kristel Kammerer was hired to address absenteeism, overtime, and lateness. Kammerer suggested a novel approach: gleitzeit, or 'flexible working hours.' MBB implemented staggered start and finish times, allowing employees to arrive between 07:00 and 08:00 and leave between 16:00 and 18:00. This initiative eased traffic issues and marked the first instance of flexible working (Morgan 2021).

*Flexible Working in the UK:* In the UK, flexible working was not widely adopted until much later. A trademark for 'Flexitime' was registered in 1971. Traditionally, flexible working practices were company-specific, with individual organisations setting their own standards. Legislative changes in the early 2000s allowed flexible working arrangements to be consolidated in law. The right to request flexible working was introduced by section 47 of the Employment Act 2002 (Pyper 2018; Halls 2023).

*Post-Lockdown Trends:* Since the Covid-19 lockdowns, there has been a significant shift. 85% of working adults now expect a hybrid approach of home and office working. 36% of businesses anticipate their workers spending the majority of their time working from home. Informal flexible working arrangements, such as starting early, working from home occasionally, or taking half-days, have become more common (Morgan 2021).

*Definitions*

*Flexible working policies:* Flexible Working (FW) is a term to describe all kinds of flexibility in working and it is more commonly used to denote a range of alternative patterns of work that employees can apply to do. The term "flexible working policies" (FWP) refers to alternative work arrangements that provide employees with flexibility in terms of when, where, and how they work. These policies aim to accommodate the individual needs and preferences of employees while optimising organisational performance (GOV.UK 2012; CIPD 2022; CIPD 2023a).

FW as a term it is generally also used to include practices such as part-time working, term-time working and compressed hours, which have limited flexibility as set patterns of time and place are typically baked into agreed arrangements. The examples of FWP include telecommuting, flexible work hours, compressed workweeks, and job sharing. While FW includes Full day, Part of the day (morning or afternoon), Work nights, Part of the night (Twilights), Work shifts, Zero-hours, Work part-time that is less than 30 hours a week.

There are three main aspects of flexible working which are location, working pattern, and hours worked. These flexibilities are used in combined to suit different needs and preferences of employees and the need of the organisation to be optimised. The common flexible working arrangements are hybrid working, flexible hours, part-time hours, compressed hours, job sharing, and annualised hours according to HR University of Glasgow (2022).

*Employees Retention and Organisational Productivity:* Employee retention is the measure of an organization's capability to keep its workforce intact, ensuring long-term sustainability. Typically expressed as a percentage, the objective is to achieve a high retention rate. Retention rates vary considerably depending on the nature of the business and the employed strategies (CIPD 2023b). Organisational productivity refers to the efficiency of an organisation, influenced by factors such as team dynamics, projects, systems, strategy, and management. Measuring productivity involves comparing the output (goods and services) with the input (labour, capital, energy, or other resources) used in the production process (Hall 2021).

## ***Prior literature review***

The literature review aims to explore the existing body of peer-reviewed literature to provide a comprehensive understanding of the impact of flexible working policies on employee retention and productivity in profit-making organisations.

A study by Allen et al. (2015) indicates a growing prevalence of FWP across various industries and found that 70% of surveyed organisations have adopted some form of flexible working arrangements. This highlights a paradigm shift in organisational structures, responding to the changing expectations of the workforce. Understanding the prevalence and diverse nature of FWP is crucial for contextualising their impact.

With the rapid adoption of FWA, there has been keen interest in several research studies that have examined the impact of FWP on employee retention and organisational productivity. A comparative analysis of some of the important studies are highlighted below to identify commonalities, divergences, and identifies gaps in the existing literature.

A study by Thompson and Prottas (2006) delves into the historical roots of flexible work arrangements, identifying the early seeds of part-time work and job sharing. The authors highlight how these practices emerged as responses to societal changes, such as increasing women's participation in the workforce. The historical context of the evolution of flexible working is a multifaceted journey shaped by societal, technological, and legislative changes. Examining the development of flexible working practices provides valuable insights into the broader shifts in work culture and societal attitudes. This peer-reviewed literature contributes to understanding this historical context early discussions on flexibility in the workplace can be traced back to the mid-20th century.

Upon the advent of technology, particularly the rise of the internet and personal computing, has been a pivotal force in the evolution of flexible working. Allen et al. (2015) explore the impact of telecommuting on work-life balance, emphasising how technological advancements facilitated remote work. This shift not only changed where work could be done but also influenced the expectations around when work should take place. FW is not equally feasible or accessible for all types of work, especially those that require physical presence, safety compliance, or coordination with others. Manufacturing and production are examples of such work environments that may pose challenges for implementing full flexible working practices. Also, flexible working in manufacturing and production has been an emerging trend that has been accelerated by the pandemic, as well as by the changing workforce dynamics, the skills shortage, and the global supply chain disruptions.

Legislative interventions have played a crucial role in shaping the landscape of flexible working. In the UK, the introduction of the right to request flexible working in 2003 marked a significant step, as discussed by Beauregard and Henry (2009). It is important to note that FW is deeply intertwined with broader cultural and social changes. A study by Glass and Noon (2016) analyses the impact of cultural shifts on flexible working, focusing on changing expectations around work-life balance. The authors argue that societal attitudes towards work have shifted, influencing the acceptance and prevalence of flexible work arrangements.

Ng and Feldman (2012) explore the development of telecommuting in the global context, emphasising cultural variations in its adoption. Understanding how different societies have embraced flexible working provides a more comprehensive historical narrative. Bailey and Kurland (2002) investigate the economic implications of telecommuting, emphasising its potential to enhance productivity and reduce costs. This economic perspective adds a layer of complexity to the historical analysis, that economic considerations have also shaped the trajectory of flexible working.

The evolution of flexible working is not static but continues to adapt to contemporary needs. A study by Messenger and Ghosheh (2016) examines the emergence of new forms of flexible work arrangements, such as gig work. This highlights the dynamic nature of flexible working practices and the need for ongoing research to capture these shifts.

The historical context of the evolution of flexible working is a dynamic interplay of technological advancements, legislative changes, cultural shifts, and economic considerations. These peer-reviewed studies contribute to a nuanced understanding of how flexible working has evolved over time, setting the stage for contemporary discussions on its impact on employee retention and organisational productivity.

Vilela (2021) finds that flexible working arrangements have a positive impact on employee engagement and performance, as well as on work-life balance and well-being by using a mixed-methods approach, combining quantitative data from a survey and qualitative data from interviews and focus groups as the relationship between flexible working arrangements and employee engagement and performance. Parkes et al. (2001) investigates the impact of flexible working on employee turnover intention, and the mediating role of job satisfaction. It uses data from a survey of 1,200 employees in a large UK-based organisation. It finds that flexible working has a negative effect on turnover intention, and that this effect is partially mediated by job satisfaction. It also finds that the effect of flexible working on turnover intention varies by gender and age.

Shifrin and Michel (2022) conducted a meta-analysis of the relationship between flexible work arrangements (FWA) and employee health. They found that FWA were associated with better physical health, reduced absenteeism, and fewer somatic symptoms. They also found that the effect of FWA on health was moderated by individual and organizational factors, such as gender, age, and work culture. Weakliem and Frenkel (2006) examined the relationship between morale and workplace productivity in a representative sample of Australian workplaces. They found that morale had a positive and linear effect on productivity. They also found that the effect of morale was stronger when management valued product quality and corporate culture. They suggested that morale influenced productivity by increasing the work effort and the efficiency of workers.

*Analysis of findings from literature review:*

Upon analysing the literature on flexible working policies, several crucial findings come to light.

Firstly, it has been consistently shown by research studies such as those conducted by Agarwal and Thakur (2018), Grant and Dallimore (2019), and Jiang and Hu (2019) that flexible working policies have a positive impact on employee retention. Employees who have access to flexible working arrangements tend to experience higher levels of job satisfaction and work-life balance, leading to increased motivation and engagement (Agarwal and Thakur 2018; Grant and Dallimore 2019). Moreover, FWP also contribute to the reduction of turnover rates, as employees who can avail themselves of these arrangements are more likely to stay with their respective organisations (Agarwal and Thakur 2018).

Secondly, the impact of FWP on organisational productivity emerges as another significant aspect of the analysis. Research suggests that these arrangements can enhance employee performance and productivity. Studies conducted by Allen et al. (2015) and Noor et al. (2019) indicate that employees who have the flexibility to work in environments and at times that suit their individual needs tend to exhibit higher levels of productivity and efficiency in their work. Additionally, the implementation of FWP has been associated with elevated levels of creativity and innovation within organisations (Allen et al., 2015). This is seen to be attributed to the increased autonomy and freedom provided by flexible working arrangements, allowing employees to think more creatively and generate innovative ideas. Lastly, organisations that embrace flexible working arrangements tend to foster a positive and supportive work environment, which leads to higher levels of employee satisfaction and well-being (Cho et al., 2017).

The research findings consistently demonstrate that flexible working policies have a positive influence on various aspects such as job satisfaction, work-life balance, employee motivation, and engagement. Furthermore, organisations that implement flexible working arrangements have reported reduced turnover rates, enhanced employee performance and productivity, increased creativity and innovation, and an overall improvement in organisational culture and climate. These findings hold significant implications for organisations aiming to attract and retain high-performing employees in today's dynamic labour market.

*Comparison of findings across research studies*

The positive impact highlighted by literatures about FWP on employee retention and organisational productivity, it is important to note that variations exist in the findings across research studies. A longitudinal study by Bloom et al. (2015) found a positive correlation between the availability of FWA and employee tenure. The research suggests that organisations offering flexibility are more likely to retain their employees over the long term. The impact of flexible working policies on employee productivity is a subject of ongoing debate. A meta-analysis by Smith and Thompson (2018) indicates that while flexible working can lead to increased autonomy and job satisfaction, its impact on productivity is contingent on factors such as the nature of the job and the effectiveness of communication channels. The broader impact of flexible working policies on organisational performance is a critical aspect of the research. A study by Grant and Parker (2019) suggests that organisations with well-designed FWP experience lower turnover rates and higher levels of employee engagement. The findings emphasise the potential positive impact of such policies on overall organisational effectiveness.

For example, while several studies emphasise the positive relationship between flexible working arrangements and employee retention, there are others that have found mixed or inconclusive results (Agarwal and Thakur 2018; Grant and Dallimore, 2019). These variations can be attributed to differences in research design, sample sizes, and measuring variables. Additionally, there is a lack of consensus regarding the specific mechanisms through which FWP influence outcomes such as employee retention and organisational productivity (Allen et al., 2015). This suggests that there is no widely agreed-upon understanding or shared perspective on the precise ways in which FWP impact outcomes like employee retention and organisational productivity. The presence of varying viewpoints indicates that there are more needs to understand how FWP affect employee retention and organisational productivity. Although, the findings from the literature review indicate that FWP have the potential to positively impact both employee retention and organisational productivity. However, further research is needed to fully understand the underlying mechanisms and explore the contextual factors that may moderate these relationships.

## ***Key concepts on Comparative analysis of Impact and effectiveness of Flexible working Policies on Employee Retention and Organisational Productivity***

*Identify these from the paragraph: Who, What, Where, When, Why, and How and list them. Then write a sentence or two using these terms. That can get you the main idea.*

*Read the paragraph, then think of a question you could ask that would be answered by that paragraph. The question will be the main concept.*

The key concepts for a comparative analysis of the impact and effectiveness of Flexible Working Policies (FWPs) on Employee Retention and Organisational Productivity include:

Flexible Working Policies (FWPs) are the detailed understanding of the various types of flexible working policies, such as telecommuting, flexible work hours, compressed workweeks, job sharing, and zero-hours contracts. FWPs will be implemented to examine how organisations integrate and implement FWPs in their work structures.

Employee Retention is the ability of an organisation to retain its employees over a specified period. This research paper will be identifying how FWPs impacts employee retention and the factors influencing employee retention, including job satisfaction, work-life balance, and the role of flexible working in retaining talent.

Organisational Productivity is the overall efficiency and effectiveness of an organisation in achieving its goals and objectives. Understanding the metrics and indicators used to measure organizational productivity. The productivity metrics that will be implored in this research are effectiveness ratio and employee turnover rate.

4. Comparative Analysis Framework:

- Methodology: Outlining the research methods and techniques employed for the comparative analysis.

- Variables: Identifying and comparing variables such as employee turnover rates, absenteeism, and overall productivity under different flexible working arrangements.

## ***Link between both two concepts, AND How they both are related to each other***

Research studies consistently demonstrate that flexible working policies have a positive impact on employee retention. Employees who have access to flexible working arrangements experience higher levels of job satisfaction and work-life balance. By allowing employees to have control over their working hours and locations, flexible working policies contribute to a better integration of work and personal life, leading to improved retention rates.

Flexible working policies have been strongly associated with increased job satisfaction and improved work-life balance (Agarwal and Thakur, 2018). Employees who have the ability to manage their work schedules and environments according to their personal needs are more likely to experience higher levels of job satisfaction and have a better balance between work and personal life. This increased satisfaction and work-life balance contribute to higher levels of employee retention.

Flexible working policies have also been shown to enhance employee motivation and engagement. When employees have the freedom to structure their work in a way that suits their individual preferences and lifestyles, they are more likely to be motivated and engaged in their work (Cho et al. 2017). This increased motivation and engagement play a crucial role in retaining employees.

Organisations that implement flexible working policies have experienced a reduction in turnover rates. Employees who have the flexibility to manage their work schedules and environments are more likely to feel valued and supported by their organisations, leading to higher levels of loyalty and reduced turnover intentions (Allen et al. 2015)

Research studies consistently show that flexible working policies have a positive effect on employee performance and productivity (Bailey 2014). When employees have the freedom to choose when and where they work, they are more likely to be productive and perform at their best. Flexible working policies enable employees to work during their most productive hours and in an environment where they feel comfortable and focused.

## ***Theoretical framework helps to give you a foundation.***

III. Theoretical Framework

A. Theories supporting the relationship between flexible working policies and employee retention

1. According to the High-Performance Work System (HPWS) Theory, organisations that embrace flexible working policies strive to create a work environment that is supportive and inclusive. This fosters positive attitudes among employees, such as job satisfaction and organisational commitment, ultimately resulting in higher employee retention (Agarwal and Thakur 2018)

2. The Work-Life Enrichment Theory suggests that flexible working policies, such as telecommuting and flexible hours, play a crucial role in enabling employees to maintain a better work-life balance. As a result, this leads to increased job satisfaction and reduced turnover intentions (Jiang & Hu, 2019).

B. Theories supporting the relationship between flexible working policies and organisational productivity

1. The Job Demands-Resources (JD-R) Model proposes that the implementation of flexible working arrangements enhances various job resources, such as autonomy and control over work. These resources have a positive impact on employee engagement and performance, ultimately contributing to improved organisational productivity (Grant and Dallimore, 2019).

2. According to the Social Exchange Theory, when organisations provide flexibility, employees feel valued and appreciated. In return, they demonstrate greater effort and commitment, ultimately leading to improved organisational productivity (Allen et al. 2015)

C. Integration of theories in the context of the research topic

In the context of the research topic, the integration of these theories suggests that offering flexible working policies can have a positive impact on both employee retention and organisational productivity. By adopting HPWS and work-life enrichment theories, organisations can create a work environment that is not only supportive but also enhances employee job satisfaction, commitment, and overall well-being. This, in turn, helps reduce turnover rates and increase employee retention. Additionally, the application of JD-R and Social Exchange theories emphasises the potential of flexible working arrangements in enhancing employee engagement, performance, and overall productivity. By leveraging these theories, organisations can contribute to their own success and growth (Allen et al. 2015; Grant and Dallimore, 2019).

***\*Empirical evidence on the linkage***

***The gaps in the literatures***

While the existing literature on the impact of flexible working policies is extensive, there are still some limitations and gaps that need to be addressed. For example, most studies focus on specific industries or types of flexible working policies, ***limiting the generalisability of thefindings***. Additionally, the mechanisms through which flexible working policies influence employee outcomes and the boundary conditions of these effects warrant further investigation

(Jiang & Hu, 2019).

The literature review on flexible working policies has provided valuable insights into their impact on employee retention and organisational productivity. The research findings consistently demonstrate that flexible working policies contribute to higher levels of job satisfaction, improved work-life balance, increased motivation and engagement, and reduced turnover rates. Furthermore, these policies have been found to enhance employee performance and productivity, foster creativity and innovation, and improve organisational culture and climate (Bailey 2014; Cho et al. 2017; Jiang & Hu, 2019). This evidence highlights the importance of organisations considering the implementation of flexible working policies to attract and retain talented employees and enhance overall productivity.

While the existing literature provides a strong foundation for understanding the impact of flexible working policies, there are several areas that require further research. Future studies should focus on exploring the specific mechanisms through which flexible working policies influence employee outcomes, such as the role of leadership support, work design, and organisational culture. Additionally, examining the differential effects of flexible working arrangements on different employee segments, such as gender, age, and job roles, would contribute to the development of inclusive policies. Longitudinal studies are also needed to examine the long-term effects of flexible working policies, including their sustainability and potential challenges that may arise over time (Grant and Dallimore, 2019; Noor, et al., 2019). By addressing these research gaps, organisations can make informed decisions and strategies regarding the implementation and management of flexible working policies.

***How your research helps to plug the gap***

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Methodology

(Noah: Methodology chapter should give a good indication of how you **propose to satisfy the aim of the dissertation (and by extension the objectives)**. This section should provide **considerations on the data**, *how is it collected*, ***what is the region***, what is **the sample** etc. *What methods are you using*, why that particular method, are there other suitable methods, if so why did you chose the specific one for this dissertation. What is your model, are the assumptions of the models and how your data fits into these etc.)

Intr

**Chapter 3: Methodology (2,000 words)**

•Detailed methodology

•Research approach

•Data collection

•Data analysis techniques

Explain what are the controlled variable, how are they controlled and why are they controlled.

Metrics for Organisational Productivity:

Clearly defined and universally accepted metrics for organisational productivity need to be established. These metrics should go beyond traditional measures and consider innovative indicators that encompass both quantitative and qualitative aspects of productivity. Productivity can be assessed through output metrics, financial performance, employee collaboration, and project completion timelines, among others.

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An in-depth exploration of sector-specific impacts is crucial. Different industries may experience distinct effects of FWAs and FWPs on productivity. For instance, the productivity metrics relevant to the manufacturing sector might differ significantly from those in the service industry. Literature exploring sector-specific nuances in the context of flexible working is limited but emerging.

IV. Methodology

Research design and approach

For this study, a systematic literature review approach is adopted to analyse the impact of flexible working policies on both employee retention and organisational productivity. The systematic literature review is a rigorous and comprehensive method that involves systematically searching for, critically appraising, and synthesising relevant research studies to address specific research questions (Agarwal and Thakur, 2018). By utilising this approach, this study ensures a comprehensive and unbiased analysis of the literature, generating robust findings and valuable insights.

Data collection methods and instruments

The primary method used for data collection in this study is a systematic review of existing academic research studies and literature reviews. Relevant studies were identified through electronic databases such as Scopus, Web of Science, and Google Scholar. The search terms used included "flexible working policies," "employee retention," "organisational productivity," and related variations. The inclusion and exclusion criteria were pre-determined to ensure the selection of high-quality studies that align with the research objectives. Only peer-reviewed journal articles published in English from the years 2008 to 2019 were included, resulting in a final sample of 23 studies.

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The data analysis for this study involves a qualitative synthesis of the selected studies. The data extracted from each study, including key findings, methodologies, and limitations, were organised and summarised to identify common themes, trends, and patterns. Thematic analysis was conducted to categorise the data based on the research questions and objectives, providing a comprehensive overview of the impact of flexible working policies on employee retention and organisational productivity. This analysis also helped identify gaps in the literature and areas that require further research.

A. Summary of key findings and their implications

B. Recommendations for further research

While this paper provides a comprehensive analysis of the existing literature on the impact of flexible working policies, there is room for further research and investigation in several areas.

1. Future studies should focus on exploring the specific mechanisms through which flexible working policies influence employee outcomes, including the role of leadership support, work design, and organisational culture.

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5. Lastly, more longitudinal studies are necessary to examine the long-term effects of flexible working policies on employee retention and organisational productivity.

6. Longitudinal research designs would provide insights into the sustainability and durability of the observed benefits, as well as potential challenges that may arise over time.

VI. Conclusion

Section A: Summary of Key Findings and Their Implications

Through an extensive analysis of the literature on flexible working policies, valuable insights have been gained into their impact on both employee retention and organisational productivity.

The research findings consistently demonstrate that flexible working policies exert a positive influence on various aspects including job satisfaction, work-life balance, employee motivation, and engagement. In addition, organisations that have implemented flexible working arrangements have experienced a decrease in turnover rates, an enhancement in employee performance and productivity, an increase in creativity and innovation, and an improvement in organisational culture and climate.

These notable findings have significant implications for organisations aiming to attract and retain high-performing employees in today's dynamic labour market. By offering flexible working policies, organisations can foster a supportive work environment that values the integration of work and personal life, thereby promoting employee well-being. Additionally, the positive impact on organisational productivity underlines the immense potential of flexible working arrangements in driving innovation and improving overall performance.

Variable definition

1. Telecommuting: Employees work remotely, often from home, using technology to communicate and fulfil their job responsibilities.

2. Flexible Work Hours: Employees have the flexibility to choose their start and end times within a specified range, allowing for better alignment with personal preferences or responsibilities.

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Compressed hours

Working full-time hours but over fewer days - for example a 9-day fortnight.

Flexitime

The employee chooses when to start and end work (within agreed limits) but works certain ‘core hours’, for example 10am to 4pm every day.

Annualised hours

The employee has to work a certain number of hours over the year but they have some flexibility about when they work. There are sometimes ‘core hours’ which the employee regularly works each week, and they work the rest of their hours flexibly or when there’s extra demand at work.

Staggered hours

The employee has different start, finish and break times from other workers.

Phased retirement

Default retirement age has been phased out and older workers can choose when they want to retire. This means they can reduce their hours and work part time.

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# Findings and Discussions

# Conclusions

# References & Bibliography

# Appendices

The final project (100%) will be assessed on the following criteria: 1. Clear identification of research questions, research aims and objectives 10% 2. Identification and critical use of background literature, theory and research 20% 3. Awareness of methodological issues and development of appropriate research methodology 15% 4. Focused and relevant discussion of context, data collection, analysis and interpretation 25% 5. Quality and validity of conclusions, and recommendations, further research where appropriate 20% 6. Clarity and quality of presentation, referencing, format 10%

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Hi Leke:

I have read your proposal and you can proceed with the dissertation process (meaning start writing your lit review and other necessary considerations for your milestone 1 submissions).

Points of action:

1. Your **business case is still unclear, and could be stronger**. I have spoken to you about my reservations about the 2. **Management slant of this topic** and how you need to really squeeze all your resources to 3. **Extract a management question** and4. **Actionable insights from this data**. Yes you identify some actionable insights for the tourism industry, my concern here is that the data is not a tourism data per-say, hence a lot of limitations in crafting a recommendation in this direction. The stakeholders that I can straight away see that will benefit from the recommendation there (from reading the proposal and looking at the type of dataset you want to employ) will probably be local authorities -in their capacity to craft green policies, local healthcare organisations in their capacity to deliver health care services to a population that benefits from nature parks etc, and other such organisations (councils, local council representatives, environment agencies etc). the 5. **business management side is not jumping out very clearly**. I am also concerned about the potential theoretical framework you will use for this data to satisfy the management context… but maybe this will come out more pronounced when the literature review is complete etc. I look forward to it.

6. **you need to re-work the business management considerations to the dissertation requirements**

7. you haven’t mapped your variables to the questionnaire

8. you also need to start **identifying a theoretical framework to review for the dissertation topic**

9. send me the dataset you have proposed to use.

Email me if this is not clear

Kindly keep ALL dissertation correspondence and communication within this email thread, this allows me to keep abreast of your progress. DO NOT start another email to me with your dissertation queries, this will simply go to the junk folder, and hence, will be ignored.

Kind regards

Noah

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Mgt/Mktg Jan 2023 - Milestone 2 - Draft (**Intro, Lit Review, Methodology**)

Due on **16 February, 2024** 12:00 PM

Mgt/Mktg Jan 2023 - Milestone 3 - Draft (**draft discussions/ results,** **analysis, conclusions**)

Due on **18 March, 2024** 12:00 PM

Mgt/Mktg Jan 2023 - Milestone 4 - **Research Project & R-Script**

Due on **24 May, 2024** 12:00 PM

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•**Chapter 1: Introduction (1,500 – 2000 words)**

•Scope of the study

•Research rationale, problems and questions

•Aims and objectives

•**Chapter 2: Literature review (4,000 – 5000 words)**

•A comprehensive review of relevant literature

•Identify gaps in existing research

•**Chapter 3: Methodology (2,000 words)**

•Detailed methodology

•Research approach

•Data collection

•Data analysis techniques

•**Chapter 4: Data analysis and Findings (4,000)**

•Using appropriate statistical and analytical techniques

•**Chapter 5: Conclusions and recommendations** (where appropriate**) (1,500 - 2000 words)**

•**Reference list and Appendices (don’t count against word limit)**

Limitations

As with WLB2 and WLB3, one issue for WLB4 fieldwork was a fairly high level of sampled workplaces that were not eligible for the research (31.9 per cent of the total sample provided), largely driven by unobtainable telephone numbers for establishments (18.1 per cent of the issued sample). This is indicative of the fact that only around five per cent of the records supplied by IDBR had telephone numbers

The effect of this weighting process was to bring the weighted total to the full population of 814,098 establishments, allowing the reporting of the survey results to be representative of all employers across Great Britain with five or more employees (this is a slight change from WLB3 whereby the unit weight was adjusted (‘scaled back’) so that that the profile of achieved interviews matched that of the IDBR profile from which they were selected)

Usually you would send a more detailed document (accompanying your title), identifying some literature and also variable mapping which is the most important. However, kindly proceed to your milestone 2, so as not to lose too much time.

Section B: Recommendations for Further Research

While this paper presents a comprehensive analysis of the existing literature on the influence of flexible working policies, there are several areas that warrant further research and investigation.

Firstly, future studies should delve into exploring the specific mechanisms by which flexible working policies influence employee outcomes, including the role of leadership support, work design, and organisational culture. By doing so, a deeper understanding of the underlying processes can be achieved, enabling the development of tailored strategies for successful implementation.

Secondly, additional research efforts should be directed towards investigating the impact of flexible working policies on different employee segments, such as gender, age, and job roles.

Gaining insight into the differential effects of flexible working arrangements on diverse groups of employees will facilitate the development of inclusive policies that effectively cater to the needs of all individuals.

Lastly, conducting more longitudinal studies is crucial for examining the long-term effects of flexible working policies on employee retention and organisational productivity. Such research designs would provide valuable insights into the sustainability and durability of the observed benefits, as well as the potential challenges that may arise over time.

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REFERENCES  
  
\*Gov.UK, 2023. *Flexible working*. London: GOV.UK. Available from: https://www.gov.uk/flexible-working [Accessed 11 January 2024].

Glossary

Definition

*Examples of FWP include telecommuting, flexible work hours, compressed workweeks, and job sharing*. While FW includes Full day, Part of the day (morning or afternoon), Work nights, Part of the night (Twilights), Work shifts i.e. a pattern of working whereby different groups of employees work over different periods of the day or week. ADD IF NECESSARY: May be used in manufacturing to permit a production line to keep working all day and night, or equivalently in a supermarket e.g. Employees work mornings one week and afternoons the next,

Zero-hours: a zero-hours does not guarantee the employee a fixed number of hours per week and the employee is only paid for the hours that they work. As at when required to work.

Work part-time that is less than 30 hours a week

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Research philosophy:

briefly locate your approach in a research philosophy (max. 2 pages, see dissertation unit materials for details).

Data access:

describe in detail where you got your data from (organisation), how the data has originally been collected (representative for a specific population? stratified regarding specific aspects of the population?) and for what purpose. Include ethical considerations if necessary.

Data restrictions:

describe all observations (rows) you have deleted and why, use the appendix if necessary. Describe if you use different samples of the data in your analysis (meaning with a different number of observations, for example on the individual-level and the team/ product -level) and conclude with the final number of observations. This number of observations needs to be used in all visualisations/ analytics.

Variable definition:

describe how you clean or tidy (after the steps in data restrictions) and define or transform all variables in your analysis (includes reliability/ validity if applicable). This refers to changes in the columns of your data. Provide a table with the final variable definition that you use in your dissertation (or specify in the text). Start with the outcome variables in detail, then the key explanatory variables and be brief with control variables.

Standard analytics methods:

describe which statistical methods you use (tests, regressions, statistical learning algorithms). Show awareness of the possibilities and constraints of each approach for the interpretation of your findings. Standard approaches are approaches which we have introduced in the programme already. Indicate in methodology if you discuss constraints in the discussion chapter.

Additional analytics methods (optional):

if you want to delve in methods that we haven’t covered in the programme yet, you can explain it here unless you described it in detail in the literature review. If you explore additional analytics methods, your methodology chapter will be much longer than in other MSc Management dissertations.

\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*

3.1 Describe the **research methodology** Approach used in the study:

3.2 Specify the **research design** (e.g., longitudinal, cross-sectional, experimental).

3.3 Detail the **data collection methods** (surveys, interviews, case studies, etc.).

3.4 Mention the **sample size and characteristics** (number of participants, demographics).

3.5 Explain **how variables** (such as flexible work arrangements, employee satisfaction, and productivity metrics) **were measured.**

3.6 Discuss any **control variables** considered (e.g., organizational size, industry type).

\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*

Chapter 3: Methodology (2,000 words) (Institute of Employment Studies et al. 2015)

This section should provide considerations on the data, how is it collected, what is the region, what is the sample etc. What methods are you using, why that particular method, are there other suitable methods, if so why did you chose the specific one for this dissertation. what is your model, are the assumptions of the models and how your data fits into these etc.

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**References**

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